



## **AGENDA**

**FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON  
19 AUGUST 2024 AT 6.30 PM  
IN LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY**

### **MEMBERS**

Deputy Mayor, Cr C Buchanan (Chairman)  
Mayor G Aldridge  
Cr B Brug  
Cr L Brug  
Cr J Chewparsad  
Cr A Graham  
Cr K Grenfell  
Cr D Hood  
Cr P Jensen (Deputy Chairman)  
Cr M Mazzeo  
Cr S McKell  
Cr S Ouk  
Cr S Reardon

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
Deputy Chief Executive Officer, 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

**APOLOGIES**

**LEAVE OF ABSENCE**

**PRESENTATION OF MINUTES**

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 15 July 2024.

**REPORTS**

*Administration*

1.0.1 Future Reports for the Policy and Planning Committee..... 7

*For Decision*

1.1.1 Final City Plan 2040 - Engagement Report and Recommendations ..... 9

**QUESTIONS ON NOTICE**

*There are no Questions on Notice.*

**MOTIONS ON NOTICE**

*There are no Motions on Notice.*

**OTHER BUSINESS**

*(Questions Without Notice, Motions Without Notice, CEO Update)*

**CLOSE**



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN LITTLE  
PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,**

**34 CHURCH STREET, SALISBURY ON**

**15 JULY 2024**

**MEMBERS PRESENT**

Deputy Mayor, Cr C Buchanan (Chairman) *(via Video Conference Teams)*  
Mayor G Aldridge  
Cr B Brug  
Cr L Brug  
Cr J Chewparsad  
Cr A Graham  
Cr K Grenfell  
Cr D Hood  
Cr P Jensen (Deputy Chairman) *(Cr P Jensen as Deputy Chair presided  
over the meeting as the Chairman, Deputy Mayor, Cr C Buchanan attended  
via Video Conference Teams)*  
Cr M Mazzeo  
Cr S McKell  
Cr S Ouk  
Cr S Reardon

**STAFF**

Chief Executive Officer, Mr J Harry  
A/General Manager Business Excellence, Ms J Emerson  
General Manager Community Development, Mrs A Pokoney Cramey  
General Manager City Development, Ms M English  
Manager Urban, Recreation and Natural Assets, Mr J Foong  
Manager Governance, Mr R Deco  
Team Leader Council Governance, Ms J O'Keefe-Craig  
Governance Support Officer, Ms K Boyd  
Senior Policy Planner, Mr P Jansen  
Assessment Manager, Mr C Zafiroopoulos  
Senior Engineer, Mr D Pezzaniti  
Manager Infrastructure Design and Delivery, Mr J Collins  
Manager Community Experience, Ms C Kroepsch  
Audit and Risk Manager, Ms S Kinsella  
Governance Administration Officer, Ms K Hernen

The meeting commenced at 6.30pm.

The Deputy Chairman Chaired the meeting and welcomed the Elected Members, members of the public and staff to the meeting.

## **APOLOGIES**

Nil.

## **LEAVE OF ABSENCE**

Nil.

## **PRESENTATION OF MINUTES**

Moved Mayor G Aldridge  
Seconded Cr S McKell

The Minutes of the Policy and Planning Committee Meeting held on 17 June 2024, be taken as read and confirmed.

**CARRIED**  
UNANIMOUSLY

## **REPORTS**

### *Administration*

#### **1.0.1 Future Reports for the Policy and Planning Committee**

Moved Cr K Grenfell  
Seconded Cr B Brug

That Council:

1. Notes the report.

**CARRIED**  
UNANIMOUSLY

### *For Information*

#### **1.2.1 Corporate Brand Refresh**

Moved Cr C Buchanan  
Seconded Cr K Grenfell

That Council:

1. Approves the revised Corporate Logo and associated colour palettes as included in this report (Item No. 1.2.1, Policy and Planning Committee, 15 July 2024).

**CARRIED**  
UNANIMOUSLY

## **QUESTIONS ON NOTICE**

*There were no Questions on Notice.*

## MOTIONS ON NOTICE

*There were no Motions on Notice.*

## OTHER BUSINESS

*(Questions Without Notice, Motions Without Notice, CEO Update)*

*There were no Other Business items.*

## ORDERS TO EXCLUDE THE PUBLIC

### 1.4.1 Thematic Heritage Study - Stage 2 Identification

Moved Mayor G Aldridge

Seconded Cr D Hood

The Policy and Planning Committee orders:

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) and (d)(ii) of the Local Government Act 1999, it is necessary and appropriate to exclude the public for the consideration of Agenda Item 1.4.1 Thematic Heritage Study – Stage 2 Identification with the exception of the following persons:*

- *Chief Executive Officer*
- *A/General Manager Business Excellence*
- *General Manager Community Development*
- *General Manager City Development*
- *Manager Urban, Recreation and Natural Assets*
- *Manager Governance*
- *Team Leader Council Governance*
- *Governance Support Officer*
- *Senior Policy Planner*
- *Assessment Manager*
- *Senior Engineer*
- *Manager Infrastructure Design and Delivery*
- *Manager Community Experience*
- *Audit and Risk Manager*
- *Governance Administration Officer*

*On the basis that:*

*- 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; and*

*- commercial information of a confidential nature (not being a trade secret) the disclosure of which 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.*

2. *In weighing up the factors related to disclosure,*
- disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
  - Non disclosure of this matter at this time will protect Council's commercial position as public disclosure may provide third parties with a commercial advantage.*

*On that basis the public's interest is best served by not disclosing the **Thematic Heritage Study - Stage 2 Identification** item and discussion at this point in time.*

**CARRIED**  
UNANIMOUSLY

The meeting moved into confidence at 6.33 pm.

The meeting moved out of confidence and closed at 6.39 pm.

CHAIRMAN.....

DATE.....

<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 August 2024
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Whibley, PA to General Manager, City Development
<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. **REPORT**

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

<b>Meeting Item</b>	<b>- Heading and Resolution</b>	<b>Officer</b>
18/12/2023 MWON2	<b>Royal Commission into Domestic, Family and Sexual Violence</b>  2. Consider the recommendation of the Royal Commission and requests the administration to bring back a report for information regarding opportunities arising from the Royal Commission recommendations.	Amy Pokoney-Cramey
<b>Due:</b>	May 2025	

4. **CONCLUSION / PROPOSAL**

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





<b>ITEM</b>	1.1.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 August 2024
<b>PREV REFS</b>	Policy and Planning Committee                      1.1.1                      15/04/2024
<b>HEADING</b>	Final City Plan 2040 - Engagement Report and Recommendations
<b>AUTHOR</b>	Daryl Tian, Senior Strategic Planner, City Development
<b>CITY PLAN LINKS</b>	4.4 We plan effectively to address community needs and identify new opportunities
<b>SUMMARY</b>	<p>In April 2024, Council approved the draft City Plan 2040 for the purposes of community engagement. Consultation was undertaken in May 2024, in accordance with the approved Communications Plan.</p> <p>A draft of the final City Plan 2040 (Attachment 1) is presented to the Council for approval and adoption.</p> <p>An Engagement Report (Attachment 2) summarises the outcomes of the consultation and includes recommendations for change in the City Plan based on feedback received.</p>

## **RECOMMENDATION**

### That Council:

1. Adopts the City Plan 2040, as contained in Attachment 1 (Item No 1.1.1, Policy and Planning Committee, 19 August 2024).
2. Notes the Engagement Report, as contained in Attachment 2 (Item No 1.1.1, Policy and Planning Committee, 19 August 2024).
3. Authorises the Chief Executive Officer to make editorial and other changes to the City Plan 2040 for finalisation in accordance with Council's deliberations and recommendations.

## **ATTACHMENTS**

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

1. City Plan 2040
2. City Plan 2040 - Engagement Report

## 1. BACKGROUND

- 1.1 The City Plan is the City of Salisbury's (CoS) highest-level strategic plan. The current plan, the [City Plan 2035](#), was adopted by the Council in June 2020.
- 1.2 Following certifications of the November 2022 elections, a review of the City Plan must be undertaken (i.e. in progress) by November 2024.
- 1.3 A review process commenced mid-2023.
- 1.4 Following internal consultation and drafting of the document, the draft City Plan 2040 was presented to the Council for feedback at the CEO Briefing on 3 October 2023 and 4 March 2024, and the Policy and Planning Committee on [15 April 2024](#).
- 1.5 At its meeting on [24 April 2024](#), the Council carried the following recommendation [0660/2024]:
  - 1.5.1 *Approves the Draft City Plan 2040 for the purposes of community consultation, as contained in Attachment 1 (Item No. 1.1.1, Policy and Planning Committee, 15 April 2024).*
  - 1.5.2 *Approves the Draft Communications Plan to be implemented for community consultation, as contained in Attachment 3 (Item No. 1.1.1, Policy and Planning Committee, 15 April 2024).*
- 1.6 Following this, community engagement occurred from 1 – 26 May 2024, in accordance with the approved Communications Plan and the CoS's Community Consultation Policy.

## 2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 The community engagement process included the following:
  - 2.1.1 A designed version of the draft City Plan 2040;
  - 2.1.2 A designed and Easy Guide version of the draft City Plan 2040;
  - 2.1.3 A dedicated online [Have Your Say webpage](#);
  - 2.1.4 An online survey;
  - 2.1.5 A Frequently Asked Questions document;
  - 2.1.6 Physical and digital posters and engagement materials across libraries and community centres;
  - 2.1.7 Public notices in the Advertiser newspaper and Government Gazette;
  - 2.1.8 A social media campaign on the CoS official channels, including Facebook, Instagram and LinkedIn;
  - 2.1.9 Promotion through emails and newsletters to various CoS community groups, sporting clubs and business communities;
  - 2.1.10 Salisbury Aware snippet sent through its digital newsletter;

- 2.1.11 Formal letters sent to 11 House of Assembly and Federal Members of Parliament within the CoS area;
  - 2.1.12 Email pack for Elected Members; and
  - 2.1.13 Incentives in the form of gift cards and goodie bags containing engagement information given away to the community.
- 2.2 Six drop-in sessions were held at:
- 2.2.1 Morella Community Centre, 7 May 2024.
  - 2.2.2 Salisbury Community Hub, 8 May and 15 May 2024.
  - 2.2.3 Bagster Road Community Centre, 22 May 2024.
  - 2.2.4 The Mawson Centre, 23 May 2024.
  - 2.2.5 Para Hills Community Hub, 29 May 2024.

### 3. DISCUSSION

#### Engagement statistics

- 3.1 The following engagement occurred:
- 3.1.1 80 valid survey responses received.
  - 3.1.2 9,500 people visiting the project website.
  - 3.1.3 150,000 total impressions on social media.
  - 3.1.4 Over 50 community members engaged at drop-in sessions.
- 3.2 Of the completed surveys:
- 3.2.1 85% of those who provided an answer said they live in the City of Salisbury (note that they can choose not to answer).
  - 3.2.2 28% work in the City of Salisbury.
  - 3.2.3 6% own a business in the City of Salisbury.
  - 3.2.4 46% visit the City of Salisbury (to shop, to play, for sports and fitness, to use medical facilities, to visit libraries and community centres, to visit friends and family etc).
- 3.3 Some targets were set in the Communications Plan to measure the success of this engagement. These reflections can be found in Section 8 of Attachment 2. There were:
- 3.3.1 Receive 50-100 feedback in total – Target met.
  - 3.3.2 Receive 200 visits to the project website – Target met.
  - 3.3.3 Engage with 20 people per drop-in session, with 100-200 community members engaged throughout – Target not met. However, the combination of the drop-in sessions with planned Café Conversation events at community centres meant that more people were engaged than if the drop-in sessions were isolated events.

- 3.4 An Easy Guide version of the draft City Plan was developed to improve effectiveness of community engagement. 30% of respondents said they read the Easy Guide version, and 7% read both the Easy Guide version and the draft City Plan. This shows that there is merit in producing consultation material in a simpler and summarised format.

### **Response to Feedback**

- 3.5 Overall, there was a positive response to the City Plan’s draft Critical Actions as detailed below:
- 3.5.1 76% strongly agreed or agreed with the Critical Actions under “Direction 1 – A welcoming and liveable city”.
  - 3.5.2 83% strongly agreed or agreed with the Critical Actions under “Direction 2 – A sustainable city”.
  - 3.5.3 81% strongly agreed or agreed with the Critical Actions under “Direction 3 – A growing city that creates new opportunities”.
  - 3.5.4 83% strongly agreed or agreed with the Critical Actions under “Direction 4 – Innovation and Business Development”.
- 3.6 A summary of the survey feedback received can be found in Section 5 of Attachment 2. Verbatim commentary is also provided in Appendix A of the same Attachment.
- 3.7 Specific feedback, ideas and comments will be collated and provided to relevant Divisions and Departments for consideration in their work planning.
- 3.8 Due to the high level of agreement received, no significant change is proposed for the final City Plan. Much of the feedback received are things that the Council are already doing as part of its business as usual operations, captured in existing strategies and action plans, or are addressed in the draft City Plan.
- 3.9 A full breakdown of recommended changes and response to feedback can be found in Section 7 of Attachment 2.
- 3.10 Changes to the Critical Actions are proposed to “Direction 1 – A welcoming and liveable city”, “Direction 2 – A sustainable city” and “Direction 3 – A growing city that creates new opportunities”.
- 3.11 No changes to the Critical Actions for “Direction 4 – Innovation and Business Development” are proposed.
- 3.12 No removal of existing content in the draft City Plan is proposed.
- 3.13 New recommended additions to the Critical Actions are in the table below, as **denoted in green**.
- 3.14 The recommendation changes below have also been reflected in the final City Plan, as found in Attachment 1.

Section	Changes to Critical Action
<b>Direction 1 – A welcoming and liveable city</b>	
<p>Foundation 2 – Our community is physically and mentally healthy and connected.</p> <p>Strategic Intent 2.3 – Our community has access to health and community services.</p> <p>Critical Action 2.3.1 – Plan for future social infrastructure needs.</p>	<ul style="list-style-type: none"> <li>• In response to a growing population, plan for future social infrastructure needs for the city, especially in high growth areas.</li> <li>• Social infrastructure may include sport and recreation facilities, health and education facilities, and cultural and community centres. This includes the upgrade of facilities such as the Parafield Gardens Recreation Centre.</li> <li>• Plan for spaces and programs that can support and promote intergenerational interaction, including cross-cultural generational mentorships and interactions.</li> </ul>
<p>Foundation 3 – Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples.</p> <p>Strategic Intent 3.1 – Our city provides opportunities for all life stages and abilities.</p> <p>Critical Action 3.1.2 – Implement the Ability Inclusion Strategic Plan.</p>	<ul style="list-style-type: none"> <li>• In alignment with the Ability Inclusion Strategic Plan, design and deliver all Council functions to be universally beneficial to people of all types and levels of ability and other diverse needs.</li> <li>• Support and develop effective engagement methods with community members experiencing disabling environments, and recognising their age, cultural and gender diversity.</li> </ul>
<p>Foundation 3 – Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples.</p> <p>Strategic Intent 3.2 – Our city welcomes new arrivals, including migrants and refugees, and celebrates people from different backgrounds.</p> <p>Critical Action 3.2.2 – Investigate the opportunity to develop and host a new large arts/cultural event, and continue to attract visitors to the city.</p>	<ul style="list-style-type: none"> <li>• In collaboration with community groups and governmental agencies, establish, plan and deliver a major event for the Northern Region, which celebrates people from different backgrounds.</li> <li>• Continue to attract visitors through the organisation and management of council events, and the facilitation and attraction of major events through external event companies. <i>(Note: this is moved from Direction 3)</i></li> </ul>

<p>Foundation 4 – Our city is attractive and safe.</p> <p>Strategic Intent 4.1 – Our public spaces, residential areas and environs are safe and inviting.</p> <p>Critical Action 4.1.1 – Work with stakeholders to improve community safety.</p>	<ul style="list-style-type: none"> <li>• <b>Through an update of the Community Safety Strategy, partner with the community and all stakeholders to address complex issues surrounding community safety.</b></li> <li>• <b>Includes building awareness and maximising participation in the strategy’s programs.</b></li> <li>• <b>Includes strategies to improve community safety in activity centres such as the Salisbury City Centre, public transport interchanges and popular trails.</b></li> <li>• <b>Includes a review of lighting provision in these areas as a way to make them feel more welcoming.</b></li> </ul>
<p><b>Direction 2 – A sustainable city</b></p>	
<p>Foundation 1. Our city’s green spaces and natural environments are valued and biodiverse.</p> <p>Strategic Intent 1.1 – Our city is cooler and greener.</p> <p>Critical Action 1.1.1 – Strategically address cooling and greening across our city.</p>	<ul style="list-style-type: none"> <li>• <b>In response to Green Adelaide’s Urban Greening Strategy and tree canopy data 2024, prepare an Urban Greening and Cooling Strategy that identifies approaches to respond to urban heat that is specific to the City of Salisbury context.</b></li> <li>• <b>Ensure that the planting palette chosen is appropriate to the urban landscape and acceptable to residents.</b></li> <li>• <b>Continue to improve the amenity of streetscapes through the programmed renewal of street trees with more appropriate tree species for the space available within our city’s streets.</b></li> </ul>
<p><b>Direction 3 – A growing city that creates new opportunities</b></p>	
<p><del>Foundation 2 – Our city is a place of choice to work, study, play and invest.</del></p> <p><del>Strategic Intent 2.1 – Our city attracts visitors that invigorate our economy.</del></p> <p><del>Critical Action 2.1.1 – Attract visitors through events in the city.</del></p> <p><i>(Note – Deleted and integrated into Direction 1)</i></p>	<ul style="list-style-type: none"> <li><del>• Increase the visitor economy through events, which will improve community participation and reap economic benefits.</del></li> <li><del>• Includes organisation and management of council events, and facilitation and attraction of major events through external event companies.</del></li> </ul> <p><i>(Note – Deleted and integrated into Direction 1)</i></p>

<p>Foundation 3 – Our city’s growth is well planned and supported by the integrated delivery of infrastructure.</p> <p>Strategic Intent 3.2 – Our city’s transport networks are well planned for future growth.</p> <p>Critical Action 3.2.2 – Update the integrated transport plan for the city.</p>	<ul style="list-style-type: none"> <li>• <b>Review and publish our transport plan to improve movement across the city, including our road network, paths and trails, and modes of transport.</b></li> <li>• <b>This includes reviewing opportunities to provide or upgrade existing cycling network and infrastructure, improving walkable neighbourhoods, planning for electric vehicles, and investigating alternative modes of transport such as micro-mobility initiatives and the Council’s community bus service.</b></li> <li>• <b>Continue to collaborate with the State Government on providing well-connected public transport across the city, and improving the road network in alignment with the Northern Adelaide Transport Study and Greater Adelaide Regional Plan.</b></li> </ul>
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3.15 The City Plan has also been updated to reflect the refreshed CoS brand.

### Indicators

- 3.16 As a requirement of the *Local Government Act 1999*, the City Plan must contain a series of indicators to measure the success of the Council’s objectives (the Foundations) over the period to which the plan applies.
- 3.17 Based on the formation of the Critical Actions and agreeance with the Foundations through the community engagement process, a series of indicators are proposed.
- 3.18 Indicators selected must respond to the Foundations, be able to be tracked regularly and be meaningful. They are also ideally not cost prohibitive or resource intensive, are set and measured by the CoS, and lesser in number so they can be easily collated.
- 3.19 Some indicators are proposed to be tracked through surveys and external resources, if these are not able to be performed in-house.
- 3.20 Indicators are categorised into short-term and long-term indicators. Short-term indicators can be measured on a regular basis (ie. annual). Long-term indicators are measured less regularly and can show more substantial change over a longer period. Together, they indicate the ways for the Council to measure the success of the Foundations.

## 3.21 Proposed indicators are:

Direction & Foundation	Proposed Indicators
<p><b>Direction 1 – A welcoming and liveable city</b></p> <ul style="list-style-type: none"> <li>• Our city has a diversity of housing that meets the needs of our community</li> <li>• Our community is physically and mentally healthy and connected</li> <li>• Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples</li> <li>• Our city is attractive and safe.</li> </ul>	<p>Council indicators</p> <ul style="list-style-type: none"> <li>• Visitation and membership to the Council’s recreation centres, sporting facilities and open space</li> <li>• Reported community health and wellbeing</li> <li>• Reported community satisfaction at Council-run community events that are welcoming to all</li> <li>• Reported community safety in the CoS</li> </ul> <p>Community indicators</p> <ul style="list-style-type: none"> <li>• Housing diversity supply in the CoS</li> <li>• Housing stress in the CoS</li> <li>• SEIFA (Socio-Economic Indexes for Areas) for the CoS.</li> </ul>
<p><b>Direction 2 – A sustainable city</b></p> <ul style="list-style-type: none"> <li>• <b>Our city’s green spaces and natural environments are valued and biodiverse</b></li> <li>• <b>Our city and community are carbon responsible</b></li> <li>• <b>Our city, community and infrastructure are resilient to a changing climate</b></li> <li>• <b>Our city’s waste is managed sustainably</b></li> <li>• <b>Our water resources are managed responsibly.</b></li> </ul>	<p>Council indicators</p> <ul style="list-style-type: none"> <li>• Number of native plants planted in parks, reserves and open space</li> <li>• Organisational carbon emissions</li> <li>• Proportion of Council operations consumption powered by renewable energy</li> <li>• Natural gas and grid electricity consumed in Council operations</li> <li>• Proportion of recycled material used in Council’s renewable programs</li> </ul> <p>Community indicators</p> <ul style="list-style-type: none"> <li>• Domestic waste generated and diverted from landfill</li> <li>• Percentage of stormwater captured for reuse.</li> </ul>



<p><b>Direction 3 – A growing city that creates new opportunities</b></p> <ul style="list-style-type: none"> <li>• Our businesses are successful, and the community benefits from their success</li> <li>• Our city is a place of choice to work, study, play and invest</li> <li>• Our city’s growth is well planned and supported by the integrated delivery of infrastructure</li> <li>• Our city centres are active and prospering.</li> </ul>	<p><b>Council indicators</b></p> <ul style="list-style-type: none"> <li>• Polaris Centre Net Promoter Score</li> <li>• Value of major projects across the CoS</li> <li>• Value of investment in Salisbury City Centre and Ingle Farm Activity Centre</li> </ul> <p><b>Community indicators</b></p> <ul style="list-style-type: none"> <li>• CoS residents who work in the Council area</li> <li>• Hectares of land rezoned to employment</li> <li>• Expenditure across the CoS</li> <li>• Vacancy rates and value of key industrial and commercial precincts</li> <li>• Value of investment in land west of Port Wakefield Road</li> <li>• Number of businesses in the Council area.</li> </ul>
<p><b>Direction 4 – Innovation and Business Development</b></p> <ul style="list-style-type: none"> <li>• Our council’s services are delivered in an effective and efficient manner</li> <li>• Our council is a great place to work</li> <li>• Our council is recognised for delivering exceptional community experiences and quality outcomes</li> <li>• Our community is engaged and connected</li> <li>• Our council’s commercial operations provide value for the community.</li> </ul>	<p><b>Council indicators</b></p> <ul style="list-style-type: none"> <li>• Development assessment timeframes</li> <li>• Customer requests completed within agreed service levels</li> <li>• Customer satisfaction data</li> <li>• Operating surplus ratio, financial liabilities ratio and asset sustainability ratio</li> <li>• Number of community members engaged through Council’s engagements and digital platforms</li> <li>• Customer and community savings from Salisbury Water compared to mains water pricing</li> <li>• Organisational development and effectiveness</li> <li>• Staff wellbeing index.</li> </ul>

- 3.22 Relevant past indicators in the City Plan 2035 have been retained if they align to the new Foundations.
- 3.23 Indicators from other CoS documents, such as the Sustainability Strategy and Thrive Strategy have also been drawn from to ensure consistency.
- 3.24 These indicators have also been reflected in the City Plan, as found in Attachment 1.

**4. FINANCIAL OVERVIEW**

- 4.1 The City Plan, once adopted, will have implications on the Annual Business Plan and Long-Term Financial Plan, from 2025/26 onwards.
- 4.2 Subsequent funding, if required, will similarly be requested following standard Council processes.

**5. CONCLUSION**

- 5.1 The City Plan 2040 has been finalised incorporating community feedback, and refreshed in line with the new brand guidelines.
- 5.2 Indicators have been included to measure against the City Plan's Foundations.
- 5.3 Once adopted, the City Plan 2040 will come into effect.

# City Plan 2040



# Acknowledgement of Country

The City of Salisbury acknowledges that we are on the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.



Clock Tower Artwork by Paul Herzich

# Mayor's Message

Niina marni. How are you?

It is an exciting and inspiring time to be in the City of Salisbury!

Our City and the northern region are entering a promising new era of growth and development.

Plans for the revitalisation of the Salisbury City Centre have been announced, and the state-of-the-art Salisbury Aquatic Centre has recently opened.

We are looking forward to new attractions like TreeClimb and new housing at Walkleys Road Corridor and Lake Windemere. Through the Polaris Business Development Centre, we are strengthening the skills and capacities for small and emerging businesses. We are also improving services and partnerships across our recreation centres, community centres and libraries to meet the needs of our community.

The City of Salisbury is increasingly attracting key industries and businesses, and becoming a place of choice for people to settle and grow. We remain committed to planning strategically, to position our City as a premier destination to live, play, work, and invest, and to secure a future full of promise for the 148,000 residents who call it home.

When Council prepared the previous City Plan, we outlined the strategy to preserve our City as the world was grappling with COVID-19. Now, in developing and finalising this City Plan, we usher in a new era of opportunity.

Our vision is to be a City that remains progressive, sustainable, and connected in these promising times. We have maintained this vision to provide guidance and assurance for the City and community we aspire to become.

The City Plan 2040 outlines our priorities over the next four years. As Mayor of the City of Salisbury and on behalf of our Council, we look forward to taking more crucial steps to ensure that our City, and community, can continue to prosper and thrive.

Ngaityalya. Thank you.

Sincerely,

**Gillian Aldridge**  
OAM  
Mayor  
June 2024



# Elected Members

The Elected Members for the 2022-2026 term form the Council body during this period.

These members are the decision-making body of the City of Salisbury, and also part of the City of Salisbury community.

Supported by the Council administration staff, they are privileged to make decisions on your behalf, to make our city a better place for all.

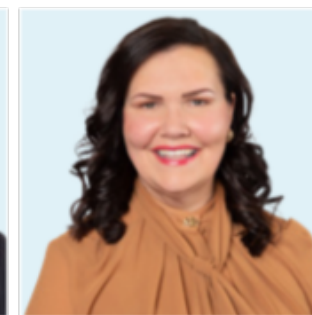
Mayor	East Ward	West Ward	
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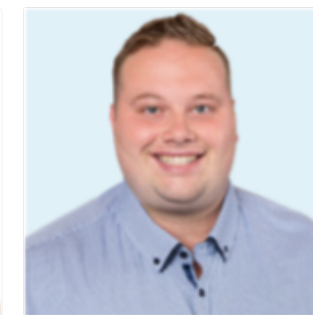
Gillian Aldridge OAM



Cr Johnny Chewparsad



Cr Moni Mazzeo



Cr Beau Brug JP

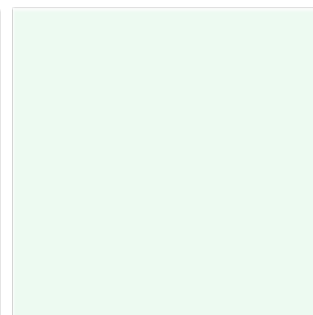


Cr Sharon McKell

## North Ward



Cr David Hood JP

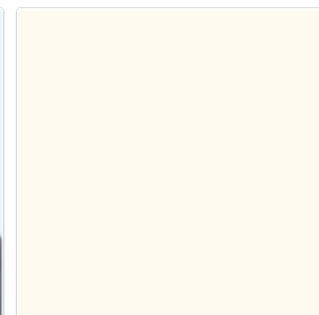


Vacant

## Central Ward



Cr Chad Buchanan JP  
(Deputy Mayor)

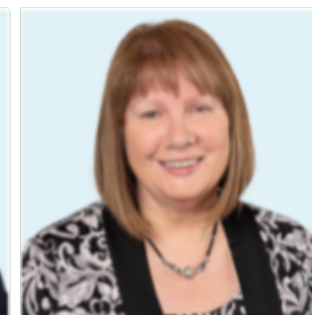


Vacant

## Hills Ward



Cr Peter Jensen JP



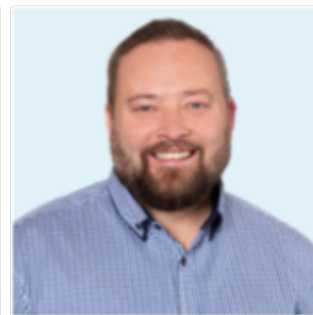
Cr Shiralee Reardon JP



## South Ward



Cr Lauren Brug



Cr Alan Graham

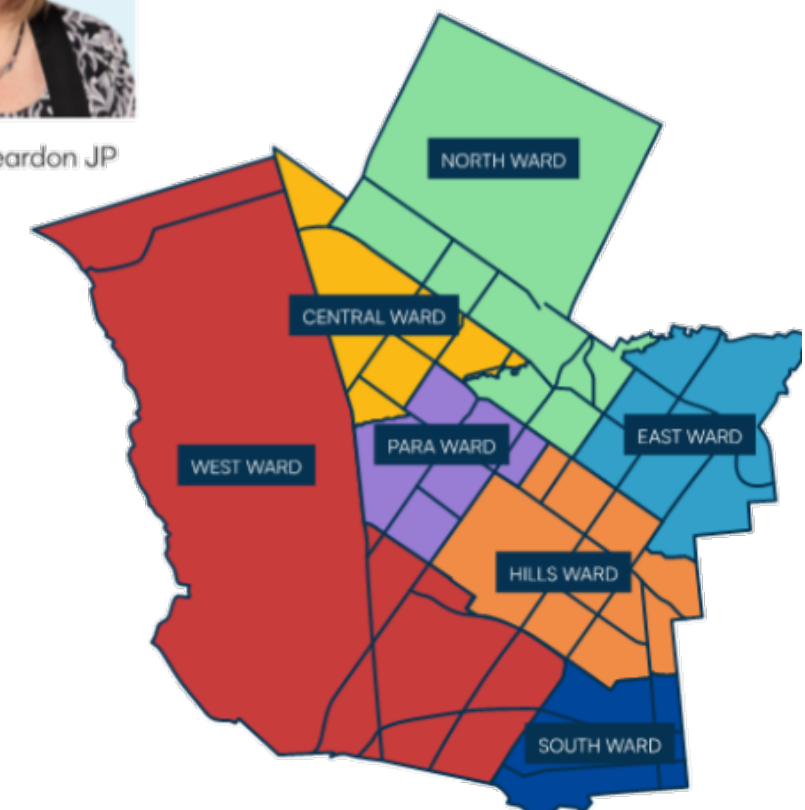
## Para Ward



Cr Kylie Grenfell



Cr Sarah Ouk JP



# Our City

With over 30 suburbs spanning 158.1 km<sup>2</sup> and home to 148,000 people, the City of Salisbury is the fourth largest local government in the metropolitan Adelaide and the second most populated, making it one of the most significant Council areas in South Australia.

Acting as a connector between the urban inner-city areas and the growing outer northern regions, the City of Salisbury is rich with environmental and biodiversity assets, job opportunities, affordable housing and recreational attractions.

Our population is diverse and relatively young, and represent a big part of the state's workforce.

More people are choosing to live in our city, as it is more affordable compared to metropolitan Adelaide.

Our city is the backbone of the state's economy, making up 10% of the metropolitan Adelaide's workforce, and contributing to around 7% of the state's economy.

Figures are derived from the 2021 Census/ABS data unless stated otherwise.



**36 years**

is the median age, compared to Greater Adelaide at 39 years



**2.4%**

Aboriginal and Torres Strait Islander people, compared to Greater Adelaide at 1.7%



**32%**

speak a language at home other than English, compared to Greater Adelaide at 21%



**47.5%**

of people aged over 15 years completed Year 12 schooling, compared to Greater Adelaide at 57%



**15%**

have a university qualification, compared to Greater Adelaide at 26%



**22%**

have trade qualification certificates, compared to Greater Adelaide at 20%



**7.4%**

of the population is unemployed, compared to Greater Adelaide at 5.5%



**39%**

of households have a mortgage, compared to Greater Adelaide at 36%



**28%**

of households rent, consistent with Greater Adelaide at 28%



**2.63**

is the average number of people per dwelling, compared to Greater Adelaide at 2.43



**\$600,000**

is the median house price in December 2023, compared to Greater Adelaide at \$745,000



**3 bedrooms**

are the dominant dwelling type, which is the same as Greater Adelaide



**\$9.45 billion**

is the Gross Regional Product in 2023, compared to Greater Adelaide's Gross State Product at \$134 billion



**30%**

of residents also work in the Council area



**9,032**

number of local businesses in 2023



**Manufacturing**

is the biggest industry by economic output and number of workers



**13%**

tree canopy cover across the City of Salisbury in 2022



**Certified**

as a Welcoming City, an Intercultural City and as a Refugee Welcome Zone

# Our challenges

As cities grow, so do challenges and opportunities. Councils are expected to go beyond "roads, rates and rubbish", to cater to the needs of growing cities. As such, some major influences that impact on the City of Salisbury include:

## Housing

The need for more housing supply and affordable housing, especially as population growth continues to expand in the north, and to service our community that overall has a lower income compared to the rest of Greater Adelaide.

## Climate Change

The balance between urban built environments and provision of greening, such as the loss of trees in our urban environment, especially in a warmer climate, which makes our cities hotter and community more heat stressed.

## Assets Resilience

The adaptation and resilience of our city's physical and environmental assets, such as our buildings, roads and coastline, especially with climate change impacting on their longevity.

## Changing Industries

The emergence of various commercial, manufacturing and defence industries, and uptake in digital and manufacturing innovation, especially in our support for a circular economy that is carbon responsible.

## Urban Growth

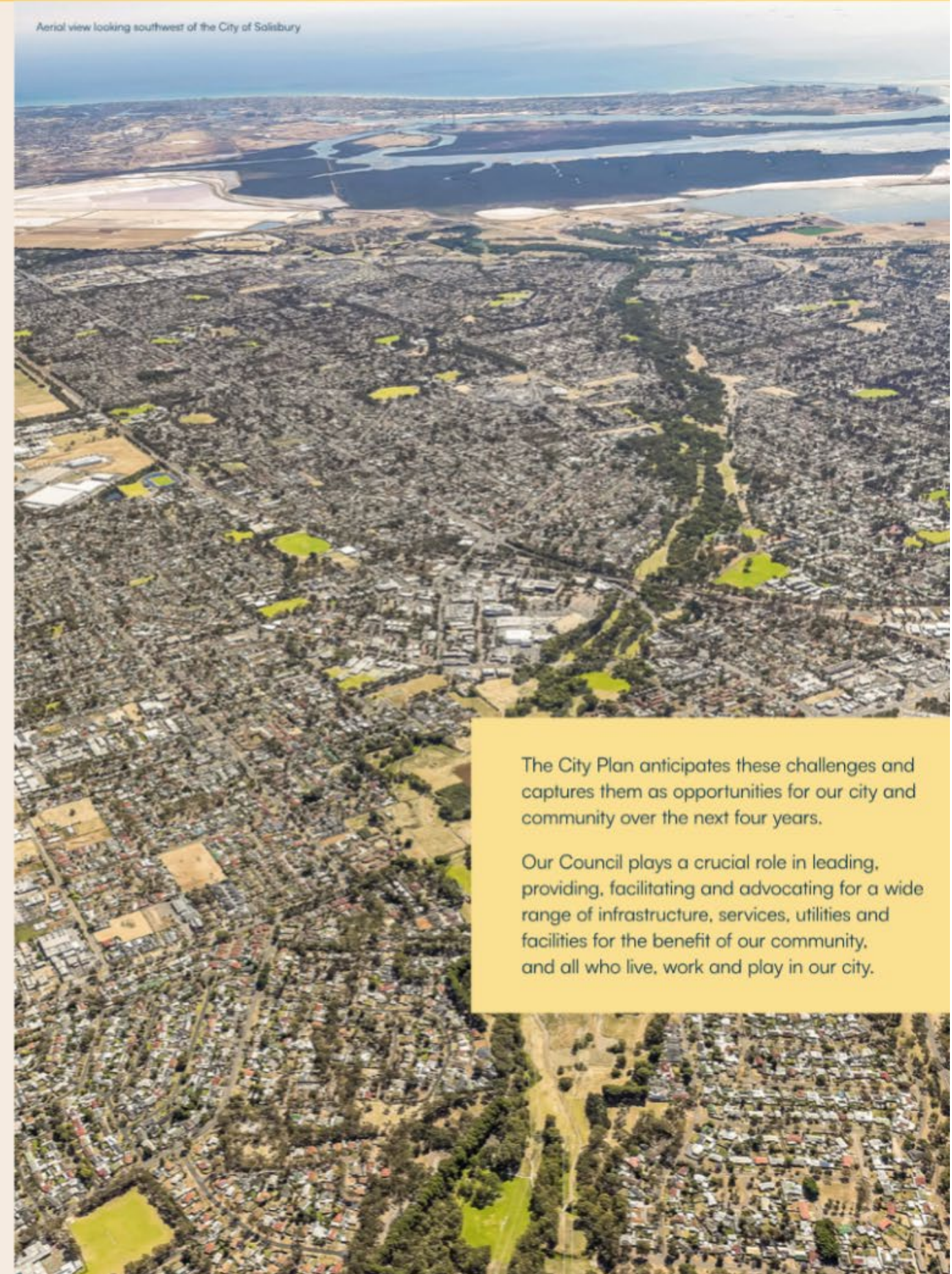
The demand for expansion and development of land for residential, industrial and employment growth, especially in providing both hard infrastructure (like roads and utilities) and social infrastructure (like schools, shops and medical services) to meet demands.

## Role of the City

The urban regeneration of our city centres and activity centres, especially in playing a key part in providing services, shops, schools and employment opportunities for local residents.

## Diversity

The increasingly diverse population of our community, and their relationship to their neighbourhoods, the city and the Council, especially in our communication and relationship with the them.



The City Plan anticipates these challenges and captures them as opportunities for our city and community over the next four years.

Our Council plays a crucial role in leading, providing, facilitating and advocating for a wide range of infrastructure, services, utilities and facilities for the benefit of our community, and all who live, work and play in our city.

# What is the City Plan?

All Councils are required to prepare a strategic plan under the *Local Government Act 1999*.

**The City Plan is the City of Salisbury’s strategic plan. It is the highest-level plan for the Council.**

It outlines the Council’s vision and desired outcomes for the city, along with a series of critical actions that outline how we will deliver on our vision.

Our vision is to be: “A progressive, sustainable and connected community.”

The City Plan outlines how this vision will be achieved.

By being progressive, sustainable and connected, the City of Salisbury will be a successful city that provides quality services, is financially responsible and supports the growth and aspirations of our community.

### A progressive city:

- embraces change
- is liveable and competitive
- is proud of its heritage
- identifies and creates opportunities
- responds to challenges.

### A sustainable city:

- thinks about today and the future
- cares about the environment and people
- considers the legacy it leaves for future generations
- is financially responsible
- promotes a culture that values enduring outcomes.

### A connected city:

- forms connections with its community
- is connected to nature and biodiversity
- offers links to jobs and businesses
- values connections between all cultures
- helps people move around.





# Strategic context

The City Plan anticipates, assesses and captures various trends and changes that impact our city, including local and regional developments, State and Federal policies and directions, as well as our own strategies and plans.

These influences enable the City of Salisbury to collaborate with the Federal Government, State Government and other Councils to work towards key partnership projects, for the benefit of the entire Northern Adelaide region.

We need to plan and be prepared for these changes, developments and influences to be a progressive, sustainable and connected community.

In preparing the City Plan, the Council has reviewed and responded to policies and directions from the State Government, such as:

- Greater Adelaide Regional Plan Discussion Paper
- South Australian Economic Statement
- A Better Housing Future
- Infrastructure SA's 20-Year Strategy Discussion Paper
- Northern Adelaide Transport Study
- State Prosperity Project



## Regional influences and developments:

- A Northern Adelaide Housing Growth**  
The northern regions of Adelaide will be the focus of significant residential growth over the next 30 years. New neighbourhoods are already being built at Riverlea, Virginia, Angle Vale, Playford Alive, Two Wells and Roseworthy with the State Government investing in further growth in this region. There are also sites being developed in areas surrounding the City of Salisbury, such as in Golden Grove and Oakden Rise
- B Greater Edinburgh Parks**  
Capitalising on its proximity to the Edinburgh RAAF Base, rail infrastructure and road networks, Greater Edinburgh Parks will provide new employment lands for the northern region and employment opportunities for a growing population. This transformation will facilitate a world-class enterprise precinct of national significance.
- C Elizabeth City Centre**  
With the expanding population of the northern region and its close proximity to the Lyell McEwin Hospital, Playford Health and Wellbeing Precinct and Lionsgate Business Park, the Elizabeth City Centre will become a focus for the region's services and retail opportunities. High-density mixed-use developments will be important as part of its growth.
- D Adelaide International Bird Sanctuary National Park - Winaitiyaityi Pangkara**  
Encompassing over 60km of coastline across many Councils in the Northern Adelaide region, the bird sanctuary provides refuge and habitat for millions of birdlife, unique flora and other ecological communities.
- E Osborne Naval Shipyard**  
To support the Federal Government's AUKUS initiative, a naval shipyard established in Osborne supports national sovereignty, defence capabilities, industry growth and job opportunities for the state.
- F North-South Corridor**  
The North-South Corridor will provide 78km of non-stop connectivity for people and freight from Gawler to Old Noarlunga with the commencement of construction of the final 10.5km between the River Torrens and Darlington.
- G Lot Fourteen**  
Continued growth at Lot Fourteen and its defence, space, hi-tech and creative industries will foster greater innovation and research across South Australia.

## Local influences and developments:

- H Salisbury City Centre**  
Providing a catalyst for future private investments, the Salisbury City Centre will be revitalised with a \$200M redevelopment comprising six new and vibrant mixed-use sites, including residential sites, retirement living, hotel accommodation, retail, commercial, hospitality and an extension of Church Street.
- I Little Para River**  
Investments along the Little Para River will increase visitors and improve walking and cycling connections to the Salisbury Aquatic Centre, TreeClimb, Little Para Golf Course and the Salisbury City Centre, amongst other destinations along the trail.
- J Edinburgh Defence Precinct**  
The RAAF Base in Edinburgh is expected to receive investment in its infrastructure, which will see an increased in number of workers in the area.
- K Defence**  
The expansion of Defence SA's capabilities at St Kilda will also be accommodating an increasing number of workers in the area.
- L Future Industries**  
To capitalise on its strategic location, St Kilda and Waterloo Corner provide a great opportunity to incorporate circular economies, green infrastructure and decarbonisation operations.
- M Waterloo Corner & Bolivar Corridor**  
Traditionally low-intensive rural, horticultural and agricultural land offering great connections to key arterial routes and State-level infrastructure sites will transform this corridor into emerging employment and industrial land.
- N Mangroves and coastlines**  
Protection and conservation of significant environmental assets along the coast such as the mangroves, samphire and wetland habitats will ensure a more climate resilient future.
- O Dry Creek**  
A future master-planned community development is projected to deliver 10,000 homes at the Dry Creek salt fields. Led by the State Government, this project will require significant investment in remediation and infrastructure to support its future community.
- P Parafield Airport**  
Parafield Airport Limited proposes growth over the next decade to include commercial, industrial and logistic type activities of varying scales, offering economic growth and employment opportunities.
- Q Technology Park & Universities**  
Mawson Lakes may experience change due to the university amalgamation (Adelaide University) at the UniSA site, and the State Government's proposed expansion of Technology Park.
- R Ingle Farm**  
Subject to investigations to capitalise on infill growth and offerings at Ingle Farm, along with Council's investment for a new residential development at the Walkleys Road Corridor, there is opportunity to increase density, offer mixed-use outcomes and improve the public realm to provide a rejuvenated and connected urban centre.
- S Road connections**  
Improvements to east-west connections across the city will facilitate better traffic movement, such as at Kings Road, Elder Smith Drive and Park Terrace.



# Introduction to the City Plan

## Legislative framework

**State Government legislation**  
Sets the legislative framework for South Australia.

**State Government strategies and plans**  
Sets the goals and directions for the State Government, to which Council should align.

**City Plan**  
Sets the Council's vision, objectives and critical actions.

**Long-Term Financial Plan**  
Sets the Council's financial outlook and sustainability in-line with its planned activities.

**Strategic Asset Management Plan**  
Sets the Council's framework to deliver the planning, construction, maintenance and operations of infrastructure.

**Other Council Strategies**  
Strategies and plans for Council to undertake, either as required by legislation, or discretionary through Council decisions.

**Annual Business Plan and Budget**  
Outlines the planned activities and budget in a financial year.

**Annual Report and Financial Statement**  
Reports on the status of the planned activities and budget in a financial year.

# City Plan structure



## Vision

Our long-term goal is becoming 'a progressive, sustainable and connected community'.

## Directions

The key themes that can help achieve the Vision are:

<p>A welcoming and liveable city</p> 	<p>A sustainable city</p> 
<p>A growing city that creates new opportunities</p> 	<p>Innovation and Business Development</p> 



## Foundations

These are the key outcomes that we want to achieve under each Direction.



## Strategic Intent

Under each Foundation, there are Strategic Intents, which help us focus in on what we want to achieve.



## Critical Actions

These are the key things that Council wants to deliver.



## Indicators

These help us measure our success.

# Our Directions



To provide outstanding services to the community, we need to continually strive for excellence.

Salisbury Community Hub



## We will be a welcoming and liveable city, by:

- Having a diversity of housing that meets the needs of our community
- Supporting the physical and mental health and wellbeing of our community
- Welcoming people of all ages, backgrounds and abilities, and recognising First Nations peoples
- Making our city attractive and safe.



## We will be a sustainable city, by:

- Valuing our biodiverse green spaces and natural environments
- Being carbon responsible
- Ensuring our city, community and infrastructure are climate resilient
- Managing our waste and water resources sustainably and responsibly.



## We will be a growing city that creates new opportunities, by:

- Supporting our local businesses to be successful
- Planning our city's growth that is supported by infrastructure
- Making our city centres active and prospering.



## We will focus on our organisation's innovation and business development, by:

- Delivering effective and efficient Council services, exceptional community experiences and quality outcomes
- Making our organisation a great place to work
- Engaging and connecting with our community
- Providing value for our community through our commercial operations.

# A welcoming and liveable city

◇ 1

Our city has a diversity of housing that meets the needs of our community.

**Key**

- ◇ Foundation
- 🎯 Strategic Intent
- ☑ Critical Action

🎯 1.1 **Our community's most vulnerable are protected.**

☑ 1.1.1 **Investigate strategies to support those most vulnerable in our community.**

- Deliver a Homelessness Strategy that includes opportunities to partner with the State Government and other organisations to implement actions and address homelessness in the city.
- Explore shelter-type responses to community members who are at risk or are experiencing homelessness.
- Explore broader responses for Council's consideration to emerging community needs.
- Explore shorter term alternative housing opportunities through the Cost of Living Strategy (An action of Thrive Action Plan).
- Explore affordable housing outcomes (including modular type housing) and short term accommodation as part of the Strategic Land Review five year action plan.

☑ 1.1.2 **Facilitate ways to help relieve cost of living pressures for our community.**

- Explore ways to introduce social and community infrastructure that can provide financial relief to the community.



🎯 1.2 **Our city facilitates affordable and diverse housing.**

☑ 1.2.1 **Facilitate housing for all in the city.**

- Prepare a long term Housing Strategy with a focus on affordability, diversity and tenure, including a feasibility package. This assists housing providers to invest in the City of Salisbury.
- Explore and facilitate alternative housing opportunities through collaboration with NGOs and private industries.
- Align opportunities with the Federal Government's Housing Australia Future Fund.
- Seek to facilitate more affordable and diverse housing, and balance infill development, through the Greater Adelaide Regional Plan and Planning and Design Code.

🎯 1.3 **Our city provides housing for our community.**

☑ 1.3.1 **Deliver high quality housing outcomes through the strategic development of Council owned sites.**

- Through Council's Strategic Land Review project, continue to deliver residential development that aligns with Council's Affordable Housing Implementation Plan.
- Provide at least 15%-20% affordable housing.
- Provide affordable housing through the Walkleys Road Corridor residential development.

24
City of Salisbury
A welcoming and liveable city
City Plan 2040
25

◇ 2

## Our community is physically and mentally healthy and connected.

🎯 2.1 **Our community's wellbeing is prioritised.**

📌 2.1.1 **Deliver the Thrive Strategy and associated Action Plans.**

- Deliver the Thrive Strategy and Action Plans, which focus on delivering programs and initiatives that improve the health and wellbeing of our community.
- These include 11 initiatives that help the community to be more socially connected, physically active, culturally enriched, civically engaged, safe and secure, and to continue to be learning and aspiring.
- These programs include community-led small scale projects, skills sharing, a Salisbury Fit Club, activating the Little Para River, digitalising our trails and recreation facilities, introducing modified sports, celebrating Salisbury's history, partnerships with non-Council organisations for volunteering opportunities, Libraries After Dark, Bibliotrek and a Cost of Living Strategy.


🎯 2.2 **Our open spaces and recreation centres support community wellbeing.**

📌 2.2.1 **Promote and facilitate public use of the Salisbury Aquatic Centre.**

- Partner with the aquatic centre's operator to deliver a responsive and sustainable aquatic centre for our community.

📌 2.2.2 **Promote and facilitate public use of our recreation centres and golf courses.**

- Partner with external managers to deliver responsive and sustainable recreation services for our community.
- These include the Bridgestone Athletics Centre, Parafield Gardens Recreation Centre, Ingle Farm Recreation Centre, TreeClimb and Little Para Golf Course.



Salisbury Aquatic Centre

📌 2.2.3 **Support our community, recreation and sporting groups.**

- Continue to support all community, recreation and sporting groups and clubs across the city, for the benefit of our community.

🎯 2.3 **Our community has access to health and community services.**

📌 2.3.1 **Plan for future social infrastructure needs.**

- In response to a growing population, plan for future social infrastructure needs for the city, especially in high growth areas.
- Social infrastructure may include sport and recreation facilities, health and education facilities, and cultural and community centres. This includes the upgrade of facilities such as the Parafield Gardens Recreation Centre.
- Plan for spaces and programs that can support and promote intergenerational interaction, including cross-cultural generational mentorships and interactions.

**Key**

- ◇ Foundation
- 🎯 Strategic Intent
- 📌 Critical Action

3

**Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples.**

**3.1 Our city provides opportunities for all life stages and abilities.**

**3.1.1 Enhance our engagement with our youth.**

- Undertake a review of the Youth Action Plan that coordinates Council’s efforts to provide young people with opportunities that align with the three priority areas (Health and Wellbeing; Equity, Discrimination and Unfair Treatment; and Educational Engagement and Successful Transitions).
- Includes prioritising youth leadership by conducting activities such as the annual youth summit.

**3.1.2 Implement the Ability Inclusion Strategic Plan.**

- In alignment with the Ability Inclusion Strategic Plan, design and deliver all Council functions to be universally beneficial to people of all types and levels of ability and other diverse needs.
- Support and develop effective engagement methods with community members experiencing disabling environments, and recognising their age, cultural and gender diversity.

**3.2 Our city welcomes new arrivals, including migrants and refugees, and celebrates people from different backgrounds.**

**3.2.1 Promote the Council’s recognition and leadership as an Intercultural City.**

- Promote the Council’s recognition and leadership as an Intercultural City (Intercultural Cities, Council of Europe), Welcoming City (Welcoming Australia) and Refugee Welcome Zone (Refugee Council of Australia).
- Continue our partnerships with the Department of Home Affairs and deliver the Intercultural Strategic Plan.



Harmony Day 2024

**3.2.2 Investigate the opportunity to develop and host a new large arts/cultural events, and continue to attract visitors to the city.**

- In collaboration with community groups and governmental agencies, establish, plan and deliver a major event for the Northern Region, which celebrates people from different backgrounds.
- Continue to attract visitors through the organisation and management of Council events, and the facilitation and attraction of major events through external event companies.

**3.3 Our city is committed to reconciliation and actively engages with First Nations people.**

**3.3.1 Foster ongoing engagement and relationship with First Nations people.**

- Update our Reconciliation Action Plan guided by the First Nations Strategic Group.
- Identify actions focusing on respecting, building relationships and enhancing opportunities with Aboriginal and Torres Strait Islander communities.
- Continue and increase awareness and education initiatives within the organisation and community on First Nations affairs and engagement.

**Key**

- ◊ Foundation
- 🎯 Strategic Intent
- ☑ Critical Action



4

## Our city is attractive and safe.

4.1 Our public spaces, residential areas and environs are safe and inviting.

4.1.1 Work with stakeholders to improve community safety.

- Through an update of the Community Safety Strategy, partner with the community and all stakeholders to address complex issues surrounding community safety.
- Includes building awareness and maximising participation in the strategy's programs.
- Includes strategies to improve community safety in activity centres such as the Salisbury City Centre, public transport interchanges and popular trails.
- Includes a review of lighting provision in these areas as a way to make them feel more welcoming.

4.1.2 Ensure our CCTV Program is delivered to meet our community needs.

- Roll out CCTVs at key locations across the city centres and recreational spaces to increase community safety, mobile facilities, community fixtures and asset protection.

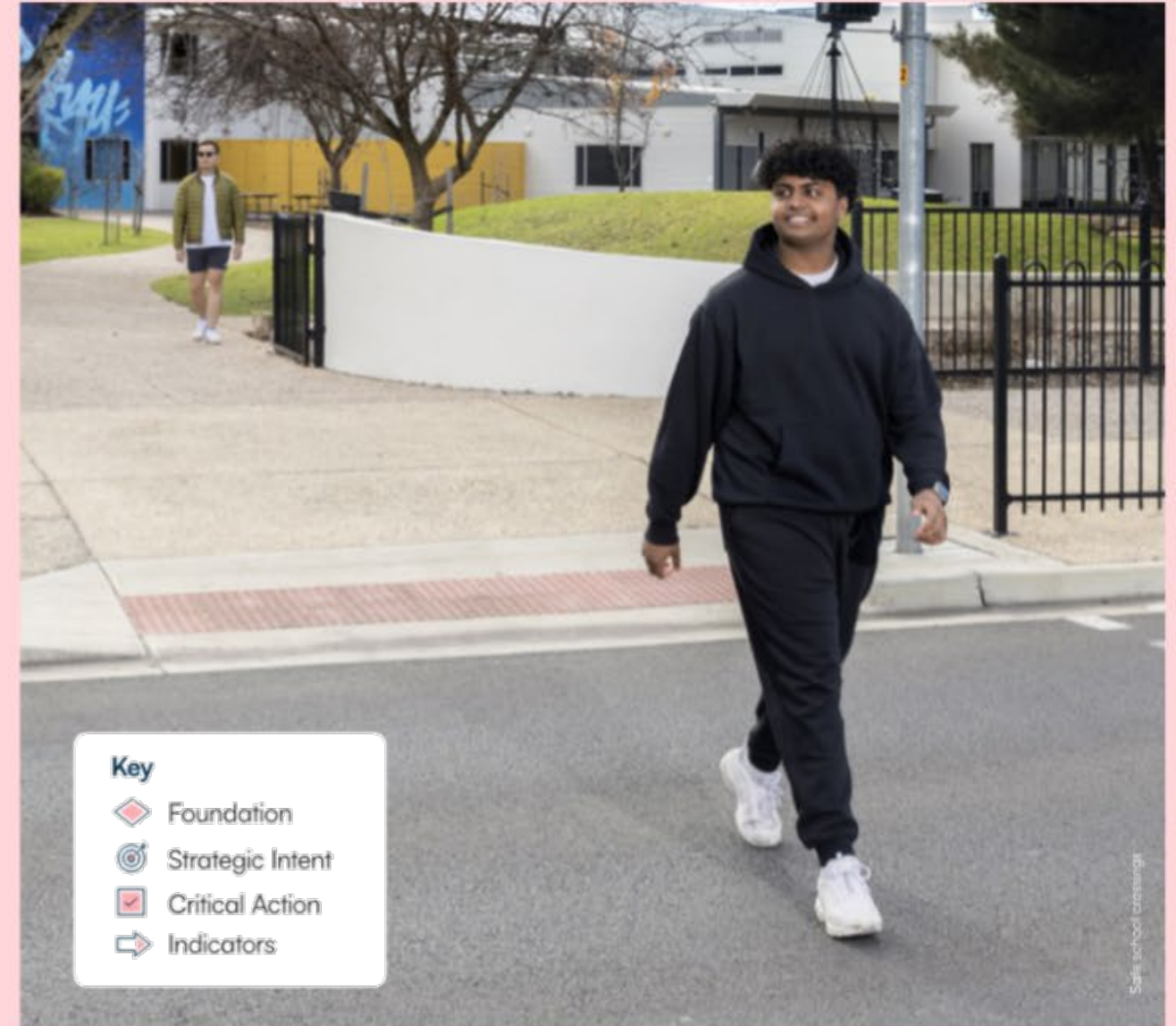
4.1.3 Improve safety of roads throughout the city around schools.

- Partner with State and/or Federal Government to implement the School Transport Framework and general Road Safety Action Plan to improve safety on roads around or adjacent schools.

4.2 Our city's key public spaces are attractive.

4.2.1 Improve the quality of landscaping at entrance statements and along corridors to key destinations.

- Increase the quality of landscaping at key gateways to our key destinations and along prominent road corridors, to act as a welcoming statement for all.
- For private development, facilitate attractive landscaping along key corridors.



**Key**

- ◆ Foundation
- 🎯 Strategic Intent
- ☑ Critical Action
- ➡ Indicators

➡ We will be measuring the following indicators to show trends on how we are tracking on being 'a welcoming and liveable city':

- |   |  |
|---|--|
| <p><b>Council indicators:</b></p> <ul style="list-style-type: none"> <li>• Visitation and membership to the Council's recreation centres, sporting facilities and open space</li> <li>• Reported community health and wellbeing</li> <li>• Reported community satisfaction at Council-run community events that are welcoming to all</li> <li>• Reported community safety in the City of Salisbury</li> </ul> | <p><b>Community indicators:</b></p> <ul style="list-style-type: none"> <li>• Housing diversity supply in the City of Salisbury</li> <li>• Housing stress in the City of Salisbury</li> <li>• SEIFA (Socio-Economic Indexes for Areas) for the City of Salisbury</li> </ul> |
|---|--|

# A sustainable city



◆ 1

Our city's green spaces and natural environments are valued and biodiverse.

**Key**

- ◆ Foundation
- 🎯 Strategic Intent
- 📌 Critical Action

🎯 1.1 **Our city is cooler and greener.**

📌 1.1.1 **Strategically address cooling and greening across our city.**

- Informed by Green Adelaide's Urban Greening Strategy and tree canopy data 2024, prepare an Urban Greening and Cooling Strategy that identifies approaches to respond to urban heat that is specific to the City of Salisbury context.
- Ensure that the planting palette chosen is appropriate to the urban landscape and acceptable to residents.
- Continue to improve the amenity of streetscapes through the programmed renewal of street trees with more appropriate tree species for the space available within our city's streets.

🎯 1.2 **Our city's biodiversity is protected.**

📌 1.2.1 **Enhance eco-tourism opportunities at St Kilda, including the protecting of the mangroves and coastal environment.**

- Partner with the State Government to deliver a Sustainability Centre for Excellence and eco-tourism destination at St Kilda to support biodiversity conservation and education (an action of the Sustainability Strategy).
- Collaborate with the St Kilda Mangroves Alliance, Conservation Council SA, Department of Environment and Water and universities to assist in achieving the St Kilda Mangroves Community Vision and Strategic Plan.
- Continue to advocate for the protection and management of our estuarine and coastal environment, including playing a part in the restoration of the area once management methodologies are confirmed.

📌 1.2.2 **Improve biodiversity management across key corridors.**

- Review the Biodiversity Corridors Action Plan 2010 (an action of the Sustainability Strategy).
- Establish biodiversity management plans for key sites across the Council area.

◇ 2

# Our city and community are carbon responsible.

🎯 2.1 Our city's emissions are reduced.

✅ 2.1.1 Prepare and implement an emissions reduction plan for our operations.

- Undertake an Organisational Emissions Reduction Action Plan to reduce the carbon footprint of Council's operations (an action of the Sustainability Strategy), including Council buildings and assets.
- Update and publicly disclose our greenhouse gas inventory.
- Includes an Organisational Energy Plan that addresses energy efficiency, renewable energy, electric vehicle charges and fleet management.

🎯 2.2 Our city's businesses have planned for the future.

✅ 2.2.1 Support businesses and industries to transition to a low carbon future.

- Proactively support new and existing businesses and industries (an action of the Sustainability Strategy).
- Provide support and education to address sustainability of their operations and how to reduce carbon emissions, promotion of circular economy initiatives and education on alignment with State Government's waste legislation such as single use plastics.

**Key**

- ◇ Foundation
- 🎯 Strategic Intent
- ✅ Critical Action







**Key**

-  Foundation
-  Strategic Intent
-  Critical Action

 3

**Our city, community and infrastructure are resilient to a changing climate.**


 **3.1 Our city's assets are managed and planned to be resilient to a changing climate and provides capacity for growth.**

 **3.1.1 Include new climate adaptation and mitigation strategies in our asset management.**

- Review the Strategic Asset Management Plan linking to the Climate Change Risk Assessment, new Carbon Emissions Reduction Plan and new Organisational Emissions Reduction Action Plan.
- Consider the sustainable lifespan of all assets.

 **3.1.2 Improve our resilience to climate change.**

- Undertake a Climate Change Adaptation Action Plan that is informed by Council's Climate Change Risk Assessment to be a climate resilient organisation.
- This will help set out how we can address and take action on the challenges of climate change.

 **3.2 Our city's dwellings are comfortable and climate resilient.**

 **3.2.1 Facilitate sustainable living through our residential development projects.**

- Showcase to our community and construction industry the possibilities and benefits of pursuing environmentally sustainability objectives and outcomes in housing.
- Do this through environmentally sustainable infrastructure and design guidelines in Council's strategic development projects, such as at Walkleys Road Corridor.
- Through Council's development services, advocate for private developments to be environmentally sustainable.

36 City of Salisbury A sustainable city
City Plan 2040 37

◆ 4

Our city's waste is managed sustainably.

◆ 5

Our water resources are managed responsibly.

**Key**  
◆ Foundation  
🎯 Strategic Intent  
☑️ Critical Action  
➡️ Indicators

**🎯 4.1 Our Council promotes a circular economy.**

**☑️ 4.1.1 Investigate through NAWMA alternative waste management systems.**

- Explore innovation in waste management that helps with reducing greenhouse gas emissions and landfill contribution.
- Collaborate with the Northern Adelaide Waste Management Authority (NAWMA), which is a subsidiary of the City of Salisbury.

**☑️ 4.1.2 Improve resource recovery in our organisation.**

- Undertake a Resource Recovery Action Plan (an action of the Sustainability Strategy).
- Includes a plan for Council's operations, waste reduction, providing specialised waste item collection, and sustainable events.

**☑️ 4.1.3 Facilitate a circular economy in our operations.**

- Identify and support circular economy initiatives into Council operations.

**🎯 5.1 Our city is waterwise through sustainable use and careful planning.**

**☑️ 5.1.1 Capture, cleanse and reuse our stormwater across the city.**

- Increase the harvest of urban stormwater to minimise pollutant discharge to the marine environment.
- Develop a Managed Aquifer Recharge (MAR) storage to maximise the reuse of this water and reduce mains water usage, subject to feasibility assessments.

➡️

We will be measuring the following indicators to show trends on how we are tracking on being 'a sustainable city':

**Council indicators:**

- Number of native plants planted in parks, reserves and open space
- Organisational carbon emissions
- Proportion of Council operations consumption powered by renewable energy
- Natural gas and grid electricity consumed in Council operations

- Proportion of recycled material used in Council's renewal programs

**Community indicators:**

- Domestic waste generated and diverted from landfill
- Percentage of stormwater captured for reuse

# A growing city that creates new opportunities



◇ 1

Our city's businesses are successful, and the community benefits from their success.

① 1.1 Our local businesses are supported for growth and success.

☑ 1.1.1 Strengthen links with other innovation hubs across Adelaide.

- Support innovation across businesses and industries by strengthening links between Technology Park, universities, Edinburgh Parks, Lot Fourteen and Tonsley Innovation Precinct.
- Explore opportunities to deliver initiatives that support entrepreneurs and business owners to grow.

**Key**

- ◇ Foundation
- ① Strategic Intent
- ☑ Critical Action

☑ 1.1.2 Strengthen essential business skills and capabilities for small and emerging businesses.

- Through the Polaris Business Development Centre, deliver initiatives to inspire our community and support business creation and growth.
- Develop and implement programs that help increase business skills and capabilities of the community.
- Partner with State and Federal Government agencies.

① 1.2 Our community is skilled, determined and self-sufficient.

☑ 1.2.1 Increase access of our community to education and training pathways.

- Leveraging existing City of Salisbury resources and the Polaris Centre, invest in an integrated platform/mechanism that helps to promote local job opportunities to local residents and increase our skilled workforce.
- Work with partners to encourage career development and training support to the City of Salisbury community.

☑ 1.2.2 Inspire, facilitate and grow youth entrepreneurship.

- Through the Polaris Centre and in collaboration with partners, support and facilitate entrepreneurship as a credible and realistic pathway for young people.

◆ 2

## Our city's growth is well planned and supported by the integrated delivery of infrastructure.

② 2.1 **Our city's infrastructure (including Council-owned) is delivered with a long-term focus in an equitable and orderly way.**

☑ 2.1.1 **Coordinate the delivery of stormwater solutions and road network upgrades for growth areas.**

- Finalise the Dry Creek, Little Para River, Greater Edinburgh Parks and Adams Creek Stormwater Management Plans and plan for other stormwater solutions.
- To be development ready, prepare stormwater solutions for large parcels of vacant land to ensure efficient delivery of Council resources and facilitate quality development outcomes.
- To be development ready, review our road systems, people and vehicle movement, hierarchy, current and project loads in preparation for residential and industrial growth across the Council area.

☑ 2.1.2 **Partner with State Government and the private sector to realise the sustainable development of Dry Creek salt fields.**

- Collaborate with key partners, private developers and landowners to deliver physical and social infrastructure that recognises the environmental and ecological sensitivities and the need to connect to surrounding areas.
- Delivery will require detailed investigations including utilities, environmental management, soil stability and salinity, transport/traffic and access to schools and other social infrastructure.
- Materialise the housing and urban development opportunities identified by the State Government.

② 2.2 **Our city's transport networks are well planned for future growth.**

☑ 2.2.1 **Review and publish our transport plan to improve movement across the city, including our road network, paths and trails, and modes of transport.**

- Strengthen east-west connections with a focus on the role of Kings Road.
- Ensure the transport network supports the growth of the north-west sector of the city.

② 2.2.2 **Update the integrated transport plan for the city.**

- Review and publish our transport plan to improve movement across the city, including our road network, paths and trails, and modes of transport.
- This includes reviewing opportunities to provide or upgrade existing cycling network and infrastructure, improving walkable neighbourhoods, planning for electric vehicles, and investigating alternative modes of transport such as micro-mobility initiatives and the Council's community bus service.
- Continue to collaborate with the State Government on providing well-connected public transport across the city, and improving the road network in alignment with the Northern Adelaide Transport Study and Greater Adelaide Regional Plan.

② 2.3 **Our city's economic development is facilitated.**

☑ 2.3.1 **Proactively facilitate coordinated growth.**

- Facilitate growth through supporting private and government led Code Amendments that are consistent with Council's Strategic Growth Framework for Waterloo Corner and Bolivar Corridor and Shaping Salisbury's Future Strategy (to be completed in 2024/25).
- Includes the investigation and re-zoning of land for an eco-industrial precinct, as well as the re-zoning of land west of Port Wakefield Road.

**Key**

- ◆ Foundation
- ② Strategic Intent
- ☑ Critical Action

42
City of Salisbury
A growing city that creates new opportunities
City Plan 2040
43

◆ 3

## Our city centres are active and prospering.

🎯 3.1 **Salisbury City Centre is vibrant and revitalised.**

📋 3.1.1 **Deliver a high quality Salisbury City Centre.**

- As part of the Salisbury City Centre revitalisation project and using Council's land assets, work with the chosen developer to deliver well designed and programmed buildings, enhance the public realm and public spaces, improve transport movement and parking, deliver high quality streetscapes and private/public interfaces, to deliver quality outcomes for the city and community.
- Also includes working with and supporting local businesses during construction phases, and exploration of social and health services within the new precinct.

🎯 3.2 **Ingle Farm and surrounds is vibrant and revitalised.**

📋 3.2.1 **Prepare a precinct plan for Ingle Farm activity centre and surrounds.**

- Explore opportunities to increase vibrancy through public realm upgrades and mixed use developments through review of Council owned lands, recreation centre and library, and collaboration with other significant landowners.
- Consider opportunities for better diversity in health and social services and other commercial attractions in the private sector.

**Key**

- ◆ Foundation
- 🎯 Strategic Intent
- 📋 Critical Action
- ➡ Indicators



➡

We will be measuring the following indicators to show trends on how we are tracking on being 'a growing city that creates new opportunities':

**Council indicators:**

- Polaris Centre Net Promoter Score
- Value of major projects across the City of Salisbury
- Value of investment in Salisbury City Centre and Ingle Farm Activity Centre

**Community indicators:**

- City of Salisbury residents who work in the Council area
- Hectares of land rezoned to employment
- Expenditure across the City of Salisbury
- Vacancy rates and value of key industrial and commercial precincts
- Value of investment in land west of Port Wakefield Road
- Number of businesses in the Council area



# Innovation and Business Development

◆ 1

**Our Council's services are delivered in an effective and efficient manner.**

🎯 1.1 **Our Council collaborates with others to achieve great outcomes.**

☑ 1.1.1 **Identify improvements in our service delivery.**

- Through Council's Project Connect initiative, increase effectiveness and efficiencies in the way we do business internally and externally.

☑ 1.1.2 **Deliver the Digital Salisbury Strategy through the evolution of systems and solutions.**

- Implement, adapt and enhance digital solutions that support our community, Elected Members, employees and volunteers.
- Includes initiatives such as improved Wi-Fi capabilities, online cloud initiatives, artificial intelligence and other emerging technologies.

☑ 1.1.3 **Enhance access to external funding and grants.**

- Have strategic foresight and be pre-prepared for opportunities through research and relationship with universities, government agencies and the private sector.

☑ 1.1.4 **Develop and implement an Advocacy Strategy for upcoming Federal and State Government elections.**

**Key**

- ◆ Foundation
- 🎯 Strategic Intent
- ☑ Critical Action

🎯 1.2 **Our financial and procurement frameworks and operations enable delivery of strategic priorities, financial sustainability, intergenerational equity, and value for money.**

☑ 1.2.1 **Prepare Strategic Asset Management Plans which ensure the sustainability of our infrastructure services.**

- Through the Strategic Asset Management Plan and Long-Term Financial Plan, ensure that the development and enhancement of the city's infrastructure, assets and places are financially responsible, based on strategic priorities, equitable considerations, and in consultation with the community and relevant stakeholders.
- Update the plans to ensure relevant alignment to other Council plans and strategic initiatives.

☑ 1.2.2 **Identify alternative financial delivery models for the provision of infrastructure and services.**

- Review alternative financial delivery models that supports the achievement of financial sustainability, to achieve and deliver on key strategic priorities.
- Develop a framework that assesses the impacts of new infrastructure funded through grants and the financial impacts of leasing on Council assets.

🎯 1.3 **Our community centres and library operations are enhanced for the benefit of the community.**

☑ 1.3.1 **Integrate new services to achieve scale and greater impact through partnerships at community centres and libraries.**

- Develop options for alternative service delivery and partnership models that meets the needs of the community, through our libraries and community centres.

◆ 2



**Our Council is a great place to work.**

🎯 2.1 **Our staff are valued and supported to be their best.**

☑ 2.1.1 **Make the City of Salisbury a great place to work.**

- Deliver quality outcomes and exceptional community experience through workforce planning.
- Includes staff development opportunities, improved internal communications and staff wellbeing.

46 City of Salisbury Innovation and Business Development
City Plan 2040 47

Council is committed to delivering exceptional community experiences

**Key**

- ◆ Foundation
- 🎯 Strategic Intent
- ☑️ Critical Action

◆ 3

## Our Council is recognised for delivering exceptional community experiences and quality outcomes.

🎯 3.1 **Our community is aware of Council's projects, programs and initiatives.**

☑️ 3.1.1 **Develop a Communication & Marketing Strategy.**

- Prepare a strategy that supports exceptional community experience and ensures council priorities and projects are communicated across all channels effectively and efficiently, including digital and traditional media channels.

🎯 3.2 **Our Council is protected from cybersecurity threats.**

☑️ 3.2.1 **Enhance Council's cybersecurity capabilities to support our operations.**

- In response to increasingly advanced technologies, increase Council's capabilities in cybersecurity.
- Includes preparedness across all stakeholders to standards such as Essential 8, reinforcing support models, and managing community perceptions of how Council manages and respects their data and information.

🎯 3.3 **Our Council provides our community with a high quality experience when they use our services.**

☑️ 3.3.1 **Develop and deliver a Community Experience Strategy.**

- Prepare a strategy that outlines how Council is going to work improve the experiences of residents, businesses and the community when accessing our services.
- Review and update the Community Experience Charter.

◇ 5

## Our Council's commercial operations provide value for the community.

**Key**

- ◇ Foundation
- 🎯 Strategic Intent
- ☑ Critical Action
- ➡ Indicators

🎯 5.1 **Our recycled water is valued by our community to deliver social, environmental and economic outcomes.**

☑ 5.1.1 **Grow the Salisbury Water business into new growth areas through a review of the business model and servicing.**

- Grow the Salisbury Water business especially in new growth areas.
- Proactively address challenges like emerging pollutants in catchments, increasing salinity, climate change and rainfall reduction, outbreaks of blue-green algae, technological advancement, rising service level expectations service levels and changing regulations.

🎯 5.2 **Our waste operations supports our community, businesses and industries.**

☑ 5.2.1 **Partner with NAWMA to plan for our city's future.**

- Influence and deliver the Northern Adelaide Waste Management Authority's outcomes that aligns to Council's strategic plan, including the Landfill Alternative Project and broader sustainability agenda.

◇ 4

## Our community is engaged and connected.

🎯 4.1 **Our community is actively engaged in and understands Council's strategies, plans and initiatives.**

☑ 4.1.1 **Develop and deliver a Community Engagement Strategy.**

- Prepare a strategy that incorporates an engagement framework and improves the way we engage with the community.
- Includes a consistent engagement planning methodology for genuine engagement to inform Council's strategies and projects.



We will be measuring the following indicators to show trends on how we are tracking against being a Council that fosters 'Innovation and Business Development':

**Council indicators:**

- Development assessment timeframes
- Customer requests completed within agreed service levels
- Customer satisfaction data
- Operating surplus ratio, financial liabilities ratio and asset sustainability ratio
- Number of community members engaged through Council's engagements and digital platforms
- Customer and community savings from Salisbury Water compared to mains water pricing
- Organisational development and effectiveness
- Staff wellbeing index



City of Salisbury is committed to high quality services

# Critical Actions

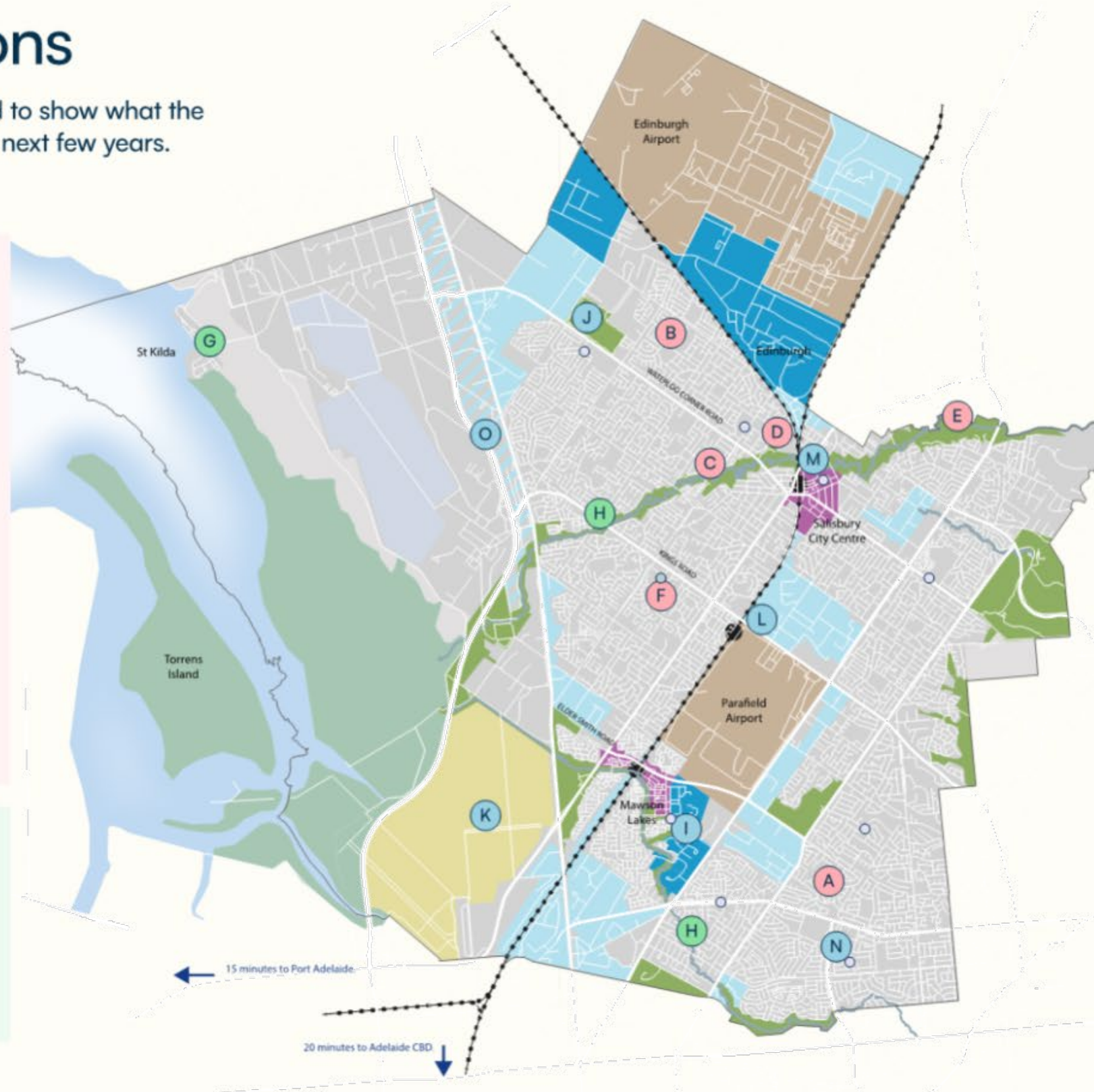
These key projects are mapped to show what the Council is focusing on over the next few years.

## A welcoming and liveable city

- A** Delivering new housing at Walkleys Road Corridor
- B** Delivering new housing at Lake Windermere
- C** Activating the Little Para River Trail
- D** Activating the Salisbury Aquatic Centre and surrounds
- E** Delivering the new TreeClimb
- F** Upgrading the Parafield Gardens Recreation Centre

## A sustainable city

- G** Enhancing eco-tourism opportunities at St Kilda
- H** Improving biodiversity corridors

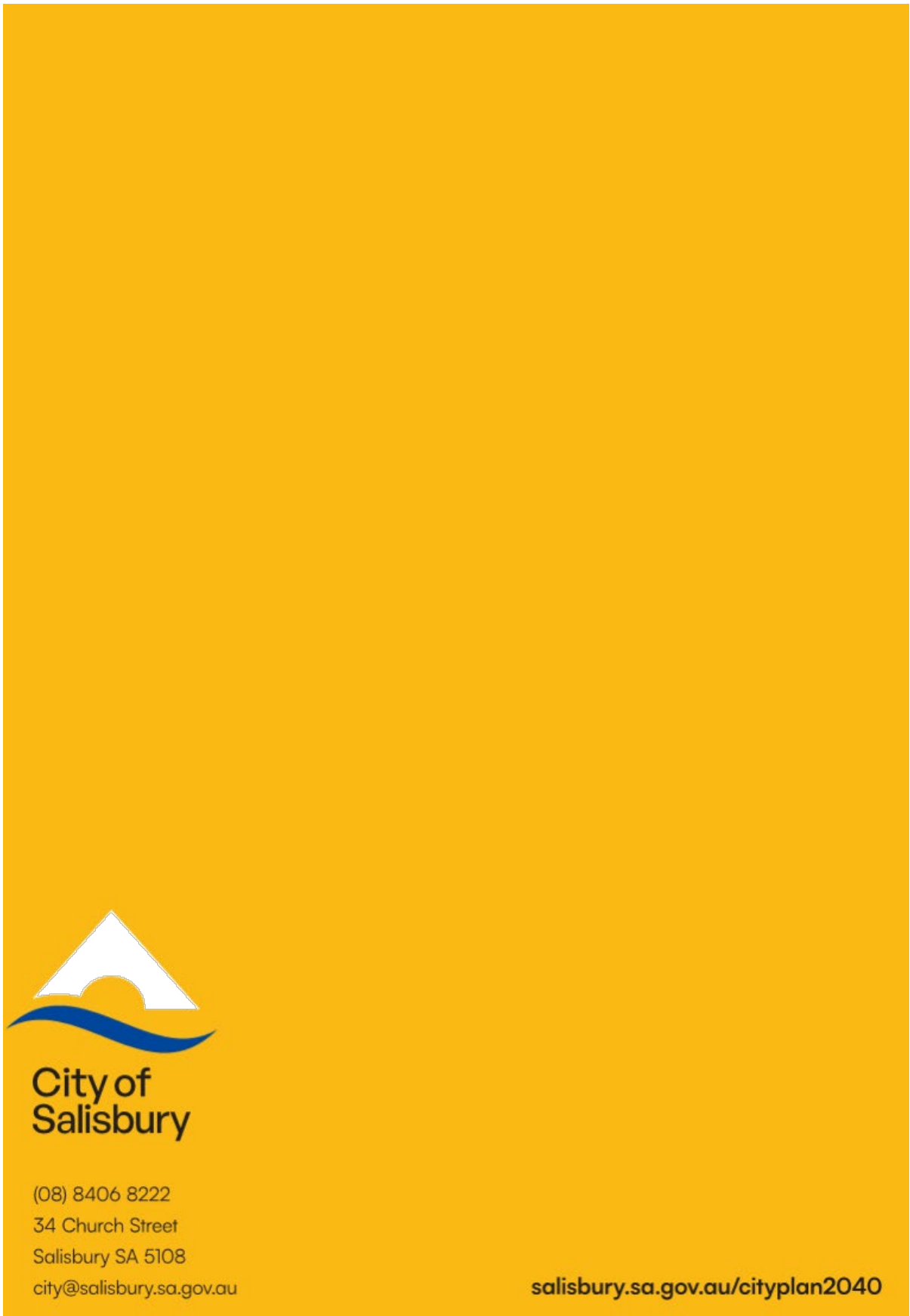



## A growing city that creates new opportunities

- I** Strengthening business skills and capacities for small and emerging businesses through the Polaris Centre
- J** Finalising stormwater management plans
- K** Partnering with the State Government on the sustainable development of Dry Creek
- L** Partnering with the State Government to improve east-west connections
- M** Delivering a high quality Salisbury City Centre
- N** Preparing a precinct plan for Ingle Farm Activity Centre and surrounds
- O** Facilitating coordinating growth in areas west of Port Wakefield Road

## Innovation and Business Development

- O** Improving services and partnerships at community centres and libraries that meet the needs of the community
- Nine libraries and community centres are shown coloured on the map: Burton Comm Hub, Bagster Road Comm Ctr, Salisbury Comm Hub, Salisbury East Neighbourhood Ctr, Morella Comm Ctr, The Mawson Ctr, Pooraka Farm Comm Ctr, Para Hills Comm Hub & Ingle Farm Library





**City of  
Salisbury**

(08) 8406 8222  
34 Church Street  
Salisbury SA 5108  
[city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)

[salisbury.sa.gov.au/cityplan2040](https://salisbury.sa.gov.au/cityplan2040)

Item 1.1.1 - Attachment 1 - City Plan 2040

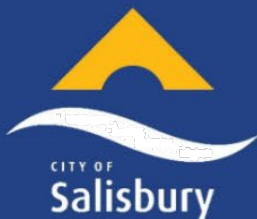




# Draft City Plan 2040

## Community Engagement Report

FOR COUNCIL ENDORSEMENT  
JULY 2024



Draft City Plan 2040 – Community Engagement Report

## Contents

Version control .....	2
1. Executive summary.....	3
2. Project background .....	7
3. The engagement process .....	8
4. Who we heard from.....	11
5. Survey feedback on the Critical Actions .....	14
<b>Direction 1. A welcoming and liveable city</b> .....	14
<b>Direction 2. A sustainable city</b> .....	17
<b>Direction 3. A growing city that creates new opportunities</b> .....	19
<b>Direction 4. Innovation and Business Development</b> .....	21
6. Other feedback .....	23
7. Recommended changes to the City Plan .....	25
8. Measuring success .....	34
Appendix A. Formal verbatim feedback.....	37
Appendix B. Photos of engagement material and sessions.....	50

## Version control

<b>Version</b>	2.1
<b>Date updated</b>	12 June 2024
<b><i>For information, contact:</i></b>	
<b>Team</b>	Strategic Urban Planning
<b>Division</b>	City Shaping



Draft City Plan 2040 – Community Engagement Report

## 1. Executive summary

**The purpose of this engagement report is to outline the findings from the community engagement of the City of Salisbury’s Draft City Plan 2040 (the City Plan).**

Community engagement on the City Plan occurred between 1 May – 26 May 2024. The engagement sought community feedback on the City Plan so that it can be finalised, considered and adopted by the Council.

### What were the engagement numbers?

<b>80</b>	Survey responses received
<b>6</b>	Community drop-in sessions
<b>50+</b>	Community members engaged at drop-in sessions
<b>9,500</b>	People visited the project website
<b>150,000</b>	Total impressions on social media (number of times the posts showed up on people’s screens)
<b>100</b>	Goodie bags distributed to libraries and community centres
<b>11</b>	Letters written to local House of Assembly and Federal Ministers.

### Who did we hear from?

<b>51</b>	Survey respondents who live in the City of Salisbury (Note that some respondents did not tell us where they live)
<b>8</b>	Survey respondents who do not live in the City of Salisbury
<b>85%</b>	Survey respondents said they live in the City of Salisbury
<b>28%</b>	Survey respondents said they work in the City of Salisbury
<b>6%</b>	Survey respondents said they own a business in the City of Salisbury
<b>46%</b>	Survey respondents said they visit the City of Salisbury (to shop, to play, for sports and fitness, to use medical facilities, to visit libraries and community centres, to visit friends and family etc).

Draft City Plan 2040 – Community Engagement Report

### How many people agreed with the City Plan?

Overall, there was a positive response to the City Plan’s draft Critical Actions as detailed below:

<b>76%</b>	Strongly agreed or agreed with Critical Actions under “A welcoming and liveable city” <ul style="list-style-type: none"> <li>• 8% had no opinion / don’t know</li> <li>• 16% disagreed / strongly disagreed</li> </ul>
<b>83%</b>	Strongly agreed or agreed with Critical Actions under “A sustainable city” <ul style="list-style-type: none"> <li>• 1% had no opinion / don’t know</li> <li>• 14% disagreed / strongly disagreed</li> </ul>
<b>81%</b>	Strongly agreed or agreed with Critical Actions under “A growing city that creates new opportunities” <ul style="list-style-type: none"> <li>• 17% had no opinion / don’t know</li> <li>• 2% disagreed / strongly disagreed</li> </ul>
<b>83%</b>	Strongly agreed or agreed with Critical Actions under “Innovation and Business Development” <ul style="list-style-type: none"> <li>• 10% had no opinion / don’t know</li> <li>• 7% disagreed / strongly disagreed</li> </ul>

### What were the key themes from the feedback?

Open-ended questions were asked to illicit qualitative feedback. Emergent key themes heard included:

#### Direction 1 – A welcoming and liveable city

- Improving safety across the city
- Housing – some for and some against
- Being more inclusive
- Improving appearance and appeal
- Promoting active transport and public transport; and improving rail crossings.

#### Direction 2 – A sustainable city

- Trees are a quick win
- Managing waste better
- Facilitating incentives and ideas for change
- Promoting active and public transport.

#### Direction 3 – A growing city that creates new opportunities

- Focusing on city centres
- Improving movement and accessibility
- Facilitating employment and business attraction
- Growth – some for and some against.

#### Direction 4 – Innovation and Business Development

- Satisfaction levels of Council services

4

Draft City Plan 2040 – Community Engagement Report

- Wanting more engagement opportunities
- Promoting access and inclusion
- Celebrating community centres and libraries
- Miscellaneous ideas.

#### Additional feedback

- Focusing more on people movement
- Improving access and inclusion
- Environmental concerns
- Housing
- Miscellaneous ideas and comments
- General comments – Keep up the good work.

**Please refer to Sections 5 and 6 for a breakdown of these themes, and Appendix A for all verbatim feedback received.**

#### What changes are proposed to the Strategy?

The following proposed changes have been included in the City Plan for Council's consideration. No content removal is proposed. New content changes are denoted in **green**.

##### **Direction 1 – A welcoming and liveable city**

*Foundation 3 – Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples*

*Strategic Intent 3.1 – Our city provides opportunities for all life stages and abilities*

*Critical Action 3.1.2 – Implement the Ability Inclusion Strategic Plan.*

- *In alignment with the [Ability Inclusion Strategic Plan](#), design and deliver all Council functions to be universally beneficial to people of all types and levels of ability and other diverse needs.*
- *Support and develop effective engagement methods with community members experiencing disabling environments, and recognising their age, cultural and gender diversity.*

*Foundation 2 – Our community is physically and mentally healthy and connected*

*Strategic Intent 2.3 – Our community has access to health and community services*

*Critical Action 2.3.1 – Plan for future social infrastructure needs.*

- *In response to a growing population, plan for future social infrastructure needs for the city, especially in high growth areas.*
- *Social infrastructure may include sport and recreation facilities, health and education facilities, and cultural and community centres. This includes the upgrade of facilities such as the Parafield Gardens Recreation Centre.*
- *Plan for spaces and programs that can support and promote intergenerational interaction, including cross-cultural generational mentorships and interactions.*

*Foundation 4 – Our city is attractive and safe*

*Strategic Intent 4.1 – Our public spaces, residential areas and environs are safe and*

5

Draft City Plan 2040 – Community Engagement Report

*inviting*

*Critical Action 4.1.1 – Work with stakeholders to improve community safety*

- *Through an update of the Community Safety Strategy, partner with the community and all stakeholders to address complex issues surrounding community safety.*
- *Includes building awareness and maximising participation in the strategy's programs.*
- *Includes strategies to improve community safety in activity centres such as the Salisbury City Centre, public transport interchanges and popular trails.*
- *Includes a review of lighting provision in these areas as a way to make them feel more welcoming.*

**Direction 2 – A sustainable city**

*Foundation 1. Our city's green spaces and natural environments are valued and biodiverse*

*Strategic Intent 1.1 – Our city is cooler and greener*

*Critical Action 1.1.1 – Strategically address cooling and greening across our city.*

- *In response to Green Adelaide's Urban Greening Strategy and tree canopy data 2024, prepare an Urban Greening and Cooling Strategy that identifies approaches to respond to urban heat that is specific to the City of Salisbury context.*
- *Ensure that the planting palette chosen is appropriate to the urban landscape and acceptable to residents.*
- *Continue to improve the amenity of streetscapes through the programmed renewal of street trees with more appropriate tree species for the space available within our city's streets.*

**Direction 3 – A growing city that creates new opportunities**

*Foundation 3 – Our city's growth is well planned and supported by the integrated delivery of infrastructure*

*Strategic Intent 3.2 – Our city's transport networks are well planned for future growth*

*Critical Action 3.2.2 – Update the integrated transport plan for the city.*

- *Review and publish our transport plan to improve movement across the city, including our road network, paths and trails, and modes of transport.*
- *This includes reviewing opportunities to provide or upgrade existing cycling network and infrastructure, improving walkable neighbourhoods, planning for electric vehicles, and investigating alternative modes of transport such as micro-mobility initiatives and the Council's community bus service.*
- *Continue to collaborate with the State Government on providing well-connected public transport across the city, and improving the road network in alignment with the [Northern Adelaide Transport Study](#) and Greater Adelaide Regional Plan.*

**Please refer to Section 7 for responses to the feedback received.**

Draft City Plan 2040 – Community Engagement Report

## 2. Project background

### The Draft City Plan 2040



Image: Draft City Plan 2040 cover

The City of Salisbury's current City Plan was developed in June 2020. It is a requirement of the *Local Government Act 1999* that Councils review their strategic management every four to five years to ensure that Council's activities are contemporary and responsive to community need.

The City Plan provides clear and concise information for the community, elected members and staff about Council's priorities and intentions for the next five years and it gives a longer-term view of strategic projects for Council.

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

#### Prior engagement

Prior to community engagement, the City Plan was:

- Informed by all staff engagement in September – October 2023, with 4 workshops
- Informed by City of Salisbury leaders, including Divisional Managers and General Managers, as it influences their work planning
- Approved by the City of Salisbury Executive Group
- Informed by Elected Members, through CEO Briefing sessions held on October 2023 and March 2024, as well as out of session discussions with the project team.

#### Council approval of the draft

Through discussions from the Policy and Planning Committee held on 15 April 2024, and a Council meeting held on 22 April 2024, Council approved the draft City Plan, Easy Guide version and communications plan for the purposes of community consultation.

7

Draft City Plan 2040 – Community Engagement Report

### 3. The engagement process

Community consultation was undertaken between 1 May – 26 May 2023.

#### Engagement objectives

Key objectives were:

1. To inform and educate the community on the City Plan’s purpose and key messages
2. To seek feedback from the community on the Draft City Plan, including their priorities and expectations
3. To see if we have missed anything else that is valued by the community.

In addition to the above, the engagement was done in a way to:

1. Raise awareness within the City of Salisbury community on the refreshed City Plan
2. Encourage community, ratepayers, business owners and other stakeholders to provide feedback on the refreshed City Plan
3. Inform community, ratepayers, business owners and other stakeholders of the finalised City Plan, the City of Salisbury’s vision and priorities.

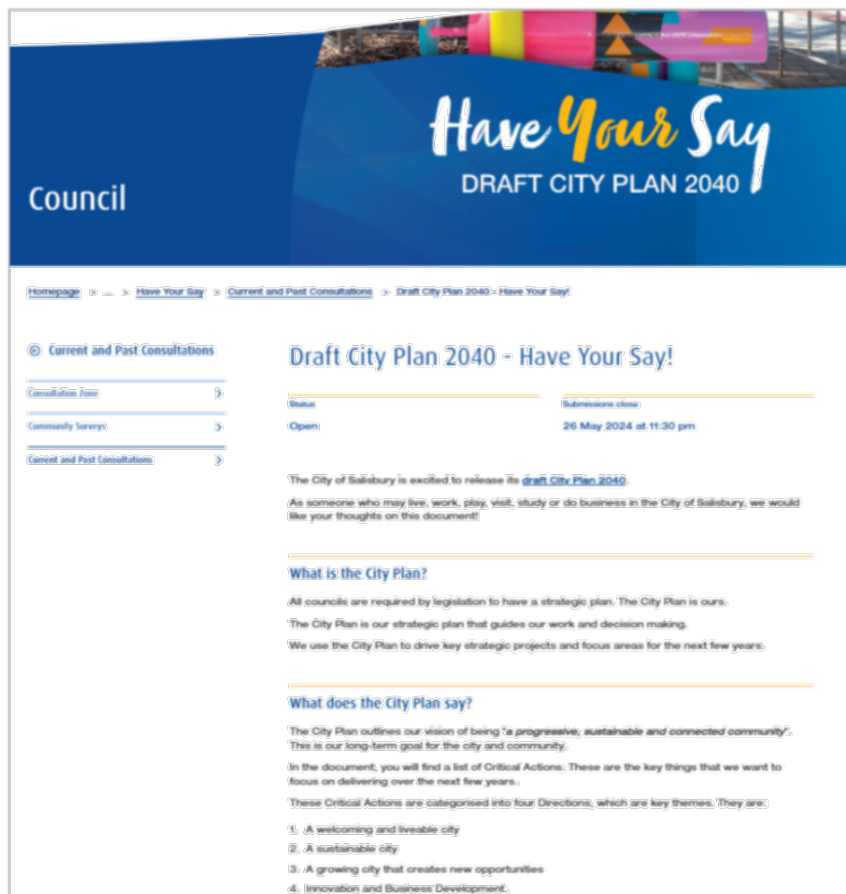


Image: City Plan engagement website page

8

## Draft City Plan 2040 – Community Engagement Report

**Engagement methods**

- A dedicated online project page on the City of Salisbury website with relevant information ([www.salisbury.sa.gov.au/cityplan2040](http://www.salisbury.sa.gov.au/cityplan2040))
- An online survey
- A Frequently Asked Question posted online
- Posters and engagement material stations at libraries and community centres, including hard copies of the City Plan, Easy Guide version and survey
- Promotion on digital screens across City of Salisbury facilities
- Six drop-in sessions, held at:
  - Morella Community Centre, Tuesday 7 May 2024, 10am - 11:30am
  - Salisbury Community Hub, Wednesday 8 May 2024, 3pm - 4pm
  - Salisbury Community Hub, Wednesday 15 May 2024, 3pm - 4pm
  - Bagster Road Community Centre, Wednesday 22 May 2024, 9:30am - 11am
  - The Mawson Centre, Thursday 23 May 2024, 11am - 12:30pm
  - Para Hills Community Hub, Wednesday 29 May 2024, 1pm - 2:30pm.
- Formal letters to relevant House of Assembly and Federal Members of Parliament.
- Public notice in the Advertiser newspaper (published Thursday 2 May 2024)
- Public notice in the Government Gazette (published Thursday 2 May 2024)
- Social media campaign on the City of Salisbury's official channels, including Facebook, Instagram and LinkedIn
- Targeted paid advertisement on Facebook
- Promotion through emails and newsletters to various City of Salisbury community groups, sporting clubs and business communities
- Training and promotion to City of Salisbury internal staff, for awareness and promotion through word of mouth to the community
- Email pack for Elected Members
- Salisbury Aware snippet sent through digital newsletter (published 15 May 2024)
- Incentives in the form of gift cards and goodie bags given away at drop-in sessions, including at Pooraka Farm Community Centre's May the 4<sup>th</sup> Be With You Family Fun Day event.

Photos of engagement sessions and material can be found in Appendix B.



*Image: Draft City Plan 2040 Easy Guide Version and Frequently Asked Questions documents*

Draft City Plan 2040 – Community Engagement Report

**CITY OF SALISBURY**  
*Have Your Say—The City of Salisbury's Draft City Plan*

THE City of Salisbury is seeking feedback on its Draft City Plan.  
 The City Plan is the Council's strategic plan and guides the work and actions of the Council.  
 Feedback is welcomed and can be provided via an online survey, at drop in sessions around the City of Salisbury, email to [city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au) or in writing to:  
 City Shaping Team  
 RE: City Plan Feedback  
 City of Salisbury  
 34 Church Street, Salisbury SA 5108

The Draft City Plan and more information, including how to provide feedback is available at [www.salisbury.sa.gov.au/cityplan2040](http://www.salisbury.sa.gov.au/cityplan2040).  
 Consultation closes on Sunday, 26 May 2024.  
 Dated: 2 May 2024

**JOHN HARRY**  
 Chief Executive Officer

Image: Public notice in the Government Gazette



**Have Your Say**  
 Salisbury

**The City of Salisbury's Draft City Plan**

The City of Salisbury is seeking feedback on its Draft City Plan 2040.  
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 34 Church Street, Salisbury SA 5108

The Draft City Plan and more information, including how to provide feedback is available at [www.salisbury.sa.gov.au/cityplan2040](http://www.salisbury.sa.gov.au/cityplan2040).  
 Consultation closes on Sunday 26 May 2024.




**DRAFT CITY PLAN - HAVE YOUR SAY!**

The City of Salisbury is excited to release its draft City Plan 2040. The City Plan is our strategic plan that guides our work and decision making. We use the City Plan to drive key strategic projects and focus areas for the next few years. As someone who may live, work, play, visit, study or do business in the City of Salisbury, we would like your thoughts on this document.

**Read more!**

Image on left: Public notice in the Advertiser  
 Image on right: Snippet in Salisbury Aware digital newsletter



Draft City Plan 2040 – Community Engagement Report

## 4. Who we heard from

### How many people were engaged?

#### Formally, the project received:

- 80 valid survey responses
- No direct email response
- No letter responses.

A summary of the survey and other feedback is provided in the following sections of the report. Survey verbatim comments are listed in Appendix A.

#### The following engagement occurred on the project's Have Your Say page:

- 9,548 views of the page
- 58.73% engagement rate (the percentage of clicks on the page made)
- 24,748 clicks on the page made

#### In addition, the following engagement occurred on the project's targeted social media posts:

- 45,747 people reached (who stopped and looked at the ad)
- 149,489 impressions (number of times the posts showed up on people's screens)
- Ranked 'above average' in terms of engagement rate for all targeted posts (ranking system determined by Meta's algorithm)

Informally, the project received much interest on the City of Salisbury's social media pages. Due to their informal nature, it is noted that social media comments do not form part of this report's results.

It must also be noted that two of the three targeted posts were taken down in the middle of the engagement period.

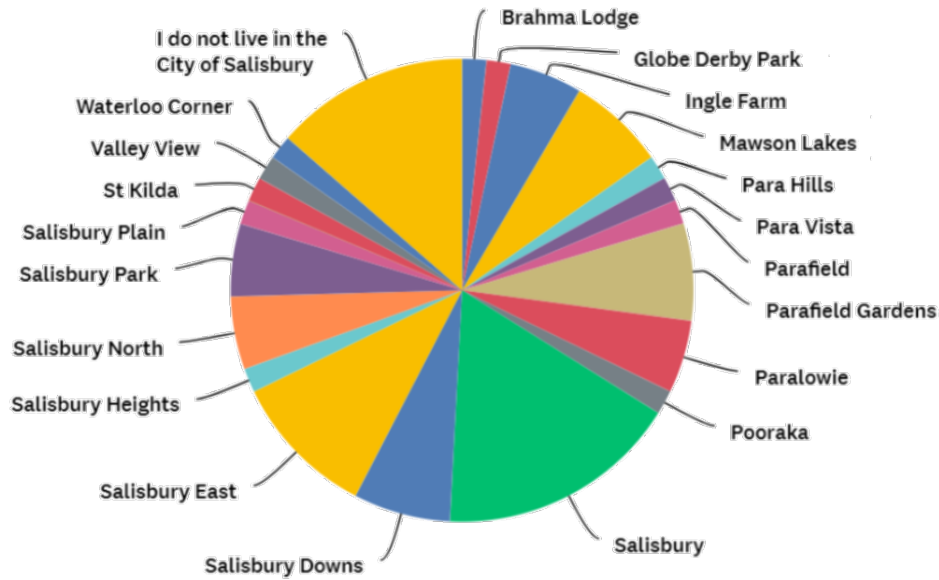
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**Where were survey respondents from?**

**Respondents were asked which suburb they lived in.** [Question 11 of survey]

59 people answered this question; 21 skipped.

Of the 59 who responded, 51 lived in the City of Salisbury. The breakdown is as below:



Bolivar 0	Brahma Lodge 1	Burton 0
Cavan 0	Direk 0	Dry Creek 0
Edinburgh 0	Elizabeth Vale 0	Globe Derby Park 1
Green Fields 0	Gulfview Heights 0	Ingle Farm 3
Mawson Lakes 4	Para Hills 1	Para Hills West 0
Para Vista 1	Parafield 1	Parafield Gardens 4
Paralowie 3	Pooraka 1	Salisbury 10
Salisbury Downs 4	Salisbury East 6	Salisbury Heights 1
Salisbury North 3	Salisbury Park 3	Salisbury Plain 1
Salisbury South 0	St Kilda 1	Valley View 1
Walkley Heights 0	Waterloo Corner 1	Do not live in CoS 8

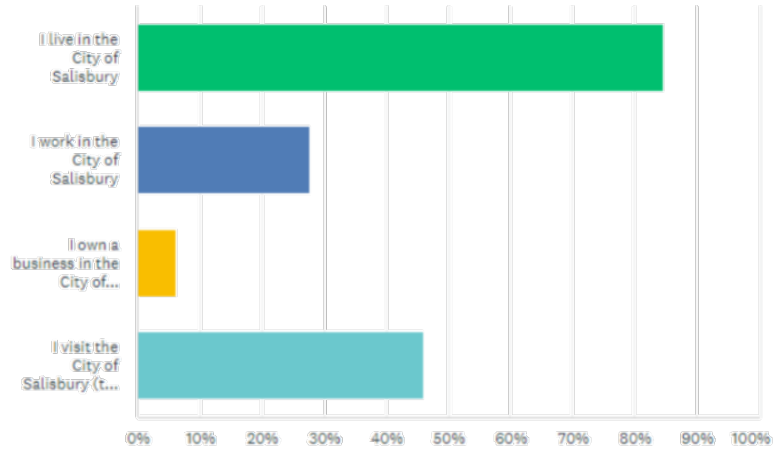
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**What is their relationship with the City of Salisbury?**

**Respondents were asked which of the following applied to them. [Question 16 of survey]**

Note that respondents were able to choose multiple answers.

65 people answered this question; 15 skipped.



The breakdown is as below:

- 85% of those who responded live in the City of Salisbury
- 28% of those who responded work in the City of Salisbury
- 6% of those who responded own a business in the City of Salisbury
- 46% of those who responded visit the City of Salisbury (to shop, to play, for sports and fitness, to use medical facilities, to visit libraries and community centres, to visit friends and family etc).

Draft City Plan 2040 – Community Engagement Report

## 5. Survey feedback on the Critical Actions

The purpose of the engagement is to receive community feedback on the Critical Actions in the City Plan so that it can be finalised, considered and adopted by Council.

Questions were asked relating to each Direction within the City Plan.

Engagement level on each of the Directions are as follows, with each Direction having two questions – one rating their agreement level with the draft Critical Actions, and another open-ended question for feedback:

- **Direction 1. A welcoming and liveable city** – 86% provided a response
- **Direction 2. A sustainable city** – 75% provided a response
- **Direction 3. A growing city that creates new opportunities** – 73% provided a response
- **Direction 4. Innovation and Business Development** – 69% provided a response.

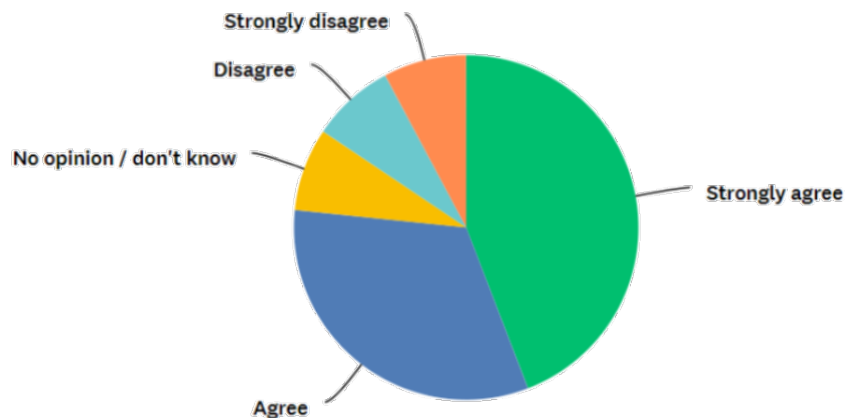
All verbatim feedback is captured in Appendix A.

### Direction 1. A welcoming and liveable city

#### Did respondents agree with the Critical Actions under Direction 1?

[Question 1 of survey]

77 people answered this question; 3 skipped.



Overall, **76% of respondents agreed** with the Critical Actions under Direction 1.

The breakdown is as follows:

- Strongly agree – 44%
- Agree – 32%
- No opinion / don't know – 8%
- Disagree – 8%
- Strongly disagree – 8%.

14



Draft City Plan 2040 – Community Engagement Report

**Being more inclusive**

- Access and inclusion were brought up by respondents as a gap in the Draft City Plan. Some felt like this was not emphasised strongly enough in the Council's commitment to being welcoming and liveable.
- Ideas for improvement include more education, building inclusion into community projects, having more accessible places, having community events that could cater towards children with different abilities, and having more child and toddler friendly areas across the city.
- Spaces and programs that promote intergenerational interaction was also brought up as a way to improve community cohesion.
- In addition, Council's role in supporting pathways to employment for youth and the homeless was supported.

**Improving appearance and appeal**

- Some respondents thought that the city's tidiness and cleanliness needed more work, generally on city streets and in the Salisbury City Centre.
- Respondents also thought that the city's parks could be maintained better and also upgraded.
- Ideas for increasing appeal included public education on littering, having more women-only spaces, more toilet facilities across the city's public places, more treed and green areas and streets, more recreation areas, and upgrading Council's aged community centres and playspaces.

**Promoting active transport and public transport; and improving rail crossings**

- Some respondents brought up the lack of mention of active transport and public transport as a means to make the city more welcoming and liveable (*Author note: these are covered under 'Direction 3: A growing city that creates new opportunities'*).
- Respondents were in favour of prioritising forms of active transport, such as cycling and walking, to decrease dependency on motor vehicles. This can be done with better cycling infrastructure and upgraded footpaths. Improving public transport connectivity through collaboration with the State Government was also mentioned.
- A few brought up Kings Road and Park Terrace rail crossings as pain points for travelling across the city.
- One commenter advocated for increased service to St Kilda on the Council's community bus.



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Key topics from the feedback included:

**Trees are a quick win**

- Many respondents raised tree planting as a way to make our city cooler and greener. Appropriate species of shade trees, when planted in the right locations, were supported. Trees were seen as a good way to capture carbon and a way to add greenery into bituminised car parking areas.
- Street trees however need to be maintained, including pruning low hanging branches and cleaning of foliage debris on roads and gutters.
- Species of trees were important as they had to be climate resilient, hypoallergenic and leave less mess (leaves, bark and fruit).

**Managing waste better**

- Respondents frequently mentioned better waste management as a way of being a more sustainable city.
- People were concerned about behaviours of illegal dumping/littering, such as discarded shopping trolleys, illegal dumping at parks and reserves, broken glass on footpaths, and the sight and smell of rubbish on city streets.
- Some ideas include more awareness of hard rubbish collections, increasing the annual frequency of free hard rubbish collections, increasing the frequency of yellow/green bin collection to weekly, increasing education on recycling/organic matter to avoid them going to landfill, and having more bins and emptying them from local parks especially during popular times such as events or weekends.

**Facilitating incentives and ideas for change**

- Respondents had many ideas to facilitate change and education through incentives.
- Some ideas of incentives include financial support for installing solar panels, battery storage systems, rainwater tanks, light roof painting and a community renewables program (similar to City of Mitcham's initiative).
- Other green ideas include native plant giveaways, supporting community gardens, teaching locals how to grow vegetables, using our community centres as places to share information, supporting school programs on how to be more sustainable, building environmentally friendly housing, installing solar powered lighting on pathways, and organising a pop-up marketplace or event to sell or swap clothes and antiques to promote a circular economy (with some profits going towards local charities).

**Promoting active and public transport**

- Cycling was mentioned as a way to be more sustainable and reduce carbon emissions, and that Council should do more to facilitate this through provision of cycling infrastructure.
- Walkable neighbourhoods and alternative ways of travel other than motor vehicles were also important to respondents.
- Some ideas include having free shuttle bus service that connects transport links to more suburbs, and promoting the St Kilda tramway museum's electric trams as a sustainable travel attraction.

18

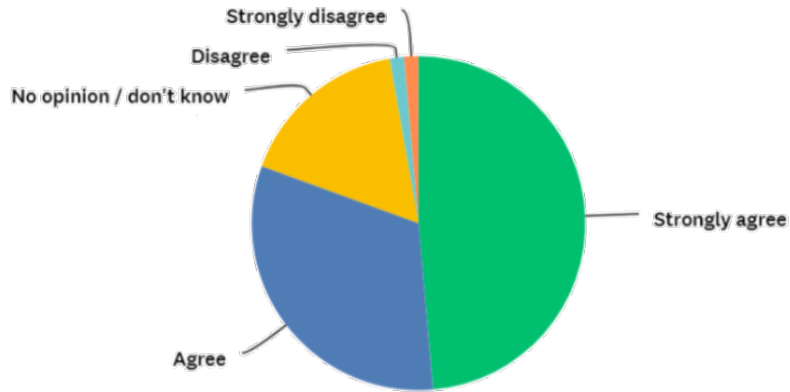


Draft City Plan 2040 – Community Engagement Report

**Direction 3. A growing city that creates new opportunities**

**Did respondents agree with the Critical Actions under Direction 3?**  
*[Question 5 of survey]*

72 people answered this question; 8 skipped.



Overall, **81% of respondents agreed** with the Critical Actions under Direction 3. The breakdown is as follows:

- Strongly agree – 49%
- Agree – 32%
- No opinion / don't know – 17%
- Disagree – 1%
- Strongly disagree – 1%.

**Did respondents think of anything else that we can do to make our city grow in a way that creates new opportunities?** *[Question 6 of survey – open ended]*

45 people answered this question; 36 skipped.

A word cloud summarising feedback shows the following:



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Key topics from the feedback included:

#### **Focusing on city centres**

- City centres drew some attention. Positive feedback praised the Salisbury City Centre as being comfortable to be in.
- Some ideas included making city centres more cycling and walking friendly, having markets on John Street, making Parabanks and surrounds feel friendlier and safer, and supporting small businesses in city centres.
- Conversely, some respondents commented that Council should focus on upgrading other areas in the City of Salisbury, instead of just the Salisbury City Centre area.

#### **Improving movement and accessibility**

- The way people move around was brought up. Once again, active transport and accessibility around city centres were mentioned as important aspects.
- Feedback included making the city centre more accessible, improving the Park Terrace railway crossing, needing more accessible parks, duplicating the Mawson Lakes overpass, helping the older generation to get around the city, and having deck parking at the Salisbury City Centre.
- Uptake in electric vehicles and having charging points across the city were also raised.

#### **Facilitating employment and business attraction**

- Respondents wanted a stronger focus on employment opportunities and planning in the City of Salisbury. These include having more jobs in the council area and providing grants for new and small businesses.
- People also provided feedback on employment pathways. These include upskilling youth and connecting them to local business opportunities, providing job opportunities to disadvantaged community members, and the Polaris Centre connecting to the city's increasingly cultural diverse and refugee communities.
- Business attraction was mentioned by a few – for example investing more in the city's appeal to attract investment, attracting a younger workforce to live and work in the City of Salisbury, and activating vacant or disused shopfronts and buildings (such as the Len Beadell Library site).
- One commenter also noted the appeal of being able to work closer to home if more satellite business sites are attracted to the City of Salisbury.

#### **Growth – some for and some against**

- There was some feedback both for and against growth. Those for growth wanted protection of open space, upgrade of recreational spaces, residential development near public transport, shops and greenfield areas.
- Planning for an increasing population was also mentioned, through having more diverse recreational activities and sites, having playspaces for all ages, needing safer walking trails and paths through better lighting, having information kiosks in parks, and assisting multicultural businesses to have general appeal and marketing (such as having signs in English).
- Comments against growth had concerns about infill quality and impacts on the road network.

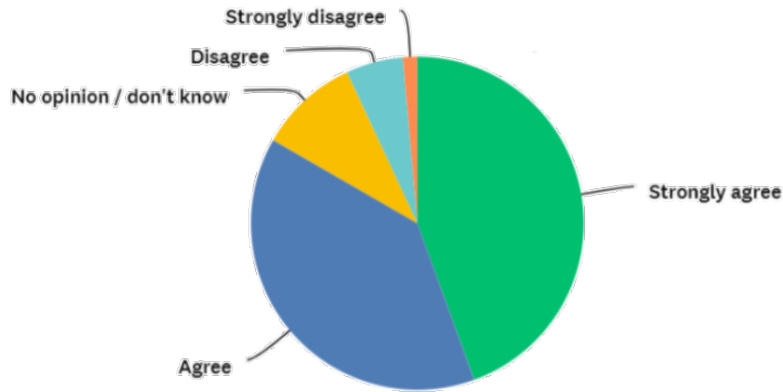
20

Draft City Plan 2040 – Community Engagement Report

**Direction 4. Innovation and Business Development**

**Did respondents agree with the Critical Actions under Direction 4?**  
 [Question 7 of survey]

72 people answered this question; 8 skipped.



Overall, **83% of respondents agreed** with the Critical Actions under Direction 2. The breakdown is as follows:

- Strongly agree – 44%
- Agree – 39%
- No opinion / don't know – 10%
- Disagree – 6%
- Strongly disagree – 1%.

**Did respondents think of anything else that we can do in Council to improve our services?** [Question 8 of survey – open ended]

38 people answered this question; 42 skipped.

A word cloud summarising feedback shows the following:



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Key topics from the feedback included:

**Satisfaction level of Council services**

- Overall, respondents were happy with the service that Council provides, especially in interactions with staff, with the community centres and libraries being strengths.
- There was however still general dissatisfaction with some respondents, thinking that the Council can do more to make the community more progressive, sustainable and connected, including general comments on improvements to road safety, community and public safety, maintenance of public parks and waste removal.
- Lowering rates were also brought up by some people.

**Wanting more engagement opportunities**

- Many respondents valued the opportunity to provide feedback, both online and face-to-face, especially through this survey. As ratepayers, people valued their voices being heard.
- People would like more opportunities to comment on other initiatives and projects, especially on major decisions and plans. They appreciate engagement methods that were more approachable, open and innovative, such as billboards on roads and bus stops, newsletters and investing in an app.

**Promoting access and inclusion**

- Once again, respondents brought up the need to emphasise Council's commitment to promoting and facilitating accessibility and inclusion.
- This includes employment of people with disabilities, upskilling staff on knowledge and skills relating to inclusion, changing our way of working to remove barriers, making Council services accessible to people of all socio-economic backgrounds, establishing an access and inclusion committee to oversee the delivery of projects, improving accessibility in the Salisbury City Centre, and providing dedicated safe spaces in the city for people with disabilities to meet, gather and socialise.

**Celebrating community centres and libraries**

- As main touchpoints with the community, libraries and community centres were brought up by some respondents with ideas for improvement.
- These include offering more diverse children programs for those with special needs, learning from other LGAs' library offerings, and decentralising library programs so they are not concentrated in the Salisbury Community Hub.

**Miscellaneous ideas**

- Respondents provided some miscellaneous ideas.
- These include providing additional access to aged care services including domestic assistance, upskilling and rewarding council employees and volunteers, giving incentives to local businesses, and the ability to provide affordable services to residents (such as booking in a mow service).

22

Draft City Plan 2040 – Community Engagement Report

## 6. Other feedback

**An open-ended question was asked to see if there was anything else respondents would like to tell the City of Salisbury.** [Question 9 of survey – open ended]

49 people answered this question; 31 skipped.

A word cloud summarising feedback shows the following:



Key topics from the feedback included:

### Focusing more on people movement

- Transport was brought up by many as something to focus on. People wanted more focused efforts on providing cycling infrastructure, walkable neighbourhoods and modes of transport beyond motor vehicles, such as micro-mobility infrastructure.
- The ability for the elderly and disabled to move around was also mentioned as challenges.
- Given the anticipated increase in population, there is concern of increasing traffic congestion on the road network – with active and public transport being a solution to this. Investment in active and public transport will also reduce carbon emissions.
- Some ideas include installing bike lanes to connect St Kilda road from the Tapa Martinhi Yala Bikeway, finishing the Gawler Greenway, upgrading Little Para and Dry Creek Trails, integrating active/public transport in new housing developments and city centre planning, and having a cycling and walking focus within the Council's Integrated Transport Plan.
- Traffic congestion was also a pain point for some – including congestion around Mawson Lakes and traffic banking along Kings Road.

### Improving access and inclusion

- Respondents used this section to stress the importance of access and inclusion, including being inclusive of people living with disabilities, diverse, multicultural and queer communities, older people and vulnerable people.
- Intergenerational interaction, programs and spaces were seen as ways to promote more social cohesion, especially interaction between local residents and new arrivals to the City of Salisbury.

23

## Draft City Plan 2040 – Community Engagement Report

- Some feedback called for improving footpaths and connections for people with mobility constraints.

**Environmental concerns**

- A few respondents brought up feral cat management as important due to their impact on wildlife.
- Feedback also included wanting more tree planting across the suburb to be cooler and greener.

**Housing**

- Respondents wanted more housing supply, as well as affordable/social housing that can enable housing security for young adults, vulnerable people and lower socio-economic communities.
- Poor infill design on their impact on on-street parking and local streets were concerns for some.

**Miscellaneous ideas and comments**

- Respondents provided more ideas for the Council to consider.
- These include pedestrianising John Street, installing a 'learn to ride' road safety park, building lockers and showers at community centres for anyone to use, having water play playspaces, upgrading the Little Para Trail play and dog park areas, upgrading the Ilberry Green playspace, facilitating more family-friendly fitness activities, and continuing to invest in libraries.
- Some also reinforced the need to invest in other parts of the City of Salisbury (eg. St Kilda, Para Vista, Ingle Farm and Waterloo Corner), as well as working on the city's general street appeal and presentation.
- Respondents also sought for improved engagement and communication in the future.
- General commentary regarding improving Council's maintenance services and regimes were also brought up.

**General comments – Keep up the good work**

Many people used this question to provide words of encouragement. Verbatim comments captured include:

- *"I live in Mawson Lakes and just love the upkeep and maintenance of the street vegetation and the parks. It is a delight to live there."*
- *"I love city of salisbury due to its diversified environment."*
- *"As a resident, I can say council response to requests is usually excellent, hard waste collection is easy, and street lights are being upgraded."*
- *"I have lived in Salisbury for nearly 50 years and seen our city and surrounding areas have greatly improved in number and quality of buildings. I appreciate what the council does for its residents as they make life comfortable to live here in Salisbury."*
- *"I love the books and story times at libraries. I also love the wildlife and wetlands around the city."*

Draft City Plan 2040 – Community Engagement Report

## 7. Recommended changes to the City Plan

The following table provides a summary of how the feedback is addressed in the City Plan, suggested improvements and opportunities for further consideration as part of future strategic planning processes.

Changes to the content are highlighted in green.

Feedback topic	Relevant Actions / Response
<b>Access and inclusion</b>	
<p>It was clear from the feedback received that access and inclusion needs to be part of the plan.</p>	<p>Under  <i>Direction 1 – A welcoming and liveable city</i>  <i>Foundation 3 – Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples,</i>  <i>Strategic Intent 3.1 – Our city provides opportunities for all life stages and abilities,</i>  <b>add the following new Critical Action:</b>   <i>Critical Action 3.1.2 – Implement the Ability Inclusion Strategic Plan.</i></p> <ul style="list-style-type: none"> <li>• <i>In alignment with the <a href="#">Ability Inclusion Strategic Plan</a>, design and deliver all Council functions to be universally beneficial to people of all types and levels of ability and other diverse needs.</i></li> <li>• <i>Support and develop effective engagement methods with community members experiencing disabling environments, and recognising their age, cultural and gender diversity.</i></li> </ul>
<p>Much feedback was received on ways that the Council can do more to be more inclusive in removing barriers.</p>	<p>The City of Salisbury has an Ability Inclusion Strategic Plan 2020-2024 that being reviewed.</p> <p>Its implementation is highlighted as a change to the City Plan as per the above column.</p> <p>The Ability Inclusion Strategic Plan contains eight outcomes that addresses many of the feedback received:</p> <ul style="list-style-type: none"> <li>• Support health and wellbeing through inclusive programs, services and events</li> <li>• Accessible buildings, streets and open spaces</li> <li>• Effective contribution to community and decision making</li> <li>• Proactive planning and building assessment processes</li> <li>• Informed and supportive working environments</li> <li>• Informed community with inclusive attitudes and behaviours</li> <li>• Ability inclusion planning is integrated across Council business.</li> </ul>

25

Draft City Plan 2040 – Community Engagement Report

Feedback topic	Relevant Actions / Response
Internally, feedback was received on how to best represent the final City Plan document.	<p>The final City Plan 2040 will be designed to be legible and readable for a screen reader user, including having clear headers to denote important subjects, larger font sizes and using sans serif font.</p> <p>The PDF of the document will also be 'tagged' for screen reader text sequencing.</p> <p>Images with substantial meaning in the document will also have 'alt text' activated so people listening to the document will hear a brief description of the graphic content.</p>
<b>Transport options</b>	
Many noted the lack of mention of Council's role in providing active transport and facilitating public transport, especially in Directions 1 (to make the city more liveable) and 2 (a more sustainable way to travel).	<p>Planning for active and public transport to cater for growth is covered under Direction 3. Its description will be expanded as below.</p> <p>The City of Salisbury continues to advocate to the State Government for public transport services and routes to better service the community. Investigations are underway to review infrastructure and services particularly in growth areas, through the State Government's <a href="#">Northern Adelaide Transport Study</a> and <a href="#">Greater Adelaide Regional Plan</a>.</p> <p>Under  <i>Direction 3 – A growing city that creates new opportunities</i>  <i>Foundation 3 – Our city's growth is well planned and supported by the integrated delivery of infrastructure</i>  <i>Strategic Intent 3.2 – Our city's transport networks are well planned for future growth,</i>  <b>Make the following changes to the existing Critical Action:</b></p> <p><i>Critical Action 3.2.2 – Update the integrated transport plan for the city.</i></p> <ul style="list-style-type: none"> <li>• <i>Review and publish our transport plan to improve movement across the city, including our road network, paths and trails, and modes of transport.</i></li> <li>• <i>This includes reviewing opportunities to provide or upgrade existing cycling network and infrastructure, improving walkable neighbourhoods, planning for electric vehicles, and investigating alternative modes of transport such as micro-mobility initiatives and the Council's community bus service.</i></li> <li>• <i>Continue to collaborate with the State Government on providing well-connected public transport across the city, and improving the road network in alignment with the <a href="#">Northern Adelaide Transport Study</a> and <a href="#">Greater Adelaide Regional Plan</a>.</i></li> </ul> <p>In addition, the City of Salisbury will continue to upgrade and maintain shared trails, including completing its green trails network and the Gawler Greenway.</p>



Draft City Plan 2040 – Community Engagement Report

Feedback topic	Relevant Actions / Response
	For new Council-led developments, such as the Salisbury City Centre, the City of Salisbury will support street design and infrastructure that facilitates active travel including walking and cycling connections and safety.
Many people brought up the need to improve various road intersections, especially east-west connections at Park Terrace and Kings Road.	<p>As State Government owned and maintained roads and infrastructure, these areas require significant partnership, collaboration and contribution from the State or Federal Governments.</p> <p>A review of these crucial road networks is being undertaken through the Northern Adelaide Transport Study.</p> <p>The corresponding Critical Action change is outlined in the previous column.</p>
Some comments were received regarding the community bus service.	<p>The City of Salisbury runs a free fixed route <a href="#">community bus service</a> for its community to shopping centres and key destinations, including underserved western suburbs such as Globe Derby Park and St Kilda.</p> <p>The Council ran an extensive community consultation process in 2023 to review this bus route, including destination options and frequencies. The bus route has since been finalised and endorsed by the Council.</p>
A comment queried for a link of the existing Transport Plan.	A link to the existing Transport Plan will be provided in the final City Plan.
<b>Safety</b>	
Anti-social behaviour, homelessness and lack of lighting was brought up by many as a deterrent for them visiting the Salisbury City Centre and surrounding trails.	<p>The City of Salisbury takes community safety seriously. This concern already forms one of the Critical Actions in the draft City Plan. Its description will be expanded.</p> <p>Under  <i>Direction 1 – A welcoming and liveable city</i>  <i>Foundation 4 – Our city is attractive and safe</i>  <i>Strategic Intent 4.1 – Our public spaces, residential areas and environs are safe and inviting,</i>  <b>Make the following changes to the existing Critical Action:</b></p> <p><i>Critical Action 4.1.1 – Work with stakeholders to improve community safety</i></p> <ul style="list-style-type: none"> <li>• <i>Through an update of the Community Safety Strategy, partner with the community and all stakeholders to address complex issues surrounding community safety.</i></li> <li>• <i>Includes building awareness and maximising participation in the strategy's programs.</i></li> </ul>

Draft City Plan 2040 – Community Engagement Report

Feedback topic	Relevant Actions / Response
	<ul style="list-style-type: none"> <li>Includes strategies to improve community safety in activity centres such as the Salisbury City Centre, public transport interchanges and popular trails.</li> <li>Includes a review of lighting provision in these areas as a way to make them feel more welcoming.</li> </ul>
<b>Trees and biodiversity</b>	
<p>Feedback was received regarding needing more tree planting to be a more sustainable city.</p>	<p>This feedback echoes the Council's strategic vision of being "a progressive, sustainable and connected community".</p> <p>There is currently already a Critical Action that directly addresses this, however its description can be expanded.</p> <p>Under  <i>Direction 2 – A sustainable city</i>  <i>Foundation 1. Our city's green spaces and natural environments are valued and biodiverse</i>  <i>Strategic Intent 1.1 – Our city is cooler and greener,</i>  <b>Make the following changes to the existing Critical Action:</b></p> <p><i>Critical Action 1.1.1 – Strategically address cooling and greening across our city.</i></p> <ul style="list-style-type: none"> <li>In response to Green Adelaide's Urban Greening Strategy and tree canopy data 2024, prepare an Urban Greening and Cooling Strategy that identifies approaches to respond to urban heat that is specific to the City of Salisbury context.</li> <li>Ensure that the planting palette chosen is appropriate to the urban landscape and acceptable to residents.</li> <li>Continue to improve the amenity of streetscapes through the programmed renewal of street trees with more appropriate tree species for the space available within our city's streets.</li> </ul>
<p>There were comments on the maintenance of street trees being a concern to safety and appeal.</p>	<p>Commentary received regarding street trees maintenance will be passed onto the Field Services division.</p>
<p>Some feedback was received regarding the loss of urban habitat and biodiversity in the city.</p>	<p>The Council adopted a <a href="#">Sustainability Strategy</a> in 2023 which includes a key theme relating to biodiversity – 'Biodiverse Salisbury – to have a balance of green spaces and natural environments that support biodiversity'.</p> <p>Under this key theme, actions include:</p> <ul style="list-style-type: none"> <li>Reviewing the Biodiversity Corridors Action Plan (2010) and establishing Biodiversity Management Plans for key sites.</li> <li>Investigating opportunities to create new biodiversity links and sites.</li> </ul>

Draft City Plan 2040 – Community Engagement Report

Feedback topic	Relevant Actions / Response
	<ul style="list-style-type: none"> <li>Continuing to improve tree canopy cover in open spaces.</li> </ul> <p>The City of Salisbury will also continue to seek to improve biodiversity sensitive urban design especially in residential streets through its tree planting program.</p> <p>Residents are also encouraged to enhance the appeal and landscaping of their verges by applying for a <a href="#">verge development permit</a>.</p> <p>In collaboration with Green Adelaide, nature education programs are provided to schools and community groups.</p>
<b>Green incentives</b>	
<p>Comments included many ideas to incentivise the community towards sustainable houses.</p>	<p>Whilst the City of Salisbury does not provide financial aid for greener homes, residents are encouraged to apply for government rebates and loan options for solar panels and batteries, heating and cooling, energy efficiency etc. Available financial support can be found on the <a href="#">Department of Climate Change, Energy, the Environment and Water</a>.</p>
<p>Other comments included incentives for plants and vegetation.</p>	<p>The City of Salisbury runs a few programs that promote greening, including the annual <a href="#">Native Plant Sale</a> and <a href="#">Grow It Local</a> program.</p> <p>Communal gardens have also been established at the Burton Community Hub, Para Hills Community Hub and Morella Community Centre.</p>
<b>Housing</b>	
<p>Comments were received regarding the need for more housing supply.</p>	<p>The City of Salisbury strongly supports the need to provide more housing in the face of the current housing crisis. This is captured by <i>Foundation 1 – Our city has a diversity of housing that meets the needs of our community.</i></p> <p>The City of Salisbury is also undertaking a draft Urban Growth Strategy and Housing Strategy, both which will drive integrated and coordinated growth across the Council area, and address opportunities for increased supply.</p> <p>Both of these have been captured under relevant Critical Actions in the draft City Plan.</p> <p>The City of Salisbury's <a href="#">strategic property development program</a> also develops and provides housing supply to the Council area, such as recent builds in Paralowie and Parafield Gardens. Future developments include <a href="#">Walkleys Road Corridor</a> in Ingle Farm and <a href="#">Lake Windermere</a> in Salisbury North.</p>
<p>Comments were received regarding the negative</p>	<p>The City of Salisbury acknowledges the impact of some general infill design on existing residential areas, such as</p>

Draft City Plan 2040 – Community Engagement Report

Feedback topic	Relevant Actions / Response
<p>impacts of increased residential development and general infill.</p>	<p>the loss of trees, increased traffic volumes and demand for on-street parking.</p> <p>Housing design, including provision of garages, building heights and setbacks, sizes of allotments and land uses are set by the <a href="#">Planning and Design Code</a>. Council's development assessment is guided by the Code to enable good design in the city, and will continue to advocate for amendments to the Code that promote design excellence and comfort for all people living in the City of Salisbury.</p> <p>The City of Salisbury also has a street tree planting program that seeks to increase greening and cooling across residential streets. An Urban Greening and Cooling Strategy is also underway to address urban heat and loss of canopy cover in city streets.</p>
<p>Comments were received regarding the need to provide shelter for vulnerable people.</p>	<p>As a progressive city, the City of Salisbury does a lot in the community outreach space. This includes home and community help through <a href="#">Salisbury Home Assist</a>, running eight community centres/hubs and three senior centres, and helping older people who are at risk/are homeless through a <a href="#">Housing Support Program</a>. The Council also collaborates or partner with State Government bodies and Non-governmental organisations to provide care and assistance to those who need them, such as food relief programs facilitated at community centres.</p> <p>In addition, the City of Salisbury is undertaking a Homelessness Strategy and a Cost of Living Strategy, which will address opportunities and actions relating to providing shelter, care and support to those who need them.</p> <p>Both of these have been captured under relevant Critical Actions in the draft City Plan.</p>
<p><b>Appearance, appeal and waste</b></p>	
<p>Some feedback commented on the need for better cleanliness and maintenance across the city.</p>	<p>Commentary received regarding cleanliness and maintenance will be passed onto the Field Services division.</p>
<p>Some feedback had ideas for upgrades or new facilities which are currently not provided.</p>	<p>Capital projects and asset renewals in the City of Salisbury are set yearly through the <a href="#">Annual Business Plan</a> and <a href="#">Strategic Asset Management Plan</a>. The asset management plan also sets the levels of service for providing facilities that can adequately cover demand over the Council area.</p> <p>General comments have been captured under relevant Critical Actions to explore, while location-specific comments will be passed onto the relevant divisions in the City of Salisbury for consideration.</p>

Draft City Plan 2040 – Community Engagement Report

Feedback topic	Relevant Actions / Response
<p>Concerns were raised regarding waste management and illegal dumping, and suggested increasing the frequency of bin collections.</p>	<p>The City of Salisbury is committed to environmental sustainability, including managing its waste responsibly. The Council adopted a <a href="#">Sustainability Strategy</a> in 2023 which includes a key theme relating to waste – ‘Resourceful Salisbury – to reduce waste and increase resource recovery’.</p> <p>There are procedures in place in collaboration with NAWMA (the Northern Adelaide Waste Management Authority) to identify and address illegal dumping. For household items, many materials can be dropped off to be recycled at NAWMA’s <a href="#">Resource Recovery Centre</a>.</p> <p>In addition, the City of Salisbury is undertaking a Resource Recovery Action Plan to reduce waste and increase diversion from landfill. This is covered a relevant Critical Action.</p> <p>In collaboration with Green Adelaide, education is also provided to schools, community centres and on social media relating to waste sorting, hard rubbish collections and behaviours.</p>
<p><b>Community centres and libraries</b></p>	
<p>Intergenerational interaction was brought up as a way to improve community cohesion.</p>	<p>Many contemporary literature advocates for building relationships and programs that promote the social interaction between generations, especially between older adults and young children or youth. These relationships are beneficial for both parties. For the older generation, they can be less lonely, isolated or depressed, as well as feeling energised and invigorated. For the younger generation, it is an opportunity to learn new skills, be taught useful life lessons and potentially even integrated into society or in Australia (if they are foreign-born).</p> <p>To capture this, an existing Critical Action can be expanded.</p> <p>Under  <i>Direction 1 – A welcoming and liveable city</i>  <i>Foundation 2 – Our community is physically and mentally healthy and connected</i>  <i>Strategic Intent 2.3 – Our community has access to health and community services,</i>  <b>Make the following changes to the existing Critical Action:</b></p> <p><i>Critical Action 2.3.1 – Plan for future social infrastructure needs.</i></p> <ul style="list-style-type: none"> <li><i>In response to a growing population, plan for future social infrastructure needs for the city, especially in high growth areas.</i></li> </ul>

Draft City Plan 2040 – Community Engagement Report

Feedback topic	Relevant Actions / Response
	<ul style="list-style-type: none"> <li>• <i>Social infrastructure may include sport and recreation facilities, health and education facilities, and cultural and community centres. This includes the upgrade of facilities such as the Parafield Gardens Recreation Centre.</i></li> <li>• <i>Plan for spaces and programs that can support and promote intergenerational interaction, including cross-cultural generational mentorships and interactions.</i></li> </ul>
<b>City centres and growth</b>	
<p>There were some comments regarding needing to invest in other areas of the Council, instead of just the Salisbury City Centre.</p>	<p>The City of Salisbury is currently investing in the Salisbury City Centre as there are a few transformational projects completed, currently underway or upcoming in the area, including the John/Church Street renewals, the Salisbury Community Hub, the Salisbury Aquatic Centre, Little Para Trail and the redevelopment of Council-owned sites in the area.</p> <p>In saying that, through the Urban Growth Strategy (currently being developed) and <a href="#">Strategic Growth Framework for Waterloo Corner and Bolivar Corridor</a>, the City of Salisbury is and will invest in other Council areas as well. Examples include:</p> <ul style="list-style-type: none"> <li>• Ingle Farm, to capitalise on the <a href="#">Walkleys Road Corridor</a> project and a desired rejuvenation of the activity centre</li> <li>• Globe Derby Park, Bolivar, Waterloo Corner and St Kilda, to rezone and unlock future employment lands that are well connected to arterial roads</li> <li>• Salisbury North Oval and surrounds, through the Salisbury Aquatic Centre and a precinct plan that is currently underway.</li> </ul> <p>Planning for these areas include reviewing and understanding demographic and population changes to match up with facilities provided, such as provision of play areas, recreational sites and impacts on the road network.</p>
<b>Employment and business attraction</b>	
<p>Comments were received regarding employment pathways and support to local businesses.</p>	<p>The <a href="#">Polaris Centre</a>, a service of the City of Salisbury, provides guidance and mentorship to entrepreneurs, local and medium sized businesses looking to grow.</p> <p>It has forged relationships with State Government bodies and external business networks to provide events, workshops and networking opportunities to the community. In addition, it collaborates with the City of Salisbury's community development programs to train and promote employment pathways to youth, cultural groups and refugee communities.</p>

Draft City Plan 2040 – Community Engagement Report

Feedback topic	Relevant Actions / Response
<p>Comments were received regarding business attraction and to promote the City of Salisbury as a good place to work and invest.</p>	<p>An Economic Development Strategy is underway, which will address the ways for the Council to improve investment attraction and engagement.</p> <p>This includes facilitating and supporting local businesses on a global stage, and attracting international and national companies to the Council area, such as in the defence, advanced manufacturing, food and beverage and knowledge sectors.</p>
<b>More engagement opportunities</b>	
<p>People appreciated the opportunity to provide face to face feedback and would like more engagement in the future.</p>	<p>The City of Salisbury will undertake a Community Engagement Strategy, which will improve the way we engage with the community.</p> <p>This is already captured as a Critical Action.</p>
<b>General comments and ideas</b>	
<p>The survey received many comments, suggestions, ideas and feedback, some of which may not fit into emerging themes.</p>	<p>Comments will be collated and sent out to relevant departments and divisions within the City of Salisbury, either for their actioning, consideration or incorporation within their work plan.</p>
<b>Document design changes</b>	
<p>The draft City Plan was designed for the purposes of community consultation only.</p>	<p>The final City Plan will be updated to reflect the City of Salisbury’s new branding and corporate design. As the chief strategic document for the Council, the City Plan exemplifies the way in which future strategic documents will be produced.</p> <p>The final City Plan will also incorporate the following:</p> <ul style="list-style-type: none"> <li>• Updated Mayor’s message</li> <li>• Updated Mayor portrait</li> <li>• Updated Elected Members photo.</li> </ul>

## 8. Measuring success

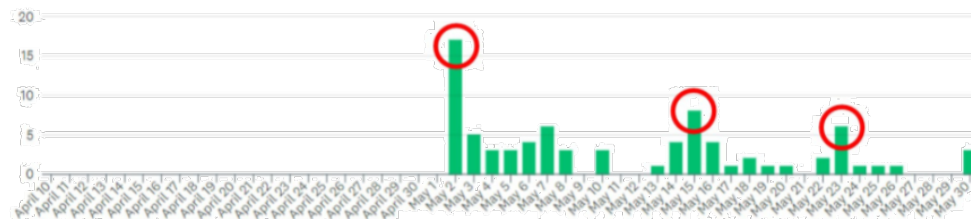
In the endorsed communications plan, a series of ambitious targets were set. These targets helped to measure the success of the engagement and inform the project team’s learnings for future consultations.

Activity	Target	Achieved?	Comment for future
<b>Number of attendees at drop-in sessions</b>	Engage with 20 people per session	Whilst targeted attendance was low, the team informally engaged with over 50 community members overall who were present at the time at the community centres.	For future engagement, book in drop-in sessions that can piggyback off existing events at community centres.
<b>Number of community members interested</b>	Engage with 100-200 community members throughout engagement	<p>Six drop-in sessions across the Council area were provided as opportunities for anyone to attend and speak to the project team in person.</p> <p>The drop-in sessions were intentionally scheduled to coincide with 'Café Conversation' and History Festival events happening across community centres.</p> <p>Goodie bags, free coffee and cakes were also handed out to community members during the drop-in sessions, which were ice breakers for the team to engage with people.</p>	<p>Consider increasing the number of drop-in sessions as well as venues visited.</p> <p>Continue to provide incentives or goodie bags to entice and elicit feedback.</p> <p>Whilst not always practical, school and university holidays should also be considered when planning for drop-in sessions.</p> <p>After hours and/or weekend sessions may also be considered for more flexibility.</p> <p>Rely and work more with community centre staff and coordinators to help promote future engagement events and material.</p>
<b>Number of submissions received</b>	50-100 feedback received, including targeted stakeholders	<p>80 responses were received – all via a survey.</p> <p>The survey was designed to be short and easy to understand, including open-ended to allow for discussion, and can be completed under 5 minutes.</p> <p>Survey respondents may have also been attracted by the gift card incentive competition.</p> <p>Submissions of surveys peaked every time a targeted post was released, proving their effectiveness (see below diagram).</p> <p>Targeted posts on social media attracted a lot of attention and traction from</p>	<p>To increase the number of responses received, consider increasing the number of weeks for future engagements.</p> <p>Continue to design surveys to be short and succinct.</p> <p>Gift card incentives are definitely useful to illicit feedback, especially for higher level strategies and plans that require more time to read and digest.</p> <p>It is noted that many informal comments were captured on social media, especially on Facebook. Social media administration can encourage and direct feedback towards the official survey to formally capture these responses.</p>



Draft City Plan 2040 – Community Engagement Report

<p><b>Activity on website</b></p>	<p>Receive 200 visits to website</p>	<p>community members, most of which are not relevant to, or directly responded to the engagement matter.</p> <p>The page received 9,548 views, well exceeding the goal.</p> <p>The page was set up to be visible on the City of Salisbury's public webpage's main page.</p> <p>The engagement material also provided highly visible links to encourage visitation to the project pages (through QR codes, short URL links and large text).</p>	<p>The Council's social media policy and terms of use will be finalised in the near future to inform future engagements online.</p> <p>Continue to undertake best practice methods of marketing to reach a wide reach.</p> <p>Consider focusing additional attention on other social media platforms, such as Instagram and LinkedIn, which will attract a different cohort in the community (youth and professionals).</p>
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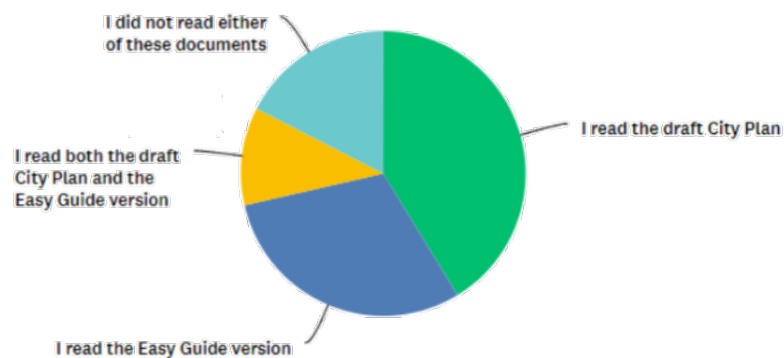


The chart above shows the three peaks across the weeks – these directly coincided with the days that social media posts were released, proving that digital promotion is necessary for a wider reach.

**Was the Easy Guide useful?**

To gauge the effectiveness of engagement material, survey respondents were also asked which version of the City Plan they read. [Question 15 of survey]

63 people answered this question; 17 skipped.



Draft City Plan 2040 – Community Engagement Report

The breakdown is as follows:

- 41% read the draft City Plan
- 30% read the Easy Guide version
- 7% read both versions
- 17% did not read either of these documents.

High usage of the Easy Guide version shows that producing consultation material in a simpler and summarised format is effective for engaging with the community.

It is also important to give community members the choice to read the type of material that they feel comfortable reading.

Note that for some of those who selected 'I did not read either of these documents' were engaged during drop-in sessions, where the Draft City Plan was explained and shown in person.

In future, Word versions of the document that be read by a digital reader should be provided to reach community members who are visually impaired.

-- END OF MAIN REPORT --

Draft City Plan 2040 – Community Engagement Report

## Appendix A. Formal verbatim feedback

The following outlines all formal verbatim feedback received through the survey's open-ended questions.

### Question 2. Is there anything else we can do to make our city more welcoming and liveable?

#### Comments

Promote intergenerational interaction - have spaces or programs that allow for this to happen. It is great for the mental health of the older generation and for mentorship and guidance of the younger generation. The older friends also feel younger and more energised after interaction with younger people.

Fix pavements. Clean up the areas around Salisbury make it more enjoyable to shop, walk around (gardens, friendly areas) just not around the white elephant (council/library). There is a so much to shops front, Parabanks shopping centre depressing.

In making our city more attractive and safe, it would be wonderful if people of all ages could move about the city with having to be dependent on a motor vehicle. Prioritising motor vehicles over other forms of transport makes our city noisy, hectic, stressful and less safe - unless you are inside a motor vehicle.

Disability and Inclusion Network is not included so I strongly disagree. Need strong principles on accessibility and inclusion in community projects, and needs to be promoted widely so community are more educated. Must include 'accessibility' and 'inclusion' wording. Councillors should attend DAIN meeting.

Stronger focus on safety, security and crime prevention.

Need to have more inclusionary language - be specific - must include 'inclusion' and 'accessible'. People must be able to access places.

A lot of merit in focusing on this. Safety is a big one especially in knowing your neighbours - especially with cultural safety and breaking down barriers.

Want streets to be safe for children and general awareness of safety for everyone.

Want safe spaces for kids in playgrounds - consider safety and inclusion.

For vegetated areas, making sure that there are sightlines and visibility to increase safety for women and children walking around.

I would like more diversity of children events in the libraries that can cater towards children with different abilities. Need to remove barriers for our diverse communities so that more people can participate and be part of the community.

The city feels quite safe. I have a son who is legally blind but the city still feels safe, especially around Mawson Lakes.

The road near Mawson Lakes Primary could be safer.

I feel like the footpaths are great around Mawson Lakes.

Homeless people have their needs met.

Disused housing - work towards improving and creating opportunities for people to live  
Improving streetscape

More trees and green areas. And looked after and maintained. Been greener like the eastern suburbs makes everyone happier and more likely to head out and use the areas and also maintain there houses.

Maintain and upgrade parks

More lighting in residential streets in the surrounding suburbs and better lighting around businesses open late in the city of Salisbury

It's hard to agree without any acknowledgment of the importance of access and inclusion for all abilities and nothing to imply that is something Salisbury Council strives for. How can it be welcoming if its not accessible?

Is there no acknowledgment of accessibility because Salisbury Council don't want 20% of the population to feel welcomed in Salisbury Council?

How can it be a welcoming city without accessibility?

So, "How can council help our community to be physically and mentally healthy and connected"?

37

## Draft City Plan 2040 – Community Engagement Report

By Making Access and Inclusion a Priority and creating a committee or subcommittee to oversee pathways, playgrounds, future plans, redevelopments, pedestrian crossings and more ensuring our community is accessible and inclusive to all abilities.

- Promoting Equitable Access for All Helping Foster Inclusive Communities.

It would have been an agree if access and inclusion were considered

Make sustainability a higher priority!

The delays experienced at the railway crossings, in Salisbury City Center and Kings Road especially are very time consuming and the number of vehicles burning off fuel is quite large. Therefore these two crossings should be made a priority to make our city more welcoming.

More clean education because some people still throw trash in public area

Building an overpass or underpass on Park Tce for the train lines. Salisbury is avoided by many for this reason. Also connecting Parabanks to the Hoyts cinemas building with plenty of new shops and eateries like Kmart and schnithouse

More housing will only encroach on public open green spaces and habitat for our ever diminishing wildlife decimate ecosystems

Abolish immigration until Australians can get houses

more womens only safe areas and programs for swimming pool centre toilet facilities to help overcome people toileting in open areas .

There is a significant number of drug users and homeless in Salisbury centre. There is no way I would take my family there in its current state.

Build more social housing in the form of apartment blocks, which are more cost-effective than the old housing trust model.

No

No

You have a picture of a person with their bike on pg. 9 however there is very little about active transport and making the city more bike and walking friendly.

i think currently Salisbury council is growing at a rate above most council with lots of people coming to Salisbury to live and work. i think we should take this opportunity to have more affordable housing, open more land for housing, invest in our infrastructure to attract more people to stay in Salisbury.

Need more community shuttle buses every day to and from St. Kilda. The St. Kilda does a special tram museum that opens on Sunday at 11am - 5pm and operates old trams to St. Kilda. Tx.

Dot point two: Infrastructure to St Kilda for walking, cycling, playground inclusive access, development of land between the tram and St Kilda.

Please add more play cafes and baby friendly places like playground in shopping centers And more toddler playground in the area

Consistency with council care to streets

I think Salisbury is already so welcoming to everyone which is why I feel so comfortable living in the area

Please remove all reference to First Nations people in the plan. First Nations people only make up 2.4% of the population & no other group is recognised. This is insulting to Non- Indigenous residents

Direction 1 is very broad and vague. Perhaps this is a conscious decision but it makes it hard to answer this question. I hope that verbs like "explore" and "promote" become more specific before 2040. My own experience of liveability is affected by new neighbours (7 adults in a 3 bedroom house) blocking access to the street and my driveway, and specific residents trespassing, damaging my property, and threatening me. In terms of council's ability to manage this, I suggest affordable housing should only be available to those who wish to maintain the liveability of the city by respecting others. Perhaps police checks should be part of the application process. I'm not sure how to make people park on their own property given that registered cars can be parked on the street; perhaps maintaining reasonable access needs to be added to the by-laws. As a rate payer who works hard to maintain my property and council verges, I am currently finding the city less liveable due to the antisocial behaviours of others.

Prefer no high rise housing

Prefer traffic lights not roundabouts - more accidents on roundabouts

Better roads for traffic flow.

More shade trees.

## Draft City Plan 2040 – Community Engagement Report

More walking paths and bike paths so people can Exercise and get to places without needing to use a car.  
 More football ovals.  
 More trees.  
 More employment opportunities.  
 Recreation centre that has a gym similar to the one in Elizabeth.  
 More basketball courts  
 More events.

If houses are torn down and applications are made to put 3 house on the block where there was only 1 house previously, please deny application and only allow 2 max on the block. The new houses have more cars than a small block can handle and the streets become full of parked cars making it very hard to drive down any residential street.

Safety is a huge thing, the city centre can feel unwelcoming sometimes at certain times of the day.

Better walking and cycling tracks, more connected roads,

It already is

We need more regulations on housing, stop the price gouging on peoples right to shelter. We have too many homeless people to welcome more people in, it's a kick in the face to people already living here when you prioritise the housing of new comers and bringing more people in instead of looking after the ones you have.

Respecting cultural values, diversity in every field would encourage every single person of the place to put in their interest.

The old library building needs to be turned into a homeless shelter. As there is a large presence of people living on the street.

To make Salisbury safer, there NEEDS to be additional street lights, as a young female. It doesn't feel safe to take my dog for a walk early morning (6am-6.30am) or anytime after 6pm at night. The streets of Salisbury especially Salisbury highway and surrounding streets do not feel safe.

Not a single mention of any increase in walking or cycling infrastucure throughout the entire draft plan. How is a city where everyone is forced to drive everywhere in anyway liveable

Use of the parks would increase if they were better monitored. I love the parks but feel unsafe going there alone so I don't use them as much as I'd like (in fact I rarely use them these days).

Stop subdivision of land as it does nothing but cause congestion to the streets and infrastructure putting more pressure on the roads which are poorly maintained anyway

Improve security, safeness on the street.

Support the homeless people in the city of Salisbury and near the hub to re integrate back into work and be supported into employment and be supported mentally so they feel supported in the community

Fix footpaths that make it difficult walk on in the Para Vista and Ingle Farm area near Wright Road.

- Work with state government to introduce more public housing and medium density living.

- Offer young adults short courses for life skills, such as lessons on filling out tax returns, learning to budget, basic cooking skills

- Promote green spaces and urban canopy by increases tree requirements on new builds and upgrading existing green spaces through community tree planting sessions

Improve the older community centres. And offer more facilities at the older centres.

Make it cleaner.

More outdoor sporting areas with lights, like tennis courts so it can be used in winter.

More lit pathways for use in winter.

John St is disgusting, unsafe, unkempt and neglected. I was near the cinemas and there were bags of rubbish and several broken computer screens laying around with broken glass scattered. Two hours later they were still there. The Council does not do the basics well.

Reduce minimum size blocks at Salisbury Heights to 500square meters, work on a plan to reduce the amount of drunk or drugged groups hanging around salisbury city centre. Work on improving kings road, implementing an overpass at kingrd train line.

Mawson Lakes certainly doesn't have great livability. The whole suburb was designed really badly. There is no parking, the streets are too narrow (even for simple things like a moving truck - doesn't fit in the street!!!)

Disperse the affordable housing throughout neighbourhoods to avoid concentrations of people in similar circumstances.

Focus a little more on public transport connectivity.

Create more education programs to cover the current skills shortages, develop more social programs with jobs opportunities pathways, attract more colleges and unis to increase the offer in

## Draft City Plan 2040 – Community Engagement Report

Salisbury, more dense housing projects, work together with state govt ministers to improve services as public transport  
 Improve all parks and playgrounds throughout the city. Promote and make people aware of all facilities including all the libraries

#### Question 4. Is there anything else we can do to make our city more sustainable?

##### Comments

Do it now not in 16 years time. Salisbury has been waiting for over 20 years people go elsewhere to shop. It a depressing area. Even our railway and bus interchange was not worth upgrading by state government.

Active transport initiatives would support carbon responsibility and improve community resilience.

Happy with the work in these areas.

We have a beautiful city!!

Not at cost of safety of the community. Low hanging branches of trees could be dangerous. More incentives for solar and batteries in community - can be rewarded for doing the right thing.

I drive around and see lots of green spaces which is great. There is opportunity to do more on verges.

Para Hills Community Centre has a great garden area.

Also great that there are stormwater channels around.

Some concern of vegetated area near Para Hills Soccer Club potentially being unsafe.

Green bin bags are a great initiative. Hard rubbish collection is great.

Need to do more to educate children about sustainability, through schools or even school holiday programs that council runs.

Having pop up marketplaces or events where people can come to sell their antiques and clothes would be great for a circular economy. Some of the profit made can also go towards charity.

I have not heard any comments on trees being an issue in Mawson Lakes, however tree roots could be an issue for some especially like my visually impaired son.

It's one thing to have green spaces but are they integrated into the city or are they just a box to be ticked and can't be utilised by the community?

Focus on environmental friendly housing

Planting as many trees along all streets and watering them in summer. Gives more shade and cooling the areas

Upgrade and maintain parks

More awareness on hard waste collection and access to it to avoid people dumping rubbish in parks/streets

More education for residents on waste management to reduce green waste and recycling going into landfill

More Incentives for Solar. I understand your a local council but dont limit yourselves from what you can do to is advocate for your community and it's residents. Sometimes you just have to be persistent.

Educate the community about sustainability.

Don't go too far in the carbon neutral etc. I don't want 15 min cities, more taxes, vehicle exclusion zones etc. Focus more on providing proper bike paths and safe places to leave bikes (as I have asked the council for for years now with no action taken by the council to facilitate this).

How can the city's green spaces and natural environments be "valued and biodiverse" when the government and councils continually claim land for housing and infrastructure?!

It is totally hypocritical to claim that the environment, ecosystems and biodiversity are valued when they are continually threatened by developers destroying them with buildings and associated infrastructure?

No, enough is being done already

shopping trolley dumping and disposal in the river.

should be a restriction on trolleys being outside of shopping centre limit.- impacts on footpaths for handicapped residents.

car parking in inappropriate areas impacting on carparking provision on streets particularly for residents near centres

education of residents on environmental , waste, water issues really important

## Draft City Plan 2040 – Community Engagement Report

waste dumping in parks and along footpaths impacts on pedestrians and often unsafe due to broken glass.

Some areas, particularly the carpark near Romans Pizza and the walk way between John Street and the cinema carpark, smell like a third world country.

N/A

N/A

Again a lack of encouragement / acknowledgement of active transport as a means of reducing carbon emissions.

open more land to access housing, we should invest in housing to attract more people

Maybe I'm going off topic. But it needs more community effort to do this.

This is just filling up spaces on a pages with words

Carbon reduction is a globalist push to control us & the idea that reducing carbon output to change the weather is crazy. Plant more trees to carbon capture if the council is worried about the level of output

Could council consider funding for residents who wish to install rainwater tanks or solar panels, or repaint a dark roof with a lighter colour? I think plant choices need to be carefully considered.

Whilst natives are beneficial, the ones in our street are also messy and highly allergenic.

Suggestion: choose plants which don't drop pollen, leaves, etc.

Keep green space and trees, but not iron barks

Regular cleaning of gutters and debris from trees including Salisbury Highway

Trim trees and bushes on footpaths so easy to walk

Need a lot more trees

Make it more walkable, easier to bike and roller skate to encourage fitness and less carbon emissions, phase out plastics in shops and production in SA, put less funding in military and more into education so that we can do our part as a state and country to lessen the world populations impact on global warming.

I repeat, how is a sustainable city one where the city plane for the next 15 years has NO alternative transport options. Wheres the increase in bike infrastucure or ANY alternative transport for residents

Focus on green spaces in all suburban areas and offer free native plants to residents who wish to grow them on their property

More bins at local parks, carisbrooke etc on weekends to reduce waste.

Three free hard waste collections to stop the dumping.

All new homeowners (you get notified in rates) get a brochure sent out exlaing about hard waste etc

- Increase yellow/green bin days to weekly, increase size of red bin but perhaps following in Prospect Councils footsteps of bi-weekly red bins to encourage less waste

- Grow community gardens with local schools, teach locals how to grow vegetables

- Introduce a Community Renewables Program like Mitcham, to encourage sustainable and ecological power use

More solar powered lights on pathways.

Free garden green waste recycling.

Our green spaces need to be checked more regularly as the bins often overflow and take way containers litter the space.

Hard waste should not be outfront of a house for more than one week.

Encourage home owners to add solar panels but the maintenance by the City around where we live is really good.

Have all bins emptied every week. With more and more household waste going into recycling and green waste, those bins need to be given a higher priority. We are a 2 person house, at the end of the fortnight our recycling bin is overflowing, and we keep getting maggots in the green waste bin. Having the recycling and green waste bins emptied weekly would solve both of these problems and make householders more likely to utilise those bins and divert waste to the most sustainable stream.

Have free shuttle bus services throught suburbs to major transport links to avoid the full carparks at train stations.

Promote the tramway museum as an example of a sustainable attraction using electric trams and fully staffed by volunteers and that no paid employees

Use of community centres as training centres and share information with schools and colleges

## Draft City Plan 2040 – Community Engagement Report

Repurpose vacant land in the city centre to green space. Add tree canopy to the acres of bitumised car parking in the city centre and around the shopping centre.

### Question 6. Is there anything else we can do to make our city grow in a way that creates new opportunities?

#### Comments

Transport is important - need to consider how we can get older friends to different places like community centres to socialise. Older people need to be able to confidently get there or have the support to help them get there and get home.

Do something Now not in the future, you put out these ideas but nothing happens.

More accessible crossings eg John St is an obstacle. Accessible car parks is taken up.

Businesses are the economic heart of our community.

Access and inclusion is essential for people to access key places.

Salisbury City Centre's strength is that it is smaller and more comfortable to be in, especially when compared to Munno Para and Elizabeth that can get crowded.

Salisbury has everything you need without the crowd.

The Polaris Centre need to be accessible to a more diverse community - especially culturally diverse and refugee committees who want business advice.

Need to connect more with the Indian community who are the biggest migrant population.

Businesses need to embrace cultural diversity.

Young adults can be given training opportunities, especially on knowing pathways to careers linking to jobs in the city - to showcase what the city has to offer.

Transport - assets and attractions in the city should be accessible to everyone, regardless of socio-economic background. Need to help people connect to different places if they can't drive or make their way there.

How are you going to make your city centres more active? Are people expected to drive there and so you consume space accommodating their cars or are you planning on making them more friendly for access via other options, walking, cycling, public transport?

Railway crossing at Salisbury needs to be improved

Make sure any infill well planned and good quality

More free activities in the center. Like markets for local small business to have stands. John Street would be a really good place for a market.

Providing more work places for people with disadvantages

I can't agree without any reference to Accessibility and Inclusion. This is the cornerstone to "A City being the place of choice to work, study, play and invest"

It's time to join the 21st century and implement a access in inclusion committee and or sub committee.

From research, I can see that Salisbury Council has a Disability Access Inclusion Network or DAIN, but I know that Salisbury Council does not legally have to comply to any requests made by DAIN to make their community more accessibly, continuing the exclusion of vulnerable people, who are most likely to visit their local community on a daily basis.

That needs to change before 2040.

The lack of acknowledgement for accessibility and inclusivity is disappointing in the year 2024. One of those points should be

Establish an Access and Inclusion Committee to oversee the delivery of projects, ensuring that our city becomes welcoming and accessible to all residents and visitors.

Current business owners/occupiers should be requested to keep their shop fronts clean and tidy to help attract new clients to Salisbury.

Duplicate the Mawson Lakes bridge, create a bikeppath under the train line to the school/shops. I believe this is federal land but continue liaising with them about it.

Easier access to the City centre and creating new businesses.

information kiosks in parks for residents

underpass/overpass over park tce to overcome traffic hold ups and delays should be revisited to improve driving.



Draft City Plan 2040 – Community Engagement Report

Light cycle duration at park tce rail/ salisbury highway extra long delay to main road.  
 extra parking in salisbury centre - ok with deck parking  
 There has been a high level of immigration in a short period of time, more needs to be done from an integration perspective. There should be standards when it comes to business facades and all signs should be at least primarily, in English.  
 Help subsidies small businesses like sporting clubs.  
 N/A  
 N/A  
 create and open more land to build house and infrastructure. open more farm land for business use and housing especially in Waterloo Corner  
 I'm mostly a transit rider and either by going to St. Kilda and Salisbury is meeting with the people and what they do there.  
 Multicultural festivals, work in conjunction with other councils, the new aquatic centre run by bluefish is great but we should be able to have a communal membership to all bluefish sites like the aquadome  
 More water play at playgrounds  
 Playgrounds in shopping centres  
 And Better playgrounds in parks there's not a lot for toddlers  
 I agree that this action should be taken on. I've applied for many jobs within the city of Salisbury with the right experience and haven't even heard back half the time. It really let's me and probably many others down.  
 With a low level of educated people in our community more adult education centres need to be established to make education easier  
 Part of "3.2: Our city' Plan more working opportunities.  
 Fair work.s transport networks are well planned for future growth" needs to include charging points for electric vehicles. These are only going to increase in popularity. I'm aware of the great initiative that is the Phoebe Wanganeen Scholarship; I think something like this but more inclusive needs to be offered too. With a plan for increased growth, council also needs to ensure open space is not lost. These spaces should be upgraded with new vegetation, modern lighting and seating, and perhaps playground or exercise equipment.  
 Plan more working opportunities.  
 Fair work.  
 Support small business and active centres  
 In relation welcoming and liveable city - Bridgestone reserve - loud speaker too noisy and needs to be better directed when schools use the facility (ok for regular activities), be aware of surrounding residents, can hear from a long way away  
 Allow more units to be constructed closer to large shopping centres & public transport.  
 Need more employment in this area.  
 Anything that can attract satellite offices of state government services so we can choose to work closer to home.  
 More sports centres for things like tennis, roller skating, ice skating, gymnastics. More diverse activities instead of just football netball or soccer. It will result in less kids on the streets causing mayhem.  
 Stop pouring money into the city center, as a resident I avoid it at all costs and never shop in Salisbury as it is a dump  
 Providing more grant for new businesses. Make sure everyone works or actively looking for job instead of waiting for government support  
 Clean up Parabanks, it needs to become a place where people feel safe when shopping and living and working in Salisbury.  
 Need to have safe walking paths to make residents/workers want to stay/live in our city.  
  
 More solar lights and concreting of the dry creek trail from behind the Valley View shops to Bridge road as TTG council has done with their side. It's slippery, unsafe from the Valley shops heading west. Is even worse in wi get trying to walk or ride behind Walkley Heights houses  
 Use programs to attract young people, incentivise them to move into the area  
 Not just spend in Salisbury area. But also spend on other areas of Salisbury.  
 When I drive thru Salisbury only the neglect I see. I do not see any pretty spaces near the main roads. Nothing that says to me invest, or a good place to invest.

## Draft City Plan 2040 – Community Engagement Report

I have no opinion because more people working, studying and living in Mawson Lakes for example would be a disaster. We already can't function and reports of streets where residents can't drive through are ignored.

Perhaps subsidise rent on shop fronts in areas where there are empty businesses for the first few years of operations for new, individual owned, small businesses.

Create programs for start ups or international businesses from Salisbury, use useless buildings as the abandoned old library crossing the street of Salisbury Hub

### Question 8. Is there anything else we can do in council to improve?

#### Comments

Include people with disabilities in council. Help to learn more skills relating to access and inclusion.

Better use of software for people with disabilities.

Promote tools for growth to be inclusive.

More face to face engagement is valuable. All my interactions with council has been good.

I have had good experiences with Council, such as through its community grants program.

Having a wide range of consultation opportunities is important.

Council services need to be accessible to different socio-economic backgrounds as well.

Need to show people what's possible with the Hub as it is a great place.

Community centres and libraries could do more to offer different programs that are not typical, especially for children with special needs. See this as an opportunity to increase diversity in offerings.

Council's online systems are pretty good.

In a long term plan you don't want to be specific on implementations, what is Essential 8 anyway?, but on goal/achievements.

Aged care services - should provide additional access to aged care services including domestic assistance

Stop building yourself nice offices. Make the people feel like they are getting something more than just the rubbish collected.

I think the mayor coming out to salisbury hosting events in shopping center was great to connect with community, perhaps an app or something in mail to let people who are home alot aware of what's new in salisbury.

The billboards are great on park tce/main nththe roads to know what's on

Maybe similar on the bus stops or more spots around the area

Again, No real reference to Accessibility and Inclusion especially if you want to make Council "A Great Place To Work"

That needs to change before 2040.

Currently staff employed at salisbury hub face accessibility issues, some for years. If Salisbury Council would like to

"Make our council a great place to work"

then access and inclusion is the cornerstone to a workplace actually being "A great place to work"

So, Why Not

"Establish an Access and Inclusion Committee to oversee the delivery of projects, ensuring that our city becomes welcoming and accessible to all residents and visitors."

more job opportunity to local people

Get rid of the airport!!!! Worst thing about the Salisbury council. Devaluates properties and makes residents having to move, costing them money. Or at least decrease the number of flight circuits being flown.

Lower rates, we are all struggling. Apart from this I think the council do a pretty good job

Improve road infrastructure

signage

too much visual clutter impacting on signage clarity

Auslan training for staff

local community inputs

disability groups help locations and facilities and minimisation of conflicts of similar groups in a location.- this applied to signing and deaf help groups

## Draft City Plan 2040 – Community Engagement Report

Increase awareness of differences between Deaf association and Auslan groups and ability to locate to provide a dedicated space in Salisbury. Financial support for dedicated spaces to overcome temporary requirements in locations away from Salisbury. Possibly located in Salisbury Centre with the upgrade of facilities that will occur. recognition of the time it takes to build up user groups to a viable level - rent support and commitment to spaces.
The council must take control of crime and drug addiction. This is fundamental to creating a healthy community. Public safety should be absolute top priority, which is not being addressed in Salisbury. Upskill council employees and volunteers where possible. Reward dedicated and loyal volunteers with employment opportunities within the council. This will encourage more people to look at volunteering.
N/A
No
Would like to see more community shuttle buses if Adelaide Metro approves this plan. And more services to St. Kilda.
I think a gym close to parabanks would be good and would attract alot customers and workers in the area
Basic services of roads, waste removal & park maintenance still need to be the most important services provided by council
Upgrades to carparks, verges, street lighting and shop facades would help here. I know some of this has commenced and some may be te responsibility of others. Perhaps council could create a list of services, even including their own staff, who can provide affordable services to residents. For example, a resident could book a mow when the verges are being mowed. This survey opportunity is a great example of engaging with the community.
Listen to people at front counter Do a good job engaging the community Don't close any libraries and community centres Make city centre more accessible Railway crossings need overpasses - kings road and salisbury hway Keep residents informed of major decisions and plans Give incentives to businesses operating in the area.
Be more open with communication, news letters so people know what is happening in the local community, make people feel like they have more of a say with in the community more community activities that involve nature and green energy so people understand the importance of green energy and clean living
Focus on delivering online services and cut overheads to lower the costs and lower our rates The council will do whatever they want depending on value to the mayor and what brings maximum revenue to her in her kingdom and that's about it. It's not about caring on what is valued by the community at all as far as I've seen and by speaking to many locals they also concur. So I strongly disagree they take into consideration anything including exceptional community experiences. They don't engage and connect more be sly and do what is bare minimum as far as I've seen.
Ensure staff in the Development department are available when a CUSTOMER comes in. Yep. Employ more people. In council. And listen to your rate payers .
Do the basics better. Buy another road sweeper. Manage the verge maintenance better. Find a better way to manage all the illegal dumping. Salisbury Council is not known for doing anything exceptional these days.
Look at what successful community activities other nearby councils are offering and use that to reflect on what Salisbury could be doing differently. For example, many Salisbury families are going to the Tea Tree Gully library children's sessions because they are better than the current Salisbury ones.
Create integration and sense of belonging, Salisbury is not integrated and there are many crushes between different cultures. Create a proper commercial area and not just few shops, etc Improve our libraries - they are the best places! Love to see more author events at the Ingle Farm Library, rather than having to travel to Salisbury.
These aren't really actions. They are better described as aims or intentions. The council is all talk sometimes, puffing up their chest like a rooster. Want to see Action, not words.

## Draft City Plan 2040 – Community Engagement Report

**Question 9. Is there anything else that you would like to tell the City of Salisbury?****Comments**

Need more advertising on social media about events, well ahead and not just close to the event/on the day. Be active on social media as well. Explore other forms of social media to have greater reach such as tiktok and having online community groups for community centres to build community connections locally.

Vulnerable people especially those with disabilities are prone to domestic abuse - Council can do more to support these communities.

Disability can affect people of all ages, not just older people, so there needs to be more cross generational support.

Playgroups or interactions between older friends and younger people should be encouraged. Need to facilitate this and also build more community education and understanding of this, as it could be a new concept for some. Even more important with Salisbury's community as there is large population born overseas who may not have the support or guidance of their parents/grandparents. Older Australians who have time can assist with the caring for or guidance of younger people, including Australians from all backgrounds which can then build a stronger sense of social cohesion in a multicultural community. The spaces provided need to be inclusive and accessible (including furniture choices), considerate of cultural or religious backgrounds, and also having indoor/outdoor spaces (fenced) that can foster different types of play or interactions. This keeps the older generation healthy and connected as well.

You build the council/ library building made it all pretty inviting around it but have done nothing about the rest of Salisbury our pavement are dangerous. Salisbury is a depressing area there is no life in it, it has a dirty unpleasant look.

I am in my early 70's. I enjoy driving less and less. SAPOL even have an advertisement that states "Don't stop driving by accident". While I find it terribly patronising that seniors should be addressed in this way, the sad reality is that across metropolitan Adelaide the alternatives to motor vehicle transport are very limited.

I would be very impressed if the City of Salisbury began to seriously promote active transport options for residents of all ages (let's say 8 to 88!).

Council has a housing association(?) - need to helping those needing support for cost of living help, budgets, paying bills, broken homes, domestic violence, critical needs etc.

Provide more community housing - be a leader in this area.

Have supportive accommodation for support workers.

Need better east-west public transport to go across the city.

For new staff, DAIN must be in the City Plan.

NBN is a big issue for the community.

Acknowledge that not all people with disabilities can get or qualify for NDIS.

Improve communications to community on aged care facilities - get knowledge on what is available for people.

Needs to include diversity in document - anyone excluded from this including vulnerable communities, indigenous communities, youth, elder people and LGBTQ+ people.

Recognise opportunities to grow in a more inclusive way.

Feral cats are an issue and should be addressed.

Pigeon population is also a problem especially in Mawson Lakes, they create a mess in public and on homes and solar panels. Need more education on people to not feed them.

I love the books and story times at libraries.

I also love the wildlife and wetlands around the city.

Parkrun at Mawson Lakes is great and children love it, council can do more to facilitate programs like this and involve children's fitness.

There is next to nothing on Active Transport. Were you planning to do anything in the next 15 years? If so then it needs to be mentioned.

Is the council planning on investigating the use by council, and residents, of cargo e-bikes to reduce council's carbon footprint?

Are active transport options a consideration in new developments? How can it be improved in existing ones?

With respect to eco-tourism at St Kilda are you expecting people to drive there or are you planning on supporting other options?

How is council planning to improve facilities for people with mobility constraints? Footpath ramps aren't enough if they only lead to an informal dirt path that is not suitable for mobility devices.

46

## Draft City Plan 2040 – Community Engagement Report

With respect to safety are all paths/trails/exercise facilities safe to use at night? Do they have lighting? Are they isolated?

Will you be advocating for lower traffic speeds around schools?

The strategy around fitness seems to concentrate around formal programmes, there is little mention of identifying and improving facilities for non formal activities, walking, hiking, cycling, etc.

If you are strengthening east-west connections with a focus on Kings Road is this just for motor vehicle traffic or will there also be a focus on walking, cycling too?

Where is your existing Transport Plan? The document doesn't link to it.

To be development ready will there be an adequate active transport plan? Will it satisfy social infrastructure needs and address cooling and greening requirements?

How are the revitalisation of Salisbury City Centre and Ingle Farm incorporating access via active transport?

Fix up lumpy roads!

Please more trees in parks and along streets. Valley view where I live has had so many trees removed and not replaced. We move to the area for the trees and green. But it is slowly disappearing.

I would like to see a road bike safety park that's fenced in for younger children to learn to ride their bikes safely much like what's at Bonython Park in the city

As I reviewed the draft plan for Salisbury Council, I was hopeful for a future that prioritised inclusivity and accessibility. However, it's disheartening to find that these crucial aspects seem to have been completely overlooked. How can a city truly be inviting and welcoming if it fails to ensure accessibility for all?

Continuing to disregard the needs of 20% of the population will only hinder Salisbury Council's ability to create a truly livable and inclusive environment. A draft plan should serve as a beacon of inspiration, acknowledging past shortcomings and striving for a future where barriers are eliminated, and every voice is valued.

The absence of any mention of accessibility and inclusivity is not only disappointing but also highlights a significant issue. By neglecting these fundamental considerations, Salisbury Council is effectively endorsing the perpetuation of exclusion for the largest minority groups in Australia.

The complete oversight of access and inclusion throughout this draft is incredibly alarming, especially considering that approximately 20% of Australians live with a disability. To think that people with disabilities will still have to suffer from the same inaccessible community we have in 2040, 25+ years from now, is deeply concerning. You should all be disappointed in yourselves because you're all clearly disconnected from those most vulnerable.

Have any of you considered approaching Dain regarding this?

Has any elected member ever attended a Dain Meeting?

Imagine the masterpiece of a story, yet to be fully told, waiting to unfold before our eyes. Right now, Salisbury Council is only capturing 80% of its brilliance. Just like in Hollywood, where omitting crucial scenes can make or break a novel to film adaptation, overlooking the narratives of 20% of our population risks losing the richness and depth that complete inclusion can bring. Why not "Inspire A Future" where every voice is heard, every story is valued, and every individual is part of our shared narrative of progress and belonging.

I have lived in Salisbury for nearly 50 years and seen our city and surrounding areas have greatly improved in number and quality of buildings. Traffic has also greatly increased and the safety of pedestrians and bike riders also need to be improved.

I appreciate what the council does for its residents as they make life comfortable to live here in Salisbury.

Mawson Lakes would benefit from a police station and patrol base although I know there isn't money nor staffing to fulfil this. And ML could really use a public high school!!

I am totally disillusioned with local council and government because too much emphasis is placed on the needs of humans, while our wildlife continues to suffer and perish by loss of habitat.

Stop wasting money on minority projects, it's the majority that should be prioritised

In the last 20 years, the tolerance towards crime and drug use has completely changed. If people felt safe and welcome in the community, Salisbury can succeed.

## Draft City Plan 2040 – Community Engagement Report

To achieve some of these goals you can start by speaking to local businesses about infrastructure, services, response time, areas for improvement and problem areas. If you want local business to support council growth then it starts with support of local business.

Build simple showers and lockers at community centers for those citizens that are living on the street. Community centers already have the frameworks for this in place ie, plumbing, space, staff.

N/A

N/A

There appears to be a lack of mention of active transport.

Areas where it could be referenced...re cycling

1.2.1 Enhance eco-tourism opportunities at St Kilda, (how to safely get cyclists there ? Bike lanes needed on St Kilda rd as an off-shoot to the Tapa Maranthi Yala)

2. Our city and community are carbon responsible – nothing about reducing the number of cars on the road by providing alternative transport options and encouraging active transport. (fixing disconnections - Salisbury Highway underpass - Dry Creek Trail ; Pt Wakefield Rd underpass - Little Para trail ; St Kilda rd cycling lane)

We need to help our community access what they need, especially in and around city centres and activity centres, such as jobs, services, shops and schools. (cycling & walking access)

2.1.1 Attract visitors – no mention of attracting visitors to our green assets including our trails Foundation Strategic Intent Critical Action 3. Our city’s growth is well planned and supported by the integrated delivery of infrastructure. (cycling & walking connection)

3.2 Our city’s transport networks are well planned for future growth.

3.2.2 Update the integrated transport plan for the city. – Review our transport plan to improve movement across the city, including our road network, paths and trails and modes of transport. (need for a cycling & walking strategy to inform the ITP)

I want to see more farm land being rezoned for housing especially in Waterloo corner and St Kilda section, we should develop this area as its a beautiful and convenient to access.

St. Kilda Tram museum is doing its part on Sundays. I would like to maybe volunteer there and help with the community in St. Kilda soon.

Don't forget about St Kilda it is a great asset and is extremely under utilised by the council and surrounding suburbs

Please add footpath on both sides of the road for prams and wheel chair and more water park play grounds

I really think a gym near Parabanks would be convenient as well as an upgrade to the playgrounds in the Little Para trail next to the dog park and pool. They're so outdated and I've seen a few kids getting injured or cut due to how old they both are and no shade on the one next to the dog park

As a resident, I can say council response to requests is usually excellent, hard waste collection is easy, and street lights are being upgraded. I understand footpaths will be upgraded soon too.

However, the overall first impression of the City is that it is dry, dated, and dusty. Verges and open spaces need new green plants that don't create debris, messy native trees need maintenance, and mowing debris needs to be removed immediately, not the next day.

Start improving the Salisbury town centre to attract developers to build affordable units. This would allow residents to utilize the public transport infrastructure better.

We need affordable housing. It's Salisbury it shouldn't be this difficult for young people to get their first rental or buy their first property. If we don't fix this issue a recession is in the near future. Most people I know my age are opting to not have children so you'll have no problems then I guess when there's no one to house.

I love city of Salisbury due to its diversified environment.

I feel like I've covered it, but you're a grade 1 council. Genuinely huge for metro standards with thousands of people, are we going to doom our children to car focused suburbia forever??

Keep up the good work.

It's time to get rid of the Aldridge's and have some fresh blood make some decisions

Why have a tv on council building

I'm sure you don't have a week spare, I wouldn't like to write a novel and bore you with nonsense so I'll leave it here. Big words and bigger promises create angst in the community and in theory the idea is great but in action I'm yet to see anything worthwhile and positive.

Please make Para Vista and Ingle Farm more connected with our council. We are the forgotten area of Salisbury council.

The playground on Heather Drive has been asked to be updated many times and it falls on deaf ears.

Draft City Plan 2040 – Community Engagement Report

We have a huge amount of families moved into this area over the last three years and it's a disgrace!  
Something like the one on Walkley Heights would be perfect.

- Free cat desexing programs to protect native wildlife
- I love living here, but the streets need significant improvements in urban canopy, increased street lighting and more activities for young people

You are working towards making Salisbury a good area. But in regards to housing. To much development of to many small houses being built on land . And not allowing for people to be able to park in the designated driveway. As their garages are not big enough to fit their cars in . Creating street congestion. Which council has not dealt with very well.

There should be restrictions on outdoor cats to protect the wildlife.  
More trees should be planted in suburbs.  
New developments should be required to have a minimum area of greenery like trees, grass or plants.

I would like the Council to be proactive and not reactive to us telling you what rubbish needs to be removed, to cut the verge, to fill that pot hole. Your maintenance section should be more aware and more in control of the role that they are tasked with. So disappointed. It should not be the Councillors role to react to getting things done when the Council has employees who appear to not be doing their job. Be proactive or have better systems in place.

Dogs should not be able to be in the front yard behind a see through fence, majority are aggressive to people walking past with their children or on lead dogs. Salisbury heights resident should be able to sub-divide to 500mtr square blocks, to help accommodate for the housing crisis and urban sprawl.

I've had a few issues with rubbish removal but they have been responsive and solved the issues. Again, the roads around Mawson Lakes are unacceptably too narrow and it's only getting worse with extra cars.

More housing would be incredible. We rent and really like the area, however we are being priced out and will need to move to a different council area soon. We would really like to stay in Salisbury. More housing would provide relief to renters.

I live in Mawson Lakes and just love the upkeep and maintenance of the street vegetation and the parks. It is a delight to live there.

More job opportunities and partnerships with private sectors, attract investment with easier legislations, attract international students, upgrade and improve the train stations, integration with other LGA as Playford.

Convert John Street to a pedestrian mall from Gawler Street to Commercial Road to enhance the "village" feel of the city centre.

Please please invest in your libraries, they are the heart of the community!

Draft City Plan 2040 – Community Engagement Report

## Appendix B. Photos of engagement material and sessions

Engagement material was distributed to and displayed at all City of Salisbury libraries and community centres. Drop-in sessions were also held over six dates and five locations.

The following photos highlight some examples:

### Morella Community Centre





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Salisbury Community Hub



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**Bagster Road Community Centre**



**The Mawson Centre**



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**Para Hills Community Hub**



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**Goodie bags given out at drop-in sessions and at the Pooraka Farm Community Centre's May the 4<sup>th</sup> Be With You Family Fun Day**



-- END OF APPENDICES AND FULL REPORT --