



Salisbury, Shaping the **Future**



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Foreword



Salisbury, Shaping the Future makes a critical contribution towards achieving the high level objectives of Salisbury's long-term development plan for the City and the Government's strategic objectives for the State.

Shaping the Future

Economic growth and prosperity are the keys to shaping a better quality of life for the entire Salisbury community.

The City of Salisbury has outstanding assets – world-class research centres, a dynamic manufacturing base, large exporting business including multinationals that are engaging in the global economy and many examples of entrepreneurial local companies.

Industry in Salisbury is well positioned to participate in some of the fastest growing market sectors – electronics, information and communications technology, advanced manufacturing, defence and environmental management. The innovation economy is thriving in Salisbury.

This Strategic Economic Plan defines the policies and actions that are necessary to shape the full social and economic potential of the entire Salisbury community. Implementing the plan requires that all stakeholders work cooperatively to make things happen. A collaborative effort between all levels of Government, business and the community must be strongly pursued.

Salisbury Shaping the Future provides the practical framework and necessary actions that will achieve a more prosperous future for our City in the next decade and beyond.

Introduction



Economic Profile

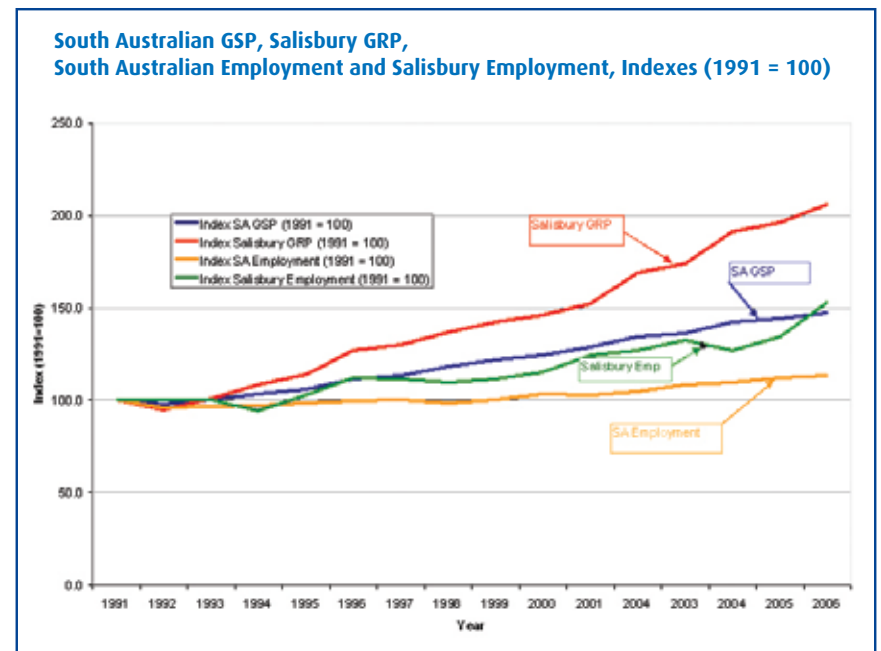
In the past five years, Salisbury's growth has rapidly accelerated at a much faster rate than the State's.

Salisbury represents an outstanding economic success story in South Australia over the past 15 years. Based on the latest Census data (2006), Salisbury's Gross Regional Product (GRP) is estimated to be \$3.7 billion. This represents 5.7 per cent (around one-twentieth) of the South Australian economy.

Over the 1991-2006 periods, Salisbury's economy grew at an estimated average rate of 4.9 per cent p.a. compared to a figure of 2.6 per cent p.a. for South Australia as a whole. In the last five years Salisbury's economic growth has accelerated to 6.2 per cent p.a., while the State's has averaged 2.7 per cent p.a.

Roughly the same story is true of employment: jobs in Salisbury grew by 2.9 per cent p.a. over the 1991-2006 period compared with the corresponding figure of 0.8 per cent p.a. for the State as a whole; with Salisbury's job growth accelerating to 4.2 per cent p.a. (compared to 1.9 per cent p.a. for South Australia) over the last five years.

This better-than-State employment performance was more in slightly higher value-added (and, therefore, likely higher-paid jobs) than before. In 1991, annual labour productivity in Salisbury (Gross Regional/State Product per person employed) was the equivalent of \$73,000 in today's dollars compared to around \$67,000 State-wide — by 2006 the corresponding figures were about \$99,000 in Salisbury and \$88,000 in South Australia as a whole.



Introduction



Salisbury's economic drivers

Salisbury supports a diverse economy although its greatest strength remains in manufacturing.

Sectors that have a large share of the Salisbury economy or that have a medium share and are growing at least as fast as the average for Salisbury (and that are not essentially driven by local demand) are:

- Manufacturing (25 per cent share, declining slightly),
- Wholesale trade (6 per cent share, being maintained),
- Transport and storage (6 per cent share, increasing rapidly),
- Property and business services (9 per cent share, increasing rapidly).

These sectors are Salisbury's economic drivers.

They provide the main sources of economic growth because their markets are not confined to the local economy and their potential scale of economic activity is, therefore, not constrained by the size of the Salisbury economy itself. Some non-driver sectors, such as Government administration and defence and communication services will become economic drivers as a result of the acceleration of defence spending, and if further call centres are attracted in the coming decade.

Another important sector that is not an economic driver is retail trade (8 per cent share, being maintained). Retail trade provides a great deal of economic activity and employment. If Salisbury is growing rapidly, growth in the retail trade sector will also be rapid.

Salisbury's future workforce

This Economic Development Strategy has considered two contrasting future scenarios in the evolution of the Salisbury economy and its skill requirements to the year 2015 – a fast growth scenario and a slow growth scenario.

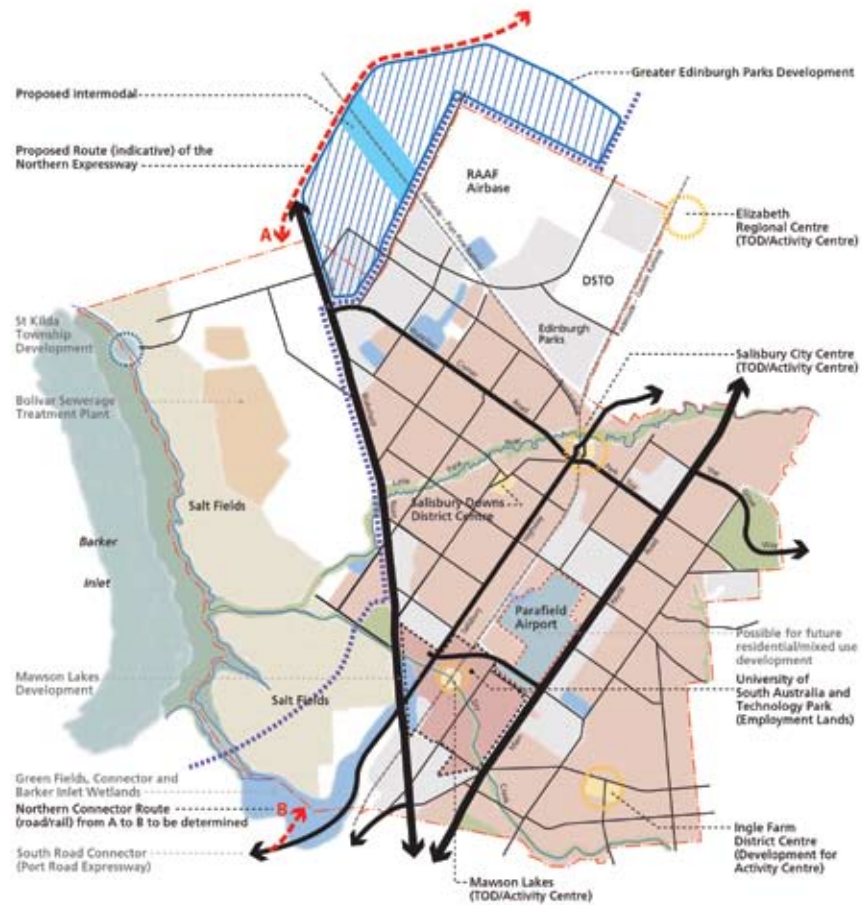
Based on historical performance the fast growth scenario is the most probable. In this Salisbury's GRP will reach \$6.6 billion (compared with \$3.7 billion now) representing 6.2 per cent of South Australia's GSP. Employment (local jobs) in Salisbury will reach 55,482 compared with 37,530 now. 80 per cent of the extra jobs created will require a post-school qualification, of which just under half will be a Bachelor degree or higher qualification.

Only 20 per cent of the extra jobs created will be available for persons without post-school qualifications.

In the slow growth scenario, Salisbury's GRP will reach \$5.0 billion (compared with \$3.7 billion now) representing 5.7 per cent of South Australia's GSP. Employment (local jobs) in Salisbury will reach 41,456 compared with 37,530 now. 90 per cent of the extra jobs created will require a post-school qualification, of which just over half will be a Bachelor degree or higher qualification. Only 10 per cent of the extra jobs created will be available for persons without post-school qualifications. There will not be a job bonanza in Salisbury – employment will only grow by 1 per cent a year – and locals without post-school qualifications will find it hard to compete for these fewer jobs.

Irrespective of whether Salisbury faces fast or slow growth in the future, the possession of post-school qualifications will be a major influence on a person's chances of getting a job in Salisbury (or anywhere else, for that matter).

Economic Direction



Shaping the Future - Existing and Proposed Employment Lands

We want to continue to develop and support a culture of entrepreneurship and competitiveness to ensure local businesses and industries are built on a foundation of skill development, innovation and sustainable practices.

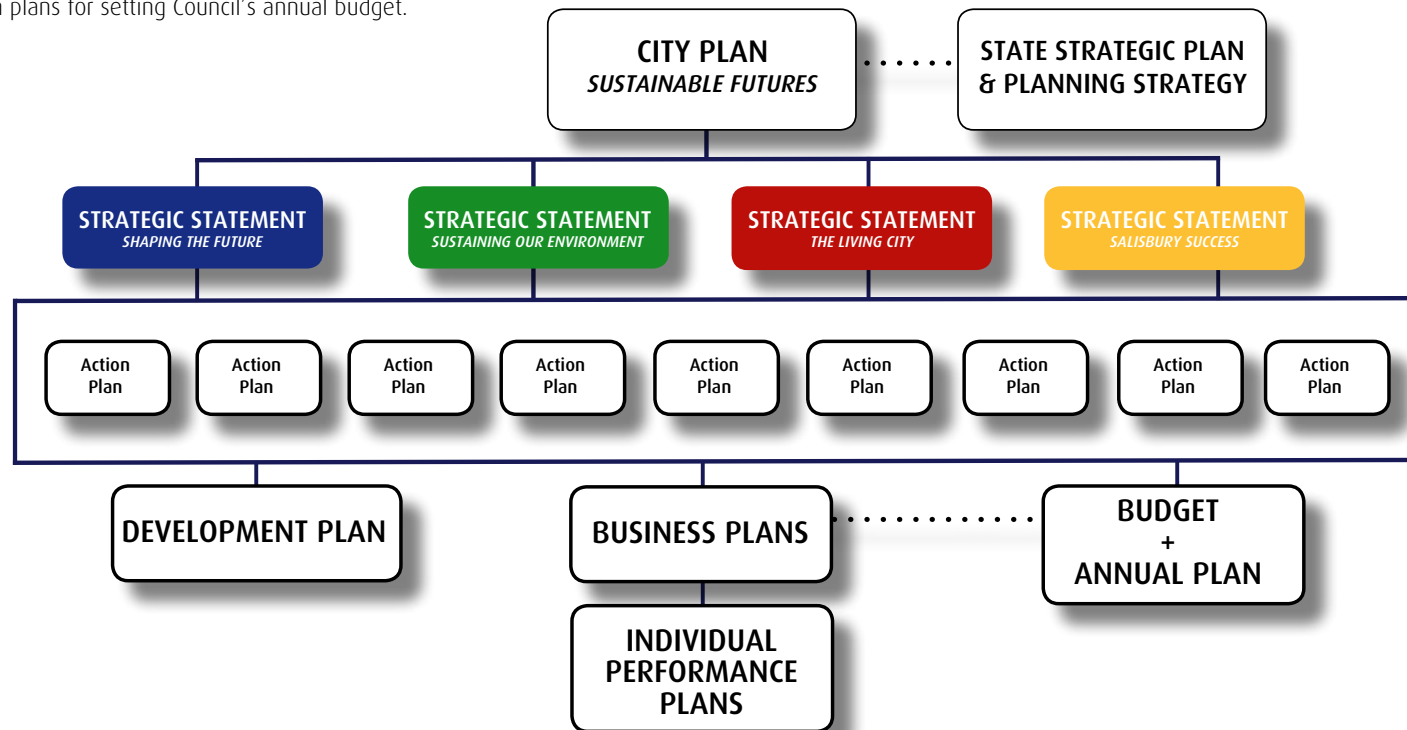
This map illustrates existing and proposed employment lands and key development areas.



Planning Framework

City of Salisbury - Planning Framework

The City of Salisbury has structured its planning process around the four key Directions presented within the City Plan. This chart illustrates the relationship of the high level strategic directions with the State Strategic Plan and Planning Strategy and the supporting action plans for setting Council's annual budget.



Integration



State Strategic Plan

South Australia wants a dynamic, growing economy that is competitive, resilient and diverse and that benefits all citizens. The State's growth will be managed in an environmentally sustainable way and investors will be attracted by the quality of the workforce, a reputation for innovation, the vitality of South Australia's communities and the efficiency of Government.

South Australia's Strategic Plan is about improving the wellbeing and prosperity of all South Australians. It's about working together to shape a future for our State built on innovation, strong communities and environmental sustainability.

Over the next 10 years the Strategic Plan aims to reach measurable targets across the following objectives:

- Growing Prosperity
- Improving Wellbeing
- Attaining Sustainability
- Fostering Creativity
- Building Communities
- Expanding Opportunities

Some of these are already being implemented and progressed, while others will require many years of focused attention.

Sustainable Futures - Salisbury City Plan 2020

Sustainable Futures sets out what and who we are and what we might, as a community like to become.

Salisbury has adopted its new City Plan – *Sustainable Futures* that builds on its strengths and responds to the Government's agenda through further progressive reform, infrastructure improvement and new social and economic development initiatives.

Sustainable Futures provides a regional strategic context incorporating priority agendas for the area. This creates the framework within which to position the Strategic Economic Plan. A deliberate approach of integration with the State Plan ensures an ongoing platform for continued collaboration and partnership in addressing the major objectives.

The linking elements of the City Plan are economic, social and organisational excellence. Their relationships to each other are mutually dependant. This Economic Development Strategy makes a critical contribution towards achieving the high level objectives of Salisbury's long-term development plan for the City and the Government's higher level objectives for the State.

Our Commitment



The City of Salisbury is committed to achieving sustainability in all that it does – residentially, commercially and industrially.

Achieving our Vision

Salisbury has the leadership and capacity to design integrated and effective strategies for local development. Such strategies need to draw on good policy coordination among key players at the Federal, State and Local Government levels; on policies that suit local needs and strengths; and on genuine participation of all partners in the design and implementation of measures.

The City has identified three fundamental components that are critical to regional economic success.

1. The establishment and continual development of innovative ‘exporting businesses and clusters’ which bring outside resources into regional economies such as northern Adelaide and transfer that wealth into the local economy for the benefit of domestic businesses and the community in general.
2. A skilled workforce and entrepreneurial leaders that develop the wealth generating enterprises as well as work in the supporting domestic industry. Workforce development must be based around business needs and encompass community integration and local employment.
3. A vibrant and diverse city which can attract and retain a creative society.

The key to economic sustainability – as demonstrated by regions around the world – is to accelerate economic development via an integrated, regional system of innovation and entrepreneurship predicated upon these enabling components.

Our Commitment



Role of Government in Economic Development

The intervention and participation of both State and Federal agencies is critical to progress.

Economic development requires ongoing cooperation and collaboration across all levels of Government. At a regional level the intervention and participation of both State and Federal agencies are critical to progress.

The City of Salisbury is committed to supporting development agencies at a Local Government level by:

- Setting the right business climate by both supporting local businesses and welcoming new investment
- Providing efficient and effective Government services within the region
- Presenting service programs tailored to local industry and business needs and
- Providing appropriate infrastructure.

Salisbury offers prospective investors a localised service aimed at creating a competitive business climate.

- Investment attraction information
- Relocation assistance advice
- Site selection support
- Provision of service roads
- Industrial land.

Delivering efficient and effective Government services means:

- High level development application approval process
- Efficiency of Council operations and
- Can-do resolution of issues.

Services supporting economic development are currently delivered through:

- Salisbury Business & Export Centre
- SA Centre for Innovation
- Skills development programs.

The *Shaping the Future* Economic Development Strategy reflects the high priority that Salisbury gives to all aspects of its economic development agenda.

The coordination of these priority actions is achieved through the high level internal Economic Development Forum which is chaired by the City Manager and includes executive representation across Council departments. Advice on strategic development is taken from the recently convened Northern Economic Leaders which is a representative group of senior business, Government and community leaders with a keen interest in the development of the northern region of Adelaide.

OVERALL DIRECTIONAL STATEMENT “To further develop our City as prosperous and progressive by attracting and sustaining increased business investment and by providing accessible learning opportunities to grow and support a skilled workforce.”

OBJECTIVES:

1. Enhance skills and workforce development opportunities.
2. Facilitate partnerships between education, research and industry.
3. Promote investment in research and development.
4. Attract and enhance business development.
5. Encourage quality and appropriate development.
6. Facilitate the long-term supply of industrial and commercial land.
7. Ensure infrastructure supports development.
8. Facilitate the delivery of an integrated transport network.



POLICY & PLANNING STREAMS:

Policy & Planning Stream 1: Regional Culture and Framework of Innovation, Entrepreneurship and Collaboration

Adopt and incorporate leading edge practices, technologies and Governance structures to ensure a continually evolving and dynamic collaborative environment to optimise economic opportunity.

Policy & Planning Stream 2: Sustainable Business Growth

The establishment, attraction and ongoing development of domestic and export businesses within the region. A priority is placed on innovation and wealth generation that brings outside resources into the area resulting in a growing, sustainable and prosperous regional economy.

Policy & Planning Stream 3: Workforce Development

Ensure the ongoing supply and development of industry relevant workforce to facilitate continuing business growth both in the knowledge economy and domestic industries. A priority focus is placed on local jobs for local people.

Policy & Planning Stream 4: Build Enabling Infrastructure

The planning and provision of economic infrastructure is essential to provide a conducive and attractive environment to enhance and enable competitive business growth within the region.

Policy & Planning Stream 1 Regional Culture & Innovation



Develop a Regional Culture and Framework of Innovation, Entrepreneurship and Collaboration

Goal 1.1 - Strengthen Partnerships & Encourage Collaboration.

Partnerships allow for the integrated or 'holistic' approach to policy development which is a way to achieve social cohesion and sustainable development. In gathering relevant partners within the same structure from the public and private sectors, partnerships add information to decision making processes, increase the appropriateness of implementation of Federal, State and Local Government policy.

Priority Actions

• Business Innovation

Enhance and instil innovation processes and world best practice within existing enterprises with special attention to innovation developments in the sectors of:

- Advanced Manufacturing
- Electronics
- Defence
- Environmental Services.

The advancement of innovation capacity in these sectors requires:

- A survey of businesses to assess their processes of innovation
- Support and strategically integrate services with the northern node of SA Centre for Innovation.

• Technology Incubator

There's a need for intervention to ensure the ongoing establishment of globally competitive technology based companies and programs that facilitate the commercialisation of viable intellectual property based on specialised technology. This will require:

- Establishment of a virtual and physical facility to support high growth technology enterprises
- Support programs and mentoring processes to help the establishment of new technology companies.

• Northern Advance

A Northern Economic Development Forum is proposed to strengthen the economic capacity of the broader northern region as the engine room for South Australia. The Forum will comprise key strategic partners from both Local, State and Federal Government, business and tertiary sectors.

Specifically the key stakeholders are likely to be:

- City of Salisbury
- City of Playford
- University of South Australia
- Land Management Corporation
- Dept of Trade & Economic Development
- Dept of Further Education, Employment, Science and Technology
- Dept of Primary Industries & Resources, South Australia
- Dept for Transport, Energy & Infrastructure.



• **Northern Economic Leaders**

The Northern Economic Leaders Group is an executive committee of leading Business Leaders from the north of Adelaide. They meet regularly to discuss issues surrounding innovation, workforce strategies, environmental sustainability and global business models. The group is an initiative of the City of Salisbury to establish sustainable links between industry, Local, State and Federal Governments.



The group identify, engage and establish forums for the top economic leaders of Northern Adelaide to participate in:

- Regional ambassadors and investment program
- Infrastructure and policy forums
- Quarterly economic briefings.

• **Northern Futures**

Establish a consolidated entity to assess future labour supply and demand. Identify future business skill needs and education requirements to meet these needs. Foster strong partnerships and collaboration.

• **Northern Economic Framework**

Formalise partnerships with key development agencies, university and peak industry groups to discuss, resolve and agree on an overarching economic development framework including a performance scorecard, covering the four core principles of this strategy along with:

- Future industrial and commercial land use
- Major infrastructure priorities
- Adoption of key industry drivers
- Branding the region.

Goal 1.2 - Facilitate City Innovation

To enhance the competitiveness of the region and develop global businesses requires a climate of innovation and encouragement of entrepreneurship.

This requires ongoing policy and resource attention to maintain the competitiveness and business appeal of the region's major innovation initiatives.

Policy & Planning Stream 1 Regional Culture & Innovation



Priority Actions

• City of Salisbury Brand

Marketing the economic potential of the City as a means of stimulating investment, encouraging new residents and generally raising the region's profile is increasingly important. This requires researching, developing and adopting a unifying brand image and supporting marketing actions as the basis for promoting the region's:

- Competitive business climate
- Strengths in key industry sectors
- Local and State Government collaboration.

• Integration across Economic Hubs

Federal and State agencies, involved in a broad range of new initiatives, need to capitalise on the mutual benefits that can arise from exchanging information where there are obvious economic links.

This action aims to ensure that an integrated approach is achieved across regional and economic activity zones at both a State and national level. For example building working relationships between such precincts as the Osborn Precinct and the Mawson Innovation Precinct will facilitate further growth.

• Mawson Innovation Precinct

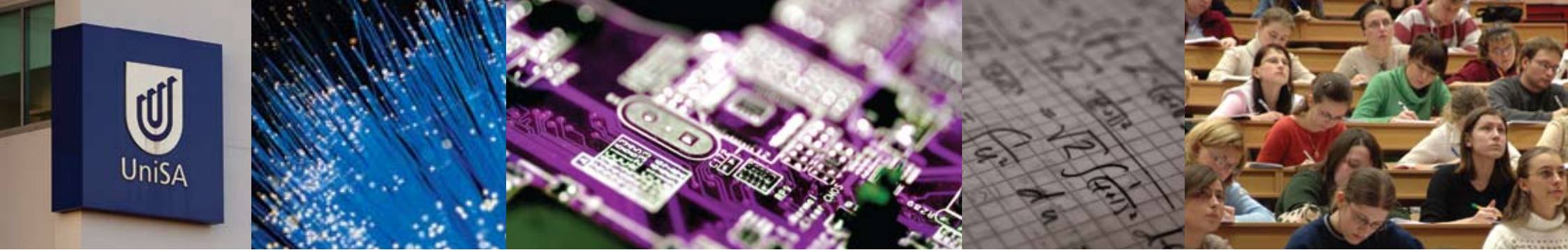
Establish a governance and operational framework for the Mawson Innovation Precinct (MIP) to consolidate the geographic location of Technology Park, UniSA Mawson Lakes in the City of Salisbury as an integrated innovation precinct. The aim of the precinct is to:

- Establish the MIP as the acknowledged innovation and technology hub for manufacturing and defence in South Australia
- Ensure existing and future innovation initiatives are integrated
- Strengthen collaboration and partnerships between universities, Technology Park and industry to encourage and facilitate knowledge transfer across sectors of Research & Development (R&D) knowledge.

• Intelligent City

A critical driver of regional prosperity requires that both private and public agencies keep abreast of rapid technology change. This requires the development of:

- An overarching strategy for delivery and utilisation of online broadband applications
- Review of emerging technology utilising technology roadmaps i.e. broadband developments
- Feasibility of establishing a regional ICT hub.



• **Knowledge Assets**

It is important to have a consolidated understanding of all educational institutions and research development facilities in the region. This requires the development of:

- Mapping of all current and proposed education and R&D assets
- Accessible data on the current scope of R&D investment in the region
- Development of a future growth strategy to optimise the capacity of these assets
- Encourage and facilitate knowledge transfer across industry, especially related to R&D activity
- Establishment of international student placement program into industry.

Current Major Projects for Regional Culture & Innovation Framework

Mawson Innovation Precinct

Establish the Mawson Innovation Precinct (MIP) which will bring together the innovation, technology knowledge and research and development resources of Technology Park, University of South Australia and Mawson Lakes to form one of Australia's leading integrated innovation precincts.

Next Generation Small Business Development

Small business ownership will become increasingly common and diverse, new forms of small and personal businesses will be created, and educational and training programs will shift and expand to support small businesses.

Entrepreneurs in the next decade will be far more diverse than their predecessors in age, origin, and gender. These shifts in small business ownership will create new opportunities for many and will change the global economy.

The City of Salisbury provides opportunities through online services, learning and business development programs which will take advantage of these trends and provide the opportunity for the business and community to benefit from them.

Policy & Planning Stream 2 Sustainable Business Growth



Facilitate Sustainable Business Growth

Goal 2.1 - Investment Attraction

The region is growing rapidly but there remains considerable capacity for further growth in key industry sectors. This requires the adoption of a regional strategy to attract businesses, manage new investment and hence facilitate future investment.

Priority Actions

• Council Services

Council has an important role to play in stimulating local business growth through the provision of a range of business services in partnership with Government. This requires the development of an integrated and comprehensive range of services that facilitate economic development. To extend the scope of business services Council has formed a high level executive group – the Economic Development Forum – to ensure provision of timely services to investors and local business including tailored actions relating to:

- Planning approval
- Business development services
- Issue resolution and client management function
- Delivery of support services to facilitate access to workforce.

• Investment Protocols

Salisbury and the northern region has capacity for long-term sustainable growth. To maximise investment opportunities Council needs to be welcoming to new investors and provide a range of supporting follow-up services.

This requires the adoption and implementation of an Investment Attraction Strategy with specific provision for new investment in the critical industry drivers for the region. This requires development of:

- Tailored business investment cases for new prospects
- Land identification database for new investors
- After-care customer service for new investments.

• Targeting Industry Prospects

Shaping the Future focuses on the future development of the key industry sectors of:

- Manufacturing
- Transport & Logistics
- Defence & Electronics
- Communication
- Food Produce and Processing.

Opportunities for securing new investment can be facilitated by developing attraction strategies for these sectors which incorporate a collaborative marketing effort led by DTED and Invest Australia. They would undertake strategic research to identify company prospects with capacity to expand in these sectors and raise wider understanding of the specific advantages of the northern region.



- **Business Linkages**

A cornerstone of regional development is the capacity for local businesses to trade locally and source services and supplies from within the region. This can best be achieved through:

- Research and develop local business networks
- Facilitate local sourcing at a business to business and industry to business level
- Establishing accessible online business information networks
- Development of industry and business clusters
- Identify future major project 'opportunities pipelines'.

Goal 2.2 Business Development

Economic growth and the continuing prosperity of local business is the key to shaping a better quality of life for both the Salisbury community and the entire region. To ensure local businesses are supported and are able to grow requires intervention to maintain a competitive business climate matched with policy and actions that address any barriers to growth.

Priority Actions

- **Small Business Advisory Services**

Local businesses and potential entrepreneurs need to be encouraged and provided with program support. This service is best delivered locally and requires the provision of programs that:

- Help facilitate start-up enterprises
- Accelerate the development of early stage small business
- Provide general assistance to local businesses, including those that are home-based.

- **Export Facilitation**

More than 150 companies currently have achieved export markets from Salisbury and the northern region. Further intervention and encouragement will assist enterprises to establish and develop new interstate and international export markets. This involves:

- Provision of support programs provided locally by DTED to assist local firms into export markets
- Establishment of Austrade satellite facility in the region
- Establishment of regional exporters club facility.

- **Sustainable Business**

Balancing economic development with environmental sustainability is critical to the region's prosperity. This requires that greater attention be given to educating businesses to embrace the new and emerging environmentally sustainable standards, practices and technologies. Initiatives include:

- Design and delivery of business programs
- Creation of Sustainability Working Group
- Pilot regional case study.

Policy & Planning Stream 3 Workforce Development



Enhance Workforce Development

Goal 3.1 Human Resource Best Practice

The rapid economic growth in the region and the focus on developing key strategic sectors requires the ongoing provision of both a skilled workforce with specific knowledge of the industry sectors to be entered as well as businesses that are able to retain and develop their existing staff. A priority is to ensure that human resource best practice is widely adopted as a distinct competitive advantage for the City of Salisbury.

Priority Actions

• Workforce Planning

A cornerstone of successful globally competitive business requires attention to best practice in human resource policy and procedures.

This increasingly warrants intervention at a local level to provide programs and support that are relevant to emerging industry trends to ensure supply of a skilled workforce to meet business needs. Specifically this requires processes to undertake:

- Workforce planning and analysis
- Capture of data on future skill requirements linked to potential supply opportunities
- Establishment of best practice in companies for recruitment, training and retention
- Consideration of future trends in “work from home” practices.

• Mature Age

As the workforce matures there is a need to ensure that the workplace and mature workers are both equipped to manage change and have the necessary skills to remain in the workforce as new technologies and techniques are taken up by younger workers. This requires specific policy development and programs to provide for a mature aged workforce.

• Skilled Migration and Retention

Salisbury needs to continue to attract skilled workers and ensure those already employed remain in the region. This requires working closely with local industry and the State and Federal Government to identify and facilitate skilled migration to ensure a continued supply of relevant skilled workers in key industry sectors.

Whilst priority is to be given to migration programs this will be balanced with local retention strategies to retain skilled workers and international students living and working in the region.

• Access Online Learning

There is a need for the establishment of a regional educational online learning facility directly linked to needs of local business for upskilling programs. The facility requires involvement of TAFE, UniSA and other providers.



Goal 3.2 Workforce Supply

This Strategic Economic Plan focuses on developing key industry sectors which requires the ongoing provision of both a skilled workforce with specific knowledge of the industry sectors to be entered by new workers. A priority in providing the right workforce mix is to ensure that local residents and especially young people have access to industry relevant skills and career pathways.

Priority Actions

• Local Career Pathways

This action encompasses all regional facets, including schools, universities, TAFE and other providers to:

- Develop industry specific programs incorporating the delivery of curricula in entrepreneurship
- Secure partnership with university and education leaders alongside industry
- Career advisory services for young people and those re-entering the workforce.

• Local Employment Pathways

Creating a close industry link through workforce planning and programs that provide for the next generation of workers requires ongoing support for established Employment Pathways Programs in the region and the extension of these programs to other industry sectors.

- Delivery of Employment Pathways Program
- Establishment of targeted mentoring programs.

• Regional Centre for Maths and Science

South Australia is facing a looming shortage of qualified persons in science, maths and technology professions. There is a decline in school students' uptake of maths and science subjects in Salisbury. There is also a lack of applied science graduates and insufficient knowledge of careers pathways in these critical vocations.

The action proposed is to assess the feasibility and case for:

- Consolidation of a specialist centre that will link State and regional initiatives and encourage uptake of maths and science
- Integration and ongoing support for programs such as NAMIG targeted towards high skilled careers.

Policy & Planning Stream 3

Workforce Development



- **Learning Directions Strategy**

There is a need to re-enforce the merits of learning communities through the provision of a broad range of accessible training and education packages for all ages. This includes:

- TAFE and university curricula
- Mawson Centre learning programs
- Neighbourhood Centres
- Libraries and development and delivery programs with Council functional groups.

- **Youth Enterprise Centre**

The capacity for young people to secure full-time jobs requires intervention at an early stage to encourage the take up of employment or training. The motivation for interest in career opportunities is stimulated by participation in development programs focusing on both social, recreational and employment interests. The Twelve25 Salisbury Youth Enterprise Centre provides a local focus to engage young people in Salisbury. The initiative included:

- Construction of an integrated youth enterprise centre
- Delivery of training programs targeted towards school to work transition and disengaged youth to employment.

Current Major Projects for Workforce Development

Workforce Planning and Skill Development

The need for effective workforce planning and skill development is critical to the long-term growth of the City of Salisbury.

This means working with secondary and tertiary educational institutions alongside the business sector to identify key programs and initiatives that will enhance business and individual opportunities. Specific initiatives include:

- **Northern Futures:**

A consolidated entity to assess future labour supply and demand in the region and identify initiatives to address.

- **Skilled Migration and Retention:**

Work with local industry, State and Federal Governments to attract and retain skilled workers to the region.

- **Creative Industries:**

Attract business and residential investment to the region as well as provide employment opportunities for artists and performers.



- **Local Career and Employment Pathways:**

Address unemployment by creating close industry links and ensuring local residents have access to industry relevant skills and career pathways.

- **Mature Age Employment:**

Increasing numbers of people disengaged from the workforce prior to the 'traditional' retirement age of 65 years, often as a result of retrenchment and/or outdated skills represents a significant issue. This program recognises the value of this group to the long-term employment base of the city.

- **NAMIG (Northern Advanced Manufacturing Industry Group):**

Is an industry led program that provides a way for schools and industry in northern Adelaide to work together to increase participation in maths and science studies. The program provides students with industry experience and assistance as they create their own projects through the Concept to Creation Program (c2c).

The NAMIG business model has been predicated on strong partnerships formed by the NAMIG Industry Partners, the Cities of Salisbury and Playford, and the schools in northern Adelaide, aided by industry associations and educational organisations.

- **Career and Workforce Development Centre (CWDC):**

The career and workforce development centre was established in 2008 in Salisbury, to facilitate career counselling, development of employment pathways and employment opportunities for the Salisbury community. It was established through Northern Futures, which operates independently of Government structures for the benefit of the local industry and community members in the region.

- **Youth Employment:**

High levels of youth unemployment persist in the area. Salisbury's Twelve25 Salisbury Youth Enterprise Centre facilitates learning, skills development and transition from school to work programs for young people to enhance their opportunities to engage with and benefit from local economic development.

Policy & Planning Stream 4 Build Enabling Infrastructure



Goal 4.1 - Infrastructure Strategy

Salisbury is currently the fastest growing Local Government area both in terms of residential and business growth. It's vital that future needs are anticipated by developing road, rail and communications infrastructure along with upgraded electricity, gas and provision of secure water supplies for Salisbury and northern Adelaide.

Priority Actions

• Major Projects Portfolio

An extensive program of major projects is scheduled by State and Federal agencies for implementation in the region in the next decade. This warrants the consolidation of a major projects list with timelines for completion through to the possible formation of a regional working group. Specific examples include:

- Establishment of army battalion
- Solar Cities Project
- Waterproofing Northern Adelaide
- Northern Expressway.

• Greater Edinburgh Parks

The north west sector of Salisbury provides extensive land parcels for future residential, industrial and commercial development over the next decade. This warrants an extensive planning review with State agencies to resolve the best long-term use of this area. Council will partner with City of Playford and the State Government in a strategic review of land use policy and development opportunities.

The development of a Greater Edinburgh Parks Strategy Master Plan will establish a strategy for the provision of a three to five year supply of 'industry ready' land in a planning horizon of 15 to 20 years. In partnership with the State, Commonwealth and other Local Governments the strategy will integrate transport and land use planning incorporating the regional economic drivers of Defence, Transport/Logistics and Advanced Manufacturing.



• **Future Development Planning**

The State Government through the Land Management Corporation currently owns and manages extensive land holdings in Salisbury and the region, including its investment in Technology Park and Edinburgh Parks. The opportunity is presented for the State and private sector to collaborate in a way that facilitates the timely delivery of land and infrastructure to meet the take-up needs of industrial and commercial sectors.

Regional Transport Infrastructure

Key transport infrastructure initiatives that need to be pursued include:

- Development along transport corridors
- The Northern Expressway and Northern Connector
- Intermodal Facility
- Establishment of TODs at Mawson Lakes and Salisbury town centre
- Improved bus services
- Continued upgrade of north-west connector roads.

• **Sustainable Development**

Council is committed to ensuring that economic and social progress in Salisbury is balanced by the obligation to sustainability. This requires the development and adoption of a comprehensive sustainability strategy including policy statements and programs for:

- Water recycling and conservation
- Renewable energy
- Biodiversity and marine conservation
- Waste management and land fill practices
- Sustainable business practices.

Current Major Projects for Enabling Infrastructure

Edinburgh Defence Capital

The City of Salisbury and Edinburgh RAAF base have been confirmed as the site for the consolidation of Australia’s largest defence communities with the raising of the 7th Royal Australian Regiment and upgrade of Edinburgh airbase.

The raising of the 7th Royal Australian Regiment (RAR) to Edinburgh will see an increase of approximately 1,200 army personnel in South Australia by 2012. The \$600 million investment requires construction of administration blocks, warehousing and logistics facilities, accommodation and joint use facilities, including physical training, messes and support services. The City of Salisbury aims to offer the necessary housing, services and opportunities to support this establishment and their families.

Policy & Planning Stream 4 Build Enabling Infrastructure



Parafield Airport Relocation

Parafield Airport is one of Australia's oldest inner city commercial airports. Council believes that its future tenure is limited because of increasing demand for further residential development coupled with the impact airport activity is having on nearby residential areas.

City of Salisbury will continue lobbying the Federal Government for the airport to be relocated to the Wakefield region or elsewhere so as to rationalise the current site for other urban activities and planning for this outcome needs to commence now.

Provision of Industrial and Commercial Land

The long-term availability of industrial land to support continued business growth in our region is critical for both business competitiveness and opportunity for our community. Council is actively involved in the continual development of the Edinburgh Parks industrial area and looking at future opportunities through the Greater Edinburgh Parks Study. This latter project focuses on extensive areas in the north west of our City.

Regional Transport Infrastructure

The outer northern metropolitan area has been identified by the State Government's metropolitan planning strategy as Adelaide's main growth area for population and industry. Accordingly, the provision of an efficient transport network is vital for the ongoing development of the region.

Key transport infrastructure initiatives include:

- **Transport Corridors:** Review the transport system and transport corridors to identify opportunities to enhance the capability of existing transport infrastructure in servicing existing and additional people in close proximity to activity centres and mass public transport systems. This will include:
 - Review the potential for increased residential densities adjacent the Adelaide-Gawler rail line corridor within Salisbury.
 - Provision of grade separation of road/rail crossings.
 - Opportunities to upgrade public bus transport infrastructure along roads and at activity centres.
 - Development of Transit Orientated Developments (TOD) at key locations including Mawson Lakes and Salisbury town centre.



- **The Northern Expressway and Port Wakefield Road:** These integrated projects deliver a strategic economic asset to the region which will stimulate business activity and provide benefits for the northern Adelaide region and the nation by connecting the national network road links from Sydney, Perth and Darwin.

- **The Northern Connector:** The development and provision of a new transport corridor 'The Northern Connector' between Port Wakefield Road and Port Adelaide by 2016. This is a multiple use transport corridor incorporating both road and rail services. The flow-on effects of this link for adjacent development opportunities will be significant.

- **Secondary (East-West) Road Network:** Enhancing road networks for east-west movement between Main North Road, Port Wakefield Road and NExy. Specifically, Edinburgh Road, Commercial Road, Saints Road and Elder Smith Road. Particular emphasis needs to be placed on investigating access to the Salisbury town centre from the east.
- **Intermodal Facility:** Establishment of road/rail intermodal located west of Edinburgh Parks and adjacent the proposed Northern Expressway.

- **Main North Road:** Continued upgrade of Main North Road to provide for the efficient and safe movement of vehicles.
- **Public Transport:** The provision of readily accessible public transport particularly for servicing cross-city needs and new activity centres is essential and will become more so with the advent of higher fuel costs and population growth within the city.

Targets & Indicators



CITY DIRECTION 1: SHAPING OUR FUTURE

Overall Directional Statement: "To further develop our City as prosperous and progressive by attracting and sustaining increased business investment and by providing accessible learning opportunities to grow and support a skilled workforce."

City Indicators	Baseline Data	City Target	State Targets
ECONOMIC ACTIVITY			
Salisbury's contribution to annual growth in GSP.	Over the last five years (2002-2006), Salisbury's economic growth (6.2%) p.a. exceeded the State's average annual growth rate (2.7%).	Continue to exceed the State annual growth rate in GSP. Measure: Level of growth compared with State. Source: State Gov't & SBEC data.	T1.1 Economic growth: Exceed the national economic growth rate by 2014.
EMPLOYMENT			
Unemployment levels for the City.	As of June 2008, unemployment rate for the City was 7.8% while the State's average was 4.9%.	Unemployment levels to be no greater than the State average. Measure: Recorded unemployment rates. Source: Department of Employment & Workplace Relations (quarterly). ABS (annually).	T1.11 Unemployment: Maintain equal or lower than the Australian average through to 2014.
Employment opportunities.	Between 2001 and 2006, an average annual employment growth of 3.71% p.a. was achieved.	Employment opportunities to increase by 5% per annum. Measure: Number of full-time and part-time employment opportunities created. Source: DEWR & DTEI data, SBEC data.	T1.12 Employment participation: Increase the employment to population ratio, standardised for age difference to the Australian average. T1.13 Employment in the Defence Industry: Increase defence industry employment from 16,000 to 28,000 by 2013.

Targets & Indicators



City Indicators	Baseline Data	City Target	State Targets
EDUCATION			
Participation in higher education.	Between 2001 and 2006 an average of 4% annual growth was achieved in higher education.	Increase of 5% per annum in number of residents engaged in or completed higher education. Measure: Number of residents with higher education qualifications. Source: ABS Census.	T6.20: - Higher education: Increase SA's proportion of higher education students to 7.5% of the national total by 2014.
School retention to Years 11 & 12.	Between 2001 and 2006 an average of 3.31% annual growth was attained for completion of Years 11 and 12.	Increase of 5% per annum in the number of young people completing Years 11 & 12 at high school. Measure: School retention rates. Source: Department of Education & Children's Services. ABS Census.	T6.16 SACE or equivalent: Increase yearly the proportion of 15-19 year olds who achieve the SACE or comparable senior secondary qualification.
TRANSPORT			
Public transport.	Baseline data being developed.	Increase patronage of public transport by 10% based on 2008 levels. Measure: Public transportation patronage PA. Source: Trans Adelaide.	T3.6 Use of Public Transport: Increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled by 2018.
Freight traffic on suburban roads.	As of June 2008 the average daily total commercial vehicle movement was 6.8%.	Reduce the number of freight vehicles using suburban roads by 10% by 2011. Measure: Heavy Vehicle surveys. Source: City Projects Traffic Studies.	

Acknowledgements



Sustainable Futures and the supporting *Salisbury, Shaping the Future Economic Development Strategy* is the result of an extended process of analysis and consultation.

Specifically Council acknowledges the work of Professor Dick Blandy who has provided extensive analysis of the performance of the City in his 2008 update report - A Quantitative Assessment of the Salisbury Economy, of Present and Future Skills Needs and of Job Localisation.

Salisbury, Shaping the Future is a statement of intent as to what our City can develop into by the implementation of progressive strategies and delivery of considered actions. Consultation will be ongoing as planning for major projects and policy directions are formed and refined.

Comment on this plan is welcome and should be directed to the City Manager, City of Salisbury, 12 James Street, Salisbury, South Australia 5108.

CREDITS:

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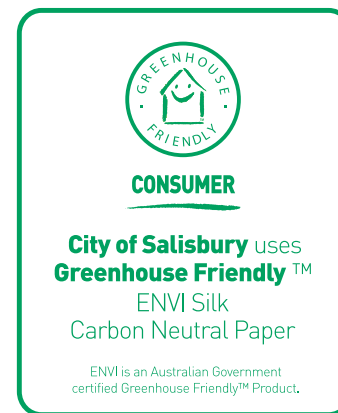
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