



## **AGENDA**

**FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON**

**18 OCTOBER 2021 AT 6:30 PM**

**IN THLITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY**

### **MEMBERS**

Cr C Buchanan (Chair)  
Mayor G Aldridge  
Cr M Blackmore (Deputy Chair)  
Cr L Braun  
Cr B Brug  
Cr A Duncan  
Cr K Grenfell  
Cr N Henningsen  
Cr D Hood  
Cr P Jensen  
Cr D Proleta  
Cr S Ouk  
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 Infrastructure, Mr J Devine  
General Manager Community Development, Mrs A Pokoney Cramey  
General Manager City Development, Ms M English  
Manager Governance, Mr R Deco  
Team Leader Corporate Governance, Mr B Kahland  
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 20 September 2021.

Presentation of the Minutes of the Confidential Policy and Planning Committee Meeting held on 20 September 2021.

## **REPORTS**

### *Administration*

- 1.0.1 Future Reports for the Policy and Planning Committee..... 9
- 1.0.2 Recommendations of the Youth Council Sub Committee meeting held on Tuesday 12 October 2021 ..... 13

### *For Decision*

- 1.1.1 Cities Power Partnership Program ..... 19

### *For Information*

- 1.2.1 Annual Report of the Council Assessment Panel for 2020/21 ..... 27
- 1.2.2 Tourism - Ongoing Visitation & Activation Report ..... 87
- 1.2.3 Correspondence for Greater Adelaide Regional Organisation of Councils Motion to Review New Planning System ..... 163

## **OTHER BUSINESS**

## **CLOSE**



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

**20 SEPTEMBER 2021**

**MEMBERS PRESENT**

Cr C Buchanan (Chair)  
Mayor G Aldridge  
Cr M Blackmore (Deputy Chair)  
Cr L Braun  
Cr B Brug (*via Teams VC*)  
Cr A Duncan  
Cr K Grenfell  
Cr N Henningsen (*from 6.34 pm*)  
Cr D Hood  
Cr P Jensen (*from 6.54 pm*)  
Cr D Proleta  
Cr S Ouk  
Cr G Reynolds  
Cr J Woodman

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Infrastructure, Mr J Devine  
General Manager Community Development, Mrs A Pokoney Cramey  
General Manager City Development, Ms M English  
Manager Governance, Mr R Deco  
Team Leader Council Governance, Ms J Rowett  
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.33 pm.

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

**APOLOGIES**

An apology was received from Cr S Reardon.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Mayor G Aldridge  
Seconded Cr K Grenfell

The Minutes of the Policy and Planning Committee Meeting held on 16 August 2021, be taken as read and confirmed.

**CARRIED**

*Cr N Henningsen entered the meeting at 6.34 pm.*

**REPORTS***Administration***1.0.1 Future Reports for the Policy and Planning Committee**

Moved Cr K Grenfell  
Seconded Cr J Woodman

That Council:

1. Receives and notes the information.

**CARRIED**

*For Decision***1.1.1 Sponsorship - Bowls SA South Australian Super League**

Moved Mayor G Aldridge  
Seconded Cr J Woodman

That Council:

1. Notes that a sponsorship proposal, as set out in Attachment 1 to this report (Policy and Planning Committee, 20/09/2021, Item No. 1.1.1) has been received from Bowls SA to the City of Salisbury for the continued sponsorship of the SA Super League in 2022.
2. Authorises the CEO or delegate to negotiate into a sponsorship agreement for three-years on the basis of the principles outlined in Paragraph 3.9 of this report (Policy and Planning Committee, 20/09/2021, Item No. 1.1.1) and in line with the City of Salisbury's Sponsorship Policy.
3. Approves the development of a First Quarter Budget Review Bid

for the amount of \$15,000, with a copy of the bid to be provided at the November 2021 Finance and Corporate Services Committee.

**CARRIED**

*For Information*

**1.2.1 Signing Green Partnership**

Moved Cr C Buchanan  
Seconded Cr A Duncan

That Council:

1. Receives and notes the information.
2. Authorises the Chief Executive Officer to sign the National Park City [charter](#) on behalf of Council.
3. Approves for the Administration to contact Green Adelaide, National Parks City to discuss further what on ground action can be taken to support and partner on this initiative within the City and report back to Council on the detailed conditions and policies that relate directly to Council once these are known.
4. Approves the request from Green Adelaide to contribute \$10k for canopy cover and heat mapping to be undertaken in summer 2021/22 in partnership with other contributing Councils, with the cost to be funded from existing the existing budget.

**CARRIED**

**OTHER BUSINESS**

Nil

## CONFIDENTIAL ITEMS

### 1.4.1 Structure Plan West Port Wakefield Road

Moved Cr D Hood

Seconded Cr N Henningsen

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*
  - *prejudicing commercial position of Council, and on balance contrary to public interest.*

*On that basis the public's interest is best served by not disclosing the **Structure Plan West Port Wakefield 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.*

**CARRIED**

## 1.4.2 St Kilda Future Development Opportunities

Moved Cr D Hood

Seconded Cr N Henningsen

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*

*- prejudicing commercial position of Council, and on balance contrary to public interest.*

*On that basis the public's interest is best served by not disclosing the **St Kilda Future Development Opportunities** 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 6.37 pm.

The meeting moved out of confidence and closed at 7.03 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	18 October 2021
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	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**That Council:

1. Notes the report.

**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
28/05/2018 1.2.1	<b>Cities Power Partnership Program</b> 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. <b>Due:</b> November 2021	Dameon Roy
23/03/2020 1.0.2-TVSC2	<b>Promotion of Salisbury Community Hub and Council Area</b> 2. The Tourism and Visitor Sub Committee support the proposed strategy as set out in this report (Item TVSC2, Tourism and Visitor Sub Committee, 10/03/2020), with a review to be conducted of the strategy by June 2021. <b>Due:</b> October 2021 <b>Deferred to:</b> November 2021 <b>Reason:</b> Further work is required on the strategy.	Julie Kushnir
23/03/2020 AC-OB1	<b>Strategic Review</b> 1. That a strategic review of the project management and contract management regarding the Salisbury Community Hub be performed. <b>Due:</b> October 2021 <b>Deferred to:</b> November 2021 <b>Reason:</b> Finalisation of the final report has been delayed requiring the report to be moved to November.	Charles Mansueto
28/09/2020 1.1.1	<b>Street Libraries</b> 1. The Community led option for Street Libraries, as detailed in Paragraph 4.1 of this report (Policy and Planning Committee, 21 September 2020 Item No. 1.1.1) be endorsed and be re-evaluated in 12 months' time. <b>Due:</b> October 2021 <b>Deferred to:</b> November 2021 <b>Reason:</b> This report will be presented in November to allow for further promotion to occur.	Natalie Cooper
26/10/2020 6.0.2-IBDSC6	<b>Community Bus to Service Western Suburbs</b> 6. That a report be brought back at the conclusion of the trial, analysing the success or otherwise of the trial, including; <ul style="list-style-type: none"> <li>– the uptake of the service overall</li> <li>– which stops are used the most/least</li> <li>– customer and staff feedback.</li> </ul> <b>Due:</b> June 2022	Julie Douglas

21/12/2020	<b>Lindblom Park &amp; Thomas More College Improvements</b>	John Devine
4.1.3	3. The working party to provide a recommendation to the Policy and Planning Committee by October 2021.	
<b>Due:</b>	December 2021	
27/04/2021	<b>Thematic Heritage Framework Study</b>	Peter Jansen
1.1.3	2. Staff undertake a preliminary Identification Survey of the Council area using the Salisbury Thematic Heritage Framework, and report back to Council on the findings.	
<b>Due:</b>	December 2021	
24/05/2021	<b>Lindblom Master Plan - Update</b>	Jamie Hosking
1.1.1	3. That a report be presented to the Policy and Planning Committee in December 2021 detailing the proposed finalised concept design.	
<b>Due:</b>	December 2021	
24/05/2021	<b>2021-22 New Initiative Bid Update - Sustainability</b>	Clint Watchman
2.1.8	1. That New Initiative Bid OPN000691 - Sustainability Coordination and Partnerships be updated to incorporate a further provision of \$50,000 for 2021/22 and in-principle support for years 2 and 3 subject to a further report within the first 12 months being presented to Council about the collaboration project with other Councils and consideration of other funding opportunities.	
<b>Due:</b>	February 2022	
26/07/2021	<b>Places of Worship Submission</b>	Peter Jansen
1.1.1	2. That the Mayor, Chair of Policy and Planning Committee, and Senior Staff meet with GAROC members to discuss the issues highlighted in the draft submission and a decision on making a submission, and the content of a submission, be determined by Council following that meeting.	
<b>Due:</b>	October 2021	
<b>Deferred to:</b>	November 2021	
<b>Reason:</b>	Meeting with GAROC not yet occurred.	
23/08/2021	<b>Springbank Waters and Wetlands, Burton - Shared Use Path</b>	Jamie Hosking
4.2.4	3. Approves that staff bring back a report with a proposed policy on shared pathway lighting for consideration by Policy and Planning Committee by no later than December 2021.	
<b>Due:</b>	December 2021	

27/09/2021 1.2.1	<b>Signing Green Partnership</b> 3. Approves for the Administration to contact Green Adelaide, National Parks City to discuss further what on ground action can be taken to support and partner on this initiative within the City and report back to Council on the detailed conditions and policies that relate directly to Council once these are known. <b>Due:</b> March 2022	Craig Johansen
27/09/2021 1.4.2	<b>St Kilda Future Development Opportunities</b> Council has previously resolved this resolution to be confidential. <b>Due:</b> December 2021	Michelle English
23/03/2020 AC-OB1	<b>Strategic Review</b> 1. That a strategic review of the project management and contract management regarding the Salisbury Community Hub be performed. <b>Due:</b> September 2021 <b>Deferred to:</b> November 2021 <b>Reason:</b> Finalisation of the final report has been delayed requiring the report to be moved to November.	Charles Mansueto

#### 4. CONCLUSION / PROPOSAL

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

**ITEM** 1.0.2**POLICY AND PLANNING COMMITTEE****HEADING** Recommendations of the Youth Council Sub Committee meeting held on Tuesday 12 October 2021**AUTHOR** Sara Howley, PA to GM Community Development, Community Development**CITY PLAN LINKS** 4.5 We engage meaningfully and our community is aware of Council initiatives**SUMMARY** The minutes and recommendations of the Youth Council Sub Committee meeting held on Tuesday 12 October 2021 are presented for Policy and Planning Committee's consideration.**RECOMMENDATION**That Council:

1. Receives and notes the information contained in the Youth Council Sub Committee Minutes of the meeting held on 12 October 2021 and approves the following recommendations contained therein:

**YC1 Future Reports for the Youth Council Sub Committee**That Council:

1. Notes the report.

**YC2 Youth Programs and Events Update September 2021**That Council:

1. Notes the information.

**YC3 Additional Youth Parliament Report**That Council:

1. Notes the information.

**YC4 Youth Council Project Teams Update**That Council:

1. Notes the information.

**YC-MWON1 Salisbury Youth Council LGBTIQ+ Project Team Event**

That Council:

1. Approves the support of a Salisbury Youth Council LGBTIQ+ Project Team invited social event to coincide with the Feast Festival (Adelaide Queer Arts & Cultural Festival) in November 2021, that would include consultation with the LGBTIQ+ youth community to contribute to the development of the revised Youth Action Plan.

**YC- MWON2 City of Salisbury policies and strategic plans relating to gender sexuality and diversity**

That Council:

1. Approves the provision of a verbal update to Salisbury Youth Council on current City of Salisbury policies and strategic plans that relate to gender sexuality and diversity with the community.

**YC- MWON3 City of Salisbury ALLY Network**

That Council:

1. Approves that staff investigate the establishment and implementation of an ALLY Network in collaboration with Youth Council. \*An "Ally" is someone who helps and supports someone else. An Ally Network is a group of empathetic people who are allies of people who are gender, sex and sexuality diverse people\*

**ATTACHMENTS**

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

1. Minutes Youth Council Sub Committee - 12 October 2021



**MINUTES OF YOUTH COUNCIL SUB COMMITTEE MEETING HELD IN THE  
WITTBER & DR RUBY DAVY ROOMS, LEVEL 1, 34 CHURCH STREET,  
SALISBURY ON**

**12 OCTOBER 2021**

**MEMBERS PRESENT**

Tuyet Nhi Sofina Le Thi (Chair)  
Brooke Duncan  
Chloe Fern-Pring  
Christian Gudic  
MengChheng Hong  
Nicolette Nedelcev  
Sharifulah Noorzai  
Madeline Prince (Deputy Chair)  
Fillette Uwamahoro  
Emily Williams  
Stacey Williams  
James Wood  
Cr M Blackmore  
Cr G Reynolds  
Mon-Maya Chamlagai (Mentor)  
Rebecca Etienne (Mentor)  
Amanda O'Sullivan (Mentor)  
Damien Walker (Mentor)  
Uyen Tran

**OBSERVERS**

Nil

**STAFF**

Manager Community Capacity and Learning, Ms J Cooper  
Community Planner Youth Participation, Ms J Brett  
PA to GM Community Development, Ms S Howley  
Personal Assistant - Executive Office, Ms M Healy

The meeting commenced at 5.51pm.

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

## **APOLOGIES**

Apologies were received from R Afzali, Mayor G Aldridge, H Bayani, J Prince and Cr P Jensen.

## **LEAVE OF ABSENCE**

Nil

## **PRESENTATION OF MINUTES**

Moved M Prince  
Seconded B Duncan

The Minutes of the Youth Council Sub Committee Meeting held on 10 August 2021, be taken as read and confirmed.

**CARRIED**

## **REPORTS**

### **YC1 Future Reports for the Youth Council Sub Committee**

Moved B Duncan  
Seconded N Nedelcev

That Council:

1. Notes the report.

**CARRIED**

### **YC2 Youth Programs and Events Update September 2021**

Moved F Uwamahoro  
Seconded U Tran

That Council:

1. Notes the information.

**CARRIED**

### **YC3 Additional Youth Parliament Report**

Moved M Prince  
Seconded C Fern-Pring

That Council:

1. Notes the information.

**CARRIED**

**YC4 Youth Council Project Teams Update**

Moved B Duncan  
Seconded E Williams

That Council:

1. Notes the information.

**CARRIED**

**MOTIONS WITHOUT NOTICE**

**YC-MWON1 Salisbury Youth Council LGBTIQ+ Project Team Event**

Moved M Prince  
Seconded N Nedelcev

That Council:

1. Approves the support of a Salisbury Youth Council LGBTIQ+ Project Team invited social event to coincide with the Feast Festival (Adelaide Queer Arts & Cultural Festival) in November 2021, that would include consultation with the LGBTIQ+ youth community to contribute to the development of the revised Youth Action Plan.

**CARRIED**

**YC- MWON2 City of Salisbury policies and strategic plans relating to gender sexuality and diversity**

Moved B Duncan  
Seconded S Noorzai

That Council:

1. Approves the provision of a verbal update to Salisbury Youth Council on current City of Salisbury policies and strategic plans that relate to gender sexuality and diversity with the community.

**CARRIED**

### **YC- MWON3 City of Salisbury ALLY Network**

Moved N Nedelcev  
Seconded C Fern-Pring

#### That Council:

1. Approves that staff investigate the establishment and implementation of an ALLY Network in collaboration with Youth Council. \*An "Ally" is someone who helps and supports someone else. An Ally Network is a group of empathetic people who are allies of people who are gender, sex and sexuality diverse people\*

**CARRIED**

### **OTHER BUSINESS**

General Discussion concerning the following events occurred:

An invitation has been received to participate in a safety framework. (Youth Council & Duke of Ed), Julie Brett has further details and members of Youth Council are encouraged to participate.

An update was received from Cr Blackmore in relation to a previous recycling motion, some amendments made to motion at Council. Awaiting information from NAWMA.

Update provided by Emily Williams - a working group has been formed regarding Climate Forum – Forum to be launched 10<sup>th</sup> December.

Cr Blackmore has requested that staff check on progress re other items in relation to mask, disposable cup recycling.

### **CLOSE**

The meeting closed at 6.11pm.

CHAIR.....

DATE.....

**ITEM** 1.1.1**POLICY AND PLANNING COMMITTEE****DATE** 18 October 2021**HEADING** Cities Power Partnership Program**AUTHOR** Dameon Roy, Manager Infrastructure Management, City Infrastructure**CITY PLAN LINKS**  
1.5 Our community is resilient and adaptive to change  
2.2 We make the most of our resources including water, waste and energy  
3.3 Our infrastructure supports investment and business activity**SUMMARY** This report gives advice to inform Council on whether it should become a partner in the Cities Power Partnership program and an overview of the Council's status should it have entered the program.**RECOMMENDATION**That Council:

1. Notes the report.
2. Defers becoming a partner of the Cities Power Partnership program and that appropriate partnerships be considered following the completion and adoption of the Sustainability Strategy.

**ATTACHMENTS**

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

1. Cities Power Group - Pledges

**1. BACKGROUND**

- 1.1 In July 2017 the Climate Council of Australia launched the Cities Power Partnership Program with the aim of getting the Local Government sector to share knowledge and collaborate and commit to tackling climate change mitigation and adaptation through pledging to undertake programs to reduce emissions (minimum of 5) as outlined in the Partnership, celebrating the success of the programs.
- 1.2 At its meeting held on 28 May 2018 a Councillor asked that the Cities Power Partnership be considered as a means to increasing Council's appetite to tackle climate change. However, at the time the various Energy and Environmental Sustainability Management Plans on tackling climate change had not been considered by the current Council it was agreed to await the finalisation of the Energy Management Plan. Therefore Council resolved that:

*"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."*

*Resolution Number 0001/2018*

**2. CITY PLAN CRITICAL ACTION**

- 2.1 Our community, environment and infrastructure are adaptive to a changing climate

**3. CONSULTATION / COMMUNICATION**

- 3.1 External  
3.1.1 Green Adelaide

**4. REPORT**

- 4.1 The Climate Council of Australia launched the Cities Power Partnership Program (CCP) with the aim of getting the Local Government sector to commit to Climate mitigation and adaptation principles for their organisations. The Council produced a list of pledges that councils could commit to needing to undertake 5 of the pledges to be a member of the Partnership program.
- 4.2 Attachment 1 shows the list of pledges outlined by the Climate Council and the current status of Council's projects relative to the potential pledge commitments.
- 4.3 Council has completed 14 of the potential pledge commitments and are investigating or involved in a further 7 of the pledges in an ongoing way, only needing to commit to 5 to be considered part of the program.
- 4.4 The Council's mechanism for committing to programs to either mitigate or adapt to climate change is through the Sustainability and Energy Plans.
- 4.5 In 2018/19, the Council was in the process of completing the Carbon Management Plan (CMP), which has reduced emissions by 50%, (3600 tCo2e currently, against a projected figure from 2010, 7500 tCo2e, based on 11% Energy growth per year), with the LED public lighting project being the last of the CMP implementation plans, to be implemented over 2020-2022, before the development of the Energy Management Plan.
- 4.6 Council has received an overview of the Energy Plan, with the two key aspects being around reducing emissions by reducing Energy Consumption through improved design and efficient use of facilities and fleet, and reducing emissions and energy consumption in Community Clubs and Facilities.
- 4.7 The Energy Plan will not be a standalone document, but an integrated element of the Sustainability Strategy that is being developed with its broader focus on environmental sustainability including: resource management, carbon neutrality, resilient, resource management and water wise.
- 4.8 Whilst the Cities Power Partnership program was helpful to the Local Government sector, across Australia, in highlighting the need to address climate change, the City of Salisbury has completed many of the pledges and there are very few remaining areas that are within Council's framework or under its control. It is therefore not clear the value that joining the Cities Power Partnership would add at this time.
- 4.9 Council's resources are being focused on the Energy Plan and Sustainability Strategy which will mean a broader approach to Sustainability than the Cities Partnership Program and following completion of the Strategy the Administration will investigate appropriate partnerships in line with the adopted Sustainability Strategy.

- 4.10 Council has recently passed a resolution regarding the Acknowledgement of a Climate Emergency and a recent audit completed regarding the City's Climate Mitigation and Adaptation showed we were well advanced in tackling Climate Change and a leader in the Local Government Sector. There will also be an improvement plan stemming from this audit and it would be preferable to focus on these actions, rather than being distracted by another set of actions related to satisfying the Cities Power Partnership Program requirements.
- 4.11 Council is looking at many different programs which will have a focus on Sustainability, through the Sustainability Strategy, with climate change mitigation and adaptation embedded in each program. These programs include: increasing the quality of Biodiversity, Livability, Climate Resilience, Open Space and Active Transport in the City, Improving Water and Soil management.
- 4.12 A report has recently gone to Policy and Planning, committing to Adelaide's submission by Green Adelaide to become a National Park City, which further cements the City of Salisbury's commitment to Sustainability and tackling Climate Change.

## **5. CONCLUSION / PROPOSAL**

- 5.1 In reviewing the significant completion of the Cities Power Partnership (CPP) program (CPP), and Council's broader approach to Climate Change mitigation and adaptation, through the Sustainability Strategy and Energy Plan it is recommended that Council does not join the Cities Power Partnership at this time but that appropriate partnerships be investigated once the new Sustainability Strategy has been adopted.



The Partnership Action Pledges			
Members select 5 key actions from dozens of partnership pledges			
Areas For consideration	Applicability (Y/N/NA)	Status	Comments
<b>Renewable Energy</b>			
Develop supportive planning laws to encourage residents and industry to adopt renewable energy.	NA		State Government responsibility
Use council resources to support the uptake of renewable energy.	Y	COMPLETED	Council through it's "Prefer Local" purchased 2000 kW of Solar panels through Tindo Solar, manufacturing plant at Mawson Lakes
Install renewable energy (solar PV and battery storage) on council buildings.	Y	COMPLETED	Council has installed 1000 kW solar on Council buildings, with additional works to be undertaken in future years around improved Building Management Systems and potential battery storage
Support community facilities to access renewable energy through incentives, support or grants.	Y	COMPLETED	Council has installed 1000 kW on Club Facilities and assisted Clubs in applying for Minor Capital Works grants and state funding for Batteries and additional solar where capable.
Power council operations by renewable energy, and set targets to increase the level of renewable power for council operations over time.	Y	COMPLETED	Council's Carbon Management Plan aimed to reduce emissions by 50% on 2006/7 levels. This has been successful, with emissions currently at 2800 t/CO2e, down from 6000 t/CO2e (Estimate)
Provide incentives and/or remove barriers to encourage local businesses to take up solar power and battery storage.	NA		State Government responsibility
Support local community renewable energy projects, and encourage investment in community energy.	NA		State Government responsibility
Open up unused council managed land for renewable energy.	Y	COMPLETED	Council supported NAWMA - to install a large Solar Farm on a former Landfill site
Facilitate large energy users collectively tendering and purchasing renewable energy at a low cost.	NA		State Government responsibility
Set minimum renewable energy benchmarks for new developments.	NA		State Government responsibility
Electrify public transport systems and fleet vehicles and power these by 100% renewable energy.	NA		State Government responsibility
Lobby electricity providers and state government to address barriers to local renewable energy uptake.	NA		State Government responsibility
Identify opportunities to turn organic waste into electricity.	Y	BEING INVESTIGATED	
Implement landfill gas methane flaring or capture for electricity generation.	Y	COMPLETED	Coleman Road Land fill site has methane capture and flaring
Create a revolving green energy fund to finance renewable energy projects.	Y	ONGOING	Council has invested significantly in the Carbon Management Plan, and will consider the next integration of Energy Projects through the Sustainability Strategy and Energy Plan in the 2022/23 Budget.

The Partnership Action Pledges			
Members select 5 key actions from dozens of partnership pledges			
Areas For consideration	Applicability (Y/N/NA)	Status	Comments
<b>Energy Efficiency</b>			
Set minimum energy efficiency benchmarks for all planning applications.	NA		State Government responsibility
Adopt best practice energy efficiency measures across all council buildings and support community facilities to adopt these measures.	Y	ONGOING	Installation of Building Management Systems is ongoing to continue to improve Energy Usage in Council facilities
Roll out energy efficient lighting across the municipality.	Y	COMPLETED	Public Lighting LED replacement program under way
Provide incentives for energy efficient developments and upgrades to existing buildings.			
Incentivise use of energy efficient heating and cooling technologies.	Y	COMPLETED	Council has completed the replacement of older air conditioning systems throughout all of Council's facilities.
Create a green revolving energy fund to finance energy efficiency projects.	Y	ONGOING	Council is addressing this through the Sustainability Strategy and Energy Plans
<b>Sustainable Transport</b>			
Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.	Y	ONGOING	Council currently has 4 hybrid fleet vehicles.
Provide fast-charging infrastructure throughout the city at key locations for electric vehicles.	Y	ONGOING	Council is installing two sites in 2021/22
Encourage sustainable transport use such as public transport, walking and cycling through council transport planning and design.	Y	ONGOING/ COMPLETED	Council continues to deliver the Green Trails program with assistance from State Government to complete the 37 Km, entirely off-road loop around the City. 15 Km completed. Council is also working with State Government on the Gawler Greenway project with 50% completed through Salisbury.
Ensure that new developments are designed to maximize public and active transport use, and support electric vehicle uptake.	NA		State Government responsibility
Support cycling through provision of adequate cycle lanes, bike parking and end-of-ride facilities.	Y	ONGOING/ COMPLETED	Council's Place Activation Strategy has included the consideration of destinations throughout the City, including end of trip facilities. Council has also been working with DIT on improving cycling provision particularly at key sites such as Mawson Lakes, Parafield and Salisbury Interchanges.
Reduce or remove minimum car parking requirements for new housing and commercial developments where suitable public transport alternatives exist.	Y	ONGOING	This has been a key review consideration of Council's Sustainable Development approach.

The Partnership Action Pledges			
Members select 5 key actions from dozens of partnership pledges			
Areas For consideration	Applicability (Y/N/NA)	Status	Comments
Lobby state and federal governments to increase sustainable transport options			
Create disincentives for driving high emitting vehicles.			
Convert council waste collection fleet to hydrogen or electric power.	Y	COMPLETED	Contractor waste Collection Fleet has moved to LPG.
<b>Work Together and Influence</b>			
Set city-level renewable energy or emissions reduction targets.	Y	COMPLETED	City plan aims to continue to reduce emissions to net zero
Lobby state and federal government to address barriers to the take up of renewable energy, energy efficiency and/or sustainable transport.			
Set up meetings and attend events to work with other cities on tackling climate change.	Y	COMPLETED	Council was a key part of the Adapting Northern Adelaide -Climate Response group
Develop education and behaviour-change programs to support local residents and businesses to tackle climate change through clean energy, energy efficiency and sustainable transport.	Y	COMPLETED	Council continues to host Green Adelaide Education Officers, to deliver ongoing programs to Schools and local Groups around Environmental Sustainability, including Climate Change
Lobby for state and federal support for a just transition away from coal-driven industry for local workers and the community.			
Develop procurement policy to ensure that the practices of contractors and financiers align with council's renewable energy, energy efficiency and sustainable transport goals.	Y	ONGOING	Sustainable Practices and Environmental Management are now considered as key elements of assessment of Major Contracts
Support the local community to develop capacity and skills to tackle climate change.	Y	ONGOING	Council through the Green Adelaide Education Team is developing Capacity and Skills in both Schools and Community Groups to Improve Climate Adaptation and Resilience
Support local community energy groups with their community energy initiatives.			
Achieve 100% divestment from fossil fuel aligned investments at the earliest possible date.			



<b>ITEM</b>	1.2.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	18 October 2021
<b>HEADING</b>	Annual Report of the Council Assessment Panel for 2020/21
<b>AUTHOR</b>	Chris Zafiropoulos, Assessment Manager, City Development
<b>CITY PLAN LINKS</b>	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
<b>SUMMARY</b>	The Council Assessment Panel Annual Report for 2020/21 provides an outline of the activities and performance of the Panel and advice on trends and issues for the period.

**RECOMMENDATION**

1. That the Annual Report of the Council Assessment Panel for 2020/21 be noted.

**ATTACHMENTS**

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

1. Council Assessment Panel Annual Report

**1. BACKGROUND**

- 1.1 Council is required to establish the Council Assessment Panel to act as a relevant authority for Council for the purposes prescribed in the *Planning, Development and Infrastructure Act 2016*.
- 1.2 The General Operating Procedures of the Panel require an annual report to be provided to Council via the appropriate Standing Committee. This report provides an outline of the activities and performance of the Panel and advice to Council on trends and issues over the 2020/21 financial year.

**2. CONSULTATION / COMMUNICATION****2.1 Internal**

- 2.1.1 The Panel endorsed the annual report at its meeting held 28 September 2021.

**3. REPORT**

- 3.1 The Council Assessment Panel Annual Report for 2020/21 is provided in Attachment 1.

**4. CONCLUSION / PROPOSAL**

- 4.1 The Council Assessment Panel Annual Report for 2020/21 be noted.





**2020/21  
Annual Report  
of the  
Salisbury Council Assessment Panel**

September 2021

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**BACKGROUND**

- 1.1 Council is required to establish a Council Assessment Panel (CAP) to assess and determine development applications assigned to the Panel under the *Planning, Development and Infrastructure Act 2016* (the Act) (or during the transition period, development applications delegated to the Panel by Council under the *Development Act 1993*).
- 1.2 The Panel has established in its General Operating Procedures a process to provide Council an annual report via the appropriate Standing Committee. This report provides an outline of the performance of the Panel and advice to Council on trends and issues.
- 1.3 The Panel endorsed this report at its meeting held 28 September 2021.

**REPORT*****Overview of the Panel***

- 1.4 In accordance with the Act, Council has appointed five members to the Panel comprising four independent members and one elected member. A deputy elected member has also been appointed for this term.
 

Mr Terry Mosel	Presiding Member
Mr R Bateup	Independent Member
Ms C Gill	Independent Member
Mr M Atkinson	Independent Member
Mr B Brug	Elected Member
Ms Shiralee Reardon	Deputy Elected Member
- 1.5 The Act provides that an Assessment Panel will be a relevant authority (planning and building) in relation to a proposed development that is to be undertaken within the area of a council, unless another authority is prescribed by the Act or regulations (section 93 of the Act). The Assessment Panel is designated the relevant authority for Performance Assessed development under section 107 of the Act where notice of the application must be given under section 107(3) of the Act.
- 1.6 The Panel takes considerable effort in providing an environment for hearing representors in a way to encourage participation, recognising that for some members of the community presenting to a formal committee in front of a gallery can be an intimidating experience.
- 1.7 The Panel has established General Operating Procedures in accordance with the requirement under the Act. A copy of the General Operating procedures is provided in Attachment 1.

*Planning, Development and Infrastructure Act 2016*

- 1.8 The state government introduced the new planning and development system to the metropolitan area of Adelaide on 19 March 2021. The Act introduces significant changes to the planning and development system. The changes to the statutory functions of the Council Assessment Panel include that the Panel is assigned as a relevant authority in its own right under the Act.
- 1.9 The Panel held (3) three meetings to consider these matters as the changes have significant implications on the role of the Panel. The Panel was provided detailed reports from Council staff in relation to key issues that required decisions, including:
- Delegations.
  - Policy for the Assessment Panel review of Decisions of the Assessment Manager.
  - Standing referral for Building Rules Assessment.
  - Procedure for Appeals.
- 1.10 The Panel's consideration of these matters is discussed below.

*Delegations*

- 1.11 In the exercise of its duties, the Panel considered delegations to council staff to undertake specific duties and exercise powers on its behalf in relation to planning applications.
- 1.12 Delegations are necessary for an effective and efficient development assessment system to achieve outcomes prescribed under the Act. Tasks delegated to council staff facilitate the assessment process. These types of delegations include:
- Verification of the development application, information and fees.
  - Undertaking statutory referrals and public notification.
- 1.13 The Panel considered reports from council staff that highlighted an increase in the number of development applications that would be considered by the Panel under the new system. The increase in applications is largely as a result of the drafting of the new legislative scheme. The new legislation requires that the relevant authority is confirmed upon verification of the application and therefore all applications requiring public notification are assigned to the Panel regardless if a representation is made to the proposal. This does not represent best practice in decision making which has evolved to elevate the more complex and controversial developments before the Panel.
- 1.14 The Panel considered advice that an increase of development applications before the Panel has implications for customer service levels, timeframes, and resourcing. There potentially may be a need to also consider an increased meeting cycle in order to assess development applications within the prescribed timeframe. In considering this change, the Panel determined to delegate following development applications to the Assessment Manager:
- Where no valid representations are received; or
  - All valid representations are withdrawn; or
  - No valid representor wishes to be heard.
- 1.15 These delegations are the same as those that Council previously delegated to staff under the *Development Act 1993*.
- 1.16 The Act introduces a new process that provides that in the event a relevant authority fails to determine an application for planning consent within the time stipulated by

regulations, the applicant can choose to serve a “deemed consent notice” on the relevant authority. Upon service of a deemed consent notice, the application is taken to have been granted planning consent.

- 1.17 The Local Government Association (LGA) recommended that Panels (should they wish to avoid special meetings being convened from time to time), grant power to the Assessment Manager to grant planning consent development applications which are subject to a deemed consent notice. This power has been delegated to the Assessment Manager.
- 1.18 In addition, there may be a circumstance where a decision may be required to refuse a development application within the prescribed timeframe, in the event the applicant has not agreed to extend the timeframe for the Panel to consider the development application. This will avoid the possibility of a deemed consent notice being issued. This power has been delegated to the General Manager City Development.
- 1.19 In the event a deemed consent notice has been issued, the Assessment Manager will provide a report to the Panel. The Assessment Manager is also required to provide the Panel a quarterly report of all development applications considered under delegated authority.

*Policy for the Assessment Panel review of Decisions of the Assessment Manager*

- 1.20 The Act provides that where the application is made to an Assessment Manager, a person who has applied for the development authorisation may apply to the Assessment Panel for a review of a prescribed matter. A prescribed matter essentially includes any aspect of the development application. This is a new process and while the Act prescribes this process, Panels could establish its procedures for this process. The LGA provided templates for this process and the Panel has adopted a procedure to facilitate this process. The procedure is published as part of the Panel's General Operating procedures.
- 1.21 A person that has the benefit of this review may also still apply to the court for a full hearing of the matter. The person may also appeal against the review decision of the Panel.

*Standing referral for Building Rules Assessment.*

- 1.22 The Act also assigns the Panel as the relevant authority for the Building Rules Assessment where the applicant does not nominate a building certifier for the building assessment. This would require Panels to implement a series of administrative measures for the building assessment, including seeking and providing delegation to accredited professionals.
- 1.23 There did not appear to be any particular reason that Panels have been assigned the relevant authority in respect to building consent, given Panels are essentially established as authorities to assess planning matters – as reflected in the skills and experience requirements for Panel Members. The Act provides that Panels may refer a proposed development which involves the assessment of the Building Rules to the council for the area in which the proposed development is to be undertaken. The Panel has referred the building rules assessment to Council which was considered by Council at its meeting December 2020.

*Procedure for Appeals*

- 1.24 The Panel has been assigned a relevant authority in its own right under the Act. The implication of this change is that the Panel will be the respondent to appeals against their decisions, rather than the Council. The Council will however be responsible for funding the cost of the appeals.
- 1.25 The advice provide by the LGA is that Panels should consider how they will either:
- 1.25.1 Consult with relevant council staff before decisions as to the conduct or resolution of appeals are made; or
  - 1.25.2 Assign their decision-making powers to relevant staff.
- 1.26 The Panel considered this advice and has included in its procedures the following key elements:
- 1.26.1 The Assessment Manager is authorised to make decisions as to the conduct of appeals subject to consulting with the Presiding Member.
  - 1.26.2 Any compromise arising from an appeal must to be presented to the Panel for decision.
  - 1.26.3 In the event of an urgent matter, that the Panel may determine the matter by electronic meeting in accordance with its General Operating Procedures.
- 1.27 In considering this procedure, it was noted that the Assessment Manager is bound by conditions of appointment and financial delegations by the Chief Executive Officer of Council.

*Panel Performance*

- 1.28 The Panel held eleven (11) meetings over the period and considered eleven (11) development applications, which included three meetings to consider new requirements under the Act. The option of attending meetings by electronic means was made available to all attendees during specified periods of restriction due to Covid-19. Meetings were held by audio visual media on 24 November 2020 and 17 March 2021.
- 1.29 The Panel approved all the applications that it considered during this period.
- 1.30 No appeals were lodged against a decision of the Panel in the last 12 months.
- 1.31 A summary of key statistics is provided in the table below.

	2019/20	2020/21
<b>Meeting</b>		
Number	8	11
Applications	11	11
Applications with representors	11	10
<b>Public Notification Category</b>		
Category 1	0	0
Category 2	5	4
Category 3	6	7
<b>Development Applications – public notification</b>		
Merit	10	8
Non Complying	1	3
<b>Decisions</b>		
Approve	11	11
Refuse	0	0

Defer	0	0
Deemed Consent	n/a	0
<b>ERD Court Appeals</b>		
Applicant	0	0
Third party (representor)	0	0
<b>ERD Court Decisions</b>		
Compromise	0	0
Appeal withdrawn	0	0
Appeal upheld	0	0
Appeal dismissed	0	0
Still Pending	0	0

- 1.32 An overview of the development applications considered by the Panel is provided in Attachment 2.
- 1.33 While the number of applications considered by the Panel is low, they often represent the more complicated and contentious proposals, where representors have objected to a proposal or an element of a proposal. A total of eight (8) applications considered by the Panel included verbal submissions from representors.
- 1.34 The Panel considered a relatively broad range of development applications including retail development, places of worship, and commercial / industrial developments.
- 1.35 The applications that are not considered by the Panel are assigned by the Regulations to either the Assessment Manager, State Commission Assessment Panel or in the case of a Deemed to Satisfy Development, an applicant may choose to use an Accredited Professional.

#### ***Key Policy and Operational Issues***

- 1.36 The Panel has also undertaken a review of completed developments that the Panel has determined. The review is intended to understand the outcomes from the development and how issues considered by the Panel have resulted in the completed development. The developments span the variety of developments considered by the Panel. The key conclusions from this review during this period include:
- Non-residential uses, such as educational establishments and residential development with increased densities within existing residential areas introduce potential conflicts that arise from increased traffic, noise and changes to built form. It is important that policies are retained to guide the assessment of such impacts, that applicants clearly communicate their measures to mitigate these impacts and they are also responsive to issues that arise from representations. In this respect, the Panel does provide an environment for hearing representors in a way to encourage participation by all stakeholders.

#### ***Presiding Member General Comments***

- 1.37 As I have previously mentioned, one of the many functions of the Presiding Member is to ensure that those in attendance understand the independence of the CAP, that those who are entitled to make representations are able to do so in a comfortable and non-threatening environment and in a manner able to be clearly heard and understood by the CAP, that the discussion fully utilises the professional experience and expertise of all Panel Members and the decisions made with common sense appropriately balancing the public interest as expressed in the planning policy with the interests of the applicant. The Panel has continued to deliberate the matters before it in this way.

- 1.38 The onerousness of the assessment of development proposals is made all the more so by the way in which planning policy is necessarily expressed, the vastly different circumstances that apply to each and every proposal that must be taken into account and the directives that have evolved from a long history of litigation in the planning and development jurisdiction. In light of this the CAP continues to place a heavy reliance on the professionalism of the planning staff.
- 1.39 This year has seen the state government's program for the reforms of the planning system (*Planning, Development and Infrastructure Act 2016* (the Act)) come into full operation. The Act has introduced significant changes for CAPs, particularly in that Panels are now a relevant authority in their own right in relation to prescribed development undertaken within the area of a council in which they are appointed. The CAP has considered these changes together with advice from staff and made a series of decisions to facilitate the transition into the new legislative regime, as outlined in this report to Council. The CAP has sought to ensure the transition to the new system balances the changes that are necessary by the reform with Council's programs that support exceptional customer service levels and efficient timeframes within allocated resources.

#### **CONCLUSION**

- 1.40 The Council Assessment Panel Annual Report for 2020/2021 summarises the activities and outcomes of the Panel over the preceding financial year. The Panel is operating effectively, and reaching decisions on development applications following consideration of relevant matters under the previous Development Plan and now the Planning and Design Code in accordance with its operating procedures. Accordingly, this Report is submitted to Council for noting.

**ATTACHMENT 1: GENERAL OPERATING PROCEDURES**



## **COUNCIL ASSESSMENT PANEL**

### **General Operating Procedures**

September 2021

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These Meeting Procedures are to be read in conjunction with the meeting procedures contained within the Planning, Development and Infrastructure (General) Regulations 2017. (Refer Appendix A).

## **1 Purpose**

- 1.1. The purpose of the Council Assessment Panel (CAP) is to determine development applications that are assigned to the CAP under the Planning Development and Infrastructure Act 2016 or, during the transition to the PDI Act, the Development Act 1993 that are delegated from Council. The Panel may also provide advice to Council on trends, issues and other matters relating to planning or development matters.
- 1.2. The Panel acknowledges that in performing its statutory function, it is bound by the:
  - 1.2.1 Code of conduct adopted by the Minister for Planning.
  - 1.2.2 Objects, Planning Principles and General Responsibilities under the Planning, Development and Infrastructure Act 2016.
  - 1.2.3 Operating Procedures established by the Panel.

## **2 Timing & Notice of Meetings**

### *Meeting time and place*

- 2.1. CAP meetings will be scheduled by the CAP on the fourth Tuesday of the month, commencing at 6.30pm or another date as determined by the Presiding Member, subject to there being business to consider.
- 2.2. The CAP will meet in the Council Civic Centre at 34 Church Street Salisbury or at such other place, including audio visual media, as the Presiding Member may determine.

### *Notice of meeting*

- 2.3. The Assessment Manager pursuant to the Planning Development and Infrastructure Act 2016 must provide written notice detailing the date, time and place of a meeting to all CAP members at least three working days before the meeting. The notice shall include the Agenda for the meeting.
- 2.4. Where attendance at the meeting is able to occur by electronic means (in whole or in part), the notice of the meeting will include details of how to access and/or connect to the meeting.
- 2.5. Notice of CAP meetings may be given to CAP members by email, to an email address nominated by a CAP Member, or by personal delivery or post to the usual residence of a CAP Member, or via such other means as authorised by a CAP Member.

- 2.6. A notice that is not given in accordance with clause 2.3 is taken to have been validly given if the Assessment Manager considers it impracticable to give the notice in accordance with that clause and takes action the Assessment Manager considers reasonably practicable in the circumstances to bring the notice to the attention of the Member.

*Viewing agenda*

- 2.7. A copy of the Agenda for every ordinary meeting of the CAP shall be available for viewing by the public at the Council's offices and on the Council's web site at least three working days before the meeting of the CAP. The three working days notice shall not apply to a special meeting of the CAP under clause 2.8, or to an item included by the Assessment Manager under clause 2.10, in which cases the agenda will be made available for viewing by the public as soon as practicable.

*Special meeting*

- 2.8. A special meeting of the CAP may be convened by the Presiding Member, at any time, to consider urgent business by giving not less than two working days written notice to all CAP Members.
- 2.9. Notice of a special meeting of the CAP must be accompanied by an Agenda stating the item(s) of business for which the meeting has been convened. A special meeting must only deal with the business for which the meeting has been convened.

*Late items*

- 2.10. The Assessment Manager may, with leave or at the request of the Presiding Member, include in the agenda an item to be considered at the meeting to which the agenda relates after notice of the meeting has been given to CAP Members. In such instance, the Assessment Manager shall provide an updated agenda and any documents and/or reports relating to that item to be considered at the meeting to Members as soon as practicable. The Assessment Manager will also make an updated agenda available to the public in accordance with clause 2.7.

### **3 Commencement of Meetings & Quorum**

- 3.1. CAP Meetings will be conducted in accordance with the requirements of the Planning, Development and Infrastructure Act 2016 ('the PDI Act'), Development Act 1993 ('the Act') and these Operating Procedures.
- 3.2. Meetings will commence on time, or as soon as a quorum is present. If a quorum is not present within thirty minutes of the time for commencement, the Presiding Member may adjourn the meeting to the next scheduled meeting

time and date, or to another time and date.

- 3.3. A quorum for a meeting of the CAP is three (3) CAP Members.
- 3.4. If the number of apologies received by the Assessment Manager in advance of a meeting indicate that a quorum will not be present at a meeting, the Presiding Member may, by notice from the Assessment Manager, provide to all CAP Members in advance of the meeting, a notice adjourning the meeting to a future time and date as specified in the notice (a copy of this notice will be displayed at the Council Offices and on the Council's website).
- 3.5. If a meeting is required to be adjourned by the Presiding Member, the reason for the adjournment, and the date and time to which the meeting is adjourned will be recorded in the Minutes.

*Acting Presiding Member*

- 3.6. In the event that the Presiding Member is not present at a meeting (or part thereof) an Acting Presiding Member will be appointed by those CAP Members who are present at the meeting

*Meeting behaviour*

- 3.7. Subject to the PDI Act and these Operating Procedures, the Presiding Member will facilitate the meeting in a manner which promotes relevant, orderly, constructive, respectful and expeditious discussion, but not repetitious discussion, with the intent of ensuring well-informed decisions and debate leading to a determination of any matters before the Panel.
- 3.8. The Presiding Member may adjourn a meeting in the event of a disruption or disturbance by a CAP Member, an applicant, a representor, or any other person present at the CAP meeting, until such time as the disruption or disturbance ceases.
- 3.9. The Presiding Member may ask a member of the public who is present at a meeting of a CAP to leave the meeting if this person is:
- 3.9.1 behaving in a disorderly manner; or
- 3.9.2 causing an interruption.

#### **4 Deputy Members**

- 4.1. If a CAP Member is unable or unwilling to attend a meeting or part of a

meeting, he or she must use his or her best endeavours to notify the Presiding Member or Assessment Manager at his or her earliest opportunity.

- 4.2. If notification pursuant to clause 4.1 is given, the Assessment Manager may request a Deputy Member attend the meeting in place of the CAP Member for the meeting or part of the meeting.
- 4.3. Unless the context otherwise requires, a reference to a Member in these Meeting Procedures includes a Deputy Member.

## **5 Appointment of Additional Members**

- 5.1. The CAP may appoint up to two Additional Members in accordance with Section 85 of the PDI Act and *Practice Direction 5 – Appointment of additional members to an Assessment Panel*.
- 5.2. Where the CAP has appointed Additional Member(s), the Presiding Member, in consultation with the Assessment Manager, may invite one or both Additional Members to attend any meeting (or part thereof) where he or she considers the Additional Member(s) will, by virtue of their qualifications, expertise or experience, assist the CAP in dealing with a matter that it must assess under the PDI Act (or, during the transition to the PDI Act, the Development Act 1993).
- 5.3. A request that an Additional Member attend a meeting must be made in writing and be accompanied by the notice for the meeting in accordance with clause 2.3, highlighting the item(s) the Additional Member is required to consider.
- 5.4. Unless the context otherwise requires, a reference to a Member in these Meeting Procedures includes an Additional Member, save that an Additional Member is not able to vote on any matter arising for determination by the CAP.

## **6 Decision Making**

- 6.1. The CAP will conduct its meetings, and undertake all considerations, in accordance with the PDI Act (or, during the transition to the PDI Act, the Development Act).

### *Public meetings*

- 6.2. Subject to circumstances where it excludes the public from attendance at a meeting or part thereof pursuant to Part 13 of the Development, Infrastructure (General) Regulations 2017 or the review of the Assessment Manager Decision, the Panel will generally discuss and determine applications in public.

### *Member participation*

- 6.3. The Presiding Member will invite all Panel members to speak on any matter before the Panel prior to calling for a motion.

- 6.4. Subject to a CAP Member not having a direct or indirect personal or pecuniary interest in a matter before the CAP (other than an indirect interest that exists in common with a substantial class of persons), each CAP Member present at a meeting of the CAP must vote on a question arising for decision.

*Decisions by consensus*

- 6.5. Decisions of the Panel will be where possible by consensus determined through debate and discussion of the agenda item, and where a consensus is reached the Presiding Member shall then call for a mover and confirm the consensus by a show of hands.

*Decisions by vote*

- 6.6. Where it is evident through debate and discussion that a consensus will not be reached by the Panel, the Presiding Member shall call for a mover and put the matter to a formal vote to determine.
- 6.7. Each CAP Member present at a meeting is entitled to one vote on any matter arising for decision and, if the votes are equal, the Member Presiding at the meeting is entitled to a second or casting vote.
- 6.8. All decisions of the CAP shall be made on the basis of a majority decision of the Members present and the Minutes shall record that decision only (Votes for/against will not be recorded, and are not relevant once the majority is determined).

*CAP considerations*

- 6.9. The CAP must use the Development Plan or Planning and Design Code (as may be relevant to the particular application under consideration), referred to hereafter as the Planning Rules, as the basis for its decisions, having had regard to any relevant written and verbal representations made in accordance with the provisions of the Act, or any other relevant legislation.

*Seriously at variance*

- 6.10. The CAP will, for each and every application, determine whether the proposal is seriously at variance with the Planning Rules, and expressly record its determination on this matter in the Minutes. If the CAP determines that the proposal is seriously at variance with the Planning Rules, the CAP must provide reasons for its determination, and must expressly record those reasons in the Minutes.
- 6.11. A development application that is assessed by the CAP as being seriously at variance with the Planning Rules will be refused.

*Reasons for decision*

- 6.12. The CAP must, for each and every application, provide reasons for granting or refusing Planning Rules Consent, and for the imposition of any conditions, and express or record those reasons in the Minutes.

*Representations*

- 6.13. Subject to the relevant Act, a person who has lodged a valid representation in relation to a Category 2 or 3 development application under the *Development Act 1993* or an application for which notice must be given under the *Planning, Development and Infrastructure Act 2016*, and has indicated their desire to be heard on their representation, is entitled to appear before the CAP and be heard in support of their representation, in person or by an agent.

- 6.14. The Presiding Member may in his or her discretion exclude:

6.14.1 a representation or response to representation(s) which is received out of time; or

6.14.2 a representation or response to representation(s) which is otherwise invalid.

*Speaking time*

- 6.15. Applicants and Representors will be allowed five minutes to address the CAP, unless a longer time is allowed by the Presiding Member. Where a person is nominated in a representation or by notice of the representors as representing three or more representors (including themselves) the Presiding Member may allow a longer time to address the Panel. Where an applicant is responding to a significant number of representations or a significant number of issues raised in representations, the Presiding Member may allow a longer time to address the Panel.

*Hearing applicants*

- 6.16. Should there be no Representor wishing to be heard for a non-complying development application, Category 2 or Category 3 development application, and the recommendation is for a refusal, the Applicant will be entitled to appear before the CAP and be heard in support of the application. Applicants will be allowed five minutes to address the CAP, unless a longer time is allowed by the Presiding Member.
- 6.17. Should there be no Representor wishing to be heard for a non-complying development application, Category 2 or Category 3 development application, and the recommendation is for approval, the Presiding Member may allow the Applicant to address the Panel to seek clarification and/or further information

that may be required by the Panel in order to determine the application.

*Additional material*

- 6.18. At the discretion of the Presiding Member, any new or additional material to be submitted to the CAP by a person who has made a development application or a valid representation in relation to a matter may be accepted and considered by the CAP. A copy of any additional material accepted shall be provided to the applicant or representors by the party presenting the additional material.

*Member's participation*

- 6.19. A CAP Member may ask questions of any person appearing before the CAP. Subject to the Presiding Member's determination, all questions shall be relevant to the subject of the development application before the panel.

*Appeals*

- 6.20. The Assessment Manager is authorised to make decisions as to the conduct of appeals that do not change the nature of the decision of the Panel including preparing documentation required by the Court, engaging and instructing legal representation or expert witnesses, attending preliminary conferences, conciliation hearings or direction hearings, subject to consulting with the Presiding Member.
- 6.21. Where the Assessment Manager has acted on a matter under appeal, a report will be provided to the Panel at the next meeting.
- 6.22. Any compromise proposal arising from an appeal shall be presented to the Panel for decision.
- 6.23. In the event of an urgent matter, that the Presiding Member may convene a special meeting of the Panel in accordance with these General Operating Procedures.

## **7 Minutes and Reporting**

- 7.1. The Assessment Manager is responsible for ensuring that accurate Minutes are kept of Panel meetings and that they are confirmed by the Panel and signed by the Presiding Member.
- 7.2. The Minutes of the proceedings of a CAP meeting will record:
- 7.2.1 the names of the CAP Members present;

- 7.2.2 the names of all CAP Members from whom apologies have been received;
  - 7.2.3 the name and time that a CAP Member enters or leaves the meeting;
  - 7.2.4 the name of a person who has made a representation to the CAP at the meeting;
  - 7.2.5 the decision of the CAP, including the express opinion of the CAP on whether the proposed development is seriously at variance with the Planning Rules (including reasons as appropriate);
  - 7.2.6 reasons for granting or refusing Planning Rules Consent, and for the imposition of any conditions on a Planning Rules Consent;
  - 7.2.7 in the absence of a decision, the deferral of the application including the reasons for the deferral;
  - 7.2.8 any disclosure of a conflict of interest made by a Member pursuant to the Code of Conduct adopted by the Minister under Clause 1(1)(c) of Schedule 3 of the Act (Code of Conduct), and the nature of the Interest;
  - 7.2.9 a decision to exclude public attendance; and
  - 7.2.10 a notation, describing the confidential nature of the information and matter, in the event a matter has been excluded from the Minutes.
- 7.3. Minutes shall be read and adopted by the CAP at the end of the meeting.
- 7.4. On the adoption of the Minutes, the Assessment Manager will forward the Minutes to the Presiding Member who will confirm the Minutes by electronic communication.
- 7.5. The Minutes of a CAP meeting must be forwarded to the Council and must be publicly available within two business days after their confirmation by the CAP.
- Annual Report*
- 7.6. The Panel shall prepare and consider an Annual Report for presentation to the Council via the appropriate Standing Committee. The Annual Report may be presented by the Presiding Member and may contain (but not be limited to) statistical information in relation to the number of items considered, the outcomes of decisions on those items, and matters identified by the Panel in the course of its assessment of development applications that warrant referral to Council for consideration of Planning Rules policy, legislative, or

procedural change.

- 7.7. The Annual Report shall be prepared at the end of the financial year.

*Reporting to the Panel*

- 7.8. The Assessment Manager will prepare:

7.8.1 A quarterly report of the development applications with representations determined under delegated authority for the previous period.

7.8.2 A report at the next meeting of the Panel for any development application delegated by the Panel where a deemed consent notice has been received.

## **8 CAP Procedures & Support**

*Additional procedures*

- 8.1. Insofar as the Act and these Operating Procedures do not prescribe the procedure to be followed at a CAP meeting, the CAP may determine the procedure at the time. Any such determination may be added to these Operating Procedures.

*Staff Participation*

- 8.2. The CAP will permit and encourage the active participation of Council staff in attendance at a meeting in providing advice to the CAP.

*Assistance*

- 8.3. The CAP may call for and consider such professional assistance from Council staff and other professional advisors as it deems necessary and appropriate.

*Electronic Meetings*

- 8.4. One or more Panel members may attend a meeting via electronic means.

- 8.5. A Member attending a meeting by electronic means is taken to be present at the meeting provided that the Member:

8.5.1 can hear and, where possible, see all other Members who are present at the meeting;

8.5.2 can hear and, where possible, see, all representors (or their representatives) and applicants (or their representatives) who speak at the meeting;

8.5.3 can be heard and, where possible, seen by all other Members present at the meeting; and

- 8.5.4 can be heard and, where possible, seen by the person recording the minutes of the meeting.
- 8.6. The notice of the meeting shall include details of how to access and/or connect to the meeting by audio visual media.
- 8.7. Should audio visual media devices be utilised for the conduct of a CAP meeting, all voting shall be conducted on the voices, with the Presiding Member verbally acknowledging each individual vote before declaring the outcome of the vote, and noted in the minutes of the meeting, consistent with *Part 6: Decision Making* of the Operating Procedures.
- 8.8. Where the meeting occurs by audio visual media, it shall (to the extent that the public is not able to physically attend the meeting) be live streamed.
- 8.9. Where a meeting is being live streamed, the live stream shall be disconnected only during those parts of the meeting during which the public has been excluded from attendance pursuant to clause 13(2) of the Regulations.
- 8.10. Where the public has been excluded from attendance pursuant to clause 13(2) of the Regulations, the Assessment Manager or a person nominated by the Assessment Manager shall ensure that all parties except for CAP members disconnect from or are disconnected from the meeting.

## Appendix A – Assessment Panel General Regulation Procedures

South Australia

### Planning, Development and Infrastructure (General) Regulations 2017

under the *Planning, Development and Infrastructure Act 2016*

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#### Part 3—Assessment panels—procedures

##### 12—Application

This Part applies to and in relation to the procedures of an assessment panel established under section 83 of the Act or clause 12 or 13 of Schedule 8 of the Act.

##### 13—Public access to meetings

- (1) In connection with the conduct of the proceedings of an assessment panel, members of the public are entitled to attend a meeting of the panel other than as set out in subregulation (2).
- (2) An assessment panel may exclude the public from attendance at a meeting—
  - (a) during so much of the meeting as is necessary to receive, discuss or consider in confidence any of the following matters:
    - (i) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
    - (ii) information the disclosure of which—
      - (A) could unreasonably be expected to confer a commercial advantage on a person, or to prejudice the commercial position of a person; and
      - (B) would, on balance, be contrary to the public interest;
    - (iii) information the disclosure of which would reveal a trade secret;
    - (iv) commercial information of a confidential nature (not being a trade secret) the disclosure of which—
      - (A) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
      - (B) would, on balance, be contrary to the public interest;
    - (v) matters affecting the safety or security of any person or property;

- (vi) information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;
- (vii) matters that should be considered in confidence in order to ensure that the assessment panel, or any other entity, does not breach any law, or any order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;
- (viii) legal advice;
- (ix) information relating to actual litigation, or litigation that the assessment panel believes on reasonable grounds will take place;
- (x) information the disclosure of which—
  - (A) would divulge information provided on a confidential basis by or to a Minister of the Crown, the Commission, or another public authority or official; and
  - (B) would, on balance, be contrary to the public interest; and
- (b) during so much of the meeting that consists of its discussion or determination of any application or other matter that falls to be determined by the assessment panel.

#### 14—Minutes and other documents

- (1) An assessment panel must ensure that accurate minutes are kept of its proceedings.
- (2) A disclosure by a member of an assessment panel of a direct or indirect pecuniary interest in any aspect of a development or any body associated with any aspect of a development required under the Act must be recorded in the minutes of the assessment panel.
- (3) Members of the public are entitled to reasonable access to—
  - (a) the agendas for meetings of an assessment panel; and
  - (b) the minutes of meetings of an assessment panel.
- (4) However, an assessment panel may, before it releases a copy of any minutes under subregulation (3), exclude from the minutes information about any matter dealt with on a confidential basis by the assessment panel.
- (5) Minutes must be available under subregulation (3) within 5 business days after their adoption by the members of the assessment panel.

**15—Quorum**

A quorum at a meeting of an assessment panel is a number obtained by dividing the total number of members of the assessment panel for the time being in office by 2, ignoring any fraction resulting from the division, and adding 1.

**16—Voting**

- (1) Each member of an assessment panel present at a meeting of the assessment panel is entitled to 1 vote on a matter arising for decision and, if the votes are equal, the member presiding at the meeting is entitled to a second or casting vote.
- (2) Subregulation (1) does not apply to a person who is taken to be a member of an assessment panel under section 85 of the Act.

**17—Validity of proceedings**

A proceeding of an assessment panel (and any decision made by an assessment panel) is not invalid by reason only of a vacancy in its membership or a defect in the appointment of a member.

**18—Other matters**

Except insofar as a procedure is not prescribed by the Act or these regulations, the procedures of an assessment panel in relation to the conduct of its business will be as determined by the assessment panel (and an assessment panel is accordingly a specified body for the purposes of section 246(6)(d) of the Act).

## **Appendix B - Policy for the Assessment Panel Review of the Assessment Manager Decision**



# **COUNCIL ASSESSMENT PANEL**

**Policy for the review of a decision of the Assessment Manager**

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28 April 2021

**LEGISLATIVE FRAMEWORK**

1. This Policy applies in addition to the statutory requirements for the review by the Council Assessment Panel/Regional Assessment Panel (Panel) of A decision of an Assessment Manager as set out in Part 16, Division 1 of the Planning, Development and Infrastructure Act 2016 (Act).

**COMMENCING A REVIEW**

2. An application for review must relate to a prescribed matter, as defined in Section 201 of the Act, for which an Assessment Manager was the relevant authority.
3. An application for review must be:
  - a. made using the Application to Assessment Panel for Assessment Manager's Decision Review (the Form);
  - b. lodged in a manner identified on the Form;
  - c. lodged within one month of the applicant receiving notice of the Prescribed Matter, unless the Presiding Member in his or her discretion grants an extension of time; and
  - d. an applicant may provide a written submission in support of his or her application for review.
4. In determining whether to grant an extension of time, the Presiding Member may consider:
  - a. the reason for the delay;
  - b. the length of the delay;
  - c. whether any rights or interests of other parties would be affected by allowing the review to be commenced out of time;
  - d. the interests of justice;
  - e. whether the applicant has, or is within time to, appeal the prescribed matter to the ERD Court; and
  - f. any other matters the Presiding Member considers relevant.

**MATERIALS FOR REVIEW HEARING**

5. The Assessment Manager shall collate for the Panel:
  - a. all materials which were before the Assessment Manager (or delegate) at the time of the decision on the Prescribed Matter, including but not limited to:
    - i. application documents, reports, submissions, plans, specifications or other documents submitted by the applicant;
    - ii. internal and/or external referral responses; and
  - b. any report from Council staff or an external planning consultant written for the Assessment Manager;
  - c. any assessment checklist used by the Assessment Manager or delegate when making the decision on the Prescribed Matter;
  - d. any other information requested by the Presiding Member.
6. The Assessment Manager (or delegate) must prepare a report to the Panel setting out the details of the relevant development application, the prescribed matter the subject of the review and the reasons for the Assessment Manager (or delegate's) decision on the Prescribed Matter.

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**REVIEW HEARING**

7. The Assessment Manager must advise the applicant of the time and date of the Panel meeting at which the review application will be heard.
8. On review, the Panel will consider the Prescribed Matter afresh.
9. Information, materials and submissions which were not before the Assessment Manager at the time of the decision on the Prescribed Matter will not be considered by the Panel.
10. Except where provided in clause 3(d), the Panel will not receive submissions or addresses from any party.
11. The Presiding Member may permit Panel members to ask questions or seek clarification from the applicant and/or the Assessment Manager, in his or her discretion.
12. The Assessment Manager must be present at the Panel meeting to respond to any questions or requests for clarification from the Panel.
13. Where the decision on the Prescribed Matter was made by a delegate of the Assessment Manager, the delegate may appear in place of the Assessment Manager.
14. The Presiding Member will invite all Panel Members to speak on any matter relevant to the review.
15. The Panel may resolve to defer its decision if it considers it requires additional time or information to make its decision.
16. Pursuant to regulation 13(2)(b) of the *Planning, Development and Infrastructure (General) Regulations 2017* the Panel will exclude the public and staff involved in the prescribed matter from attendance during the deliberation of the matter under this policy.

**OUTCOME ON REVIEW HEARING**

17. The Panel may, on a review:
  - a. affirm the Assessment Manager's decision on the Prescribed Matter;
  - b. vary the Assessment Manager's decision on the Prescribed Matter; or
  - c. set aside the Assessment Manager's decision on the Prescribed Matter and substitute its own decision.
18. An applicant should be advised in writing of the Panel's decision by the Assessment Manager.

## **Appendix C – Standing Referral of Building Rules Assessment to Council**

- At its meeting held 24 November 2020, the Salisbury Council Assessment Panel resolved to act under Section 99(1)(b) of the Planning, Development and Infrastructure Act 2016 (the Act) in relation to all development applications received by it that involve the performance of building work; and
- Pursuant to Section 99(1)(c) of the Act, where the Panel has determined to act under Section 99(1)(b) of the Act, the Salisbury Council Assessment Panel refers the assessment of the development in respect of the Building Rules to the City of Salisbury.

## Appendix D – Delegations

At its meeting held 24 August 2021 the Panel resolved:

In accordance with Section 100(2)(d) of the *Planning, Development and Infrastructure Act 2016* the Council Assessment Panel hereby revokes its previous delegations to the Assessment Manager and General Manager City Development of those powers and functions under the *Planning Development and Infrastructure Act 2016*.

1. In accordance with Section 100(2)(d) of the *Planning, Development and Infrastructure Act 2016* the Council Assessment Panel hereby revokes its previous delegations to the Assessment Manager and General Manager City Development of those powers and functions under the *Planning Development and Infrastructure Act 2016*.
2. In exercise of the power contained in Section 100 of the *Planning, Development and Infrastructure Act 2016* the powers and functions under the *Planning, Development and Infrastructure Act 2016* and regulations statutory instruments made thereunder contained in the proposed Instrument of Delegation as Attachment 1 to this report to the positions identified in the third column of the Instrument of Delegation subject to the conditions and/or limitations, if any, specified herein or in the Schedule of Conditions in the proposed Instrument of Delegation.
3. The delegated powers and functions may be exercised individually by each delegate in respect of any particular matter where the delegate is required or proposing to act in the course of their duties.
4. Such powers and functions may be further delegated by the Assessment Manager in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* as the Assessment Manager sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation.
5. The power in Sections 119(9) and (14) of the *Planning, Development and Infrastructure Act 2016* and Regulation 7 of the *Planning, Development and Infrastructure (Fees, Charges and Contributions) Regulations 2019* may be further delegated by the General Manager City Development in accordance with Section 100(2)(c) of the *Planning, Development and Infrastructure Act 2016* as the General Manager City Development sees fit, unless otherwise indicated in the Schedule of Conditions contained in the proposed Instrument of Delegation.

**Attachment 1****CITY OF SALISBURY COUNCIL ASSESSMENT PANEL****INSTRUMENT OF DELEGATION UNDER THE  
PLANNING, DEVELOPMENT AND INFRASTRUCTURE ACT 2016, REGULATIONS, PLANNING AND  
DESIGN CODE AND PRACTICE DIRECTIONS  
OF POWERS OF AN ASSESSMENT PANEL****NOTES**

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Assessment Panel decision to identify when these delegations were made, reviewed and or amended.

**POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT**

<b>1. Environment and Food Production Areas – Greater Adelaide</b>	<b>Delegate</b>
1.1 The power pursuant to Section 7(5)(a) of the Planning, Development and Infrastructure Act 2016 ( <b>the PDI Act</b> ), in relation to a proposed development in an environment and food production area that involves a division of land that would create 1 or more additional allotments to seek the concurrence of the Commission in the granting of the development authorisation to the development.	Assessment Manager
1.2 The power pursuant to Section 7(5)(d) of the PDI Act in relation to a proposed development in an environment and food production area that involves a division of land that would create one or more additional allotments, to, if the proposed development will create additional allotments to be used for residential development, refuse to grant development authorisation in relation to the proposed development.	Assessment Manager
<b>2. Relevant Authority – Commission</b>	
2.1 The power pursuant to Section 94(3)(a) of the PDI Act, if the Minister acts under Section 94(1)(h) of the PDI Act to, at the request of the Commission, provide the Commission with a report relating to any application for development authorisation that has been under consideration by the relevant authority.	Assessment Manager

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<b>3. Matters Against Which Development Must Be Assessed</b>	
<b>3.1</b> The power pursuant to Section 102(1) of the PDI Act to assess a development against, and grant or refuse a consent in respect of, each of the following matters (insofar as they are relevant to the particular development):	
3.1.1.1 the relevant provisions of the Planning Rules; and	Assessment Manager General Manager City Development
3.1.1.2 to the extent provided by Part 7 Division 2 of the PDI Act – the impacts of the development,  1. (planning consent);	Assessment Manager
3.1.2 in relation to a proposed division of land (otherwise than under the Community Titles Act 1996 or the Strata Titles Act 1988) - the requirement that the following conditions be satisfied (or will be satisfied by the imposition of conditions under the PDI Act):	Assessment Manager
3.1.2.1 requirements set out in the Planning and Design Code made for the purposes of this provision are satisfied;	
3.1.2.2 any relevant requirements set out in a design standard has been satisfied;	
3.1.2.3 the requirements of a water industry entity under the Water Industry Act 2012 identified under the regulations relating to the provision of water supply and sewerage services are satisfied;	
3.1.2.4 where land is to be vested in a council or other authority - the council or authority consents to the vesting;	
3.1.2.5 requirements set out in regulations made for the purposes of Section 102(1)(c) of the PDI Act are satisfied;	
3.1.3 in relation to a division of land under the Community Titles Act 1996 or the Strata	Assessment

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	Titles Act 1988 - the requirement that the following conditions be satisfied (or will be satisfied by the imposition of conditions under the PDI Act):	Manager
3.1.3.1	requirements set out in the Planning and Design Code made for the purposes of this provision are satisfied;	
3.1.3.2	any relevant requirements set out in a design standard has been satisfied;	
3.1.3.3	any encroachment of a lot or unit over other land is acceptable having regard to any provision made by the Planning and Design Code or a design standard;	
3.1.3.4	where land is to be vested in a council or other authority - the council or authority consents to the vesting;	
3.1.3.5	a building or item intended to establish a boundary (or part of a boundary) of a lot or lots or a unit or units is appropriate for that purpose;	
3.1.3.6	the division of land under the Community Titles Act 1996 or the Strata Titles Act 1988 is appropriate having regard to the nature and extent of the common property that would be established by the relevant scheme;	
3.1.3.7	the requirements of a water industry entity under the Water Industry Act 2012 identified under the regulations relating to the provision of water supply and sewerage services are satisfied;	
3.1.3.8	any building situated on the land complies with the Building Rules;	
3.1.3.9	requirements set out in the regulations made for the purposes of Section 102(d) of the PDI Act are satisfied;	
3.1.4	any encroachment of a building over, under,	

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	across or on a public place (and not otherwise dealt with above) is acceptable having regard to any provision made by the Planning and Design Code or a design standard;	Assessment Manager
3.1.5	if relevant - requirements applying under Part 15 Division 2 of the PDI Act are satisfied;	
3.1.6	such other matters as may be prescribed.	
3.2	The power pursuant to Section 102(3) of the PDI Act to, in relation to granting a planning consent, on the delegate's own initiative or on application, reserve the delegate's decision on a specified matter or reserve the delegate's decision to grant a planning consent:	Assessment Manager
3.2.1	until further assessment of the relevant development under the PDI Act; or	
3.2.2	until further assessment or consideration of the proposed development under another Act; or	
3.2.3	until a licence, permission, consent, approval, authorisation, certificate or other authority is granted, or not granted (by the decision of another authority), under another Act.	
3.3	The power pursuant to Section 102(4) of the PDI Act to allow any matter specified by the Planning and Design Code for the purposes of Section 102(4) of the PDI Act to be reserved on the application of the applicant.	Assessment Manager
<b>4. Performance Assessed Development</b>		
4.1	The power pursuant to Section 107(2)(c) of the PDI Act to form the opinion that the development is seriously at variance with the Planning and Design Code (disregarding minor variations).	Assessment Manager
4.2	The power pursuant to Section 107(3) of the PDI Act, if a proposed development is to be assessed under Section 107 of the PDI Act to make a decision in accordance with a practice direction.	Assessment Manager
4.3	The power pursuant to Section 107(4) of the PDI Act to limit the matters that the delegate will take into account to what should be the decision of the relevant authority as to planning consent in relation to the performance based elements of the development as	Assessment Manager

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	assessed on its merits.	
<b>5.</b>	<b>Application and Provision of Information</b>	
5.1	The power pursuant to Section 119(1)(b) of the PDI Act to require an application to the relevant authority for the purposes of Part 7 of the PDI Act, to include any information as the delegate may reasonably require.	Assessment Manager
5.2	The power pursuant to Section 119(3) of the PDI Act to request an applicant:	Assessment Manager
5.2.1	to provide such additional documents, assessments or information (including calculations and technical details) as the delegate may reasonably require to assess the application;	
5.2.2	to remedy any defect or deficiency in any application or accompanying document or information required by or under the PDI Act;	
5.2.3	to consult with an authority or body prescribed by the regulations;	
5.2.4	to comply with any other requirement prescribed by the regulations.	Assessment Manager
5.3	The power pursuant to Section 119(6) of the PDI Act if a request is made under Section 119(3) of the PDI Act, and the request is not complied with within the time specified by the regulations, to	Assessment Manager
5.3.1	subject to Section 119(6)(b)(ii) of the PDI Act, refuse the application; and	
5.3.2	refuse the application in prescribed circumstances (including, if the regulations so provide, in a case involving development that is deemed-to-satisfy development).	
5.4	The power pursuant to Section 119(7) of the PDI Act to, in dealing with an application that relates to a regulated tree, consider that special circumstances apply.	Assessment Manager
5.5	The power pursuant to Section 119(9) of the PDI Act to:	
5.5.1	permit an applicant:	Assessment Manager
5.5.1.1	to vary an application;	
5.5.1.2	to vary any plans, drawings,	

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	specifications or other documents that accompanied an application,	
	2. (provided that the essential nature of the proposed development is not changed);	
5.5.2	permit an applicant to lodge an application without the provision of any information or document required by the regulations;	Assessment Manager
5.5.3	to the extent that the fee is payable to the relevant authority waive payment of whole or part of the application fee, or refund an application fee (in whole or in part);	Assessment Manager
5.5.4	if there is an inconsistency between any documents lodged with the relevant authority for the purposes of Part 7 of the PDI Act (whether by an applicant or any other person), or between any such document and a development authorisation that has already been given that is relevant in the circumstances, return or forward any document to the applicant or to any other person and determine not to finalise the matter until any specified matter is resolved, rectified or addressed.	Assessment Manager
5.6	The power pursuant to Section 119(10) of the PDI Act to grant a permission under Section 119(9) of the PDI Act unconditionally or subject to such conditions as the delegate thinks fit.	Assessment Manager
5.7	The power pursuant to Section 119(12) of the PDI Act to, in a consent, provide for, or envisage, the undertaking of development in stages, with separate consents or approvals for the various stages.	Assessment Manager
5.8	The power pursuant to Section 119(14) of the PDI Act to if an applicant withdraws an application to determine to refund the application fee.	Assessment Manager
6.	<b>Outline Consent</b>	
6.1	The power pursuant to Section 120(1) of the PDI Act and subject to Section 120 of the PDI Act, to on application, grant a consent in the nature of an outline consent.	Assessment Manager
6.2	The power pursuant to Section 120(3) of the PDI Act if an outline consent is granted and a subsequent application is made with respect to the same development (subject to any variations allowed by a practice direction) to:	Assessment Manager

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6.2.1	grant any consent contemplated by the outline consent; and	
6.2.2	not impose a requirement that is inconsistent with the outline consent.	
<b>7.</b>	<b>Design Review</b>	
7.1	The power pursuant to Section 121(7) of the PDI Act, to in acting under the PDI Act, take into account any advice provided by a design panel (insofar as may be relevant to the assessment of proposed development by the delegate).	Assessment Manager
<b>8.</b>	<b>Referrals to Other Authorities or Agencies</b>	
8.1	The power pursuant to Section 122(1) of the PDI Act, where an application for consent to, or approval of, a proposed development of a prescribed class is to be assessed by a relevant authority, to:	Assessment Manager
8.1.1	refer the application, together with a copy of any relevant information provided by the applicant, to a body prescribed by the regulations (including, if so prescribed, the Commission); and	
8.1.2	not make a decision until the relevant authority has received a response from that prescribed body in relation to the matter or matters for which the referral was made	
	where the regulations so provide, subject to Section 122 of the PDI Act.	
8.2	The power pursuant to Section 122(5)(b) of the PDI Act, acting by direction of a prescribed body:	Assessment Manager
8.2.1	to refuse the application; or	
8.2.2	consent to or approve the development and impose such conditions as the prescribed body thinks fit, (subject to any specific limitation under another Act as to the conditions that may be imposed by the prescribed body)	
	where the regulations so provide.	
8.3	The power pursuant to Section 122(7) of the PDI Act, if the relevant authority is directed by a prescribed body to refuse an application and the refusal is the subject of an appeal under the PDI Act, to apply for the relevant authority to be joined as a party to the	Assessment Manager

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	proceedings.	
8.4	The power pursuant to Section 122(10) of the PDI Act to, if requested by an applicant, defer a referral under Section 122 of the PDI Act to a particular stage in the process of assessment.	Assessment Manager
9.	<b>Preliminary Advice and Agreement</b>	
9.1	The power pursuant to Section 123(2) of the PDI Act, if:	Assessment Manager
9.1.1	a proposed development is referred to a prescribed body under Section 123(1) of the PDI Act; and	
9.1.2	the prescribed body agrees to consider the matter under Section 123 of the PDI Act after taking into account any matter prescribed by the regulations; and	
9.1.3	the prescribed body agrees, in the manner prescribed by the regulations, that the development meets the requirements (if any) of the prescribed body (including on the basis of the imposition of conditions),	
	to, subject to Section 123(4) of the PDI Act if an application for planning consent with respect to the development is lodged with the relevant authority within the prescribed period after the prescribed body has indicated its agreement under Section 123(2)(c) of the PDI Act, form the opinion and be satisfied that the application accords with the agreement indicated by the prescribed body (taking into account the terms or elements of that agreement and any relevant plans and other documentation).	
9.2	The power pursuant to Section 123(4) of the PDI Act to determine an agreement under Section 123 of the PDI Act is no longer appropriate due to the operation of Section 132 of the PDI Act.	Assessment Manager
10.	<b>Proposed Development Involving Creation of Fortifications</b>	
10.1	The power pursuant to Section 124(1) of the PDI Act, if the delegate has reason to believe that a proposed development may involve the creation of fortifications, to refer the application for consent to, or approval of, the proposed development to the Commissioner of Police (the Commissioner).	Assessment Manager
10.2	The power pursuant to Section 124(5) of the PDI Act, if the Commissioner determines that the proposed	Assessment

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	development involves the creation of fortification, to:	Manager
10.2.1	if the proposed development consists only of the creation fortifications - refuse the application; or	
10.2.2	in any other case - impose conditions in respect of any consent to or approval of the proposed development prohibiting the creation of the fortifications	
10.3	The power pursuant to Section 124(6) of the PDI Act, if the relevant authority acting on the basis of a determination of the Commissioner under Section 124(2) of the PDI Act refuses an application or imposes conditions in respect of a development authorisation, to notify the applicant that the application was refused, or the conditions imposed, on the basis of a determination of the Commissioner under Section 124 of the PDI Act.	Assessment Manager
10.4	The power pursuant to Section 124(7) of the PDI Act, if a refusal or condition referred to in Section 124(5) of the PDI Act is the subject of an appeal under the PDI Act to apply to the Court to be joined as a party to the appeal.	Assessment Manager
<b>11. Time Within Which Decision Must be Made</b>		
11.1	The power pursuant to Section 125(6) of the PDI Act to form the opinion and consider that the relevant application for planning consent should have been refused and apply to the Court for an order quashing the consent.	General Manager City Development
11.2	The power pursuant to Section 125(7) of the Act to apply to the Court for an extension of time to make an application under Section 125(6) of the Act.	General Manager City Development
<b>12. Determination of Application</b>		
12.1	The power pursuant to Section 126(1) of the PDI Act to, on making a decision on an application under Part 7 of the PDI Act, give notice of the decision in accordance with the regulations (and, in the case of a refusal, to include in the notice the reasons for the refusal and any appeal rights that exist under the PDI Act).	Assessment Manager
12.2	The power pursuant to Section 126(3) of the PDI Act to, on the delegate's own initiative or on the application of a person who has the benefit of any relevant development authorisation, extend a period prescribed under Section 126(2) of the PDI Act.	Assessment Manager

## 5.2.1 Draft Annual Report of the Council Assessment Panel for 2017/18

<b>13. Conditions</b>	
13.1 The power pursuant to Section 127(1) of the PDI Act to make a decision subject to such conditions (if any) as the delegate thinks fit to impose in relation to the development.	Assessment Manager General Manager City Development
13.2 The power pursuant to Section 127(2)(c) of the PDI Act to vary or revoke a condition in accordance with an application under Part 7 of the PDI Act.	Assessment Manager
13.3 The power pursuant to Section 127(4) of the PDI Act, subject to Sections 127(6) and (8) of the PDI Act, if a development authorisation provides for the killing, destruction or removal of a regulated tree or a significant tree, to apply the principle that the development authorisation be subject to a condition that the prescribed number of trees (of a kind determined by the delegate) must be planted and maintained to replace the tree (with the cost of planting to be the responsibility of the applicant or any person who acquires the benefit of the consent and the cost of maintenance to be the responsibility of the owner of the land).	Assessment Manager
13.4 The power pursuant to Section 127(6) of the PDI Act to, on the application of the applicant, determine that a payment of an amount calculated in accordance with the regulations be made into the relevant fund in lieu of planting 1 or more replacement trees under Section 127(4) of the PDI Act.	Assessment Manager
13.5 The power pursuant to Section 127(8)(b) of the PDI Act to:	Assessment Manager
13.5.1 determine that it is appropriate to grant an exemption under Section 127(8)(b) of the PDI Act in a particular case after taking into account any criteria prescribed by the regulations and provided the Minister concurs in the granting of the exemption;	
13.5.2 to seek the Minister's concurrence to grant an exemption under Section 127(8)(b) of the PDI Act.	
<b>14. Variation of Authorisation</b>	
14.1 The power pursuant to Section 128(2)(d) of the PDI Act to approve an application for a variation to a development authorisation previously given under the PDI Act, which seeks to extend the period for which the relevant authorisation remains operative.	Assessment Manager

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<b>15. Cancellation of Development Authorisation</b>		
15.1	The power pursuant to Section 143(1) of the PDI Act to, on the application of a person who has the benefit of the authorisation, cancel a development authorisation previously given by the relevant authority.	Assessment Manager
15.2	The power pursuant to Section 143(2) of the PDI Act to make a cancellation under Section 143(1) of the PDI Act subject to such conditions (if any) as the delegate thinks fit to impose.	Assessment Manager
<b>16. Professional Advice to be Obtained in Relation to Certain Matters</b>		
16.1	The power pursuant to Section 235(1) of the PDI Act, to, in the exercise of a prescribed function, rely on a certificate of a person with prescribed qualifications.	Assessment Manager
16.2	The power pursuant to Section 235(2) of the PDI Act to seek and consider the advice of a person with prescribed qualifications, or a person approved by the Minister for that purpose, in relation to a matter arising under the PDI Act that is declared by regulation to be a matter on which such advice should be sought.	Assessment Manager
<b>17. General Transitional Schemes for Panels</b>		
17.1	The power pursuant to Clause 12(7) of Schedule 8 of the PDI Act, to	
17.1.1	adopt any findings or determinations of a council development assessment panel under the repealed Act that may be relevant to an application made before the relevant day under the repealed Act; and	Assessment Manager
17.1.2	adopt or make any decision (including a decision in the nature of a determination), direction or order in relation to an application made before the relevant day under the repealed Act; and	Assessment Manager
17.1.3	deal with any matter that is subject to a reserved decision under the repealed Act before the relevant day; and	Assessment Manager
17.1.4	deal with any requirement or grant any variation imposed or proposed in connection with an application made before the relevant day under the repealed Act; and	Assessment Manager
17.1.5	deal with any requirement or grant any	Assessment

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	variation imposed or proposed in connection with an application made before the relevant day under the repealed Act.	Manager
<b>18.</b>	<b>Continuation of Processes</b>	
<b>18.1</b>	The power pursuant to Clause 18(2) of Schedule 8 of the PDI Act, to:	
<b>18.1.1</b>	adopt any findings or determinations of a relevant authority under the repealed Act that may be relevant to an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and	Assessment Manager
<b>18.1.2</b>	adopt or make any decision (including a decision in the nature of a determination), direction or order in relation to an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and	Assessment Manager
<b>18.1.3</b>	deal with any matter that is subject to a reserved decision under the repealed Act before the designated day; and	Assessment Manager
<b>18.1.4</b>	deal with any requirement or grant any variation imposed or proposed in connection with an application to which Clause 18(1) of Schedule 8 of the PDI Act applies; and	Assessment Manager
<b>18.1.5</b>	take any other step or make any other determination authorised by the regulations, or that is reasonably necessary to promote or ensure a smooth transition on account of the transfer of functions, powers or duties under Clause 18 of Schedule 8 of the PDI Act.	Assessment Manager

**PLANNING, DEVELOPMENT AND INFRASTRUCTURE (GENERAL)  
REGULATIONS 2017**

<b>19. Interpretation</b>	Delegate
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19.1	The power pursuant to Regulation 3(6)(b) of the Planning, Development and Infrastructure (General) Regulations 2017 ( <b>the General Regulations</b> ) to require that a statement of site suitability provided to a relevant authority in connection with an application for development authorisation be issued by a site contamination auditor if the Environment Protection Authority directs the relevant authority to do so in relation to a particular application.	Assessment Manager
20.	<b>Verification of Application</b>	
20.1	The power pursuant to Regulation 31(1) of the General Regulations, on the receipt of an application under Section 119 of the PDI Act, and in addition to any other requirement under the General Regulations, to, in order to ensure that an application has been correctly lodged and can be assessed in accordance with the PDI Act:	
20.1.1	determine the nature of the development; and	Assessment Manager
20.1.2	if the application is for planning consent - determine:	Assessment Manager
20.1.2.1	whether the development involves 2 or more elements and, if so, identify each of those elements for the purposes of assessment against the provisions of the Planning and Design Code; and	
20.1.2.2	the category or categories of development that apply for the purposes of development assessment; and	
20.1.3	determine whether the relevant authority is the correct entity to assess the application under the PDI Act; and	Assessment Manager
20.1.4	if the relevant authority is the correct entity to assess the application (or any part of the application):	Assessment Manager
20.1.4.1	check that the appropriate documents and information have been lodged with the application; and	
20.1.4.2	confirm the fees required to be paid at that point under the <i>Planning, Development and</i>	

## 5.2.1 Draft Annual Report of the Council Assessment Panel for 2017/18

	<i>Infrastructure (Fees, Charges and Contributions) Regulations 2019; and</i>	
20.1.4.3	provide an appropriate notice via the SA planning portal; and	
20.1.5	if the relevant authority is not the correct entity to assess the application (or any part of the application):	Assessment Manager
20.1.5.1	provide the application (or any relevant part of the application), and any relevant plans, drawings, specifications and other documents and information in its possession, to the entity that the delegate considers to be the correct relevant authority in accordance with any practice direction; and	
20.1.5.2	provide an appropriate notice via the SA planning portal.	

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<b>21. Site Contamination – Detailed Site Investigation Report</b>		
21.1	The power pursuant to Regulation 32A(1) of the General Regulations to, for the purposes of Section 119(3)(d) of the PDI Act in relation to an application to which Schedule 8 clause 2A applies, request the applicant to provide a detailed site investigation report if:	Assessment Manager
21.1.1	the preliminary site investigation report indicates that site contamination is present, or is likely to be present, at the site of the proposed development; and	Assessment Manager
21.1.2	the delegate considers that there is insufficient information to determine that the site is suitable for its intended use, having regard to:	Assessment Manager
21.1.2.1	site contamination; and	Assessment Manager
21.1.2.2	if remediation is required, the extent of that remediation; and	Assessment Manager
21.1.3	the application is not required to be referred to the Environment Protection Authority under Item 9A or 9AB of the table in Schedule 9 clause 3.	Assessment Manager
21.1.4	The power pursuant to Regulation 32A(2) of the General Regulations to require that a detailed site investigation report be prepared by a site contamination auditor if the Environment Protection Authority directs the relevant authority to do so in relation to a particular application.	Assessment Manager
<b>22. Site Contamination – Statement of Suitability</b>		
22.1	The power pursuant to Regulation 32B of the General Regulations to, for the purposes of Section 119(3)(d) of the PDI Act, in relation to an application to which Schedule 8 clause 2A applies, require the applicant to provide a statement of site suitability that confirms that the site is suitable for its intended use before the relevant authority issues a planning consent in relation to the application.	Assessment Manager
<b>23. Application and Further Information</b>		

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23.1	The power pursuant to Regulation 33(4) of the General Regulations to seek clarification about any document or information that has been provided by the applicant.	Assessment Manager
<b>24. Amended Applications</b>		
24.1	The power pursuant to Regulation 35(3) of the General Regulations if an application is varied following referral under Division 2 or giving of notice under Division 3, to, if the variations are not substantial, consider the application without the need to repeat an action otherwise required under Division 2 or Division 3.	Assessment Manager
24.2	The power pursuant to Regulation 35(4) of the General Regulations if a variation would change the essential nature of a proposed development (as referred to in Section 119(9)(a) of the PDI Act), to agree with the applicant to proceed with the variation on the basis that the application (as so varied) will be treated as a new application under the General Regulations.	Assessment Manager
<b>25. Withdrawing/Lapsing Applications</b>		
25.1	The power pursuant to Regulation 38(1) of the General Regulations if an application is withdrawn by the applicant under Section 119(14) of the PDI Act, to notify:	Assessment Manager
25.1.1	any agency to which the application has been referred under Division 2 of the General Regulations; and	
25.1.2	any person who has made a representation in relation to the application under Division 3 of the General Regulations,	
	of the withdrawal.	
25.2	The power pursuant to Regulation 38(3) of the General Regulations before taking action to lapse an application under Regulation 38(2) of the General Regulations, to:	Assessment Manager
25.2.1	take reasonable steps to notify the applicant of the action under consideration; and	
25.2.2	allow the applicant a reasonable opportunity to make submissions to the delegate (in a manner and form determined by the delegate) about the proposed course of action.	

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<b>26. Court Proceedings</b>		
26.1	The power pursuant to Regulation 40 of the General Regulations to, subject to Section 214(14) of the PDI Act, by notice in writing to the applicant, decline to deal with the application until any proceedings under the PDI Act have been concluded.	Assessment Manager
<b>27. Additional Information or Amended Plans</b>		
27.1	The power pursuant to Regulation 42(1) of the General Regulations if a delegate has referred an application to a prescribed body under Division 1 of the General Regulations and the relevant authority subsequently receives additional information, or an amended plan, drawing or specification, which is materially relevant to the referral, or to any report obtained as part of the referral process, to repeat the referral process.	Assessment Manager
<b>28. Preliminary Advice and Agreement (Section 123)</b>		
28.1	The power pursuant to Regulation 46(6) of the General Regulations, if:	Assessment Manager
28.1.1	the delegate permits an applicant to vary an application under Section 119(9) of the PDI Act; and	
28.1.2	the delegate determines that the application no longer accords with the agreement indicated by the prescribed body,	
	to refer the application (unless withdrawn) to the prescribed body;	
28.1.3	to obtain a variation to the agreement under Section 123 of the PDI Act; or	
28.1.4	to obtain a response from the prescribed body for the purposes of Section 122 of the PDI Act.	Assessment Manager
28.2	The power pursuant to Regulation 46(7) of the General Regulations if:	
28.2.1	an application is withdrawn by the applicant; and	
28.2.2	the applicant sought to rely on an agreement under Section 123 of the PDI Act in connection with the application,	
	to notify relevant prescribed body of the withdrawal.	

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28.3	The power pursuant to Regulation 46(8) of the General Regulations, if:	Assessment Manager
28.3.1	an application is lapsed by a relevant authority under Regulation 38 of the General Regulations; and	
28.3.2	the applicant sought to rely on an agreement under Section 123 of the PDI Act in connection with the application,	
	to notify the relevant prescribed body of the lapsing.	
28.4	The power pursuant to Regulation 46(9) of the General Regulations, if:	Assessment Manager
28.4.1	an applicant seeks to rely on an agreement under Section 123 of the PDI Act in connection with the application; and	
28.4.2	a notice of a decision on the application is issued by the delegate under Regulation 57 of the General Regulations,	
	to provide a copy of the notice to the prescribed body within 5 business days after the notice is given to the applicant under Regulation 57 of the General Regulations.	
29.	<b>Notification of Application of Tree-damaging Activity to Owner of Land</b>	
29.1	The power pursuant to Regulation 48 of the General Regulations, if an owner of land to which an application for a tree-damaging activity in relation to a regulated tree relates is not a party to the application, to:	Assessment Manager
29.1.1	give the owner notice of the application within 5 business days after the application is made; and	
29.1.2	give due consideration in the delegate's assessment of the application to any submission made by the owner within 10 business days after the giving of notice under Regulation 48 of the General Regulations.	
30.	<b>Public Inspection of Applications</b>	
30.1	The power pursuant to Regulation 49(3) of the General Regulations to request a person verify	Assessment Manager

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	information in such manner as the delegate thinks fit.	
<b>31. Response by Applicant</b>		
31.1	The power pursuant to Regulation 51(1) of the General Regulations to allow a response to a representation by the applicant to be made within such longer period as the delegate may allow.	Assessment Manager
<b>32. Notice of Decision (Section 126(1))</b>		
32.1	The power pursuant to Regulation 57(4)(a) of the General Regulations to endorse a set of any approved plans and other relevant documentation with an appropriate form of authentication.	Assessment Manager
<b>33. Consideration of Other Development Authorisations</b>		
33.1	The power pursuant to Regulation 60 of the General Regulations, to, in deciding whether to grant a development authorisation, take into account any prior development authorisation that relates to the same proposed development under the PDI Act, and any conditions that apply in relation to that prior development authorisation.	Assessment Manager
<b>34. Variation of Authorisation (Section 128)</b>		
34.1	The power pursuant to Regulation 65(1) of the General Regulations to, for the purposes of Section 128(2)(b) of the PDI Act, if a person requests the variation of a development authorisation previously given under the Act (including by seeking the variation of a condition imposed with respect to the development authorisation) to form the opinion and be satisfied that the variation is minor in nature, and approve the variation.	Assessment Manager
<b>35. Advice from Commission</b>		
35.1	The power pursuant to Regulation 76(2) of the General Regulations, if a report is not received from the Commission within 20 business days from the day on which the application is lodged under Regulation 29 of the General Regulations or within such longer period as the Commission may require by notice to the relevant authority, to presume that the Commission does not desire to make a report.	Assessment Manager
<b>36. Underground Mains Area</b>		
36.1	The power pursuant to Regulation 78(3) of the General Regulations, if an application relates to a proposed development that involves the division of land within, or partly within, an underground mains	Assessment Manager

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	area (even if the area is declared as such after the application is lodged with the relevant authority), to require, as a condition on its decision on the application, that any electricity mains be placed underground.	
<b>37. New Dwellings</b>		
37.1	The power pursuant to clause 2(1)(b) of Schedule 6B of the General Regulations to form the belief that the allotment is, or may have been, subject to site contamination as a result of a previous use of the land or a previous activity on the land or in the vicinity of the land, other than a previous use or activity that was for residential purposes.	Assessment Manager
38.		
38.1		
38.2		

**PLANNING, DEVELOPMENT AND INFRASTRUCTURE (FEES, CHARGES AND CONTRIBUTIONS) REGULATIONS 2019**

<b>39. Calculation or Assessment of Fees</b>		
39.1	The power pursuant to Regulation 5(1) of the PDI (Fees, Charges and Contributions) Regulations 2019 (the Fees Regulations) in relation to an application which is duly lodged with the council under a related set of regulations (including via the SA planning portal):	Assessment Manager
39.1.1	to require the applicant to provide such information as the delegate may reasonably require to calculate any fee payable under the Fees Regulations or a related set of regulations; and	
39.1.2	to make any other determination for the purposes of the Fees Regulations or a related set of regulations (even if the assessment panel is not a relevant authority).	
39.2	The power pursuant to Regulation 5(2) of the Fees Regulations, if the delegate is acting under Regulation 5(1) of the Fees Regulations, or as the delegate of a relevant authority, believes that any information provided by an applicant is incomplete or inaccurate, to calculate any fee on the basis of estimates made	Assessment Manager

## 5.2.1 Draft Annual Report of the Council Assessment Panel for 2017/18

	by the delegate.	
39.3	The power pursuant to Regulation 5(3) of the Fees Regulations to, at any time, and despite an earlier calculation or acceptance of an amount in respect of the fee, reassess a fee payable under the Fees Regulations or a related set of regulations.	Assessment Manager
40.	<b>Waiver or Refund of Fee</b>	
40.1	The power pursuant to Regulation 7 of the Fees Regulations to, as the delegate considers appropriate to do so:	General Manager City Development
40.1.1	waive the payment of the fee, or the payment of part of the fee; or	
40.1.2	refund the whole or a part of the fee.	
	<b>PLANNING AND DESIGN CODE</b>	
41.	<b>Procedural Matter</b>	
41.1	The power pursuant to and in accordance with the Planning and Design Code ( <b>the PD Code</b> ) to form the opinion development is of a minor nature only and will not unreasonably impact on the owners or occupiers of land in the locality of the site of the development and therefore is excluded from the operation of Sections 107(3) and (4) of the PDI Act.	Assessment Manager
42.	<b>Procedural Referrals</b>	
42.1	The power pursuant to and in accordance with the PD Code to form the opinion development is minor in nature and would not warrant a referral when considering the purpose of the referral.	Assessment Manager
42.2	The power pursuant to and in accordance with the PD Code to form the opinion and deem:	Assessment Manager
42.2.1	alteration to an existing access or public road junction;	
42.2.2	development that changes the nature of vehicular movements or increases the number or frequency of movements through an existing access,	
	to be minor.	
42.3	The power pursuant to and in accordance with the PD Code to form the opinion an alteration or extension of	Assessment Manager

## 5.2.1 Draft Annual Report of the Council Assessment Panel for 2017/18

	an existing dwelling is minor.	
42.4	The power pursuant to and in accordance with the PD Code to form the opinion development is minor in nature or like for like maintenance and would not warrant a referral when considering the purpose of the referral.	Assessment Manager
43.	<b>Referral Body: Minister Responsible for the Administration of the Aquaculture Act 2001</b>	
43.1	The power pursuant to and in accordance with Part 9.4 of the PD Code to form the opinion that aquaculture development which involves an alteration to an existing or approved development is minor in nature.	Assessment Manager

**STATE PLANNING COMMISSION PRACTICE DIRECTION 3  
(NOTIFICATION OF PERFORMANCE ASSESSED  
DEVELOPMENT APPLICATIONS) 2019**

44.	<b>Responsibility to Undertake Notification</b>	
44.1	The power pursuant to clause 6(4) of the State Planning Commission Practice Direction 3 (Notification of Performance Assessed Development Applications) 2019 (PD3), should the applicant request the relevant authority to place the notice on the land and pay the relevant fee, to (either personally or by engagement of a contractor) give notice of the application to members of the public by notice placed on the relevant land in accordance with Section 107(3)(a)(ii) of the PDI Act.	Assessment Manager
45.	<b>Preparing for Notification</b>	
45.1	The power pursuant to clause 8 of PD3, if the applicant has confirmed they accept responsibility to place a notice on the land as per clause 6(3)(a) of PD3, to, at least 4 business days prior to the commencement of the notification period:	Assessment Manager
45.1.1	give notice of the anticipated commencement date and of the notification period to the applicant; and	
45.1.2	provide the applicant with a copy of the content of the notice to be placed on the relevant land; and	
45.1.3	advise the applicant of the position and number of notice(s) to be erected on the land in accordance with clause 10 of PD3.	

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<b>46. Notice on Land</b>	
46.1 The power pursuant to clause 10(2) of PD3, in relation to clause 10(2) of PD3, to determine the most appropriate position for the notice on the land in order to provide for maximum visibility from a public road, and in cases where the relevant land has more than 1 frontage to a public road, to determine that more than 1 notice must be erected on each of the public road frontages to ensure that notice of the development is reasonably apparent to members of the public.	Assessment Manager

**STATE PLANNING COMMISSION PRACTICE DIRECTION  
(SCHEME TO AVOID CONFLICTING REGIMENS) 2019**

<b>47. Scheme Provisions</b>	
47.1 The power pursuant to clause 5(1) of the State Planning Commission Practice Direction (Scheme to Avoid Conflicting Regimens) 2019 (PD6), to in undertaking a planning assessment or imposing controls, including through the imposition of conditions of planning consent, ensure that such assessment or controls do not conflict or duplicate matters dealt with or addressed under licencing or regulatory regimens under another Act.	Assessment Manager
47.2 The power pursuant to clause 5(3) of PD6 to, where the delegate is uncertain whether a matter conflicts with, or duplicates a matter dealt with under a licencing or regulatory regime under another Act, to seek the advice of that authority or agency.	Assessment Manager

**SITE PLANNING COMMISSION PRACTICE DIRECTION 14 SITE CONTAMINATION  
ASSESSMENT 2021**

<b>48. Change of Use Where Remediation is Required After the Issue of Planning Consent – Section 127(1)(b) of Act</b>	
48.1 The power pursuant to clause 12 of the State Planning Commission Practice Direction (Site Contamination Assessment) 2021 (PD14) to be satisfied that a site is suitable for its intended use subject to remediation being undertaken and to issue a planning consent without the remediation work having been carried out, subject to Condition A, B or C in PD14 as relevant.	Assessment Manager
<b>49. Land Division Where Remediation is Required After the Issue of Planning Consent – Section 127(1)(b) of Act</b>	

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49.1	<p>The power pursuant to clause 13 of PD14 to be satisfied in relation to proposed land division that a site is suitable for its intended use subject to remediation being undertaken and to issue a planning consent without the remediation work having been carried out subject to the consent being subject to the following condition:</p> <p><i>A land division certificate under Section 138 of the Planning, Development and Infrastructure Act 2016 must not be issued until a statement of site suitability is issued certifying that the required remediation has been undertaken and the land is suitable for the proposed use.</i></p>	Assessment Manager
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## SITE PLANNING COMMISSION PRACTICE DIRECTION 16 URBAN TREE CANOPY OFF-SET SCHEME

50.	<b>Reserved Matter</b>	
50.1	<p>The power pursuant to clause 6(2) of State Planning Commission Practice Direction 16 Urban Tree Canopy Off-set Scheme (PD16) to where an applicant has elected to reserve consideration of the DTS/DPF Policy in the Overlay, as provided for in the Code and under Section 102(4) of the PDI Act, to require the applicant to provide documents which are considered by the delegate as sufficient to confirm whether the relevant development site includes a Designated Soil Type.</p>	Assessment Manager
51.	<b>Process for Payments to the Fund</b>	
51.1	<p>The power pursuant to clause 7 of PD16 where an applicant has elected to make a payment into the Fund, in lieu of planting a tree (or trees) as provided in the DTS/DPF Policy in the Overlay, to verify the payment as being correct in accordance with the Scheme, prior to the granting of development authorisation under the PDI Act.</p>	Assessment Manager
52.	<b>Development within Council Fund Designated Areas</b>	

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52.1	The power pursuant to clause 8(3) of PD16, where a development application relates to a site which is located both within a Council Fund Designated Area and within the Overlay to impose a condition requiring payment into a Council Fund, irrespective of an election by the applicant to plant a tree or make a payment into the Fund as provided under the Scheme.	Assessment Manager
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## URBAN TREE CANOPY OFF-SET SCHEME

53.	<b>Payment into Fund</b>	
53.1	The power pursuant to clause 6(4) of the Urban Tree Canopy Off-set Scheme (UTCOS) where an applicant has elected to make a contribution to the fund under this scheme to impose a condition on the relevant development authorisation for planning consent requiring that payment of the amount specified in clause 6(1) of the UTCOS be made into the fund before the issue of development approval for the subject development application.	Assessment Manager

## 5.2.1 Draft Annual Report of the Council Assessment Panel for 2017/18

**SCHEDULE OF CONDITIONS**

**CONDITIONS OR LIMITATIONS  
APPLICABLE TO DELEGATIONS  
CONTAINED IN THIS INSTRUMENT**

ii

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
3.1.1.1	<p>The delegation to the Assessment Manager of the power to grant or refuse planning consent pursuant to Section 102(1)(a) of the Act is limited to applications in relation to which one or more of the following apply:</p> <ol style="list-style-type: none"> <li>2. No valid representations are received;</li> <li>3. All valid representations are withdrawn;</li> <li>4. No representor who has lodged a valid representation wishes to be heard;</li> <li>5. A deemed consent notice has been served on the Panel under Section 125(2) of the Act.</li> </ol> <p>The delegation to the General Manager City Development of the power to grant or refuse planning consent pursuant to Section 102(1)(a) of the Act is limited to applications for which the applicant has not agreed to extend the statutory timeframe within which the Panel must determine the development application pursuant to Regulation 53 of the Regulations, and that timeframe will expire before the next meeting of the Panel is scheduled to occur.</p>
11.1	<p>The delegation of the power to apply to the Court for an order quashing the consent pursuant to Section 125(6) of the Act is limited to where the time within which the application must be made (being one month after the deemed planning consent is taken to have been granted) will expire before:</p> <ol style="list-style-type: none"> <li>1. The next meeting of the Panel is scheduled to occur; or</li> <li>2. A special meeting of the Panel is able to be convened in accordance with the Panel's General Operating Procedures.</li> </ol>
40.1	<p>Prior to exercising the power to waive or refund a fee pursuant to Regulation 7 of the Fee Regulations, the delegate shall have regard to any policy adopted by the Chief Executive Officer of Council.</p>

**ATTACHMENT 2: APPLICATIONS CONSIDERED JULY 2020 - JUNE 2021**

Meeting Date	Application Number	Address	Proposal Description	Category	Decision	Representors / No. verbal
25-Aug-2020	361/1880/2018/3B	6 EW Pitts Avenue, Cavan	Amend operating hours to 24 hours and construct acoustic barrier of 6m high in association with existing road transport terminal	3	Approved with conditions	Received – 9 Heard – 2
22-Sep-2020	361/1033/2020/NB	254 Kings Road, Paralowie	Change of use from child care centre to office (health and welfare services) and community support facility (non-complying)	3	Approved with conditions	Received – 6 Heard – 2
	361/1923/2018/3B	105-109 Park Terrace, Salisbury	Demolition and replacement of existing retail fuel outlet comprising new control building, fuel canopy and petrol bowsers, car wash, vacuum bays, pylon sign, underground fuel tanks, modified car parking and access arrangements, landscaping, removal of two Regulated Trees and combined retaining walls and fencing exceeding 2.1m	3	Approved with conditions	Received – 3 Heard – 2
27-Oct-2020	361/870/2020/2A	1 Yarra Crescent, Ingle Farm	Two (2) two storey dwellings, masonry and timber front fence (1.2m high) and combined boundary retaining wall and fence (greater than 2.1m)	2	Approved with conditions	Received – 4 Heard – 2
	361/301/2020/NB	33 McIntyre Road, 34 Peacock Road, Para Hills West	Two storey addition to existing medical centre and expansion of car park onto 14 Peacock Road (non-complying)	3	Approved with conditions	Received – 2 Heard – 0
27-Jan-2021	361/778/2020	859-885 Port Wakefield Road, Bolivar	24 hour fast food restaurant with associated drive through, signage (including one (1) twelve (12) metre high freestanding illuminated pylon sign), car parking, service areas and landscaping (non-complying)	3	Approved with conditions	Received – 0 Heard – 0
23-Feb-2021	361/2133/2020/3B	152-154 Bridge Road, Pooraka	Demolition of all existing structures and construction of a child care centre with associated shade structures, retaining walls and fencing (including acoustic barriers), one (1) freestanding sign (3.6 metres high) and facade signage, access and egress via Bridge Road, car parking and landscaping	3	Approved with conditions	Received – 2 Heard – 1
23-Mar-2021	361/2471/2020	138-142 Ryans Road and 144 Ryans Road, Green Fields	Cemetery in association with existing place of worship (including burial preparation building, maintenance shed, front fence and associated driveway and landscaping)	3	Approved with conditions	Received – 3 Heard – 3
28-Apr-2021	361/2556/2020/2A	Unit 1 / 40 Jenkins Drive, Salisbury Park	Two storey dwelling	2	Approved with conditions	Received – 6 Heard – 3
29-Jun-2021	361/1440/2020/2B	16 & 17 Deuter Road, Burton	Change of use to industry (Waste Recovery Facility) comprising two (2) industrial buildings, two-storey office, one (1) freestanding canopy, storage and sorting areas, access and egress via Port Wakefield Road, staff access and egress via Deuter Road,	2	Approved with conditions	Received – 7 Heard – 5

Meeting Date	Application Number	Address	Proposal Description	Category	Decision	Representors / No. verbal
			manoeuvring areas, car parking areas, weighbridge, water and fuel storage tanks, internal and perimeter fencing (including acoustic barriers), landscaping, building facade signage, two (2) freestanding LED advertising displays (8 metre high), and removal of sixteen (16) Regulated Trees and six Significant Trees – to be undertaken in three (3) stages.			
	361/249/2021/28	483 Waterloo Corner Road, Burton	Integrated Service Station complex comprising fuel pumping bays, two fuel canopies, three underground fuel tanks, associated 240 square metre shop / control building, internally illuminated facade and canopy signage, together with an 8-metre-high internally illuminated freestanding sign, associated service yard, carparking, fencing, landscaping and the removal of two (2) regulated trees on road reserve.	2	Approved with conditions	Received – 1 Heard – 1



**ITEM** 1.2.2**POLICY AND PLANNING COMMITTEE****DATE** 18 October 2021**HEADING** Tourism - Ongoing Visitation & Activation Report**AUTHOR** Julie Kushnir, Manager Community Experience & Relationships, Business Excellence**CITY PLAN LINKS** 1.1 Our City is attractive and well maintained  
1.2 The health and wellbeing of our community is a priority  
3.1 Salisbury's businesses are successful and part of our community**SUMMARY** This report summarises the Visitation & Activation (Tourism) workshop recently held and facilitated by external consultant (Kiikstart) and provides a precis of their subsequent Report.**RECOMMENDATION**That Council:

1. Notes the proposed 6 Month Action Plan which includes the development of themed itineraries across the following areas:
  - a. History and heritage experiences
  - b. Culture, Art and Creative experiences
  - c. Food experiences
  - d. Nature experiences
  - e. Fitness, health and wellbeing experiencesNotes that the initial 6 month approach establishes the foundation of the City of Salisbury's future Visitation & Activation activities.
2. Notes that a further report will be brought back to Council to consider future initiatives identified in The City of Salisbury Visitor Experience 2021 report

**ATTACHMENTS**

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

1. Workshop Attendees
2. Preliminary and Actual Survey Questions
3. The City of Salisbury Visitor Experience 2021

**1. BACKGROUND**

- 1.1 Following the winding up of the Tourism & Visitor Sub Committee in late 2020, it was resolved at the Policy and Planning Committee of 21 December 2020, that a report be provided following the stakeholder group workshops which were to take place in the ensuing months, and that those findings be used to formulate a Draft Visitation Strategy.

- 1.2 The stakeholder group workshops were delayed in the early months of 2021 due to COVID-19 impacts regarding sizes of gatherings, and room capacity numbers. The workshop was staged in early June 2021, complete with a visit and investigative tour of the region by the external consultant engaged to conduct the workshops and develop the ongoing recommendations (Ms. Ali Uren of Kiikstart Pty Ltd).
  - 1.2.1 The stakeholder group workshops attracted approximately 20 attendees and stimulated much positive discussion and creative thought for invigorating a City of Salisbury's Visitation & Activation Strategy, and a number of new contacts and collaborations were established amongst our local tourism and business networks.
  - 1.2.2 Attendees were broken into groups of on average 3-4 participants, and were posed a range of questions (prior to the session) and again at the workshop for group discussion. A copy of the questions is included in Attachment 2.
  - 1.2.3 In addition to the attendees on the night of the workshop, the consultant engaged one-on-one with a number of our local politicians personally for their input, which proved insightful,  
  
They were: The Hon. John Dawkins MLC, Blair Boyer MP and the Hon Zoe Bettison MP.  
  
The consultant also engaged separately with Mr. Frank Wanganeen, as a representative of the local Kaurna community.
  - 1.2.4 Also in attendance was Mr Shaun De Bruyn, CEO of the Tourism Industry Council of South Australia who provided an overview of the impacts of the pandemic on the industry and participated in the workshop overall.

## 2. CONSULTATION / COMMUNICATION

- 2.1 Internal
  - 2.1.1 Various internal staff members, General Managers and Divisional Managers in addition to the CEO.
- 2.2 External
  - 2.2.1 Workshop attendees (as seen in the attached list)

## 3. REPORT

- 3.1 Findings from the Visitation & Activation workshop were compiled into a report which appears in Attachment 3.
- 3.2 During the planning and investigative stage of this project, and indeed during the workshops themselves, it became exceedingly evident that the Discover Salisbury platform was the suitable vehicle to promote visitation attractions within the City of Salisbury.
  - 3.2.1 The Discover Salisbury platform has already had a degree of focus and enhancements made to it in recent upgrades.

- 3.2.2 Our workshop attendees were increasingly discussing the potential of developing a range of downloadable tours to be housed on our website and the Discover Salisbury platform, be they walking, historic, cycling, art based, and self-guided passive and/or active pursuits (such as cross country BMX riding, crabbing at St Kilda, or gentle walking trails).
- 3.2.3 It was then identified that a number of downloadable self-guided tours would be the most achievable addition to our Visitation & Activation activities. It is anticipated that these tours can be accommodated in the short term (ie initial 6 months) with the recently approved carried forward funds of \$20,000 (subject to further research and final quotations).
- 3.2.4 The delivery of the final report from Kiikstart (Attachment 3) presents a staged approach for the coming months and beyond.

**FIRST 6 MONTHS – ACTION PLAN** (achieved via Carried Forward Funds)

The concepts identified in the report for the initial 6 month period will form the foundation of the ongoing City of Salisbury Visitation & Activation Action Plan.

It has been identified that the sum of \$20,000 from recent Carried Forward funding approvals will be able to accommodate the identification and design of a small tranche of themed itineraries that visitors can access within the Discover Salisbury website, together with downloadable maps.

It is suggested these be themed as follows:

- History and heritage experiences
  - Culture, Art and Creative experiences
- (noting that any Kaurna themes which may be included in the categories of heritage, history and/or culture, need to be presented to the Reconciliation Action Plan Group for support, review and endorsement and as such, would unlikely be achieved within the initial 6 month period)
- Food experiences
  - Nature experiences
  - Fitness, health and wellbeing experiences

**Target Audience:**

In keeping with the concept of developing a range of “self-guided” downloadable tours, the report identifies our immediate target markets, initially as:

- Residents and visiting family and friends
- Residents in neighbouring suburbs
- Visitors from Adelaide metro region
- Family with young children

- Multicultural communities within and outside of the City of Salisbury
- Nature and fitness lovers, both individuals and those that are members of groups and associations
- History and special interest groups

Additionally the report highlights a number of focus areas for the initial 6 months. They are identified as:

- Defining the visitor economy parameters – ie the role of Council
- Create and leverage Discover Salisbury Business Ambassadors
- Establish innovative ongoing relationships with key businesses
- Create a connection between Discover Salisbury, the Polaris Centre and the Northern Business Breakfast (networking group) to drive connections and relationships.

#### 4. FUTURE FUNDING, VISITATION & ACTIVATION EFFORTS

- 4.1.1 The cessation of the Tourism & Visitor Sub Committee in late 2020 marked the ending of the funding allocations for activities in this sector.
- 4.1.2 It should be noted that the intent of the previous City of Salisbury Tourism & Visitor Strategy (2016-2021) remains valid and continues to provide strong linkages to the City Plan 2035.
- 4.1.3 In order for the development and deployment of a City of Salisbury Visitation & Activation Action Plan beyond the initial 6 months, a review of identified actions needs to occur and any supporting funding will need to be considered through the annual budget process.
- 4.1.4 The report in Attachment 3 identifies a number of suggestions and concepts to be explored, but the report does not address any cost estimations.
- 4.1.5 **VISITATION & ACTIVATION - ACTION PLAN**

Recommendations to be further considered for months 7 - 12:

- Ongoing development of downloadable itineraries and supporting social media promotion
- Discover Salisbury Platform to be more visible to the community and visitors
- Maximise the human connection (Ambassadors and endorsements)
- Build partnerships with the best fit
- Leverage Visitor Connections made at Community Fun Days
- Create a network of community ambassadors
- Showcase Youth – Get out in the community

- Create a network to promote Discover Salisbury across community centres (noting that integration with management of community centres and their commitment is vital)
- Identify new ways for businesses to engage with Discover Salisbury
- Design & deliver seasonal, time limited experiences via Discover Salisbury
- Create a simple calendar of seasonal experiences
- Tell stories of the local Kaurna Communities – Living Culture
- Curating a flagship tour/experience with Kaurna Leaders

Recommendations for months 13 - 18:

- Develop Greenfields – As a living cultural experience
- Maximise existing assets, get smarter
- Create interest through art
- Drive visitation to Tapa Maranthi Yala Bike Trails, via art
- Make it easy to maximise time in region via interactive signage
- Develop “themed” itineraries, bringing customer experience, visitation, local business (food & beverage) together
- Highlight items of significance – designed for the curious
- Wayfinding signage & connection back into Discover Salisbury
- Maximise and promote opportunities of the Little Para Golf Course
- Cross link experiences & council assets

Recommendations for months 19 - 24: (via future Budget Bids)

- Maximise the new Salisbury Aquatic Centre experience (in line with its construction delivery)
- Further evolve the Little Para Experience (in total) in line with the Aquatic Centre delivery
- Evolve the St Kilda Experience, stay longer, explore more
- Make better use of signage based on how we want our visitors to explore
- Design a connected St Kilda experience
- Showcase emerging food and drink offerings – key events

4.1.6 Longer term recommendations in the report for the period beyond two years can be best and more broadly summarised as:

- Designing and delivering a Discover Salisbury Yellow Brick Road style App which is also able to double as a digital guidebook

- Establish City of Salisbury as a place of living classrooms – where students and businesses come to learn and be inspired
- This will require new experiences and products to be designed from school students through to the business and corporate market, in turn complementing support for STEM subjects across our education sector
- Work on targeting large corporations as part of the event and conference market within relevant industries such as technology and defence.

## **5. CONCLUSION / PROPOSAL**

- 5.1 In conclusion, it is recommended that the suggestions in the report be supported as best as is practical, noting that a small amount of the downloadable “self-guided” tours can be accommodated in the carried forward budget, FY 2021-22.
- 5.2 Further consideration will be required on other recommendations within the attached report and once supported funding arrangements can be considered in future budget processes.
- 5.3 It is interesting to note that many of the concepts recommended in the report (Attachment 3) align with the overall strategic direction being considered for the development of the area west of Port Wakefield Road. The importance of the area’s coastal attractions, biodiversity and future sustainable practices as the area is developed, will deliver a range of impressive concepts and assets that serve many sustainable purposes – Environmental, Economic and Social. It is within the Social Sustainability sector that many of Kiikstart’s recommendations may be realised, by further enhancing the City’s recreation, education and research agendas.
- 5.4 A further report will be brought back to Council to consider further initiatives identified to be beyond the initial 6 months.

## WORKSHOP, 1 June 2021

GUESTS			
Ali	Uren	Founder/Director - facilitator of workshop	Kilstart
Shaun	De Bruyn	Chief Executive Officer	The Tourism Industry Council of SA (TICSA)
Kelvin	Trimper	Board Member	Green Adelaide
Kevin	Collins	President	St Kilda RV Group
Peri	Coleman	Principal	Delta Environmental
Kirsty		Member	Friends of the Adelaide Bird Sanctuary
Jeff	Pinney	Public Relations Officer	National Military Vehicle Museum
Lindsay	Virgo	Chair	St Kilda Tourism & Progress Society
David	Waylon	Executive Officer	Salisbury Business Association
Elaine	Davies	Cycle Ride Coordinator	Salisbury Cycle Group
Des	Brown	President	Salisbury & District Historical Society
Nicole	Hyde	Business Development Manager (Marketing)	Highway 1 Tourist Park
David	Bochergen	Location Manager	Moyle Salisbury
Peter	Oliver	Accommodation Manager	Mawson Lakes Hotel & Function Centre
Sofina	Le	Chair	Salisbury Youth Council
Frank	Wanganeen	Chairperson, Reconciliation Action Plan Working Group	City of Salisbury
Carly	Farrer	Regional Manager, Metro	Belgrave Leisure
Catherina	Foreman		Belgrave Leisure
Nathan	Hart	Centre Manager, Gardens Rec Centre & Salisbury Rec Precinct	Belgrave Leisure
Micaela	Wagner	Assistant Manager, Ingle Farm Rec Centre	Belgrave Leisure
Dianne	Rothery	Manager	Watershed Café
ELECTED MEMBERS			
Mayor Gillian	Aldridge OAM	Mayor	City of Salisbury
Cr Kyle	Grenfell	Elected Member	City of Salisbury
Cr Peter	Jensen	Elected Member	City of Salisbury
Cr Sarah	Oak	Elected Member	City of Salisbury
Cr Donna	Proleta	Elected Member	City of Salisbury
Cr Julie	Woodman	Elected Member	City of Salisbury
Deputy Mayor Cr Chad	Buchanan JP	Elected Member	City of Salisbury
STAFF			
Craig	Johansen	Team Leader Natural Assets	City of Salisbury
Nathan	Till	Digital Officer	City of Salisbury
Jennifer	Sothman	Digital Communications Officer	City of Salisbury
Helen	Atkins	Team Leader Communications & Marketing	City of Salisbury
Michelle	Daggar	Team Leader Events, Place Activation and Creation	City of Salisbury
Julie	Kushnir	Manager Community Experience & Relationships	City of Salisbury
John	Harry	Chief Executive Officer	City of Salisbury
Charles	Manusoto	General Manager, Business Excellence	City of Salisbury
Jim	Binder	Coordinator- Wellbeing Programs	City of Salisbury
Peter	Jansen	Senior Policy Planner, Economic Development & Urban Policy	City of Salisbury
Paula	Bennet	Economic Development Officer- Industry Development	City of Salisbury



Preliminary email ("save the date invitation")

**DISCOVER SALISBURY - But not as you know it!**

**Do you want to play a role in designing and activating visitation in the City of Salisbury?**

**Are you committed to the future of the region and are curious to explore what can be done differently to attract visitors to the City of Salisbury?**

If so, make sure you are part of the Tuesday 1<sup>st</sup> June (6pm for a 6.30 start through to 9.30pm) workshop facilitated by Ms. Ali Uren of Kiikstart, on behalf of the City of Salisbury.

By playing an active role and contributing your ideas and insights, you will help determine detailed, measurable actions and timeframes that will shape an innovative, forward thinking approach to building visitation and expenditure (tourism dollars) across the City of Salisbury in the next two to three years.

We will talk strategically and creatively to identify how we as a community may increase visitation, the length of stay and tourism spend while in the region.

To make the best use of our time together in the workshop, and deliver the best outcomes for businesses and our community, participants will be asked to undertake some pre-thinking beforehand.

Note these questions will be sent to all registered participants in the weeks prior to the session so you have time to reflect and come well prepared.

The Tuesday 1<sup>st</sup> June workshop has clear outcomes to achieve which include:

- Determining what we want the City of Salisbury to **become** in by demonstrating its capabilities in delivering a community that is progressive, sustainable and connected – with a healthy, forward thinking visitor economy in the next two to three years?
- Identify methods to further build and expand the existing Discover Salisbury platform.
- Identifying what space the City of Salisbury can own when it comes to future visitation and activation across the region.
- Defining the most relevant three to four visitor markets that provide greatest opportunities in the initial two to three year period (ie, day visitation, nature tours, historic tours, the use of QR Codes as a cost efficient option to signage etc)
- Collectively identifying high value ideas that will lead to a thriving, modern visitor economy – one that considers the "now" and indeed the "future".
- Understanding and identifying the gaps, threats and risks that will impact City of Salisbury's potential to deliver on its desired visitor economy brand.

For further information about Ali Uren and Kiikstart, please visit [www.kiikstart.com](http://www.kiikstart.com)

#### **QUESTIONS POSED TO THE WORKSHOP ATTENDANTS**

**JUNE 1, 2021**

What are your high value ideas?

- What is a modern, high value idea that will increase visitation and activate the spaces we have available to us?
- Why did you choose that idea/s?
- What impact can it potentially have on business and community?

Defining what the City of Salisbury can become –

- What do we need the City of Salisbury to become for it to be able to increase the number of visitors each year?
- What does the City of Salisbury need to be for visitors to want to stay longer, disperse amongst the space even more so?

Identifying the ideal visitor –

- Describe the ideal visitor to the City of Salisbury?

Gaps, threats, risks and the potential solutions –

- What are the major skill gaps, threats and risks that will impact the City of Salisbury's potential to drive visitation and activate spaces?
- What are the potential solutions to the identified skill gap and threats?



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## Foreword >

*Visitors are important to the City of Salisbury; to our businesses and the general community. The definition of a "visitor" can be very broad and includes the traditional "tourist" (visiting for holiday or leisure and staying in the region), people visiting a local business or local residents visiting a part of the area they don't normally go to.*

Since the onset of the pandemic, intra-state and more local based "adventures" and opportunities to capitalise on visitation have vastly increased.

The City of Salisbury stages many high quality family and cultural events, which our local community enjoys. Our local community is also likely to be highly aware of the trails, walks, paths, parks and reserves in their area. But these beautiful natural attractions and quality events have a far greater opportunity to invite and welcome neighbours from metropolitan Adelaide suburbs, and other regional areas to our City to enjoy and experience.

There are already many businesses in the City of Salisbury that are involved in some way with what we refer to as the "visitor economy". From hotels, motels and caravan parks to supermarkets, petrol stations, cafes and restaurants, increased visitation to our City and spending money in our region can only be of benefit to all.

This document, which identifies ways to re-design the visitor economy and experience in the City of Salisbury aligns with the City Plan 2035 Structure, ie. It is committed to the vision for Salisbury to be a "progressive, sustainable and connected community" via three directions that capture the social, environmental and economic influences on Salisbury, and a foundation direction that addresses factors within Salisbury Council itself.



## Executive Summary >

Ostensibly the goals of the previous 2016-2021 Tourism & Visitor Strategy remain consistent today:

- To align with the City Plan 2035.
- To identify necessary leadership and vision to achieve growth in the sector.
- To provide an exciting opportunity to further develop and share Salisbury's Story.
- To continue to promote awareness of visitor experiences.
- To develop new experiences.

The previous Tourism & Visitor Strategy unfortunately did not gain the momentum it had hoped for in building a formal network of tourism and visitor oriented businesses in the area, and there still remains a lack of connectedness between attractions and experiences.

In developing the new strategy, local industry and community members were invited to participate in a workshop, held in early June 2021, where a sense of "connectedness" between providers and the community appeared to be reignited. The new Strategy endeavours to further flesh out the many "hidden secrets" alluded to in the previous strategy, identifying practical and tactical approaches to achieve that.

## Background >

Following the cessation of the Tourism & Visitor Sub Committee in late 2020, the Policy & Planning Committee of 14 December 2020 was presented with the 2016-2021 Tourism & Visitor Strategy summary. The objectives of the 2016-2021 strategy were reported on, and in the main, delivered.

In that document, a number of areas where the City of Salisbury already supports the local visitor economy were identified, which still ring true today:

- Providing visitor related infrastructure; including community spaces, facilities and services that enhance the visitor experience and the safety of residents and visitors.
- Investment, management and maintenance of visitor assets including walking trails, wetlands, recreation parks, John Harvey Gallery (now the John Harvey Community Hall) and St. Kilda Adventure Playground.
- Supporting environmental practices and conservation projects including water management, wetlands and nature trails.
- Creating and supporting festivals, events and cultural programs.
- Fostering and building stakeholder partnerships at local, metropolitan Adelaide and state level to support tourism development.
- Providing direct assistance to businesses via The Polar's Business & Innovation Centre.
- Providing planning frameworks that support visitor attraction; development and planning advice and approval of development applications.
- Promoting the benefits of tourism and visitors to industry and the community (via the Discover Salisbury platform which has had an overhaul in 2021).

### *More specifically >*

Whilst the vast majority of the Tourism & Visitor Strategy 2016-2021 was delivered, it had lost momentum and connection with stakeholders. It was identified that the City of Salisbury investigate a suitable approach for a relatively short time period (up to 3 years) where some traction could be more easily realised.

Identified Goals:

- Reinvigorate interest amongst local stakeholders.
- Identify their views/suggestions (via a workshop).
- Engage a consultant to review and devise strategic suggestions.
- Identify a range of attractions and/or activities to increase visitation, length of stay and spend.
- Maximise Council's return on investment in tourism infrastructure and events.
- Identify activations to reinvigorate regions and precincts, in line with the Capital Works program.

The City of Salisbury remains passionate about preserving our environment, honouring and celebrating our people and cultures, and driving sustainable economic growth. Growing our visitor economy through visitation brings together those aims.

### *How the strategy was developed >*

As was the case for the previous strategy, an external consultant was again engaged in 2021 to develop an approach which included the facilitation of an extensive workshop, site visitation, one-on-one interviews with local politicians and consultation with members of cultural groups. Klikstart was engaged to deliver this work.

The workshop consisted of approximately 20 participants from the sector plus a number of staff and Elected Members, who all contributed actively and creatively to the questions posed.

The Tourism Industry Council of South Australia was also involved in the workshop, with CEO Shaun de Bruyn participating.

Klikstart, has compiled all the feedback from the workshop, interviews and the visit to the region into the attached report.

## Phases – In summary >

### 1) Workshop held.

- 20 participants, sector members, staff and Elected Members.
- June 1, 2021.
- Identified potential actions for City of Salisbury and relevant platforms for promotion.

### 2) First 2 Years – focus on:

- Applying appropriate resources to the project (staff and financial).
- Residents and visiting family and friends.
- Residents in neighbouring suburbs.
- Visitors from Adelaide metropolitan area.
- Families with young children.
- Multicultural communities within and outside of the City of Salisbury.
- Nature and fitness lovers – both individuals and those that are members of associations.
- History and special interest groups.

### 3) Longer Term, 2 – 3 years and beyond, focus on:

- School students – primary and high school – advocates and influencers in their families and friends.
- University Students.
- Businesses wanting to innovate and learn from those in key industries.
- Business visitors – those staying in the region for an extended period while working on a project i.e., defence.

## Stages – In summary >

### 1) Now – first 6 months.

- Identify and address resources.
- Define high value visitor servicing.
- Define visitor economy parameters, the role of Council.
- Deliver resources for a stronger social media presence.
- Identify first tranche of suitable itineraries, and develop content, downloadable maps, apps etc.
- Create and leverage Discover Salisbury Business Ambassadors.
- Establish innovative ongoing relationships with key businesses.
- Create a connection between Discover Salisbury, the Polaris Centre and the Northern Business Breakfast to drive connections & relationships.

## 2) Following 7 – 12 months

- Make Discover Salisbury more visible to the community and visitors.
- Bring the platform to the people campaign.
- Maximising the human connection.
- Hand-making Visitor experiences – design & deliver a series of itineraries.
- Building partnerships with the best fit.
- Purpose of collaborations.
- Leverage Visitor Connections made at Community Fun Days.
- Create a network of community ambassadors.
- Showcasing Youth – Out in the community.
- Create a network to promote Discover Salisbury across community centres.
- New ways for businesses to engage with Discover Salisbury.
- Design & deliver seasonal, time limited experiences via Discover Salisbury.
- Create a simple calendar of seasonal experiences.
- What do you want to see and experience across the City of Salisbury.
- Telling the stories of the local Kaurna Communities – Living Culture.
- Curating a flagship tour/experience with Kaurna Leaders.

## 3) 12 – 18 months

- Greenfields – A living cultural experience.
- Maximising existing assets, smarter.
- Creating interest through art.
- Creating a digital marketplace.
- Driving visitation to Tapa Marlinthi Yala Bike Trails, through art.
- Making it easy to maximise time in region via Interactive signage.
- Develop “themed” itineraries, bringing customer experience, visitation, local business (food & beverage) together.
- Highlight items of significance – designed for the curious.
- Wayfinding signage & connection back into Discover Salisbury.
- Maximise Little Para Golf Course.
- Cross linking experiences & Council assets.
- Promoting the Little Para Experience.

## 4) 18 months – 2 years+

- Evolve the Little Para Experience.
- Maximise the new Salisbury Aquatic Centre experience.
- Evolve the St Kilda Experience, stay longer, explore more.
- Making better use of signage based on how we want our visitors to explore.
- Designing a connected St Kilda experience.
- Showcasing emerging food and drink offerings – key events.
- Crabbing in St. Kilda – Cooking up your catch.

## Introduction

### *Kumaninthe – Kurna meaning for .... becoming one >*

*This project is about increasing visitation and increasing the activation of places and spaces within the City of Salisbury.*

*It is not about tourism as you may have known it in the past.*

The scope and intent of this project is not just focused on tourism often referred to as accommodation and leisure, but instead on the visitor economy and the key role it plays in activating spaces and communities. While also creating business growth.

*Tourism can have a narrow focus – the Visitor Economy is modern, more strategic, and broader in its focus. It encompasses the total spaces, people, and businesses a visitor engages with or is exposed to.*

*We are focusing on not only building the financial prosperity of a region but all the social and community opportunities that come from a targeted, smart approach to activation and visitation.*

The report provides the recommendations and actions needed to increase visitation to the City of Salisbury in a way that challenges beliefs and changes behaviours of visitors.

This project will provide phased direction around how the City of Salisbury can re-imagine its visitor economy brand, so it encompasses more than tourism and becomes a driver for robust economic development through strategic visitation and activation of current and future assets.

It will focus on the steps and actions required over a two-to-three-year period to deliver the desired outcomes which is ultimately to increase visitation, the length of stay and spend while in the region.

These actions will be smart, forward thinking but also cost-effective respecting Council's investment.

*A key outcome of this project is to, in time, help shape a new perception of the City of Salisbury so that it is one of surprise and encourages key markets to be curious to discover more.*

The project will also ensure that recommendations and opportunities are linked to the City of Salisbury City Plan 2035 to ensure maximum return and community benefit.

### *Linking into other relevant projects*

In designing the recommendations, Klikstart has taken time to review other relevant projects within the City of Salisbury including the yet to be released Placemaking Activation Strategy.

As part of the on-site visit into region late May/early June 2021, Klikstart had the opportunity to meet with City of Salisbury's General Manager City Infrastructure to gain a high-level insight into the role of place making and how it must fit into a renewed visitation activation plan.

#### *Key takeaways and insights from this discussion included:*

- That a successful placemaking strategy is about activating open, green spaces that encourage people to be curious and play and stay more.
- To be able to leverage Council investment into executing placemaking strategies it must work closely with the events and tourism team to ensure smart, innovative marketing and promotion of assets occurs.
- There needs to be a focus on telling the most relevant stories as it relates to increasing visitation within agreed target markets.
- These city stories need to be quirky and unique to encourage people to first visit, make a return visit and be advocates amongst family and friends.

It is key that ideas and opportunities within this report are reflective and supportive of the major placemaking strategy to have maximum impact.

The recommendations contained within this report consider the following two questions, relevant to the overarching placemaking strategy:

- How do we want people to use the spaces?
- How do we activate the spaces?
- How can new ideas connect assets across the region?

These recommendations have also been designed to connect destinations throughout the region in the shape of itineraries and themed experiences that can make it easy for people to plan their time in region.

The end outcome is to ensure people stay longer, spend some money where relevant and become advocates for the region.

When assessing the recommendations within the report it is mindful that it is done so with a wider perspective.

At the heart of the plan is to deliver on the following vision:

*“Salisbury, a progressive, sustainable and connected community.”*

The objectives as reflected on page 25 of the Place making Activation Strategy include:

1. *Development.*  
Enable economic, cultural and social development.
2. *Access.*  
Create safe, accessible and well-connected places.
3. *Community.*  
Facilities provide well designed and located places for the community.
4. *Business.*  
Support a range of employment and business opportunities.
5. *Quality & Sustainability.*  
Ensure high quality environmentally sustainable outcomes.
5. *Service Integration.*  
Align or integrate business services to deliver holistic outcomes.

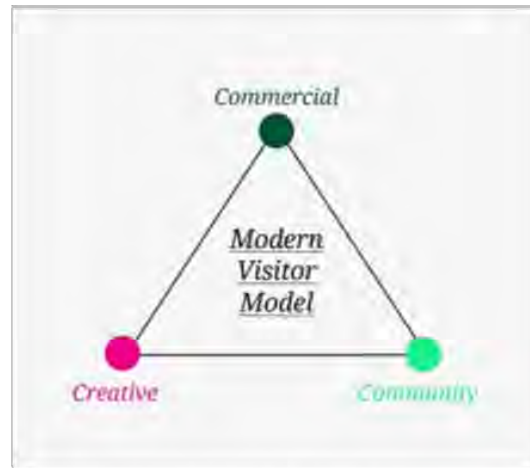
## Report outcomes >

The report will provide the following to decision makers within the City of Salisbury:

- Clear direction and insight into what action needs to be taken to ensure the City of Salisbury can increase visitation and spend in region while minimising waste and inefficiency.  
*Note this work is particularly focused on the next two years.*
- The existing key threats and risks to adopting a contemporary model of visitor servicing and how this can be minimised in all approaches and activity.
- Insight into future, untapped resources required to deliver a growing, modern visitor economy that connects community, both within the City of Salisbury and across Metropolitan Adelaide.
- Identification of new target markets now and into the future and how a re-imagined visitor economy can best serve and in turn capitalise.
- Creating clear actions and recommendations that reinforce and support existing and future infrastructure plans and investment for maximum benefit and impact.

### Clarity around the focus on visitation and activation

The project has been focused on a three-point approach – please refer to the diagram below.



*Image copyright Kilkstart Pty Ltd.*

- **Commercial** – drive business opportunity and economic growth through visitor spend, longer stays in region and increased dispersal throughout the region and its spaces.
- **Creative** – Ideas that become opportunities to showcase the innovation and entrepreneurship across the visitor economy – the creative/artistic talent plus the imagination shown in all business sectors beyond the artistic sector.
- **Community** – Initiatives and actions that engage the community, the visiting family and friends' market and over time change perceptions about what you expect from the City of Salisbury.

*Note there will also be a focus on smart collaborations throughout the report recommendations, ensuring that Council is able to use business to business collaboration as a tool to innovate its visitor economy and experiential offerings.*

## June 2021 workshop topics and associated outcomes >

Part of helping formulate and shape recommendations included the facilitation of a community workshop at the City of Salisbury Community Hub on the 1st of June 2021.

Key areas of facilitation included:

- Getting clarity as to what we want the City of Salisbury to become in terms of a healthy, forward thinking visitor economy in the next two to three years?
- Determining where the City of Salisbury has the greatest opportunity for visitor economy growth – what space can we own when it comes to visitation and activation?
- Defining the most relevant three to four visitor markets that provide greatest opportunities for leveraging in the initial two to three years. Taking on more than this leads to lack of focus and execution.
- Understanding what high value activity is within a thriving, modern visitor economy and what it is not.
- Determining what high value ideas can be that can drive not only tourism but a robust visitor economy for the region.
- Determining and agreeing on the key themes that best represent the ideas that will provide the City of Salisbury with unique points of difference in terms of driving visitation and activating spaces. Leveraging nature based and family friendly experiences as part of a bigger economic development plan.
- Understanding and identifying the gaps, threats and risks that will impact on our ability to reach our full potential on what we want to become as a visitor economy.

From reading the resources and plans supplied, initial gaps include:

- No distinctive visitor economy offering that leverages visitation from residents, visiting family and friends' market and those living across the Adelaide Metropolitan area.
- Absence of a clear plan around building skill and capability within the area of business collaboration.
- No buy in from businesses in terms of the Discover Salisbury destination brand beyond inclusion/appearance in the A5 booklet.
- No formal network of businesses that can establish and help drive an innovative visitor economy – at a higher strategic level.
- No plan for product and experience development within the business community that can really drive economic growth.

### Sharing workshop recommendations with attendees

As part of the workshop Kilikstart collated all attendees' responses from the 1st of June event and this was circulated to the group on behalf of Council's events and tourism team.

By sharing the ideas of the group this allows people to review and add further where they see this of being valuable to the project.

In addition, Kilikstart offered an open-door policy to attendees in the event they wanted to share insights outside of the workshop – this was taken up on several occasions.

### Ideas will shape the identity of the city of Salisbury

It is not so much what we do that matters, or even how we do it but at the core sits what we will become. The actions Council will take will determine what the City of Salisbury *becomes to its community, its businesses, and its visitors.*

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*BE is at the core of what we will be known for/ it will be our visitation reputation.*

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This report specifically focuses on what we want the City of Salisbury to Become – this is what sits at the core of the visitor economy DNA.

And more importantly how Council can get there through a smart, well thought out phased approach that is cost effective, outcome driven and pragmatic.



*Image copyright Kilikstart Pty Ltd with inspiration from Professor Anat Lechner NYU Stern.*

### *What do we need to become as a place – key responses from the workshop*

To be able to invest in the right recommendations it is key that the City of Salisbury can define what type of place it wants to be.

While responses from the June 2021 workshop were diverse, there are key themes that are most relevant to the scope of the project and what can be achieved considering budgets and Council capacity at the current time.

Attendees believe the City of Salisbury with the right actions can become:

- *A place* for people who are curious.
- *A place* that has strong, family presence.
- *A place* that builds local community ownership and participation in visitor economy activities and facilities.
- *A place* that positively challenges and changes people's perceptions.
- *A place* where the local community are the best advocates.
- *A place* where you don't need to play sport to fit in.
- *A place* where you connect with nature in your own unique way.
- *A place* that is modern, different and engaging.
- *A place* that is accessible, safe and inclusive.

Kilkstart envisages that the above can be used across a variety of communication platforms as part of a wider campaign including the following:

- Discover Salisbury website.
- Various social media platforms with a focus on the visual aspects of Instagram.
- Discover Salisbury brochure.
- Discover Salisbury team t-shirts – this is for staff and local Ambassadors as referred to throughout the report.
- Discover Salisbury marquee which would be taken to relevant events across the City of Salisbury and potentially throughout the Adelaide Metropolitan region.

## *Having laser focus on the first markets to target >*

To create simplicity and outcomes, Kilikstart has broken target markets into the initial and longer term.

### *Initial/shorter term focus – the first 2 years:*

- Applying appropriate resources to the project (staff and financial).
- Residents and visiting family and friends.
- Residents in neighbouring suburbs.
- Visitors from Adelaide Metro.
- Families with young children.
- Multicultural communities within and outside of the City of Salisbury.
- Nature and fitness lovers – both individuals and those that are members of associations.
- History and special interest groups.

### *Longer Term focus – 2 to 3 years and beyond*

- School students – primary and high school – advocates and influencers in their families and friends.
- University Students.
- Businesses wanting to innovate and learn from those in key industries.
- Business visitors – those staying in the region for an extended period while working on a project i.e., defence.

## *Identifying where the opportunities are for the greatest impact – the initial focus*

As there will always be a limitation on what can be achieved at any one time due to finances, staff and infrastructure, it is key that actions are classified into a series of stages.

Broadly speaking, and explained in more detail in the report actions have been broken into stages and are defined as:

### *From “now” through the First 2 Years:*

- Delivering new ways to increase awareness of the Discover Salisbury brand experience and visitation to the Discover Salisbury website to encourage visitation both within City of Salisbury itself, but also across metropolitan Adelaide.
- Appointing responsibility and management of the Tourism & Visitation function to a new position, suggested as a Level 6, Manager Visitor Economy & Innovation (suggested title) and an overview of a typical Position Description is provided within the report (page 19).

- This is key to reaching and driving new engagement from visitors beyond the City of Salisbury and will focus on a Discover Salisbury experience that is mobile within the region and across metropolitan Adelaide.
- Leveraging natural assets including bikes and hiking trails and parks.
- Improved way finding signage throughout the region and within parks and trails.
- Targeting groups, associations and individuals with a focus on nature-based tourism – including riding, running, walking, photography and bird watching.
- Developing new collaborations between the Discover Salisbury Platforms and local businesses – established and emerging entrepreneurs and start-ups that drive visitation and spend across the region.

This includes creating a team of *Discover Salisbury Business and Community Ambassadors*.

- Designing a range of themed, suggestive itineraries visitors can access within Discover Salisbury – recommended to be accompanied by downloadable trail and maps.

It is suggested these will be themed as follows:

- Food experiences.
- Culture, Art and Creative experiences.
- Nature experiences.
- Fitness, health and wellbeing experiences.
- History and heritage experiences.
- Designing a range of new, downloadable maps for riding, hiking and picnicking – “choose your own adventure”. These are clearly themed and for a specific type of visitor and utilise the Discover Salisbury platform.
- These maps would also include hills to coast or wetlands and link back into placing the region as nature's playground.
- Create new ways for business to be involved with Discover Salisbury through seasonal offerings and invitations to residents and visitors.
- Establish wider, more strategic ways to reach families and existing residents. This will include promotion within the South Aussie with Cosi television program on Channel 9 and other platforms (often social media) popular with families, especially young mothers.
- Utilising digital towers and other Council owned property.
- Seeing what promotional opportunities exist with organisations who have the type of markets that are also our ideal visitor.

This may include advertising but could also extend to site visits, attendance at community events, Q & A with key people in the City of Salisbury and other PR and collaborative opportunities including events with one another.

*Note many of these organisations also have regular newsletters and indeed their own social platforms that communicate with their members which also provide additional opportunities for Council to promote the Discover Salisbury offering.*

This can include:

- Kids in Adelaide.
- Play and Go Adelaide.
- Kiddo Mag.
- Steppingstone Child Care Centres.
- SA Community – links to all Multicultural Community Groups and events across SA including music events.
- SA Community – links to community fitness groups including over 50 groups.
- Progressive providers within senior citizen servicing – those that offer fitness classes such as ECH and ACH and are looking for nature/outdoor options including walking, riding, playing golf.
- South Aussie with Cosl.
- Glam Adelaide.
- Bicycle SA.
- Bicycle Network – national with over 50,000 members.
- South Australian Recreational Cycling Club.
- Skinny Lattes Cycling Club.
- Hiking SA.
- Walking SA.
- South Australian Photographic Federation – all metro clubs.

## 2 years and beyond

The ideas below give Council an initial idea of what actions and opportunities are possible once the strategies in the first two years have been successfully executed.

*Note due to the scope of the report, the uncertainty around future dedicated budgets to visitation and activation, the recommendations below are not addressed in any more detail.*

*These recommendations include:*

- Designing and delivering a Discover Salisbury yellow brick road app which is also able to double as a digital guidebook.
- Establish City of Salisbury as a place of living classrooms – where students and businesses come to learn and be inspired.
- This will require new experiences and products to be designed from school students through to the business and corporate market.
- Work on targeting large corporations, both locally, nationally and internationally as part of the event and conference market within relevant technology and defence industries – dependant on the COVID-19 situation.

## STAGE 1 *Executing the strategic recommendations – the plan >*

### STAGE 1

*Identifying required resources – where the focus needs to be in the first 6 months*

#### *Commitment to and investment in a Manager of Visitor Economy & Innovation*

At present and following the disbanding of the Tourism & Visitor Sub Committee late 2020, traction in building a visitor economy has been all but non-existent.

Apart from an update to the Discover Salisbury website platform, and some social media promotion of same, there has not been any activation into the visitor economy.

At present there appears to be only one member of staff with a tourism and visitor economy focus, the Manager Community Experience and Relationships. This is not adequate in the event Council truly wants to execute recommendations within this report and reach its potential as a modern, innovative visitor economy.

This newly created role would be designed to bring a new level of expertise and skill to drive visitor servicing overall into the future so the City of Salisbury can maximise its social and economic opportunities.

The Manager of Visitor Economy & Innovation would work with the Events and Communications teams to leverage the opportunities in the region and plan and execute opportunities such as those outlined within this report.

It is recommended that while this role has a strategic focus, there will be a need for the person to also be responsible for tactical executions "on ground" – such as building industry connections, creating new innovations in collaboration with the Events and Communications teams and manage the execution of same.

#### *Recommended key responsibilities within the role would include:*

- Working with Council and relevant experts to have input and help execute relevant business plans including this report.
- Being proactive in identifying and curating strategic partnerships with industry and business across relevant sectors.
- Working with Events and Communications teams within Council and beyond in being proactive identifying and implementing new product and/or experience revenue streams.

- Collaborating with the Communications Team to develop new ways to engage established business leaders and emerging Entrepreneurs with the Discover Salisbury platform.
- Planning and undertaking the recruitment of business and youth ambassadors.
- Designing and undertaking learning and development for community Discover Salisbury ambassadors.
- Representing Council on relevant boards and committees and being able to drive opportunities and new ideas resulting from involvement.
- Providing high level updates to Elected Members as required.
- Planning and conducting monthly ambassador meetings and allocating actions based on experience and skill set.
- Keeping across innovation and industry trends to ensure service model and offerings are relevant, up to date and economically viable.
- Actively collaborating with events, arts, and culture staff to deliver new innovative ways of promoting and selling regional offerings.
- Development of all itineraries, tours and experiences, including content development and all supporting collateral and technologies, (social media, web, Apps).

### *Defining High Value Visitor Servicing – The Discover Salisbury Promise*

*Kumaninithi, Kaurua for "Becoming One."*

To be able to design and execute a modern visitor experience throughout the City of Salisbury it is essential that there is agreement around what high value output is.

Without this clarity there is little cohesion, a lack of purpose and an inability to generate new ideas and opportunities.

High value work is setting definitions and benchmarks for visitor services delivery and adopts a contemporary, forward-thinking mindset.

While this will vary from region, examples of high value output for local government and the wider visitor servicing model can include:

- Developing relationships with new suppliers or existing suppliers that can lead to creation of new products and services.

- Developing relationships that will help Council position itself as a leader in its unique space/field.
- Creating a distinctive brand that has impact with the identified ideal visitors. This is both within the City of Salisbury and across the wider Adelaide metropolitan region (the base is there, Discover Salisbury).
- Executing action that can lead to long term positive impact on community, industry, and the natural environment.
- Finding deliberate opportunities to revise current workplace practice and innovate new ways of working.
- Creating processes to minimise waste and inefficiencies.
- Using technology to create new experiences that are market led and that drive visitation and spend.
- Being transformational and challenging the expected and normal ways of providing visitor servicing.
- Creative thinking and putting these ideas into place – time dedicated to trial and experimentation.
- Increasing accessibility to services and experiences within existing markets while entering new markets for the first time.

Defining high value visitor servicing will help guide Council in determining its scope in terms of the role it will play moving into the future, from both a community and business perspective.

### *Defined Visitor Economy Parameters – the Future Role of Council*

Unfortunately, Council is working without clear, measurable standards of visitor experience excellence that the entire team, staff, and regional ambassadors can work together to deliver.

Without clear intent there is wastage and inefficiency in terms of resourcing and staff time and expertise.

There must be clear parameters that can be communicated verbally and across various social media channels what the role and purpose of Council is regarding visitor servicing and the overall visitor economy.

Clear parameters will add consistency to the approach Council takes to develop the visitor economy and minimise confusion amongst the wider community as to what is delivered and how it is to be delivered.

### *Managing expectations of Council plus community and business sectors will be key.*

Once these parameters are clearly defined there can be a plan to communicate this story across a variety of methods and platforms including:

- Discover Salisbury Website.
- Council website.
- Relevant social media platforms with a key focus on Instagram and Facebook.
- Updates to community via Council newsletters and publications.
- Updates to industry via email newsletters and publications.
- Billboards throughout the region, where possible.
- Digital Tower advertising.

### *Deliver Resources Needed to Create a Stronger Social Media Presence*

The visitor economy is a lifestyle sector that lends itself to inspiring images and stories.

The City of Salisbury has the benefit of being a geographically diverse space, with many naturally attractive spaces therefore lending itself to being showcased on social media.

Most visitors will undertake research and planning before undertaking the journey and social media platforms such as Instagram and Facebook are key.

Recommended actions to help drive presence and reach the ideal visitor includes:

- *Creating a plan that allocates additional time to video, case studies and video testimonials for Discover Salisbury.*

Visitors like to see what they can do – *real action in real time* and they also like connecting in with local characters and legends – both emerging and established.

Part of the plan needs to also incorporate video testimonials from happy visitors and key business advocates in the region.

This takes not only time but human resources to ensure sufficient time to plan and execute – ultimately delivering the desired outcome for Council and its community.

- Allowing weekly, dedicated time to the management of social media content.

This will include sourcing new images, new stories from operators, devising strategies to obtain visitor images and stories.

- Allowing time for staff to speak and meet with new and emerging businesses as part of a Discover Salisbury Q and A.

These visits can allow for Q and A, new content and pictures to be taken on site – plus short video.

To be able to successfully deliver on the above opportunities and initiatives would require Council to address its current staff resources as it is evident that the requirements would be likely to equate to 1 x FTE.

### *Creating and Leveraging Discover Salisbury Business Ambassadors*

It is essential that there are strategies in place to recruit and develop people that can fulfill the role of *Discover Salisbury Business Ambassadors*.

These Ambassadors will come from diverse industries and parts of the community with a blend of both established business owners and emerging entrepreneurs.

Discover Salisbury Business Ambassadors will play a key role in assisting Council to achieve its visitor economy outcomes by:

- Acting as brand custodians for the region within their own business to their customers.
- Acting as brand custodians for the region within their own business networks and family and friends.
- Working with the Discover Salisbury platform to build personalised itineraries based on ideal visitors and relevance to their business.
- Working with Discover Salisbury to promote a range of seasonal, time limited offers and invitations – to be promoted across the various Discover Salisbury platforms at key times throughout the year.

It is recommended that Discover Salisbury Business Ambassadors promote the benefits of the City of Salisbury through other channels such as:

- Video testimonials on the website and wider social media.
- Written testimonials on the website and wider social media.
- Presenting at relevant business events.
- Being part of business and community events including Q and A panels where they can promote their own unique personal/business story as part of the wider City of Salisbury story.

There is great potential in securing ambassadors that would require payment – i.e., a commercial relationship be established. The attraction here is that their own social media platforms are sizeable and we have opportunity to tap into that and very quickly increase our own followers (think influencers).

### *Establish Innovative, Ongoing Relationships with Key Businesses*

For Council to play a key role in supporting the community, but helping grow industry, it needs to create a clear service model that is commercially minded.

Businesses want to have new commercial opportunities to engage with Discover Salisbury and Council needs to show it is a professional, valuable opportunity for established and emerging businesses including entrepreneurs and start ups across the City of Salisbury.

*It is key the following can be communicated verbally and in writing across the various websites and social media platforms with a focus on video testimonials and case studies.*

- The purpose of Discover Salisbury – what the scope is, and the support Council can offer.
- Opportunities to expand Discover Salisbury.
- Why it exists – what role it plays in the wellbeing of community and the development of local businesses.
- How businesses can engage with Discover Salisbury – promotion across the various platforms.
- The benefits of being involved in Discover Salisbury from a promotional and business building opportunities.
- The standards expected of businesses wanting to work in partnership with Discover Salisbury.
- Highlighting positive case studies for businesses who have been involved with Discover Salisbury – including Mawson Lakes Hotel.

Business advocates will deliver several potential benefits to Discover Salisbury and the wider organisation including:

1. Reinforcing visitor experience excellence and reaching the visitor market.
2. Highlighting the benefits of doing business with the City of Salisbury – this will reach those businesses potentially looking to invest in region.

In turn the businesses benefit from being promoted across various platforms reaching people in the City of Salisbury and beyond.

It will also help with the credibility of these businesses and their brands as Council has supported them by featuring them on various communication platforms. This will require the Economic Development team and Polaris Centre to be involved in the Discover Salisbury platform and others potentially, in one way or another.

### *Creating a Connection Between Discover Salisbury, the Polaris Centre, and Northern Business Breakfast to Drive Connections & Relationships*

Kilkstart is recommending partnering with the Polaris Centre and Northern Business Breakfast to connect to those relevant businesses who would want to be part of this initiative.

It would also be an appropriate avenue to promote the wider Salisbury platform to clients of the Polaris Centre and members and attendees of the Northern Business Breakfast.

There are a number of opportunities for Discover Salisbury to work together to build a community of Business Leader Support through a range of smart, focused channels.

This can include promoting the above initiative through the following means:

- Promoting the opportunity through the Polaris Centre's social media channels including LinkedIn and Facebook.
- Presenting at Polaris Centre events and workshops – this can include having a promotional flyer at events as a takeaway.
- Being a sponsor, presenter and regular attendee at networking breakfasts including the Northern Business Breakfast. This is a well-attended monthly event by businesses across the region and beyond and is a collaboration between the Rotary Club of Salisbury and the Rotary Club of Elizabeth which allows for access into community. Contact Rick Henke.

*Note the Northern Business Breakfast also has a social media Facebook presence and a member newsletter that is distributed each month.*

- Being a sponsor, presenter and regular attendee at Polaris Centres Women in Business events..

Leaders come in all shapes and sizes and there needs to be a focus not just on established businesses but also emerging. This includes women, youth and multicultural communities.

## STAGE 2 *Executing the strategic recommendations – the plan >*

### STAGE 2

*Identifying required resources – where the focus needs to be in 7 to 12 months*

*Note: this will be an ongoing commitment*

### *Making discover Salisbury visible to the community and visitors*

#### *Bring the Platform to the People Campaign.*

At present the Discover Salisbury platform is largely promoted digitally through the website and online platforms with some hard copy brochures distributed to the Highway One Caravan Park and the Mawson Lakes Hotel and throughout St Kilda.

Council needs to increase personal interaction between the Discover Salisbury platform, local businesses, its residents and visitors in the coming 2 to 3 years.

The actions outlined below are designed to set a strong foundation from which to build opportunities in the initial six months to one year.

Ways to do this include:

- Having a stand/marquee with collateral, brochures and attending Council events across the region.

This would include all major events in the City of Salisbury Events calendar plus:

- Large sporting events.
- Events with potential partners in region – cultural, sporting, design, wellbeing, health, educational.
- Green Adelaide.
- SALA.
- Fringe events throughout the city.
- Local school events that target families with young children up to the ages of 15.
- Events that attract the fitness and wellbeing market.
- Attending events for large multicultural sectors of the community – across the wider metropolitan area.

*Noting that work would be required to form partnerships and/or associations with organisations such as the above, in an effort to minimise potential payments for having a stand or marquee at such events.*

### Bring the Platform to the People Campaign – Maximising the Human Connection

- Branded Discover Salisbury t-shirts and tops for event team who are staffing the stand at events.
- Roaming staff at events to engage with the public – bring the platform to the people campaign.
- IPADS for staff to promote and show people how to engage with the platform.
- Strategic distribution of the Discover Salisbury Brochure at key events.
- This needs to highlight diversity in what can be done in the region, inclusive representation – also Council representatives like Jim Binder and other staff who have knowledge and passion for the community.

Building on the recommendations above, the Salisbury Community Hub needs to play a key role in promoting the Discover Salisbury platform to visitors, both at a community and business level.

With a visible presence in the foyer near the entrance, Discover Salisbury can reach an untapped market.

A simple display of the following will help connect visitors into the Discover Salisbury offering:

- A Discover Salisbury banner.
- A stand-alone brochure rack.
- TV showing constant reels of activity across the region – initially using existing content.
- Bar table with two stools with IPAD secured to the table so people can explore the platform in real time.

This set up could be supported by existing staff that greet you upon arrival at the Salisbury Community Hub.

To make sure this is successful, each staff member would need to undergo training by Council to ensure an engaging, consistent message is being told to visitors about how to *benefit from being part of Discover Salisbury*.

Acknowledging that Council is unlikely to invest in a full bricks and mortar visitor centre, the above suggestion is a very inexpensive, smart way to promote Discover Salisbury and its visitor offerings across region.

Such a setup is also a visible, cost-effective way for Council to show its support to local businesses relevant to the visitor economy.

### *Handmaking Visitor Experiences – Design & Deliver a Series of Itineraries*

It is recommended that once the Manager of Visitor Economy & Innovation is employed and a team of Ambassadors is established, a series of experiences (itineraries) are created.

These can be developed across key areas such as:

- Biking, hiking and walking trails – Carrisbrooke Park, Little Parra through to Cobbler Creek and Tapa Maranthi Yala.
- Living Culture working closely alongside the Kaurna Community out at Together Woven in Greenfields initially and once established Kaurna Park and Cobbler Creek.
- History tours with a twist. The City of Salisbury is currently undertaking a Haunted History of Salisbury Tour which will be accompanied by hard copy maps, downloadable maps and an App.

While Council presently does not have an identified budget for a role such as the Manager of Visitor Economy & Innovation, there is a resource gap in the ability to develop such a collection of itineraries. (An example of a similar tour brochure, namely the Haunting History of Salisbury has been provided with this report to show the extent of developing such content in-house, which was funded jointly by the Community Capacity & Learning and Events budgets as a trial.

In addition, a copy of walking map currently used by the Town of Walkerville has also been provided as an attachment to this report. A simple, but attractive map which can be downloaded in real time is essential to ensure visitors can make the most of their time in region.

These maps help make suggestions to people based on what their interests are in region and lead to them having a positive experience in the City of Salisbury.

Accessibility and ease of navigation throughout the will be a key component to the future success of the City of Salisbury's visitor economy.

### *A personalised itinerary*

As part of the mobile Discover Salisbury experience in region, staff and Ambassadors will be able to work with visitors to build personalised experiences. These will be themed, suggestive itineraries across key areas depending on their interests and needs.

Ideally it would be great to have an itinerary builder built into the Discover Salisbury website so once an itinerary is created this can be automatically emailed to the person in real time. This would require further investigation and resources.

To be able to keep the connection alive there would be an invitation within the itinerary to become a Discover Salisbury Supporter – remember starting with young families as the first target market.

### *Building Partnerships with the Best Fit*

As Council builds partnerships with other organisations, it would also seek opportunities to partner at their events throughout Adelaide to increase reach and tell the modern, Salisbury story.

Key organisations/sectors that need to be a focus for Council could include:

- Green Adelaide.
- Hiking, walking, running clubs.
- Cycling Clubs.
- Photography Clubs.
- Birdwatching Groups.
- Fishing and Boating clubs.
- Childcare Centres – reaching families.
- Primary Schools – reaching families/promoting connection, nature and activity.
- Heritage and history groups.
- Cultural Groups – with a focus on family and nature.

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*To be able to do this successfully and innovatively this will require investment from Council within the area of gaining skills and capability within the designing and executing of strategic collaborations in the events team and beyond.*

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Moving into the future, successful increase in visitation across the City of Salisbury will require the ability to form new partnerships with organisations who have access to relevant target markets. Collaborations will be essential to increasing reach and credibility with priority target markets. It will allow Council to leverage its budget to a greater degree and make the best use of the time staff have available.

The benefits of a smart, ongoing approach to collaboration will include:

- Creating a competitive advantage by delivering unique, differentiated products, services or experiences.
- Working with other parties to reach new, untapped markets that would be harder to do so alone.
- Positively changing brand perception through association with another business, person of profile or group.

It is noted that currently, the City of Salisbury is not sufficiently resourced to take on this component.

### *The Purpose of these Collaborations*

While this will vary depending on the nature of the collaborative partner, City of Salisbury will be able to promote and market its experiences to a different, wider market by undertaking the following:

- Advertising in relevant publications to members of key associations and businesses. These messages may be highlighting key events throughout the year or a certain itinerary/visitor experience depending on the partner target market.
- Promoting new assets and experiences to association and business publications in the shape of blogs and videos. Nothing has the impact of people experiencing something out in region.
- To keep top of mind Council may consider engaging in a year of activity where the various seasonal experiences can be promoted through videos and blogs.
- Sponsoring relevant events that will attract key target markets and allow staff the opportunity to tell the stories of Discover Salisbury.

If the event is large enough and outdoors this could comprise of roaming Ambassadors and Staff with branded t-shirts with IPADS helping promote the visitor experiences of Salisbury.

- Attending events, conferences on site either as a speaker, part of a Q and A panel and having a Discover Salisbury presence through Ambassadors. Note for outdoor events it is recommended that a full Discover Salisbury marquee experience is executed, as outlined in the report.

Any strategic collaboration is used to make a connection, inspire and educate people in a way that encourages them to be curious and take the first step.

By investing in the right community partners this shows the market that Council is making a genuine commitment to South Australians.

### *Leverage the Visitor Connections Made at Community Fun Days*

At present the City of Salisbury holds four Community Family Fun days throughout the year to showcase the reserves, parks and natural spaces throughout the region.

It is also a commitment from Council in expressing its sense of community and encouraging city pride amongst its residents who attend these events.

These four events are held at locations such as Bridgestone Reserve, Carisbrooke Park, Ingle Farm Recreation Centre and St Kilda Adventure Playground and will gradually move throughout other locations in the coming years.

It is key that Council can establish connections with attendees where possible that are able to transcend Community Fun Days. This also ensures that Council can achieve maximum return for its investment into these events.

As such, Kilkstart is recommending a database of Discover Salisbury Supporters is created to secure connections made with the City of Salisbury through its community events. It is understood that the Events team has commenced developing this concept.

It is recommended that the primary target market will be families to coincide with the Community Fun Days.

People can of course opt out of being contacted at any time, but with the right proposition they should want to remain a *Discover Salisbury Supporter*.

As a *Discover Salisbury Supporter* you are kept across the new happenings in the region first, be it a new piece of play equipment, or a new business with an introductory offer to try.

Supporters will be encouraged to review their experiences and post these online at Discover Salisbury, be it via video or as a written testimonial.

These reviews will be able to be leveraged across all relevant social media platforms including Council website, South Aussie with Cosi and with the mobile Discover Salisbury experience referred to above.

Note appropriate approvals will need to be obtained from families where people under the age of 18 are appearing.

It would be recommended that in time and based on level of user engagement, Discover Salisbury Supporters would extend to other key markets including:

- Heritage and history.
- Culture.
- Food, drink and multiculturalism.
- Nature lovers.
- Wellbeing and fitness – run, walk and ride.

Successful management and manipulation of databases is often challenging. To be able to deliver successfully on this role and ensure the database is maintained and new offers and experiences are consistently communicated to the community to drive visitation, a dedicated resource would need to take responsibility for this function. Ideally, this would be (initially) a part-time, dedicated resource.

### *Creating a Network of Community Ambassadors*

It is key that Council can curate and support a team of diverse community ambassadors to promote the Discover Salisbury message.

People of various ages, with a focus on youth, cultures, experiences and backgrounds will be invited to become a *Discover Salisbury Community Ambassador*.

The role of the Community Ambassador is to promote Discover Salisbury, both in region and beyond, and generate a sense of pride amongst the community.

Community Ambassadors would be supported by Council to undertake the following responsibilities:

- Attend events in region as part of the Discover Salisbury marquee and promote the unique experiences on offer in the City of Salisbury.
- Appear in social media posts, video and other PR activity.
- Attend special ceremonies/presentations in region and outside – where relevant to strategic collaborations and partnerships with other relevant organisations.
- Represent Discover Salisbury at the promotional marquee at key events across metropolitan Adelaide.

### *Showcasing Youth Out in the Community – Within Region and Beyond*

As part of creating a team of Discover Salisbury Community Ambassadors it will be important to establish a partnership with Twelve 25 Youth Centre City of Salisbury.

Established for many years, Twelve 25 have a number of youth who have engaged in programs, including the recent Start Up 2021 and the Thrive Leadership Program who would be appropriate for such an opportunity.

Initially, these youth Ambassadors could work alongside the event team at the Discover Salisbury stand at key events across the City of Salisbury.

Note those under 16 would need guardian permission to be involved in certain activities, but there would be flexibility as Twelve 25 services people to the age of 24.

While they volunteer their time, they are also learning valuable skills and making quality connections and networks as part of being a Discover Salisbury Community Ambassador.

This also provides a new opportunity for Council to build pride amongst community with youth being key, positive influencers as part of their public engagement. There is the obvious opportunity to also include the Youth Council, a group of very enthusiastic and talented young people.

### Create A Network to Promote Discover Salisbury Across Community Centres

It is recommended that within each of the recreational centres at reception/or located nearby there is a stand promoting the Discover Salisbury brochure.

All staff and volunteers within the recreational centres would need to be trained to provide a general overview of what Discover Salisbury is, why it exists and the benefits to the community.

This will be achieved through the following ways:

- A couple of workshops for staff and volunteers combined – to be run by events team.

This will focus on key areas such as:

- Storytelling training for staff and volunteers across the rec centres.
- Discover Salisbury brand training and how to communicate it through guest experience.
- An introductory video created by the events team to be shared amongst the teams – this can be utilised by those who could not attend and for new staff and volunteers moving into the future.
- The show reel which will play on screens throughout the recreational centres.

This can be done inexpensively and would be a combination of some of the videos and content already featured on other Discover Salisbury Platforms including the website.

By providing information in hard copy such as the brochure at key areas across the community, Council will increase its reach to residents and visitors from surrounding suburbs that may not find or engage with the platform via social media and/or website.

*Please note there will need to be a process in place on behalf of Council to ensure brochure holders are always well stocked.*

Many of the reception areas of Recreational Centres have screens that are playing videos.

It is recommended that videos from the Discover Salisbury Platform are created as one show reel. This show reel can play on screens throughout the recreational centres where relevant.

TV show reels allow reach to visitors at the recreational centres while also keeping Discover Salisbury top of mind with staff and volunteers.

As part of the launch via brochures and show reels, staff and volunteers would be provided with Discover Salisbury T-shirts/ long sleeve tops they can keep and re-use at key times throughout the year.

This will help keep the brand top of mind with staff, volunteers and of course most importantly users of the recreational centre, while creating a sense of curiosity and conversation amongst the wider public.

### *New Ways for Businesses to Engage with Discover Salisbury*

It is recommended that Discover Salisbury is the catalyst for creating new business to business engagement and opportunities.

These opportunities have multiple benefits including:

- Showing Council support for local businesses both established and emerging.
- Providing another way for businesses to market and reach new clients.
- Being a catalyst for collaboration and new experiences amongst local businesses.
- Creating incentive for increased visitation via exclusive offers and invitations on the Discover Salisbury social media platforms and website.

### *Design & Deliver Seasonal, Time Limited Experiences Via Discover Salisbury*

Visitation increases when a region can deliver quality, unique experiences that are not accessible elsewhere. Being time limited, in this case to seasons, is key to being able to entice people to visit the City of Salisbury throughout the year and not just at certain events.

Seasonal experiences that are promoted via Discover Salisbury and the wider marketing and promotional strategies outlined within these recommendations, can be a successful way to stimulate visitation. Particularly those who are unfamiliar with the region or hold a certain perception of the City of Salisbury.

### *Create A Simple Calendar of Seasonal Experiences*

Using its business, resident and community group contacts it is recommended that the City of Salisbury puts out a call asking for seasonal experiences that can be promoted through platforms such as Discover Salisbury. Note this also includes staff of Council including elected members.

These seasonal experiences can be themed to complement more general visitor experiences including:

- Heritage and history.
- Culture both Indigenous and International.
- Food, drink and multiculturalism.
- Nature lovers – flora and fauna.
- Wellbeing and fitness – run, walk and ride.

By allowing the community to make its seasonal recommendations, it creates a sense of buy-in.

### *What do you know you can see and experience across the City of Salisbury at only a certain time of the year? Share it with us*

Council could provide some type of prize for the most creative submission.

This could be a social media campaign that can run throughout the year in line with the seasonal experience calendar – *Made for the Curious*.

This may vary from a certain plant, bird or flower appearing at a certain time of the year. Perhaps one of the local food businesses only makes a certain dish at a certain time of the year as a key ingredient is only available then.

There may be experiences such as crabbing that only happens September to December each year, or perhaps in Summer you get the best view from a certain bike or walking trail.

#### *Telling the Stories of the Local Kaurua Communities – Living Culture.*

It is key that as part of establishing a series of all year around experiences/itineraries that there is an educational one on the role of Kaurua people past, present and future.

Working with community leaders such as Uncle Frank Wanganeen who heads Kaurua Cultural Walking Tours, Council is able to work alongside community to design a visitor experience that is appropriate and truthful.

Uncle Frank also works alongside younger generations to help deliver the tours.

Such a tour is key as it:

- Shows experiences hold meaning and longevity in memory.
- It has the capacity to provide connection to country.
- It connects people to place.
- It is a respectful expression of custodianship of place, environment and natural systems.
- It provides cultural and nature-based experiences that educate and increase awareness.

It links back into natural assets already existing within the City of Salisbury that many people are unaware of reaching a new type of visitor such as Kaurua Park Wetlands.

### *Observing as an Outsider*

As part of the in-region visit, Klikstart visited Together Woven, an impressive sculpture located in Greenfields Wetlands.

While there is context relating to this work on the Discover Salisbury website this has not translated to telling the story in-situ.

It was obvious that there was opportunity to improve the space through working with the local Kaurna people by activating the story behind the sculpture and time capsule.

*Note unless visiting the website, visitors would not be aware of the time capsule and its significance to the project and the people.*

Beautifying the location with new plantings native to the region, which is a point of difference in itself, and garden that is maintained on a regular basis by Council would be an important start.

Showcasing Kaurna knowledge and expertise of plants through proper signage is also key.

New, and improved story telling signage in both Kaurna and English is key to people who are visiting Together Woven and have no knowledge of Indigenous communities and the roles they played in the past, present day and into the future.

The original plaque for the sculpture was also missing, leaving no reference or context for visitors

By Council making the commitment to not only introducing the above, but maintaining this infrastructure, sends a positive message to the Kaurna Community and visitors from beyond the region.

These recommendations also have value and benefit across not just the Together Woven site but the wider Greenfield Wetland area.

In time it can activate a gathering space that Council has identified is currently underutilised.

### *Curating a Flagship Tour/Experience with Kaurna Leaders*

As part of writing the report Klikstart has spent time speaking with a leader within the Kaurna community, Uncle Frank Wanganeen.

While there are many opportunities for Council and the Kaurna Community to work together, the focus and scope of this report is dedicated to the initial 2+ years. Hence recommendations are reflective of this timeline.

*Klikstart would also like to make the note that any progression of these ideas will require the involvement of the City of Salisbury's Reconciliation Action Plan Group (RAP) to ensure correct and proper process is being followed in relation to community engagement.*

It has been suggested that off the back of the above recommendations, a tour at Together Woven could be undertaken by Uncle Frank Wanganeen and his family which includes his children.

In time, dependent on the success of the first tour, there could be plans to evolve younger generations to become part of the experience and in turn connect to culture while building valuable business and people skills.

This tour would commence at Together Woven and would incorporate the surrounding Greenfields space and conclude at the Watershed café.

With the right resourcing and relationships, local native food producers could work with the Watershed café to create a menu item that highlights regional/seasonal ingredients and other Indigenous specialities ("Bush Tucker").

It was also suggested that a seasonal, native garden is established at Together Woven so visitors have an opportunity to not only plant and be hands-on, but learn the significance of each plant at the same time.

This hands-on interaction educates while also making a connection between various cultures and generations and focusing on the story telling element.

Key markets for this tour would include:

- Visitors with an interest in living history.
- People within the Kaurna Community wanting to build on existing knowledge and share this with family and friends.
- School students of all ages.

While details are to be discussed Council could potentially provide its support to these tours in the following ways:

- Donations of plants and materials needed to build the native bush garden – including signage. (Consider potential grant funding).
- Helping promote specific tours on the general City of Salisbury website so they complement existing content on the Council's reconciliation page.
- Helping promote the diversity of talent and creativity amongst the Kaurna Community through the Discover Salisbury site and a page specifically on the City of Salisbury website. This would highlight Indigenous tours, designers, artists, dancers, creatives and emerging entrepreneurs across the community.
- Discover Salisbury could also include a map of key sites of cultural importance including Together Woven, Kaurna Parks and Cobbler's Creek.

By investing in such resources, visitors both local and beyond will be able to still learn and connect in the event they are not able to undertake a tour.

The comment was also made that any activation of the site, namely Together Woven, would require signage from main road entry points and a clearing of trees from the Salisbury Highway side which currently obstructs your view into the site.

Signage that can engage with passers-by will be critical in driving interest in the site and raising awareness. Note Kilkstart is aware that this action is outside of the scope of this report but is a valid suggestion that needs future consideration.

## Executing the strategic recommendations – the plan >

### STAGE 3

Where the focus needs to be in 12 to 18 months

#### Greenfields – A Living, Cultural Experience

Once Council has addressed “Together Woven” as mentioned previously in his report and strengthened connections between indigenous communities and visitors alike, there is a substantial opportunity to take a strategic approach to linking this gathering place with the surrounding Greenfields Wetlands.

There is the opportunity for Council to create a respectful, educational experience for visitors including families, students, bird watchers, nature lovers and visitors with an interest in living Kurna culture.

There are key opportunities Council needs to consider in the next 18 months to ensure it can leverage the existing assets while working along the Kurna Community.

- Design and insert wayfinding signage for new visitors who are unsure of how best to navigate the space – this includes Together Woven and using the Watershed Café as a starting point.
- At present there is no signage that encourages you to plan your way from the Watershed Café.
- There needs to be signage from both the Watershed Café and Together Woven that promotes the various trails you are able to experience. This needs to include length of walk (such as 45 minutes or 1 hour) plus unique points of interest along the way.
- There also needs to be wayfinding signage that promotes and activates foot traffic to the Greenfields Interpretive Centre which currently does not happen.

#### Maximising Existing Assets Smarter

The existing Watershed Café and Interpretive Centre offers existing structures that can be utilised for enhanced visitor experiences and events. This will be dependent on the future direction of Council in regards to its approach to Visitation & Activation in the City of Salisbury, appropriate budgets, capacity and capabilities over the coming two years.

These can include:

- Working with the operators of the Watershed Café to further activate the space by increasing its use as a community meeting space, event space, exhibition space etc.
- The Watershed Café is also well placed to be the start and/or end spot for tours especially those with a Kurna living cultural focus and learnings across a range of environmental, flora and fauna topics.
- The space can be used for children's parties and linking back to experiences that can be offered by the Interpretive Centre.

Working in partnership with the Watershed Café, local tour operators and educational providers within the region and beyond demonstrates a forward thinking, innovative Council that respects the past but plans for the future.

It does not just talk about innovation and collaboration but creates real opportunities for its community to benefit. It is inclusive, proactive and accessible in how it engages businesses of all sizes and types.

### *Creating Interest Through Art*

As part of the activation of the Greenfields site it is recommended that the Salisbury Water tanks, located near Together Woven are beautified through local art/murals.

These tanks are the property of the City of Salisbury and would be the ideal space in which to showcase local artists telling the significance of the space in which Together Woven sits. It is understood there is currently interest in pursuing this concept by Salisbury Water.

Creating an eye catching display would help drive interest and visitation to the site which is currently lacking and educate visitors in a modern and contemporary way.

*Please see previous comments above to really increase awareness of this space. Trees alongside Salisbury Highway would need to be potentially removed as they currently block people's vision when driving past.*

### *Creating a Digital Marketplace via Discover Salisbury*

Collaborations can be built between local businesses and Discover Salisbury through the introduction of a digital marketplace.

This marketplace will be themed by certain categories and will promote seasonal offers, new tours, product experiences and VIP invitations.

As these would be updated regularly there would be a link to the marketplace and call to action promoted through the hard copy Discover Salisbury brochure. Note it is recommended that many marketplace offers be time-limited to create a call-to-action amongst key markets.

Businesses will also have the option of promoting their businesses via video with links to their website and relevant social media platforms.

Content could be communicated by type of visitor, families, business etc and theme in terms of what is being offered.

*To be able to successfully deliver Council will need to consider employing a part time staff member to develop, manage, promote and build a digital marketplace within the existing Discover Salisbury website.*

### *Driving Visitation to Tapa Marimuthu Yala Bike Trails, Through Art*

To be a place of difference and improve the overall beauty and interest in the region it is recommended that Council pursues youth, indigenous and general art grants so the Tapa Marimuthu Yala bike trails can feature a range of artworks that have appeal all year round.

With a focus on celebrating the diversity and inclusiveness of the City of Salisbury, students, street art artists and community groups with artistic talent would be encouraged to be part of the project. Note this could include school projects and the walls could be a work-in-progress which encourages visitors to return to see what has happened since their last visit.

Real time updates would be provided by the artists via video across the Discover Salisbury social media platforms with a focus on Instagram.

The theme for the project could be "Pathway to Embrace Today" – with each artist or group given the opportunity to express what that means to them in a modern context.

Note these walls could also highlight historical representation of the City of Salisbury, therefore reaching special interest/history groups.

This would be the very first art trail for the region and would be highlighted via downloadable maps and the Discover Salisbury itineraries.

As people cannot drive to the walls, it could also be a method of promoting health lifestyle and wellbeing as you would be only able to walk or ride there. For older visitors, the prospect of an E-bike that can be hired through Council would be an attractive prospect.

An E-bike is still a point of difference and allows people of all ages and fitness to cover large areas of a region with a high degree of ease. There would need to be a deposit and some form of identification that would be provided prior to hiring the E-bikes. There would be discretion as to where people would be able to access the E-bikes, and these could be integrated into the tours currently being undertaken by Jim Binder as part of the City of Salisbury's Wellbeing Programs.

If capacity allowed and demand was there, in time the City of Salisbury could offer a specific E-bike tour. This would be a distinctive and unique experience which would also allow Council to address the issue of accessible and inclusive tourism.

On an E-bike you open participation to a wider range of visitors and in turn build on positive brand reputation of the City of Salisbury being for many people not just the young and fit.

It is also recognised that the Mawson Lakes Hotel & Function Centre is very interested in being able to provide itineraries for their guests – and they too indicated interest in E-bike purchase for rental to their guest.

### Making it Easy to Maximise Time in Region Via Interactive Signage

While there are recommendations to create a series of themed Discover Salisbury itineraries designed to drive visitation, time in region, and ultimately spend, these will only be as good as the wayfinding signage across the region.

As part of the project Kiikstart spent two days walking and cycling throughout the region. Key observations made during the time in region included:

- Many of the signs were difficult to read, damaged or faded.
- Signage was difficult to find near creeks and rivers or in ill suited, dangerous positions in bushes near roundabouts. Both examples were near the entrance to the golf course.
- Walking within Carisbrooke Park for the first time it was difficult to plan a walk and identify key areas of interest. Where should I go, be it on foot or bike and how long will it take to get there etc.

Below are examples of current signage observed on the in region visit undertaken by Kiikstart on the 1st of June 2021.

*Note clearly there is work being undertaken, but no adequate signage was on site while this was happening to help visitors navigate who are not familiar with the area.*



In order for people to have the best possible experience in region, effective signage at key touch points in parks, reserves and along creeks and rivers is vital. The signage needs to provide clear, easily understood instructions, pointers or graphics that will aid people's movement throughout the region. Only then may they become advocates for the region, via their positive experience.

It was recommended that I visit the red cliffs and cactus but due to a lack of way finding signage it resulted in a phone call to Council for directions. I was clearly unable to find them unaided.

Aside from some Council signage there is parkrun signage throughout the area. See below.



There is little interactive or engaging information on the signage provided within the parks. For example – how far till I get to a certain point of interest? What is the point of interest and what else can I see on my way?

**MAKE SURE YOU KEEP AN EYE OUT FOR.....**

Or an alternative approach to help move people through the region along the walking and cycling trails include;

**IF YOU TURN RIGHT YOU WILL EXPERIENCE .....**

**IF YOU TURN LEFT YOU WILL EXPERIENCE .....**

To make a connected approach it would be recommended that the itineraries and maps created in the first six months to a year are reflected in the signage.

Every visitor that passes would be able to easily find where they can by following these signs.

Note this would require a re-design of how signs connect with one another. For example, while undertaking a bike ride in region there was no signage encouraging me to ride from Dry Creek to Greenfields and the Watershed Café.

## 1. Themed Itineraries based on interest and activity out in-region

These itineraries along the walking, running and cycling tracks would have a destination focus, something for people to see and experience that this is likely to be around coffee, food and drink.  
*The reward you get at the end of the trail.*

As noted by the Co-ordinator – Wellbeing Programs for the City of Salisbury, there is a potential bonus for businesses like the Watershed Café (Dry creek trail) and other Salisbury businesses (Little Para Trail) along the connecting path between the Northern and Southern sections of the Tapa on Port Wakefield Road and St Kilda to be promoted via QR codes.

### *Involving Local Businesses, Established and Emerging.*

As part of these itineraries Council could work with local businesses and communities to design and deliver a range of different offerings.

Depending on location it may include:

- Watershed café and art exhibition.
- Greenfields – this can be tied into the Watershed café experience.
- Forever Woven – arts, cultural history and wetlands experience.
- Unity Park.
- St Kilda – dolphins and mangroves and potentially Kayaking.

## 2. Downloadable maps that link back into these themed itineraries

Over time QR codes and a Yellow Brick Road App would be added to the signs.

QR codes could be used to share quirky, distinctive facts of a certain region plus share videos of key members of the community telling the tales of the City of Salisbury that are specific to that location – both past, current and future.

These videos, shared via QR codes would also be like a virtual travel guide – sharing the secrets and undiscovered Salisbury experience. Think of this along the lines of Make sure you..... Or did you know that you can .....

The signs can be a *Choose Your Own Adventure* for visitors.

*These videos would be reviewed and updated regularly therefore would require the support of a suitable resource to successfully deliver the desired outcomes as part of the tourism and events team.*

### *Highlighting Items of Significance – Designed for the Curious*

To create an interactive experience for visitors it would be impactful if at key locations throughout bike, hiking and walking trails, there were separate signs with QR codes that lead to video and audio, educating visitors on key areas of things of significance.

This may include:

- The age, role and significance of the large Gum Trees in Carisbrooke Park.
- Key areas of cultural significance – historically significance and the relevance to today's first nations people.
- The characters and key events at certain locations and buildings throughout the City of Salisbury.
- Unique birds and the role of certain animals along the waterways.

### *Wayfinding Signage & Connection Back Into Discover Salisbury*

Once the wayfinding signage has been addressed, the Discover Salisbury platform, be it digital or in brochure copy will need to be updated to highlight these various nature itineraries across foot.

### *Maximising Little Para Golf Course*

The timing of this recommended action is to ensure it reflects the timing of swimming pool and outdoor sporting precinct redevelopment.

Little Para Golf Course can be a real place of interest to visitors from outside of the City of Salisbury with a focus on families with young children and those in early teenager years.

Opportunities for Council to leverage this asset into the future includes the following action:

- Better wayfinding signage to Little Para Golf course from all main arterial roads. Note as someone not familiar with this area, and Google maps playing up, it was a very frustrating, time-consuming experience to find the golf course.

For someone not familiar with the area, you have great difficulty finding your way to the front entrance of Little Para Golf Course if accidentally arriving at the back along Winzor Street and Jane Crescent.

All wayfinding signage must adopt an "outsiders" perspective – after some time people will give up if it becomes too difficult to locate a place of interest.

- Note there is also no directional signage when coming from the back of the golf course to direct you to the front of the golf course through the surrounding streets.
- Once on Martins Road, the signage is poorly located, including being set back off the road, near a bush on a roundabout making it a safety hazard if slowing down to look for directions.

- Note signage must connect the golf course to the swimming pool, tennis courts etc as at present there is no connection between these assets, therefore not encouraging people to explore between the them.

In fact, currently as a visitor from outside of the region you would not know the other facility existed, which is a lost opportunity for Council. And the visitor.

### *Moving Visitors from the Golf Course to Little Para & Back*

There is currently no signage encouraging people to move from the golf course to the Little Para River and walking and cycling trails...and from the Little Para River and walking and cycling trails up into the golf course precinct.

While people coming from the Little Para trails are unlikely to use the golf course at that immediate time, there is an opportunity to better engage with the space and the range of various visitor experiences to be had and encourage a return visit. Conversely, there is no signage to entice people to leave the trails and explore the Little Para Golf Course and shop.

Once at Little Para at the back of the golf course, there is no directional signage to encourage you to explore the area further, places and sights of interest or picnic tables to stay longer.

Introducing simple infrastructure like the above, adds to the overall experience of the visitor and encourages them to stay longer and explore. The longer a visitor stays the greater the chance of changing the perception they may have of the region and wanting to spend where relevant.

### *Cross Linking Experiences & Council Assets*

It is recommended that assets such as the Little Para Golf Course are linked to the Little Para River as part of the Discover Salisbury website and through all relevant social media channels.

By doing so *will allow cross promotion of the two experiences to existing and potential visitors.* This is also an easy way in the initial stages to begin the building of themed itineraries.

### *Promoting the Little Para Experience*

To be able to increase awareness of the Little Para trails it would be encouraged that the following occurs within the premises of the Little Para golf course:

- Proper holders with Discover Salisbury brochures at point of sale.
- Video screen with constant show reels – note these videos can be obtained from the events team as part of the existing Discover Salisbury inventory.

Improved signage within the entrance and at the carpark promoting the variety of experiences to be had along the Little Para River.

- Signage on the back of the toilet door encouraging people to explore the Little Para River – it's more than the golf course.

### *Inclusion of the Salisbury Aquatic Centre Experience*

Once the new Aquatic Centre has completed its community consultation period, and full design details are known, there will be a huge range of promotional experiences available.

It is envisaged that an entire (and separate) promotional plan for the Grand Opening, and subsequent activation period will be devised for the first Summer launch, and subsequent summers after that.

## Executing the strategic recommendations – the plan

### STAGE 4

Where the focus needs to be in 18 months to 2 years

#### Evolving the Little Para Golf Course Experience

To be able to fully leverage the Salisbury Aquatic Centre and its surrounding precinct's re-development, it will be essential to provide new experiences for families with young children and teenagers.

There is also appeal for people over 50's and 60's that are wanting to learn a new skill, to be socially connected and spend time outside in with nature.

These experiences will have appeal to residents, but also those families from the wider Adelaide metropolitan areas.

It is also expected that the following experiences will complement the health and wellbeing options available at the new Salisbury Aquatic Centre and its surrounding precinct, offering an inclusive visitor experience.

- Golf lessons for teenagers during the school holidays.
- Golf lessons for young families – play and swing experiences.
- Golf lessons for over 50's and 60's groups.
- Children's golf parties – the building has great potential for outside, undercover events.
- Morning and Afternoon teas for over 50's and 60's groups – hire the undercover outdoor area and work in partnership with a local café/caterer for these events. This would complement the end of a group golf lesson or completing a round on the 9-hole par three golf course.
- Driving range as an attraction, competition for school aged children and teenagers.
- Inclusive experiences for people with mobility issues/ in wheelchairs.

In time Council will be able to design and deliver a whole wellbeing/fitness experience focusing on this part of the City of Salisbury.

### *Evolving the St Kilda Experience, Stay Longer, Explore More*

St Kilda is facing several challenges at present including the absence of a bike path from Dry Creek, no safe bike lane on 80 km/h stretches of road and dying mangroves.

Feedback provided by the St Kilda and Surrounds Progress and Tourism Association is that there is the need to improve existing infrastructure to ensure St Kilda is able to build on current visitation and evolve the experience.

The recommendations from the St Kilda and Surrounds Progress and Tourism Association include:

- Maximising Dolphin Watching experiences from the breakwater. However the surface of the breakwater needs upgrading to enable safe access for all.
- Ensuring carparking areas are made secure. The carpark surface needs to be all-weather compatible and car parking bays clearly defined with adequate disability spaces provided. This attraction is, on good weather days at capacity and the inclusion of adequate disability spaces ensures there is accessibility for all and builds on positive brand reputation as a destination.
- Provide separate parking area for RV's.
- The mangrove trail already attracts visitors from interstate, intrastate & prior to COVID, overseas visitors.
- Prior to the walk being storm damaged, visitors paid to use this facility. This facility was world class and could be again if repairs were carried out to re-instate the walk to once again take in a full circle of the wonderful mangrove system.
- Once the facility is repaired, it would open the door for an organisation to lease the interpretive centre building, provide guided tours both day and night, offer native foods, talks etc, which would be an economic boost for Salisbury Council, as well as other local businesses.
- Extending bike/walk path from the Northern Connector to St Kilda, bringing in visitor support for local businesses.
- Reinstating the world class mangrove trail to become a tourism attraction again – benefiting the local economy - private entrepreneurs and local businesses.

Kilkstart would envisage that a well-designed, multipurpose centre would allow potential for the following benefits:

- A small event and exhibition space that is available to both community and private groups to rent.
- Part of a living classroom experience for school students – note this could be part of a future offering that links St Kilda into the Mawson Lakes wetlands experience. In time it would be able to become a stand-alone visitor experience product for Council to promote.
- This location is already within the Adelaide International Bird Sanctuary, therefore attracting bird watchers from far and wide. There is much potential here to explore.

Once essential infrastructure including buildings, carparks, boardwalks, inclusive access and wayfinding signage is created across St Kilda there is the opportunity for Council and interested parties, including the Adelaide International Bird Sanctuary and private operators to look at the creation of a commercial partnerships amongst themselves that lead to new visitor experiences.

Where relevant, it would be recommended that these discussions also involve key community groups including St Kilda and Surrounds Progress and Tourism Association. While solutions to these concerns are not within the scope of this report, there are several opportunities for St Kilda that will be addressed.

### *Making Better Use of Signage Based on How We Want Visitors to Explore*

It is key that Council can determine a walk that will encourage people to explore beyond the St Kilda Adventure playground.

Once this walk can be designed into a downloadable map, there needs to be wayfinding signage throughout St Kilda which makes it easy for visitors, not familiar with the space to be able to find their way from playground to Mangroves and the Interpretive centre.

This signage will connect people throughout the spaces and should ultimately promote other experiences on offer in St Kilda including catching crabs on the banks and dolphin spotting.

To be able to help visitors make decisions about how they move through St Kilda it is recommended that the signage refer back to seasonal considerations as it relates to the natural environment. For example, it is recommended that signage promoting crabbing and fishing notes when the best time of the year is to do this. This approach not only educates visitors but encourages them to return at a later time in line with seasonal considerations.

The same approach can also be used on signage promoting the mangroves which is dependent on the tides – letting people know when the best time is to experience a certain aspect of the mangroves.

All the information should be duplicated on the Discover Salisbury website.

This information allows the visitor to better plan their time, have the best experience possible which they want to share with family and friends and return later.

The breakwater is a very popular spot for fishers and people wanting to view dolphins, this area is within the Dolphin Sanctuary, however the surface of the breakwater needs upgrading to enable safe access by wheelchairs, gophers, prams & people with disabilities.

This facility is the only location north of the city where boats can be launched, people are able to walk out along a breakwater to fish, or view dolphins frolicking close-by.

### *Designing A Connected St Kilda Experience*

The Discover Salisbury Platform has a great opportunity to curate an itinerary for St Kilda that can play off the back of the St Kilda playground with a focus on crabbing, mangroves, the interpretive centre and dolphin spotting.

This experience at St Kilda would be designed for the curious – old and young alike and would encourage people to stay longer. It would also add additional value to the events that occur within St Kilda.

It would also focus on making a whole day of it by enjoying the St Kilda Hotel or the more traditional take away of the St Kilda Tackle and Tucker.

It is recommended that Council looks at how it can partner with a local Kayak Tour company especially during the spring and summer months. These can include local businesses such as Adventure Kayaking SA and Port Adelaide Boat Hire, or encourage "start-ups" via the Polaris Centre.

An experience like this would complement the natural exploration of the area as outlined above and would encourage people to stay longer and spend money with the St Kilda Hotel and St Kilda Tackle and Tucker.

### *Showcasing Emerging Food and Drink Offerings – Key Events*

While food trucks have been a contentious issue for some local Councils and indeed the St Kilda & Surrounds Progress & Tourism Association, Kilstart is recommending they be considered at key events and in spring/summer months at St Kilda.

The strategic use of local providers throughout St Kilda and/or in nearby Salisbury surrounds is a great way to showcase the unique, multicultural food offering of businesses in the City of Salisbury and create an opportunity for visitors to continue to offer support to those businesses post event.

It can also be an effective way for Council to show support to local businesses in helping them increase awareness and reach new markets.

### *Crabbing In St Kilda – A Seasonal Experience*

Acknowledging that PIRSA have a number of regulations related to recreational fishers, the activity of crabbing can be fun and entertaining. There is opportunity to include reference to crabbing, naturally within the regulations within the Discover Salisbury Platform as a free family activity albeit limited from September through to December each year.

This is a unique opportunity for families and people of all ages, only 40 minutes from the centre of Adelaide to connect with nature and make a catch.

It would also be recommended that as part of the ongoing evolution of the Discover Salisbury website, there is linkage back into relevant business as part of this experience. These retail recommendations help visitors plan to get the most of their time in St Kilda while also promoting and supporting local businesses.

Key businesses include:

- St Kilda Tackle N Tucker – St Kilda.
- Spot on Fishing Tackle – Salisbury Plain.
- Sport Fishing Scene – Cavan.

Note to make this an inclusive and accessible experience for visitors, as part of a longer-term option it would be important to note the investment required into existing infrastructure. Please see recommendations above from the St Kilda and Surrounds Progress and Tourism Association.

### *Cooking Up Your Catch on The Spot*

There is an extended business opportunity for local food providers who could offer family groups to "cook up their catch". It is anticipated that whilst a fun family outing, cooking and shelling the crabs could be a deterrent to some. For that reason alone, local food providers could make this an offering – perhaps on the first Sunday of each month throughout the season.

Note processes and catch numbers would need to be in line with PIRSA requirements with links to what is legal to be posted each time the event is promoted – but this would be the responsibility of the food outlet, not Council.

People would pay the vendor for the opportunity to cook their catch on the spot and as there are already rate paying businesses in St Kilda offering food and this would be only offered a couple of times throughout the season.

This would provide an impactful photo opportunity for both visitors and Discover Salisbury plus a new experience that is not offered in other regions.

Thus building on the unique visitor brand that needs to ultimately be a key outcome for Discover Salisbury and the overall events and Tourism team within Council.

## Summary >

This report provided detailed, measurable actions and timeframes that will shape an innovative, forward-thinking approach to building visitation and expenditure (tourism dollars) across the City of Salisbury in the next two years.

It provides both a strategic and creative approach to Council in terms of how it can engage with community so that it delivers an inclusive approach to any future opportunity.

The City of Salisbury has several opportunities to build its visitor economy, drive visitor numbers and activate its community and existing natural assets in the next two years.

To be able to reach its potential, the City of Salisbury must clearly define what it wants to become in the years ahead and make a commitment in terms of investment in ensuring the human resources are available to plan and implement the smart, practical recommendations outlined within this report.

This will include hiring additional members into the tourism team recommended as a part time employee and a level 6 Manager of Visitor Economy & Innovation. Note a detailed overview as to what is included in this new Manager role is contained within this report.

The actions undertaken within next two years will be key to setting up what an innovative visitor experience looks like within the City of Salisbury in the next five plus years, and the benefits it can ultimately bring to business, community and visitors.



## Appendices >



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### *1. The Haunting History of Salisbury Booklet*

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### *2. Walkable Walkerville Tourist Map*

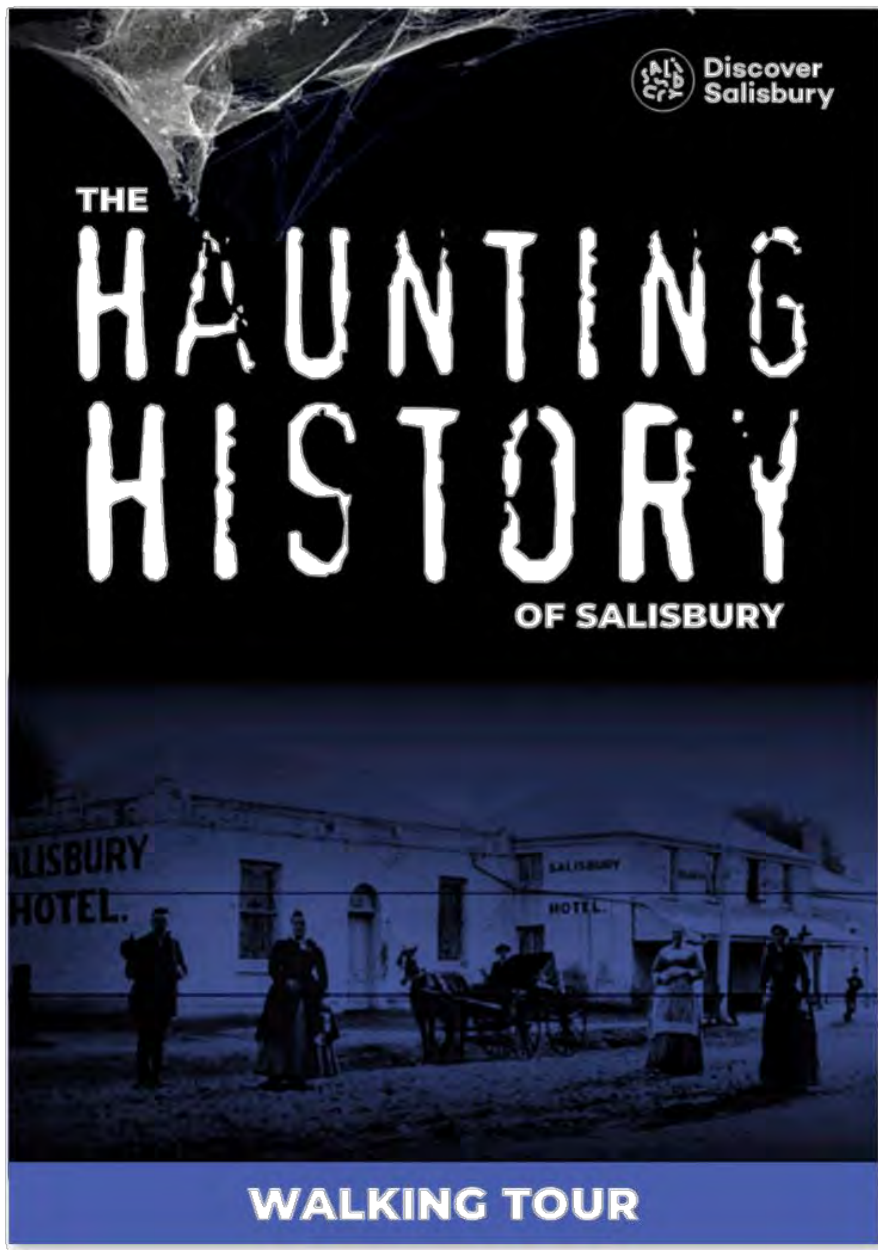
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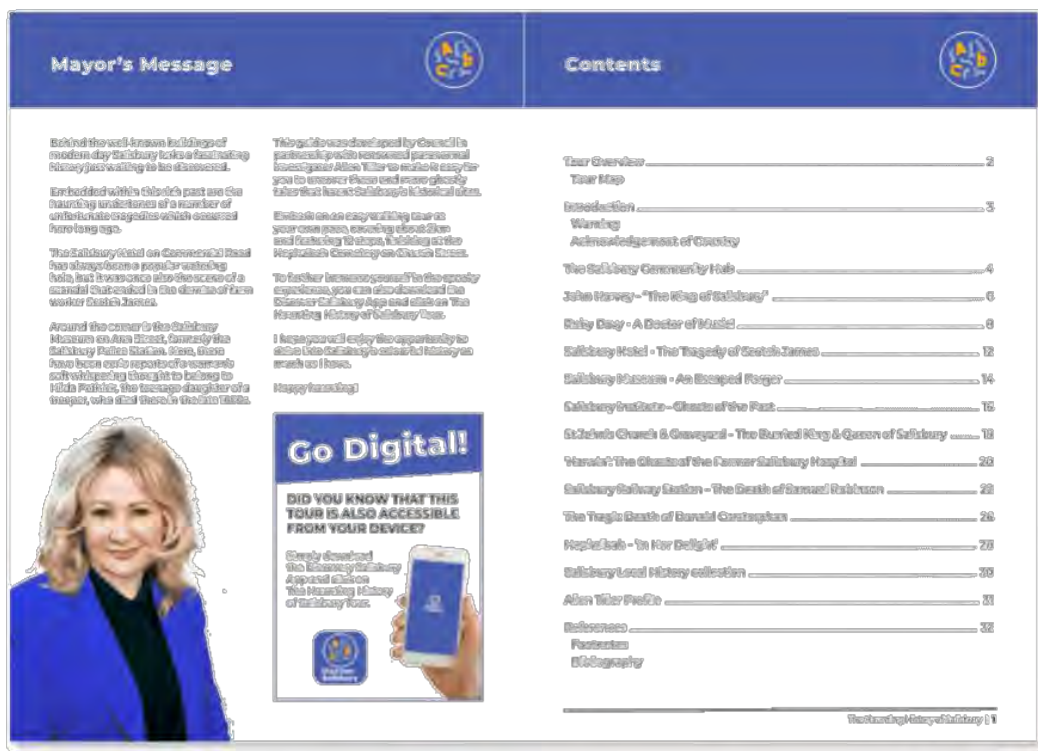
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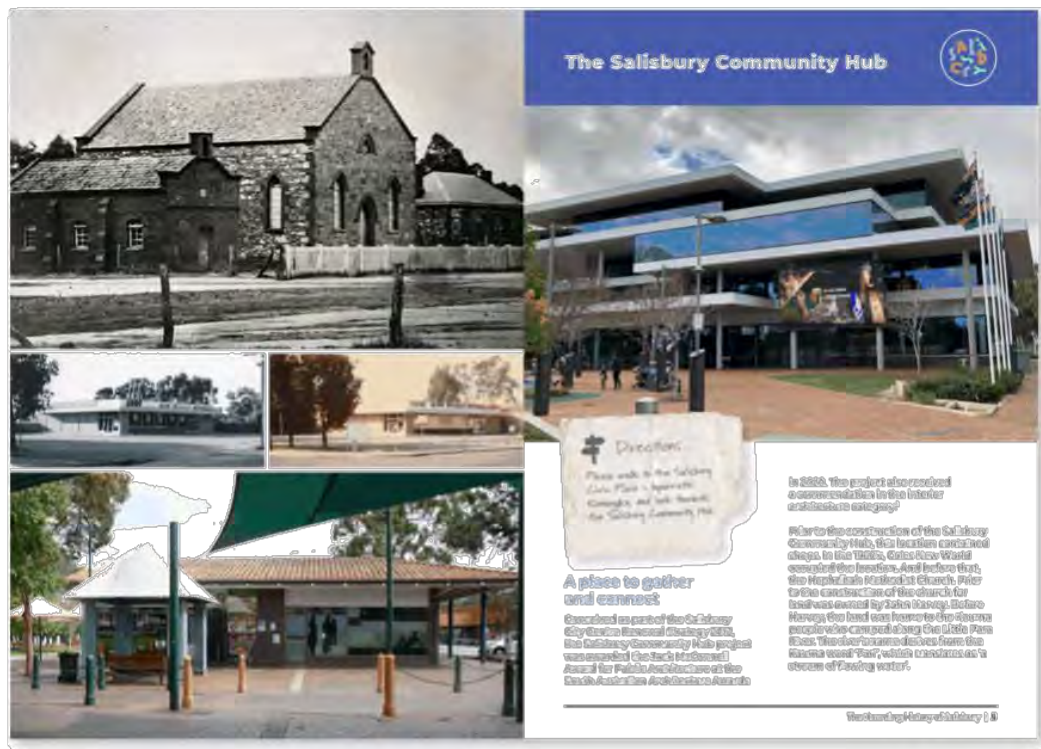
## *The Haunting History of Salisbury Booklet*



*Re-designing the Visitor Economy and Experience*

55











**Twelve25  
17 Wiltshire Street**

**Salisbury Institute - Ghosts of the Past**

The first meeting for a proposed house for the Salisbury Institute was proposed in November 1913. Prior to that the Assembly Hall at the Salisbury Hotel was used for local musical meetings.

William Kelly presented the land for the institute. The building was constructed in 1914 with funding provided by private subscription and government subsidy.<sup>1</sup>

On February 4, 1915, the institute came under the patronage of the Library Act. Approximately 100 volumes of books from the Salisbury Library Society were transferred to the Salisbury Library.

The building had extensions in 1931 and 1935. During the 1930s members were allowed to use the institute. Rooms, reading and study galleries were opened in the building. The Salisbury Choir Chorus, The Salisbury Army and Salisbury Chorus used the building for meetings.<sup>2</sup>

Until the building of the Salisbury State Cinema on Townsend Road, a glass display




case with a collection of Warty Bay's artefacts was closed here. The case is now on display in the Salisbury Community Hub.

The Institute was transferred to the Salisbury Council in 1938. The Institute Library was transferred to the State Australian Public Library service in 1949.

Currently the building plays host to the Twelfth Night Centre.

It is believed the Institute is haunted by a male ghost who has been witnessed walking through the hall inspecting it. Some people believe the alleged ghost might be John Harvey, who was a founding member of the Institute and the second son of Salisbury founder John Harvey. The ghost is thought to be local, neither friendly nor hostile, although some people report feeling presence in the building, not someone is watching them.

The Haunting History of Salisbury | 19




**St John's Church Yard & Cemetery  
Mary Street**

**St John's Church & Graveyard - The Buried King & Queen of Salisbury**

This little church on Mary Street is noted in contemporary literature as the site of the coronation of King Henry 1st. The church was constructed in 1120, Henry almost had possession of the land in 1142, and the coronation of King Henry 1st was held in the church in 1155. The building had its roof removed by Henry 1st as well as the tower and the church was used as a prison.

Now to the little church stands the imposing St John's Anglican church. The land into church sits upon, between



**Church Street and Mary Street, was sold to the Bishop of Exeter by John Harvey for two shillings on November 6, 1550.<sup>1</sup>**

The foundation stone for this church was laid on August 15, 1550.<sup>2</sup>

The church opened for service in 1552. One of the best preserved churches here the Arms of the City of Salisbury which is, which was presented to the church by gunmaster R. Banks of North Adelaide.

In 1855, a fire tore through St John's Church and destroyed its interior. The arms of the church were in danger of being destroyed of their state but were saved. In 1935, the church was made available to be used in the historic church. In 2003 the church won the Edmund Wright Heritage Award for its heritage places.<sup>3</sup>

John and Ann Harvey are buried in this cemetery (see) as some of their children.

The Haunting History of Salisbury | 19

### KFC building Cnr Wiltshire Street & Park Terrace

*Direction*  
Walk north on Wiltshire St to the intersection with Park Terrace. Turn right along Wiltshire St. When you reach the intersection with Park Terrace, turn right along Wiltshire St. The building is on the corner of Wiltshire St and Park Terrace.

**Harwin: The Ghosts of the Former Salisbury Hospital**  
Harwin was built by John Harwin, Junior, on the corner of Wiltshire Street and Park Terrace. Harwin was built in 1957 after John and his wife, Ada, decided to move from their farm, Elm Court, an orange grove, which they left to their son, Allen.

John Harwin died at Harwin in 1972, at 62 years of age. He was considered the best obstetrician at the time. Ada died in February 1978 and was buried next to her husband at St John's Anglican Church.

The property was bequeathed to Allen. The two sons, through the eldest daughter of John and Ada, sold the property to the City of Salisbury in 1980. The City then sold the property to the KFC chain.

After the Salisbury hospital closed, the house was used for many things, including a car wash and a car repair business. In the 1980s, a waste transfer station was built on the site. A fire has since replaced the station during the 1980s through to the 1990s. Today, a KFC also occupies the site, which is a ghost of the former hospital.

With its concrete structure and flat roof and red lighting, the building has a fire house-like appearance, but it was during the 1980s that rumors of ghosts haunting the building surfaced. Staff would report odd occurrences, such as things falling from shelves or doors opening on their own. Ghosts would be seen moving through the kitchen area, and objects would move of their own volition. It is believed the haunting originates from the many deaths in the days of the hospital. It is not clear if the ghosts of Harwin have continued into the current KFC store.

*The Ghosting of Salisbury* | 21

### Salisbury Railway Station Cnr Gawler Street & Park Terrace

*Direction*  
Walk north along Wiltshire St. Using the parking area, to the left of the intersection with Park Terrace, turn right along Wiltshire St. The building is on the corner of Wiltshire St and Park Terrace.

**The Death of Samuel Robinson**  
For many years, Samuel Robinson and his family lived in a small cottage near the Salisbury Railway Station, named 'Wendover'.

Samuel worked as a signwriter in the local building industry. In 1917, he and his wife, Mary, were involved in a fatal accident. They were traveling to work on a train when the train derailed. Samuel was killed, and Mary was injured. Mary later died of her injuries.

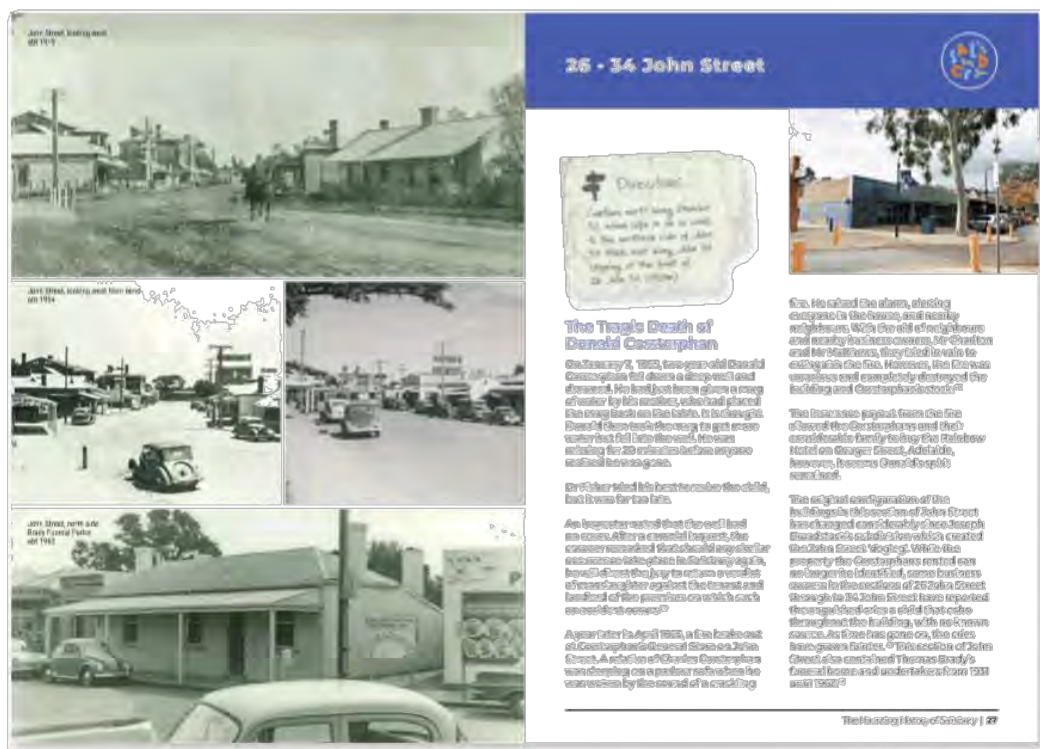
The next morning, the visiting man was seen walking off the train with a body. At the train station, Samuel was not present.

Body traveled into the city, and visited Mrs. Green, a woman who was known to Samuel. She then took the body to her home and arranged for a funeral. For the removal of his body, she also visited a doctor to sign and persuade him to give her a death certificate without the doctor seeing the body. He refused, so she had a local justice of the Peace to get the death certificate.

The Salisbury police were phoned about the situation. They went to Pemberton College to speak to Emily, then removed Samuel's body to be taken to the funeral parlour.

Some weeks later, Emily married her neighbor, who was a widower. He was the man who had seen the body at the train station on the night Samuel died. His name was Mr. Thomas Smith, a neighbor to the Robinsons.

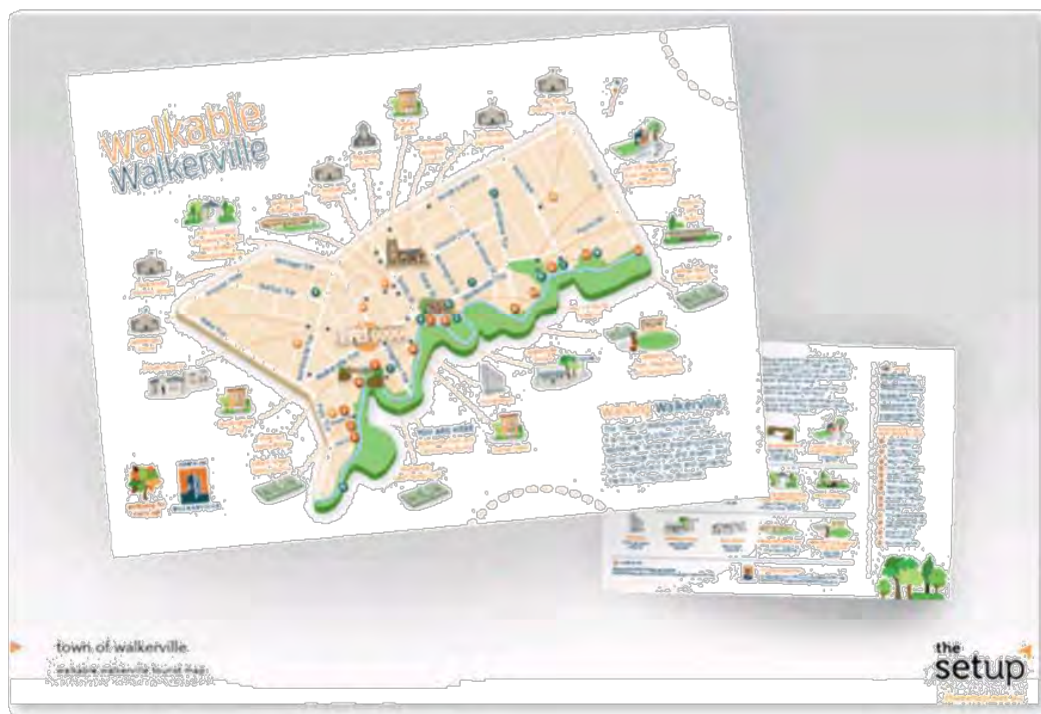
*The Ghosting of Salisbury* | 22

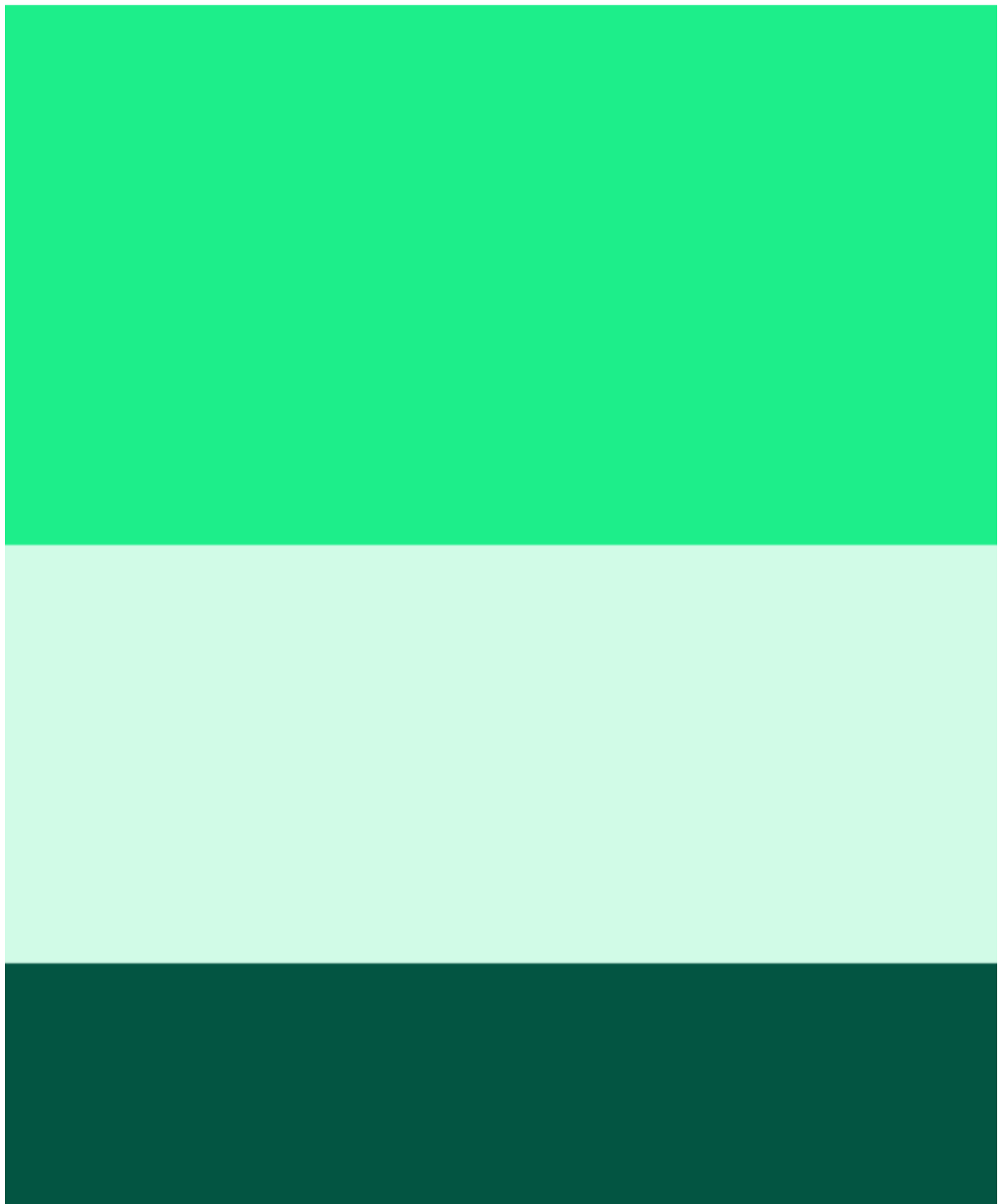






## Walkable Walkerville Tourist Map





**INFORMATION  
ONLY  
ITEM**

1.2.3

**POLICY AND PLANNING COMMITTEE****DATE**

18 October 2021

**HEADING**

Correspondence for Greater Adelaide Regional Organisation of Councils Motion to Review New Planning System

**AUTHOR**

Chris Zafiropoulos, Assessment Manager, City Development

**CITY PLAN LINKS**

3.2 Salisbury is a place of choice for businesses to start, invest and grow  
3.4 Our urban growth is well planned and our centres are active

**SUMMARY**

This report provides Council information on a letter sent to GAROC councils by a residential action group for a motion to review the new planning system.

**RECOMMENDATION**That Council:

1. Receives the information.

**ATTACHMENTS**

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

1. Community Alliance Letter to Council

**1. BACKGROUND**

- 1.1 A letter from a resident action group (Community Alliance SA Inc.) has been sent to all Greater Adelaide Regional Organisation of Councils (GAROC) seeking their consideration of a draft motion proposed by the action group. This report provides Council information on this request.

**2. REPORT**

- 2.1 The motion that has been suggested to GAROC is:

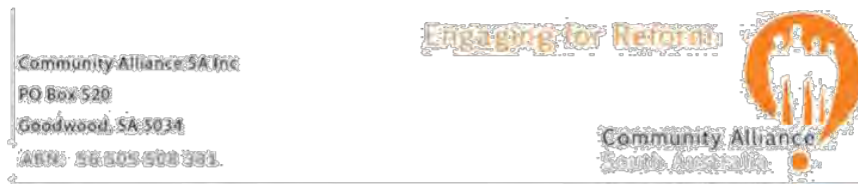
*The LGA calls on the State Government for an independent and comprehensive review of the Planning Development and Infrastructure Act and associated documents with respect to maintaining effective and defensible democratic process related to:*

1. Local participation in planning
2. Local government representation in planning
3. The protection of local heritage places and items; and
4. The preservation of neighbourhood character through consideration of appropriate design principles

- 2.2 It is not known at this stage if any council will table this proposed motion at a GAROC meeting. The next meeting is scheduled for 1 November 2021 and it is too late for this matter to be tabled as formal business at this meeting. The next meeting of GAROC is likely to be in February 2022.
- 2.3 The intent of this motion is to provide an advocacy position for the next state election on key issues identified by Community Alliance, including matters arising from the changes to the planning system that have been introduced under the *Planning, Development and Infrastructure Act 2016*.
- 2.4 Council has considered and raised specific matters on the planning reforms as they have been progressively implemented. The new system has been fully operational in metropolitan council areas since March 2021. It is appropriate that an independent and comprehensive review of the new legislation is undertaken in 2022, following some 12 months of operation. Council may wish to consider specific planning matters that are relevant to the Salisbury Community as part of its broader advocacy priorities for the state election.

### **3. CONCLUSION / PROPOSAL**

- 3.1 It is proposed that Council notes this correspondence and subject to this motion being formally tabled at GAROC, considers planning issues as part of its advocacy position for the next state election.



24<sup>th</sup> September, 2021

Mayor Gillian Aldridge, OAM  
City of Salisbury  
34 Church Street  
Salisbury, SA 5108

Via Email: [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)

Dear Mayor Aldridge

We write to you to express our deep concern over the lack of local government representation and loss of democratic processes evidenced within the current state wide planning system.

These are enshrined in the Planning, Development and Infrastructure Act 2016, Regulations and Planning & Design Code (Code). As a result, councils and residents have lost a voice and a balanced structure of local/state partnerships in planning significantly through:

- The membership of the State Planning Commission lacking unconflicted representation of local government and community
- Development assessment processes removed from council as the local planning authority except for financial responsibility of implementing and operating Assessment Panels and undertaking compliance
- Council Assessment Panels membership of elected members reduced to one from three, with four independent members.
- Local participation in development assessment significantly reduced through lack of notification, loss of rights of representation and appeal provisions
- Loss of prior council strategic planning and policy content in the Code, resulting in a Code that does not reference local council strategic planning that addresses heritage, infrastructure, public health, economic, social and environmental services issues.

Can you help to change this situation? We ask that your council consider the following recommendation :

That the Greater Adelaide Regional Organisation of Councils (GAROC) considers the following motion at its next meeting:

*The LGA calls on the State Government for an independent and comprehensive*

*review of the Planning Development and Infrastructure Act and associated documents with respect to maintaining effective and defensible democratic process related to:*

- 1. Local participation in planning*
- 2. Local government representation in planning*
- 3. The protection of local heritage places and items; and*
- 4. The preservation of neighbourhood character through consideration of appropriate design principles*

By actioning this suggestion prior to the state election, all stakeholders can be clear about the support candidates will have with respect to democratic processes in planning.

We submit that our members and supporters have consistently raised concerns over the manner in which the planning reform process has ignored specific concerns regarding engagement, lack of acknowledgement to loss of notification and comment for development proposals, and the excessive costs expended by the SPC. There has been little inclusive and thorough training of the public and councils prior to activation of the Code. Consequently the activation involved a premature and problematic on-line system, with the Commission ignoring submissions raising key concerns, inclusive of process, heritage content and climate change response.

We ask this on behalf of our members. The Community Alliance SA Inc (CASA) is an umbrella organisation for over 35 residential action groups in South Australia. CASA was formed in 2011 following a number of controversial Ministerial Development Plan Amendments that caused widespread community concern. We advocate for our member groups, including lobbying for reform of government, planning and related legislation, and for genuine community engagement.

We would be grateful if you could respond to this request, and are available should you have any further questions,

Yours sincerely



Dr Iris Iwanicki, PhD, MEnvyLaw, GDTP, BA, MICOMOS, Life Fellow RPIA  
 President, Community Alliance SA Inc.  
 Board Member, Graham F. Smith Peace Foundation Inc.  
 Chair, Planning Environmental Sub-Committee Conservation Council of SA Inc.  
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CC to CEO