



AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

15 JUNE 2020 AT 6:30 PM

IN LITTLE PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY

MEMBERS

Cr C Buchanan (Chairman)
Mayor G Aldridge
Cr M Blackmore
Cr L Braun
Cr B Brug
Cr A Duncan (Deputy Chairman)
Cr K Grenfell
Cr N Henningsen
Cr D Hood
Cr P Jensen
Cr S Ouk
Cr D Proleta
Cr S Reardon
Cr G Reynolds
Cr J Woodman

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
General Manager City Infrastructure, Mr J Devine
A/General Manager Community Development, Ms V Haracic
Manager Governance, Mr M Petrovski
Risk and Governance Program Manager, Ms J Crook
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 18 May 2020.

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OTHER BUSINESS

CLOSE



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN LITTLE
PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY ON**

18 MAY 2020

MEMBERS PRESENT

Cr C Buchanan (Chairman)
Cr M Blackmore
Cr L Braun
Cr B Brug
Cr A Duncan (Deputy Chairman)
Cr K Grenfell
Cr N Henningsen
Cr D Hood
Cr P Jensen
Cr S Ouk
Cr D Proleta
Cr G Reynolds
Cr J Woodman

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
General Manager City Infrastructure, Mr J Devine
A/General Manager Community Development, Ms V Haracic
Manager Governance, Mr M Petrovski
Risk and Governance Program Manager, Ms J Crook
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.31 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Apologies were received from Mayor G Aldridge and Cr S Reardon.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr L Braun
Seconded Cr J Woodman

The Minutes of the Policy and Planning Committee Meeting held on 20 April 2020, be taken and read as confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Cr J Woodman
Seconded Cr N Henningsen

1. The information be received.

CARRIED

1.0.2 Minutes of the Tourism and Visitor Sub Committee meeting held on Tuesday 12 May 2020

Moved Cr M Blackmore
Seconded Cr D Proleta

The information contained in the Tourism and Visitor Sub Committee of the meeting held on 12 May 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

CARRIED

1.0.2-TVSC1 Future Reports for the Tourism and Visitor Sub Committee

Moved Cr M Blackmore
Seconded Cr D Proleta

1. The information be received.

CARRIED

1.0.2-TVSC2 Promotional method for identifying properties of historical significance plus other attractions within City of Salisbury

Moved Cr M Blackmore
Seconded Cr D Proleta

1. That this interim report be noted.
2. That further information and / or presentations of suitable technologies be prepared for presentation to the Committee.

CARRIED

TVSC-OB1 Historical Signage Update

Moved Cr M Blackmore
Seconded Cr D Proleta

1. That a status report on historical signage be reported to the next meeting of the Tourism & Visitor Sub Committee including a priority listing.

CARRIED

TVSC-OB2 Cycling and Walking Path Signage

Moved Cr M Blackmore
Seconded Cr D Proleta

1. That a report be prepared by August 2020 investigating the feasibility and cost of installing signage and public mural art along the new Cycling and Walking path Tapa Martinthi Yala, to encourage cyclists to venture into Salisbury.

CARRIED

Community Development

1.1.1 Support for Sport and Recreation Post COVID-19 Restrictions

Moved Cr A Duncan
Seconded Cr L Braun

1. The information contained in this report is noted.

CARRIED

Economic Development

1.2.1 Reusable Coffee Cups

Moved Cr D Proleta

Seconded Cr M Blackmore

1. The information in this report is noted.
2. Council supports partnering in the Responsible Café program in 2021, allowing time for COVID-19 (coronavirus) restrictions to be lifted, clarity around new business operating requirements following the pandemic, and gives time for businesses to reopen and rebuild their customer base.
3. That a New Initiative Bid be included for consideration as a part of the 2020/2021 budget process to support this partnership.

CARRIED

Urban Development

1.3.1 Review of the Affordable Housing Policy for Surplus Council Owned Land

Moved Cr A Duncan

Seconded Cr C Buchanan

1. That the report be received.
2. That Council endorse the Affordable and Community Housing Policy - Development of Surplus Council Owned Land (Attachment 1 item 1.3.1 Policy and Planning Committee 18/05/2020 and gives further consideration of Affordable and Community Housing Policy to incorporate outcomes of the Homeless Strategy.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 6.45 pm.

CHAIRMAN.....

DATE.....

ITEM	1.0.1
	POLICY AND PLANNING COMMITTEE
DATE	15 June 2020
HEADING	Future Reports for the Policy and Planning Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

3.1 The table below outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution.

Meeting Item	Heading and Resolution	Officer
19/12/2016 P&P-OB1	RAAF AP-3C Tailfin for Purposes of Display That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade. Due: July 2020	Julie Kushnir
28/05/2018 1.2.1	Cities Power Partnership Program 1. That Council re-consider becoming a partner of the Cities Power Partnership program once the City of Salisbury's Energy Management Plan has been finalised and endorsed during 2018/19. Due: July 2020	Andrew Legrand
24/06/2019 12.1	Motion without Notice: Upgrades to Current Sporting Facilities That staff provide a report for costings for upgrades to our current major sporting centres, excluding Ingle Farm Recreation Centre, to support our community over the coming 40+ years. Due: June 2020 Deferred to: August 2020 Reason: Staff are awaiting an external condition audit report required to finalise recommendations.	Adam Trottmann
23/09/2019 1.5.1	Heritage 1. Subject to budget approval by Council, the General Manager City Development be authorised to engage a heritage expert to undertake a Local Heritage first stage study, a Thematic Heritage Framework, for the City of Salisbury area, and report back to Council on the findings. Due: October 2020	Peter Jansen
25/11/2019 1.1.2	Community Safety Strategy 3. Staff develop an implementation strategy with detailed resource allocations and assign lead responsibilities, and staging of the actions for council consideration. Due: July 2020	Julie Douglas
25/11/2019 AMSC2	Street Tree Asset Management Plan and Policy 2. That a report be presented to the February 2020 Policy and Planning Committee as part of a plan to consider a range of tree types in the tree palette options, including flowering Due: July 2020	Craig Johansen

25/11/2019	Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin	Jo Cooper
3.6.2	3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of: <ul style="list-style-type: none"> a. strategies and opportunities for Council to engage in the “Direct Democracy” (Citizens Jury), identifying areas where this can be used e.g. Neales Green; 	
Due:	July 2020	
25/11/2019	Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin	Jo Cooper
3.6.2	3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of: <ul style="list-style-type: none"> b. the creation of a “Fun Bus” service as provided by the City of Darwin; 	
Due:	July 2020	
16/12/2019	Public Art – Feature Artwork	Julie Kushnir
1.1.2	4. Staff to continue to work with the Public Art Panel to identify suitable locations with a further report to be brought back to Council in March 2020 with recommendations that can be incorporated into the 2020/21 budget.	
Due:	August 2020	
28/01/2020	Bridgestone Athletics Centre – Sponsorship Opportunities	Adam Trottman
1.10.1	Council has previously resolved this resolution to be confidential.	
Due:	June 2020	
Deferred to:	November 2020	
Reason:	An expression of interest process will be called in October/November 2020 at which time a further update will be provided to Council.	
23/03/2020	Strategic Review	Terry Sutcliffe
AC-OB1	1. That a strategic review of the project management and contract management regarding the Salisbury Community Hub be performed.	
Due:	June 2020	
Deferred to:	December 2020	
Reason:	To align with conclusion of Defects Liability Period and contract close.	

27/04/2020 MON7.3	Shelter for the Homeless 2. That Council requests the Administration to provide a further report by July 2020 to be presented, responding to the original Motion on Notice (Resolution Number 0343/2019). Due: July 2020	Julie Douglas
27/04/2020 1.1.2	Salisbury Community Hub - Update - Future Service Demands 2. That administration provides an update report by December 2020 on the status of assessing any future service demands at the Salisbury Community Hub and implications. Due: December 2020	Julie Kushnir
25/05/2020 1.2.1	Reusable Coffee Cups 4. A report be prepared, in consultation with NAWMA, to provide Council with a proposed promotional program, including the costs and benefits, to increase the use and appropriate collection of compostable coffee cups for businesses within the Salisbury Council area. Due: August 2020	Nina Parletta
25/05/2020	Review of the Affordable Housing Policy for Surplus Council Owned Land 2. That Council endorse the Affordable and Community Housing Policy - Development of Surplus Council Owned Land (Attachment 1 item 1.3.1 Policy and Planning Committee 18/05/2020 and gives further consideration of Affordable and Community Housing Policy - Development of Surplus Council Owned Land to incorporate outcomes of the Homeless Strategy. Due: August 2020	Hiroe Terao
25/05/2020	Motion on Notice: Street Libraries 1. That the City of Salisbury report on the viability, cost and concept of street libraries for consideration by Council post COVID-19. Due: September 2020	Jo Cooper

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer: EXECUTIVE GROUP GMCiD A/GMCD
Date: 09/06/2020 04/06/2020 04/06/2020

ITEM 1.1.1

POLICY AND PLANNING COMMITTEE

HEADING Minutes of the Youth Council Sub Committee meeting held on Tuesday 9 June 2020

AUTHOR Bronwyn Hatswell, PA to General Manager, Community Development

CITY PLAN LINKS 4.3 Have robust processes that support consistent service delivery and informed decision making.

SUMMARY The minutes and recommendations of the Youth Council Sub Committee meeting held on Tuesday 9 June 2020 are presented for Policy and Planning Committee's consideration.

RECOMMENDATION

1. The information contained in the Youth Council Sub Committee Minutes of the meeting held on 09 June 2020 be received and noted and that the following recommendations contained therein be adopted by Council:

YC1 Future Reports for the Youth Council Sub Committee

1. The information be received.

YC2 Youth Council Projects Update

1. That the information be received and noted.

YC3 Youth Programs and Events Update April - June 2020

1. That the information be received and noted.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Minutes Youth Council Sub Committee - 9 June 2020

CO-ORDINATION

Officer: A/GMCD
Date: 11.06.2020



MINUTES OF YOUTH COUNCIL SUB COMMITTEE MEETING HELD IN THE JOHN HARVEY GALLERY, 34 CHURCH STREET, SALISBURY ON

9 JUNE 2020

MEMBERS PRESENT

Mon-Maya Chamlagai (Chairman)
Brooke Duncan
Christian Gudic
Luke Hall (Deputy Chairman)
Somayeh Mirzaiei
Nicolette Nedelcev
Tuyet Nhi Sofina Le Thi
Sharifulah Noorzai
Madeline Prince
Emily Williams
Stacey Williams
James Wood
Cr G Reynolds
Rebecca Etienne (Mentor)
Joel Winder (Mentor)

OBSERVERS

Nil

STAFF

Manager Community Capacity and Learning, Ms J Cooper
Manager Governance, Mr M Petrovski
Team Leader Twelve 25 Salisbury Youth Enterprise Centre, Ms J Farley
PA to General Manager Community Development, Mrs B Hatswell
Community Planner Youth Participation, Ms J Brett

The meeting commenced at 5.37 pm

The Chairman welcomed the members, staff and the gallery to the meeting and read the Kaurna Acknowledgement.

APOLOGIES

Apologies have been received from Mayor G Aldridge, D Graham-Williams, B Thompson, H Williams, T Wood, Cr M Blackmore, A O'Sullivan and D Walker.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Moved L Hall
Seconded N Nedelcev

The Minutes of the Youth Council Sub Committee Meeting held on 14 April 2020, be taken and read as confirmed.

CARRIED

REPORTS

YC1 Future Reports for the Youth Council Sub Committee

Moved N Nedelcev
Seconded S Williams

1. The information be received.

CARRIED

YC2 Youth Council Projects Update

Moved L Hall
Seconded S Mirzaiei

1. That the information be received and noted.

CARRIED

YC3 Youth Programs and Events Update April - June 2020

Moved S Williams
Seconded S Mirzaiei

1. That the information be received and noted.

CARRIED

YC4 Council Reporting Workshop for Youth Council Members

J Wood left the meeting at 6:07 pm.

The Manager Governance, Mr Mick Petrovski provided an overview of the Council reporting process.

OTHER BUSINESS

Nil.

CLOSE

The meeting closed at 6.35 pm.

CHAIRMAN.....

DATE.....

ITEM	1.7.1		
	POLICY AND PLANNING COMMITTEE		
DATE	15 June 2020		
PREV REFS	Policy and Planning Committee	1.7.1	15/07/2019
	Policy and Planning Committee	1.7.1	16/03/2020
	Policy and Planning Committee	1.7.1	20/04/2020
HEADING	City Plan		
AUTHOR	Greg Ratsch, Manager Economic Development & Urban Policy, City Development		
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.		
SUMMARY	Stage 2 consultation on Council's draft City Plan has concluded. This report seeks endorsement of that Plan.		

RECOMMENDATION

1. The submissions received during the consultation process for the City Plan be noted.
2. The Draft City Plan at Attachment 1 to this report (Item No. 1.7.1, Policy and Planning Committee, 15/06/2020), incorporating amendments in response to public consultation outcomes, be endorsed.
3. That the Manager Economic Development and Urban Policy be authorised to update the City Scorecard indicators that are not yet finalised when relevant data is received.
4. That for the purposes of Section 122(8) of the Local Government Act 1999, Council declares the City Plan, Long Term Financial Plan and the Strategic Asset Management Plan to constitute the strategic management plans of Council.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Draft City Plan for Endorsement
2. Stage 2 Engagement Feedback
3. Example of information that will support people to understand the City Scorecard indicators
4. Mapping of Critical Actions against Foundations

1. BACKGROUND

- 1.1 Section 122 of the *Local Government Act (1999)* requires councils to develop and adopt plans for the management of its area, to be called collectively “strategic management plans”. Council’s suite of strategic management plans are the Long Term Financial Plan, Asset Management Plan and City Plan 2030. While a council can review its strategic management plans at any time, it must undertake a comprehensive review within the two years following a general election.
- 1.2 Among the requirements of Section 122 are that strategic management plans must identify the council's objectives for the area over a period of at least four years, the principal activities that the council intends to undertake to achieve its objectives, the measures (financial and non-financial) that are to be used to monitor and assess the performance of the council against its objectives, and identify the means by which its activities are to be carried out and its objectives achieved.
- 1.3 The project brief for the review of Council’s City Plan was endorsed by Council at its meeting in July 2019. In line with that brief, several discussions were held with Elected Members regarding the focus and specific deliverables to be considered. Further discussions were held with staff, interest groups and the community (through pop-up sessions) to inform the draft content.
- 1.4 At its meeting on 23 March 2020 Council endorsed the draft vision, foundations, critical actions and associated City Plan mapping for the purposes of public consultation. Due to the Covid-19 restrictions in relation to public gatherings and social distancing, an amended approach to community engagement was endorsed by Council at its meeting on 27 April 2020.
- 1.5 The Annual Business Plans and Strategic Planning Notice (No 4) 2020 has been made by the Minister for Transport, Infrastructure and Local Government in exercise of his emergency powers under section 302B of *the Local Government Act 1999*. The Notice provides a three month extension to the deadlines for delivery of Annual Business Plans and Budgets, Strategic Management Plans and the declaration of general rates. Although this enables Council to delay adoption of the City Plan until February 2021, this plan has been developed within the original timeframes endorsed by Council.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Two workshops were held with Elected Members in September 2019 and February 2020. Elected Members also workshopped and provided feedback on the proposed foundations, critical actions and vision at the Elected Member weekend on 29 February 2020.
 - 2.1.2 Two staff workshops were held in October 2019 with staff having a further opportunity to provide perspectives via a survey.
 - 2.1.3 Engagement with Council interest groups such as the Intercultural Community Alliance, Youth Council, Disability and Inclusion Network and Seniors Alliance.

2.2 External

- 2.2.1 Two community pop-up sessions were held at Parabanks and Mawson Central in late November 2019 to obtain some preliminary feedback on what community members consider to be priorities. That feedback highlighted the importance our community places on parks and public spaces; maintenance of roads, footpaths and verges; the need for job creation; climate change adaptation measures; and waste management and recycling. This is generally consistent with the priorities identified in the consultation process for the current City Plan and matters highlighted in the 2018 Community Perception Survey.
- 2.2.1 Stage 2 engagement activities were planned for April and May 2020 but this engagement was impacted by the Covid-19 pandemic, which prevented face to face activities. Therefore activities were limited to on-line surveys. A community survey went online on 6 May and was closed on 28 May 2020. It was advertised via Council's website and Facebook. Survey questions related directly to the draft City Plan 2035 available online.

3. REPORT

- 3.1 The draft City Plan (provided as Attachment 1 to this report) has been developed following engagement with Elected Members, staff and the community as well as an analysis of statistical data, previous feedback received through recent consultation undertaken by Council and consideration of factors that may influence our City.
- 3.2 A new vision – “**A sustainable, connected and progressive community**” is proposed, objectives have been replaced with Foundations that describe what Council is aspiring to put in place in our City and organisation, and a new way of categorising Council's priority actions as follows:
- **Strategic Projects:** Significant stand-alone projects that Council is responsible for delivering within the next four years.
 - **Operational Focus:** Day to day services that Council has identified as priorities through feedback from our community.
 - **Strategy Development:** This set of actions deals with the preparation of policies, strategies and plans this Council will develop or review that are important for delivering our City Vision in the medium to longer term.
 - **Advocacy Priorities:** Priorities that Council considers to be important but which need to be delivered or resourced by other organisations.

Community Engagement

- 3.3 Overall 266 people engaged with the City Plan engagement process including 65 in the response to consultation on the draft document. Full details are provided in Attachment 2.
- 3.4 Observations coming out of consultation on the draft City Plan included:
- General support for the proposed vision, foundations and critical actions
 - Initiatives need to be delivered across the City, not just focused on some areas
 - The desirability of community involvement in sustainability initiatives

- Specific commentary around opportunities such as sporting facilities, cycling paths, improvements to transport infrastructure, safety, diversity in all its forms, the use of technology, Parafield Airport, NAWMA, mental health and communication. A significant amount of this commentary provided additional detail to existing information included in the draft and that detail has been captured to inform implementation rather than reflected in the wording of the City Plan.
 - The need for greater clarity about actual deliverables in the Innovation and Business Development section
 - Implementation and monitoring is critical
- 3.5 In response to these, and other suggestions, a range of amendments were made including:
- The inclusion of safety as a consideration in road upgrades
 - Opportunities for the community to be involved in sustainability initiatives
 - Inclusion of a statement to provide an overview of the City shaping map
 - Explicit mention to improve sport facilities and cycling paths along with play spaces
 - The inclusion of an action to acknowledge the achievements in our community and by staff.
- 3.6 A range of operational matters were also identified, and rather than including those in the City Plan, these are being collated and forwarded to the relevant part of Council to follow up.
- 3.7 In addition, following discussion at Executive Group, further critical actions were included regarding shaping the next generation of our business and the delivery of Council's Covid-19 response package given its scale.
- 3.8 While the layout of the consultation document was well received, some respondents called for the content to be written in language that is more readily understood. Accordingly the content of the attached draft City Plan has been edited by a copywriter.

Indicators

- 3.9 In the lead up to, and at the Elected Member workshop held in September 2019, several changes to the nature of indicators were suggested. These included:
- Clear separation of "City Scorecard" indicators (now referred to as "City Dashboard") and Council's corporate indicators
 - Closer integration between indicators in the City Plan with CEO and Elected Member KPIs
 - A clearer line of sight between the Corporate indicators and objectives (as they were referred to then) and/or critical actions.
- 3.10 In this context "City Dashboard" indicators are meant to provide information that collectively give an overview of Salisbury – the majority of these are influenced by factors outside of Council's control but describe the context in which we design and deliver services. By contrast "Corporate Indicators" are measures that seek to quantify Council's performance or impact. These may be qualitative or quantitative and by their very nature, some of these will be partial or proxy measures.

- 3.11 City Dashboard indicators are provided at the start of each Direction and these provide a description of our City. While most City Dashboard indicators have been identified, there are a few that still require identification of a data source or information to be provided from external agencies. The approach for the Innovation and Business Development Direction is a little different given its focus is on the organisation. In this case the Dashboard indicators generally reflect the CEO's current KPIs under the Enabling Excellence direction of the existing City Plan.
- 3.12 It is intended that there will be a greater level of detail sitting behind each City Dashboard Indicator that can assist people to understand trends and comparative performance. An example of what this might look like for the "Growing City That Creates New Opportunities" direction is provided as Attachment 3 (noting this is intended to be presented in a web-based format).
- 3.13 Elected Members have previously expressed a desire to see the corporate indicators more tightly aligned with either the critical actions and or foundation statements in the new City Plan. There was also an intention to align CEO KPIs with indicators.
- 3.14 At this point in time there are 16 foundation statements and 74 critical actions. Identifying an indicator for each of these and reporting on that indicator would be a time consuming process – and in some cases the nature of a critical action makes it difficult to identify an appropriate indicator.
- 3.15 With the above in mind, corporate indicators for each direction have been included in the draft City Plan. An indicative mapping of these indicators against specific Foundations for each Direction is provided in the draft City Plan. It's necessary to note that for the purpose of this exercise, each critical action has been paired with a foundation statement although achievement of most critical actions will deliver benefits across multiple foundation statements (as illustrated in Attachment 4). Note Attachment 4 does not contain cross referencing against advocacy priorities.
- 3.16 Where possible the identified indicators draw on existing data sources.

Response to Previous Council Resolutions

- 3.17 Previously Council requested Administration to review Darwin's City Plan. Darwin's plan creates a direct link between that Council's objectives and priority actions by stripping out a layer of strategic statements. The revision of Salisbury's City Plan seeks to replicate this, while still providing high level strategies to guide decision making. Both Darwin's plan and Salisbury's draft Plan also seek to identify which actions we are primarily responsible for delivering, and those that are best delivered or resourced by others.
- 3.18 Council also resolved at its April meeting that a range of Council documents, including the City Plan, include a statement regarding the respective role of Elected Members and staff. This has been inserted on page 3 of the Plan.

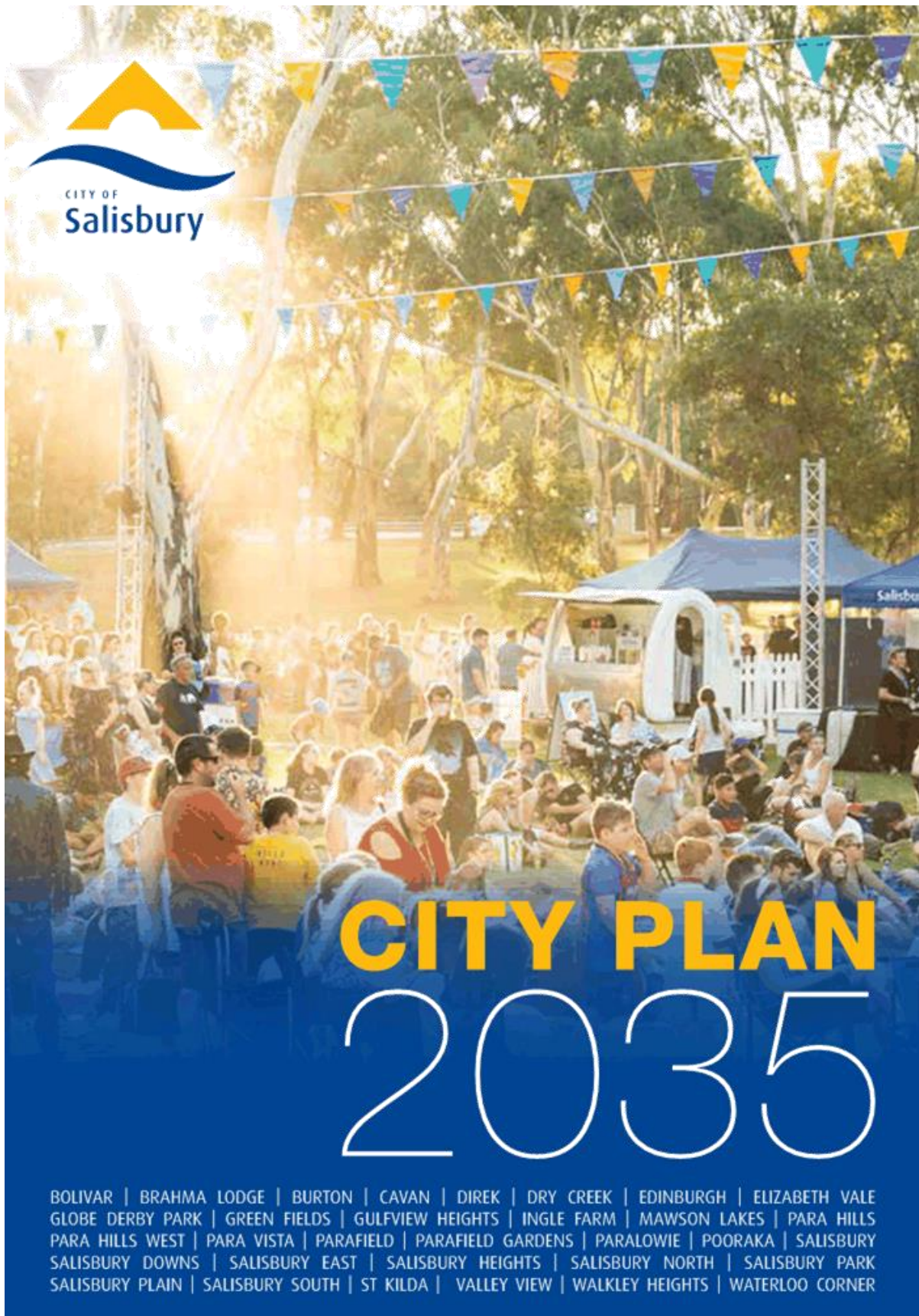
4. CONCLUSION / PROPOSAL

- 4.1 The City Plan is a key strategic document for Council and provides the strategic directions for Council including the identification of critical actions for the City over the next few years.

- 4.2 Section 122(8) of the Local Government Act 1999, states that “A council must, for the purposes of this section, specifically declare which plans will constitute the strategic management plans of the council.” This declaration has been included in the proposed recommendation.
- 4.3 This draft City Plan includes a new vision, foundation statements, critical actions, and indicators that have been informed by community engagement and input from Elected Members, Executive Group and staff.
- 4.4 The Stage 2 consultation has concluded with comments received and considered resulting in minor amendments to the plan, incorporated into the draft at attachment 1 to this report.
- 4.5 To keep the document current over its life, Council could consider making additional amendments to the City Plan as it endorses the strategies developed that are identified as future planning priorities in this City Plan. This can be addressed as part of a regular monitoring and review cycle for the City Plan.
- 4.6 To support this City Plan a greater level of web based information will be provided including background papers, consultation documents, City Dashboard updates, links to other strategic documents and progress reports. This improves the currency of information, and provides additional flexibility in how the plan is presented, reported on and the level of background documentation that can be made available.


CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 09.06.2020



Item 1.7.1 - Attachment 1 - Draft City Plan for Endorsement

Mayor's Message



At such an important time in Salisbury's history, it is an enormous privilege to be playing a role in shaping this city. When Council prepared its previous City Plan, our community was facing the imminent closure of the car industry. Now, as we finalise this plan, we are grappling with the consequences of COVID-19. Council has put in place a number of actions to support our community including a \$100 million capital spend over the next two years.

Council's vision for Salisbury is to be a sustainable, connected and progressive community. These attributes have always been a central part of who we are. These will become especially important as we regroup post COVID-19 with a renewed focus on improving the quality of our suburbs, supporting businesses to create more jobs and as Council identifies opportunities to make Salisbury an even better place to visit, live and do business.

My fellow Councillors and I have actively shaped this plan. It contains three main elements – it is a plan for all the suburbs that make up our great City; it is a plan that aims to deliver immediate improvements to the way our neighbourhoods look and function; and it is a plan that identifies key projects and opportunities that could transform our City.

Our organisation values accountability, collaboration, helpfulness and respect. This means you should expect an exceptional experience when interacting with us. We aim to deliver quality outcomes and I want our Council to be seen as a great place to work.

I look forward to working with you, neighbouring Councils and other levels of government as we achieve this plan's goals.

Gillian Aldridge OAM
Mayor
June 2020

Elected Members



The Council of the City of Salisbury is made up of Elected Members (the Council) and administrative staff who make decisions and undertake works and deliver services on behalf of the Salisbury community. The Council, consisting of the Mayor and Ward Councillors, is the decision-making body for the government and management of the City of Salisbury.

The Mayor and Councillors represent the interests of the community and ultimately are responsible for the workings of the Council, allocation of the budget and the services it delivers. Elected Members vote on what action will be taken with regard to issues brought before the Council.

Elected Members can be contacted to discuss any matter relating to Council.

Elected Members are volunteers who want to be involved in making the City a better place in which to live, work and do business. As volunteers, Elected Members receive an allowance determined by the independent South Australian Remuneration Tribunal for expenses incurred and time spent in the discharge of their duties, often making difficult decisions about complex and important matters.

Elected Members are assisted by the administration that works under the direction of the Chief Executive Officer. Council staff provide advice, implement the decisions of Council, and perform the daily works necessary to keep the Council operating.



How has the City Plan been prepared?

The Local Government Act requires Councils to regularly prepare strategic management plans. This City Plan, along with Council's 'Long Term Financial Plan' and 'Strategic Asset Management Plan', address the Council's obligations.

In preparing this Plan, Council has:

- assessed economic, environmental, social and demographic trends and projections
- reviewed State Government policies and directions, including the 'State Infrastructure Strategy', 'Growth State', 'Planning and Design Code' and 'Climate Change Strategy' (some of which are not yet finalised)
- identified regional development projects and initiatives that could affect Salisbury
- reviewed other Council strategies, including the 'Adapting Northern Adelaide Climate Adaptation Plan', 'Intercultural Plan', 'Youth Action Plan', 'Growth Action Plan' and 'Ability Inclusion Strategic Plan'
- reviewed strategies currently being developed, such as our draft 'Place Activation Strategy' and 'Digital Strategy'
- commissioned an economic report into how to grow Salisbury's economy and ways for residents to benefit from that growth
- reviewed Council research, such as the 'Community Perceptions Survey'
- engaged with the community and stakeholders to inform the City Plan's priorities and directions.

Context

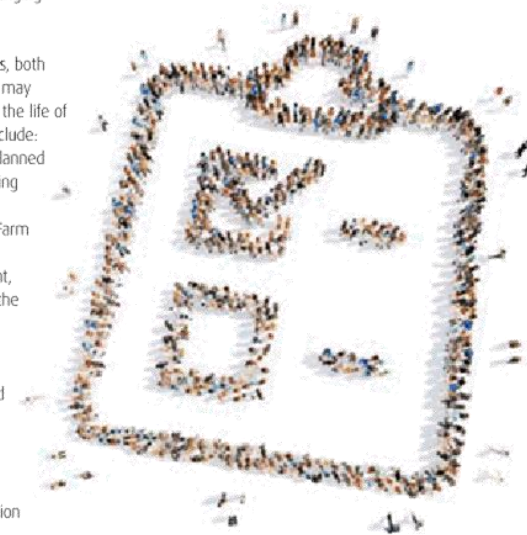
A City Dashboard that highlights the social, environmental and economic factors shaping our City, as well as key indicators for the performance and sustainability of Council, is part of this plan. These indicators introduce each of the directions outlined in this document. Further information on these indicators can be found on Council's website.

Other factors may impact on our City over the life of this plan. These include the rapid advance of technology; changes in work practices as a result of Covid 19; the continued evolution of social media; changes in transport such as electric cars, on-demand services and autonomous systems; and changing expectations on all levels of government.

There are significant projects and influences, both within the Council area and outside it, that may contribute to Salisbury's development over the life of this plan (see map on page 24-25). They include:

- the potential development of a masterplanned community at Dry Creek and more housing in surrounding areas such as Bowden, Lightsview, Port Adelaide and Andrews Farm
- a predicted increase in infill development, particularly in the south-eastern part of the Council area
- recently completed projects such as the Northern Adelaide Irrigation Scheme and the Northern Connector
- more defence spending at Edinburgh, Technology Park and Osborn, and the possible listing of these as State Innovation Precincts

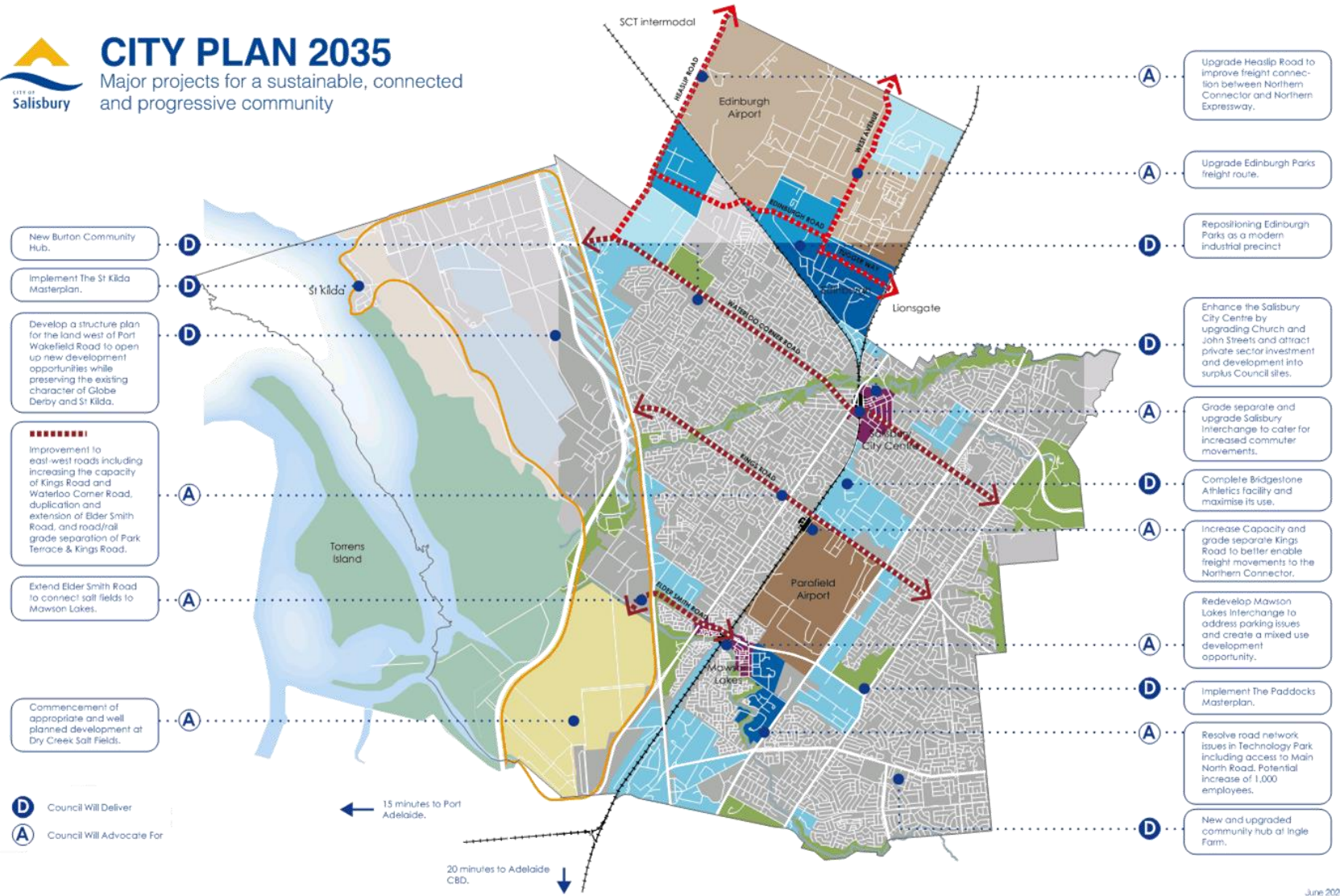
- the impact of a changing climate on waterways and coastal areas, including the Adelaide International Bird Sanctuary
- upgrades to road, rail and bus networks
- state investments in other council areas, such as upgrades of Modbury and Lyell McEwin hospitals, investment in recreation facilities at State Sports Park, and projects within the Adelaide CBD (including Lot 14).





CITY PLAN 2035

Major projects for a sustainable, connected and progressive community



Salisbury

a sustainable, connected and progressive community

Council’s vision is for Salisbury to be a sustainable, connected and progressive community.

Council’s Elected Members developed this vision after they considered the factors that characterise successful cities and their aspirations for Salisbury.

Successful cities think about the long term while making decisions today – this is the essence of **sustainability**. They care about the environment, their people and the legacy they leave for future generations. Internally, they are financially responsible, have excellent systems in place and promote a culture that values enduring outcomes.

Connections abound and take many forms. Some connections are social, such as friendships formed through community groups or with neighbours. Some are environmental, including the connections people have with nature or the biodiversity corridors that support wildlife. Other connections are economic, such as the links between residents, jobs and businesses. For connections to prosper, there must be appropriate infrastructure that enables people to move and connect with places further afield.

Successful communities are **progressive**. They embrace change as essential if they are to be liveable and competitive in a changing environment and economy. At the same time, successful communities take pride in their heritage and use their history as the foundation for identifying and creating opportunities and for understanding how to respond to challenges.

The Salisbury community consists of the 143,560 people who live in our 32 suburbs, whether they have been here all their lives or are new arrivals; the 7,200 businesses and 53,000 workers that make Salisbury the state’s fourth largest economy; and the community groups, schools, churches and sporting clubs that bring people together.

Salisbury has many of the building blocks in place to achieve its vision. This City Plan outlines the actions that Council will prioritise over the next four years to enable Salisbury to achieve it.

City Plan Structure

City Plan 2035 contains a vision for Salisbury to be ‘a sustainable, connected and progressive community’. It has three directions that capture the social, environmental and economic influences on Salisbury, and one direction that addresses factors within Salisbury Council itself.

 <p>A welcoming and liveable City</p>	 <p>A sustainable City</p>	 <p>A growing City that creates new opportunities</p>	 <p>Innovation and Business Development</p>
<p>Encompasses issues that affect the liveability of the City and the health and wellbeing of its people, including safety, social connections, the look and feel of our neighbourhoods, and the facilities and programs available to support our community’s aspirations.</p>	<p>Includes protecting and conserving our diverse natural environment to support biodiversity, reducing Council’s environmental footprint, ensuring we make the most of our resources and enabling our community, environment and infrastructure to be resilient to a changing climate.</p>	<p>This focuses on how we support the success and growth of local businesses, job opportunities for our residents, attracting investment, quality urban planning and providing infrastructure that supports economic activity.</p>	<p>Outlines how Council will work to provide exceptional experiences, deliver quality outcomes and be recognised as a great place to work.</p>

Several ‘Foundations’ are then identified for each of the 4 directions.
Council has determined that these Foundations are the goals that we will seek to achieve for Salisbury. They are supported by critical actions that outline the Council’s priority deliverables over the life of the plan.

CRITICAL ACTIONS

Our critical actions range from operational and site-specific projects that will have immediate impact, to strategic objectives that will guide how and what Council achieves in the longer term.

<p>Immediately noticeable impact</p> <ul style="list-style-type: none"> Strategic projects significant stand-alone projects to be delivered by Council within the next four years Operational focus services that community feedback has highlighted must be Council priorities through feedback from our community 	<p>Medium to longer term impact</p> <ul style="list-style-type: none"> Future planning strategies and plans Council will develop or review that are important for delivering our City Vision Advocacy priorities priority projects for which investment will be sought from other organisations
--	--

Accompanying the above is a range of corporate indicators that highlight the progress being made in addressing the foundations.

A welcoming and liveable City

City Dashboard

Population	143,560 people
Community perception of quality of life	6.6/10
Proportion of people born overseas	31%
Reported crime per 10,000 people	79.81 incidents
Housing Affordability	TBC
SEIFA Index of Advantage & Disadvantage	917
Proportion of working population with Certificate 4 and above qualifications	41.3%

Foundations

- Our City is attractive and well maintained
- The health and wellbeing of our community is a priority
- People are valued and they feel safe, included and connected
- We are proud of our strengths, achievements and cultural diversity
- Our community is resilient and adaptive to change



Critical Actions (0-5 years)

Strategic Projects	Operational Focus
<ul style="list-style-type: none"> • Upgrade community hubs at Burton and Ingle Farm • Implement St Kilda and Paddocks masterplans • Complete the Bridgestone athletics facility and maximise its use • Provide at least 15% affordable housing through Council's development projects • Implement the regional public health plan and wellbeing agenda • Enhance the visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and more greening of reserves • Improve our playgrounds and sporting facilities and cycle paths • Implement the 'Ability Inclusion Strategic Plan', including providing more equipment in our playgrounds that is able to be used by people with different abilities 	<ul style="list-style-type: none"> • Improve quality and cleanliness of residential areas • Promptly remove rubbish dumped on public land • Implement Council's community safety strategy, including CCTV coverage • Ensure public spaces are accessible and sporting facilities are maintained • Provide support and grants to sporting and community groups • Work closely with Community and Senior Centres to provide effective and well received programs • Deliver Council's intercultural Strategic Plan to build connections and increase collaboration among community groups and service providers
Future Planning	Advocacy Priorities
<ul style="list-style-type: none"> • Develop a place activation strategy • Assess future social infrastructure needs • Update the 'City Pride' strategy 	<ul style="list-style-type: none"> • Increased resourcing and services to make our community a safer place • Improve public transport options • Improved infill development policies and urban design • Programs and services to address mental health, housing and income inequality issues

A welcoming and liveable City



Council's commitment to develop a welcoming and liveable City

Council will:

- deliver and support programs that promote active living, health and wellbeing throughout the community
- provide community and sporting facilities that cater for a diverse range of interests and needs
- support clubs and community groups to increase participation
- connect people to information, people and programs that help them achieve their goals
- celebrate our community's diversity
- design services, places and programs that are safe and welcoming for all
- inform, connect and empower people and neighbourhoods to increase self-reliance
- provide experiences that make our places lively and interesting
- facilitate housing choices
- encourage businesses to become more involved in our community

Corporate Indicators

Foundation	Indicators
Our City is attractive and well maintained	Proportion of households within 500 metres of irrigated open space Timeframe for resolving customer requests to remove dumped rubbish How much open space is irrigated with harvested stormwater
The health and wellbeing of our community is a priority	Participation in community programs, usage and membership at sporting clubs, libraries and community centres/hubs Satisfaction with recreational areas Social support group attendance
People are valued and they feel safe, included and connected	Community perception of safety Level of public transport usage Number of playgrounds with inclusive equipment
We are proud of our strengths, achievements and cultural diversity	Number of programs delivered that support intercultural partnerships and participation in same Council of Europe Intercultural Cities Index
Our community is resilient and adaptive to change	Proportion of affordable dwellings provided through Council's strategic property development program Co-investment in projects supported through Council grants

A sustainable City

City Dashboard

Tree Canopy Coverage	18%
Number of severe heat days in previous year	41 days
Water use per household	TBD
Domestic waste generated	53,711 tonnes
Proportion of dwellings with solar panels	36.5%
Area covered by mangroves and samphire	13.4km ²

Foundations

- Salisbury has a balance of green spaces and natural environments that support biodiversity
- We make the most of our resources including water, waste and energy
- Our community, environment and infrastructure are adaptive to a changing climate



Critical Actions (0-5 years)

Strategic Projects	Operational Focus
<ul style="list-style-type: none"> • Replace all Council-owned street lights with energy-efficient lighting • Improve the environmental performance of Council buildings • Enhance our biodiversity corridors along Dry Creek and Little Para River and other environmentally sensitive areas such as coastal mangroves • Involve people and use sensors to better understand and improve our environment's health • Develop markets for recyclable materials through the Northern Adelaide Waste Management Authority 	<ul style="list-style-type: none"> • Use recycled or re-used materials where possible in construction and maintenance programs • Maintain weekly rubbish collection for residents and promote initiatives that reduce waste to landfill • Adopt practices and infrastructure that make the City cooler in an increasingly warm climate • Stabilise major creek lines and banks to improve biodiversity and reduce scour and silting • Manage and plan assets so they are resilient to a changing climate • Work with and educate our community on ways to improve the environmental performance of households and our City
Future Planning	Advocacy Priorities
<ul style="list-style-type: none"> • Review Council's sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water • Complete the Dry Creek Stormwater Management Plan to protect the City from flooding • Develop a business case to showcase good design techniques that improve the environmental performance of housing and streets 	<ul style="list-style-type: none"> • Investment in programs that reduce waste to landfill such as incentives to increase recycling and 'circular economy' initiatives • Integrate urban water planning and funding for catchment programs

A sustainable City



Council's commitment to develop a sustainable City

Council will:

- manage the impacts of increased heat, flooding, intense storms and bushfires
- work with our community so they are better prepared for extreme weather events
- encourage our community to be actively involved in caring for our environment
- enhance our natural spaces, including our coast, hills and creeks
- support the establishment of a circular economy
- improve the energy efficiency of Council's operations
- help the community and businesses reduce waste, water and energy and associated costs

Corporate Indicators	
Foundation	Indicators
Salisbury has a balance of green spaces for our residents and natural environments that support biodiversity	Indicator for creek health (to be developed) Length of creek bank stabilised Community perceptions of open space
We make the most of our resources including water, waste and energy	Reduction in CO2 emissions from Council-owned street lights Percentage of total spend on recycled materials used in Council's capital projects Proportion of waste diverted from landfill Volume of stormwater collected
Our community, environment and infrastructure are adaptive to a changing climate	Proportion of houses in residential areas exhibiting heat island effects

Item 1.7.1 - Attachment 1 - Draft City Plan for Endorsement

A growing City that creates new opportunities

City Dashboard

Gross Regional Product	\$6.429 billion
Local jobs	53,718
Actively trading businesses	7,234
Value of development approvals	\$196 million
Unemployment rate	8.41%

Foundations

- ✓ Salisbury’s businesses are successful and part of our community
- ✓ Salisbury is a place of choice for businesses to start, invest and grow
- ✓ Our infrastructure supports investment and business activity
- ✓ Our urban growth is well planned and our centres are active



Critical Actions (0-5 years)

Strategic Projects

- Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites
- Attract firms to Salisbury, providing job opportunities for residents
- Link Technology Park with other innovation precincts in Adelaide
- Deliver a residential development program by using surplus Council land

Operational Focus

- Support new and existing businesses and industries to grow and create jobs
- Improve infrastructure, signage, safety, streetscapes and upkeep of commercial and industrial areas to support economic sustainability and growth
- Improve parking in Salisbury City Centre and Mawson Lakes Central, business and recreation precincts
- Streamline processes to improve how Council works with businesses

Future Planning

- Develop a structure plan for the land west of Port Wakefield Road to open up new development opportunities while preserving the existing character of Globe Derby and St Kilda
- Review the existing economic growth strategy
- Review Council’s ‘Growth Action Plan’
- Develop guidelines and policies to improve the quality of infill development, starting with Ingle Farm
- Develop plans to progress economic activity in Technology Park and Edinburgh Parks

Advocacy Priorities

- Redevelopment of the Salisbury and Mawson Lakes Interchanges
- Improvements to east-west roads including increasing the capacity and safety of Kings Road and Waterloo Corner Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace & Kings Road
- Appropriate and well planned development of the Dry Creek Salt Fields
- Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and access to alternative energy sources and recycled water

A growing City that creates new opportunities



Council's commitment to develop a growing city that creates new opportunities

Council will:

- support and deliver initiatives to create jobs and increase investment
- build work readiness in our community so residents are aware of and can pursue job opportunities be business friendly
- provide services and infrastructure that support entrepreneurs and emerging industry sectors
- provide a safe transport network that enables efficient freight and commuter movement
- ensure Salisbury's activity centres are interesting places to visit, attractive places to invest and great locations to work
- have modern, well-maintained commercial areas
- ensure new housing developments enhance our community

Corporate Indicators	
Foundation	Indicators
Salisbury's businesses are successful and part of our community	Number of individual businesses receiving advice and information through the Polaris Centre
Salisbury is the place of choice for businesses to start, grow and invest	Value of non-Council investment in the Salisbury City Centre
	Business satisfaction of interactions with Council
	Value of major projects
	Development assessment timeframes
Infrastructure supports investment and business activity	Average travel time on arterial east-west roads
	Vacancy rates in key industrial and commercial precincts
	Value of development activity in Edinburgh Parks and Technology Park
Our urban growth is well planned and our centres are active	Value of development on surplus land parcels released by Council
	Number of people participating in Council organised activities in our centres

Innovation and Business Development



Corporate Dashboard

Financial sustainability	Operating Surplus Ratio – 9.9% Net Financial Liabilities Ratio – 2.4% Asset Sustainability Ratio – 82.2%
Safety (lost time injury frequency rate)	8.4 days
Values – staff perception survey	TBD
Community experience	Customer requests responded to within 10 days - 94.4% Customer satisfaction - 65%

Foundations

The delivery of these foundations will be underpinned by Council’s values of respect, accountability, collaboration and helpfulness.

- ✓ Members of our community receive an exceptional experience when interacting with Council
- ✓ We deliver quality outcomes that meet the needs of our community
- ✓ The City of Salisbury is recognised as a great place to work
- ✓ We plan effectively to address community needs and identify new opportunities



Critical Actions (0-5 years)

Strategic Projects

- Use technology so people can better access Council services
- Implement a change plan so Council provides an exceptional community experience, delivers quality outcomes and is a great place to work
- Upgrade Council’s Operations Centre at Cross Keys Road to support business transformation
- Provide opportunities for staff to be innovative and shape the next generation of Council business, investment and services
- Deliver Council’s Covid-19 response package

Operational Focus

- Improve how we use data to better inform decision making
- Buy locally and sustainably with an emphasis on reuse and recycled materials
- Deliver the commitments in our Annual Plan
- Continuous improvement program
- Meaningfully engage with our community so we better anticipate and respond to needs and opportunities
- Improve communication with community members to increase awareness of Council initiatives
- Acknowledge and celebrate the achievements of staff and our community

Future Planning

- Develop a digital strategy and framework to implement technology-based initiatives to improve the management of the City
- Review our community engagement strategy so the needs of diverse groups in our community are recognised at an early stage of planning
- Review Council’s ‘Strategic Asset Management Plan’
- Enable the community to monitor Council’s progress in implementing this Plan and compare performance with that of other Councils
- Identify opportunities to increase non-rates revenue
- Council governance and practices

Advocacy Priorities

- Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in this City Plan and its supporting strategies

Innovation and Business Development



Council's commitment to develop an organisation that is innovative and develops our business

Council will:

- > place the needs of our community first
- > meaningfully engage with our community and stakeholders as we plan and make decisions
- > consider the long term when we plan and innovate
- > use data to inform decision-making and understand community needs and expectations
- > seek partnerships to deliver facilities, services, programs and infrastructure to address community needs
- > promote Salisbury and advocate for its priorities
- > strengthen and promote the Salisbury brand
- > embed our organisational values in all we do
- > invest in the development of our staff and elected members
- > maintain sound financial management within a transparent and accountable organisation

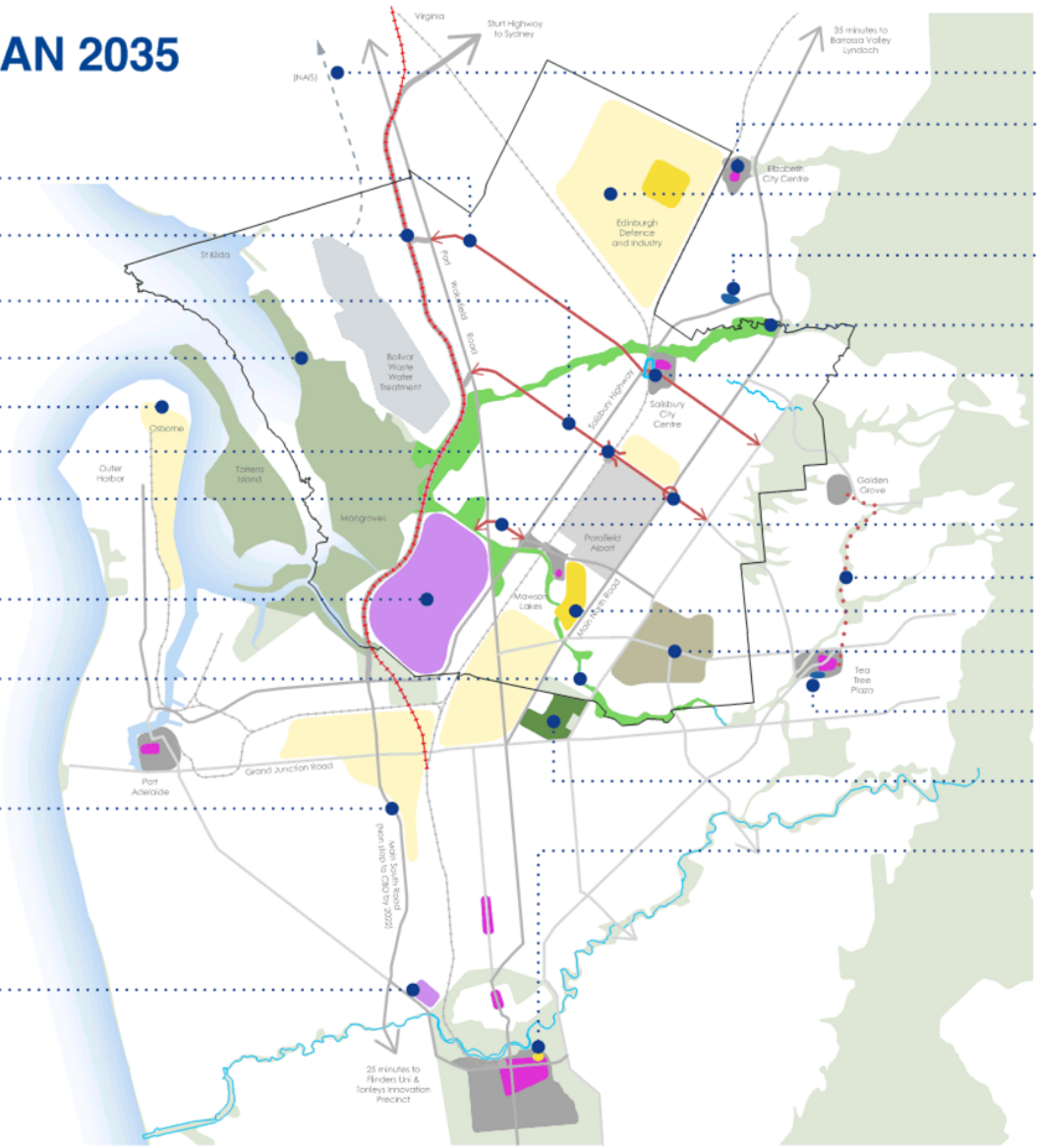
Corporate Indicators	
Foundation	Indicators
Members of our community receive an exceptional experience when interacting with Council	Net Promoter Score CRMs responded to within 10 days Customer satisfaction with services delivered by Council Social media reach
We deliver quality outcomes that meet the needs of our community	Proportion of procurement made locally Proportion of eligible voters voting in Council elections Proportion of commitments in Annual Plan completed each financial year
The City of Salisbury is recognised as a great place to work	Staff turnover rate Staff satisfaction (TBD) Proportion of jobs filled in first approach to market
We plan effectively to address community needs and proactively identify new opportunities	Number of priority advocacy projects receiving support from other spheres of government to progress Proportion of Council income received from non-rates revenue Financial ratios in City Scorecard



CITY PLAN 2035

Regional Context

- Waterloo Corner Road and Park Terrace Upgrade - major east west connection
- Realigned National Freight Rail Line along Northern Connector Corridor
- Kings and McIntyre Upgrade - major east west connection
- Adelaide International Bird Sanctuary and mangroves
- Construction of ships and submarines at Osborne
- Kings Road Rail Overpass
- Kings and McIntyre Intersection Upgrade
- Dry Creek Saltfields (Planning - estimated 25,000 residents)
- Dry Creek - Major Regional Greenways Enhancement
- North South Corridor to enable quicker freight and commuter connection with the metropolitan area
- Bowden Urban Village (Active project - expected 3,500 residents)



- Northern Adelaide Irrigation Scheme (\$155.6m)
- City of Playford's Elizabeth CBD Upgrade
- Further investment into the Edinburgh Defence Precinct
- Lyell McEwin Hospital (\$58m Emergency Dpt, Mental Health, \$25m Aged facility)
- Little Para River - Major Regional Greenways Enhancement
- Salisbury City Centre Station Precinct Redevelopment:
 - Rail Line & Park Terrace Grade Separation
 - Station Upgrade
 - Mixed Use Development
 - Station Car Parking
- Elder Smith Extension - major east west connection
- O-bahn Extension to Golden Grove
- Completion of Technology Park
- Continue in-fill development in the south eastern part of Council
- Modbury Hospital Upgrades (\$96m 2019)
- State Sports Park (Home of Soccer, \$19m 2020)
- Continued State Government focus on CBD including Lot 14

Legend


- City of Salisbury Council Boundary
- Major Employment Areas
- Major Places (Activity Hubs)
- Council Led with State and Private Partners
- Council Led Projects

June 2020

Item 1.7.1 - Attachment 1 - Draft City Plan for Endorsement



Item 1.7.1 - Attachment 1 - Draft City Plan for Endorsement




DRAFT CITY PLAN 2035

STAGE 2
ENGAGEMENT
FEEDBACK

PREPARED FOR
THE CITY OF SALISBURY
DRAFT

3 JUNE 2020



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Client project team: Clint Watchman, Amanda Berry and Greg Ratsch

Consultant team: Natalya Boujenko, Paul Vivian and Tanya Bacic

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e: natalya.boujenko@intermethod.com.au
t: 08 7120 2574
m: 0413 570 229



BACKGROUND

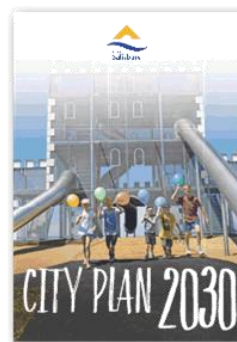
CONTEXT

The City Plan 2030 was adopted by the City of Salisbury in 2016. The Plan was built through the collective input of a range of internal and external stakeholders undertaken as part of an extensive public and internal consultation in mid to late 2015. The consultation process was multi-faceted touching across social media, print media, face-to-face interviews and workshops. Bespoke questions, trend analysis and policy alignment research all contributed to a deep well of comments and knowledge of community/stakeholder needs and aspirations.

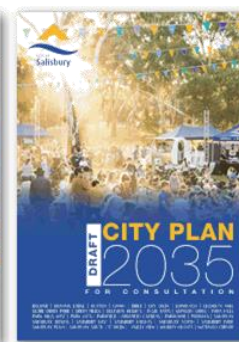
The diversity of input from over 1,000 people (and more than 3,000 comments) helped Council prepare the City Plan 2030, which brought together key directions, enabled clear vision setting and formulation of desired outcomes.

Engagement feedback helped shape the four Plan directions.

Following the 2018 Local Government election and after sufficient time elapsing for the Plan to be embedded in Council processes, the City of Salisbury has embarked upon a revision of the City Plan.



City Plan 2030 (2016)



Draft City Plan 2035 (2020)



The 2020 revision of the City Plan was not intended to be a comprehensive rewrite of the Plan rather more of a check, reconfirmation and sensitive update of the document. This included checking the status and applicability of the strategic directions, objectives and associated statements. The focus of the revision was also on actions, directions and measures, to ensure relevance and maximum impact.

In November and December 2019, the Stage 1 of the community, stakeholder and staff engagement process took place. 201 people were engaged during the process (documented

in the *City Plan 2030 revision: Engagement outcomes report*, Intermethod, 16 December 2019), providing their feedback and suggestions with regard to the upcoming City Plan revision.

Based on the inputs from stakeholders and community members during Stage 1 engagement, the City of Salisbury revised the City Plan and made the draft, titled *City Plan 2035*, available for public consultation in May 2020.

This report captures all feedback received during Stage 2 engagement activities.

Vision statement and four strategic directions in draft City Plan 2035

Salisbury’s Vision: A sustainable, connected and progressive community

The draft City Plan is based upon 4 Key Directions that we believe capture the wide ranging spectrum of areas that influence our City and community, and directly respond to our Vision:

 A welcoming and liveable City	 A sustainable City	 A growing City that creates new opportunities	 Innovation and Business Development
<p>Covers a range of issues that impact on the liveability of the City and the health and wellbeing of our community including community safety, social connection, the look and feel of our neighbourhoods and the range of community facilities and programs available to support our community’s aspirations.</p>	<p>Recognises the diverse environmental features of our City and seeks to strike a balance between our useable green space and the natural environments that support our biodiversity. It seeks to ensure we make the best use of our resources and enable our community, environment and infrastructure to be resilient to a changing climate.</p>	<p>Guides how we can ensure the success and growth of our businesses and in-turn create more job opportunities for our residents. Attracting investment and ensuring our infrastructure supports economic activity are focus areas of this direction, as is ensuring we facilitate well planned urban growth throughout the City.</p>	<p>This direction focuses on how Council will undertake its range of activities to ensure it provides exceptional experiences to the community, delivers quality outcomes and is recognised as a great place to work.</p>



ABOUT CITY PLAN 2035 ENGAGEMENT

APPROACH

Given the very detailed level of feedback received through the consultation for the City Plan 2030 in 2015 and regular perception surveys conducted by Council since that time, the Council has commenced a targeted internal and external stakeholder engagement to complement the comprehensive and still relevant body of engagement feedback. The complete body of engagement feedback helped inform preparation of the draft City Plan.

Engagement therefore focused on positioning revisions for the City Plan and ensuring that the new City Plan is aligned with changing community expectations, emerging new

operational needs and societal changes while remaining relevant to its community and Elected Members. It is very important that Elected Members, staff and other partners develop an affinity for the Plan and engender a strong level of ownership.

An Engagement Plan was prepared in collaboration with the City of Salisbury at the commencement of the project. The approach to engagement reflected processes set out in the International Association of Public Participation (IAP2) commencing at the 'inform' stage with an end point of 'collaboration' for the content of the City Plan. The spectrum process is shown below.

Community participation spectrum for the City Plan review (for all Stage 1 and Stage 2 activities)



CITY PLAN 2035 ENGAGEMENT ACTIVITIES AND PARTICIPATION NUMBERS

STAGE 1 ENGAGEMENT ACTIVITIES

Stage 1 engagement activities, conducted in November and December 2019, included:

- Two community consultation sessions (“pop-up” format, conducted in two shopping centres)
- Five stakeholder workshops
- Two internal staff workshops.

A separate report (*City Plan 2030 revision: Engagement outcomes report*, Intermethod, 16 December 2019) provides a detailed record of feedback from all of the above engagement activities. The chart below summarises participation numbers.

STAGE 2 ENGAGEMENT ACTIVITIES

Stage 2 engagement activities were planned for April and May 2020 but this engagement approach was impacted by the COVID-19 pandemic, which prevented face-to-face activities. Therefore, activities were limited to on-line surveys.

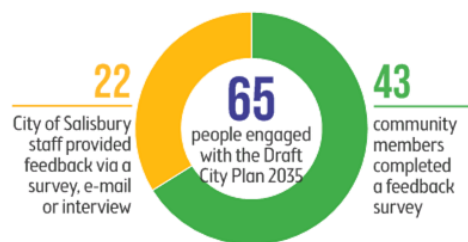
A community survey went on line on 6 May and was closed on 28 May 2020. It was advertised via Council’s website and Facebook. Survey questions related directly to the draft City Plan 2035 available online. 43 people commenced the survey and 16 completed it, with 27 not fully completing the survey during the process. (It is recognised that some of the community feedback in this report may lie outside the scope of the City Plan document. However, it can prove to be useful in shaping Council’s projects and operational considerations).

The staff survey was the same as the community survey, with one additional question relating to the structure and layout of the City Plan. 19 people commenced the survey and 10 completed it. In addition, one person submitted their feedback via an e-mail and two were interviewed.

Stage 1 engagement participation



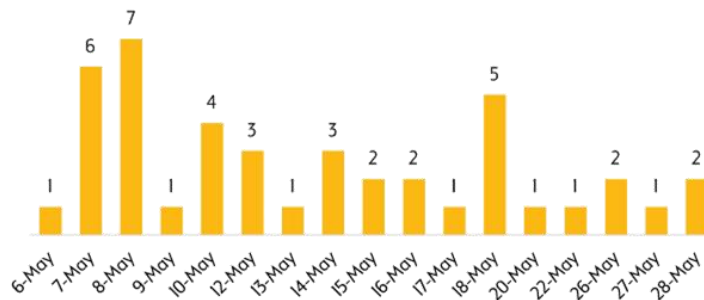
Stage 2 engagement participation



ABOUT SURVEYS AND RESPONDENTS

DAILY SURVEY NUMBERS

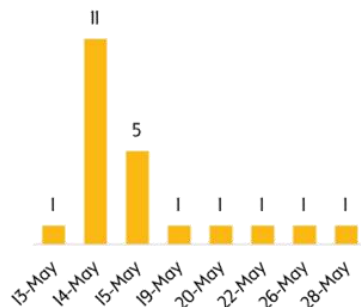
COMMUNITY RESPONSE



43 people commenced the survey
 >>
16 people completed the survey

27 people (63% of all respondents) did not complete all survey questions.

STAFF RESPONSE



19 people commenced the survey
 >>
10 people completed the survey
2 people were interviewed
1 person provided feedback via an e-mail

9 people (44% of all respondents) did not complete all survey questions.

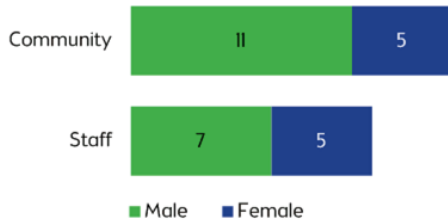
Both of the surveys had questions specific to the draft City Plan 2035. It is likely that a large proportion of people who commenced the survey, were not familiar with the document, and hence did not complete the survey in full.



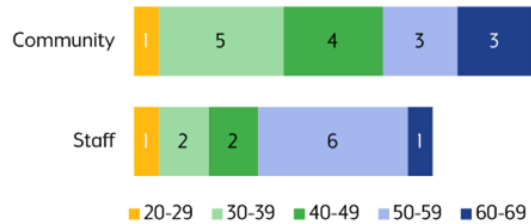
RESPONDENT CHARACTERISTICS

Please note: As respondent-related questions were towards at the end of the surveys, this information was provided only by 28 out of the 65 respondents.

GENDER PROFILE



AGE PROFILE



SUBURBS WERE COMMUNITY RESPONDENTS LIVED

- Burton
- Gulfview Heights
- Hillbank
- Mawson Lakes
- Modbury Heights
- Parafield Gardens (2 respondents)
- Paralowie (3 respondents)
- Pooraka
- Salisbury
- Salisbury Downs (2 respondents)
- Salisbury Park
- Salisbury North

COUNTRY OF BIRTH FOR COMMUNITY RESPONDENTS LIVED

- Afghanistan
- Australia (11 respondents)
- India
- Pakistan
- UK (2 respondents)

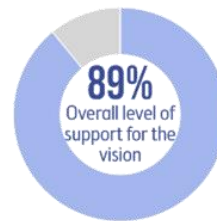
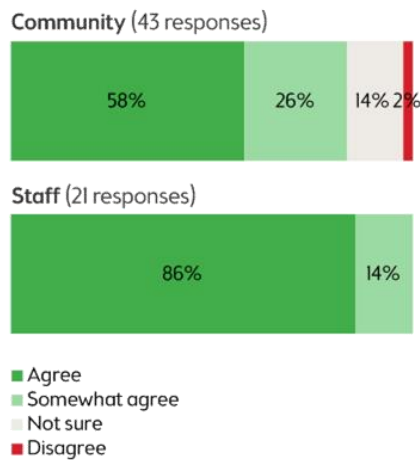
CONNECTION WITH THE CITY OF SALISBURY FOR THE COMMUNITY RESPONDENTS



FEEDBACK

VISION

The proposed vision for the City Plan 2035 is: 'A sustainable, connected and progressive community' (see page 1 of the draft City Plan 2035). Does this vision reflect the type of community and City we are seeking Salisbury to be?



Majority of the respondents (89% of all respondents) 'agreed' or 'somewhat agreed' that 'this vision reflects the type of community and City we are seeking Salisbury to be'. Six community members were 'not sure' and one 'disagreed'.

COMMUNITY FEEDBACK ON THE VISION

- Salisbury Council will not become a Sustainable, Connected Community unless it tries to do something about the increased flights from Parafield Airport which is ruining the lives of residents. People are moving out, people do not want to visit. It may be a Federal matter, but this matter lays in Salisbury Council.
- Council needs to Think about all of Salisbury Council Suburbs not just Mawson Lakes and the Town Centre.
- I think more should be done at a personal level to explain what these concepts mean to residents, what the projected outcomes are. To achieve this goal it is important that most residents agree with and understand the vision and will contribute to it. To get buy in

residents need to understand what it means to them personally. A different approach by Council to residents should be made. Rather than relying on pushing this City Plan and information to residents, how can Council think differently about encouraging ownership of this vision by residents?

- More open space, less congested areas. While we need new residents, overpopulation does not make the area better if there is no room to move. Showcasing to the manufacturing industries that our region has a population capable of filling job requirements, local manufacture with local people.
- More focus on addressing the alarmingly low number of female friendly change



rooms at sports clubs around the council. Prior to COVID-19 there was a plethora of state government and peak body funding (AFL and cricket) to address this issue, and Salisbury is trailing behind other LGAs.

- Needs to be followed through and not actually just said as a promise that's never kept.
- Get on with building it and less on committees, consultations, environment etc.
- Fund and commit to what you are saying you will do.
- Sustainable: improved/increased rubbish removal along the little para river, and signage/fines for littering. Connected: encourage public transport usage with safer bus stops: well lit and sheltered. Buses that pass through or stop at Salisbury train station should run later/earlier, as currently they stop after 6pm and do not run at all on the weekend. A connector bus from train station to suburbs would be a big deal. Residents who don't drive struggle to get around and don't use Salisbury for leisure, shopping, work or study.
- Greater emphasis on multi-cultural communities - the plan presents as very Anglo Saxon, consider how these messages might be more appealing to multi-cultural communities.
- More safety.
- The City Plan timeframe as described in the draft and supporting documents is confusing, if it is truly to be 2035 a clearer vision for the period 2025 to 2035 needs to be provided. Most strategies are for things happening now or about to happen. We need to look further forward. For instance, if the ARTC rail route is redirected west there may be an opportunity to establish a consolidated rail freight intermodal facility east of (and perhaps including some of) SA Water land alongside the Northern Connector. This could include replacements for existing rail facilities at Regency Park, Dry Creek (North and South) and Penfield (SCT). This would free-up these sites, after remediation, for residential/industrial use. This would enable some existing industry alongside the commuter

railway in Salisbury to relocate to GEP or elsewhere enabling greater residential density closer to the Salisbury City Centre.

- Better communication between council and public.
- Rhetoric is nice, but it appears the major initiatives in the plan is just BAU: more sprawled residential, widened roads and not major steps to make Salisbury more sustainable as a whole (replacing light globes is pretty insignificant) or generally more connected without relying on a car.
- I think the older suburbs of the council (Paralowie and Salisbury North in particular) are treated as the poor cousin to suburbs like Mawson Lakes where the trees, bushes and grass are actually green and well maintained
- The People should be told that you have been implementing the United Nations agenda 21 and now sustainable development goals agenda 2030 for 20+ years for a foreign entity with local agenda 21 and it's been done without people knowing or understanding what it's objectives. Are you implementing a socialist communist agenda by stealth for the United nations , it doesn't matter what the people want it's already decided. These consolations are just so the people think they have a say in it, but if it's anything like what happened with the \$46 million dollar community hub - the majority didn't want to spend that much money because it was over the top for a hub when the Saints Road shopping centre cost 15 million to build and just like the official constitutional state and federal government's unlike your unconstitutional corporation, Salisbury Council, none of you at the bottom of it work or hear for the people, and as in line with a communist agenda I can see Salisbury become a big brother style city centre with your cctv plans.

STAFF FEEDBACK ON THE VISION

- Moving from concept to detailed planning and implementation of the various projects.
- Continually evolve and adapt the plan as it progresses.

- Integrated approach across organisation, breaking down silos, focus on opportunities and how we can make a difference for our communities and businesses.
- Act faster, reduce red tape, quicker approvals for initiatives.
- Outcomes should be directed to tomorrow's challenges, needs and opportunities, not just what can/is possible and can be achieved today.
- To achieve or move closer to the vision we will need EM support (which seems to be a given seeming they have influenced this) but also worker engagement - I noticed key direction Innovation and Business Development was a bit 'light on' in its explanation and wonder if it can include health and safety (or safe environment), continuous improvement, technology and data for decision making (page 3 is where I am referencing) - (I did notice these further in the document). There didn't seem to be a lot of reference to other governments and advocacy or partnership - don't know if this is what EM's are thinking but we must work with the other levels of government. Publicly accessible dashboard in the Next Steps section is an excellent initiative. I think COVID-19 is forcing people to use technology (computers/internet etc) and having a (I assume 'real time') dashboard that the public can view will help inform on the city's progress in a timely manner. I also think we need different ways to present information (so not just text) and a dashboard will provide that new communication method (through graphs, charts, images etc).
- Connected community is the most important part in the vision: recommend changing the order of words around, so sustainable is not upfront. The vision should be about the community and people first. It would be good to also have something about being diverse in the vision.
- High level, but it does reflect what last community consultation suggested from Intercultural Alliance and Disability and Inclusion Network.
- I really like the new vision - very clear - sustainable, connected and progressive.

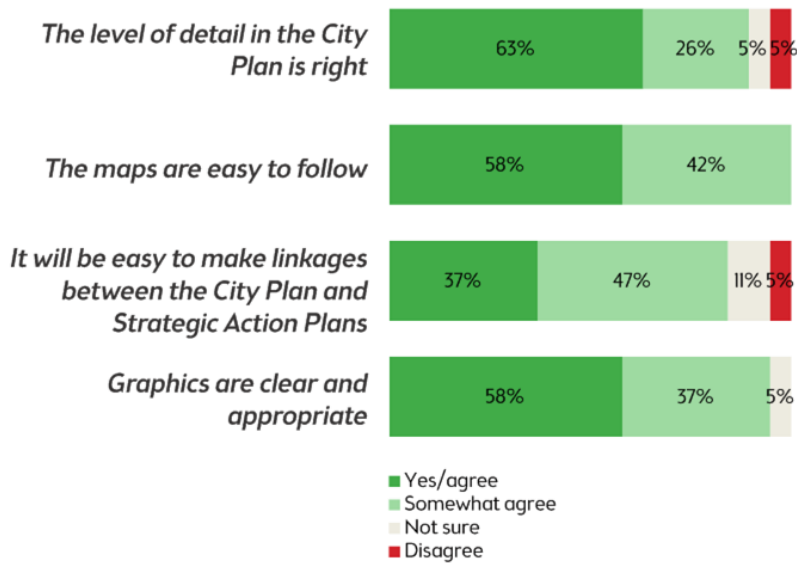
STRUCTURE AND LAYOUT

These questions were presented to staff only. 19 people answered each of the four questions below and provided further feedback.

The draft City Plan 2035 has the following key components:

- A new Vision statement
- Four Key Directions (retained from the current version, but renamed)
- Foundation statements for each direction, setting out desired outcomes for the City
- Critical actions grouped into four categories: strategic projects, operational focus, future planning and advocacy priorities
- A reduced number of supporting strategies to guide our strategic thinking
- Maps for city shaping activities and major projects
- Next steps.

Please provide your feedback to the following statements:



STAFF FEEDBACK ON STRUCTURE AND LAYOUT

COMMENDATIONS

- It's excellent. Concise and clear. Well done.
- Structure is positive, it is quite simple, logical and easy to digest.
- Overall the document is very good, concise with a great balance between length and detail.
- The structure of this new City Plan has improved on the previous one. The layout is good.
- Liked: the relative simplicity and consistency of the document format, the frequent mention of "diversity" and occasional reference to "diversity in all its forms", inclusion of action plans under Critical Actions (example Ability Inclusion Strategic Plan).

ACCESSIBILITY CONSIDERATIONS

- Consider increasing font size.
- The relationship between foundations, critical actions and operational focus is not immediately obvious and takes a while to wrap the head around. Maybe if the three major headings would be in the same font size, it would be easier to understand how it flows.
- On the second page, the text labelling needs a solid background, as it is hard to read - needs a solid background.
- Greater consistency in the headings is needed, to understand the hierarchy of the text, it is missing now.
- Text font should be increased to meet accessibility needs, for example in Critical Action boxes.
- Navigation of the document is difficult due to the lack of PDF mark-up, up which would speed navigation and improve clarity in some sections for a person using a screen reader. These can be fixed by sending the document to informationaccessgroup.com or taggedpdf.com.au. Further suggestions:
 - » Introduce windows headings to speed up navigation (the lack of windows headings means that users have to use down

arrows through all the graphics at the start of each KD in the City Plan to ensure the first line of text is not missed)

- » Consider changing format of key directions so that KD can be lined up with its description.

LANGUAGE

- Fix the grammatical errors.
- We need to make sure that this document is easy to read and that English is plain and straightforward.
- There is what appears to be an inconsistency in the four categories. On page 3 it says Strategy Development in the medium to longer term impact, but says future planning throughout the rest of the document.
- I think one of the first things I noticed was language used in the document - our community is linguistically diverse and we need to be able to communicate very effectively - I noticed in the plan there were the following words: encapsulate, capture, spectrum and aspirations - just wondering if all our community will understand them - on the other hand I read 'look and feel of our neighbourhoods' which is exactly the language we need to effectively communicate - so to move forward we need to clearly explain what's in it for the community and get their support/buy in.
- There is a lot of language that would not be easily understood by a lay person. Explain the terms used or use more simple language.
- Naming of directions seems reasonable.

MAPS

- It would help if a preamble was provided with the City Shaping Activities map. Also include which agency is responsible for all projects.
- The maps are generally easy to read, however:- Protect and enhance the Adelaide International Bird Sanctuary and Mangroves Ingle Farm - Model for Infill, Renewal and Planning could both also have No. references as not initially obvious against other shading on the map for those who are not as familiar with the area. State Sport Park (Home of Soccer, \$19m 2020) colour is definitive against other shading.

- Found the maps a little difficult to navigate electronically - the cursor changes to a 'hand' to 'grab' the page to move it but sometimes it just creates a square/rectangle shape - might be ok in hardcopy.
- The maps are great, clear and simple. It's good to include Greater Adelaide and Bowden comparisons, to understand how Salisbury compares; it makes the document more tangible.
- The linkages to the Strategic Action Plans can be made if you look for them. It is a tricky balance to get right.
- Accountability - reporting back on how the different business units within the organisation are contributing and achieving the overall City Plan.

REFERENCES AND LINKS TO OTHER INFORMATION

- Clear direction on where to find detail in relation to the various referenced master plans.
- Wonder if our key values - accountable, collaborative, helpful and respect could be put in there maybe under Innovation and Business Development (page 3) - I understand these may change but it would be good to reinforce our values to the community via this document.
- Could not find a reference to Age Friendly Plan, it should be referenced.

GRAPHICS

- I remember an image of three children that was very appropriate.
- The material needs to be more "user friendly" and in an easier to read format. More pictures and graphs to show people what you are trying to achieve.
- Graphics looks fresh and modern, front page is great. Great to have included all of the Salisbury suburbs.

ACCOUNTABILITY AND TARGETS

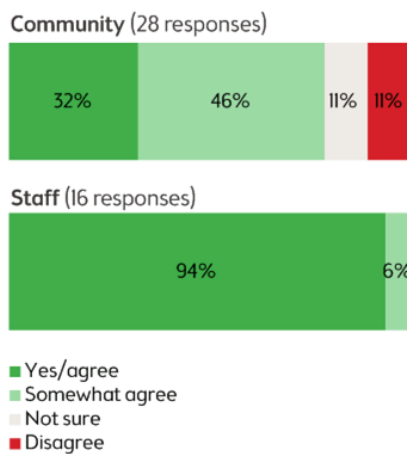
- Ensure critical actions are clearly defined (with SMART goals) as they filter down to appropriate divisions. Keeping staff accountable and reviewing/adapting priorities as required. Empowering staff from the ground up in this process is essential to achieving the vision.
- Look at more sustainable measures so residents can easily take up.



A WELCOMING AND LIVEABLE CITY

FOUNDATIONS

Do the Foundations for this direction (see page 6 of the draft City Plan 2035) describe what is important for our community if it is to be 'A welcoming and liveable City'?



Majority of the respondents (86% of all respondents) 'agreed' or 'somewhat agreed' that 'the Foundations for this direction were appropriate. Three community members were 'not sure' and three 'disagreed'.

What changes to the Foundations would you make?

COMMUNITY FEEDBACK ON THE FOUNDATIONS

- Inclusive for people of all diversity, opportunities for all, cultural safety, acknowledgement of first nation people, celebration of cultural diversity, information in languages, more proactive on LGBTI inclusion front, raise our reputation on the networks we are member cities of (Welcoming Cities, Intercultural Cities Alliance).
- The City is not attractive and well maintained,

it looks like a disaster. Health and wellbeing of the community is not a priority as it is allowing Parafield Airport drive residents out of the Area.

- Our residents enjoy our places and spaces.
- Our council is a market leader in engaging with community sport clubs and peak bodies.
- No changes, the Foundations are well rounded and seem to cover everything.
- The statement on page 6 says much about nothing" We are proud of our strengths, achievements and cultural diversity". You refer to 'cultural diversity' but consider expanding on this aspect(make it a dot point of its own) i.e. "we are the preferred home to the people from (No- 25) different countries" (get data from social atlas website



- <https://profile.id.com.au/salisbury/home>) to demonstrate this point or add a similar statement. Similarly, expand on what our strengths are and expand on what our achievements are as a way of demonstrating what are strengths actually are: or what are achievements are: explain each of these points 'strengths, achievements and cultural diversity' with evidence or examples - appreciate you may run out of space on the page, so consider getting rid of 'our city is attractive and well maintained' - I believe you are overselling the idea that our City is attractive or well maintained - this is an aspiration but not a reality.

- Better footpaths.
- Stop trying to control every aspect of our houses and land through fees, rates and fines.

STAFF FEEDBACK ON THE FOUNDATIONS

- I would only suggest a couple of tweaks - Re-ordering the priorities by moving 'Our City is attractive and well maintained' to the bottom. I feel wellbeing should be the leading point so the community feel we are placing their wellbeing first and foremost (even though it isn't ranked). Perhaps adding the word 'supported' in to the 'People are valued...' sentence.
- Nil - support the proposed Foundations.
- None - I really liked them.
- This direction should be about communities. Regional Public Plan is always our strategic priority, but we cannot influence much there. Our diversity agenda, which can have large positive impact on the community, is not sufficiently reflected however within this direction. Priority of Intercultural Community Alliance and objectives of the diversity agenda are not included. For our diversity agenda, we need more statements about inclusion, addressing and acknowledging barriers, living together and including newcomers, encouraging their participation, not just 'celebrating' or 'catering for' - which suggests insufficient focus.
- On the fourth foundation (cultural diversity), need to acknowledge that what is meant

is that it is about diversity in all its form, not just cultural, so a wider definition is needed. Would be good to see Intercultural and Age Friendly Strategic Plans explicitly mentioned (like others are). Consider mentioning LGBTI plan, as one of the actions. In Future Planning, will always look at increasing/improving inclusivity for our community.

CRITICAL ACTIONS

What changes to the Critical Actions (see page 6 of the draft City Plan 2035) would you make?

COMMUNITY FEEDBACK ON THE CRITICAL ACTIONS

- Better roads less congestion.
- Upgrade both Port Wakefield Rd underpasses. Upgrade Waterloo Cnr and Kings roads. Provide more cycle paths and bike lanes.
- Upgrade infrastructure.
- Update the older parts of suburbs with play areas for kids and maybe care about your nature strips, you know the part of land you own! Make a weekly recycle bin pick up seeing you keep saying you are improving your vision for better recycling. Update Kings Road, it's so old and worn out, why is it still 1 lane both ways for goodness sake!
- Waterloo Corner Road needs more or brighter street lights, late 2018 between Christmas & New Years, I witnessed a young man (24) from Queensland get hit and pass away in the early hours of the morning (2/3am) and I feel if the street light had been brighter, he may have been seen by the car behind me. I myself barely saw him and swerved last minute and it's honestly something I'll never get past as it could have been avoided on so many levels.
- Room on Kings Road for parking as well as driving.
- Salisbury Park Tce train interchange needs an underpass or an overpass, crucial for all

- traffic use throughout the city of Salisbury.
- Better off path bike/walking trails.
 - Better traffic movement through Salisbury around train station.
 - Emphasis on endeavouring to be more inclusive of all diversity.
 - A new hub was built in John Street, why the need to update Burton and Ingle Farm hubs. Need to concentrate on making paths safer, adding paths where they do not exist, and upgrading current gravel paths to proper paths. Dumped rubbish should always be prioritised and should never take two weeks to collect.
 - Installing lighting to areas that need it before replacing existing lighting
 - The proposed plan lacks terminology to allow future development of partnerships with bodies of residents and community organisations that can drive exploration into using technology to interact with public spaces and places for recreational purposes. I cannot see or interpret a place in the proposed plan where there is an opening to invite residents and community groups to contribute information and ideas on how they use the City for recreation based on technology. Including the right terminology will provide the potential for greater understanding of the potential groups and communities established without our knowledge that we could be supporting or partnering with such as Geolocation Games SA for example. A case in point is Augmented Reality gaming. It is developing at a rapid pace and provides a wide range of benefits to the community. City of Salisbury is well placed to take advantage of this and become a National (and perhaps worldwide leader) in local government involvement in AR Gaming for recreational, tourism and business purposes. The potential for further movement on this is imminent based on directives already made from City of Salisbury Elected Members and Sub-Committees however this is not yet reflected in the City Plan, allowing the possibility for resources to be assigned to explore this direction and take advantage of the potential to turn City of Salisbury into a world leader in

another area of local government. Proposed actions could include:

- » 1. Partnering with AR Gaming companies to affect how the games allow residents and visitors to spend time by playing in our city and interacting with Council assets.
- » 2. Creating and maintaining on-going partnerships with AR Gaming companies to encourage tourism and major events to the city.
- » 3. Working with Council, local business and historical associations to integrate mobile device applications into wayfinding and exploration of city spaces.
- » 4. Partnering with community organisations to increase awareness of services and facilities in the city and how to access them.
- » 5. Creating AR and VR technology hubs and inviting businesses and developers to base themselves in these hubs, using our City to experiment with their designs and capabilities, thereby contributing to City of Salisbury's reputation as forward thinking, technology focussed and business driven government.
- » 6. Using Council Assets to create exciting and desirable physical spaces for residents and visitors to play virtual games in the 5 major hubs of City of Salisbury, ensuring that events and major Tourism drawcards are reachable by all residents and visitors.
- A measurable and timely action on addressing ageing infrastructure at sport clubs to incorporate female friendly change rooms.
- Actually fund upgrade of Kings and Waterloo Corner Road. Not just broad statement.
- I believe more needs to be said about what is being done for our safety. It only touches on CCTV usage. Personal safety when commuting, road rage, break-ins, stolen cars, racism, domestic violence, all of these issues are happening in our community.
- Maintain trees along Kings Rd (particularly between Whites Rd and Fairbanks Dve) at a lower height so they are actually serving a purpose and people can see at night.

- Add footpaths along Kings Rd (particularly between Whites Rd and Fairbanks Dve) so it is safe to walk for pedestrians and people who use wheelchairs and other mobility aids (there is currently either no access or extremely unsafe access). Replace paved footpaths with concrete footpaths that have lifted or sunk. These are tripping hazards and are also extremely uncomfortable routes to drive along for people who use wheelchairs and other mobility aids. Remove unattractive, overgrown bushes along Kings Rd (Pt Wakefield Rd side) which do not fit with the “attractive and well maintained” Foundation. A concrete footpath continuing on from Whites Rd should be placed here with attractive green grass and a few small plantings so passengers getting off buses can use (improving lighting also important for bus passengers) and pedestrians can walk along the footpath too which is another foundation statement (the health and wellbeing of our community is a priority).
 - Listen to the people more, not tokenism consultations that don’t change the end outcome.
- page 6. To avoid confusion these should be the same.
- I think you mean page 5. Under operational focus I noticed community centres were noted in regard to delivering community programs. I think libraries should also be detailed with both cc and libraries providing learning opportunities. I also wonder if (and I’m probably getting too bogged down in the detail now) but if we look to offer virtual opportunities from centres and libraries be it learning, groups, connection :).
 - Upgrade the community hubs at Burton and Ingle Farm designing in social inclusion from the start.
 - In operational focus, ensure our public spaces are accessible for all and sporting facilities are maintained and well used.
 - Advocated for improved infill development policies and better universal urban design.

STAFF FEEDBACK ON THE CRITICAL ACTIONS

- The need for ‘universal’ design and accessibility needs to be incorporated into Foundations and actions.
- Provide engagement supports for all levels of the community and not just those who can connect digitally or engage digitally.
- Creating or upgrading our open space again. Looking to upgrade certain intersections and roads to recovery.
- The critical actions are commendable but are they sufficiently progressive? Does this spur us on to try new things?
- No immediate changes come to mind - the proposed critical actions are comprehensive and well considered.
- The Critical Actions are classified into categories on page 3 with Strategy Development changing to Future Planning on



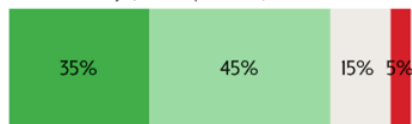


A SUSTAINABLE CITY

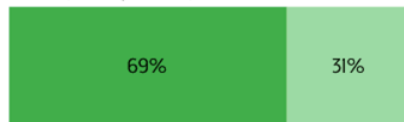
FOUNDATIONS

Do the Foundations for this direction (see page 8 of the draft City Plan 2035) describe what is important for our community if it is to be 'A sustainable City'?

Community (20 responses)



Staff (13 responses)



- Yes/agree
- Somewhat agree
- Not sure
- Disagree



Majority of the respondents (88% of all respondents) 'agreed' or 'somewhat agreed' that 'the Foundations for this direction were appropriate. Three community members were 'not sure' and one 'disagreed'.

What changes to the Foundations would you make?

COMMUNITY FEEDBACK ON THE FOUNDATIONS

- Community needs to include all residents and not to favour immigrants. Community needs to include elderly also.
- There needs to be a greater interaction with residents and actually listen to them, take on board their views on how their area works. Sometimes one size does not fit all.
- List actual achievements and what is actually planned.
- Only to add a foundation which is to encourage the youngest in our community to

continue the sustainable work and pave the path to a sustainable living future.

- Actually have green spaces. Improve dog parks with grass which is green. Maintain trees at an appropriate height. When I walk my dog there is always smashed glass on Louisa Rd near Bolivar Rd and republish from the fast food places. There is always smashed glass at the bus stop opposite Paralowie shopping centre.



STAFF FEEDBACK ON THE FOUNDATIONS

- I think the scope could be widened.
- I think there is an opportunity to add a point illustrating Council’s commitment to reducing their environmental footprint (not just making the most of resources)
- Nil - support the proposed Foundations.
- Does Sustainable include financially? If not is this clear?
- I think the management and reuse of waste is imperative and the green open space vital. I would not make any changes.

CRITICAL ACTIONS

What changes to the Critical Actions (see page 8 of the draft City Plan 2035) would you make?

COMMUNITY FEEDBACK ON THE CRITICAL ACTIONS

- Review of Nawma operations, it could be better. Review of items that are accepted.
- Communicating with the Community, elected Council members to be more interactive with the community. Elected Members to reply to residents’ concerns and not ignore them. Elected Members not to take credit for things they have not done.
- Pilot general waste collection fortnightly and recycling/green waste weekly
- Rubbish removal in the river, biodiversity education! (Last year I saw someone take a duckling and give it to their child to take photos with! A bit of education and signage wouldn’t hurt.).
- Be proactive on climate change adaptation, environmentally friendly and smart urban design.

STAFF FEEDBACK ON THE CRITICAL ACTIONS

- In our current COVID-19 restrictions sustainability is key. Could we include an action on helping residents develop community gardens or possibly improving the use of their own gardens to grow veggies etc. Encourage the green thumbs.
- Making a stronger stance to not only ‘review Council’s sustainable strategy’ but to audit all Council owned sites to gain (insert relevant certification i.e: green star here). Many Councils (e.g. Onkaparinga) are doing this very well.
- Focus more on community involvement and accountability.
- Educating our communities, businesses and staff on improved recycling programs, focus on cleaning our streets, parks and open spaces through appropriate litter control that supports our city pride agenda, renewed focus on our recycled water program and harnessing reuse of stormwater through enhanced verge and open space management.
- The Critical Actions are classified into categories on page 3 with Strategy Development changing to Future Planning on page 8. To avoid confusion these should be the same.
- Look at ways to provide program sustainability, particularly for those programs which can create a sense of dependency within their communities. Provide education opportunities around environmental sustainability that they can do, based on council’s best practices. Also share in a number of different ways updates on how the council is progressive in the environmental sustainability.



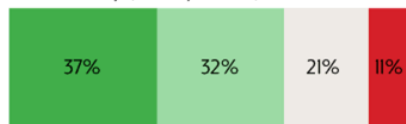


A GROWING CITY THAT CREATES NEW OPPORTUNITIES

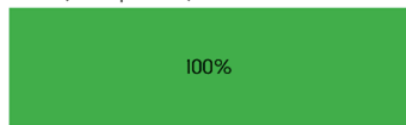
FOUNDATIONS

Do the Foundations for this direction (see page 10 of the draft City Plan 2035) describe what is important for our community if it is to be 'A growing City that creates new opportunities'?

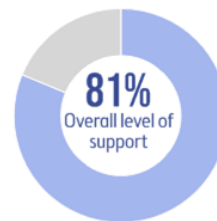
Community (19 responses)



Staff (13 responses)



- Yes/agree
- Somewhat agree
- Not sure
- Disagree



Majority of the respondents (81% of all respondents) 'agreed' or 'somewhat agreed' that 'the Foundations for this direction were appropriate. Four community members were 'not sure' and two 'disagreed'.

What changes to the Foundations would you make?

COMMUNITY FEEDBACK ON THE FOUNDATIONS

- Just that governments need to be kept accountable also, that our city matters as much as any other. Our roads etc have been neglected by several changing governments over the years with the same outcome.

STAFF FEEDBACK ON THE FOUNDATIONS

- Opportunity to add COVID-19 relevant point to acknowledge the need to support businesses through this time.
- Nil - support the proposed Foundations.
- This direction also needs something supporting diversity of community and skills. It needs to recognise that support is needed for people with overseas qualifications, which have specific challenges and difficulties. Also need to have consideration of diverse community groups.



- Jobs are a main priority for migrants, so it is good that employment is the focus of this direction.

CRITICAL ACTIONS

What changes to the Critical Actions (see page 10 of the draft City Plan 2035) would you make?

COMMUNITY FEEDBACK ON THE CRITICAL ACTIONS

- If you want to attract new business into the city, you need to action a few things. People need to feel safe visiting and the noise of the planes needs to drop dramatically as it is a nuisance.
- For private sector to invest in John Street, clean up and get rid of the feral drunks who hang around first. Enhance other suburbs; this council concentrates on the same areas and neglects others.
- Actively court potential and emerging technology industries and bring them to Salisbury.
- I would love to see more street art to bring a more youthful, cultural vibe to Salisbury. Even better if we could have an artist represent each major cultural group that resides in Salisbury. Bring buskers to the improved John street! Improve the bus stops along Church St. Connect new suburbs (St Kilda) to Salisbury centre with bus routes.

STAFF FEEDBACK ON THE CRITICAL ACTIONS

- Attracting firms to Salisbury won't necessarily provide jobs to residents. People will commute from wherever to fill roles. Working from home is the new norm showing that geography is less important. If you want to help residents surely it would be better to provide opportunities for upskilling and preparing them for the opportunities that are

coming. Help future proof our residents.

- Support the upgrade of the Salisbury City Centre through public realm improvements, identifying surplus land suitable for appropriate infill and development.
- The Critical Actions are classified into categories on page 3 with Strategy Development changing to Future Planning on page 10. To avoid confusion these should be the same.
- Additional critical actions: Council will continue to deliver on our foundations by:
 - » Building work readiness across our community's diversity to respond to the needs of industry
 - » Raising the aspirations of our diverse community and increase awareness of emerging job opportunities.
- In strategic projects, enhance the Salisbury City Centre by applying universal design in the upgrade of Church and John Streets and attract private sector investment and development into surplus Council sites.

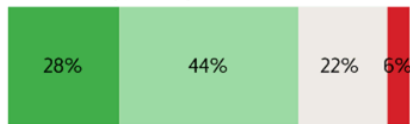


INNOVATION AND BUSINESS DEVELOPMENT

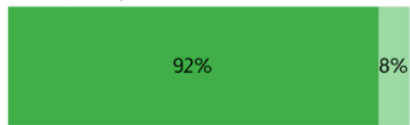
FOUNDATIONS

Do the Foundations for this direction (see page 12 of the draft City Plan 2035) describe what is important for our community in terms of 'Innovation and business development'?

Community (18 responses)



Staff (13 responses)



- Yes/agree
- Somewhat agree
- Not sure
- Disagree



Majority of the respondents (84% of all respondents) 'agreed' or 'somewhat agreed' that the Foundations for this direction were appropriate. Four community members were 'not sure' and one 'disagreed'.

What changes to the Foundations would you make?

COMMUNITY FEEDBACK ON THE FOUNDATIONS

- Celebrating our achievements
- Experience of dealing with this council is a nightmare, promise to get back to residents in a timely manner.
- Our staff are innovative and forward thinking.

STAFF FEEDBACK ON THE FOUNDATIONS

- Nil - support the proposed Foundations.
- Affordable, Financial sustainable? As well as quality outcomes.
- Strengthening Salisbury 'brand' is an expression of jargon, use instead image/reputation.



CRITICAL ACTIONS

What changes to the Critical Actions (see page 12 of the draft City Plan 2035) would you make?

COMMUNITY FEEDBACK ON THE CRITICAL ACTIONS

- Currently Salisbury Council is one of the worst councils to deal with, a huge improvement is needed to re-gain the trust of the residents. If this council understood the needs of the community it would be assisting with the Parafield Airport issues.
- Elected council members need to get out and about in the community and meet with residents, door knock, send out newsletters. Elected council members need to show they are earning the money by replying to residents queries. They need to be prepared to do the hard work and not take credit for things they did not implement.
- I am not quite sure but we need to get away from the mindset that innovation will only be approved if it will deliver value from the beginning. CoS needs to be willing to risk trying stuff to see if it will work. Try everything! Don't be afraid to give it a go. We are way too careful in this organisation and afraid of what the community will say. There are so many things we can try that are free, little cost, little risk but large reward but we don't do them because they are either long term projects or no literal reward will ensue except knowledge. I think we need to start looking out there for what is happening and figuring out if we can take advantage of something new to bring better experiences to our residents. We are too inwardly focussed on ticking the boxes and so is this city plan. It's just the same as it always has been. There is nothing innovative in it.
- Add engagement with sport peak bodies to section regarding improved community engagement. Opportunities being missed by not being proactive with communication.

STAFF FEEDBACK ON THE CRITICAL ACTIONS

- Some of the critical actions are just statements. There is no action attached. What are we planning on doing? Also these actions are not progressive. For example, we can promote the Salisbury brand by getting people talking about us in a positive way. This can be achieved by doing new and innovative things that the community considers to be 'cool' and useful. We have to demonstrate that the people in the SCH can achieve great new things. Finally there is nothing in the critical actions that talks about developing the desired innovative organisational culture. This will take leadership and strong desire to change.
- Expand on what this means "Council governance practices and processes" in terms of future planning. It is a meaningless statement at present?
- The Critical Actions are classified into categories on page 3 with Strategy Development changing to Future Planning on page 12. To avoid confusion these should be the same.
- I was pleased to see actions that raised data to inform decision making and enhancing the engagement with our community!! Two great initiatives. I liked the focus on CI and technology as I believe this will be the way forward following COVID-19.
- For strategic projects, implement a change plan with a diversity emphasis so Council provides an exceptional community experience, delivers quality outcomes and is a great place to work.

FURTHER SUGGESTIONS

Is there anything else you would like to see considered or covered in the City Plan 2035?

COMMUNITY FEEDBACK

- Acknowledgement of First Nation People, of Country, more pro activity on diversity and inclusion (age, LGBTI, cultural, Aboriginal and Torres Strait Islander, ability).
- No more rate rises.
- The Elder Smith Road bridge and road need to be made dual carriage in both directions as they are main connector road between two main arterial roads.
- Salisbury is more than just Mawson Lakes and The Hub.
- Yes, I would like to see us asking the community from all walks of life. Don't just wait for those who are interested to participate in what we are doing. There are a lot of unhappy people out there. Go ask them why they are unhappy and turn them into happy people.
- I'm glad to see our main roads, Waterloo Corner and Kings Road are on the plans and hope they are addressed promptly. These areas have been neglected far too long.
- Something to happen with Kings Road. Fix basic services like flooding and potholes.
- A mental health hub for those with complex mental health issues. A hub that delivers group therapy such as DBT for the Salisbury residents that make up part of the 60,000 Adelaidians with Borderline Personality Disorder. Training for health professionals, therapy for those with addictions (drugs, gambling, alcohol), diagnosis and short term care. Help for those with schizophrenia and paranoia. A place to offer all of these things and advocate for complex mental health issues would lift some of the burden off Lyell Mac and northern mental health on park tce. Headspace is good for those with depression and/or anxiety but there is a very long waiting list for those with more complex issues and nowhere to go. I would like to see

- a plan for a supporting network for mental health in Salisbury that eases the strain on other health services such as hospitals.
- More safety and reputation of Salisbury to go better.

STAFF FEEDBACK

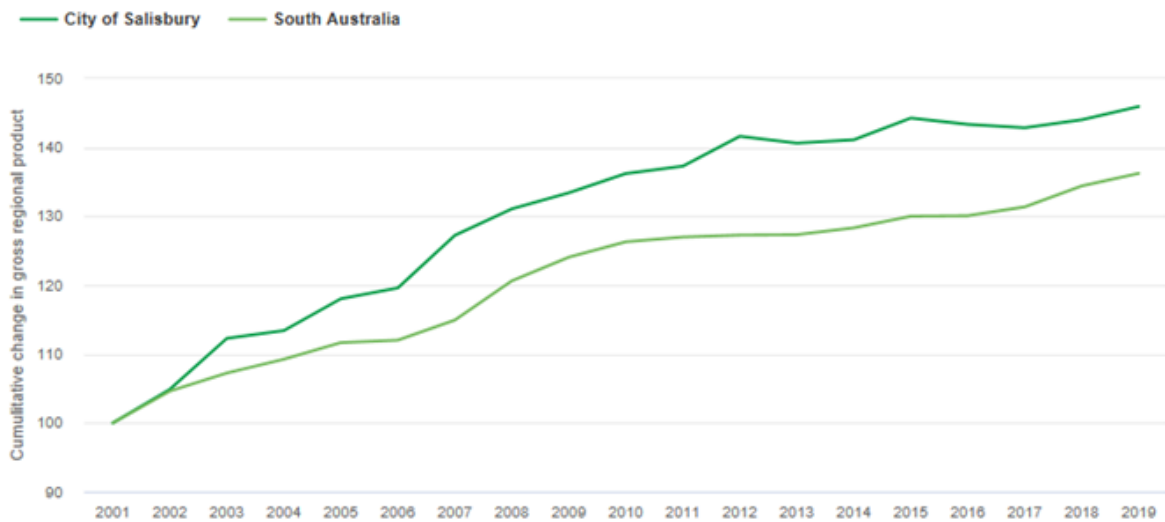
- No additional topics but the grammar needs to be addressed.
- Not suggesting any changes but is there a link between Critical Actions and what Council will continue to deliver, to a specific Foundations within each Key Direction?
- You're probably sick to death of hearing it but within the wellbeing agenda consider mental health (which I'm sure you are) and also now with COVID-19, council's position on public health - what is our role, what will we do to keep our community safe in the future - people may be looking for this in our next plan.
- Consider including acknowledgement of country, needs to sit straight after the title page.
- On page 3 (how it was prepared, left out consultation with the focus groups (both Disability and Intercultural groups). Intercultural Plan on page 3 (how the plan was prepared section, four dot point) should be referred to as Intercultural Strategic Plan. Also, it would be good to mention Age Friendly Plan here too.
- In future planning:
 - » Review our community engagement strategy so we better respond to and anticipate the needs of our community in all their diversity
 - » Review Council's Strategic Asset Management Plan incorporating universal design considerations.



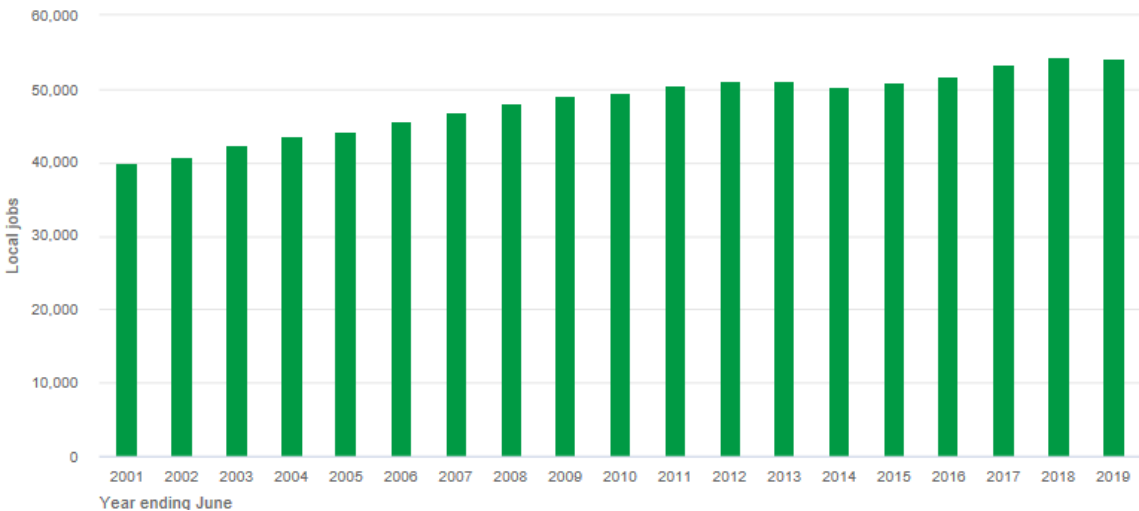
Intermethod thanks the City of Salisbury community and stakeholders who contributed their time and ideas during the engagement process. We sincerely hope that review of the City Plan in response to this report will result in securing the best future for our community.



City Scorecard – Additional Details – Growth that Creates Opportunities

Gross Regional Product																																																												
Headline Figure: \$6.429 billion (6.03% of South Australia)																																																												
<p>Why this indicator is important</p> <p>Gross Regional Product is the value of economic output in our Council area. The figure allows Council to understand whether Salisbury’s economy is growing or contracting</p>																																																												
<p>Current Performance</p> <p>Salisbury’s economy has grown at a faster rate than South Australia’s economy since 2001. In recent years, Salisbury’s economy has continued to grow, albeit at a slower rate, due to the closure of the automotive sector and a decline in construction activity offsetting growth in food processing, defence and social services. It remains the fourth largest economy in South Australia when measured by economic output.</p>  <table border="1"> <caption>Cumulative Change in Gross Regional Product (2001-2019)</caption> <thead> <tr> <th>Year</th> <th>City of Salisbury</th> <th>South Australia</th> </tr> </thead> <tbody> <tr><td>2001</td><td>100</td><td>100</td></tr> <tr><td>2002</td><td>105</td><td>103</td></tr> <tr><td>2003</td><td>112</td><td>107</td></tr> <tr><td>2004</td><td>114</td><td>109</td></tr> <tr><td>2005</td><td>118</td><td>112</td></tr> <tr><td>2006</td><td>120</td><td>113</td></tr> <tr><td>2007</td><td>128</td><td>116</td></tr> <tr><td>2008</td><td>132</td><td>121</td></tr> <tr><td>2009</td><td>135</td><td>124</td></tr> <tr><td>2010</td><td>137</td><td>126</td></tr> <tr><td>2011</td><td>138</td><td>127</td></tr> <tr><td>2012</td><td>142</td><td>127</td></tr> <tr><td>2013</td><td>141</td><td>127</td></tr> <tr><td>2014</td><td>141</td><td>128</td></tr> <tr><td>2015</td><td>145</td><td>130</td></tr> <tr><td>2016</td><td>144</td><td>130</td></tr> <tr><td>2017</td><td>143</td><td>131</td></tr> <tr><td>2018</td><td>144</td><td>133</td></tr> <tr><td>2019</td><td>146</td><td>136</td></tr> </tbody> </table>	Year	City of Salisbury	South Australia	2001	100	100	2002	105	103	2003	112	107	2004	114	109	2005	118	112	2006	120	113	2007	128	116	2008	132	121	2009	135	124	2010	137	126	2011	138	127	2012	142	127	2013	141	127	2014	141	128	2015	145	130	2016	144	130	2017	143	131	2018	144	133	2019	146	136
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<p>Source Data</p> <p>National Institute of Economic and Industry Research (NIEIR) National Institute of Economic and Industry Research (NIEIR) 2019</p>																																																												
<p>Further Information</p> <p>Further information, including the growth rates of individual industry sectors can be found at https://economy.id.com.au/salisbury/gross-product?WebID=10</p>																																																												

Item 1.7.1 - Attachment 3 - Example of information that will support people to understand the City Scorecard indicators

<p>Number of Jobs in Local Businesses</p>																																								
<p>Headline Figure: 53,718 jobs</p>																																								
<p>Why this indicator is important</p> <p>This indicator measures the number of jobs that are provided by businesses and other organisations within the City of Salisbury. A count of jobs is one of the most fundamental economic indicators of the size of the local economy, and increasing numbers of jobs generally represent a growing economy. The creation of these jobs provides local opportunities for our residents to participate in paid employment or to progress their careers.</p>																																								
<p>Current Performance</p> <p>The number of jobs in Salisbury’s economy has grown on average by 1.7% over the past two decades. The City of Salisbury houses the third largest concentration of jobs in South Australia. The rate of job growth in Salisbury has exceeded the State average for three of the past five years, however the last two years have seen a slight slowing in jobs due largely to the loss of jobs in the construction sector</p>  <table border="1"> <caption>Local Jobs in Salisbury (Year ending June)</caption> <thead> <tr> <th>Year</th> <th>Local Jobs</th> </tr> </thead> <tbody> <tr><td>2001</td><td>40,000</td></tr> <tr><td>2002</td><td>41,000</td></tr> <tr><td>2003</td><td>42,000</td></tr> <tr><td>2004</td><td>43,000</td></tr> <tr><td>2005</td><td>44,000</td></tr> <tr><td>2006</td><td>45,000</td></tr> <tr><td>2007</td><td>46,000</td></tr> <tr><td>2008</td><td>47,000</td></tr> <tr><td>2009</td><td>48,000</td></tr> <tr><td>2010</td><td>49,000</td></tr> <tr><td>2011</td><td>50,000</td></tr> <tr><td>2012</td><td>51,000</td></tr> <tr><td>2013</td><td>51,000</td></tr> <tr><td>2014</td><td>50,000</td></tr> <tr><td>2015</td><td>51,000</td></tr> <tr><td>2016</td><td>52,000</td></tr> <tr><td>2017</td><td>53,000</td></tr> <tr><td>2018</td><td>54,000</td></tr> <tr><td>2019</td><td>53,718</td></tr> </tbody> </table>	Year	Local Jobs	2001	40,000	2002	41,000	2003	42,000	2004	43,000	2005	44,000	2006	45,000	2007	46,000	2008	47,000	2009	48,000	2010	49,000	2011	50,000	2012	51,000	2013	51,000	2014	50,000	2015	51,000	2016	52,000	2017	53,000	2018	54,000	2019	53,718
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<p>Further Information</p> <p>Further information, including changes in the number of jobs by industry sector and occupations, can be found at https://economy.id.com.au/salisbury/local-jobs</p>																																								

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<p>Number of Actively Trading Businesses</p>												
<p>Headline Figure: 7,234 actively trading businesses</p>												
<p>Why this indicator is important</p> <p>The number of actively trading businesses is a measure of how many businesses are starting or closing in Salisbury. By breaking it down to an industry level, Council can better understand the demand for certain types of commercial premises as well as potential workforce or infrastructure requirements</p> <p>Registered business by industry shows how many businesses there are in City of Salisbury within each industry sector using the Australian Bureau of Statistics (ABS) Business Register which itself is derived from the GST register held by the Australian Tax Office (ATO). Businesses are included if they are registered with the ATO, with an ABN used within the previous two financial years.</p>												
<p>Current Performance</p> <p>There has been a growth of 918 actively trading businesses in Salisbury between 2014 and 2018. For a number of years, the rate of growth of actively trading businesses in Salisbury underperformed the South Australian average, however over the last two years this has reversed with particularly strong growth in the number of businesses in the Transport, Postal and Warehousing sector.</p> <table border="1"> <caption>Number of Actively Trading Businesses (2014-2018)</caption> <thead> <tr> <th>Year</th> <th>Number of Actively Trading Businesses</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>6,300</td> </tr> <tr> <td>2015</td> <td>6,400</td> </tr> <tr> <td>2016</td> <td>6,600</td> </tr> <tr> <td>2017</td> <td>6,900</td> </tr> <tr> <td>2018</td> <td>7,234</td> </tr> </tbody> </table>	Year	Number of Actively Trading Businesses	2014	6,300	2015	6,400	2016	6,600	2017	6,900	2018	7,234
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<p>Data Source</p> <p>Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2018</p>												
<p>Further Information</p> <p>Further information, can be found at https://economy.id.com.au/salisbury/number-of-businesses-by-industry?sEndYear=2014</p>												

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<p>Value of Commercial and Residential Development</p>																																																																																
<p>Headline Figure: \$196,226,000 (in the 2018-29 Financial Year)</p>																																																																																
<p>Why this indicator is important</p> <p>Building approvals for an area reflect the desirability of an area for investment or housing. While these figures are heavily influenced by broader economic trends and availability of land, development approval data allows Council to understand potential future demand for facilities and infrastructure.</p>																																																																																
<p>Current Performance</p> <p>The value of Salisbury’s development approvals continues to be dominated by approvals in the non-residential sector. This is quite different to the majority of Council areas in metropolitan Adelaide. In 2018-19 the value of development approvals in Salisbury represented 3.8% of the overall value of development approvals in South Australia. So far this financial year, \$180 million of development has been approved with 81% of this being non-residential. This represents 6.1% of development approved in South Australia (by value).</p> <table border="1"> <caption>Estimated data from the chart (Value in thousands of dollars)</caption> <thead> <tr> <th>Year (ending June)</th> <th>Residential</th> <th>Non Residential</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>2001-02</td><td>100,000</td><td>100,000</td><td>200,000</td></tr> <tr><td>2002-03</td><td>100,000</td><td>150,000</td><td>250,000</td></tr> <tr><td>2003-04</td><td>100,000</td><td>100,000</td><td>200,000</td></tr> <tr><td>2004-05</td><td>150,000</td><td>150,000</td><td>300,000</td></tr> <tr><td>2005-06</td><td>200,000</td><td>250,000</td><td>450,000</td></tr> <tr><td>2006-07</td><td>150,000</td><td>150,000</td><td>300,000</td></tr> <tr><td>2007-08</td><td>250,000</td><td>500,000</td><td>750,000</td></tr> <tr><td>2008-09</td><td>150,000</td><td>150,000</td><td>300,000</td></tr> <tr><td>2009-10</td><td>150,000</td><td>150,000</td><td>300,000</td></tr> <tr><td>2010-11</td><td>100,000</td><td>150,000</td><td>250,000</td></tr> <tr><td>2011-12</td><td>100,000</td><td>200,000</td><td>300,000</td></tr> <tr><td>2012-13</td><td>50,000</td><td>100,000</td><td>150,000</td></tr> <tr><td>2013-14</td><td>100,000</td><td>100,000</td><td>200,000</td></tr> <tr><td>2014-15</td><td>100,000</td><td>100,000</td><td>200,000</td></tr> <tr><td>2015-16</td><td>150,000</td><td>400,000</td><td>550,000</td></tr> <tr><td>2016-17</td><td>50,000</td><td>100,000</td><td>150,000</td></tr> <tr><td>2017-18</td><td>100,000</td><td>100,000</td><td>200,000</td></tr> <tr><td>2018-19</td><td>100,000</td><td>100,000</td><td>200,000</td></tr> <tr><td>2019-20 Nov FYTD</td><td>50,000</td><td>130,000</td><td>180,000</td></tr> </tbody> </table>	Year (ending June)	Residential	Non Residential	Total	2001-02	100,000	100,000	200,000	2002-03	100,000	150,000	250,000	2003-04	100,000	100,000	200,000	2004-05	150,000	150,000	300,000	2005-06	200,000	250,000	450,000	2006-07	150,000	150,000	300,000	2007-08	250,000	500,000	750,000	2008-09	150,000	150,000	300,000	2009-10	150,000	150,000	300,000	2010-11	100,000	150,000	250,000	2011-12	100,000	200,000	300,000	2012-13	50,000	100,000	150,000	2013-14	100,000	100,000	200,000	2014-15	100,000	100,000	200,000	2015-16	150,000	400,000	550,000	2016-17	50,000	100,000	150,000	2017-18	100,000	100,000	200,000	2018-19	100,000	100,000	200,000	2019-20 Nov FYTD	50,000	130,000	180,000
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<p>Unemployment Rate</p>																																																		
<p>Headline Figure: 8.41% (June 2019)</p>																																																		
<p>Why this indicator is important</p> <p>Unemployment is an important indicator of the economic success of an area. A low unemployment rate can indicate an affluent area with a high rate of access to jobs, or a place where those who can't find jobs leave the area. A high rate can indicate a declining economy with closures of key industries, or a residential area with a significantly disadvantaged population. It can be used as a gauge for how successfully Salisbury's residents are engaging with job opportunities.</p>																																																		
<p>Current Performance</p> <p>Salisbury's unemployment rate declined from just over 10% in 2016 down to 7.9% in 2018. Since then the unemployment rate has started to increase again. Generally, Salisbury's unemployment rate is a couple of percentage points above the state's average but there is high variability between areas. For example, in Mawson Lakes/Pooraka the unemployment rate is 6.5%, while in Salisbury (suburb) the figure is 15.2%</p> <table border="1"> <caption>Estimated Unemployment Rate Data (2011-2019)</caption> <thead> <tr> <th>Year</th> <th>City of Salisbury</th> <th>Greater Adelaide</th> <th>South Australia</th> <th>Australia</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>8.5</td> <td>5.5</td> <td>5.5</td> <td>5.0</td> </tr> <tr> <td>2012</td> <td>8.0</td> <td>5.5</td> <td>5.5</td> <td>5.0</td> </tr> <tr> <td>2013</td> <td>9.0</td> <td>6.0</td> <td>6.5</td> <td>5.5</td> </tr> <tr> <td>2014</td> <td>9.5</td> <td>6.5</td> <td>6.5</td> <td>6.0</td> </tr> <tr> <td>2015</td> <td>9.0</td> <td>7.0</td> <td>7.5</td> <td>6.0</td> </tr> <tr> <td>2016</td> <td>10.0</td> <td>7.5</td> <td>7.0</td> <td>5.5</td> </tr> <tr> <td>2017</td> <td>9.0</td> <td>7.0</td> <td>6.5</td> <td>5.5</td> </tr> <tr> <td>2018</td> <td>8.0</td> <td>6.0</td> <td>6.0</td> <td>5.0</td> </tr> <tr> <td>2019</td> <td>8.41</td> <td>6.0</td> <td>6.0</td> <td>5.0</td> </tr> </tbody> </table>	Year	City of Salisbury	Greater Adelaide	South Australia	Australia	2011	8.5	5.5	5.5	5.0	2012	8.0	5.5	5.5	5.0	2013	9.0	6.0	6.5	5.5	2014	9.5	6.5	6.5	6.0	2015	9.0	7.0	7.5	6.0	2016	10.0	7.5	7.0	5.5	2017	9.0	7.0	6.5	5.5	2018	8.0	6.0	6.0	5.0	2019	8.41	6.0	6.0	5.0
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2014	9.5	6.5	6.5	6.0																																														
2015	9.0	7.0	7.5	6.0																																														
2016	10.0	7.5	7.0	5.5																																														
2017	9.0	7.0	6.5	5.5																																														
2018	8.0	6.0	6.0	5.0																																														
2019	8.41	6.0	6.0	5.0																																														
<p>Data Source</p> <p>Australian Bureau of Statistics, Labour force survey, catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, December 2018.</p>																																																		
<p>Further Information</p> <p>Further information can be found at https://economy.id.com.au/salisbury/unemployment</p>																																																		

Item 1.7.1 - Attachment 3 - Example of information that will support people to understand the City Scorecard indicators

Abbreviated Wording for Critical Action	Welcoming & Liveable					Sustainable			Growth creating opportunity				Innovation & business development			
	Attractive & well maintained City	Community health & wellbeing	People are valued, safe & connected	Pride in strengths & diversity	Resilient community adaptive to change	Balance of green spaces & natural environment	Maximise limited resources such as water, waste & energy	Adaptive to changing climate	Businesses are successful	Place of choice for businesses to start, invest & grow	Infrastructure supports business activity & investment	Well planned urban growth & active centres	Exceptional community Experience	Quality Outcomes	Great place to work	Effective planning
Upgrade Burton & Ingle Farm Hubs		○	○									○	○		○	
Implement St Kilda & Paddocks Masterplans	○					○	○					○	○			
Bridgestone Athletics facility		○										○	○			
Affordable Housing		○														
Regional public health plan		○			○							○				
Improve visual amenity (verges, etc)	○					○	○					○				
Increase and improve playgrounds, sporting and cycling facilities	○	○										○				
Ability Inclusion Strategic Plan			○								○	○				
Quality & cleanliness of residential areas	○				○	○					○		○			
Prompt removal of dumped rubbish	○											○				
Implement Community Safety Strategy			○											○		
Well maintained & used public spaces & recreation facilities	○		○			○						○	○			
Grants and support for sport & community groups		○	○	○												
Work closely with Community Centres			○		○								○			
Intercultural programs			○	○												
Develop Place Activation Strategy	○	○				○			○	○	○				○	
Social Infrastructure Assessment		○	○		○										○	
Update City Pride Strategy				○					○					○	○	
Replace street lights with energy efficient options						○							○			
Improve environmental performance of Council buildings						○	○						○			
Enhance biodiversity along Dry Creek, Little Para & mangroves						○	○					○	○			
Better understand environment's health –sensors & community involvement			○			○	○								○	
Develop markets for recyclables						○										
Increase recycled/re-use materials in construction & maintenance						○										
Weekly rubbish collection	○	○				○						○				
Cooler neighbourhoods and streets		○			○		○				○	○				
Stabilise major creek lines						○	○						○			
Asset management responsive to a changing climate							○						○		○	
Community involvement in sustainability initiatives	○	○	○			○	○					○	○			
Review sustainability strategy					○	○	○								○	
Complete Dry Creek Stormwater management plan						○	○								○	
Business case for urban development project featuring environmental outcomes		○			○		○				○					
Upgrade Church & John Street and attract investment into Council sites	○	○						○	○	○	○	○	○			
Attract new firms into Salisbury									○				○			
Linking Technology Park & Edinburgh Parks with other innovation precincts								○				○				
Residential development program	○						○				○	○	○			
Support new & existing businesses to grow								○	○	○		○				
Improve quality of commercial areas	○							○	○	○		○				
Improve parking in activity centres and recreation precincts									○	○			○	○		
Business friendly Council								○	○							
Structure planning west of Port Wakefield Road					○		○				○				○	
Review economic growth strategy	○				○	○		○	○	○					○	
Review Growth Action Plan											○				○	
Guidelines for improving quality of infill development											○					
Investment plans for Technology Park and Edinburgh Parks											○				○	
Enhance digital services												○				
Deliver commitments in Annual Plan												○	○			
Implement change plan to deliver on outcomes												○				
Upgrade Operations Centre												○	○	○		
Opportunities for staff to shape the next generation of Council business												○	○	○	○	
Covid-19 response package	○	○						○	○				○		○	
Improve use of data to inform decision making												○	○		○	
Buy locally and sustainably						○		○					○			
Continuous improvement program												○	○	○		

