



# Workshop Program

**Tuesday 7 February 2017 commencing at 6.15pm**

Reception Room, Civic Centre, 128 Prospect Road, Prospect

**Workshop Chair: Cate Hart, Chief Executive Officer**

## Workshop Opening

- Apologies – Mayor David O’Loughlin
- On Leave

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Meeting Close



## Workshop Guidelines

The following details provide an overview of the procedures to be observed:

1. The Workshop will be held on the first and second Tuesday of each month, other than January of each year, between the hours of 6.15pm and 9.30pm (commencing with a light meal for elected members and staff), for the term of the Council or until the Council determines to discontinue the Workshop structure.
2. The need for extraordinary Workshops will be assessed and determined by the CEO.
3. The Workshops will be held in the Reception Room, Civic Centre, 128 Prospect Road, Prospect SA 5082.
4. The time, date and location may be subject to change by the CEO where necessary.
5. The Workshops will be open to the public and media. Notice of a Workshop and the program for a Workshop is to be placed on the Council's website.
6. A confidentiality declaration may be determined by either the Council or CEO in accordance with Council's Informal Gatherings Policy.
7. No decisions will be made at the Workshops. There will be the opportunity for discussion and questions and answers only, and the provision of guidance to the Administration.
8. The CEO or proxy will convene and chair the Workshop to ensure the smooth running of the meeting. The proxy will be determined by the CEO on a needs basis.
9. All Elected Members will be encouraged to attend.
10. The CEO will ensure the Program and papers for the Workshop, which will include Agenda items for the following Council Meeting, will be provided to members by the Friday preceding the Workshop to allow time for members to read the reports and prepare their questions prior to the Workshop.
11. Notes will be made of the general issues and items covered by the Workshop, given that no decisions can be made, and distributed to Elected Members for information.
12. The format for the Workshop may vary on a meeting by meeting basis and could include training, planning, presentations, and discussions.
13. The format for the Workshop will be determined by the CEO.
14. External parties may make Presentations/deputations to the Workshop, subject to prior agreement by the CEO.
15. Elected Members, employees and consultants will be required to disclose any financial and/or conflicts of interest in matters to be discussed. The disclosure of such interest and participation in the Workshop will need to be made as if the matter was considered in accordance with the Local Government Act 1999. A record of the disclosures of interest will be made and maintained by the CEO.

## Workshop Protocol

The protocols are a set of guiding principles that aim to achieving enhanced, meaningful engagement of members and to facilitate an equal and equitable participation of all members.

The individual members commitment to active listening and disciplined talking, displaying both courtesy and respect to other members is paramount.

1. The Chair ensures that every members' input is heard and not overlooked or lost, and will enforce a limit on speakers' time when it is best required.
2. No rank and/or officer position of administrative or governance authority recognised within the workshop (except for the Chair), and protocols are enforced when deemed necessary.
3. Members and staff are to be addressed by their first name and not by their title of office they hold.
4. Discussion must be focussed on the issues and matters being the subject of discussion.
5. One member speaking at a time is a right, and must be enjoyed by all members.
6. Interrupting another member speaking is not desired and members are encouraged to exercise restraint for the benefit of all concerned. Equally, there should be no dialogue between members and person(s) in the gallery that interrupts the workshop discussion.
7. No ridicule, blame or shame to be expressed and/or exchanged during the workshop and care should always be taken with the words used in debate.
8. Problems and solution expressed by members are a healthy part of the discussion and may lead to positive outcomes, and should not be frowned upon but rather encouraged.
9. Although it is not a decision-making forum, it is an important part of ensuring a well-informed and enhanced decision-making process for Council.
10. The imperatives for a successful conduct of these workshops are that all members need to work together, displaying courtesy and respect to each other.

It is important that all members recognise the above list of protocols is not about rules; protocols are a set of guiding principles that are agreed on and committed to by all participating members.

# Notes from previous workshop

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## Notes from Workshop 10/01/2017

**Chair:** Cate Hart, Chief Executive Officer

**Present:** D O'Loughlin, K Barnett, T Evans, A De Backer, A Harris, M Standen, M Larwood, M Lee,

**By Video**

**Conference:** M Grootte

Notes from previous workshop held on 13/12/2016

- Taken as read.

## 1. **CLIC Project – Funding Options**

CEO, Cate Hart introduced the item for discussion, handing over to Ginny Moon, DCS & Chris Birch, Manager Finance. In attendance were Laurie Kozlovic, David Moffatt & Corinne Garrett, (Council's Independent Audit Committee Members) and Michael Richardson (BRM Holdich).

Ginny Moon and Chris Birch presented an outline on the financial impact of the CLIC project on Council's Long Term Financial Plan. This was based on a number of key assumptions being:

- work anticipated to commence March 2018;
- construction costs distributed over two financial years (17/18 & 18/19);
- once off relocation cost;
- savings derived from co-location considered ongoing;
- no additional maintenance costs for new facility and use of existing maintenance costs in recurrent budget;
- new depot lease fees of \$45k for first year and then indexed thereafter;
- inclusion of updated valuation figures for Main North Road and Prospect Road sites from Maloney Field Services (received Tuesday 10/1/2017);
- any rate income due to sale of either site not included;
- architect and project management costs at 8% of construction costs;
- total capital cost recognised as replacement and renewal asset cost.

Based on the financial assessment it is concluded that every option presented from the SGS Report (adopted December 2016) is able to be funded within the Long Term Financial Plan.

Elected Member comments and questions included:

- Are the preliminary project fees deemed to be part of the construction cost and capitalized? – *Yes, they are a part of the project and will be included in the cost base;*
- What is the valuation of the depot? – *The valuation received today is \$4.38mil;*
- Does the Civic Centre valuation include the Town Hall? – *No;*
- At this time, is it estimated to cost \$7mil to run the library service? – *Yes (includes staff costs);*
- Do all the options assume co-location? – *Option 2a does not provide for co-locating, option 4a is to co-locate at Main North Road (Depot site), option 6a is to co-locate at Prospect Road (Civic Centre);*
- Is the assumption to sell the whole Depot site including the Tram Barn? – *Yes;*
- Would the Asset Sustainability Ratio of 2% difference between option 4a & 6a be considered as material? *Not considered material. This amount equates to approximately \$62k.*
- Is the Net Financial Liability Ratio of 1% difference between 4a & 6a a great deal of dollars? *1% equates to approximately \$250k.*
- The long term financial plan ratios were set some time ago - are they proposed to be reviewed? – *Yes, Council's Audit Committee will be considering them at their Special Meeting on Thursday 12 January;*

- Option 2a refers to relocating the depot – would there be enough space to keep it at the site? – *An area of approximately 900m2 is anticipated to be required if Council wanted to retain a hard stand area for depot purposes.*
- If the Depot at John's Road was retained would it operate as we currently understand it to do?– *We would not have the area to bulk store materials etc. but we would anticipate maintaining the same level of service.*
- If we are co-locating the demand for car parking on both sites will need to be taken into consideration including introducing a different parking model such as double level? – *This would need to be considered as part of the design concepts for either site.*
- Do we need to do sensitivity analysis around the development rights, ie what investigations have been undertaken to determine if there is a market for additional development on either site? What happens if we can't secure the financial investments we have estimated? – *This will come out in the prudential review. If additional development is not secured or there is no immediate buyer for the alternative site, we may require short term borrowings to meet our long term financial targets.*

#### FUNDING OPTIONS:

The financial review has not included a range of alternative funding options such as increased rate revenue; deferral of capital expenditure programs; partnerships; and grant applications. As such, if any of these alternatives were to be introduced, the financial modelling would change in a positive way for all of the options.

#### Elected Member comments and questions included:

- There will be an impact of deferring Capital Works on the Asset Sustainability Ratio and deterioration of the assets, particularly the road network;
- There was a desire for evidence around potential partners/developers/other bodies? – *Staff acknowledged difficulties in progressing this as there was no endorsed site or option however several informal conversations with a number of developers and RenewalSA have occurred. Staff committed to seeking a more structured response from the development sector as a matter of priority;*
- If we want to engage with our own contacts and establish opportunities are the reports available? – *Yes, the SGS Economics and Planning report adopted at the December Council Meeting is a public document and all documents considered by Council to date are available;*
- We are expected to consider a decision in the next two weeks but some members expressed a desire for information on sensitivity analysis and the likelihood of genuine partnerships. – *If the CEO is not satisfied with the level of information available for a decision report in the January Council a Special Council Meeting can be called. Given the amount of time already dedicated to considering all options and sites, and notwithstanding comments regarding validity of information, it is critical a decision is made as soon as possible. Some matters (regardless of the level of information) will need to be assessed in the minds of the decision makers;*
- In terms of discussion with the State Government for funding, would grant applications be considered favourably as we are being asked to leave a state facility? – *It is very unlikely that any favourable consideration would be given to a grant application due to this reason. Additionally, grant funding is now extremely difficult to obtain for these sorts of projects even if there is significant community need. As an example Port Adelaide Enfield Council was unsuccessful for its grant funding in respect to The Parks Library and Community Centre and that is in an area of significant community need. Prospect can't demonstrate the same community characteristics as the area of The Parks. We also need to have a identified project before we apply for grant funding, at this time we have 2 sites and 9 deliverable options;*
- The difference of 25% on the valuation for the Main North Road site is significant for the SGS Report, do you think this will colour the outcome? *This will be addressed in the BRM Holdich review and appears to be an administrative oversight in interpreting the original valuation;*
- It would be good to understand at a high level the project delivery risks, some options have higher risk exposure than others, although we need to understand that generally a higher risk is often a higher return. – *We know that all options have a level of risk, this will be further discussed at the Project Executive Group meeting later this week which is considering risk options;*

- The Audit Committee will be considering the financial indicators and the long term financial plan. When will we be receiving the Audit Committee comments back? Will the Audit Committee be commenting on the percentage difference between project options? – *The Audit Committee is meeting on Thursday 12 January at 4.30pm as a special meeting and will be considering sector wide Key Performance Indicator's; the CLIC Project process to date and the Long Term Financial Plan modelling. The minutes of the meeting will be distributed as soon as possible after the meeting and will also be part of the Council agenda.*
- Will we get to a point where we are getting too much information? I am becoming concerned that the more information we receive the harder it will be to make a decision. – *Noted and understandable;*
- Considering the landowners around both proposed sites, what discussions have been had with them regarding potential multi-level development adjacent their property, what would they do to further develop their sites and other bodies such as DPTI etc.? – *There has been no direct discussion with adjoining land owners about their appetite for development adjacent to either site. However as part of the consultation on the proposed Main North Road Masterplan there was a mixed reaction from owners/lessees about investing in their sites if significant expenditure was to change the form and character of the road. DPTI have indicated an intent to retain Main North Road as an important north south corridor with a focus on moving traffic;*
- We need more information in respect to considering vehicle and pedestrian movements to each of the sites so we understand how the community is going to access each – *both sites are located on major roads and are accessible, although community perceptions about the ease of accessibility differ;*
- Smart Cities and Intelligent Communities talk about developing innovation precincts, with an important nexus between public, private and education organisations, and industry clusters etc. It could be that the Prospect Road option may lend itself to an innovation thriving precinct, versus Main North Road which may well be a long way off.
- There is a relationship between O'Connell Street and Prospect Road and historically there has not been a lot of competition between them. But now things may be changing and competition will increase so we need to maintain a focus on what is happening in the Village Heart. Option 4a may be too volatile in relation to removing our presence from Prospect Road. - *Historically Council had more control on Prospect Road and its overall redevelopment as DPTI's major focus is on Main North Road and maintaining it as a critical North/South thoroughfare for metropolitan Adelaide and the northern regions;*
- Are we putting everything on Prospect Road and what if something happens and the activity on Prospect Road diminishes?
- It's not about which location but what we can do at each location Critical factors are:
  1. Co-location (one stop shop benefits, financial & servicing) – does Council want to reduce its own footprint to one site;
  2. Depot operations and how these can be delivered in the future (Adelaide City Council operations may provide an opportunity particularly in areas we are not considering);
  3. Which site is best to maximize usage;
- I am concerned with the \$1.2mil difference in valuation and the NPV savings on the co-location is not demonstrated in the figures. If the decision was only based on financial information it would be different as the two sites come out quite similar, but activation is key, people attract people. It is about Community Service, we are not here to own things that provide a service, we are here to provide the service;
- Are we creating an activity on Main North Road that won't draw others? We are only moving 2 blocks providing the same service and the existing site (Thomas Street) has not generated more activity over the last 30 years; we should be investing where we think things will happen;
- An earlier presentation from staff showed around 70% of the existing Library visitors were from the Western side of the City? - *That is roughly the figure of the existing users and it is worth noting that there will be a good number of people who will be travelling less distance if the building is on Prospect Road;*
- The Main North Road site is a central location and is a fair and equitable distance to residents of the City, it is right in the middle and we should take this opportunity. The Thomas Street Centre is doing quite well, I don't think Prospect Road needs a community facility, it needs night time

business, we don't need the library to attract anything, the building can sit there autonomously, it can be fantastic on its own – *Information to clarify the centrality of the location will be investigated;*

- The concept that the move means people won't be able to get to the new facility is a moot point, either way the net outcome will be more people will visit the facility because it is updated, and it may be that just as many visit the site but they are different people;
- Does the library patronage data include those that are attending the school? When it moves there may be a fair amount of people that will not visit the facility – *We do not have separate data for school children visiting Thomas Street. Each site is accessible to primary schools;*

*Council has received a significant amount of information about the project and elected members will need to undertake their own interpretation in respect to this in coming to a view about each site.*

Workshop closed at 9.25pm

## Workshop Items

### 1 Charles Cane & George Whittle Precinct Masterplan

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**Responsible Director:** Greg Georgopoulos

**Expected Duration:** 45 minutes

**Presented by:** Gene Fong, Urban Strategy Designer, URPS – Nicole Halsey, ASPECT STUDIO - Tim Conybeare

The Draft Open Space Strategy will be introduced based on the Park and Reserves Classification and has been developed to provide a strategic direction for the future provision and management of Parks, Reserves, Gardens, Shared Open Space and Greenways in the City of Prospect.

The planning of open space is a critical component of understanding what open space assets you have now, likely demands from existing and potential population, demographic change and cultural preference, where you need new or improved open space to meet the community recreational and leisure needs. Good open space has a range of health and wellbeing benefits that sport and recreation provides to the community.

This will assist the City of Prospect start implementing innovative elements to create improved use of open space and deliver broadened play opportunities over the next 15 years.

This presentation will be followed by a summary of the Community Engagement for the Charles Cane and George Whittle Precinct Masterplan. The aim of this engagement was to gather information about how the reserves are used now and what people love about them and what they would like to see changed.

How we engaged?

- Meetings with key stakeholders including sporting clubs, Skateboarders, community groups and state government agencies.
- An elected member workshop
- Community Engagement Day (100 people)

A presentation of the Draft Masterplan Options for the Reserves will be presented and are informed by the community engagement day and other findings (eg site analysis).

**Attachments:**

Draft Community Engagement Report  
Infographic Summary  
Site Analysis

## 2 Proposed Motions for LGA Ordinary General Meeting

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**Responsible Director: Cate Hart, Chief Executive Officer**

**Expected Duration: 15 minutes**

**Presented by: Jo-Ann Tanti – Manager Governance & Administration**

The 2017 LGA Ordinary General Meeting will be held on Friday 21 April 2017, at the Adelaide Convention Centre.

During this session, Elected Members can discuss any proposed motions, with a view that a report of notice of motions to the 2017 LGA Ordinary General Meeting be tabled at the February Council Meeting for endorsement.

### **Notices of Motion**

Pursuant to Clause 25 of the LGA Constitution, "*any ordinary member may give the LGA notice of a motion it proposes to move at a General Meeting. Notices of Motion must be received by the LGA no later than 42 days prior to the meeting*".

Notices of Motion must be received by the LGA COB Friday 10 March 2017. Therefore should Council seek to propose a motion, administration will be required to table a report for the February Meeting for endorsement.

### **Voting Delegates**

Unless contrary advice is provided to the LGA, the nominated Council voting delegate as notified for the LGA Annual General Meeting held in October 2016 being Mayor David O'Loughlin, remains the same.

### **Voting Preferences**

Voting preferences will be tabled for Council's consideration at the April Meeting.

The following City of Prospect Notices of Motion were resolved at the LGA AGM in October 2016:

#### **8.16 Consistent Financial Assistance Grants (Prospect)**

Moved Prospect Seconded Campbelltown that the Annual General Meeting requests the LGA lobby the Federal Treasurer and to seek support from LGA's counterparts in other States, to ensure consistent quarterly dispersing of the annual Financial Grants and the Local Road Grants. **CARRIED**

#### **8.24 Heritage Projects Funding (Prospect)**

Moved Prospect Seconded Adelaide Plains that the Annual General Meeting requests the LGA liaise with the State Government to investigate the feasibility of establishing a state based lottery to assist in subsidising heritage projects and heritage property upgrades. **CARRIED**

#### **8.25 Deregulate Small Bar Venues Licensing (Prospect)**

Moved Prospect Seconded Holdfast Bay that the Annual General Meeting requests the LGA liaise with the State Government to deregulate small bar venues licensing as they have recently done with food trucks regulations. **CARRIED**

#### **8.31 Establishing Local Treaties (Prospect)**

Moved Prospect Seconded Adelaide that the Annual General Meeting requests the LGA to investigate potential for Councils to establish localised Treaties with Aboriginal groups, including what these could incorporate and steps to successfully achieve endorsement. **CARRIED**

**8.32 Women Representation in Local Government (Prospect)**

Moved Prospect Seconded Salisbury that the Annual General Meeting requests the LGA work in partnership with key stakeholders in order to address the low representation of women in Local Government, currently 29 percent, compared to the proportion of women in society, currently 51 percent of the population. **CARRIED**

**8.33 First Female Politician – 100th Anniversary Celebrations (Prospect & Holdfast Bay)**

Moved Holdfast Bay Seconded Prospect that the Annual General Meeting requests the LGA to initiate a project to promote and celebrate the 100<sup>th</sup> anniversary (in 2019) of the election of Susan Grace Benny to Brighton Council and thus becoming the first female politician in South Australia and Australia. **CARRIED UNANIMOUSLY**

**8.34 Protecting the Rights of Breastfeeding Women (Prospect)**

Moved Prospect Seconded Charles Sturt that the Annual General Meeting requests the LGA establish a policy guideline to assist Councils in setting their own policy to reflect the legislative provisions protecting the rights of breastfeeding women, particularly with regard to council staff and elected members. **CARRIED**

An update on the status of these resolutions will be provided at the workshop.

**Attachments:**

Nil

### **3 Communications Strategy**

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**Responsible Director: Chris Hannaford**

**Expected Duration: 60 minutes**

**Presented by: Chris Newby**

A draft Communications Strategy has been developed and will be presented to Elected Members to allow for further feedback. Discussion will include an overview of the strategy, the activities currently being undertaken to implement improvements to Council's communications and the implementation plan for further improvements to be made.

**Attachments: Communications Strategy**

## 4 Business and Economic Development Update

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**Responsible Director: Chris Hannaford, Director Business & Innovation**

**Expected Duration: 30 minutes**

**Presented by: Chris Hannaford**

The aim of the presentation is to provide an update of where the City of Prospect is economically and identify new projects and directions

In 2014 there were 1,867 businesses in Prospect. 98% were employing less than 20 people and are defined as small business. Prospect is a small business economy and its strengths is its focus on Smart Cities and it's highly educated workforce.

Prospect has the digital advantage:

- Only Council that is fully NBN connected with Fibre to the Premises
- City of Prospect - five out of last six years received Smart 21 Community award by the USA based Intelligent Communities Forum.
- Network Prospect – Business Networking events a Business Directory and a Prospect Professionals group
- 8 Broadband Cafés, which are great places for people to browse the internet or have business meetings
- 2 CoWorking Spaces – Little City and the Business Hub Offices

City of Prospect has now taken our digital strategy to the next level with the launch of Prospect Free Wi-Fi in the Prospect Road Village Heart. We are being invited to present our Smart City to a wide variety of audiences. A list of invitations is below:

Smart City Conferences & Presentations:

- LGA Mainstreets Placemaking and Smart Cities – Friday 10<sup>th</sup> March Prospect Town Hall Australian – Mayor to present and take people on a walk of the city.
- Smart Cities and Infrastructure 16<sup>th</sup> – 17<sup>th</sup> March Sydney Cate Hart (CEO) to speak
- LGA Showcase 20th April – Smart City Presentation – Cate Hart
- Australian Smart Communities Conference 29- 31<sup>st</sup> May –Adelaide Tour in Prospect on Monday 29<sup>th</sup> (TBC)

Proposed next steps:

- Establish a Prospect Business Leaders Group
- Revitalise the Prospect Road Traders Group
- Continue with Network Prospect.

Update: Next Generation Digital Economy Strategy 2014-2018, via Smart City / Intelligent Communities Framework.

- Apply for funds Commonwealth Smart City and Suburbs Program \$50 M
- Apply for funding from Commonwealth Incubator Program \$23 M/

**Attachments:**

**Funding Guidelines for the above 2 Commonwealth Programs**

## **Future Workshop and Council Agenda Items**

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**Members may seek advice as to the purpose, or intended resolutions planned for the next Council meeting. These items are subject to change.**

### **Council Workshop 14/02/2017**

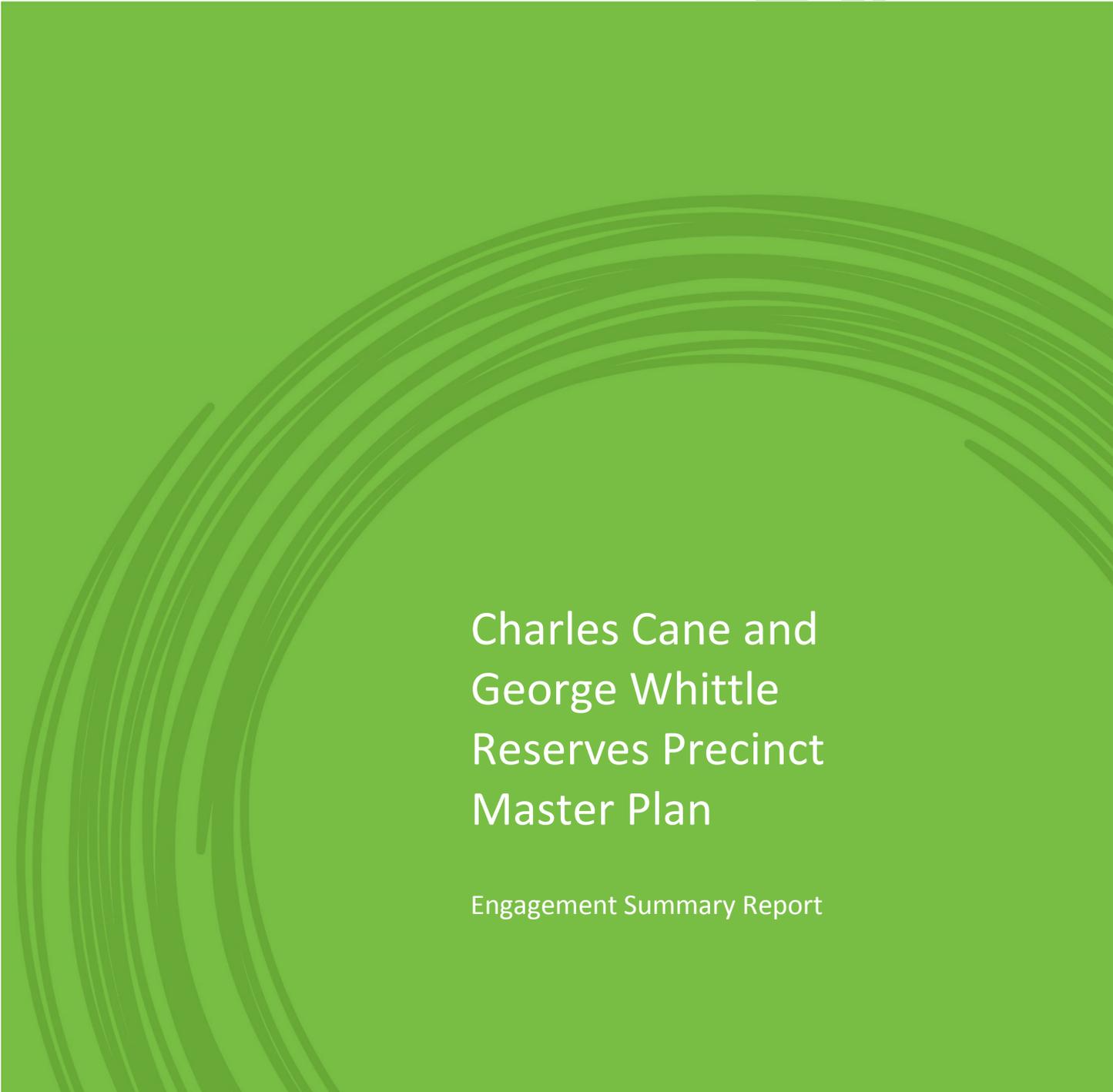
- CLIC
- CRM Presentation and Training
- North Adelaide Cricket Club – Lehmann Academy
- Waste Tender Update

### **Council Meeting 28/02/2017**

- Code of Practice - Meeting Procedures Review
- Conference Opportunities - Elected Members - Affordable Housing Australia



City of Prospect  
22 December 2016



Charles Cane and  
George Whittle  
Reserves Precinct  
Master Plan

Engagement Summary Report



# Engagement Summary Report

22 December 2016

**Lead consultant** URPS

**In association with** Aspect Studios

**Prepared for** City of Prospect

**Consultant Project Manager** Nicole Halsey, Director

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## **Document history and status**

Revision	Date	Reviewed	Approved	Details
V1	20.12.16		N. Halsey	Initiation of report
V2	22.12.16	T. Conybeare/ G. Fong	N. Halsey	Minor amendments based on initial review

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Draft for review





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Draft for review

Draft for review

# 1.0 Introduction

The City of Prospect is preparing a master plan to guide future development and public realm investment in the Charles Cane and George Whittle Reserves Precinct (refer Figure 1). This master plan will help revitalise public spaces, enhance connections within and through the Precinct and provide existing, new and future residents with great spaces and places to recreate and spend time.

The master plan is timely given the changing nature of development occurring along Churchill Road such as apartment style living and mixed use development, which will see increased demand for quality public spaces, reserves and recreation facilities. A key aspect of the master plan will focus on developing detailed concept designs for the two reserves located in the Precinct.

**Figure 1 Master plan study area**



## 1.1 What is the role of this report?

To inform the preparation of the master plan and the development of concepts for the future development of the two reserves, a number of engagement activities were undertaken with stakeholders and the broader community. This report summarises this engagement and the feedback gathered.

## 1.2 What engagement activities were undertaken?

The following engagement activities were undertaken to gather input from stakeholders and the community to inform the preparation of the master plan:

- Workshop with Elected Members.
- Targeted one on one meetings with key stakeholders including sporting clubs, community groups and state government agencies.
- Conversations on site with skaters at George Whittle Reserve.
- Community day.

To generate awareness of the master plan project and advertise the community day, pavement stickers and signage were established at key locations adjacent to the two reserves such as at the railway station, on footpaths and at the reserves. A post card was also directly delivered to 2,500 properties in proximity to the two reserves inviting people to come share their ideas at the community day (refer Figure 2).

Figure 2 Pavement sticker, signage and postcard



Pavement sticker



Signage



Postcard

Section 2 summarises the feedback gathered by the engagement activities.

Draft for review



## 2.0 Information gathered by the engagement activities

This section summarises the information gathered by the different engagement activities.

### 2.1 Workshop with Elected Members

A workshop was held with City of Prospect Elected Members to gather their early input to the master plan project and test and confirm the approach to engagement proposed for the project.

In particular, Elected Members were asked to consider:

- What role should each reserve play?
- Should they have points of difference, and if so, what?
- What activities and facilities are desirable at each reserve?

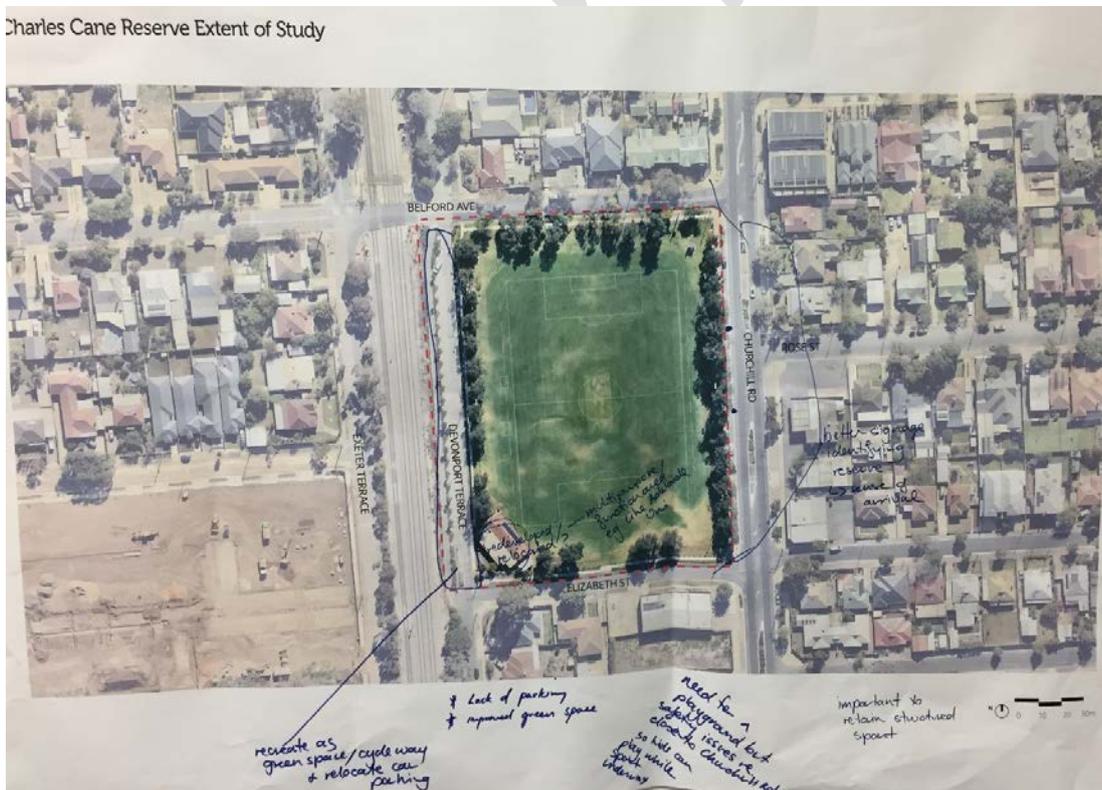
In relation to Charles Cane reserve the following comments were made (refer ??? for marked up aerial photos of the Charles Cane reserve):

- Important to retain the structured sport at Charles Cane.
- There is a need for a playground at the reserve so younger children can play while sport is underway. Any playground needs to ensure the safety of children given close proximity to Churchill Road.
- Relocate car parking along Devonport Terrace and redevelop as green space and cycleway.
- Consider redeveloping or relocating the existing clubrooms to create a multi-purpose function facility (eg like new facility developed at Adelaide University).
- Need for better signage and creating a sense of arrival at the reserve.
- There is a lack of car parking.
- The railway line creates a barrier for access to the reserve-need to improve connection to the reserve from other side of the railway line.
- Opportunity to provide exercise equipment at the reserve and incorporate into a greater running/exercise 'trail'.
- The open space provides an important area for running dogs.
- Identify a 'theme' for each reserve.
- Provide BBQs for public use.
- Provide more organised activities for children at the reserve during school holidays.
- Provide toilets accessible to the public.
- Walking track around the oval.
- The 'corners' of the oval provide opportunities for new activities/facilities.
- Need for a ground floor business for coffee/café near the reserves.

Elected Members also identified the need to be strategic about ongoing land acquisition to provide open space for the increasing population. This included being opportunistic about the purchase of land as well as optimising contributions from developers.



Figure 3 Marked up aerial photographs by Elected Members



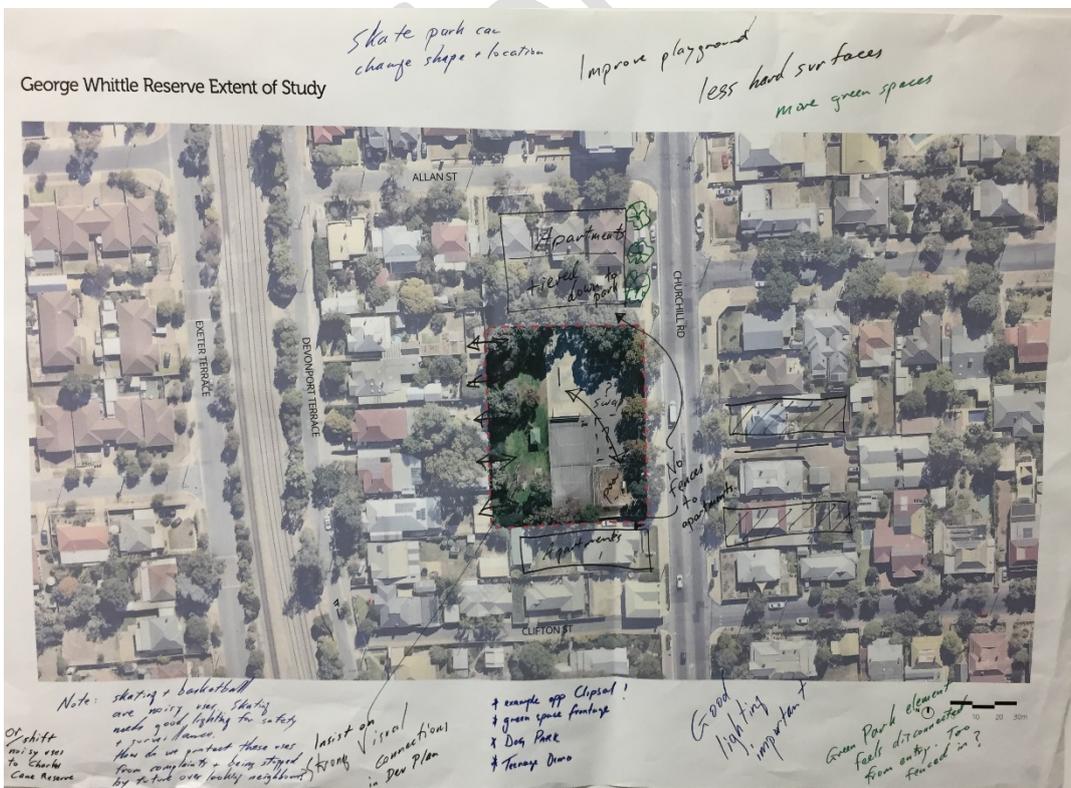
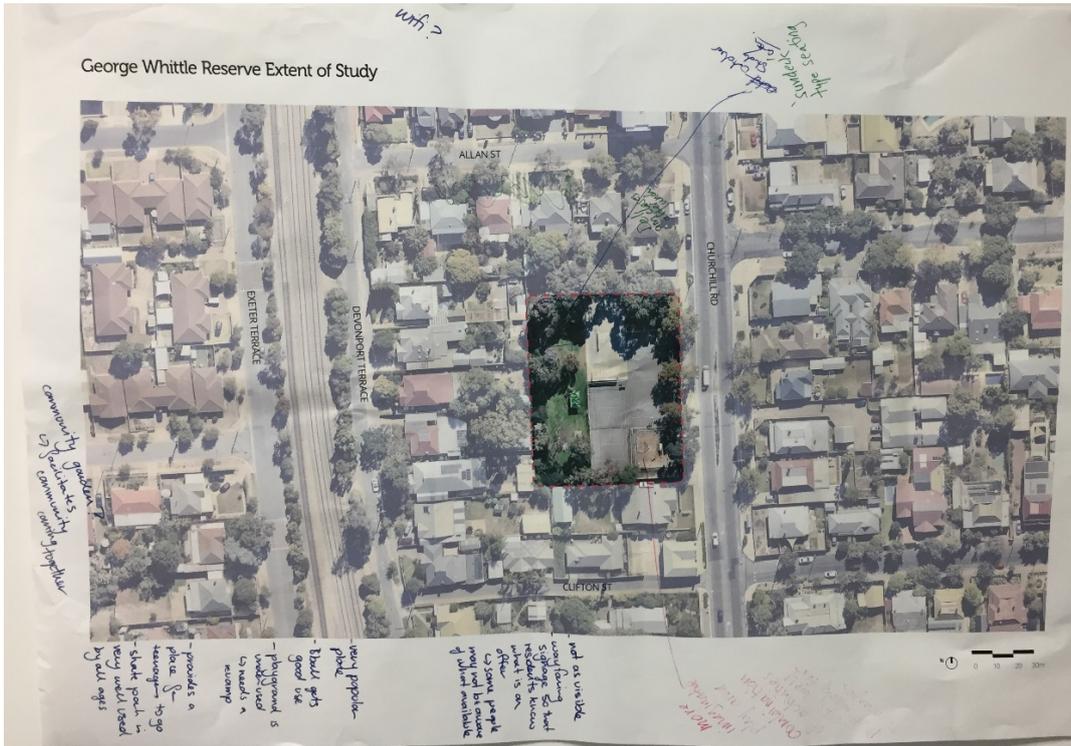


In relation to George Whittle reserve the following comments were made (refer Figure 4) for marked up aerial photos of the George Whittle reserve):

- Better integration with surrounding area eg no fences to apartments, green space frontage to Churchill Road.
- Provide good lighting.
- Skating and basketball are noisy activities. Need to consider how to protect these uses from future complaints by new residents as apartments are built?
- Shift noisy uses to Charles Cane reserve?
- Need for lighting for safety and surveillance.
- The existing green space feels disconnected from the entry to the reserve.
- Improve the playground.
- Create less hard surfaces.
- Change shape and location of skate park.
- Establish a community garden to facilitate community interaction.
- Provide Wi-Fi at the reserve/outdoor study area.
- Establish 'sundeck' style seating.
- Provide better signage to communicate what is on offer at the reserve.
- The reserve is very popular with young people and well used particularly for basketball and the skate park. The playground is well used by younger children. The combination of activities at the reserve works well.
- Need more imaginative play opportunities.



Figure 4 Marked up aerial photographs by Elected Members





## 2.2 Targeted one on one meetings with key stakeholders

A number of meetings were held with key stakeholders including:

- Office of Recreation and Sport.
- Eagles Lacrosse.
- BOSA.
- Department of Planning, Transport and Infrastructure.
- Prospect District Cricket Club.
- Private developer of 22 apartments at 3-7 Allen Street, Prospect.

Detailed notes of these meetings are provided in **Appendix A**, with an overview of key points provided below.

- As urban infill occurs, some areas will require more open space resources for structured sport and less structured recreation activities.
- Charles Cane Reserve is highly valued by the sporting clubs which use it, however they see some room for improvement.  
This includes:
  - > replacement of turf by a more resilient playing surface for winter sport;
  - > upgrade of facilities to better meet the needs of female players;
  - > better signage for the reserve that also promotes the clubs;
  - > placement of features such as playgrounds and BBQ facilities should be on periphery.
- Features that would increase general community use of Charles Cane Reserve were noted as:
  - > Accessible toilets open in daylight hours;
  - > Fenced children's play area;
  - > BBQ's and picnic facilities;
  - > Cricket nets and hard pitches.
- The clubrooms are considered to be an underutilised asset which could be used more by the wider community for activities such as playgroups, yoga, indoor fitness or school holiday activities which the clubs could provide.
- BOSA would like to see a new community facility which incorporates clubrooms, similar to the Glenunga Hub. Their preferred location for this would be near Devonport Terrace.
- Improvements to pedestrian and cycle access and links including removal of car parking on Devonport Terrace to enable provision of a paved footpath and bike parking. It was noted that provision of disability access compliant kerb ramps between Devonport Terrace and Belford Avenue would support easier access for all to the Dudley Park Station.
- Most of those consulted considered that fencing Charles Cane Reserve would not encourage use by the wider community.
- George Whittle Reserve was noted as an important local open space area, especially for residents moving into the new medium density units. Currently this reserve is considered to be rundown and in poor condition.

Improvements are needed to the toilets, landscaping and picnic facilities. Retaining the basketball and tennis courts will support local recreation. Concerns were expressed about the impacts of the



appearance and use of the skate park on residents living in the area, especially those who will overlook the park.

- Pedestrian and cycle links between the George Whittle and Charles Cane Reserves would increase recreational use of the parks and provide active travel links to the trains stations.
- Directional signage and pedestrian refuges on Churchill Road would increase access to these reserves for those living between Prospect Road and Churchill Road.

## 2.3 Conversations on site with skaters at George Whittle Reserve

The following information was gathered via impromptu conversations with skaters on site using the George Whittle reserve:

- The skaters identified they were satisfied with the existing skate facility and would prefer to see no change to it
- The skaters identified that the current skate facility is good for beginners and all ages and anything new should cater for the same (not like others around Adelaide CBD)
- If the skate park was upgraded they would like the new facility to comprise the same core elements of the current facility
- They identified that they did not want the skate park to be like the one adjacent to the Bowden development
- If the skate park was improved they would like to work with the designers to influence the end result.

## 2.4 Community day

A community day was held on Saturday 3 December 2016 at Charles Cane reserve. The aim of the community day was to provide the opportunity for members of the community to provide input to the development of the master plan by participating in a range of structured activities.

To assist with creating the event, and encourage people to attend, free coffee, BBQ and kids activities were provided. It is estimated that 100 people attended the community day and included people from different cultural backgrounds, of a variety of ages and formations (eg families, couples, individuals), and many with dogs.

The information gathered by the activities undertaken at the community day are summarised below.





### 2.4.1 About participants

Upon arrival at the community day, participants were introduced to the master plan project and provided with an overview of the various activities available.

As an initial exercise, some information about participants and their current use of the two reserves was gathered. This information is summarised below and shows the majority of participants were regular users of Charles Cane reserve with daily or weekly visitation, and the key mode of travel to the reserve being walking.

#### How often do you visit the reserves?

Reserve	Daily	Weekly	Monthly	Rarely	Never
Charles Cane	10	9	2		2
George Whittle	1	1	3		3

#### How do you usually get to the reserves?

Reserve	Car	Walk	Ride bike	Scoot/skate	Other
Charles Cane	4	24	1		
George Whittle	3	5		1	

#### How would you describe yourself?

Immediate neighbour to the reserve/s	Live in the neighbourhood of the reserve/s	Live in the Prospect Council area	Live outside the Prospect Council area
10	9	5	4

Participants were also asked to ‘mark up’ an aerial photograph showing the route they usually take to get to the reserves (refer

Figure 5). This activity shows that there are a number of commonly taken routes including:

- Traveling along Devonport Terrace and Churchill Rods from both directions to access the reserves
- Traveling down Myrtle, Rose, Elizabeth and Castle Streets and Belford Avenue to access the reserves.



**Figure 5 Commonly travelled routes**



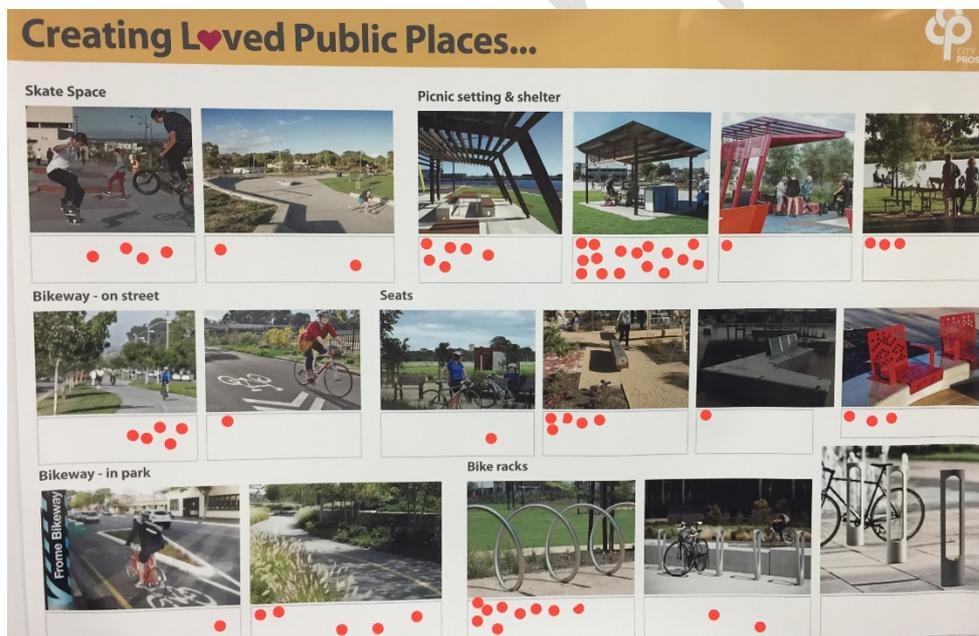
### 2.4.2 Providing inspiration and understanding preferences

A range of 'precedent' photographs were displayed showing images of other reserves, playspaces, public realm areas and public facilities. Participants were asked to assign coloured sticky dots to those images that most appealed to them or represented something they would like to see at either of the reserves. Those images that received the most dots included photographs of public facilities such as sheltered BBQs and picnic tables, bike facilities, nature based playspaces and unique/bespoke play equipment and contemplative spaces with garden areas and seating (refer Figure 6 and Figure 7).

Figure 6 Precedents



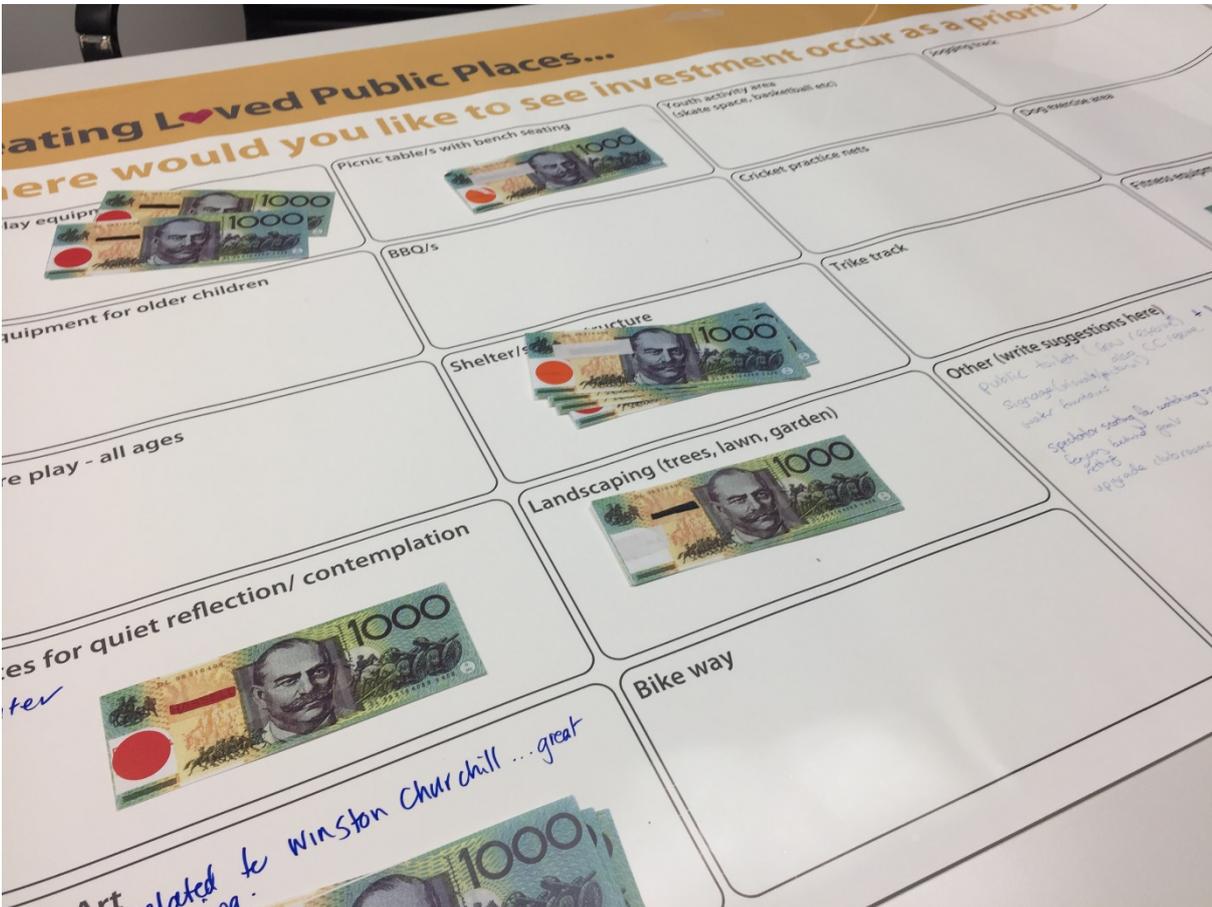
Figure 7 Precedents



### 2.4.3 Investment priorities

To assist with understanding preferences for where initial investment could occur in relation to the master plan, an activity was undertaken whereby participants were given \$10,000 and asked to allocate it to the projects they most wanted to see progressed at the reserves (refer Figure 8). Out of the \$230,000 allocated, there was a clear preference for investment in junior play equipment, followed by nature play, public art and landscaping (refer Table 1).

Figure 8 Allocation of \$10,000 by participants



Draft

**Table 1 Investment priorities**

Possible project	Amount allocated
Junior play equipment	\$51,000
Nature play	\$23,000
Public art	\$22,000
Landscaping	\$22,000
BBQs	\$16,000
Picnic tables	\$13,000
Public toilet	\$13,000
Play equipment for older children	\$11,000
Shelter/shade	\$10,000
Quiet reflection	\$10,000
Fitness equipment	\$10,000
Trike track	\$8,000
Dog exercise area	\$7,000
Jogging track	\$6,000
Spectator seating	\$6,000
Bikeway	\$3,000
Youth activity area (skate park, basketball etc)	\$3,000
Upgrade clubrooms	\$2,000
Signage	\$1,000
Water fountains	\$1,000
Fencing behind goals	\$1,000
Cricket nets	0

#### 2.4.4 What I love, what I would change

An activity was provided whereby participants could identify those aspects or features they like about the two reserves currently and those aspects they would change. Large aerial photographs of the two reserves were 'marked up' and discussions undertaken one on one with Aspect Studio designers (refer Figure 9, Figure 10 and Figure 11).

The following features or aspects are loved about Charles Cane currently;

- The existing sculpture ("there should be more 'play' like this")
- Shade

The following features or aspects were identified for change at Charles Cane reserve:

- Include evergreen trees
- New toilets and amenities that are open to the public; consider Eco-friendly toilets
- Shade and seats



- Provide BBQs and picnic tables/seating under shade and not near the road
- Make the whole site more community focused
- New signage and more car parking
- Include a fenced playspace in a corner of the site and also include bbqs and shelter
- Improve the safety and ability for pedestrians to cross Churchill road: 'make a crossing and make it safer'
- Inadequate on-street parking; provide 45 degree parking to park edge
- Provide a fenced playspace with shade; create a playspace in this park for 1-6 year olds; create a play area next to the existing sculpture; fenced playground for children and dog free; small nature play area; look to Watson Park in Ashburton Melbourne as a precedent
- Improve connection between future café on Belford Ave and the park
- Provide half basketball court
- Maintain existing organised sport
- New train station
- Open space for dogs; should be dog free
- Farmers markets
- Upgrade the club rooms to two storey and allow them to be utilized by all (can hire out)
- Make the road safer; provide better signage on the one-way streets; upgrade footpath to suburban streets
- Put nets behind the goal posts
- Fix the cricket pitch
- Maintain the large open space

**Figure 9 What I love, what I would change**



The following features or aspects are loved about Charles Cane currently;

- The existing sculpture (“there should be more ‘play’ like this”)
- Shade

The following features or aspects were identified for change at Charles Cane reserve:

- Include evergreen trees
- New toilets and amenities that are open to the public; consider Eco-friendly toilets
- Shade and seats
- Provide BBQs and picnic tables/seating under shade and not near the road
- Make the whole site more community focused
- New signage and more car parking
- Include a fenced plays pace in a corner of the site and also include bbqs and shelter
- Improve the safety and ability for pedestrians to cross Churchill road: ‘make a crossing and make it safer’
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- New train station
- Open space for dogs; should be dog free
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- Upgrade the club rooms to two storey and allow them to be utilized by all (can hire out)
- Make the road safer; provide better signage on the one-way streets; upgrade footpath to suburban streets
- Put nets behind the goal posts
- Fix the cricket pitch
- Maintain the large open space

**Figure 10 What I love, what I would change about Charles Cane reserve**



The following features or aspects are loved about George Whittle reserve currently:

- Keep as an active park
- The garden in the existing green area-“My children like playing there”  
Basketball court is well used

The following features or aspects were identified for change at George Whittle reserve:

- New playground; include a birds nest swing; update/modernize swings
- Kids drinking fountain
- Shelter, seating and planting all needed near new playground, provide seating under shelter/shade
- Consider anti-social behaviour and separation of spaces (not necessarily a good thing)





### 2.4.5 Other comments

During the community day a wide range of comments were recorded during conversations with participants outside of the specific activities provided. Key comments included:

- Create a play/interactive space using public art that could be used for fitness as well as play.
- There is a need for shaded seating at Charles Cane for spectators watching sport.
- There is not enough car parking at Charles Cane when events are on.
- Crossing Churchill Road is very difficult for pedestrians.
- There were mixed views about dogs off leash at Charles Cane with some people identifying that it is the only big open green space in the area suitable for running their dog, while others preferred that dogs be kept on leash.
- Provision of bins and dog poo bag dispensers at the reserves.
- George Whittle needs modernising.
- Encourage more community activities and events at the reserves (eg yoga classes, outdoor cinema).
- Aboriginal Community Connect identified they would like a bush tucker garden that their clients can establish, as well as an aboriginal art mural.
- Establish play equipment to enable children to see the trains-children currently climb the sculpture at Charles Cane to view trains passing.
- Devonport Terrace feels unsafe as a pedestrian.
- Anti-social behaviour along Devonport Terrace (eg burnt out cars, rubbish dumping, needles)
- Shade over footpaths and seating.
- Provide BBQs and picnic areas.
- Upgrade toilets at George Whittle.
- Need better signage that is accessible for people of non-English speaking backgrounds.



## 3.0 Key directions for the preparation of the master plan

Based on the engagement the following key directions are proposed for consideration in preparing the master plan and concept plans for each reserve.

### Master plan in general

- Identify a theme or focus for each reserve to differentiate the facilities and activities that occur there. For example, Charles Cane could continue to have an organised sporting/open, green space/family focus, while George Whittle continues to have an active/youth focus
- Improve the amenity, safety and accessibility of key pedestrian and cycling connections:
  - > To the reserves from the surrounding streets, including along and across Churchill Road, Devonport Terrace and over the railway line/from the train station
  - > Between the reserves
  - > Between the reserves and other key destinations such as Prospect Road and the Village Heart
- Provide signage that creates a sense of arrival and place and improves wayfinding and understanding of what is on offer at each reserve
- Provide accessible and modern public amenities (eg toilets, seating, picnic tables, BBQs, shelter, water fountains etc)
- Consider opportunistic purchase of land contiguous with the existing reserves that enables expansion of public space
- Facilitate connections to the reserves through new development where appropriate.

### Charles Cane

- Retain the focus at the reserve for structured sport and consider opportunities for enhancing player and spectator experiences (eg spectator seating, night lighting)
- Retain the large, open and green space
- Provide a children's playspace that is considerate of safety issues associated with the proximity to roads and sporting activities and enables views of the railway line
- Consider the provision of a future function facility for community activities and use
- Provide quiet and shady places for relaxation and contemplation
- Provide landscaping for shade, cooling and improved amenity
- Consider opportunities for improving the provision of car parking in proximity to the reserve
- Consider the provision of exercise equipment as part of a future 'fitness trail' connected to other locations in the Council area
- Better integrate and connect the public realm of Devonport Terrace with the reserve.

**George Whittle**

- Maintain the active, multi-use and youth focus of the reserve appropriate to its size and context
- Retain and reconfigure the skate facility
- Consolidate the other active facilities into a multi-functional hardcourt space
- Provide lighting and natural surveillance to improve safety, particularly at night
- Improve permeability/views into the reserve from surrounding streets/homes
- Integrate the reserve with surrounding development to improve accessibility and natural surveillance opportunities
- Provide Wi-Fi connectivity and opportunities to study/work outdoors
- Provide landscaping for shade, cooling and improved amenity
- Establish public art that is multi-use (eg provides opportunities for play/climbing etc).

Draft for review



# Appendix A

Detailed notes from one on one meetings

Draft for review



### **Phone Conversation with representative of Office of Recreation and Sport**

ORS has provided grants to the clubs that use Charles Cane for cricket and soccer.

LGA and ORS have prepared a Regional Planning Framework for Open Space. This may have some useful principles if Council wants to lift the status of the reserve to a regional level. Framework is on the LGA SA website.

Western Region Councils which includes Charles Sturt have done a Regional Open Space & Sport Plan.

Prospect is part of the Eastern region which does not yet have a plan – ERA is considering this.

ORS funded a study looking at community level football and cricket - SACA's contact is Shane Bernhardt.

The Football Federation of SA has also done a Facilities Plan that looked at need based on demographic changes. Michael Carter is the FFOSA contact.

### **30 Year Plan**

While it is important that walking and cycling are integrated with urban infill and renewal projects, it is also important that open space requirements for structured sport and less structured recreation opportunities are proactively considered.

As demands increase with density, some areas will need more open space resources.

### **Meeting with representative of Eagles Lacrosse**

#### **Maintain Existing Facilities**

- Stabilise the playing surface and maintain it – Council needs to spend some money before winter to ensure grass is fully recovered after summer.
- Council needs to do some research into turf surfaces to find one that is more resilient.
- The more people that use the reserve for unstructured recreation, the more important this maintenance will become.



### Improvements

- Lighting is OK for training, but probably not for men's night games. Could the towers hold more heads?
- The clubrooms are state-of-the-art – Council and the clubs have made a huge investment.
- Groups are seeking a grant to upgrade wet areas for women participants.
- Permanent signage that highlights existing use arrangements and directs interested people to the clubs' contact details, eg QR code/website.

### New Investments

- These would also benefit the wider community:
  - playground;
  - covered patio area with BBQ and picnic tables;
  - toilets open outside of sporting events;
  - wifi hotspot.

### Future

- The Eagles are 3 years into a 10 year lease. They expect to stay beyond that.
- The club would not support permanent fencing. They are strongly opposed to this. Any proposal to install astro turf would be resisted if this involved fencing.
- Council could support the clubs by actively promoting the benefits of structured sport.
- The clubrooms are not used during the day.
- With Council's support/facilitation, they could be hired for community activities during the day, such as playgroups.
- Clubs would be happy to provide school holiday activities if Council was willing to promote these. (Charles Sturt Council does this well).
- Council needs a Parks app which enables people to find the facilities they are looking for, eg like Playground Finder or MyParx.



### Meeting with representatives of BOSA

Soccer would really like to have all year round access to the Charles Cane Reserve. They are OK sharing with lacrosse in the winter.

Their desire is hampered by junior cricket having access to the ground during summer months. They wonder if there is another location that would suit the junior cricket training and competition, eg the grounds used by Blackfriars School in the northern parklands.

Charles Cane is the only soccer ground in the Prospect Council area and there is demand for junior soccer and also for more adult teams.

### Improvements

The following improvements would benefit BOSA and the wider community:

- fenced playground in one of the corners;
- relocated clubrooms and community facility (similar to the Glenunga Hub);
- removal of car parking on Devonport Terrace to provide extra reserve space as well as a footpath and bike parking;
- more car parking along Elizabeth Street and Churchill Road;
- look at this location as a preferred site for a new community facility;
- toilets open to enable access for other users of the space;
- walking track around the edge of the reserves to be signed/promoted;
- signage that identifies user groups/next match time/times when reserve is being used by groups.

### Matters to Consider

- Soccer needs to use the whole reserve area for training and so placement of features such as playgrounds, adult exercise equipment and BBQ facilities needs to be confined to the corners and the edges.

A community facility could be used for indoor fitness, gym activities, yoga etc as well as social activities, cultural gatherings and community programs.

### Other Comments

- Lighting is great – has made a huge difference.
- Maintenance of the pitch is pretty good, as is irrigation.
- There are some drainage issues after heavy rain.



### **Conversation with representative of Development Section, DPTI, Programs and Concepts**

Has had involvement in improving access to public transport, upgrading the environment around Railway Stations and increasing safe walking and cycling opportunities.

The George Cane Reserve is adjacent to an important link to the Dudley Park Railway Station. Devonport Terrace is part of the Gawler Greenway – a cycle link that seeks to provide a low traffic, low stress continual path for cycling.

Most of the routes along the railway line already have traffic calming due to the limited number of railway crossing points. Along Devonport Terrace, these are at Belford Avenue and Avenue Road.

Investigations of access to Dudley Park Station, the lack of disability access compliant kerb ramps between Devonport Terrace and Belford Avenue has been noted, as has the absence of a footpath along the western edge of the Charles Cane Reserve. The footpath exists to the south and north of the reserve.

### **Potential Improvements**

- Provision of a footpath along Devonport Terrace between Elizabeth Street and Belford Avenue:
  - if car parking was removed, an attractive tree-lined pedestrian environment may facilitate access to the railway station.
- Lighting of this path and also of the reserve next to the Dudley Park Station would provide safety for commuters after dark.
- Review of provision of kerb ramps with respect to placement and connections ( to meet DDA requirements).
- Way-finding from the eastern side of Churchill Road to direct people to the Dudley Park railway station – using existing refuges and providing a link using the edge of the reserve to access Devonport Terrace.
- The City of Marion was successful in obtaining funding as part of the electrification of the rail service to move the fences closer to the tracks in the Plympton/North Plympton area. This additional community space is being improved by Council through installing paths, art and vegetation to create a more pleasant walking environment.

The Gawler line will also be electrified in the future so this may provide opportunities to increase the public space associated with Charles Cane Reserve.

- Given the planned increase in residential density along Churchill Road making these improvements will contribute to the Thirty Year Plan targets of walkable neighbourhoods, smarter travel, getting active and a green liveable city.



### **Meeting with representative of Prospect District Cricket Club**

The Prospect Cricket Club has been using the oval on Charles Cane Reserve at least since 1963 and maybe even earlier than that. It is the only suitable oval in Prospect for the under 16 competition which requires a turf wicket.

The club received a grant of \$10,000 from ORS for a new pitch. They then raised \$20,000 through Fund My Project. Walkerville Cricket Club contributed \$1,000.

The ground is used by Walkerville and Blackfriars by agreement, for their under 16 teams.

These three cricket clubs use the facilities through summer on Friday night, Saturday mornings, Saturday afternoons and some Sundays.

Prospect Cricket Club curate and maintain the pitch and the grounds engaging a grounds person to prepare the pitch before the games.

The costs of pitch/ground preparation limit the ability of the club to use the oval more often.

The only facilities used by the Cricket Club are the toilets, they don't have a key for the clubrooms.

Prospect Oval is the home of the Prospect Cricket Club and they are working with the North Adelaide Football Club on plans for a shared facility that could also be used by the wider community. Once the architectural plans have been prepared they will be seeking funding.

For the Cricket Club this would be a better location for a community hub than Charles Cane Reserve as it is more central to the Council area and has links to tennis, croquet, RSL clubrooms and St Helen's Park. It's location between Prospect Road and Main North Road feels more like the heart of Prospect.

There are a lot of people moving into the northern parts of Prospect and Kilburn. This is demonstrated by the significant increase in young people from the Indian sub-continent coming to the club.

The club would welcome more community use of the oval and facilities that benefit the community and cricket supporters.

Removing car parking along Devonport Terrace could allow for BBQ facilities, picnic tables and seating to be provided under shade. A children's playground would be OK as long as it was located away from the oval – safety for children from cricket balls and for cricketers running into playground fencing.

This area could also be used for cricket nets and hard pitches (maybe two of these) - this would give local kids a place to come and develop their skills. If children are active and engaged, they are less likely to be involved in vandalism and other anti-social behaviours.

If canteen facilities were available, the cricket club would use these.

The club was not consulted about fencing and locking the toilets. If community use is to be encouraged in the future, there will need to be toilets available outside of the times the clubs are using the oval. Council could lock these between 10:00pm and 6:00am to minimise vandalism, however some vandalism will

always occur, so Council will need to address this eg through design and maintenance. The area will also need to be well lit.

### **Other Issues**

- Signage that clearly names the oval as Charles Cane Reserve.
- Other signage related to the club is not needed as most people connect online through Try Cricket or Facebook.
- There may need to be a change to parking arrangements on Elizabeth Street if the Devonport Terrace parking is removed.

### **Meeting with representative of City of Charles Sturt**

The City of Charles Sturt received an LGA Research and Development grant to develop open space guidelines for the provision of open space for medium to high density developments. The project undertaken by Wax Design and Suter Planner used the Bowden Urban Village and the AAMI Stadium redevelopment as case studies.

It was suggested these might be helpful to Prospect Council in planning for these reserves which will serve those living in nearby apartments.

Council has also recently completed an Open Space Strategy. The Plan focussed on five precincts: Precinct A – The City's East joins the Prospect Council Area. This area has mostly local and neighbourhood parks with the Sam Johnson Sports Ground in Devon Park being the only district level open space close to the study area.

This ground is used for cricket (SA Churches and Community Cricket Association). It is also used for Australian Rules Football and netball and has a hall and meeting rooms available for hire. The site is leased by the Fitzroy Community Club.

It has a dog exercise park, children's playground, BBQ and picnic facilities.

The railway line restricts access to these facilities for residents living in the new medium density developments around Churchill Road.



### **Meeting with private developer**

Proposal involves development of 22 apartments at 3 – 7 Allen Street Prospect. Approximately 8 of these apartments will overlook the George Whittle Reserve and the whole development has been badged as Park View.

The developer is very interested in what is being planned for the George Whittle Reserve as the visual appearance of the park and the amenities provided for the community will impact on sales.

At present the developer sees the park as rundown and in poor condition, especially the skate park and the toilets. The developer's preference would be to see the skate park removed and replaced with trees, lawn and more bbq and picnic facilities.

The developer supports the retention of the tennis and basketball courts and would also like to see the playground improved with more attractive fencing.

The fencing between the park and Phuong's property is falling over and in need of urgent replacement. The developer would like to talk to Council about this.

### **Developer's timeline**

Construction will commence on Stage One on 30 June 2017. The practical completion date for Stage One will be February 2018. Stage Two is expected to be completed by September 2018.

Ideally the developer would like to see at least some maintenance and landscaping improvements, eg additional lawn and trees between June and December 2017. Knowing that this could happen would assist the developer in reassuring purchasers that improvements are being made.

### **Question re open space contribution**

The developer considers that since they will have provided \$90,000 to Council as an open space contribution, it would be reasonable for some of this to be spent in George Whittle Reserve. The developer is interested to know where the developer's contribution gets spent and who decides how it is spent.

The developer also indicated that they have a price competitive supplier of mature trees in Queensland, if Council is interested.

# Charles Cane & George Whittle Reserve

## Preliminary Site Analysis

Project No. 16038  
August 2016

**ASPECT Studios™**

ASPECT Studios Pty Ltd ABN 11 120 219 561

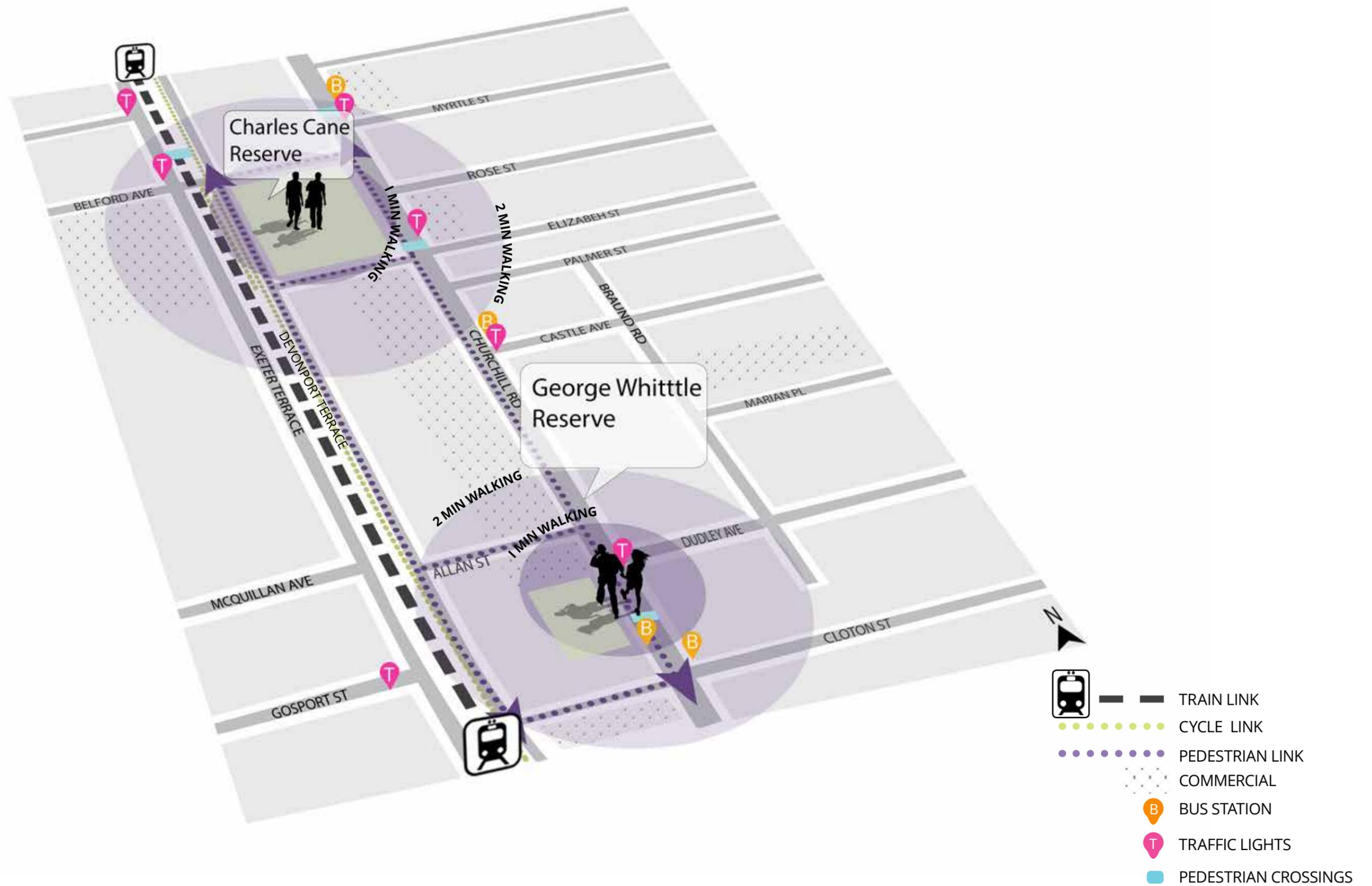
# Charles Cane Reserve Extent of Study



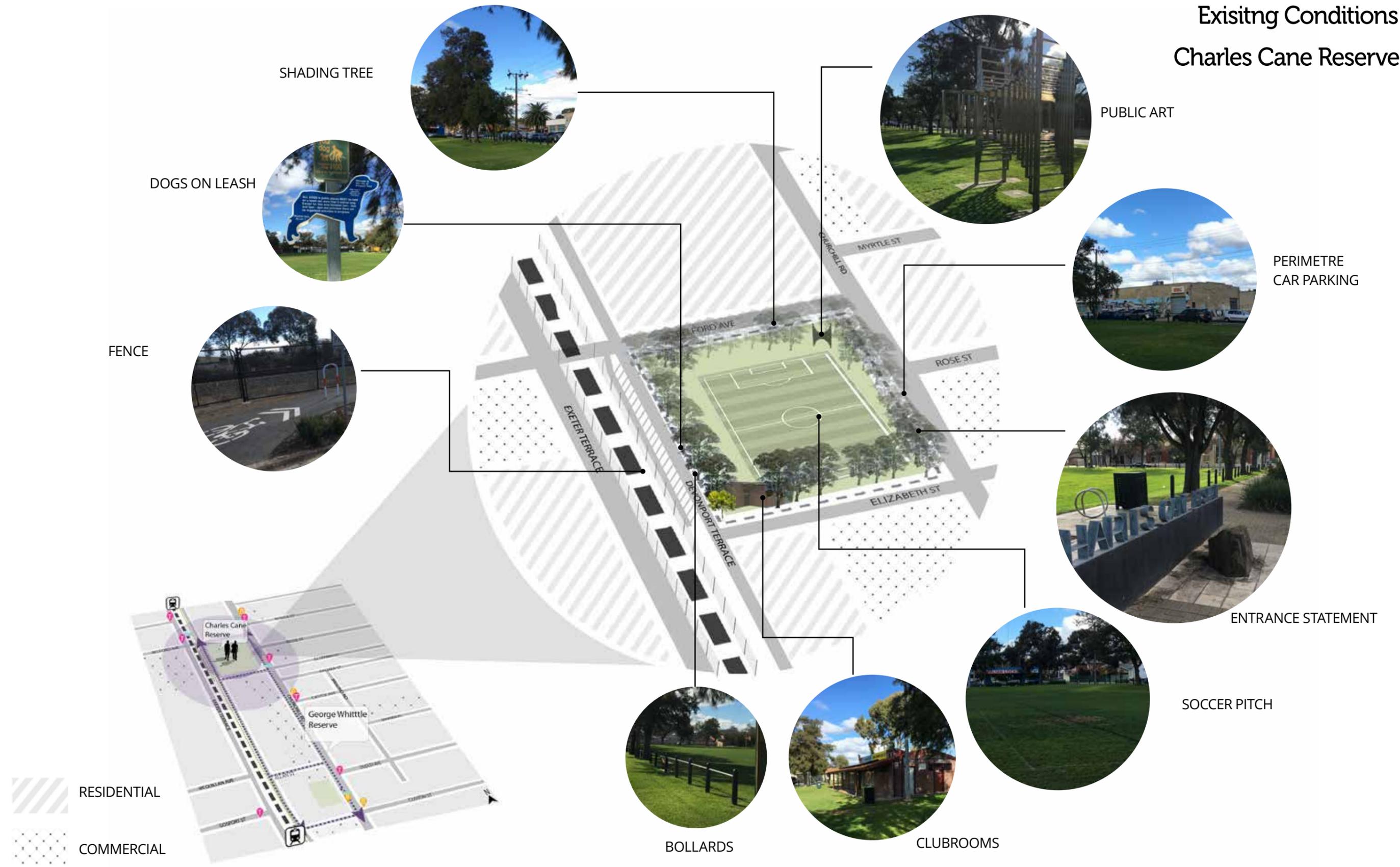
# George Whittle Reserve Extent of Study



# Circulation - Between Charles Cane Reserve & George Whittle Reserve



# Existing Conditions Charles Cane Reserve



# Key Features - Charles Cane Reserve

**CLUBROOM & TOILETS**



**PUBLIC ART**



**SEATING**



**EXISTING VEGETATION**



**BIN**



**SOCCER PITCH**



**STATEMENT WALL**



**FENCE - CLUBROOMS**



**FENCE - TRAIN**



**BOLLARDS**

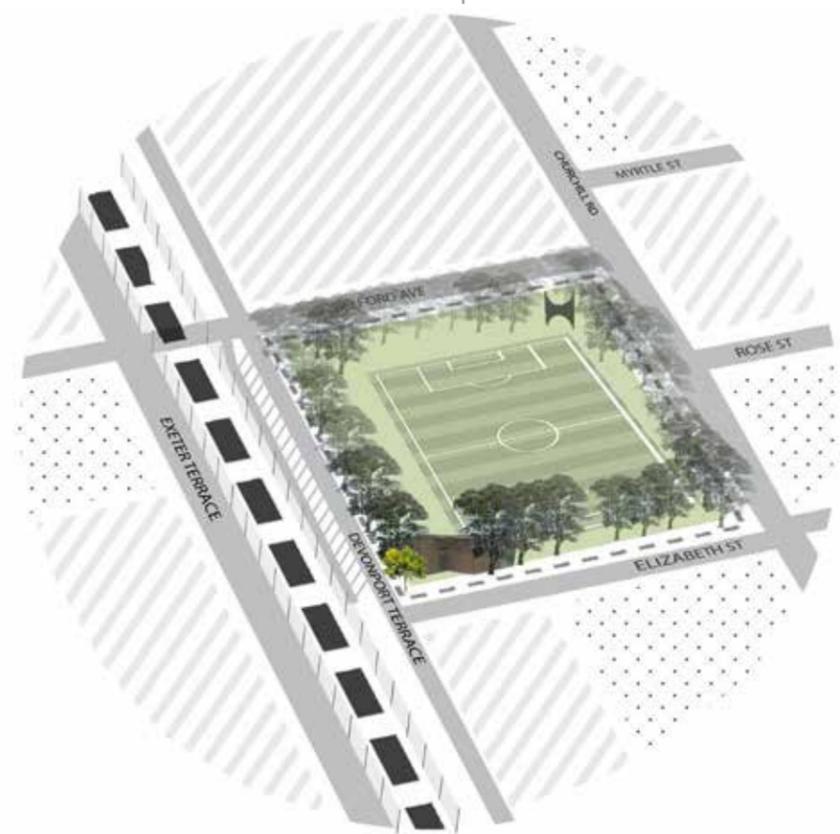


**CAR PARKING**

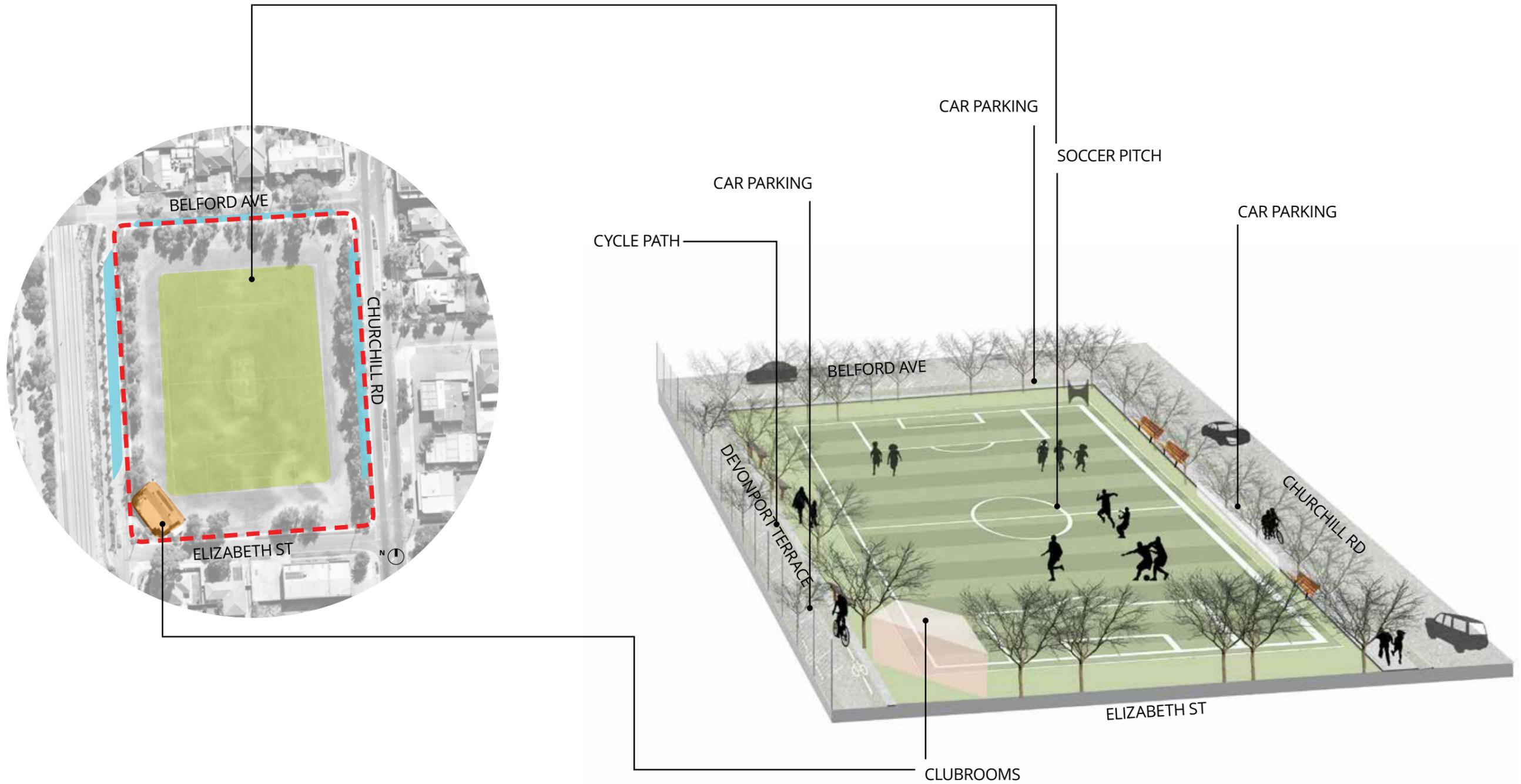


# Key Features - Charles Cane Reserve

- 1 CLUBROOM & TOILETS
- 2 PUBLIC ART
- 3 SEATING
- 4 EXISTING VEGETATION
- 5 BIN
- 6 SOCCER PITCH
- 7 STATEMENT WALL
- 8 FENCE
- 9 BOLLARDS
- 10 CAR PARKING -Parallel & 45°

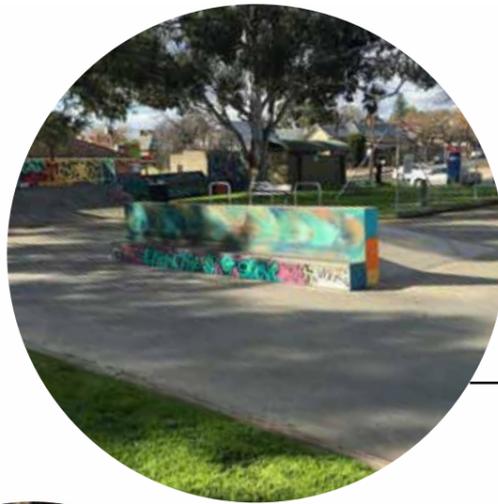


# Current Park Activities - Charles Cane Reserve



# Existing Conditions George Whittle Reserve

SKATE PARK



SHELTER



PUBLIC TOILETS



MATURE TREES



BASKETBALL COURT



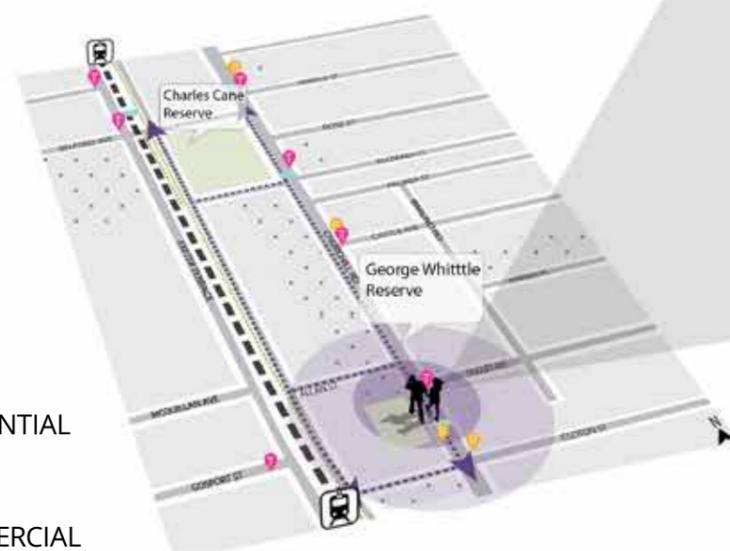
ENTRANCE STATEMENT



PLAYGROUND WITH SHELTER



-  RESIDENTIAL
-  COMMERCIAL



# Key Features- George Whittle Reserve

SHELTER



TOILET BLOCK



EUCALYPTUS SSP.



BIN



PICNIC SETTING



STATEMENT WALL



SIGNIFICANT TREE



SEATING



PHONE BOX



PHONE BOX



FENCE



EXISTING VEGETATION

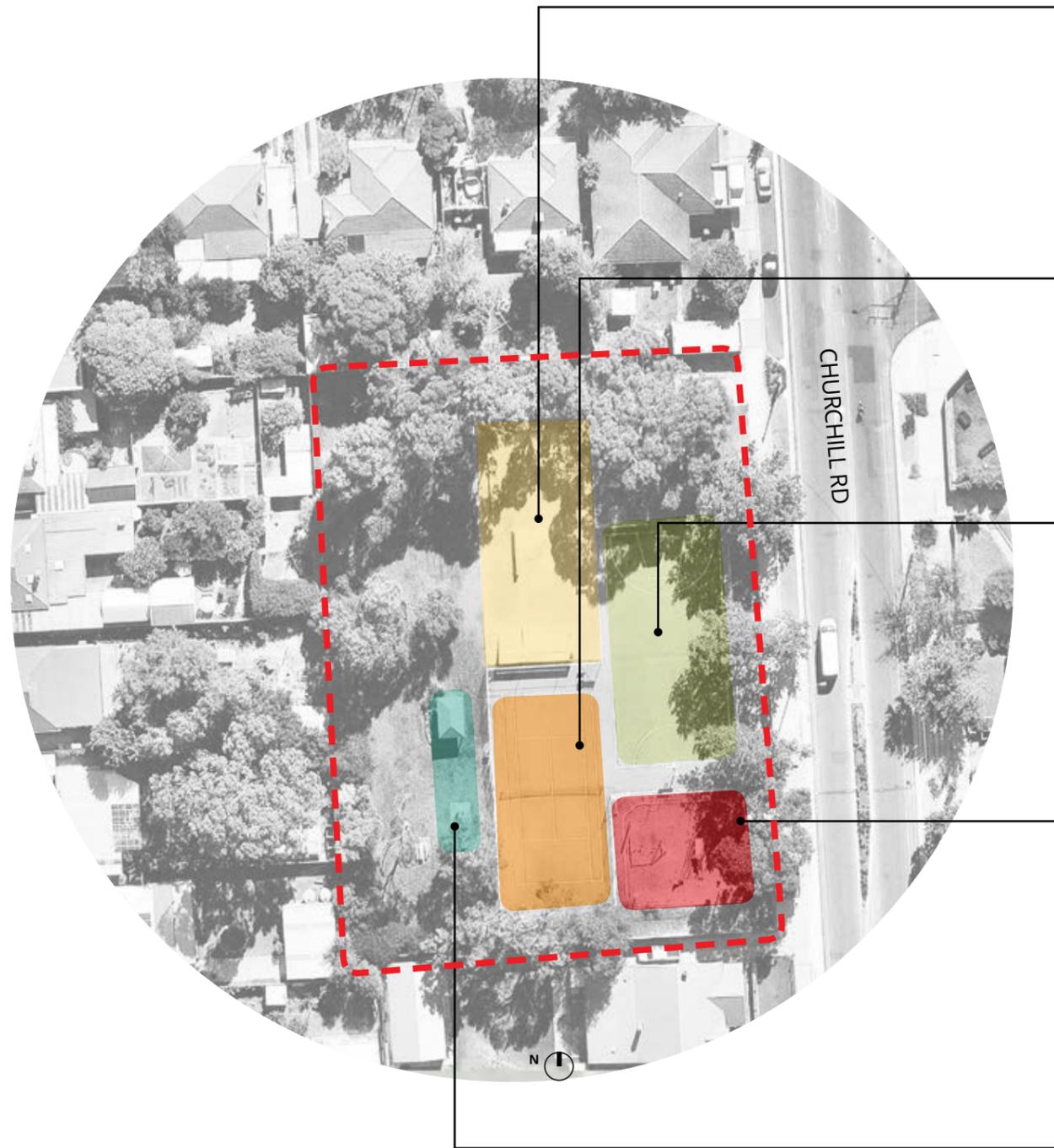


# Key Features - George Whittle Reserve

- 1 SHELTER
- 2 TOILET BLOCK
- 3 EUCALYPTUS SSP.
- 4 BIN
- 5 PICNIC SETTING
- 6 STATEMENT WALL
- 7 SIGNIFICANT TREE
- 8 SEATING
- 9 PHONE BOX
- 10 FENCE
- 11 EXISTING VEGETATION



# Current Park Activities - George Whittle Reserve



SKATE



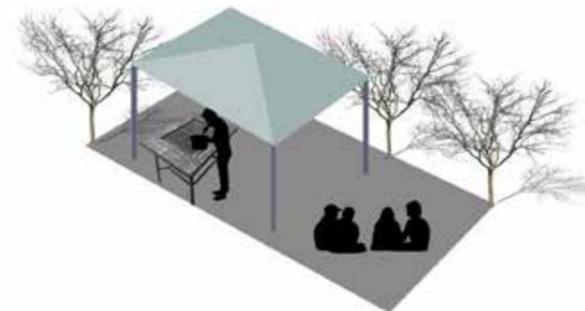
TENNIS



BASKETBALL

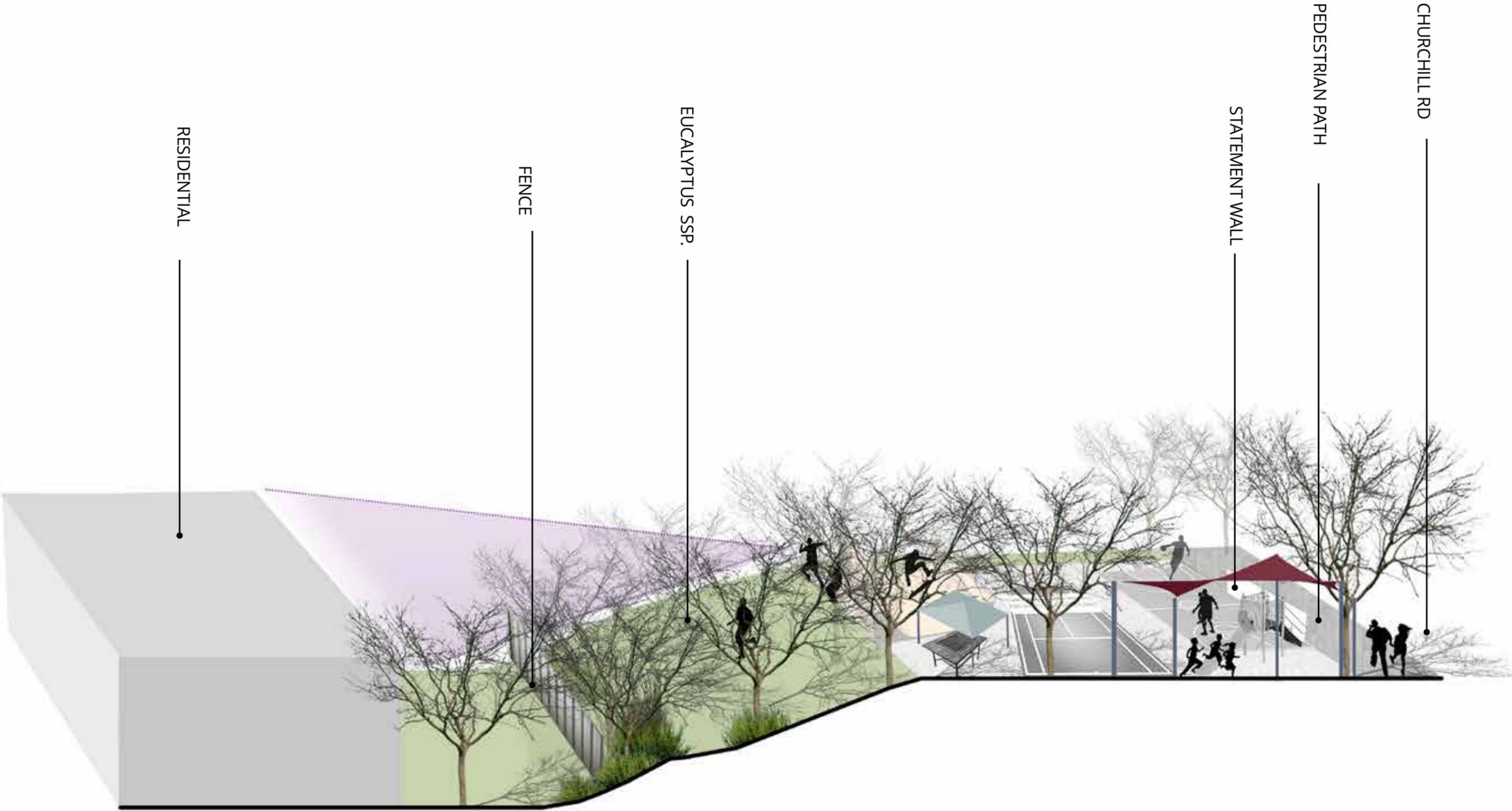


PLAYSPACE



PASSIVE RECREATION

Topography - George Whittle Reserve



# Creating Loved Public Places...

## George Whittle and Charles Cane/Parndo Yerta Reserves Precinct Master Plan

The City of Prospect is preparing a master plan to guide future development and public realm investment in the Charles Cane and George Whittle Reserves Precinct. This master plan will help revitalise public spaces, enhance connections within and through the Precinct and provide existing, new and future residents with great spaces and places to recreate and spend time.

To provide the 'design brief' for the preparation of the master plan and concepts for the development of the two reserves in the future, a number of engagement activities were undertaken with a range of feedback provided (refer below).

### Aim of the engagement

*To gather information about how the reserves are used now, what people love about them and what they would like to see changed*

### How have we engaged?

*City of Prospect  
Elected Members workshop*

*Meetings with key stakeholders including sporting clubs, community groups and State government agencies*

*Community Day (100 people)*

*Skaters using George Whittle Reserve*



### Key directions for the preparation of the Master Plan

#### BOTH RESERVES

- > Identify a theme or focus for each reserve
- > Improve the amenity, safety and accessibility of key pedestrian and cycling connections
- > Provide signage
- > Provide accessible and modern public amenities (eg toilets, seating, picnic tables, BBQs, shelter, water fountains etc)
- > Consider opportunistic purchase of land contiguous with the existing reserves that enables expansion of public space

#### GEORGE WHITTLE RESERVE

- > Retain focus on active, multi-use, youth activities
- > Reconfigure the skate facility
- > Consolidate other activities into a multi-functional hardcourt space
- > Improve safety
- > Improve views into the reserve
- > Provide Wi-Fi connectivity and opportunities to study/work outdoors
- > Improve landscaping for shade, cooling and improved amenity
- > Provide public art that is multi-use (eg provides opportunities for play/climbing etc).

#### CHARLES CANE/PARNDYO YERTA RESERVE

- > Retain focus on structured sport and family activities
- > Enhance player and spectator experiences (eg spectator seating, night lighting)
- > Keep the large, open and green space
- > Establish a children's playspace
- > Provide quiet and shady places for relaxation and contemplation
- > Provide landscaping for shade, cooling and improved amenity
- > Consider opportunities to improve car parking
- > Consider the provision of exercise equipment as part of a future 'fitness trail'
- > Better integrate and connect Devonport Terrace with the reserve
- > Consider the provision of a future function facility for community activities and use

# Communications Strategy

Supporting a creative,  
digitally connected,  
and community-focused  
organisation







# Underlying Principles

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## **Engaging**

Council's communication will be meaningful and maximise community engagement and participation in local government. Communicators will be cognisant of the principles established by the International Association of Public Participation (IAP2) and where their communication sits on the engagement spectrum: inform; consult; involve; collaborate; empower.

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## **Consistent**

Ensuring every stakeholder has a consistent and positive brand experience - visual, verbal and cultural - facilitates a clear understanding and shared perception of the City of Prospect. Greater consistency will improve the efficiency and effectiveness of our communication.

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## **Digital by default**

In line with council's digital economy strategy, the communications strategy adopts a 'digital by default' approach. It identifies a number of opportunities for City of Prospect to demonstrate digital leadership and improve both the targeting and cost efficiency of communications by 'going digital'.

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## **Measurable**

Managing static council budgets in a time of low interest rates and low inflation means councils have to look to cost savings to expand their services. It is also important that councils demonstrate sound financial management to their ratepayers. With this in mind, clear communication goals and measures have been established to be reported against.

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## **Innovative**

City of Prospect's communication should be seen as contemporary and innovative when benchmarked against other local government authorities.

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# Key Initiatives Summary

While this strategy outlines in further detail the different strategies and tactics that will be employed across council to communicate effectively with stakeholders, following are the key communication initiatives that the City of Prospect will focus on over the next 12-24 months.

- Undertake benchmarking research
- Review brand architecture and develop brand guidelines
- Develop communication policies and procedures
- Create a communications 'tool kit' for staff
- Embed IAP2 community engagement principles across the organisation
- Provide training to all staff involved in communications
- Redevelop council's website, intranet and extranet to demonstrate digital leadership
- Implement a customer relationship management (CRM) system and integrated email management software
- Review and potentially consolidate council's social media accounts
- Review event branding and develop sponsorship guidelines
- Develop digital advertising strategies for place positioning and investment attraction



# Stakeholder Audiences

## External stakeholders

### Residents

There are almost 9,000 residential properties in City of Prospect. According to the 2011 Census, City of Prospect has approximately 20,000 residents. The median age is 36, which is slightly younger than the Greater Adelaide average of 39. Almost half of the population is aged between 25 and 54.

There is increasing cultural diversity, with the UK and India representing the most common birth places of migrants. Approximately two thirds of residents were born in Australia.

City of Prospect residents are on average better educated than the

Greater Adelaide population, with almost 30% holding a Bachelor's degree or higher. Average individual and household incomes are higher than the Greater Adelaide area, and a higher than average proportion of the community are engaged in white collar and professional occupations.

It is predominantly a family area, with the most common household type comprising families with children over the age of 15, followed by families with younger children. Couples with no children represent approximately 36% of households.

The arts community is a sub-segment of interest. It is seen as a key part of Prospect's social fabric and regional personality as a creative community. The creative industries sector is also a significant contributor to the regional economy and one that has significant growth potential.

Other community sub-segments regularly targeted through communication include youth, seniors, parents of young children, and volunteers.

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### Non-resident rate payers

City of Prospect has a high proportion of non-resident rate payers with over 30% of rate notices going to real estate agents and non-Prospect addresses. These are primarily landlords owning residential property. This represents a challenge for Council because of the large number of rate payers who receive no direct benefit from the community services provided by Council, and conversely the number of residents who have no direct financial relationship with Council but who may regularly access Council services.

### Businesses

There are approximately 600 business premises in the council area, and a total of 2500 businesses registered on the council's business database. A high proportion of these are home-based businesses, which is the fastest growing and biggest employment sector of our State's economy.

The dominating economic sectors in the Eastern Region Alliance (of which the City of Prospect is part) are finance and insurance, property and business services, health and community services, retail trade, education and construction. These sectors together comprise 67% of ERA's economy.

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### Investors and developers

Ministerial approval of the Inner Metropolitan Growth Development Plan Amendment (DPA) in October 2013 laid the foundation for a new era of investment in City of Prospect and made the area an even more attractive investment proposition.

Investors and developers range from locally-based speculative builders, to large multinational corporations.

### State and Federal governments and other councils

To achieve its objectives, Council requires strong partnerships with State and Federal government agencies, not-for-profits and representative forums, with links at multiple levels across a wide range of agendas, including (but not limited to):

- Planning: Department of Planning, Transport and Infrastructure (DPTI), Office of Design and Architecture South Australia (ODASA), Planning Institute of Australia (PIA), etc
- Economic Development: Department of Premier and Cabinet, Department of Prime Minister and Cabinet, Intelligent Communities Forum, Property Council, Economic Development Board, Committee for Economic Development of Australia, etc

- 
- Council: Local Government Association, Australian Local Government Association, Eastern Region Alliance, etc
  - Staff: Local Government Professionals, Local Government Communicators Network, etc

### Wider Adelaide community (incl. visitors and workers)

Metropolitan Adelaide has a population of approximately 1.3 million people. Amongst this population are potential future residents, workers and visitors who have the capacity to contribute to the economic and social success of City of Prospect.

# Internal Stakeholders

## Staff

City of Prospect has 85 staff working across a wide range of disciplines.

Approximately 18% are outside workers and 82% are inside.

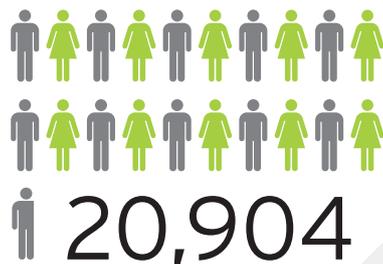
## Elected members

In addition to the Mayor, there are eight elected members representing Prospect's four wards.



## Our community

### Total population



### Increasing Cultural Diversity



### Snapshot

- Above state average median weekly income
- Most common occupation in Prospect is professionals making up 30% of the Prospect workforce compared to South Australia 19.6%
- Low unemployment (4.8% compared to South Australia 5.7%)
- High education level achieved of residents
- Average size house mortgages

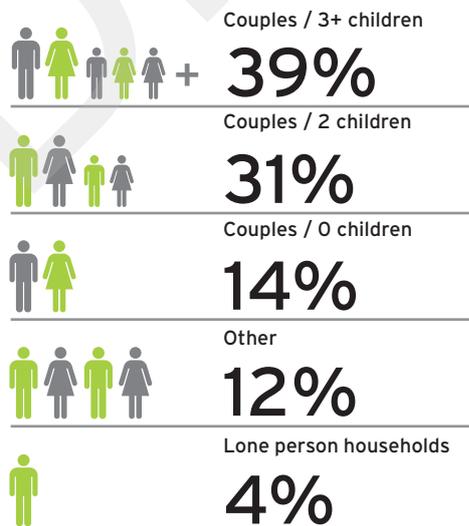
### Households with one or more vehicles



### Median Age



### Household Types



### Forecast population (estimated growth by 2040)

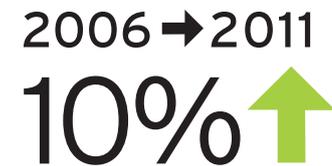


### Medium Density Housing

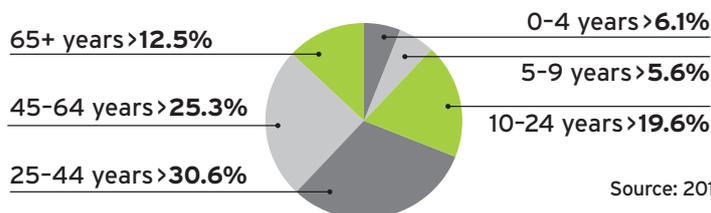


Median = 28% (compared to greater Adelaide = 20.2%)

### Population Increase 2006 → 2011



### Age segmentation



Source: 2011 Census Data

## Purpose of Communication

The purpose of communication differs between the previously identified stakeholder groups. An awareness of the differences assists in appropriately tailoring the message as well as determining the most appropriate channel to use.

Stakeholder Audience	Purpose of Communication
	<b>External Communication</b>
<b>Residents</b>	<ul style="list-style-type: none"> <li>• To encourage a sense of community pride and a strong local identity</li> <li>• To inform about the services and programs provided by council for community members</li> <li>• To encourage participation in events and activities</li> <li>• To encourage and facilitate feedback and engagement in Council decision making</li> <li>• To promote a greater understanding of the role and value of council.</li> <li>• To maintain confidence in council's management of financial and physical assets</li> </ul>
<b>Non-resident rate payers</b>	<ul style="list-style-type: none"> <li>• To provide a user-friendly experience</li> <li>• To support further investment in the local property market</li> </ul>
<b>Businesses</b>	<ul style="list-style-type: none"> <li>• To engender confidence in the local business economy</li> <li>• To encourage investment and innovation</li> <li>• To inform about the services and programs provided by council for business</li> <li>• To encourage and facilitate feedback and engagement in decision making affecting businesses</li> </ul>
<b>Investors and developers</b>	<ul style="list-style-type: none"> <li>• To engender confidence in the local economy</li> <li>• To encourage investment and appropriate development</li> </ul>
<b>Government and councils</b>	<ul style="list-style-type: none"> <li>• To position City of Prospect as a preferred local government partner</li> <li>• To strategically influence other tiers of government</li> </ul>
<b>Wider Adelaide community</b> (incl. visitors and workers)	<ul style="list-style-type: none"> <li>• To position Prospect as a desirable community 'where smart people live, work, play and invest'</li> </ul>
	<b>Internal Communication</b>
<b>Staff</b> <b>Elected Members</b>	<ul style="list-style-type: none"> <li>• Engage staff and elected members in the delivery of the organisation's strategic plan</li> <li>• Ensure staff and elected members are kept informed of issues relevant to their respective roles</li> <li>• Provide staff and elected members with necessary skills, guidance and tools to communicate effectively on behalf of the organisation</li> <li>• Create advocates for City of Prospect</li> </ul>

# Context

## Strategic Context / City of Prospect Strategic Plan to 2020

The communications strategy supports the delivery of Council's Strategic Plan to 2020, which sets out the organisation's key priorities. The objectives of the communication strategy are informed by and align with the themes, strategies and outcomes of Council's Strategic Plan to 2020.

Theme	Strategies
<b>People</b> Know, empower, celebrate, educate and activate our community	1.1 Know our community 1.2 Environmentally active, sustainably focused 1.3 Active living for every age, every stage 1.4 Celebrate our diverse and creative community
<b>Place</b> Loved heritage, leafy streets, fabulous places	2.1 Respect the past, create our future 2.2 Loved parks and places 2.3 An accessible city 2.4 A greener future
<b>Prosperity</b> More jobs, more investment, more activity, more vibrancy	3.1 A stronger local economy 3.2 A more vibrant night-time 3.3 Leverage our digital advantage 3.4 International Prospect
<b>Services</b> Leaders of the sector, providing efficient, responsive, accessible services	4.1 Excellence in infrastructure 4.2 Sound financial management 4.3 Responsible waste management 4.4 Accountable and people focused services

People  
Place  
Prosperity  
Services

# Values and Behaviours

Underpinning the strategic plan are a set of values and behaviours that guide the way in which staff perform their duties. These values and behaviours will be reflected in the brand values, which inform the tone and manner of our communications.

Guiding Principle	Outcome
Respect	We all feel valued
Innovation	We are a creative and dynamic organisation
Teamwork	Working together with a positive and supportive attitude
Integrity	An environment where people understand, respect and trust each other
Commitment	Deliver exceptional customer service
Enjoyment	People are happy and proud to work here

## Environmental context

Below are a range of environmental factors that will influence the methods and manner of communication outlined in this strategy.

### Society

- Affluent and well educated
- White collar and professional occupations
- High proportion of families with older children
- Sense of pride in home and community
- Creative
- Generally positively disposed towards council, but lacking understanding of the range of services provided
- Sizeable component of rental tenants

### Technology

- High speed internet a key social and economic driver - championed by council
- Increasing expectations of immediate access information and ability transact online (including via mobile devices)

### Environment

- City fringe offering ease of access to the CBD
- Clean, green leafy streets
- Safe, with declining crime rates
- High quality public art, parks and gardens
- Local history, character and heritage
- Sustainable development ethos
- Ready access to primary, secondary and tertiary education

### Economics

- High employment/low unemployment
- Dual stream economy - local business plus economic contribution of Prospect residents
- Popular main street
- Strong investment - particularly in residential property

### Politics

- Positive relationships with State and bordering local government areas
- Cohesive, forward thinking council
- Low levels of community participation in local government elections (29% voter turnout in 2014), which is lower than the State average (32%).

# IAP2's Public Participation Spectrum

The IAP2 Spectrum has been developed to assist in defining the public's role in any engagement process. It is essential to have a clear understanding of what we are trying to achieve through our

engagement, as this informs how we communicate and what we are expecting of the community when they are engaged.



INCREASING IMPACT ON THE DECISION					
	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Inform  
Consult  
Involve  
Collaborate  
Empower

## Current Brand Architecture

### Refer to appendix 1.

In addition to the corporate visual brand identity, the City of Prospect currently manages 6 service brands and 4 event brands. Only one of these (the library) bears any significant visual relationship to the corporate brand.

The brand family appears to have evolved over a period of time with each identity developed in isolation, and little consideration given to a logical brand hierarchy - i.e. the relationship of each to the corporate brand. Not only has this resulted in unnecessary complexity from a communication perspective, it effectively disguises Council's role in providing significant services to the community.

The corporate brand identity is quite contemporary and well embedded, however the brand standards and values are not clearly articulated or documented. This results in lack of consistency in the design and tone of communication materials, which weakens the brand positioning.

## Communication Channels

### Refer to appendix 2.

City of Prospect has a large number of communication channels. This is due in part to the current, complex brand architecture, and while in some cases it enables greater targeting of communication, it also results in audience fragmentation and inefficient use of resources.

The web is a key communication channel but the council's current online presence is outdated and scattered across multiple websites. It lacks the sophistication and functionality expected of a council that is championing a digital revolution.

The intranet is relatively basic, offering little more than a central repository of corporate documents. Collaboration and knowledge sharing tools (e.g. Yammer) are not well understood or widely used.

The internal Electronic Data and Records Management System (RM8) acts as a repository of information, more so than a functional resource library or effective communications channel between staff.

Email is a key internal and external communications channel, but without a central database of external customers. This limits its use for targeted bulk communications to parties outside of Council.

## Policies and Processes

City of Prospect has 1.9 communications staff whose primary focus is on digital media. However, the organisation takes a largely decentralised approach to communications with each division responsible for its own communication activities.

Processes and guidelines for the implementation of communication activities are absent. This results in inconsistent quality of communication and application of brand standards, and a lack of coordination of communication activities across the organisation.



# Appendix



# Appendix 1 / Communication Objectives

## External Communication

# People Know, empower, celebrate, educate and activate our community

### **Objective 1: To know our community and provide appropriately targeted (and individualised) communication**

#### **Target audience(s)**

- Residents
- Business operators

#### **Tactics**

- Obtain and/or undertake quantitative research to better understand our community, their perceptions and communication preferences, and provide a benchmark against which to measure success
- Identify and implement a CRM (customer relationship management) system that enables Council to track and manage its engagement with individual community members
- Establish an email communication system (integrated with the CRM database) that enables targeted, cost effective communication with residents

### **Objective 2: To engage our community in decisions affecting them**

#### **Target audience(s)**

- Residents
- Non-resident rate payers
- Businesses

#### **Tactics**

- Undertake training and provide resources to embed IAP2 principles across the organisation
- Develop an online community feedback portal within council's website to engage directly with the existing Community Panel (replacing Ehrenberg Bass) as well as the broader community
- Facilitate greater community participation in the annual budgeting process

- Engage with community members via social media, particularly Facebook
- Use email to selectively engage with community members on decisions affecting them (refer objective 1)
- Engage with local media outlets (Messenger, community radio, etc.) to promote opportunities for community engagement
- Use traditional communication mediums and community engagement techniques as appropriate including: letterbox drops, surveys, presentations, workshops, open house, community café, etc.

### **Objective 3: To inform our community about the wide range of community services, recreation options, learning and development opportunities available via council**

#### **Target audience(s)**

- Residents

#### **Tactics**

- Redevelop council's website(s) to enable residents to more easily find information (including via mobile devices)
- Create a series of short explainer videos to augment website content
- Develop a forward plan to coordinate the promotion of services, events and programs throughout the year
- Develop policies and procedures to ensure communication is appropriately planned, of acceptable quality, and consistent with brand standards (refer objective 6)
- Develop a 'tool kit' of resources to empower and enable staff to create high quality communication including:
  - brand guidelines
  - communication planning template (including checklist)

- design templates for common items including flyers, posters, signage
- a list of approved suppliers including graphic designers, copywriters, photographers and videographers
- media release template and guidelines
- measurement metrics and reporting template
- Provide training to staff responsible for communication campaigns/materials
- Review and potentially consolidate council's social media accounts and use a combination of organic and paid posts to promote services, events and programs
- Continue to review and refine the City of Prospect Magazine as a promotional mechanism (including establishing readership measures via research - refer objective 1) and potentially developing a digital alternative/extension
- Use targeted emails (refer objective 1)
- Continuing to use outdoor temporary signage to highlight activities and events
- Implement outdoor digital signage
- Regularly update council's telephone on-hold message with a greater emphasis on promotion of services

### **Objective 4: To raise awareness of events that bring our community together to celebrate diversity and creativity**

#### **Target audience(s)**

- Residents

#### **Tactics**

- As per objective 3, plus:
- Review event branding with a view to recognising the role and investment of council
- Develop a sponsorship framework against which to assess proposals, and guidelines for third party events supported by council

# Place Loved heritage, leafy streets, fabulous places

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### **Objective 5: To educate and influence community attitudes and behaviours in relation to environmental sustainability**

#### **Target audience(s)**

- Residents

#### **Tactics**

- As per objective 3, plus:
- Lead by example at council events, adopting a zero waste approach
- Promote the availability of grants and incentives for community groups and individuals undertaking environmental initiatives
- Stage and/or support events that encourage and educate about sustainable practices such as the Garage Sale Trail and Seed to Plate No Waste

### **Objective 6: To promote Prospect so that it is recognised for its diversity, range of local attractions, history, character, heritage and stories.**

#### **Target audience(s)**

- Residents
- Businesses
- Investors and developers
- State Government and other councils
- Wider Adelaide community

#### **Tactics**

- Develop brand guidelines for the corporate brand including a visual identity guide, brand values and positioning statement, and written standards guide.
- Use insights from the research (refer objective 1) to inform a review of the City's brand architecture
- Improve brand consistency to ensure that promotion is clearly recognizable as belonging to Prospect and engenders consistent brand perceptions
- Place digital advertising (e.g. via the Google network) to promote events and attractions that have positioning value outside of the City of Prospect

- Continue to stage events that draw people to the city and support the desired positioning (refer to objective 4) and leverage associated PR opportunities

As per objective 3, including:

- Redeveloping the website to reflect Prospect's desired positioning and ensure that information can be readily accessed
- Creating engaging digital content that tells Prospect's stories and draws people to the website (via SEO and social media)
- Reviewing council's social media presence to consolidate and build its audiences, and using a combination of paid and organic posts to promote its stories
- Continuing to review and refine the Prospect Magazine and investigate digital alternatives/extensions
- Continuing to pursue positive media coverage through Messenger and other media outlets
- Continuing to use signage to highlight events and messages that support the desired positioning

# Prosperity More jobs, more investment, more activity, more vibrancy

### **Objective 7: To inform local businesses about the services and support available from council.**

#### **Target audience(s)**

- Businesses

#### **Tactics**

- Continue to build awareness of the Network Prospect brand, including development of brand guidelines and values
- Continue to use Facebook to engage with local businesses and promote services and support (including paid and organic posts)
- Set up a Twitter account for Network Prospect to communicate with businesses and professionals
- Establish a LinkedIn profile for City of Prospect to assist with recruitment
- Discontinue the use of Pinterest due to limited applicability
- Redevelop the Network Prospect component of the website to demonstrate digital leadership, including:
  - Reconfiguration of directory for improved search and SEO
  - Improved integration of online booking module
  - Improved social media integration
- Develop a business focused content creation and/or content aggregation strategy
- Ensure integration of the business contact database with council's CRM database (once established)

- Set up an email communication system (integrated with the database) that enables targeted, cost effective communication with businesses
- Continue to use the business section of Prospect Magazine as a vehicle for promotion of events and services
- Include targeted inserts in rates notices for businesses
- Continue to use traditional communications mechanisms as appropriate including signage and printed collateral
- Continue to pursue coverage through local media outlets

### **Objective 8: To support business confidence and innovation, including raising awareness of digital opportunities resulting from NBN and Internet of Things**

#### **Target audience(s)**

- Businesses

#### **Tactics**

As per objective 7, plus

- Continue to provide education and networking events promoting the uptake advantages of the NBN and Internet of Things
- Lead by example, applying best practice to digital communication and online transaction processes
- Support and promote new technology rollouts including Wi-Fi
- Promote new service development resulting from digital technology

### **Objective 9: To promote investment opportunities in Prospect, locally, nationally and internationally.**

#### **Target audience(s)**

- Businesses
- Investors and developers

#### **Tactics**

As per objective 7, plus

- Use Network Prospect as an investment attraction function and improve the website content for investors
- Increase visibility of the investment prospectus online
- Develop a digital advertising strategy targeting Australian based investors and developers
- Leverage off State Government international investment attraction and export programs including the China engagement strategy

# Services Leaders of the sector providing efficient, responsive, accessible services

### **Objective 10: To promote a greater understanding of the role of council and maintain confidence in council's management of financial and physical assets**

#### **Target audience(s)**

- Residents
- Non-resident rate payers
- Businesses

#### **Tactics**

As noted for objective 2:

- Facilitate greater community participation in the annual budgeting process

As noted for objective 3:

- Redevelop council's website(s) to enable residents to more easily find information (including via mobile devices)
- Create a series of short explainer videos to augment website content

In addition:

- Ensure the Annual Business Plan provided to residents via the rate notice is engaging and informative
- Continue to include inserts with rate notices to highlight services and council investments
- Continue to make council meetings available via video (in the interest of transparency)
- Refresh works vehicle signage to ensure the functions and benefits of Council vehicles are easily identifiable
- Refresh asset and works signage to ensure the purpose of Council investments are visible and championed
- Review notification of works to residents to promote the investment being made by Council in public realm upgrades (rather than highlighting inconvenience)

### **Objective 11: To provide easy and transparent mechanisms for residents to access information and services from council**

#### **Target audience(s)**

- Residents

#### **Tactics**

As noted for objective 3:

- Redevelop council's website(s) to enable residents to more easily find information (including via mobile devices)
- Create a series of short explainer videos to augment website content

Plus:

- Improve the online request for service process and integrate with CRM database
- Investigate use of FAQ/knowledge-based software (e.g. Zendesk) within the website
- Review council's standard letters and notices, including 'response in full' letters

### **Objective 12: Engage staff and elected members in the delivery of the organisation's strategic plan**

#### **Target audience(s)**

- Staff (internal and external)
- Elected members
- Businesses and investors

#### **Tactics**

- Produce half-yearly video updates reporting progress and highlights against the strategic plan
- Publish the strategic plan and supporting implementation plans in an easily accessible, promotional format to clearly outline Council's future activities to staff, residents, business operators, property owners, potential investors and potential funding partners

### **Objective 13: Ensure staff and elected members are kept informed of issues relevant to their respective roles**

#### **Target audience(s)**

- Staff
- Elected members

#### **Tactics**

- Implement an internally-focused social networking service for private communication within the organisation (such as Yammer or similar software) including groups and a hash-tagging convention that will aid information sharing and the development of a knowledge

### **Objective 14: Provide staff and elected members with necessary skills, guidance and tools to communicate effectively on behalf of the organisation**

#### **Target audience(s)**

- Staff (internal and external)
- Elected members

#### **Tactics**

As per objective 2:

- Undertake training and provide resources to embed IAP2 principles across the organisation

As per objective 3:

- Develop policies and procedures to ensure communication is consistent with brand standards
- Develop a 'tool kit' of resources to empower and enable staff and Elected Members to create high quality communication
- Provide training to staff responsible for communication campaigns, materials and social media

Plus:

- Engage elected members as key advocates for Council's projects, programs and activities (with social media training as required)

## Appendix 2 / Implementation Plan

The Implementation Plan identifies a series of actions to be undertaken to deliver on the identified communication objectives. This with a high priority will be delivered first, subject to resource availability.

Research		
Action	Next steps	Priority
Obtain and/or undertake quantitative research to better understand our community, their perceptions and communication preferences, and provide a benchmark against which to measure success	<ul style="list-style-type: none"> <li>Identify existing data</li> <li>Develop a research brief to 'fill in the gaps' and provide a benchmark against which to measure future communication</li> <li>Apply insights to the brand architecture review</li> <li>Update questions on McGregor Tan survey to assist in analysis</li> <li>Subscribe to existing demographic resource providers (such as ProfileID and EconomyID) to provide a user-friendly and easily accessible snapshot of the community</li> </ul>	Medium

Branding		
Action	Next steps	Priority
Develop brand guidelines for the corporate (City of Prospect) identity	<ul style="list-style-type: none"> <li>Visual identity standards</li> <li>Brand values and positioning</li> <li>Written standards</li> </ul>	High
Undertake a review of the brand architecture and develop sub-brand guidelines based on an established 'brand essence' for each service or event (refer Appendix 1)	<ul style="list-style-type: none"> <li>Conduct a staged review in partnership with brand owners</li> </ul>	Medium
Develop a communications 'tool kit' for the corporate brand	<ul style="list-style-type: none"> <li>Communication planning template and checklist</li> <li>Design templates for common items including flyers, posters, signage</li> <li>A list of approved suppliers including graphic designers, copywriters, photographers and videographers</li> <li>Media release template and guidelines</li> <li>Measurement metrics and reporting template</li> </ul>	High
Review vehicle and asset signage	<ul style="list-style-type: none"> <li>Implement new signage on fleet and service vehicles, as well as bins, bus shelters and other Council-owned infrastructure, to promote Council services</li> </ul>	Low

## Appendix 2 / Implementation Plan

Processes & People		
Action	Next steps / Responsibility / Timing / Resources	Priority
Develop communication policies and procedures based on existing local government examples	<ul style="list-style-type: none"> <li>• Develop policy and procedures</li> <li>• Endorsement by Executive Leadership Team</li> <li>• Embed through training across the organisation</li> </ul>	High
Provide training to staff involved in preparing communication materials	Prepare and deliver training covering communication basics, brand guidelines, 'tool kit', policy and procedures	Medium
Provide IAP2 based community engagement training	Identify key community engagement champions from across the organisation and provide training to embed community engagement principles	Medium
Develop a forward plan to coordinate key communication activities across the organisation	Schedule key engagement initiatives and community events into an annual communications plan	Low
Develop a sponsorship framework and guidelines	Consolidate sponsorship opportunities to allow for cross-promotion	Low
Provide social media training for staff and Elected Members	Implement training and policy awareness across the organisation	Medium
Provide Yammer training to staff	Prepare and deliver training to raise awareness and govern use	Medium

## Appendix 2 / Implementation Plan

Digital		
Action	Next steps / Responsibility / Timing / Resources	Priority
Identify and implement a CRM (customer relationship management) system that enables Council to track and manage its engagement with individual community members	Develop a scope and project plan in conjunction with IT	Medium
Establish an email communication system (integrated with the CRM database) that enables targeted, cost effective communication with residents	Develop a scope and project plan in conjunction with IT	Medium
Redevelop and consolidate Council's website(s)	<ul style="list-style-type: none"> <li>• Develop scope/brief including:</li> <li>• Community portal</li> <li>• FAQ/knowledge bank capacity</li> <li>• Improved processes for lodging requests</li> <li>• Reconfiguration of the Network Prospect business directory</li> <li>• Improved integration of online booking module</li> <li>• Improving social media integration</li> </ul>	High
Review and potentially consolidate social media accounts	Identify opportunities to use alternative communication channels supported by the brand essence review	Medium
Create 'explainer' videos for those Council services or initiatives where greater public awareness is required	Produce and publish one new video each month	Medium
Implement a digital alternative for the Prospect Magazine	Following the implementation of a CRM and email software, move to an online/digital version of the Prospect Magazine. Continue to make printed copies available if demand exists.	Low
Establish digital signage in high footfall and high traffic areas	Replace (where appropriate) existing static displays with digital displays.	Low
Support key initiatives and events with digital advertising strategies	Invest in social media advertising opportunities to complement traditional forms of advertising.	Medium
Produce quarterly update videos featuring the CEO and/or Mayor	Prepare storyboards and scripts for videos to complement the quarterly strategic plan reporting process	Medium

## Appendix 2 / Implementation Plan

Brand Reinforcement		
Action	Next steps	Priority
Continue to apply a zero waste approach to Council events	Roll out guidelines across Council initiatives to reduce or eliminate waste	Medium
Investigate the provision of events that reflect the past-times of the community, such as sustainability, dog ownership	Establish an events program in partnership with community groups, businesses and key stakeholders	Low
Promote the annual business plan to community and government to attract funding	Develop a range of collateral promoting the services, activities and projects identified in the annual business plan	Low
Submit award nominations to measure Council initiatives against other local government organisations	Prepare award submissions when opportunities arise	Low
Implement updated methods to notify residents and visitors of works	Design and deploy updated or new roadside and park signage celebrating the work being undertaken on the community's behalf	Medium
Update standard letters and notices in collaboration with each business unit and their customers	Implement improvements to Response in Full letters and planning notifications	High

## Key Measures of Success

### City of Prospect brand is expressed consistently

- Brand guidelines and tool kit are used consistently across the organisation
- Staff have a clear understanding of the brand and implement consistently branded communication
- Elected members are empowered brand advocates

### Residents and businesses have an improved understanding of the role and value of council

- Increased level of awareness of council programs, services and events
- Increased number of residents and business owners engaged in decision making processes
- City of Prospect reputational measures improved

### City of Prospect demonstrates leadership in the digital space

- Website, intranet and extranet redeveloped in line with best practice principles
- Social media accounts consolidated, audiences and engagement increased
- CRM and email system established to communicate with residents in a targeted manner

## Review

This strategy will be reviewed annually and a progress report provided to the Executive Leadership Team.

# Appendix 3 / Existing Brand Architecture

**Council brand**



**Council service with strong visual relationship**



**Council service with some visual relationship**



**Council service with no visual relationship**



**Council funded event with no visual relationship**





**For further  
information contact:**

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Australian Government  
Department of Industry,  
Innovation and Science  
Prime Minister and Cabinet

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Program Guidelines

# Smart Cities and Suburbs Program – Round 1

Version 13 December 2016

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# 1. Introduction

These guidelines set out the funding rules for round one of the Smart Cities and Suburbs Program (the program) for applicants.

The Department of Industry, Innovation and Science is responsible for administering the program on behalf of the Department of the Prime Minister and Cabinet, in accordance with the requirements of the [Commonwealth Grants Rules and Guidelines](#).<sup>1</sup> The program will run over 4 years from 2016-17 to 2019-20.

Separate program guidelines will be issued outlining the arrangements for any future rounds of the program and will be available on [business.gov.au](#).

We will publish the opening and closing dates of any funding rounds on [business.gov.au](#).

We have defined key terms used in these guidelines in Appendix A.

You should read this document carefully before you fill out an application.

# 2. Program overview

As part of the 2016 election campaign the Government announced the establishment of a \$50 million competitive Smart Cities and Suburbs Program to support projects that apply innovative technology-based approaches to improve the liveability of cities and their suburbs.

Smart cities take a people-first approach to designing and delivering responsive public services with the help of smart technologies. For the purposes of this program, smart technologies generate, store, communicate or process data to enable citizens and local governments to make better decisions and more effectively plan, deliver and utilise public assets, services, resources and spaces.

Smart technology has the potential to support local governments to better engage citizens, resolve persistent urban problems and increase the efficiency and effectiveness of service delivery.

Local governments are at the frontline of urban service delivery. Through collaboration with the private sector, research organisations and not for profit bodies, local governments can harness the expertise and capabilities needed to deliver targeted, locally-relevant and people-focussed smart city outcomes using smart technology.

## 2.1 Program objectives

The program supports the Australian Government's commitment to help local governments and communities use smart technology and increase the accessibility and use of public data so that cities become more liveable and urban service delivery becomes more efficient and effective.

The program will support projects that are citizen centric, link closely with strategic plans for the area and address local needs. Projects that involve collaboration with partners in multiple sectors are encouraged to help grow capability and better leverage program funding and outcomes.

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<sup>1</sup> <http://www.finance.gov.au/resource-management/grants/>

## 2.2 Program outcomes

The intended outcomes of the program are:

- Improvement in the liveability of cities by applying smart technology solutions ('solutions') to urban issues, engaging citizens and opening access to public data.
- Building smart city and smart technology capability in local governments by encouraging stronger links and collaboration with industry, not-for-profits and research organisations.

## 2.3 Program Rounds

The program will be run over multiple rounds. The program's first competitive funding round will commence in the second quarter of 2017.

Local governments can also register interest in participating in a structured incubation program which will help build organisational capability, facilitate collaboration and partnerships and support the development of innovative smart technology proposals ahead of future rounds.

Registrations of interest in the incubation program can be submitted through the application form.

# 3. Grant amount and grant period

## 3.1 Grants available

The minimum grant amount is \$100,000 and the maximum grant amount is \$5 million.

In order to achieve the best value with public money, applicants and their partners must demonstrate a commitment to the Project. The grant amount will be up to 50 per cent of eligible project costs. The applicant and other organisations involved in group projects must fund at least half of the project cost from funding sources other than the Commonwealth funding. The contribution to 50 per cent is required to be a cash contribution as defined in Appendix B.

Contributions committed by applicants (or other organisations involved in group projects) over 50 per cent of the project cost will be highly regarded, including where the Australian Government's funding contribution leverages additional investments that help to achieve the broader objectives of the Program.

A breakdown of allowable contribution types is included at Appendix B.

At least \$10 million will be available in round one to support projects with a total value under \$1 million.

## 3.2 Project duration

The maximum grant period is 24 months and the project cannot extend past 30 June 2020.

# 4. Eligibility criteria

We cannot consider your application if you do not satisfy all eligibility criteria.

## 4.1 Who is eligible?

To be eligible to apply you must have an Australian Business Number (ABN), be registered for GST and be one of the following:

- a local governing body as defined by the *Local Government (Financial Assistance) Act 1995* (Cth)
- an entity incorporated in Australia

- an incorporated trustee on behalf of a trust
- a not for profit organisation; or
- a Publicly Funded Research Organisation (PFRO) as defined in Appendix A, this excludes government departments or agencies which undertake publicly funded research.

Eligible parties are encouraged to bring forward collaborative proposals involving multiple organisations through partnership or consortium arrangements. Further information on proposals involving other organisations is available at 7.2.

## 4.2 Additional eligibility requirements

To be eligible your project must involve

- at least one local government, and
- at least one private sector organisation that will supply and/or contribute technical expertise on smart technology.

In order to be eligible you must provide:

- evidence that your project is ready to commence within two months of executing a funding agreement. You can demonstrate this by:
  - a letter from the Mayor or Chief Financial Officer of each organisation involved with in-principle commitment to start the project in the required timeframe.
- evidence that your project has been endorsed by local government leadership and is supported by relevant council divisions. You can demonstrate this by:
  - a letter from the relevant Mayor(s) stating that the project is endorsed, in principle, if grant funding is awarded, and/or
  - a letter from the head of each division of council that the project will affect stating that they support the project.
- evidence of a minimum cash contribution of 50 per cent of total project eligible expenditure from funding sources other than the Commonwealth funding. You can demonstrate this by:
  - a letter from the Chief Financial Officer or equivalent from contributing organisations confirming funding has been allocated, in principle, for the project.

## 4.3 Eligible projects

The program will fund collaborative projects that fast track innovative smart technology solutions targeted to urban challenges. Projects must:

- develop, apply or implement a solution that is new to the local government area, new to a city or defined region, or new to Australia, or
- deploy existing smart technologies in an innovative way.

Round One will support “deployment-ready” projects that are able to commence within two months of signing a grant agreement for the grant.

Each project must serve as a demonstration to the Australian local government sector of the potential of smart technologies to transform urban communities and council service delivery. Projects that involve multiple local governments are encouraged.

Solutions should be underpinned by direct citizen engagement and user-testing. Projects must be endorsed by local government leaders, supported by relevant service delivery areas and integrated with existing strategies and plans (e.g. Smart Cities Strategy or Digital Plan).

Solutions should align with smart technology standards (e.g. for interoperability) and contribute to the improvement of regulation where applicable.

Applicants are encouraged to submit ambitious and transformational proposals which move local government services beyond business as usual. Projects that demonstrate scalability and outcomes that are transferrable with potential for broader roll out at the local level and across cities will be favoured. Projects that represent a contribution to identified City Deals will also be favoured.

Project outcomes must be measurable against targets and through relevant metrics.

#### 4.4 Eligible activities

The program will support projects which deliver novel smart technology and data solutions. Eligible activities must:

- relate directly to the project
- involve the development, application or implementation of a solution that addresses an urban issue and is new to the local government organisation, new to a city or defined region or new to Australia.

Projects should align with one or more of the four program priority areas: Smart Infrastructure, Smart Precincts, Smart Services and Smart Planning. Further details about the priority areas are included in Table 1 below.

Table 1: Project priority areas

Priority Area	Aim	Description
Smart Infrastructure	Improving the safety, efficiency, reliability and delivery of essential services	Implementation of solutions that improve infrastructure-related services such as traffic management, emergency response, waste management, communications and water supply. Solutions may also address infrastructure management and maintenance and transportation infrastructure issues including accessibility and mobility.
Smart Precincts	Making community precincts more liveable, productive, sustainable and safe	Application of solutions that improve the comfort, amenity, security and management of public facilities, assets and spaces. Solutions may include integrated and intelligent systems which provide automated responses to real-time environmental and usage data.
Smart Services	Delivering citizen-centric local government services and unlocking closer community engagement	Application of solutions that increase engagement with the community, improve delivery of and access to council services and support real-time availability of council information and data.
Smart Planning	Building adaptable and resilient cities through improved land use and strategic planning.	Implementation of solutions that provide more sophisticated information to support decision making, including through automatic integration of data from sensor networks, planning systems that predict development impacts, and smart planning tools that analyse data from myriad sources to improve land use and planning.

## 4.5 Eligible expenditure

You can only spend grant funds on eligible expenditure you have incurred on an agreed project as defined in your grant agreement.

- For guidelines on eligible expenditure, see Appendix B.
- For a list of ineligible expenditure, see Appendix C.

We may update the guidelines on eligible expenditure. If your application is successful, the version in place when you submitted your application applies to your project.

You must incur the project expenditure between the project start and end date for it to be eligible.

You may start your project from the date that you enter into a Grant Agreement with the Commonwealth. If you choose to start your project before you enter into a Grant Agreement with the Commonwealth, you do so at your own risk.

You cannot use funding from other Commonwealth government sources to fund your share of project costs.

The Program Delegate makes the final decision on what is eligible expenditure and may give additional guidance on eligible expenditure if required.

## 5. The merit criteria you need to address

To be competitive, you will need to address each merit criterion in your application. All merit criteria are of equal weighting. The application form asks questions that relate to the merit criteria below. The amount of detail and supporting evidence you provide in your application should be relative to the project size, complexity and grant amount requested. The application form displays word limits.

We will only award funding to applications that score highly against all merit criteria, as these represent best value for money.

### 5.1 Merit criterion 1

#### **Explain how the solution is innovative**

- describe the project including key activities and outcomes
- explain the role of each project partner
- explain how the solution is innovative – either how it uses technologies new to the organisation, the city/region of the country, or how it deploys existing technologies in an innovative way
- detail the technologies proposed, how they will be deployed, and the extent to which they make use of digital communication
- describe how the solution will use data and statistics, and support making government data more open and accessible
- describe how the solution supports interoperability and makes use of relevant standards. Use of open standards will be viewed particularly favourably

### 5.2 Merit criterion 2

#### **Define the challenge the project will address and describe the benefits to your local government area and the broader community**

- explain how the challenge was identified
- describe the impact of the challenge on your community

- explain how your project will address the challenge
- explain how you will measure the success of the project
- explain how you will share the results and lessons of your project with the community and more broadly

### 5.3 Merit criterion 3

#### **Social, environmental and economic benefits of the project**

Outline the social, environmental and economic benefits of the project by identifying:

- the extent to which the project leverages additional investment (describe any cash contributions above the co-funding requirement and any other cash and/or in-kind contributions) the extent to which the project leverages additional partnerships
- your need for funding – explain the impacts on the project if the application for grant funding is not successful. Explain how the grant will impact the project in terms of size, timing and reach.
- how the solution could be replicated in other communities.

### 5.4 Merit criterion 4

#### **Capacity and capability to carry out the project**

- provide evidence to demonstrate:
  - your readiness to commence the project with appropriate approvals planned for or in place
  - your track record with similar projects including managing similar grant funding
  - your access to people with the right skills and experience
  - your access to any infrastructure, capital equipment, technology, and intellectual property necessary for the project
- attach a detailed project plan, including:
  - key risks and proposed treatments
  - key activities and milestones
  - how you will manage and monitor the project and dependencies
- attach a project budget with all major expenditure items identified

## 6. How we assess your application (selection process)

We first assess your application against the eligibility criteria and then against the merit criteria. Only eligible applications will proceed to the merit assessment stage.

We refer your application to the Smart Cities and Suburbs Advisory Committee which is made up of Commonwealth officers with subject matter expertise and independent technical experts.

The committee will assess your application against the merit criteria and compare it to other eligible applications before recommending which projects to fund.

To recommend it for funding it must score highly against each merit criterion. While we assess all applications against the same merit criteria, we will score your application relative to the project size, complexity and grant amount requested. Larger and more complex projects should include evidence that is more detailed.

If we identify unintentional errors in your application, we may contact you to correct or clarify the errors, but you cannot make any material alteration or addition.

## 6.1 Final decision

The Assistant Minister for Cities and Digital Transformation decides which grants to approve taking into account the recommendations of the committee and the availability of grant funds.

If you are successful, you will receive a written offer.

If you are unsuccessful, we will notify you in writing and give you an opportunity to discuss the outcome with us. You can submit a new application for the same project (or a similar project) in any future funding rounds. You should include new or more information to address the weaknesses identified in your previous application. If a new application is substantially the same as a previous ineligible or unsuccessful application we may refuse to accept it for merit assessment.

The Assistant Minister's decision is final in all matters, including:

- the approval of applications for funding
- the amount of grant funding awarded
- the terms and conditions of funding.

We cannot review decisions about the merits of your application.

The Assistant Minister will not approve funding if there are insufficient program funds available across financial years.

## 7. How to apply

Before applying you should read and understand these guidelines and the online application form and the sample grant agreement. View the sample [grant agreement](#) at business.gov.au.

You can only submit an application during a funding round. We will publish the [opening and closing date](#) for each round on business.gov.au.

To apply, you must:

- complete the online Smart Cities and Suburbs Program [application form](#) on business.gov.au
- provide all the information we need to assess your application
- address all eligibility and merit criteria, ensuring each requirement has been considered
- include all necessary attachments

When you submit your online application we will provide you with an automated receipt number and a link. The link goes to a page where you can enter your email address to receive acknowledgment and a copy of your complete application.

You are responsible for making sure your application is complete and accurate. Giving false or misleading information is a serious offence under the *Criminal Code 1995* (Cth). We will investigate any false or misleading information and may not consider your application for the grant. If you find an error in your application after submitting it you should phone us immediately on 13 28 46.

If we find an error or information that is missing we may ask for clarification or additional information from you. This should not change the nature of your application. However we can also refuse any additional information or requests from you to change submissions after the application closing time.

If you need further guidance around the application process or if you are unable to submit an application online [contact us](#) at business.gov.au or by calling 13 28 46.

## 7.1 Attachments to the application

The following documents are required with your application

- letter of support from each project partner
- letter of in-principle commitment from your Mayor or Chief Financial Officer (including ability to co-contribute funding)
- project plan (including governance arrangements if the project is covering multiple councils)
- project budget

You must attach supporting documentation to the application form in line with the instructions provided within the form. You should only attach requested documents. We will not consider information in attachments that we do not request.

## 7.2 Joint applications

Applicants are encouraged to work together and deliver a group project. Parties that could be involved in projects, in addition to the applicant, include:

- businesses
- business and industry organisations
- community sector organisations
- local governments
- state and territory governments
- research institutions
- statutory authorities or government business enterprises
- Regional Development Authorities
- Regional Organisations of Councils.

The Commonwealth will only enter into a grant agreement with the applicant. The applicant will be responsible for entering into legally binding arrangements with any other parties involved in the project, including in relation to any expenditure of Commonwealth funding by those partners, consortium members or third parties. The applicant will be responsible for accounting for expenditure on the project and Commonwealth funding.

The applicant must complete the application form and identify all other organisations involved in their project. The application should also include a letter of support from each of the organisations involved. Letters of support should include:

- details of the project partner organisation
- an overview of how the organisation will work with the lead organisation and any other project partner organisations to successfully complete the grant activity/project
- an outline of the relevant experience and/or expertise the organisation will bring to the group
- the roles and responsibilities of the organisation, and the resources it will contribute (if any)
- details of a nominated management level contact officer.

## 8. If your application is successful

### 8.1 Grant agreement

You must enter into a grant agreement with the Commonwealth.

We will not make any grant payments until there is an executed grant agreement in place. We are not responsible for any of your project expenditure until a grant agreement is in place. If you start any project activity before a grant agreement is executed, you do so at your own risk.

The funding approval may have specific conditions as a result of the assessment process or other considerations made by the Minister. We will identify these in the offer of funding.

If you enter an agreement under the Smart Cities and Suburbs Program, you cannot receive other grants for this project from other Commonwealth granting programs.

The Commonwealth may recover grant funds if there is a breach of the grant agreement.

You will have 30 days from the date of a written offer to execute the grant agreement with the Commonwealth ('execute' means both you and the Commonwealth have signed the agreement). During this time we will work with you to finalise details. The offer may lapse if both parties do not execute the grant agreement within this time. Under certain circumstances we may extend this period. We will base the approval of your grant on the information you provide in your application. We will review any required changes to these details to ensure they do not impact the project as approved by the Assistant Minister.

### 8.2 How we pay the grant

The grant agreements will state the:

- maximum grant amount to be paid
- ratio of eligible costs covered by the grant

We make an initial payment on execution of the grant agreement covering up to 6 months of eligible expenditure. We will make subsequent payments based on your progress reports and your eligible expenditure. We set aside 10 per cent of the total grant funding for the final payment. We will pay this when you submit a satisfactory final report. We may need to adjust your progress payments to ensure we retain a minimum 10 per cent of grant funding for final payment.

### 8.3 How we monitor your project

You must submit progress and financial reports in line with the grant agreement. We will provide sample templates for these reports as appendices in the grant agreement. You will also be able to download them from [business.gov.au](http://business.gov.au). We will remind you of your reporting obligations before a report is due. We will expect you to report on

- progress against agreed project milestones
- contributions of participants directly related to the project
- expenditure of grant funds.

The amount of detail you provide in your reports should be relative to the project size, complexity and grant amount.

We will monitor the progress of your project by assessing reports you submit and may conduct site visits to confirm details of your reports if necessary. Occasionally we may need to re-examine claims, seek further information or request an independent audit of claims and payments.

### 8.3.1 Progress report

Progress reports must:

- include evidence showing you have completed the agreed project activities
- show the total eligible expenditure incurred to achieve the milestone
- be submitted within four weeks of completing a milestone (you can submit reports ahead of time if you have completed the milestone).

We will only make grant payments when we receive satisfactory progress reports.

You must discuss any project or milestone reporting delays with us as soon as you become aware of them.

At the completion of the project, you must submit a final report.

### 8.3.2 Final report

Final reports must:

- include the agreed evidence as specified in the grant agreement
- identify the total eligible expenditure incurred for the project
- be submitted within four weeks of completing the project.
- be in the format provided in the grant agreement

### 8.3.3 Ad hoc report

We may ask you for ad-hoc reports on your project. This may be to provide an update on progress or any significant delays or difficulties in completing the project.

### 8.3.4 Financial report

You will need to provide an independently audited financial acquittal report. A financial acquittal report will verify that you spent the grant as identified in the grant agreement. The financial acquittal report is attached to the sample grant agreement.

## 8.4 Compliance visits

We may visit you during the project period to review your compliance with the grant agreement. We may also inspect the records you are required to keep under the grant agreement. For large and complex projects, we may visit you after you finish your project. We will provide you with reasonable notice of any compliance visit.

## 8.5 Project variations

We recognise that unexpected events may affect project progress. In these circumstances, you can request a project variation, including:

- changing project milestones
- extending the timeframe for completing the project
- changing project activities

Note the program does not allow for:

- an increase to the agreed amount of grant funds

If you want to propose changes to the grant agreement, you must put them in writing before the grant agreement end date. We can provide you with a variation request template. We will not consider changes after the grant agreement end date.

If a delay in the project causes milestone achievement and payment dates to move to a different financial year, you will need a variation to the grant agreement. We can only move funds between financial years if there is enough program funding in the relevant year to allow for the revised payment schedule. If we cannot move the funds, you may lose some grant funding.

You should not assume that a variation request will be successful. We will consider your request based on factors such as:

- how it affects the project outcome
- consistency with the program policy objective and any relevant policies of the department
- changes to the timing of grant payments
- availability of program funds.

## 8.6 Keeping us informed

You should let us know if anything is likely to affect your project or organisation.

We need to know of any key changes to your organisation or its business activities, particularly if they affect your ability to complete your project, carry on business and pay debts due.

You must also inform us of any changes to your

- name
- addresses
- nominated contact details
- bank account details.

If you become aware of a breach of terms and conditions under the grant agreement you must contact us immediately.

## 8.7 Evaluation

We may conduct an evaluation of the program to determine the extent to which the funded activity is contributing to the objectives and outcomes of the program. We may use information from your application and project reports. We may also interview you, or ask you for more information to help us understand how the grant impacted you and to evaluate how effective the program was in achieving its outcomes. We may contact you up to one year after you finish your project for more information to assist with this evaluation.

## 8.8 Tax obligations

If you are registered for the Goods and Services Tax (GST), we will add GST to your grant payment and provide you with a recipient created tax invoice.

Grants are assessable income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek assistance from the [Australian Taxation Office](#). We do not provide advice on tax.

## 9. Conflicts of interest

### 9.1 Your conflict of interest responsibilities

A conflict of interest will occur if your private interests conflict with your obligations under the grant. Conflicts of interest could affect the awarding or performance of your grant. A conflict of interest can be:

- real (or actual)
- apparent (or perceived)
- potential.

We will ask you to declare, as part of your application, any perceived or existing conflicts of interests or that, to the best of your knowledge, there is no conflict of interest.

If you later identify that there is an actual, apparent, or potential conflict of interest or that one might arise in relation to your grant, you must inform us in writing immediately.

### 9.2 Our conflict of interest responsibilities

We recognise that conflicts of interest may arise with our staff, technical experts, advisory committee members and others delivering the program between:

- their program duties, roles and responsibilities and
- their private interests.

We manage our conflicts of interest according to the *APS Code of Conduct* (section 13 (7) of the *Public Service Act 1999* (Cth)). We publish our conflict of interest policy on the [Department of Industry, Innovation and Science<sup>2</sup>](#) website.

Program officials must declare any conflicts of interest. If we consider a conflict of interest is a cause for concern, that official will not take part in the assessment of applications under the program.

## 10. How we use your information

Unless the information you provide to us is

- confidential information as per 10.1, or
- personal information as per 10.2,

we may share the information with other government agencies for a relevant Commonwealth purpose such as

- to improve the effective administration, monitoring and evaluation of Australian Government programs
- for research
- to announce the awarding of grants.

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<sup>2</sup>

<http://www.industry.gov.au/AboutUs/InformationPublicationScheme/Ourpolicies/Pages/Library%20Card/ConflictofInterestInsideTradeExpectationsofInnovationEmployees.aspx>

## 10.1 How we handle your confidential information

We will treat the information you give us as sensitive and therefore confidential if it meets one of the four conditions below:

1. You clearly identify the information as confidential and explain why we should treat it as confidential.
2. The information is commercially sensitive.
3. Disclosing the information would cause unreasonable harm to you or someone else.
4. You provide the information with an understanding that it will stay confidential.

### 10.1.1 When we may disclose confidential information

We may disclose confidential information:

- to the committee and our Commonwealth employees and contractors, to help us manage the program effectively
- to the Auditor-General, Ombudsman or Privacy Commissioner
- to the responsible Minister or Parliamentary Secretary
- to a House or a Committee of the Australian Parliament.

We may also disclose confidential information if

- we are required or authorised by law to disclose it
- you agree to the information being disclosed, or
- someone other than us has made the confidential information public.

## 10.2 How we use your personal information

We must treat your personal information according to the Australian Privacy Principles (APPs) and the *Privacy Act 1988*. This includes letting you know:

- what personal information we collect
- why we collect your personal information
- to whom we give your personal information.

We may give the personal information we collect from you to our employees and contractors, the committee, and other Commonwealth employees and contractors, so we can:

- manage the program
- research, assess, monitor and analyse our programs and activities.

We, or the Minister, may:

- announce the names of successful applicants to the public
- publish personal information on the department's websites.

You may read our [Privacy Policy](#)<sup>3</sup> on the department's website for more information on:

- what is personal information

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<sup>3</sup> <http://www.industry.gov.au/Pages/PrivacyPolicy.aspx>

- how we collect, use, disclose and store your personal information
- how you can access and correct your personal information.

### 10.3 Public announcement

We will publish non-sensitive details of successful projects on, [business.gov.au](http://business.gov.au) and the [Department's website](#)<sup>4</sup>. We are required to do this by the *Commonwealth Grants Rules and Guidelines* and the [Australian Government Public Data Policy Statement](#),<sup>5</sup> unless otherwise prohibited by law. This information may include:

- name of your organisation
- title of the project
- description of the project and its aims
- amount of grant funding awarded
- Australian Business Number
- business location
- your organisation's industry sector.

We publish this information to ensure open access to non-sensitive data within Australian Government agencies to enable greater innovation and productivity across all sectors of the Australian economy.

### 10.4 Freedom of information

The *Freedom of Information Act 1982* (FOI Act) applies to all documents we create, receive or store about the program. If someone requests a document under the FOI Act, we will release it (though we may need to consult with you and/or other parties first) unless it meets one of the exemptions set out in the FOI Act.

## 11. Enquiries and feedback

For further information or clarification, you can contact us on 13 28 46 or by [web chat](#) or through our [online enquiry form](#) on [business.gov.au](http://business.gov.au).

We may publish answers to your questions on our website as Frequently Asked Questions.

The AusIndustry [Customer Service Charter](#) is available at [business.gov.au](http://business.gov.au). AusIndustry uses customer satisfaction surveys to improve its business operations and service.

If you have a complaint, call us on 13 28 46. We will refer your complaint to the appropriate manager.

If you are not satisfied with the way we handle your complaint, you can contact:

Head of Division  
AusIndustry – Business Services  
GPO Box 9839  
CANBERRA ACT 2601

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<sup>4</sup> <http://www.industry.gov.au/Pages/default.aspx>

<sup>5</sup> <http://www.dpmc.gov.au/resource-centre/data/australian-government-public-data-policy-statement>

You can also contact the [Commonwealth Ombudsman<sup>6</sup>](#) with your complaint (call 1300 362 072). There is no fee for making a complaint, and the Ombudsman may conduct an independent investigation.

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<sup>6</sup> <http://www.ombudsman.gov.au/>

## Appendix A. Definitions of key terms

In these *Guidelines* unless otherwise defined:

**Applicant** means an entity that submits an *application* for Smart Cities and Suburbs *Program funding*.

**Application Form** means the document issued by the *Program Delegate* that *applicants* use to apply for funding under the *program*.

**AusIndustry** means the division of the same name within the *department*.

**Conflict of Interest** means the exercise of a power or making of a decision by a person in a way that may be, or may be perceived to be, influenced by either a material personal interest (whether financial or non-financial) or a material personal association.

**Department** means the *Department* of Industry, Innovation and Science.

**Eligible Activities** means the activities undertaken by a *grantee* in relation to a *project* that are eligible for funding support. This is decided by the *Program Delegate* in accordance with these *guidelines* and the *grant agreement*.

**Eligible Application** means an application or proposal for *grant funding* under the *program* that the *Program Delegate* has determined is eligible for assessment in accordance with these *guidelines*.

**Eligible Expenditure** means the expenditure incurred by a *Grantee* on a *project* and which is eligible for funding support. This is decided by the *Program Delegate* in accordance with these *guidelines* and the *grant agreement*.

**Eligible Expenditure Guidelines** means the guidelines which outline what is accepted as *eligible expenditure* under the *program*. This is decided by the *Program Delegate* and may be updated from time to time.

**Grant agreement** means a single agreement for a grant received under the *program* for a *project*.

**Grant Funding** or **Grant Funds** means the funding made available by the Commonwealth of Australia to successful *applicants* under the *program*.

**Grantee** means an entity that has been offered funding and has entered into a *grant agreement* with the Commonwealth in relation to the *program*.

**Minister** means the Assistant Minister for Cities and Digital Transformation.

**Non Income-Tax Exempt** means not exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997 (Cth)* or under Division 1AB of Part III of the *Income Tax Assessment Act 1936 (Cth)*.

**Personal Information** means the same as in the *Privacy Act 1988 (Cth)*.

**Program** means the Smart Cities and Suburbs Program.

**Program Delegate** means the AusIndustry General Manager with responsibility for the Smart Cities and Suburbs Program.

**Program Funding** or **Program Funds** means the funding made available by the Commonwealth for the *program* in any given financial year. This is the funding specified in the Portfolio Budget Statement (as varied by any Portfolio Additional Estimates Statement or by the *Minister*) for that year.

**Program Guidelines or Guidelines** means these *guidelines* that the *Minister* gives to the *department* to provide a framework to operate and administer the *program*, as in force from time to time.

**Project** means a project described in an *application* for Smart Cities and Suburbs *program funding*.

**Publicly Funded Research Organisation (PFRO)** means all higher education providers listed at Table A and Table B of the *Higher Education Support Act 2003* (Cth).

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## Appendix B. Eligible expenditure guidelines

This section provides guidelines on the eligibility of expenditure. We will update these guidelines from time to time, so you should make sure you have the current version from the [business.gov.au](http://business.gov.au) website before preparing your application.

The Program Delegate makes the final decision on what is eligible expenditure and may give additional guidance on eligible expenditure if required.

To be eligible, expenditure must:

- be incurred by the grantee within the project period
- be a direct cost from the project
- be incurred by the grantee for approved project audit activities
- meet the eligible expenditure guidelines.

### How we verify eligible expenditure

If your application is successful, we will ask you to verify the project budget that you provided in your application when we negotiate your grant agreement. You may need to provide evidence such as quotes for major costs.

The grant agreement will also include details of the evidence you may need to provide when you achieve certain milestones in your project. This may include evidence related to eligible expenditure.

If requested, you will need to provide the agreed evidence along with your milestone achievement reports.

You must also keep payment records of all eligible expenditure, and must be able to explain how the costs relate to the agreed project milestones and activities. At any time, we may ask you to provide records of the expenditure you have paid. If you do not provide these records when requested, the expense may not qualify as eligible expenditure.

At the end of the project, you may be required to provide an independent financial audit of all eligible expenditure from the project.

### Labour expenditure

Eligible labour expenditure for the grant covers the direct labour costs of employees you directly employ on the core elements of the agreed project. We consider a person an employee when you pay them a regular salary or wage, out of which you make regular tax instalment deductions.

We consider costs for technical, but not administrative, project management activities eligible labour expenditure. However, these costs are limited to 10 per cent of the total amount of eligible labour expenditure claimed.

We do not consider labour expenditure for leadership or administrative staff (such as CEOs, CFOs, accountants and lawyers) as eligible expenditure, even if they are doing project management tasks.

Eligible salary expenditure includes an employee's total remuneration package as stated on their Pay As You Go (PAYG) Annual Payment Summary submitted to the Australian Taxation Office (ATO). We consider salary-sacrificed superannuation contributions as part of an employee's salary package if the amount is more than what the Superannuation Guarantee requires.

The maximum salary for an employee, director or shareholder, including packaged components that you can claim through the grant is \$150,000 per financial year.

For periods of the project that do not make a full financial year, the maximum salary amount you can claim will be reduced in proportion to the amount of time in the part financial year the project was taking place.

You can only claim eligible salary costs when an employee is working directly on agreed project activities during the agreed project period.

### Labour on-costs and administrative overhead

Eligible salary costs can be increased by an additional 30% allowance to cover on-costs such as employer paid superannuation, payroll tax and workers compensation insurance, and overheads such as office rent and the provision of computers.

You should calculate eligible salary costs using the formula below:

$$\text{Eligible salary costs} = \text{Annual salary package} \times \frac{\text{Weeks spent on project}}{52 \text{ weeks}} \times \text{percentage of time spent on project}$$

You cannot base labour costs on an estimation of the employee's worth. If you have not exchanged money (either by cash or bank transactions) we will not consider the cost eligible.

We will only consider salaries paid to principals and/or their relatives as eligible labour expenditure when the ATO has assessed tax payable on the salary

Evidence you will need to provide can include:

- details of all personnel working on the project, including name, title, function, time spent on the project and salary
- ATO payment summaries, pay slips and employment contracts.

### Contract expenditure

Eligible contract expenditure is the cost of any agreed project activities that you contract others to do. These can include contracting:

- another organisation
- an individual (who is not an employee, but engaged under a separate contract).

All contractors must have a written contract prior to starting any project work—for example, a formal agreement, letter or purchase order which specifies:

- the nature of the work to be performed
- the applicable fees, charges and other costs payable.

Invoices from contractors must contain:

- a detailed description of the nature of the work
- the hours and hourly rates involved
- any specific plant expenses paid.

Invoices must directly relate to the agreed project, and the work must qualify as an eligible expense as if you had claimed it directly (without engaging a contractor). The costs must also be reasonable and appropriate for the activities performed.

We will require evidence of contractor expenditure that may include:

- an exchange of letters (including email) setting out the terms and conditions of the proposed contract work
- purchase orders
- supply agreements
- invoices and payment documents.

As stated in the grant agreement, you are required to ensure all project contractors keep a record of the costs of their work on the project. You may be required to obtain and provide a contractor's records of its costs of doing project work. If you do not provide such records, the relevant contract expense may not qualify as eligible expenditure.

### Other eligible expenditure

Other eligible expenditures for the project may include:

- commissioning
- staff training that directly supports the achievement of project outcomes
- financial auditing of project expenditure
- costs of acquiring intellectual property and technology
- costs you incur in order to obtain planning, environmental or other regulatory approvals during the project period. However, associated fees paid to the Commonwealth, state, territory and local governments are not eligible.
- contingency costs up to a maximum of 10% of the eligible project costs. Note that we make payments based on actual costs incurred.

Other specific expenditures may be eligible as determined by the Program Delegate.

Evidence you need to supply can include supplier contracts, purchase orders, invoices and supplier confirmation of payments.

## Appendix C. Ineligible expenditure

This section provides guidelines on the ineligible expenditure of Australian Government grant funds. We will update these guidelines from time to time, so you should make sure you have the current version from the [business.gov.au](http://business.gov.au) website before preparing your application.

The Program Delegate may impose limitations or exclude expenditure, or further include some ineligible expenditure listed in these guidelines in a grant agreement or otherwise by notice to you.

Examples of ineligible expenditure include:

- research not directly supporting eligible activities
- activities, equipment or supplies that are already being supported through other sources
- costs incurred prior to us notifying you that the application is eligible and complete
- any in-kind contributions
- financial costs, including interest
- capital expenditure for the purchase of assets such as office furniture and equipment, motor vehicles, computers, printers or photocopiers and the construction, renovation or extension of facilities such as buildings and laboratories
- costs involved in the purchase or upgrade / hire of software (including user licences) and ICT hardware (unless it directly relates to the project)
- costs such as rental, renovations and utilities
- non-project-related staff training and development costs
- insurance costs (the participants must effect and maintain adequate insurance or similar coverage for any liability arising as a result of its participation in funded activities)
- debt financing
- costs related to obtaining resources used on the project, including interest on loans, job advertising and recruiting, and contract negotiations
- depreciation of plant and equipment
- maintenance costs
- costs of purchasing, leasing, depreciation of, or development of land
- infrastructure development costs, including development of road, rail, port or fuel delivery networks beyond the manufacturing site
- site preparation activities which are not directly related to, or for, the main purpose of transitioning to higher value and/or niche manufacturing
- opportunity costs relating to any production losses due to allocating resources to the agreed grant project
- costs of manufacturing production inputs
- costs related to obtaining resources used on the project, including interest on loans, job advertising and recruiting, and contract negotiations
- routine operational expenses, including communications, accommodation, office computing facilities, printing and stationery, postage, legal and accounting fees and bank charges
- costs related to preparing the grant application, preparing any project reports (except costs of independent audit reports) and preparing any project variation requests

- travel or overseas costs that exceed 10% of total project costs except where otherwise approved by the Program Delegate.

This list is not exhaustive and applies only to the expenditure of the grant funds. Other costs may be ineligible where we decide that they do not directly support the achievement of the planned outcomes for the project or that they are contrary to the objective of the program. You must ensure you have adequate funds to meet the costs of any ineligible expenditure associated with the project.

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