



AGENDA

FOR STRATEGIC PROPERTY DEVELOPMENT SUB COMMITTEE MEETING TO BE HELD ON

13 OCTOBER 2020 AT CONCLUSION OF AUDIT COMMITTEE MEETING

**IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB, 34
CHURCH STREET, SALISBURY**

MEMBERS

Cr N Henningsen (Chairman)
Mayor G Aldridge (ex officio)
Cr M Blackmore
Cr L Braun
Cr K Grenfell
Cr D Proleta
Cr S Reardon (Deputy Chairman)
Cr G Reynolds

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager City Development, Mr T Sutcliffe

APOLOGIES

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr N Henningsen.

PRESENTATION OF MINUTES

Presentation of the Minutes of the Strategic Property Development Sub Committee Meeting held on 15 September 2020.

Presentation of the Minutes of the Confidential Strategic Property Development Sub Committee Meeting held on 15 September 2020.

REPORTS

SPDSC1 Future Reports for the Strategic Property Development Sub Committee 9

SPDSC2 Community Engagement Strategy - Strategic Property Development
Program 11

OTHER BUSINESS

CONFIDENTIAL ITEMS

SPDSC3 Community Engagement Strategy - Lake Windemere

Recommendation

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non-disclosure of this matter would protect Council's commercial position as public disclosure may provide third parties with a commercial advantage*

*On that basis the public's interest is best served by not disclosing the **Community Engagement Strategy - Lake Windemere** item and discussion at this point in time.*

3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

SPDSC4 Community Engagement Strategy - Walkleys Road

Recommendation

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non-disclosure of this matter would protect Council's commercial position as public disclosure may provide third parties with a commercial advantage*

*On that basis the public's interest is best served by not disclosing the **Community Engagement Strategy - Walkleys Road** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CLOSE



**MINUTES OF STRATEGIC PROPERTY DEVELOPMENT SUB COMMITTEE
MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY
COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

15 SEPTEMBER 2020

MEMBERS PRESENT

Cr N Henningsen (Chairman)
Mayor G Aldridge (ex officio)
Cr K Grenfell
Cr D Proleta
Cr G Reynolds

OBSERVERS

Cr C Buchanan and Cr J Woodman

STAFF

Chief Executive Officer, Mr J Harry
General Manager City Development, Mr T Sutcliffe
Coordinator Strategic Development Projects, Ms S Klein
Manager Governance, Mr M Petrovski

The meeting commenced at 7.00 pm.

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

APOLOGIES

Apologies were received from Cr M Blackmore, Cr L Braun and Cr S Reardon.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Mayor G Aldridge
Seconded Cr G Reynolds

The Minutes of the Strategic Property Development Sub Committee Meeting held on 10 June 2020, be taken and read as confirmed.

CARRIED

Moved Cr K Grenfell
Seconded Cr D Proleta

The Minutes of the Confidential Strategic Property Development Sub Committee Meeting held on 10 June 2020, be taken and read as confirmed.

CARRIED

REPORTS

SPDSC1 Future Reports for the Strategic Property Development Sub Committee

Moved Cr D Proleta
Seconded Mayor G Aldridge

1. The information be received.

CARRIED

CONFIDENTIAL ITEM

SPDSC2 Strategic Development Projects - Project Status Report

Moved Cr G Reynolds
 Seconded Mayor G Aldridge

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non-disclosure of this matter would protect Council's commercial position as public disclosure may provide third parties with a commercial advantage*

*On that basis the public's interest is best served by not disclosing the **Strategic Development Projects - Project Status Report** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CARRIED

The meeting moved into confidence at 7.08 pm.

The meeting moved out of confidence at 7.18 pm.

MOTION WITHOUT NOTICE

**SPDSC-MWON1 Homelessness Strategy and Affordable Housing
Implementation Plan**

Moved Cr N Henningsen
Seconded Cr G Reynolds

That a briefing be provided to Council at a forthcoming Informal Strategy on the interface between Council’s Homelessness Strategy, the Affordable Housing Implementation Plan, the community housing sector, and potential opportunities to work with State Government.

CARRIED

CLOSE

The meeting closed at 7.29 pm.

CHAIRMAN.....

DATE.....

ITEM	SPDSC1 STRATEGIC PROPERTY DEVELOPMENT SUB COMMITTEE
DATE	13 October 2020
HEADING	Future Reports for the Strategic Property Development Sub Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This item details reports to be presented to the Strategic Property Development Sub Committee as a result of a previous Council resolution.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 A list of resolutions requiring a future report to Council is presented to each sub-committee and standing committee for noting.
- 1.2 If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

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 following table outlines the reports to be presented to the Strategic Property Development Sub Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
23/04/2019 2.9.3	Salisbury Oval Residential - Expression of Interest Council has previously resolved this resolution to be confidential.	Terry Sutcliffe
Due:	December 2020	
27/04/2020 2.5.5- SPDSC2	Salisbury Oval Development Site Update 3. That the advertising of the EOI process proceed and a further report on the response to the EOI be presented to the Strategic Property Development Sub Committee at the conclusion of the EOI process.	Terry Sutcliffe
Due:	December 2020	

4. CONCLUSION / PROPOSAL

4.1 Future reports for the Strategic Property Development Sub Committee have been reviewed and there are none that require a report to be presented at this point in time.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 02/10/2020

ITEM	SPDSC2		
	STRATEGIC PROPERTY DEVELOPMENT SUB COMMITTEE		
DATE	13 October 2020		
PREV REFS	SPDSC	SPDSC4	11/04/2017
	SPDSC	SPDSC3	16/01/2018
	SPDSC	SPDSC4	09/07/2018
	SPDSC	SPDSC2	09/09/2019
	SPDSC	SPDSC3	10/06/2020
HEADING	Community Engagement Strategy - Strategic Property Development Program		
AUTHORS	Hiroe Terao, Strategic Planning, Policy & Development Planner, City Development Sharee Klein, Project Coordinator Strategic Development Projects, City Development		
CITY PLAN LINKS	3.4 Our urban growth is well planned and our centres are active 4.2 We deliver quality outcomes that meet the needs of our community 4.5 We engage meaningfully and our community is aware of Council initiatives		
SUMMARY	<p>The Strategic Land Review, endorsed by Council in April 2017, is an analysis of Council land holdings to identify land that may not be required for open space, community, stormwater management or other community uses, and may have capacity for further investigation as a development project.</p> <p>This report outlines the Community Engagement Strategy prepared for the strategic property development program, which will act as a template or guide for community engagement in relation to a number of investigations to be undertaken over the next five years as identified in the Strategic Land Review Short Term Action Plan endorsed by Council in June 2020.</p>		
RECOMMENDATION	<ol style="list-style-type: none"> The Strategic Property Development Program Community Engagement Strategy as provided in Attachment 1 to Strategic Property Development Sub-committee Item SPDSC2, 13/10/2020, be endorsed. 		

ATTACHMENTS

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

1. Strategic Property Development Program Community Engagement Strategy

1. BACKGROUND

- 1.1 The Strategic Land Review, endorsed by Council in April 2017, is an analysis of Council land holdings to identify land that may not be required for open space, community, stormwater management or other community uses, and may have capacity for further investigation as a development project.
- 1.2 A number of investigations will be undertaken over the next five years as identified in the Strategic Land Review Short Term Action Plan endorsed by Council in June 2020. This will include various phases of community engagement. It is noted that all projects to be investigated may not progress to the development phase, dependent upon feasibility investigations and community engagement outcomes, but a robust process is required to enable Council to make informed decisions on each project.
- 1.3 As outlined in the Annual Plan 2020/21, in response to COVID-19, Council has determined a number of measures to support the community and look towards economic recovery. These measures include a 0% rate increase and \$100 million COVID-19 Infrastructure Recovery Program. Council is also committed to a \$2.4 million budget saving initiative by seeking alternative ways of providing services to the community and ensuring financial sustainability in future years.
- 1.4 In accordance with the Long Term Financial Plan (LTFP), the property development program is projected to provide significant cash injection over the 10 year plan, at an average of \$2.1 million per annum, which is based on the recently completed financial modelling to inform the LTFP.
- 1.5 Development of the community engagement strategy is a reflection of Council commitment for the strategic property development program, and that the Strategic Land Review's Short Term Action Plan and the strategic property development program have been developed to support this strategic agenda.

2. CITY PLAN CRITICAL ACTION

- 2.1 Provide 15% affordable housing through Council's development projects
- 2.2 Deliver a residential development program by using surplus Council land

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Community Experience & Relationships
 - 3.1.2 Economic Development & Urban Policy
 - 3.1.3 Parks and Open Space Assets (Infrastructure Management)

4. REPORT

Rationale

- 4.1 Consultants URPS have been engaged to provide community engagement services for strategic property development projects. Council has undertaken community engagement for the projects under the strategic property development program (the program) to date, however a need for an overarching engagement strategy has been identified to ensure consistent messaging and methodology is maintained, and the following key objectives are conveyed:
- 4.1.1 Partnering with appropriate agencies to deliver social outcomes in terms of access to services and affordable and community housing for target groups;
 - 4.1.2 Delivery of a range of living options, including affordable and community housing that provides housing choices for the Salisbury community of all ages, backgrounds and budgets;
 - 4.1.3 Demonstrate best practice design with a high attention to detail setting and improved standard for infill development in Salisbury;
 - 4.1.4 Integration of projects with the existing community and provision of improved connection and open space areas for new and existing residents;
 - 4.1.5 Use of Council land holdings to build a pipeline of projects that support the region's economic growth and local construction industry, creating local jobs for local people; and
 - 4.1.6 Ensuring that Council's and the community's land assets are utilised to 'work hard' for the benefit of the community in its broadest sense, including realising a financial return thereby reducing reliance upon rates income in order to support delivery of improved services, programs and facilities to the City of Salisbury's community.
- 4.2 This engagement strategy (Attachment 1) will provide overall guidance or 'head powers' for any other engagement planning and delivery undertaken at a strategic property development project level. The strategy will aid with 'telling the story' of Council's process to investigate (and deliver) the development of surplus / underutilised Council owned land and how the program adds value to the Council area.

Program Level Engagement Strategy

- 4.3 The objectives of the program level community engagement are:
- 4.3.1 To meet the requirements of the City of Salisbury Community Consultation Policy where applicable
 - 4.3.2 To provide inclusive communications and engagement opportunities for the communities and stakeholders impacted by these projects
 - 4.3.3 That the results of the engagement are used to allow Council to make more informed decisions on project feasibility
 - 4.3.4 To utilise local community and stakeholder knowledge to assist in identifying issues and opportunities on each site

- 4.3.5 To enrich Council’s understanding of how the identified project sites are used and how this can be managed during and post-development stages
- 4.3.6 To maximise community understanding of Council’s strategic property development program and minimise or manage community concerns.
- 4.4 The following key messages are designed to communicate consistently at the overarching program level. These will be supported and supplemented at the project level with more specific project messages:
 - 4.4.1 The City of Salisbury is fortunate enough to enjoy large areas of public open space, compared to many other metropolitan councils. We want to ensure our open space is attractive, engaging and meets the needs of our community.
 - 4.4.2 Council has recently undertaken a review of all our open space in the City of Salisbury to identify areas that are not well-used, not of good quality with little or no improvements, or where there is a ‘surplus’ of open space when measured against accepted standards.
 - 4.4.3 Council is now going through a process of more detailed site-by site investigations to determine whether these are able to be developed for future housing and how future development may assist in improving the reserve eg through improved facilities in the reserve, improved public safety through increased passive surveillance etc. Engaging with local residents and users of these areas of open space will form a key part of these investigations.
 - 4.4.4 If developed for housing the financial return will be retained by Council and used to invest in more community services and facilities. This builds on Council’s capacity to deliver community needs without needing to increase rates beyond reasonable levels.
 - 4.4.5 The benefit to the community of any proposed redevelopment will be identified within each relevant project’s community engagement strategy, tailored to the specific project, but also having reference to the overarching benefits of the strategic property development programs as articulated in the program-level engagement strategy.
 - 4.4.6 If these sites are developed, Council will be the developer - sites will not be sold to private developers to develop with a primary focus on commercial outcomes. This will ensure that projects have improved social, environmental and economic outcomes including affordable and accessible housing, creating local jobs and best practice design. Developing these identified sites is not a fait accompli or a foregone conclusion – we haven’t made the final decision whether to do so or not. More detailed investigations and engaging with the community will help Council to decide whether or not to develop these sites and, if so, in what way.
 - 4.4.7 Council has extensive experience in projects like this – where we develop underutilised reserve space – you may have seen our award-winning developments at Greentree Walk, Riverwalk, Emerald Green, The Reserve, Boardwalk at Greentree or Irving Place. These are now attractive, thriving communities that have given new residents and

- existing local residents looking for a change in their lifestyle the opportunity to experience what Salisbury has to offer.
- 4.4.8 We are committed to keeping you accurately and regularly informed and providing you with an opportunity to have your say so that we can make the best decisions for Council and our community
- 4.5 Each project in this program will require a tailored engagement approach, using elements of the engagement architecture established at the program level. Community engagement activities for the strategic property development projects will sit under the City of Salisbury’s branding. To ensure the transparency, each project level engagement strategy will outline:
- 4.5.1 If multiple sites are considered within the same suburb or geographical proximity for community engagement and if so, how they ‘fit’ into the bigger picture (e.g. open space availability, proposed capital works etc); and
- 4.5.2 Where statutory consultation is required (e.g. community land revocation or road closures).
- 4.6 While most engagement activities will be designed and tailored at a project level, there are several program level engagement activities that set the basic template and guide for project level engagement. These are intended to be consistent across all projects and managed by Council with URPS:
- 4.6.1 Program webpage – hosted on the City of Salisbury website and update regularly as required to easily link to current projects;
- 4.6.2 Dedicated program email address – will be used for all projects. Emails will be responded to in a timely manner (within 1 business day);
- 4.6.3 1300 program number – dedicated 1300 number will allow community or stakeholders to reach the engagement team to speak directly on any ideas, concerns or issues they have. All calls will be responded in a timely manner (within 1 business day);
- 4.6.4 Program level FAQs – based on key messages and updated as required (in other languages where deemed appropriate)
- 4.6.5 Contact database – will be created, recording and tracking all engagement and interactions with the community and stakeholders on all projects. This is a critical part of the engagement architecture which will ensure continuity of communication throughout program and project lifecycles.
- 4.7 An Engagement Report will be produced for each specific project in line with that project engagement strategy to inform the decision making processes. At the program level, a monthly report will be prepared to provide a summary of the activities including the number of complaints / enquiries, contacts, number of attendees at which events; how the information was distributed, etc.

- 4.8 Participation in an engagement process will be acknowledged by letting participants know what has been done with their input, how it contributes to the range of inputs received, and what will be done (or not) as a result of receiving this input. It will also provide direction on future opportunities for engagement (if applicable) and how further information can be sought. This will occur at a project level, in accordance with the specific project engagement strategy.
- 4.9 Evaluation will be undertaken to determine whether an engagement strategy was fit for purpose and met the engagement objectives.

5. CONCLUSION / PROPOSAL

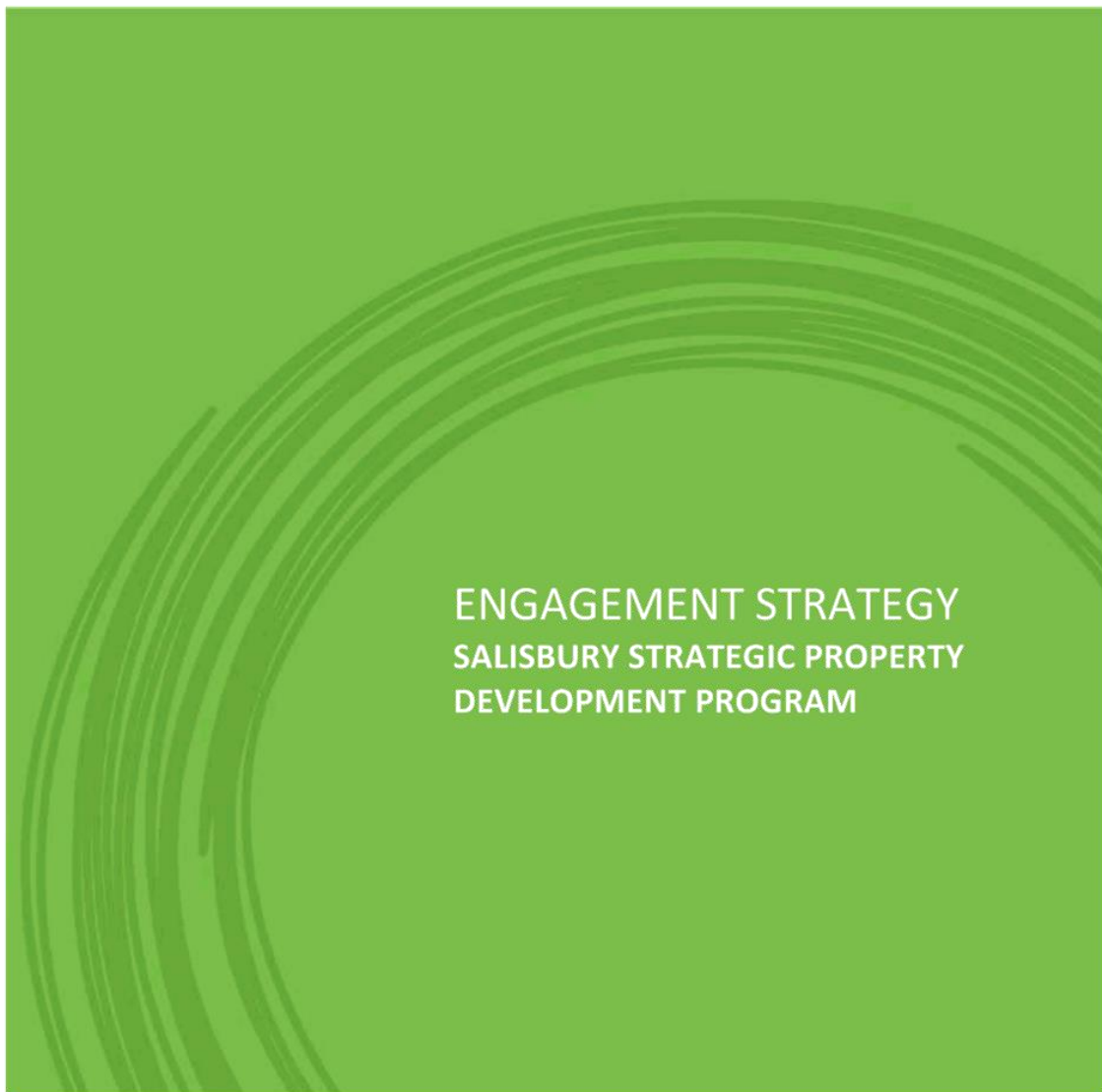
- 5.1 This report summarises the community engagement strategy for the strategic property development program developed by URPS in conjunction with Council staff. This overarching program level strategy provides ‘head powers’ for any other engagement planning and delivery undertaken at a strategic property development project level to facilitate the delivery of the program identified in the Strategic Land Review Short Term Action Plan endorsed in June 2020.
- 5.2 The program level engagement strategy ensures that a consistent approach and key messaging are adopted for the strategic property development program, and are supported by engagement architectures that are critical to undertake meaningful community engagement where processes are robust and transparent.
- 5.3 Council has committed to undertaking the strategic property development program, which will continue to provide significant cash injection over the 10 year plan, at an average of \$2.1 million per annum, which is based on the recently completed financial modelling to inform the LTFP.
- 5.4 This does not mean that the Council has pre-determined the decision as to whether individual strategic property development projects should proceed to delivery. The proposed overarching community engagement strategy will ensure that consistent messaging and engagement opportunities are provided to the community to assist Council in making informed decisions on the strategic property development projects.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 02.10.2020



City of Salisbury
20ADL-0182
October 2020





Salisbury Strategic Property Development Program Engagement Strategy

October 2020

Lead consultant URPS

Prepared for City of Salisbury

Consultant Project Manager Nicole Halsey, Director

Suite 12/154 Fullarton Road
(cnr Alexandra Ave)
Rose Park, SA 5067
Tel: (08) 8333 7999
Email: nicole@urps.com.au

URPS Ref 20ADL-0182

Document history and status

Revision	Date	Reviewed	Approved	Details
1	22.9.20	N. Halsey		Initiation of report for client review
2	01.10.20	A. Deller-Coombs		Updated following client review
3	08.10.20	A. Deller-Coombs		Final update of report following client review

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Contents

1.0	Background.....	1
1.1	Program context.....	1
1.2	Program objectives.....	1
2.0	Risk assessment	4
3.0	Stakeholder mapping	6
4.0	Key Messages	10
5.0	Engagement architecture	11
5.1	Approvals and reporting	11
5.2	Clustering projects	12
5.3	Statutory consultation.....	12
5.4	'Salisbury Living' branding.....	12
5.5	Program level tactics.....	14
6.0	Reporting.....	16
6.1	Engagement reporting	16
6.2	Closing the loop.....	16
6.3	Evaluation.....	16



1.0 Background

This Engagement Strategy has been created for the Salisbury Strategic Property Development Program. This is an overarching program level strategy under which project level engagement strategies will sit and as such provides 'head powers' for any other engagement planning and delivery undertaken at a residential development project level.

1.1 Program context

A strategic land review was completed by the City of Salisbury in 2017. This review identified surplus or underutilised parcels of Council-owned land for prioritisation as future potential development projects that may return revenue to Council.

A number of investigations will be undertaken over the next five years as identified in the Strategic Land Review Short Term Action Plan. This will include various phases of community engagement, which Council is committed to undertaking to aid the successful delivery of projects and determining individual project feasibility. It is noted that all projects to be investigated may not progress to the development phase, dependent upon feasibility investigations and community engagement outcomes.

The project phases as identified by Council, including decision points and community engagement are outlined in Figure 1 below.

1.2 Program objectives

The key objective of this program is to develop surplus or underutilised land to deliver a number of community outcomes, including:

- Partnering with appropriate agencies to deliver social outcomes in terms of access to services and affordable housing for target groups
- Delivery of a range of living options, including affordable housing that provides housing choice for the Salisbury community of all ages, backgrounds and budgets
- Demonstrate best practice design with a high attention to detail setting and improved standard for infill development in Salisbury
- Integration of projects with the existing community and provision of improved connection and open space areas for new and existing residents
- Use of Council land holdings to build a pipeline of projects that support the region's economic growth and local construction industry, creating local jobs for local people; and
- The program seeks to ensure that Council's and the community's land assets are utilised to 'work hard' for the benefit of the community in its broadest sense, including by realising a financial return thereby reducing reliance upon rates income in order to support delivery of improved services, programs and facilities to the City of Salisbury community.

The objectives of the community engagement to be undertaken as part of this program are:

- Meets the requirements of the City of Salisbury Community Consultation Policy where applicable
- To provide inclusive communications and engagement opportunities for the communities and stakeholders impacted by these projects



- That the results of the engagement are used to allow Council to make more informed decisions on project feasibility
- To utilise local community and stakeholder knowledge to assist in identifying issues and opportunities on each site
- To enrich Council’s understanding of how the identified project sites are used and how this can be managed during and post-development stages
- To maximise community understanding of Council’s strategic property development Program and minimise or manage community concerns.

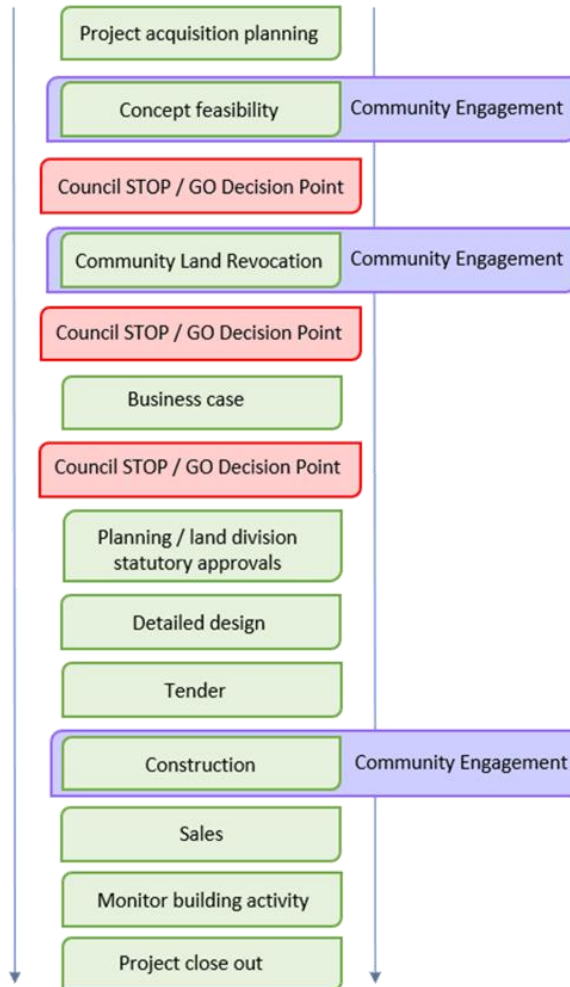


Figure 1 Project phases including decision points and community engagement



URPS

Salisbury Strategic Property Development Program Engagement Strategy

Background

A project completion cycle typically includes the above phases in approximate order of delivery if Council serve the role of developer, as per the delivery model adopted on the Strategic Property Development Projects delivered to date. Timing of the phases might differ depending on the project.



2.0 Risk assessment

The following table provides program-level risks and the measures in place to manage them. For more detailed project specific risks, refer the relevant project engagement strategy.

Table 1 Program level risk assessment and management measures

Risk	Management measure
Community/stakeholders expectations are not met in terms of their ability to influence the outcome/decision	<ul style="list-style-type: none"> Ensure lines of enquiry are clear on what we are asking the community to provide feedback on, and what we will do with this feedback (ie what impact it will have on decision making), including negotiables and non-negotiables URPS and Council to ensure lines of enquiry are explicitly understood and we are asking the right questions of the community in line with their ability to influence the outcome
Cumulative impact of development sites builds resulting in perception that Council is negatively impacting open space in City of Salisbury/certain area or suburb	<ul style="list-style-type: none"> Ensure messaging links back to why Council is doing this and that it is informed by a robust strategic land review undertaken Messaging to emphasise that development is not a <i>fait accompli</i> but that there are key decision and hold points for Council to consider community feedback and determine whether to progress or not
Time passing between phases of project or engagement resulting in a loss of momentum or project understanding	<ul style="list-style-type: none"> Ensure each communication opportunity provides an outline of the history of the project and the engagement to date Website to provide status of project phases so it can be easily seen what progress has been made and what current stage is Where project progress is delayed, or significant time passes, send a letter/communicate with key residents/stakeholders explaining where the project is up to, and when we will next engage with them (ie minimum 6 monthly) Build and manage a quality contact database Ensure engagement activities build on or test/reconfirm previous engagement input, or if project has changed direction recognise community effort previously made
Capital upgrades and improvements in reserves occur prior to development (or feasibility/engagement) resulting in greater community expectations in relation to the use and purpose of the reserve and less willingness to see part of reserve developed	<ul style="list-style-type: none"> Wherever possible Council to coordinate capital improvements and upgrades to any reserves with opportunities identified in the Strategic Land Review Wherever possible capital improvements and upgrades will occur in conjunction with a project once it progresses to approved development, so that a direct link is created between the 'trade off' of less open space but improved facilities If timing of capital improvements and upgrades cannot be held off until development, that clear engagement and communications is crafted on a project-by-project basis to manage expectations of potential future development
Council's internal stakeholders (other staff/other departments) are not aware of this project or of the impact	<ul style="list-style-type: none"> Use the Project Control Group (Executive) to provide key staff updates to relevant Council divisions/ departments Use Council intranet to provide updates at key phases



Risk	Management measure
of it on their work/ vice versa	<ul style="list-style-type: none"> ● Identify possible intersections of the Program with other areas of Council and manage accordingly ● Utilise an internal working group/coordination group framework / providing access to investigation parcel information and priority project timing via Strategic Land Review Mapping Portal to ensure information exchange and coordination
Potential for variable support from Elected Members (particularly of projects happening in their ward)	<ul style="list-style-type: none"> ● Provide Elected Members with regular information and updates ● Engage directly with the Mayor and ward members at commencement of each project ● Regular reporting and decision points through Strategic Property Development Sub-Committee and Council.
Community outrage/ non-acceptance of reduction in open space	<ul style="list-style-type: none"> ● Messages need to be clear at global and local levels as to what the drivers of this program are, and how benefits will be delivered back to the community ● Ensure robust engagement processes are delivered, so that process cannot be called into question, even if decision is not supported
Engagement not seen to be genuine / transparent	<ul style="list-style-type: none"> ● Ensure multiple opportunities for engagement identified in project level engagement strategies ● Key messages and information is provided in multiple locations and with multiple options for participation ● Consistent, regular communication (even if nothing to report, say that) ● Continual closing of the feedback loop through project phases ● Deliver on 'promises' made to the community
High number / proportion of Culturally and Linguistically Diverse people in the affected community, not able to engage due to language barriers	<ul style="list-style-type: none"> ● Include a statement on engagement material (postcard and info sheet) in top 3 non-English language groups "Would you like this information in another language". Translate the community engagement materials into an appropriate language on an as needs basis. ● Provide opportunity to connect people to existing language/interpretation services available through Council



3.0 Stakeholder mapping

The following table provides general stakeholder mapping at the program level. This will be referenced and further detail provided at the project level via project engagement strategies.

Table 2 Key stakeholder assessment

STAKEHOLDER	INTEREST/CONCERN	ENGAGEMENT APPROACH
Council Elected Members		
All Elected Members	<ul style="list-style-type: none"> • Custodian of the sites • Want best outcomes/value for money for community • Want community to be adequately engaged • Reputation of Council is maintained/enhanced • Decision makers at key project hold points • Project “champions” in their communities 	<ul style="list-style-type: none"> • Keep informed and seek advice through regular updates and reports • Engage Mayor and relevant ward members at project level • Regular reporting and decision points through Strategic Property Development Sub-Committee and Council
Council Staff		
Council Project Control Group (Executive Group)	<ul style="list-style-type: none"> • Want best outcomes/value for money for community • Want community to be adequately engaged • Reputation of Council is maintained/enhanced • Desire for efficiency and effective working across Council organisation • Monitoring of project outcomes against program and project objectives 	<ul style="list-style-type: none"> • Keep informed and seek advice through regular updates and reports



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Salisbury Strategic Property Development Program Engagement Strategy

Stakeholder mapping

STAKEHOLDER	INTEREST/CONCERN	ENGAGEMENT APPROACH
Other staff as identified by Council, particularly within strategic planning and development, open space, property and buildings, infrastructure management, customer experience, and economic development	<ul style="list-style-type: none"> High quality, value for money design Address community needs Service and program integration Asset management Future Programs and Services 	<ul style="list-style-type: none"> Key staff engaged in engagement co-design workshop Keep informed and seek advice through regular updates and reports
Residents (existing)		
City of Salisbury residents who live near or use parcels identified by this program	<ul style="list-style-type: none"> Loss of open space / amenity Increase in local population Traffic impacts Noise Impacts of construction and works Safety Impact on property values (increase or decrease) 	<ul style="list-style-type: none"> Clear consistent and regular information and communication Clear lines of enquiry appropriate to project phase and level of influence Engagement at project level Close the loop and outline what the next stages of the project are expected to be (ie decision points and future opportunities for information/engagement)
Residents (future)		
Within and outside of the City of Salisbury	<ul style="list-style-type: none"> Housing opportunity 	<ul style="list-style-type: none"> Retain details in a register of interest in program database
Interest groups		
Residents groups	<ul style="list-style-type: none"> Loss of open space / amenity Increase in local population Traffic impacts Noise Impacts of construction and works Safety Impact on property values (increase or decrease) General mistrust towards Council 	<ul style="list-style-type: none"> Clear and regular information and communication Clear lines of enquiry appropriate to project phase and level of influence Engagement at project level Close the loop and outline what the next stages of the project are expected to be (ie decision points and future opportunities for information/engagement)

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7



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Salisbury Strategic Property Development Program Engagement Strategy

Stakeholder mapping

STAKEHOLDER	INTEREST/CONCERN	ENGAGEMENT APPROACH
Project level interest groups – eg clubs and groups that may use reserves including lessees	<ul style="list-style-type: none"> ● Provision of space / facilities to undertake their activities ● Loss of open space / amenity ● Impacts of construction and works ● Safety 	<ul style="list-style-type: none"> ● Clear and regular information and communication ● Clear lines of enquiry appropriate to project phase and level of influence ● Engagement at project level ● Close the loop and outline what the impacts and benefits of the project relevant to them are, what the next stages of the project are expected to be (ie decision points and future opportunities for information/engagement)
Project level key adjoining landowners – eg churches, schools etc	<ul style="list-style-type: none"> ● Provision of space / facilities to undertake their activities where applicable ● Loss of open space / amenity ● Noise ● Impacts of construction and works ● Safety ● Access/car parking 	<ul style="list-style-type: none"> ● Clear and regular information and communication ● Clear lines of enquiry appropriate to project phase and level of influence ● Engagement at project level ● Close the loop and outline what the next stages of the project are expected to be (ie decision points and future opportunities for information/engagement)
Reconciliation Action Plan working group/Kaurna Nation Cultural Heritage Association	<ul style="list-style-type: none"> ● Traditional custodians of the land ● May be interested in opportunity for Kaurna involvement on the site in the future including during project implementation. Provide targeted opportunities for detailed discussion between the project team and Kaurna 	<ul style="list-style-type: none"> ● Respectful engagement through recognised leadership



URPS

Salisbury Strategic Property Development Program Engagement Strategy

Stakeholder mapping

STAKEHOLDER	INTEREST/CONCERN	ENGAGEMENT APPROACH
Environmental groups	<ul style="list-style-type: none"> • Impact of loss of habitat for local flora and fauna • Retention/replacement of trees and planting • Use of native species 	<ul style="list-style-type: none"> • Clear and regular information and communication • Clear lines of enquiry appropriate to project phase and level of influence • Engagement at project level • Close the loop and outline what the next stages of the project are expected to be (ie decision points and future opportunities for information/engagement) •
Government/ other		
Local and State MPs	<ul style="list-style-type: none"> • Want best outcomes/value for money for community • Want community to be adequately engaged 	<ul style="list-style-type: none"> • Clear and regular information and communication • Engagement at project level • Close the loop and next stages



4.0 Key Messages

These key messages are designed to communicate consistently at the overarching program level. These will be supported and supplemented at the project level with more specific project messages.

- The City of Salisbury is fortunate enough to enjoy large areas of public open space, compared to many other metropolitan councils. We want to ensure our open space is attractive, engaging and meets the needs of our community.
- Council has recently undertaken a review of all our open space in the City of Salisbury to identify areas that are not well-used, not of good quality with little or no improvements, or where there is a 'surplus' of open space when measured against accepted standards.
- Council is now going through a process of more detailed site-by site investigations to determine whether these are able to be developed for future housing and how future development may assist in improving the reserve eg through improved facilities in the reserve, improved public safety through increased passive surveillance etc. Engaging with local residents and users of these areas of open space will form a key part of these investigations.
- If developed for housing the financial return will be retained by Council and used to invest in more community services and facilities. This builds on Council's capacity to deliver community needs without needing to increase rates beyond reasonable levels .
- The benefit to the community of any proposed redevelopment will be identified within each relevant project's community engagement strategy, tailored to the specific project, but also having reference to the overarching benefits of the strategic property development programs as articulated in the program-level engagement strategy.
- If these sites are developed, Council will be the developer - sites will not be sold to private developers to develop with a primary focus on commercial outcomes. This will ensure that projects have improved social, environmental and economic outcomes including affordable and accessible housing, creating local jobs and best practice design. Developing these identified sites is not a *fait accompli* or a foregone conclusion – we haven't made the final decision whether to do so or not. More detailed investigations and engaging with the community will help Council to decide whether or not to develop these sites and, if so, in what way.
- Council has extensive experience in projects like this – where we develop underutilised reserve space – you may have seen our award-winning developments at Greentree Walk, Riverwalk, Emerald Green, The Reserve, Boardwalk at Greentree or Irving Place. These are now attractive, thriving communities that have given new residents and existing local residents looking for a change in their lifestyle the opportunity to experience what Salisbury has to offer.
- We are committed to keeping you accurately and regularly informed and providing you with an opportunity to have your say so that we can make the best decisions for Council and our community.



5.0 Engagement architecture

Each project in this program will require a tailored engagement approach, which will be specified in each project engagement strategy. There are, however, elements of the engagement architecture that will be established at the program level and that projects will 'hook' into.

5.1 Approvals and reporting

It is critical that communications and engagement tactics can be undertaken in an accurate and timely manner. This ensures that quality is maintained and critical project information is shared between URPS and Council. The following approvals and reporting processes will be used:

Table 3 Approvals and reporting processes

Communication / Engagement tactic	Approvals and reporting process
Development of written key communications materials, including: <ul style="list-style-type: none"> Website copy Fact sheet/s FAQs 	<ul style="list-style-type: none"> Drafted by URPS including graphic design to City of Salisbury's brand guidelines Sent to Council Project Manager to facilitate internal City of Salisbury approvals, print and upload to website.
Interactions with community and stakeholders as part of organised engagement activities, or in response to enquiries (phone, email or face to face)	<ul style="list-style-type: none"> URPS permitted to undertake communications directly in these settings (where agreed content/response is well known and agreed) Where more information/clarification is required URPS to liaise with Council Project Manager prior to responding (other than to acknowledge receipt of enquiry and that are looking into it) Interactions to be recorded in program database Summary of interactions to be provided as part of project engagement report
Written engagement materials (project level) – eg letter box dropped information, letters to residents and stakeholders, materials for pop ups etc	<ul style="list-style-type: none"> Drafted by URPS to City of Salisbury's brand guidelines Sent to Council's project manager for approval
Project hold points (identified by Council)	<ul style="list-style-type: none"> Presentation to Council Elected Members or committee

Council's Project Manager will be contacted immediately should negative sentiment be identified, to discuss what further action is required. A crisis response can be developed dependent upon the nature of the issue as and when required.



5.2 Clustering projects

There are a range of efficiencies and advantages available to Council by clustering the project stages (including engagement) together for similar projects (ie park front site, small land division, small development project) that may be in the same suburb or geographic proximity.

This approach has the advantage of providing a level of clarity for the community, to see how the proposed development sites 'fit' together throughout their neighbourhood, and have some peace of mind that a good degree of quality open space is still available. It would also help reduce consultation fatigue for multiple minor sites impacting on the same or similar community.

However, it could also contribute to a perception of a proliferation of development and that some suburbs are being targeted for the reduction of open space.

For this reason, clustering will be approached on a project by project/locality by locality basis. The timing/s where clustering is decided to be the best approach, the project level engagement strategy produced will be for the cluster of projects, making it clear how the engagement will be undertaken consistently across the sites.

5.3 Statutory consultation

There will be statutory and non-statutory engagement required during the various project phases. Statutory engagement examples include community land revocation or road closures, which have clear consultation requirements under the *Local Government Act 1999* and outlined in Council's Community Consultation Policy. No statutory examples of engagement during this program occur at concept plan stage or during construction.

Where statutory consultation is required, this will be clearly outlined in the project level engagement strategy. Our approach will be to add value to the engagement process by providing additional ways for the community to discuss or receive information (eg pop up events or workshops) but that still clearly direct the community to their statutory response mechanism (eg formal submission or representation) to ensure their views can be formally recognised and that Council's statutory responsibilities are met.

5.4 'Salisbury Living' branding

It is recognised that Council have an established and recognised brand in 'Salisbury Living' which is used for promoting the development and sales of Council-led developments (e.g. Boardwalk at Greentree, The Reserve and Emerald Green). Quite intentionally, the Salisbury Living brand sits under the umbrella of the City of Salisbury brand, but is also consciously positioned to make the distinction between Council's 'corporate' community governance function and the more commercial nature of Council's strategic property development program. Salisbury Living as a brand sitting under the umbrella of the City of Salisbury brand brings confidence to the process and the community that with Council as the developer, they will always be accountable and acting in the community's interest for their benefit.



Given that the Salisbury Living brand is used for approved development projects from the point that they become a project and commercial reality ie once becomes a trading project, and much of this engagement activity is around feasibility and concept planning for projects (which then need formal endorsement to be realised), it is recommended that branding for engaging on this program and its projects retains a City of Salisbury brand through to the completion of community land revocation and business case phases (which both include a decision point for Council). The transition to individual project branding (such as Boardwalk at Greentree, Irving Place, The Reserve etc.) under the Salisbury Living brand only occurs once there is a Council endorsed business case and budget for the project.

In terms of communicating consistently about the program, the "Salisbury Strategic Property Development Program" will be the internal name and we can refer to this externally when referring to the overall strategic land review, however it does not need to be titled this when communicating and engaging with the public in the initial phases of the project. At these phases (when using City of Salisbury branding) it can be simply referred to by the reserve or site name that the particular project is associated with.

This approach is considered to be the most transparent and clear and will borrow on established Council brands to engender authenticity and trust with the community and stakeholders.

The application of branding through the project phases is outlined in Figure 2 below.

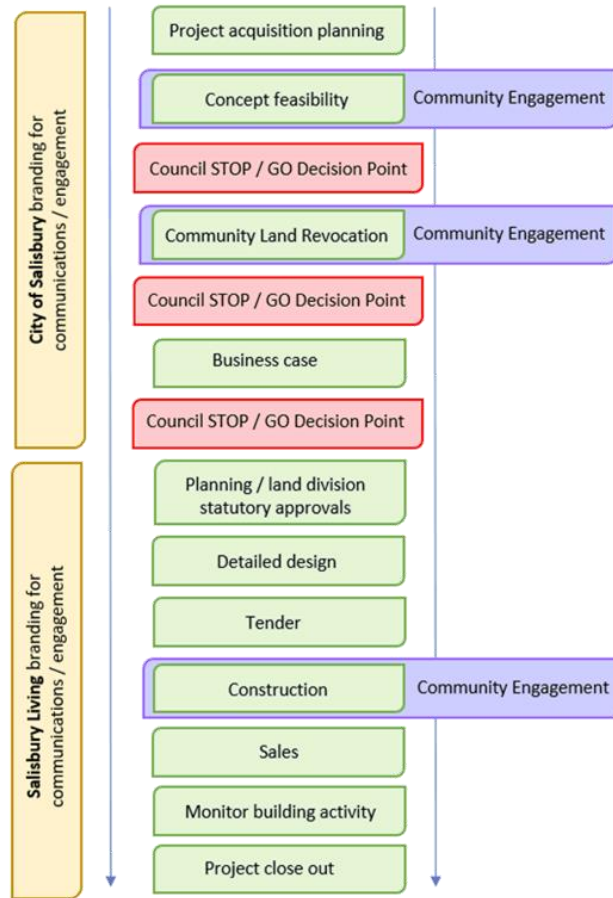


Figure 2 Branding for communications and engagement at project phases

5.5 Program level tactics

Most engagement tactics will be designed and tailored at a project level. There are several program level engagement tactics though that set the basis and framework for project level engagement, and these are intended to be consistent across all projects. These program level engagement tactics are outlined below.



Table 4 – Program level engagement tactics

Activity	Description/objective	Target audience	Timing	Location	Facilitator	Promotion
Program web page	<ul style="list-style-type: none"> Program webpage hosted on the City of Salisbury website and updated regularly as required to easily link to current projects 	<ul style="list-style-type: none"> All audiences 	Program engagement commencement	Council website	Council (URPS to prepare content)	Existing Council promotion of website and promoted at/through other engagement activities
Dedicated Program email address	<ul style="list-style-type: none"> Dedicated email address that will be used for all projects. Emails will be responded to in a timely manner (within 2 business days) 	<ul style="list-style-type: none"> All audiences 	Program engagement commencement	Email (managed by engagement team)	URPS	Website and promoted at/through other engagement activities
1300 Program number	<ul style="list-style-type: none"> Dedicated 1300 number allowing community or stakeholders to reach the engagement team to speak directly on any ideas, concerns or issues they have. All calls will be responded in a timely manner (within 2 business days) 	<ul style="list-style-type: none"> All audiences 	With first project engagement commencement	Phone	URPS	Website and promoted at/through other engagement activities
Program level FAQs	<ul style="list-style-type: none"> Program level FAQs based on key messages and updated as required 	<ul style="list-style-type: none"> All audiences 	Program engagement commencement	Council website	URPS	Website
Contact database	<ul style="list-style-type: none"> A database will be created, recording and tracking all engagement and interactions with the community and stakeholders on all projects through all tactics. This is a critical part of the engagement architecture which will ensure continuity of communication throughout program and project lifecycles 	<ul style="list-style-type: none"> Engagement team 	With first project engagement commencement	Managed by engagement team	URPS	n/a (internal tool)



6.0 Reporting

6.1 Engagement reporting

An Engagement Report will be produced for each specific project in line with that project engagement strategy. These Reports will provide a descriptive report on all engagement activities undertaken and tactics employed. It will clearly outline the issues raised during the engagement, and where relevant highlight this by stakeholder group. This will be a key tool for decision making at hold points for Council before proceeding to subsequent phases.

At the program level, we will produce a monthly program level 'sitrep' which will quickly summarise:

- number of complaints/enquiries and the method (e.g. 1300 number, email etc)
- number of new additions/total contacts in database
- outline of engagement activities undertaken for projects and the points of contact achieved through these (e.g. the number of attendees at pop up events)
- distribution and quantity of communications materials (e.g. letter box drop etc)
- identified need for translation into other languages (if applicable)

6.2 Closing the loop

Closing the loop means to acknowledge participation in an engagement process by letting participants know what has been done with their input, how it contributes to the range of input received, and what will be done (or not) as a result of receiving this input. It will also provide direction on future opportunities for engagement (if applicable) and how further information can be sought.

As there is no specific program-level engagement, closing the loop will occur at a project level, in accordance with that project engagement strategy.

We will ensure that all contact information received at both program and project levels is maintained through our database.

6.3 Evaluation

Evaluation is an important process to determine whether an engagement strategy was fit for purpose and met the engagement objectives. The following evaluation protocols will be observed for this program.

- Collect and report on engagement interactions across all tactics at program and project levels (ie how many people attended events, responded to surveys etc)
- URPS will seek feedback from Council via a Client Feedback Survey to contribute to our continuous improvement
- Feedback will be sought at the conclusion of the project close out phase from both the existing and new communities on their level of satisfaction with the project and whether their expectations have been realised. The mechanisms used to elicit this feedback will be specified within the project engagement strategy for those at the close out phase.