THE GAME PLAN
Action Plans for Open Space and Recreation Provision
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The City of Salisbury strives to provide a diverse range of services and assets that contribute to the quality of life of the Salisbury community.
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**Introduction**

Salisbury has an impressive history in the planning and provision of open space and recreation services, the result being a significant array of assets directly benefiting the Salisbury community.

Open space is one of the most significant of these assets totalling some 1,600 hectares, including an enviable network of trails and regionally significant spaces that contribute to Salisbury’s image of a better place to work, learn, live and play. Significant council resources are allocated to servicing the recreation and sporting needs of Salisbury’s diverse community’s variety of recreation needs and aspirations including:

- 56 purpose built sports club rooms;
- 4 recreation centres;
- 2 skate parks;
- extensive local area bicycle and pedestrian pathways; and
- numerous playgrounds.

The city faces the challenge of maintaining these assets in an environment of changing sporting participation levels, population demographics and the desire to provide increases in housing density. This in turn will impact on the provision of structured sport within the built environment, and access to private open space. Unless this transition to the significantly altered urban environment is effectively managed there is potential for active participation in community life to decline.

The abundance of open space affords unique opportunities for water harvesting and targeted population growth, whilst providing the setting for remnant habitat for locally occurring flora and providing for the City’s recreation opportunities. However, there is potential to improve the quality of this provision to realise maximum benefit from Council’s investment.

The Game Plan approach is one focused on innovation and the positioning of open space, recreation and sport as drivers to attain social, economic and environmental benefits for Salisbury.

Previous strategic planning undertaken by the City realised two separate but linked strategies that focused on open space and recreation development. The City’s new generation of planning is a single strategy, *The Game Plan*, that articulates a cohesive direction for existing and future development of recreation (Generating the Activity) and open space provision, (Managing the Setting) within the City. It is a strategic approach to establish an appropriate city wide setting to cater for the generation of positive activity.

The key drivers identified by “Managing the Setting” frames the subsequent strategies of this document in a way that is relevant to the Salisbury community and sustainable in the context of Council’s existing supply and current management of open space.

“Generating the Activity” will ensure that the work Council currently undertakes in servicing the recreation needs of the community continues to be relevant to the City’s changing demographics. In many ways the current provision of and potential for physical activity, sports and associated activities are broader within the City of Salisbury than any other Council.

The other significant change to occur within recreation planning includes new initiatives such as sports development and the health and wellbeing agenda.
Alignment with the State’s Strategic Plan and Other Council Policies and Initiatives

The Game Plan is an action plan in a suite of Council strategies; these plans work together to achieve the directions of the City Plan and indeed the State Strategic Plan. The actions are carefully aligned with achieving specific agendas of biodiversity, wellbeing, obesity and best practice. The Game Plan complements other action plans such as the Landscape Plan, Biodiversity Plan, Cultural Strategy, Population & Residential Strategy and Youth Strategy.

The Game Plan provides the strategic context of where, why and when open space will be provided within the City. The City’s Landscape Plan articulates the types of landscaping and treatments that should be applied to these open spaces.

It is important to note that by aligning The Game Plan with the above strategies, the key directions must become embedded into key policy areas in Council and be reflected in business plans of these areas.

Furthermore the City of Salisbury is in a key position to influence and shape directions for other agencies to ensure the best outcomes are achieved for our community.
The City of Salisbury strives to provide a diverse range of services and assets that contribute to the quality of life of the Salisbury community.

This fits within the Council’s overall vision: “The City of Salisbury is committed to excellence in building a community of opportunity and spirit in a quality environment.”

Policy Principles that underpin The Game Plan to attain this vision:

Extensive research and consultation has been undertaken, leading to the development of the following policy principles. These principles form the basis of future direction.

- **Community need**: provision of facilities and services will be based on a clear understanding of community characteristics and need, both now and into the future.
- **Consultation**: engage the community in the process of planning for the provision of open space and recreation facilities and programs.
- **Access**: provide affordable and accessible open spaces and recreation facilities and services that enable the safe and enjoyable participation in recreation opportunities that meets the social, cultural and environmental needs of all residents and community.
- **Quality**: provide suitably attractive, useable and quality recreation facilities and open space that contribute to the identity of the city and meet the recreational aspirations of all residents now and in the future.
Role of City of Salisbury

- **Diversity**: create a diverse array of recreational facilities, spaces and programs that enhance community connectivity.
- **Sustainability**: provide recreation and open space assets in a manner that minimises resource requirements, exposure to risk and that contribute to the community’s recreation aspirations through new facility upgrades or redistribution of open space.
- **Partnerships**: encourage the development of partnerships for the delivery and management of spaces, facilities and programs that meet the needs of the Salisbury community.
- **Maximizing usage**: of existing open space and recreation assets and encourage good design that promotes versatility, cooperative relationships between user groups and encourages opportunities for participation in recreation and sporting activity.
- **Location**: co-locate where possible sports and community infrastructure and locate new sporting facilities as close as possible to transport hubs, car parks and other facilities.
- **Innovation**: enhance opportunities for innovative service and facility provision through collaboration, and continuous improvement.
- **Investment**: upgrade, replace, refurbish or extend existing facilities to optimise capital investment where financially sustainable to do so and in accord with agreed asset management principles in order to achieve a balance between quantity and quality provision. Ensure that facilities are fit for purpose through appropriate levels of service and application of standards.

**Role of City of Salisbury**

As the owner or custodian of a large and significant proportion of open space, Council has a major role in the provision and management of open space within the City. In relation to the provision of open space there are various statutory requirements to which the City of Salisbury must comply with in its task of administering open space including:

- Heritage Act;
- Development Act;
- Disability Discrimination Act;
- Environmental Project and Biodiversity Conservation Act;
- Local Government Act;
- Occupational, Health, Safety and Welfare Act; and
- Water Resources Act.

The City of Salisbury’s role in the provision of leisure and recreation opportunities is discretionary. There is no legal requirement to provide recreation services or facilities. The Council determines its role in meeting the assessed community needs in collaboration with the local community and other providers.

Council has significant investments in owned and operated recreational facilities as well as commitment to ongoing maintenance and management.

The increasing cost of responsible management (including risk management, maintenance, salaries and refurbishment, together with an increasing demand for quality opportunities) will dictate the scale, siting and design of facilities as well as management structures and level of Council’s involvement. *The Game Plan* articulates the various roles that will be performed by the City of Salisbury in relation to open space and recreation as:

- coordinator of all tiers of government, internal departments and alternative service providers;
- provider of space and facilities such as parks, sporting ovals, club rooms and bike lanes that provide opportunities to be active as a part of everyday life;
- funder of activities through grants programs that support the service delivery of community organisations;
- service provider with significant delivery occurring through the City’s recreation centres and neighbourhood houses;
- planner and policy maker understanding the recreation needs of the current and future community; and
- advocate, ensuring Council’s governance is representative of community.
The Game Plan Goals

The Game Plan Goals for Open Space

The Game Plan has identified eight specific directions that facilitate the Policy principles. These form the basis of the plan and have influenced the strategic actions that will be outlined within this strategy.

Quality & Functional Environment
Our goal is to enhance the functionality and sustainability of Council’s existing open space provision, ensure future open space provision adds value to the existing open space network and that Council’s planning of open space provision is informed and coordinated.

Urban Biodiversity
Our goal is to develop a strategic approach to biodiversity management to conserve, link and extend the reach of areas with high biodiversity value whilst engendering community support for the conservation and appreciation of locally occurring vegetation.

Maximising Linear Reserves
Our goal is to maximise the functionality of linear reserves within Council’s open space network and to ensure road reserves, walkways and linear neighbourhood reserves contribute to the connectivity of open space.

Active Healthy Community
Our goal is to enhance the capacity of open space to provide for the recreation needs of the community and the capacity to cater for growth in structured sports.

The Game Plan Goals for Recreation

Health & Wellbeing
Our goal is to create opportunities to facilitate physical activity via the use of informed planning and decision making, using recreation as a vehicle for an integrated community whilst maximising the usage of council infrastructure.

Sports Development
Our goal is to position Salisbury as a venue for sports events and recreation tourism opportunities and provide a supportive environment for learning and innovation in sports.

Sustainable & Strategic Facility Provision
Our goal is to improve the efficiency of Council’s sport and recreation assets, plan for sustainable communities through direct recreation service provision, enhance Council’s existing stock of direct service facilities and plan for the appropriate provision of new direct service facilities.

Viable Community Recreation Providers
Our goal is to partner sports clubs in the delivery of community recreation, assist the viability of community sports clubs and increase community awareness of club based sports and recreation opportunities.

Implementing The Game Plan

The Game Plan will require commitment of ongoing resources from Council via the annual capital and operating budgets.

The vision of The Game Plan presents opportunities to form partnerships with State and Federal Government funding bodies as well as sporting and community group, schools, education bodies and the private sector, including developers.

Implementing The Game Plan will ultimately enhance the quality and value of open space, support physical activity and health, improve quality of lifestyle and increase the perceived liveability of the City of Salisbury.

The implementation plans are founded on the eight directions that can apply to open space and recreation.

The structure of the plan is as follows:
- Goal – a broad description of overall achievement being sought,
- Strategies – description of the means by which goals will be realised,
- Actions – details actions that need to be undertaken to achieve; and
- Measures – a broad measure to assess whether the strategies are being achieved.

The Implementation Plans prepared will include:
- actions for each strategy that aim to address specific issues and opportunities,
- an indication of resources and partnerships required to implement each action,
- the priority level of each action, and
- an indication of timing for each action.
Definitions

Many terms used throughout recreation and open space planning are subject to various definitions and interpretations, and are often used interchangeably. For the purposes of this strategy, the following definitions will apply.

- **Leisure** is the portion of time which is free of employment or other responsibilities. It is generally characterised by factors such as the absence of anxiety and constraint, freedom of choice and a sense of control.
- **Recreation** can be defined as positive and legal activities undertaken in time not dedicated to work or domestic duties that offers enjoyment and satisfaction and benefits a person’s physical and mental well-being. Recreation activities are generally non competitive or non membership based. This could include activities such as walking, cycling, boating and/or organised recreation activities such as school group participation.
- **Passive activity** refers to non organised activities that involve a relatively low level of physical activity activities can be outdoor or indoor and include walking, crafts, reading and socialising.
- **Active** recreation is more vigorous in nature; both types of recreation are unstructured and lack the level of organisation typically required managing structured recreation pursuits such as sport.

- **Sport** refers to structured, result focused, competitive recreation activity involving physical activity. Sporting activities include both training and competition, and may be undertaken either individually or as a team. Sport can be further categorised into participation levels including social, district, local, regional, state, national and international.
- **Open Space** is considered as land, including natural areas, paved or hard surface areas, or water that is available for public use and enhances enjoyment of the public realm by providing for one or a mix of:
  - passive or active recreation;
  - conservation of natural resources;
  - historic and cultural value;
  - storm water and infrastructure management; and
  - landscape and streetscape amenity.

Many open spaces perform one or more of these roles. For instance, open spaces along watercourses may serve a primary function of storm water management and protection of development from inundation. Such spaces also provide pedestrian and cycle networks, contribute to the visual amenity of localities and assist in the conservation of native vegetation.

- **Useable open space** refers to community land that is accessible to the broad community and supports informal recreation activity and social interaction. This community land could be a small park, a larger park, a sports ground or a natural area e.g. natural reserve that supports activity. It is generally not a verge or drainage land, unless the land has a strong recreation focus.

- **Active open space** could include (but is not limited to) the following: oval, stadium, clubrooms, playing surfaces, lighting, tracks, paths, skate or BMX facilities, and support infrastructure such as landscaping, seating, car parking and fencing.
- **Passive open space** could include (but is not limited to) the following: grassed areas, shade/shelter, play equipment, barbecues, seating, drinking fountains, paths, landscaping, car parking and fencing.
- **Playgrounds** refer to a specific area designed for the purpose of play through formal activities or the creation of play value. The definition describes the landscape, facilities and equipment.

Implementing *The Game Plan* will ultimately enhance the quality and value of open space, support physical activity and health, improve quality of lifestyle and increase the perceived liveability of the City of Salisbury.
“When government towns were laid out, the Colonel Light principal was generally observed whereby ample provision was made for parks and reserves. Salisbury was a ‘private’ town and the original developer subdivided his land for sale. One of his mistakes...was his failure to set aside land for recreation purposes... Much later (1958) a progressive Council looked to the river banks for reserves.”

Salisbury, South Australia, a History of Town and District
Introduction

Salisbury possesses a diverse range of open space including sports grounds, parks, wetlands, linear parks, mangroves and coastline and numerous reserves. These open space assets currently serve a myriad of roles including: water catchment, drainage reserves, conservation habitats and biodiversity, recreation, landscape buffers, corridor linkages and are often host to areas of environmental, cultural and heritage significance.

Open space plays a vital role in any community and it is one of the City of Salisbury’s most significant assets. It provides a significant range of opportunities to enable the realisation of the community’s recreational aspirations. Open space contributes to quality of life, the sustainability of the environment and to the image of the City.

The provision of open space now requires Council’s consideration of the following:
- higher residential density and the reduction of privately owned open space;
- the city’s changing demographics;
- the need to develop sustainable landscapes;
- impact of water restrictions and environmental sustainability;
- current and future resource requirements for the management and maintenance of the provision of open space; and
- underperforming assets.

There are increasing demands being placed on open space and there is a need to maintain quality and quantity. The Game Plan: Managing the Setting will strategically guide the:
- appropriate management and upgrade of open spaces and its related assets;
- provide direction to resolve issues;
- address gaps in provision; and
- meet future needs to inform the future provision of open space within the city.

The development of this strategy is the result of significant analytical works, consultation and engagement of the key stakeholders to ensure that the directions are appropriate, realistic and achievable.

The Existing Setting

The current provision of open space in the City of Salisbury was analysed by using a planning hierarchy to obtain a spatial representation of the current distribution of open space types.

The hierarchy classification applied incorporates four levels: regional, district, neighbourhood and local.

The planning classification articulates the potential function or use but does not predetermine the maintenance standards that will be applied.

- Regional Open Space has the ability to service or attract people from across and beyond the City of Salisbury due to its size and capacity to cater for community events, facility and activity provision, and/or unique features. This type of open space can also be an environmentally or culturally significant asset for wider metropolitan Adelaide with minimal public access for recreation purposes, for example the Wetlands.

- District Open Space caters for the needs of a council wide community catchment due to the function it provides, its larger size, higher quality or uniqueness to the district. This type of open space incorporates active playing fields for structured sport and has the potential to cater for unstructured and passive recreation with appropriate facility provision.
• **Neighbourhood Open Space** appeals to a community catchment bounded by main roads. These reserves contain facilities for passive recreation and space for unstructured activities, which may include hard surface courts. Neighbourhood open space is developed to be visually appealing to encourage greater use, and should be easy accessible by non-motorised transport. Open space within education institutions such as schools and universities can also perform a neighbourhood reserve function.

• **Local Open Space** do not have the function, useability or facility provision of a neighbourhood reserve and primarily provide undeveloped paths between private properties, small buffers to main roads and may include minimal water detention or overland flood mitigation. Examples of local open space include road plantations, road blocks/closures, entry statements, buffers and walkways.
Planning Regions have been identified for the City to further provide for the spatial basis for analysing the current context of the City’s urban setting including Council’s current open space provision and community access to regional and district open space classifications.

The potential to plan for open space at a Planning Regions level in addition to the whole City of Salisbury, to reflect the different open space needs, issues and opportunities in geographical areas. For the purposes of *The Game Plan* five planning regions have been identified as shown.

The five planning regions are:

<table>
<thead>
<tr>
<th>Region</th>
<th>Suburbs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern</td>
<td>Mawson Lakes, Pooraka, Cavern, Para Hills West, Parafield, Salisbury South, Para Hills, Para Vista, Valley View, Walkley Heights and Ingle Farm.</td>
</tr>
<tr>
<td>Northern</td>
<td>Salisbury North, Edinburgh Park, Burton and Paralowie.</td>
</tr>
<tr>
<td>Western</td>
<td>Salisbury Downs, Parafield Gardens and Green Fields.</td>
</tr>
<tr>
<td>Eastern</td>
<td>Salisbury East, Gulfview Heights and Salisbury Heights.</td>
</tr>
<tr>
<td>Central</td>
<td>Salisbury Centre, Brahma Lodge, Salisbury Park, Salisbury Plains and Elizabeth Vale.</td>
</tr>
</tbody>
</table>
Planning Precincts have also been established in the approach to determine suitable access to useable open space, and form the basis for managing the City’s current open space supply.

The assessment was guided by principles of access, sustainability and functionality within the context of climate change and its associated risks and impacts on the urban environment.

Fifty two planning precincts have been established and are defined on the adjacent map.

With the exception of a few, the areas represent catchment areas effectively established by arterial or collector roads.

However it should be noted that many reserves will experience visitation by residents outside of the catchment zone because of greater level of facilities for example adventure play equipment, outdoor furniture, dog parks and larger landscaped reserves.
Analysis of the Setting

Quantifying Open Space Provision

Two measures are used for quantifying open space provision. These are percentage and population measurement (hectares of open space per 1,000 people).

In South Australia it is regarded that 12.5% of the urban residential area is the optimal open space provision. This is much higher than in other states and countries. By using this measurement, the current level of open space provision within Salisbury is 13.2% of the metropolitan residential area.

Salisbury’s Development Plan sets a standard provision of 4 hectares per 1,000. By using this measurement the current estimated provision of open space within the City is 13.33 hectares per 1,000. This measurement has been compared to other metropolitan councils in the following table.

This comparison demonstrates that Salisbury has proportionately higher levels of open space provision. However, it is important to note that:

- the nature and quantity of Council’s open space is such that a large proportion serves drainage and easement purposes; and
- road reserves are also a significant feature of the City’s landscape as they have been set aside for widening the grid of arterial and collector routes that extend through the City.

Population density is likely to increase through urban renewal; therefore it is important for Council to measure its provision of open space according to population rather than as a percentage of an area.

It is envisaged that the 12.5% open space contribution for developments over 20 allotments is still an adequate level of provision for higher density urban renewal, however the implication for Council is to identify the open space needs of a high density population.

While Salisbury’s Development Plan indicates a standard provision of 4 hectares per 1,000 the Council exceeds this requirement throughout the City. However, this analysis does not consider the distribution of each open space classification across the City.

To determine the equity of community access to open space the quantity of provision needs to be understood as well as the distribution of open space types across the City.

The following tables provide an overview of the distribution of the four classification types of open space throughout the city.

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### Provision of Open Space Types

<table>
<thead>
<tr>
<th>Council</th>
<th>Provision of Open Space Types</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>Open Space Per 1,000 Population (ha)</td>
</tr>
<tr>
<td>Port Adelaide Enfield</td>
<td>2.7</td>
</tr>
<tr>
<td>Charles Sturt</td>
<td>3.3</td>
</tr>
<tr>
<td>Campbelltown</td>
<td>3.5</td>
</tr>
<tr>
<td>Burnside</td>
<td>3.8</td>
</tr>
<tr>
<td>Norwood Payneham and St Peters</td>
<td>5.3</td>
</tr>
<tr>
<td>Onkaparinga</td>
<td>6.8</td>
</tr>
<tr>
<td>Playford</td>
<td>8.0</td>
</tr>
<tr>
<td>Marion</td>
<td>9.6</td>
</tr>
<tr>
<td>Salisbury</td>
<td>13.33</td>
</tr>
</tbody>
</table>

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### Distribution of Open Space Types

<table>
<thead>
<tr>
<th>Region</th>
<th>Regional</th>
<th>District</th>
<th>Neighbourhood</th>
<th>Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>2</td>
<td>5</td>
<td>15</td>
<td>36</td>
</tr>
<tr>
<td>Eastern</td>
<td>3</td>
<td>3</td>
<td>26</td>
<td>65</td>
</tr>
<tr>
<td>Northern</td>
<td>3</td>
<td>4</td>
<td>36</td>
<td>83</td>
</tr>
<tr>
<td>Southern</td>
<td>5</td>
<td>8</td>
<td>59</td>
<td>110</td>
</tr>
<tr>
<td>Western</td>
<td>3</td>
<td>7</td>
<td>26</td>
<td>64</td>
</tr>
<tr>
<td>City Wide</td>
<td>16</td>
<td>25</td>
<td>162</td>
<td>358</td>
</tr>
</tbody>
</table>

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The Game Plan: A City of Salisbury Action Plan
This analysis has identified the following key indications.

**All Planning Regions**
- There is significant provision of regional level open space that provides an array of unique unstructured recreation opportunities. This is indicative of the City’s practice of acquiring land along the Little Para River and the preservation of the escarpment.
- There is also a significant level of open space provision that caters for participation in community sports with 25 playing fields distributed across the regions.

**Eastern Planning Region**
- Hosts the escarpment and subsequently, the open space in this area has a high conservation value and serves a largely ‘biodiversity’ function with opportunities for unstructured recreation.
- This area is maintained as a natural setting and has limited provision of playing fields when compared to other regions.

**Southern Planning Region**
- The established southern suburbs have a high number of district level active reserves catering for traditional structured sports.
- A shift in recreation participation is evident in the later development and enhancement of three regional reserves: Unity Park, Mobara Park and the Dry Creek Linear Trail, catering for unstructured and passive recreation in the southern suburbs.

**Northern Planning Region**
- Can expect a growth in young families attracted to the new developments of Salisbury North and Springbank Waters.
- As a result the need for active reserves for structured sport is likely to increase.

**Western Planning Region**
- There are fewer neighbourhood reserves however this function can be provided within the district reserves.
- Focus should be on enhancing the available neighbourhood recreation space for community use.

**Central Planning Region**
- The civic centre of the Council area is largely built up with open space in the form of social areas such as the John Street shopping precinct.

**Service Levels of Neighbourhood Reserves**
Neighbourhood reserves play an important role in the formulation of the community’s perception of their local area. These reserves are the most common experiences of open space, whether through recreation and play spaces, use as a travel route or for neighbourhood amenity.

Currently there are 162 neighbourhood reserves distributed throughout all five of the city’s planning regions. Not all reserves are maintained or irrigated to the same level nor do they have the same level of infrastructure.

This level of provision of neighbourhood open space presents an issue in relation to the Council’s ongoing capacity to sustain a functional and attractive neighbourhood environment.

The following table provides an overview of the:
- distribution of these reserves,
- level of infrastructure provided; and
- level of irrigation.

<table>
<thead>
<tr>
<th>Region</th>
<th>Neighbourhood Reserves</th>
<th>Playground</th>
<th>Hard paved Recreation Area</th>
<th>Without Irrigation</th>
<th>With Irrigation</th>
<th>Maintained Dry Land Reserve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>15</td>
<td>11</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Eastern</td>
<td>26</td>
<td>19</td>
<td>2</td>
<td>4</td>
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<td>11</td>
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<tr>
<td>Northern</td>
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<td>23</td>
<td>5</td>
<td>10</td>
<td>17</td>
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</tr>
<tr>
<td>Southern</td>
<td>59</td>
<td>30</td>
<td>4</td>
<td>25</td>
<td>13</td>
<td>42</td>
</tr>
<tr>
<td>Western</td>
<td>26</td>
<td>14</td>
<td>5</td>
<td>11</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>City Wide</td>
<td>162</td>
<td>97</td>
<td>20</td>
<td>53</td>
<td>56</td>
<td>102</td>
</tr>
</tbody>
</table>

This information highlights the following:
- Council currently provides minimal service levels for neighbourhood level reserves,
- 63% of neighbourhood level reserves are maintained as dry land reserves; and
- 33% have no recreation facilities.

It has been further identified that the shape, size and location of these reserves detract from the efficiency of Council’s open space provision.
Operational Sustainability

There is a significant amount of open space within the majority of the City’s planning precincts; however, the quality varies across spaces from landscaped to dry reserve.

Perceptions would indicate a need to provide more open space; however the more appropriate response in terms of land use and sustainability, is to address the quality of the existing open space provision at the neighbourhood level.

Currently the City’s open space operating expenditure is equivalent to approximately 11% of the City’s total operating expenditure and it is questionable whether this level of resource allocation can be increased. Council’s ability to enhance reserves to meet the needs of the community is further complicated by the proliferation of small reserves across the City.

The correlation between operating expenditure and reserve size, identified through comparisons of the annual expenditure per hectare per annum, has highlighted that the cost to maintain reserves under half a hectare are three times higher than those associated with maintenance of reserves over half a hectare.

This cost correlation is predominantly the result of the establishment of work teams at each site and the incompatibility of Council’s broad acre maintenance to the existing supply of open space.
It is cost prohibitive to alter maintenance practices and reserve standards to meet the needs of the community, rather, Council needs to consider a means of changing the current layout of open space across the City to facilitate improved service standards on reserves.

Sustainability considerations:
- over half of the open space operating budget is dedicated to maintaining dry land reserves and road reserves;
- the current level of open space is capable of catering for the needs of the community;
- there is a potential over supply of open space;
- efficiency of current Council’s provision needs to be reviewed;
- there is the potential to develop a schedule of open space redistribution and rationalisation; and
- potential to redistribute the existing operating expenditure in line with the key drivers of open space management.

Environmental Sustainability

In January of 2007 Council staff participated in a climate change risk assessment workshop, from which long term risks were identified for the following objectives:
- maintain public safety;
- protect existing community and the lifestyle enjoyed by the people of the region;
- sustain and enhance the natural environment;
- ensure sound public administration and governance; and
- protect and enhance the local economy.

Climate modelling indicates that future weather patterns will increase pressure on the accessibility of water for the management of open space, the aesthetics of the public realm, and the health of remnant ecosystems. Increased temperature, reduced rainfall with increased intensity of events, and an increase in wind velocity places the responsibility of developing mitigation and adaptation strategies for local communities in the realm of public administrators.

An implication for Council is its reduced capacity to provide a safe and amenable environment for sport, recreation and active transport options. If not managed effectively this could lead to a decline in physical activity, and affect the health and wellbeing of the local community.

Climate change also poses a threat to Council’s areas of biodiversity value, as it creates conditions that are not endemic to the flora and fauna which depend on the local environment, while supporting introduced and opportunistic species.

Open space is an asset for managing the micro climate. It is possible for vegetation on reserves within the urban setting to cool the built environment, support participation in community life, engender local pride through a positive city image, and support the existing natural systems within an altered climate.

To effectively manage the implications of climate change there needs be a commitment towards the continued use of water and irrigation in the management of urban aesthetics as a necessary means of addressing the micro climate, and sustaining community activity in the public realm. To achieve this Council will need to maintain its resources in a manner that decreases reliance on mains water while ensuring the highest quality city environment. Furthermore, the adoption of the principles identify in the City of Salisbury Landscape Plan will further address the need to create useable open space having aesthetic value.

A key activity will be the assessment of opportunities to use re-water on suitable reserves and strategically rationalising open space that does not contribute to the functionality of the urban environment.

The Planning Precincts form the basis for analysing the functionality of open space within the urban setting; therefore it is at this level that the management of accessible and attractive open space will be guided.
Planning to meet ‘reasonable’ expectations requires careful judgement, involving a mixture of statistical assessments, linking participation data to population details, and undertaking community consultations. The statistical assessment comes first to provide a broad framework of what a ‘reasonable’ level of provision is likely to be, from which it is possible to refine in partnership with broader Council and community needs, trends and issues.

Measuring Provision

Two types of measurements, per capita and per area, are used to help estimate the number and distribution of reserves and community facilities needed to serve the anticipated future population of the city.

Per capita estimates the total number of hectares of open space that is needed based on the anticipated future resident population. Council’s impending population strategy will provide the opportunity to develop a per capita understanding of future open space locations and community facility needs.

Application of the population measurement ensures that open space is spatially distributed in a manner that is convenient and efficient for the community. It should be noted that the two measurements need to be implemented in partnership as even though the area standards could be satisfied, population growth may require further open space provision to meet the increased number of potential users and to subsidise the greater need in dense urban areas.

It is necessary for Salisbury to develop a mechanism for ongoing understanding of local perceptions and reasonable expectations of open space.

Guiding The Sustainable Provision Of Open Space

The level and type of open space provision is best set locally to cater for local circumstances such as differing demographic profiles, the extent of the existing built development, and the planned growth in an area.

The assessment of needs and opportunities and Council’s operational capacity can then determine standards for the provision of open space within localities. The challenge is to manage an adequate supply of open space against the planned growth of the city.

Legislation protects the existence of open space within the urban environment against pressures of disposal and development, which provides recognition of open space as an essential element of sustainable developments and a conduit to community health. This strategy proposes the provision of a setting that is generally based on local needs and wants, and is a proactive approach towards an urban environment that both Council and the community can aspire to achieve.

One way of assessing the adequacy of provision is to compare the quantity of open space in an area with its population. Local Government regions provide opportunities to calculate surplus or deficit open space within more localised areas such as suburbs or Council wards. The Planning Precincts identified define areas by recognising significant barriers such as railway lines, rivers or major roads. This, by default, links to the likely movement of residents when selecting to use neighbourhood level open space.

Applying a Measurement to the City Of Salisbury

An analysis of planning precincts identifies that on average Council provides about 14.25% useable open space per unit, with extremes of provision as high as 75% along the Little Para River and as low as 0% towards and outside the urban growth boundary.

To provide an accurate indication of suitable open space provision across the City, the planning precincts outside of the urban growth boundary and within Parafield airport can be excluded. This alters the average percentage of open space provision per planning precinct to approximately 13.20%. If State Government Land is excluded the percentage of provision per planning precinct reduces to 11.85%.

If the widely regarded guide of 12.5% usable open space provision is applied to each of Council’s planning precincts the city wide provision would reach 1,988.55 hectares, approximately 12.5% of the urban area (16.4 hectares per 1,000 population), an increase in provision of some 370 hectares. Such a standard is not a realistic goal or expectation for the City as it would create an unsustainable requirement on Council’s operating expenditure and resource input.

Council’s Development Plan stipulates a guide for open space provision at 4 hectares per 1,000. With population density likely to increase with urban renewal it is important for Council to measure its provision of open space according to population, rather than as a percentage of an area. If this standard of 4 hectares per 1,000 is applied to planning a precinct, the provision would reduce to an average of 11.15 hectares per planning precinct.
Guiding Implementation

It is reasonable to expect that this provision is adequate to meet the open space needs of the community and is sustainable for the city. As a result it is proposed that the City of Salisbury continues to manage a level of provision which ensures that a minimum per capita standard of 4 hectares per 1,000.

Guiding Implementation

In adopting this approach the opportunities for the realisation of green space and re-investment into until now lower quality areas are increased. For example, it maybe possible for Council to identify opportunities for open space to be used either wholly or in part for other purposes such as residential development and thereby generating an asset stream which could be applied elsewhere in the provision of community open space.

Open space can be positioned to encourage urban regeneration. This includes providing open space to facilitate residential development on the condition that a portion of the parcel remains for community use, or an existing reserve in close proximity is enhanced to meet the increased need created by the development.

In this case developers can contribute in the form of funding the enhancement of the remaining open space in a way that is relevant to the community likely to access it.

As a result it is envisaged that the open space contribution for developments over 20 allotments, regardless of the future legislative contribution rate, will play a key role in planning for the right balance between population density and open space provision, as the activity of residential development incrementally alters the urban area and resident densities.

In addition, Council can be more effective in providing and managing an appropriate level of open space through looking for opportunities to redistribute or rationalise areas of open space.

Three principles have been developed to ensure redistribution is a process that recognises the value of open space in participative and sustainable communities:

- **Functionality**: as per the definition, open space should provide one or a mix of:
  - stormwater management;
  - biodiversity and conservation of natural assets;
  - landscape amenity; and
  - recreation.

- **Sustainability**: for open space to be sustainable it needs to be of a size that is:
  - viable for the connection of Council’s recycled water network;
  - efficient for maintenance crews;
  - capable of providing habitat for biodiversity, and
  - able to cater for significant trees and vegetation to assist climate management.

- **Accessibility**: as per the existing guide for open space provision open space must represent a minimum of 4 hectares of useable open space per 1,000 per planning precinct.

Directions

As an outcome of the analysis four key directions have been identified to guide Council’s planning and operations. These will frame the subsequent strategies of *The Game Plan: Managing the Setting in a way that is relevant to the Salisbury community and sustainable in the context of Council’s existing supply and current management of open space.*

The four key directions are:

- Quality & Functional Environment
- Urban Biodiversity & Habitat
- Maximising Linear Links
- Active & Healthy Community

Perceptions would indicate a need to provide more open space; however the more appropriate response in terms of land use and sustainability, is to address the quality of the existing open space provision at the neighbourhood level.
"Community satisfaction with living in Salisbury is largely shaped by the physical environment... it is possible for Council to have a positive impact on quality of life through upgrading recreational areas and facilities."

2005 City of Salisbury Community Survey
Managing the Setting

Direction 1:
QUALITY & FUNCTIONAL ENVIRONMENT
Context

Our goal is to enhance the functionality and sustainability of Council’s existing open space provision, ensure future open space provision adds value to the existing open space network and that Council’s planning of open space provision is informed and coordinated.

The City of Salisbury has a considerably high number of reserves distributed throughout the Council area. The benefits to the community of maintaining open space include:

• personal - recreation, health and wellbeing;
• community - civic pride, the protection of natural and cultural values; and
• economic - tourism, locational benefits for businesses, amenity for employees.

With population growth expected to continue within the City, it is necessary to adopt viable means of maintaining optimum levels of open space at a standard that encourages community use.

Consideration will be given to better utilisation the City’s open space and creating multifunctional areas that incorporate neighbourhood function in all district and regional open spaces. This has been recently considered within the master planning of Adams Oval in Salisbury North. The master plan of this district open space has resulted in a section of reserve being set aside to incorporate neighbourhood function.

With the acquisition of new open space, via new developments or urban regeneration, the City of Salisbury will determine how the 12.5% open space contribution from developers will be received. This determination will be based on the following:

• Council will guide the allocation of open space by a developer and identify specific land (in a new urban development).
• Justification will be required from the developer as to why other land should be considered and any alternative land should be consistent with the principles.
• Council will only accept land that is consistent with its aim to provide a hierarchy of quality and useable open space.
• Land allocated for open space should be at least 0.5 ha, unless the land connects with other open space.
• The amount, type and distribution of land allocated by a developer, as part of a new urban development, should be consistent with the projected size and character of the population and the related demand for recreation, sport and natural settings by the new community.
• Where sports grounds are required, partnerships with both public and private schools are encouraged. This should be on the basis that these facilities can remain accessible and of value to the wider community.
• Developers are to present any land allocated as part of a new development in a clean and tidy condition, with all waste material removed and topsoil levelled, and in accordance with specific Council planning requirements.
• The open space should be located and designed to be accessible to all residents in the area, i.e. not ‘land locked’ and have good passive surveillance from properties that front it.
• A plan will need to be submitted for the land to Council, for Council approval, that embeds sustainability principles, e.g. water conservation, maintenance, biodiversity.

There are many underperforming open space reserves within the City that are not utilised by the community, many do not meet their needs nor do they have any infrastructure. These assets will be considered for strategic rationalisation.

The City of Salisbury has undertaken the development of a Joint Use Agreement with DECS for the Mobara Park within Mawson Lakes which provides for the joint community and schools usage of a large playing field. This type of partnership for the provision of open space will be explored within other planning precincts.

The City of Salisbury Landscape Plan incorporates guidelines infrastructure provision in the City’s open spaces. Consultation will be undertaken with residents to identify the types of infrastructure they want to have incorporated into the reserve and guidelines will be applied.
**Strategy 1**

Undertake a progressive functional review of open space including provision of facilities within planning precincts and assess the existing provision with regard to functionality and accessibility.

**Actions**

1.1 Prepare management plans for reserves that do not effectively contribute to the functionality of open space in each of the City's planning precincts, ensuring parcels are at least half a hectare in size.

1.2 Develop shared use opportunities and lease arrangements to allow schools to develop community open space with community access after hours.

1.3 Plan for and acquire land adjacent to appropriate small reserves to increase their size to a minimum of 0.5ha.

1.4 Enhance the utilisation of existing open space through appropriate recreation facility provision according to community needs identified in the Open Space User Survey and strategic review of facility provision by precinct.

1.5 Identify school grounds available for use as neighbourhood level open space.

1.6 Identify private land for future acquisition, or care and control for community benefit where beneficial to achieve recreation outcomes.

1.7 Provide a level of facilities that meets the functionality of the specific nature of the open space (refer to the Landscape Plan).

1.8 Examine the attributes that makes Freemont Park in Playford accessible and popular to the local community and identify an appropriate open space to develop with similar attributes.

**Strategy 2**

Ensure open space provision in land divisions over 20 allotments adds value to the existing open space network.

**Actions**

2.1 Locate open space contributions adjacent to existing reserves to contribute to a total reserve size of at least half a hectare.

2.2 Front adjacent housing towards reserves and ensure adequate street frontage.

2.3 Ensure open space contributions support the attainment of 4 hectares useable open space provision per 1,000 in each planning precinct.

2.4 Where open space contributions are not required, direct all financial contributions towards enhancing existing open space to meet the need of the community likely to access it.

**Strategy 3**

Ensure that Council’s planning of open space provision is informed and coordinated.

**Actions**

3.1 Conduct a review of the development plan and structure plan to reflect the actions of *The Game Plan*.

3.2 Develop a management matrix to monitor the implementation of The Game Plan and coordinate associated open space projects or work programs at a reserve level.

3.3 Undertake rolling surveys of usage levels of reserves and value of reserves via the annual Open Space Users Survey.

**Key Development Initiatives**

In addition to delivering projects which will facilitate the above actions the following projects are being progressed.

- Identification of recreational needs of the North West Sector.
- Implementation of the Happy Home Master Plan.
- Development of the Master Plan for Adams Oval.
- Development of the Penfields Master Plan.
- Future Options Study of UniSA sports grounds.
- Continued purchase and development of linear parks along Dry Creek and the Little Para River.

**Measures**

1. Level of Customer Satisfaction with regard to the provision of open space.

2. Equitable distribution of open space throughout the residential areas of the city.

3. Completion of the review of Salisbury’s Development Plan Structure Plans to reflect the directions of *The Game Plan*.

With population growth expected to continue within the City, it is necessary to adopt viable means of maintaining optimum levels of open space at a standard that encourages community use.
“Biological richness and diversity are important to cultural richness and communities of people. When a community ceases to value and protect its natural landscapes, it erodes the richness and wholeness of its cultural foundation.”

Cobbler Creek Recreation Park Management Plan
Managing the Setting

Direction 2:
URBAN BIODIVERSITY & HABITAT
Conservation and enhancing biodiversity is a focus for open space management. Little more than 10% of Adelaide’s remnant vegetation remains intact and virtually 90% of it is located within the City of Salisbury.

The Council has a responsibility to conserve the City’s natural assets through planning and decision making to prevent further loss of biodiversity significance. It is essential to establish coordinated planning for the protection and expansion of areas with biodiversity value.

As 52% of remnant vegetation is under private tenure, the long term management of endemic vegetation is largely outside of the governance of Council. However, in light of the current water conscious environment, there are opportunities to emphasise the appeal of sustainable gardens for climate control.

Particularly as private open space diminishes due to greater housing density, the implication for Council is that greater value is placed on biodiversity provided by verge development and streetscaping.

### Strategy 4

Develop a strategic approach to biodiversity management to conserve, link and extend the reach of areas with high biodiversity and habitat value.

**Actions**

4.1 Map revegetation projects, areas with high biodiversity value and primary habitat corridors on e-view.

4.2 Complete three major biodiversity corridors of movement through the City that extend:

- From the Mangroves to the Mallee via the Little Para River (including Edinburgh Parks) and Dry Creek into the Hills Face;
- Across the escarpment gullies in to the City of Playford; and
- North along the coast from St Kilda.

4.3 Develop cross Council coordination through the development of a Biodiversity and Landscape Plan to ensure the protection of Council’s existing and future vegetation.

4.4 Develop urban habitat corridors that utilise existing wetland systems and utility corridors.

### Strategy 5

Ensure the future ecological health and natural biodiversity of the Barker Inlet.

**Actions**

5.1 Increase understanding and community awareness of the Barker Inlet and Port Estuary environs and its ecological health.

5.2 Improve management arrangements and stakeholder participation to maximise effort and best use of resources in relation to the Barker Inlet and Port Estuary environs.

5.3 Improve the health of water catchments where they influence the health of the Barker Inlet and Port Estuary environs.

5.4 Protect habitats, species and processes that are important to the ecological health of the Barker Inlet and Port Estuary environs.

5.5 Improve the health of the marine ecosystems within the Barker Inlet and Port Estuary environs.
Strategy 6

Engender community support for the conservation and appreciation of locally occurring vegetation.

Actions
6.1 Develop and promote resources that promotes backyard biodiversity to supplement and link with council planting.
6.2 Supply local seed stock as for schools and community as a part of the implementation of the City’s Landscape Policy and planning.
6.3 Incorporate indigenous species, as articulated in the Landscape Plan in high profile landscapes.
6.4 Continue to partner with the Urban Forest Biodiversity program to implement revegetation projects throughout the city.
6.5 Investigate the establishment of community based groups to facilitate local action and support for initiatives such as the establishment of interpretative trails and community awareness.

Measures
1. The expansion of area identified for protection.
2. Biodiversity objectives contained within the City Landscape Plan.
3. Commencement of the three key biodiversity corridors of movement.
5. School uptake of local seed stock.
“...Off road cycling paths such as those through the (Little Para River & Dry Creek) Linear Park are arguably some of Adelaide’s most attractive bicycle routes.”

Salisbury Local Area Bicycle Network Review
Managing the Setting

Direction 3: MAXIMISING LINEAR RESERVES
The importance of sport in community capacity building is reflected in the City’s extensive commitment in delivering physical activity opportunities through three pillars of place: Council has long acquired and managed open space for the recreation benefit of the community; sports clubs are provided as a means of facilitating participation in community life; and recreation centres house a variety of programs and activities that provide community access to physical activity opportunities.

By providing a fourth pillar, active transport, Council can facilitate participation in physical activity in the general environment through vehicular movement.

Traditionally the City has focussed on developing destinations for activity. However, there are opportunities to develop active transport options to facilitate movement between places of everyday activity.

Road reserves form a significant feature of the City’s landscape. These have been set aside for widening the grid of arterial and collector routes throughout the Council area. Traditionally road reserves are managed as screens and buffers between residential allotments and road ways, with a secondary service of providing landscape amenity.

Management of road reserves consumes 34% of the City’s open space operating expenditure budget, the implication for Council is that it can not continue a limited approach to managing roadside open space for buffer and general amenity purposes.

By providing a fourth pillar, active transport, Council can facilitate participation in physical activity in the general environment through vehicular movement.

Our goal is to maximise the functionality of linear reserves within Council’s open space network and to ensure road reserves, walkways and linear neighbourhood reserves contribute to the connectivity of open space.

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Strategy 7

Ensure road reserves, walkways and linear neighbourhood reserves contribute to the connectivity of open space.

Actions

7.1 Continue to implement a hierarchy of formal paths and trails that improve the connectivity of the local area bike plan and existing trails network.

7.2 Design Council’s linear reserves to prevent access by motorised vehicles in a way that does not obstruct the enjoyment of other reserve users.

7.3 Ensure safe access amenity and connectivity of paths between reserves and adjacent development via signage, landscape and footpath treatments.

7.4 Ensure the effective interface between areas of open space and the provision of public transport facilities, existing road networks and availability of car parking.

7.5 Complete key linear trails that link the:

• Little Para River to the Dry Creek Linear Trail via the escarpment;
• Dry Creek Linear Trail and Little Para River via the Greenfields Wetlands; and
• Globe Derby Regional Horse Centre to St Kilda and Coleman Road Reserve.

Our goal is to maximise the functionality of linear reserves within Council’s open space network and to ensure road reserves, walkways and linear neighbourhood reserves contribute to the connectivity of open space.
Strategy 8

Ensure existing utility reserves and future road corridors provide the opportunity for usable open space and access linkages throughout the city.

Actions

8.1 Identify existing facilities and services currently within these areas and assess their opportunities for increased utilisation.
8.2 Engage with the service providers to seek particular arrangements for ongoing use.

Measures

1. Increase in number of non-motorised transport links mapped in e-view.
2. Inclusion of updated information to Department of Transport Energy and Infrastructure’s “Bike Direct” brochure.
3. Reduced incidences of motor bikes on Council reserves.
4. Increased usage of transport networks in relation to connecting open space.
"The positive benefits for individuals and communities participating in sport and recreation are well documented. They relate to quality of life issues, both the mental and physical health of people, and also the economic health of the community" 

Managing the Setting

Direction 4:
ACTIVE HEALTHY COMMUNITY
The community’s use of leisure time has undergone a significant shift in recent years. Changes in society and demographics have impacted on the way in which people participate in recreation activities.

Recreation activities, whether active or passive, have significant benefits to individual health and well-being. It is important to recognise that encouraging people to be active, and providing adequate opportunities benefits the community and city.

Physical activity contributes to a reduction in premature mortality and sickness and adds to the enjoyment of life and general wellbeing of individuals.

The dramatic decline in physical activity in everyday life can be attributed to sedentary lifestyles relating to improved transport systems and developments in home entertainment.

This shift in recreation participation has implications for planning for the health and wellbeing of the community, as the realm for recreation participation has moved beyond designated, purpose built areas, to become an essential element in our everyday environment.

Recreation trends, health issues, climate change, risk management, crime prevention and urban form all have an impact on the community’s ability and likelihood to participate in sport and recreation.

**Strategy 9**

Enhance the capacity of open space to provide for the recreation needs of the community.

**Actions**

9.1 Broaden Council’s existing playground replacement program to provide a hierarchy of appealing and diverse playgrounds that cater for the needs of young people and families as identified through the open space user survey as being important to encourage community use of open space.

9.2 Develop and maintain a number of parks which significantly provide facilities for youth.

9.3 Where possible connect all reserves over half a hectare to Council’s recycled water network for sustainable irrigation of community recreation spaces.

9.4 Improve the efficiency of Council’s recreation facility provision by developing sports grounds (district reserves) to cater for the unstructured recreation aspirations of the community.

9.5 Identify reserves and open spaces of community value for cultural activities, community events and provision for public art.

9.6 Review the use of dry land treatments and reserve design that incorporates perimeter planting and mounding which contributes to concealment of users of reserves and a decrease in levels of public safety.
Strategy 10

Enhance the capacity of Council to cater for growth in structured sports participation in new and existing communities.

Actions
10.1 In conjunction with The Game Plan – Generating the Activity in the City of Salisbury develop available reserves in the northern and western regions of Council to develop for the provision of structured sport.
10.2 Connect playing surfaces to the recycled water network to reduce the resource consumption associated with the maintenance of open space for structured sport.
10.3 Designate suitable reserves for regional or share use sports facility development based on the findings of The Game Plan – Generating the Activity and Asset Management Plan.
10.4 Undertake an audit to identify current and potential usage levels on Council’s playing fields.

Measures
1. Community perceptions of open space as identified in Council’s community survey.
2. Number of active and passive reserves connected to recycled water.
3. Audit of usage levels of active reserves.
“A significant number of residents nominated playing sport as their main recreation pursuit... it is unusual for this activity to outperform walking as the favoured recreation pursuit. This is an indication of the important role sporting clubs play in Salisbury.”

City of Salisbury Recreation Strategy
Changes in society and demographics have impacted on the way in which people undertake recreation activities which has resulted in a significant shift in the community’s use of leisure time.

The 2001 Census noted that of the 77.8% of the South Australian population who undertook physical activity, walking (other than bush walking) was the number one physical activity undertaken (32.5%).

However, there are significant trends and barriers associated with recreation non-participation. Indicators such as age, sex, level of disability, ethnicity, indigenous status, income, education level and access to transport influence the community’s ability to access and participate in recreation across the city (indicators are not exclusive of each other, but rather are interrelated).

These inhibiting factors to participation in recreation have necessitated a trend away from traditional structured sport and recreation activities towards unstructured and informal activity. The development of a culture within which people engage in recreation and physical activity as a part of everyday life will support individuals of all ages, cultures and levels of ability to utilise recreation as an empowerment vehicle addressing these issues across the City and developing practical outcomes.
This shift in recreation participation has implications for planning for the health and wellbeing of the community, as the realm for recreation participation has moved beyond designated, purpose built areas, to become an essential element in our everyday environment. Planning a healthy environment that conveniences physical activity needs to be relevant to the City now and in the future.

Recreation and sport and their associated facilities such as parks, reserves, recreation centres, sports grounds and alike are seen as important by the community for health and well-being, social interaction, and for contributing to a quality of life that is unique to Salisbury.

Participation in physical activity has only recently become a State and National issue. However, Salisbury has long recognised the importance of organised sport in building a participative community, and the role that a quality environment plays in enhancing the liveability of the city.

As a result, rather than responding to a need to address the state of the environment and the decline in community physical health, Salisbury is providing leadership and direction and the means by which State and Federal goals can be achieved locally.

Analysis of Activity Provision

Recreation in Salisbury
In order to develop appropriate directions for “Generating the Activity”, it is necessary to understand both the existing Salisbury context and the key indicators that influence recreation participation.

Provision
In 2007/08 the City of Salisbury expects to spend approximately 5.7% of its gross operating budget, on recreation, sport and sporting facilities. If recreation is broadened to include dog parks, libraries, community centres and community facilities, the estimated gross expenditure increases to approximately 25% of Council’s total operating budget.

The City of Salisbury maintains significant open space within which is approximately 164 hectares that has a direct relationship with recreation as either a community park (passive irrigated areas) and/or sports grounds (active irrigated areas).

A significant proportion of council structured recreation provision is via three specific recreation centres (Ingle Farm, The Gardens and St. Jays), the Salisbury North Community Centre and the Salisbury Swimming Centre.

The City of Salisbury has a further 88.6km of footpaths which provide networks between communities. These serve an alternative purpose of providing low-cost and readily accessible recreation opportunities.

Recreation Indictors & Trends
In recent years there has been a significant shift away from structured activity towards unstructured flexible recreation.

The 2001 Census illustrates this shift and notes that of the 77.8% of the South Australian population who undertook physical activity, walking (other than bush walking) was the number one physical activity undertaken (32.5%).

International, national and state research indicates that participation is influenced by interrelated demographic indicators such as age, sex, level of disability, ethnicity, indigenous status, income, education level and access to transport.

Physical Activity in the City of Salisbury
Individual and community participation in physical activity has many benefits. Physical activity breaks down social isolation, improves physical health and mental wellbeing, provides economic outcomes in the form of local tourism and sports events and is an important element of the City’s local lifestyle. Sport also provides a social institution for the working families growing up in the northern suburbs.

The importance of sport in community capacity building is reflected in the City’s extensive commitment in delivering physical activity opportunities through three key settings:

• open space Council has long acquired and managed open space for the recreation benefit of the community.
• sports clubs are provided as a means of facilitating participation in community life.
• recreation centres house a variety of programs and activities that provide community access to physical activity opportunities.

Subsequently the analysis of Council’s activity provision will be framed by these three key areas.
Open Space

Previous consultation conducted by the Council has identified the community’s use of open space for recreation. The results, whilst now aging, are still useful and indicate that users of open space predominantly do so to walk or walk their dog, use children’s playgrounds and for cycling. Also, the majority of respondents recommended the potential for reserves to be improved through facility provision such as bins, seats, shelter and barbecues.

This consultation further identified the general recreation preferences of Salisbury residents. It was clear that a majority of people (48%) preferred home based recreation such as gardening, and that 15% of respondents took part in structured sports with only 10% of respondents preferring walking as their main recreation activity.

This is a significant indicator of the importance sports play in the Salisbury community, and the need to not overlook the facilitation of participation in structured sports despite the broader trend towards unstructured activities.

This information provided a clear indication of how Council could manage open space for the benefit of the community. However, as the information is dated it was timely for the Recreation Strategy to conduct further research into local preferences as a means of guiding the renewal of open space to meet the needs of the community.

An Open Space Users Survey was conducted in 2006/07 to identify the current use and perceptions of Council’s open spaces. The process will remain an ongoing item on Council’s website. Respondents who indicated an interest in continued involvement in the planning of open space will be engaged through an email database, and community forums held as a function of the Salisbury Sport and Recreation Network.

Summary of Findings - 2006 Open Space Users Survey

The survey has identified that open space can be positioned in a way that would make it more relevant to different user groups.

- The family bracket prefers reserves in close proximity for regular play opportunities with their children. Their use could be improved through more creative, updated or larger play facilities, as well as providing complimentary park furniture at all playgrounds. There is the potential to increase the physical activity and interaction at selected playsites by installing outdoor gym equipment. This bracket is more likely to travel to reserves that have a higher standard and variety of equipment that encourages longer stays.

- Mature residents value safety, cleanliness and presence of recreation furniture. Local parks provide an opportunity for walking/walking the dog playground use with grand children and to sit and enjoy the setting. Open space represents affordable and accessible recreation opportunities for this bracket.

- Young people view open space as a relevant recreation/social destination where the equipment provides a form of stimulation. They use open space for structured sport with a club, unstructured activity such as skate parks or challenging equipment, or for socialising in spaces that offer some relaxed privacy.

References to open space suggested that open space was used if it were close by, provided an attractive setting, or had adequate facilities.

It is possible to assume that peaceful, nice or natural settings alone may provide the amenity required to attract use. In neighbourhood reserves this is not always possible. While limited references were made to greenery, discussion regarding the nature of the settings that open space provides, they did allude to the need for areas of greenery, whether in tree canopy or in lawn areas.

Neighbourhood reserves can satisfy the preference for proximity, attracting multiple short visit users. Amenity of the natural setting, and unique facility provision would be most likely provided by the regionally significant spaces and natural corridors of the Little Para and Dry Creek. Some reserves have facilities such as goals and cricket pitches for active unstructured activity.
Implications for The Game Plan

- Using this data it is possible to define areas of potential enhancement to meet community needs.
- Regionally significant areas can be enhanced to provide attractions for long visits from a city wide catchment, and to cater for the recreation aspirations of the nearby community. This includes the consideration of off street parking, shade structures and access to toilet facilities.
- Neighbourhood reserves could potentially have improved amenity while maintaining proximity if they are selectively enhanced and rationalised within each planning precinct.
- District sporting reserves should be accessible to the public and maintained as neighbourhood destinations out of competition times.
- The approach to managing open space will need to balance the amenity and proximity of reserves in a sustainable way.
- Balance operating expenditure with improving community health by investigating the concept of proximity and what makes a ‘good setting’.
Recreation Centres represent a unique and significant form of physical activity provision for the city. They provide the structure of sport in a social setting without the commitment, and in some instances, the cost of sports club memberships. In this sense they cater for the health and wellbeing of residents in a way that is accessible to all.

Attendance levels recorded at the centres support the notion that this form of provision is highly accessible to the community. Statistics indicate attendance rates fluctuating minimally above and below these figures since 2000.

Despite a broader trend of male dominated participation in physical activity, Council’s recreation centres indicate a considerably higher level of participation by females. Throughout the study, attendance at the recreation centres for females was more than double that of males, with the most popular activity over the three year period being women’s netball.

The benchmarking exercise undertaken by CERM identified that recreation centre attendance by Aboriginal and Torres Strait Islander residents was more than double the number recorded by the Australian Bureau of Statistics (ABS) for the same period. The ABS also noted an overwhelming trend of indigenous communities having the highest rates of sedentary lifestyles and the lowest rates of participation in physical activity.

In relation to physical activity barriers, the ABS notes income and cost as one of the most inhibiting factors to participation. The CERM benchmarking exercise identifies that the majority of recreation centre users are from middle to low income backgrounds, a finding which supports the positioning of Council’s indoor facilities as an accessible alternative for outdoor sports provision.

Broader trends have identified that Australians prefer to participate in individual and casual type activities rather than as part of a club. Similarly, there is a move away from outdoor activities to indoor activities, primarily due to weather conditions. In winter it is warmer indoors, and in summer it is cooler if participants are shaded from the sun. This provides further indication of the role recreation centres currently and potentially play in increasing community participation in physical activity.

The future of sport and recreation provision, at any level of competition, will rely on a strategic blend of indoor and outdoor facilities. Council will come under increasing pressure in relation to the provision of settings for sport and recreation.

Based on projected climate change it is possible that Council will face further pressure in the provision of an environment that encourages physical activity with less available resources for the management of natural settings for activity. Council’s ability to provide an aesthetic urban environment, and maintain a healthy and active community will rely on a reduction in non-functioning assets and a strategic balance between built and natural venues for physical activity.

This inextricably places recreation centres and open space in a partnership of delivering an effective setting for the generation of positive activity in the city, and provides the lever for sustaining the existing population while creating avenues for attracting positive growth within the City.

Recreation Centres - Demographics & Participation Trends

An annual benchmarking exercise was undertaken across six years (initially 1997 - 1999 then again in 2002) by the Centre for Environment and Recreation Management (CERM) to identify the usage patterns of the Ingle Farm and Gardens Recreation Centres. Findings from the study can be extrapolated across all of Council’s indoor facilities.

Due to repeat visits it is not possible to identify the number of people that make up the total number of attendances. However, for a population of 121,276 the attendance numbers do provide a strong indication that Council’s Recreation centres provide a significant proportion of community recreation service delivery.

A demographic breakdown of those attending recreation centres indicates that Council’s direct service provision caters for population groups at highest risk of being inactive, such as females and Indigenous persons. Also consideration needs to be given to the age profile of users, length of visit and frequency of visit.

<table>
<thead>
<tr>
<th>Recreation Centre attendances July 05 – June 06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility</td>
</tr>
<tr>
<td>Ingle Farm Rec Centre</td>
</tr>
<tr>
<td>Gardens Rec Centre</td>
</tr>
<tr>
<td>Salisbury Swimming Pool</td>
</tr>
<tr>
<td>St Jays Rec Centre</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

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A demographic breakdown of those attending recreation centres indicates that Council’s direct service provision caters for population groups at highest risk of being inactive, such as females and Indigenous persons. Also consideration needs to be given to the age profile of users, length of visit and frequency of visit.
Recreation Centre Community Catchments

CERM’s benchmarking exercise identified that:

- almost half of attendances at Council’s recreation centres come from within a five kilometre radius;
- approximately one third come from between five and eight kilometres; and
- the remaining catchment travelling from beyond this distance.

This map demonstrates that the catchment for Council’s existing stock of direct service recreation facilities currently covers the entire City.

However, with facilities at capacity during peak times (out of school hours and after work) existing facilities will need to be enhanced to cater for the potential growth in attendances. In enhancing the carrying capacity of facilities Council must also consider the significant overlap of catchments and manage the potential for competition between recreation centre programming.
Managing Council’s Recreation Assets

Managing Council’s Recreation Assets

Council’s success in capturing a community wide market in physical activity is the result of the three key settings for activity; open space, sports clubs and recreation centres. Such comprehensive delivery however, does come at a sizeable cost to Council, and it is important to understand the costs associated with the delivery of community outcomes within the City’s recreation centres.

Key Hire Facilities

Within the Recreation Services Business Unit portfolio there are three key-hire facilities. The following table identifies the annual operating subsidy for these facilities to be available for community hire.

If the delivery of indoor physical activity opportunities is going to continue under a business unit model, and if the operating subsidy is going to be a means of measuring the performance or the level of financial liability the City’s recreation facilities incur, Council’s three key hire facilities need to be rationalised into the portfolio of Property Services. It should be noted that the Para Hills Hall is no longer operational.

Rationalising the management of these facilities is an essential first step, and will provide the most immediate outcome in enhancing the operation of Council’s recreation service delivery.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Expenditure $05/06</th>
<th>Budgeted Maintenance</th>
<th>Income $05/06</th>
<th>Operating Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salisbury North Community Centre</td>
<td>$63,861</td>
<td>$10,200</td>
<td>$41,000</td>
<td>$33,061</td>
</tr>
<tr>
<td>Valley View Hall</td>
<td>$17,600</td>
<td>$2,500</td>
<td>$8,000</td>
<td>$12,100</td>
</tr>
<tr>
<td>Para Hills Hall</td>
<td>$16,100</td>
<td>$5,100</td>
<td>$9,000</td>
<td>$12,200</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$97,561</td>
<td>$17,800</td>
<td>$58,000</td>
<td>$57,361</td>
</tr>
</tbody>
</table>

Direct Service Facilities

The total operating expenditure budget, including administration, for 2005/2006 was equivalent to 2.87% of Council’s total operating expenditure budget. After accounting for income, the level equates to an operating subsidy of approximately $800,000.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Expenditure $05/06</th>
<th>Income $05/06</th>
<th>Operating Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingle Farm Rec Centre</td>
<td>678,922</td>
<td>448,100</td>
<td>230,822</td>
</tr>
<tr>
<td>Gardens Rec Centre</td>
<td>872,304</td>
<td>711,200</td>
<td>161,104</td>
</tr>
<tr>
<td>Salisbury Swimming Pool</td>
<td>412,194</td>
<td>217,000</td>
<td>195,194</td>
</tr>
<tr>
<td>St Jays Rec Centre</td>
<td>178,939</td>
<td>99,700</td>
<td>79,239</td>
</tr>
<tr>
<td>Recreation Services Admin</td>
<td>177,622</td>
<td></td>
<td>177,622</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,319,981</td>
<td>1,476,000</td>
<td>843,981</td>
</tr>
</tbody>
</table>
Council’s existing recreation assets are of considerable financial value. Despite their age they remain fundamentally in good condition. While the figures present a good guide to the condition of each facility, it is necessary to assess what of the total amount of required refurbishments will contribute greatest to the amenity, viability and functionality of each centre.

**Implications for The Game Plan**

**Actions:**
- Identify priority refurbishment works within the context of each centre.

---

### Value And Cost Of Recreation Centres By Size

<table>
<thead>
<tr>
<th>Facility</th>
<th>Replacement Value $</th>
<th>Value $ per m²</th>
<th>Expenditure $ 05/06</th>
<th>Cost $ per m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingle Farm Rec Centre</td>
<td>4,659,000</td>
<td>1,058.86</td>
<td>678,922</td>
<td>154.30</td>
</tr>
<tr>
<td>Gardens Rec Centre</td>
<td>3,860,000</td>
<td>1,015.78</td>
<td>872,304</td>
<td>229.55</td>
</tr>
<tr>
<td>Salisbury Swimming Pool (Admin &amp; Change Rooms)</td>
<td>916,000</td>
<td>1,635.71</td>
<td>412,194</td>
<td>736</td>
</tr>
<tr>
<td>St Jays Rec Centre</td>
<td>2,455,000</td>
<td>1,105.05</td>
<td>178,939</td>
<td>80.60</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>11,890,000</strong></td>
<td><strong>2,142,359</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

These figures provided are a guide to the minimum expected cost of developing new indoor sports facilities on the same scale of Council’s existing facilities in 2006.

It is important to consider the cost implications of developing a facility suitable for immediate need against a facility to cater for future demands and competition standards. As a result Council should, where possible, identify the potential future demands of a facility and ensure that its design and implementation remains flexible to meet any likely future requirements.

### Condition Of Existing Facilities

Asset Management Audits have been undertaken on all Council owned facilities. The outcome is an indication of the replacement value of each building (cost of building the existing facility new) and a refurbishment value (cost of restoring the facility to contemporary standards).

A condition rating is achieved by dividing the refurbishment value by the replacement value. A higher rating (approaching 1.0) indicates favour towards replacing the facility rather than renovating or refurbishing it.

The table below specifies the condition rating of each of the recreation centres according to Council’s building audit.

<table>
<thead>
<tr>
<th>Recreation Centre Condition Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility</td>
</tr>
<tr>
<td>Ingle Farm Rec Centre</td>
</tr>
<tr>
<td>Gardens Rec Centre</td>
</tr>
<tr>
<td>Salisbury Swimming Pool (Admin &amp; Change Rooms)</td>
</tr>
<tr>
<td>St Jays Rec Centre</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

The per square metre approach provides a cost comparison across Council’s existing stock of facilities as well as measurable insight into the cost implications of future facility development and extension.

---
Planning hierarchy

A planning hierarchy has been applied to Council’s recreation centres to obtain a spatial representation of the current distribution of facility types throughout the City. The hierarchy is consistent with the open space classifications. However, the local level is excluded as it is not relevant to recreation facility provision. A state level is included to accommodate the design specifications associated with higher level recreation service provision.

As a result the classification incorporates four levels: State, Regional, District and Neighbourhood. The classifications are based on current or potential function or use, and relate to the specialised nature of facilities or the potential catchment.

State

State level facilities are designed to meet the state, national and international standards of competition for designated indoor sports, while providing for off peak programming for either club based training or community sport and recreation. State facilities can be suitably located in regionally significant open spaces or within Regional Activity Centres.

To maximise the outcome of state facilities they should be located within District Activity Centres, or within Regional level open space.

Regional

Regional facilities contribute significantly to the sport and recreation aspirations of the City of Salisbury and wider metropolitan Adelaide due to their size and capacity to cater for events and specialised activities of a regional and state level.

To maximise the outcome of regional facilities they should be located within District Activity Centres, or within Regional level open space.

District

District facilities cater for the needs of a catchment up to or just beyond eight kilometres. Previous research indicates that due to the nature of the location of Council’s facilities the catchment is likely to run along a North/South corridor either side of the Main North Rd/Gawler Railway Line.

Neighbourhood

Recreation centres do not necessarily fall into the neighbourhood classification as this applies directly to neighbourhood houses and Council’s key hire facilities, Para Hills Hall, Valley View Hall and the Salisbury North Community Centre.

However for the immediate community, Council’s recreation centres can provide localised sport and recreation opportunities. Therefore while the recreation facility analysis will not classify buildings as neighbourhood facilities, it is still essential for all facilities to provide a neighbourhood function as well as providing a district or regional service.

Facilities under this classification are indoor sports/fitness oriented without unique programming or features to draw higher level programming or broader community catchment. Structured social sports form the primary function of district facilities, with a floor space that can cater for large community events and state level competitions where floor space and stadium heights are the only criteria.

Both district and neighbourhood level facilities are suitable options for location within Council’s Neighbourhood Activity Centres.
Applying the classification to council’s assets

Based on the definition for each classification it is possible to identify the potential function of each of Council’s recreation assets.

According to the potential function of existing facilities the City of Salisbury does not currently or potentially manage any state level facilities. It is considered Council should look first to enhance existing stock of facilities while capitalising on broader opportunities to partner in developing new facilities that satisfy state and federal government planning and participation objectives.
Updating Existing Stock

The Ingle Farm and the Gardens Recreation Centres are at their full potential in relation to function. However, there is potential to increase the variety of programming based on recreation trends and the growth of alternative sports. Expanding the footprint of each building and increasing equipment may enhance district level service provision.

Each centre is ideally located within the range of Council’s primary east and west District Activity Centres, and as a result enhancement of the facilities should focus on improving their relationship to the other services and facilities within each District Activity Centre.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Current</th>
<th>Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingle Farm Rec Centre</td>
<td>District</td>
<td>District</td>
</tr>
<tr>
<td>Gardens Rec Centre</td>
<td>District</td>
<td>District</td>
</tr>
<tr>
<td>Salisbury Swimming Pool</td>
<td>Regional</td>
<td>Regional</td>
</tr>
<tr>
<td>St Jays Rec Centre</td>
<td>District</td>
<td>Regional</td>
</tr>
</tbody>
</table>

Salisbury’s Swimming Pool has always attracted users from beyond the Council area. The proximity to the Salisbury High School, Council’s Central District Centre and the Salisbury North regeneration project, and high levels of open space surrounding the facility, there is potential for a share use approach to further facility development on or adjacent to this site in partnership with the Department for Education and the Office for Recreation and Sport.

With appropriate development, there is an opportunity for the swimming pool to be part of a state level precinct. However, this is not a priority action given the current function of the swimming pool, and the dependency on an effective interagency approach for the development of a state level precinct.

St Jays provides an immediate opportunity for development to a higher level facility. It has a locational advantage due to its proximity to the City centre, the co-location of other significant recreation facilities and the available open space. It also has the opportunity to capitalise on the possible development of additional sporting facilities operating out of the centre.

Improving the function of St Jays will contribute to a sense of activity in the City centre and should form the priority project as far as developing the existing facilities to their potential function. Consideration should be made to develop one of the facilities and associated open space to serve a higher level function.

Consideration of these centres will maximise with the development of master plans for each of the Farm, Gardens and St Jays Recreation Centres.

Developing New Opportunities

The City of Salisbury has an opportunity to capitalise on the directions of the State Sports Facility Strategy by the Office for Recreation and Sport. This strategy provides the long term spatial planning goals for state level sports facilities within the metropolitan and regional setting. New facility development must tie in with the direction of this strategy while satisfying local needs and improving the City’s setting for the generation of activity.

Any commitment from Council in partnering the development of state level facilities must be on the basis of an operational model that ensures equitable community access to the facilities out of competition times. Council should also consider positioning potential facility development in such a way that it does not directly compete with the function and programming of the existing direct service provision facilities, but rather offers alternative programming or event opportunities. This can be achieved through selective tendering for facility, sport and event types that suit an outer metropolitan setting.
The relevant sections from the State Sports Facility Strategy are:

- **Sports Hubs**
  Mawson Lakes presents an opportunity to create a hub for elite sporting activity that can be readily supported by infrastructure and community use. Unity Park can be developed further to link with activities catered for in State Sports Park.

- **South Australian Sports Institute (SASI)**
  Link in with the proposal to develop the home of the SASI within State Sports Park with appropriate development of the crown land at Mawson Lakes.

- **State Equestrian Facility/Sports Hubs**
  Globe Derby should be enhanced inline with the direction to build onto existing facilities as a priority and the identified need to develop a state level equestrian facility.

- **Access to Greenfields**
  Alternative sports where Australia currently and potentially could have a competitive advantage could be positioned in the outer areas of the City where Greenfields are still available.
Contributing to Recreation Provision through the Planning System

The Planning Strategy for Metropolitan Adelaide is the spatial representation of the South Australian Strategic Plan, incorporating the physical development aspects of government planning in relation to housing, infrastructure and natural resource management. This Strategy encourages:

Physical activity has a positive role to play within sustainable communities and there is a need for Council to provide the setting for physical activity as a part of everyday life whether it is in built form, as open space or as an active transport network. This approach provides walking and cycling networks and a range of recreational activities to promote active, participatory communities.

Sport England, The Governing Body for Sport within England, have developed a thematic approach to accessibility that links sports facilities to other daily activities, positioning physical activity as an element of everyday life. In line with this approach Council can identify funding and locational opportunities to enhance facility provision for the health and wellbeing of the community and the vivacity of the city.

Sport England Accessibility Model

Council has an opportunity to increase the City’s capacity to generate built recreation assets through a range of techniques including negotiations with developers for provision of facilities through joint venture agreements such as those used for the development of Mawson Lakes.

Research indicates that district recreation centres have the highest attendance catchment from within eight kilometres of each site. Future residential development or regeneration of areas in excess of 20 allotments could contribute in some way to the enhancement of existing recreation facilities or creation of new buildings within eight kilometres of the subdivision.

Research has identified that recreation centres provide significant direct service delivery to the community, specifically engaging a high proportion of special populations identified as being at risk of inactivity. While Council’s recreation centres serve a whole of community catchment, careful consideration needs to be made regarding increasing the carrying capacity of each centre.

There is a need for Council to develop a plan towards the sustainable balance between built and natural settings for physical activity as an essential element of participative communities in the future. Currently this should take the shape of:

- enhancing the existing facilities suitably located within Council’s activity centres;
- partnering state government in developing larger scale opportunities with equitable community access;
- acquiring developer contributions from residential subdivisions within eight kilometres of current or potential sites; and
- reallocating operational savings and a percentage of income towards built and natural settings for activity.

“...Clustering certain levels of industry, employment, recreation and cultural activities in areas with high accessibility to transport networks... crucial to achieving this policy, while protecting Adelaide’s built heritage and neighbourhood character, is good urban design and access to quality open space. This approach provides walking and cycling networks and a range of recreational activities to promote active, participatory communities.”

Physical activity has a positive role to play within sustainable communities and there is a need for Council to provide the setting for physical activity as a part of everyday life whether it is in built form, as open space or as an active transport network.

Future planning should incorporate regional and district recreation facilities within District and Neighbourhood Activity Centres to enhance their visibility, potential use and relationship to the surrounding community.
Club Based Community Activity

**Clubs as a Community Destination**

Sport has been recorded as a part of the Salisbury community from as early as 1883, with families participating in a range of activities and events in and around the City’s centre, with a specific focus on the Salisbury Oval - a venue that remains a focus for activity today. Despite trends away from structured activity it is evident that the Salisbury community values organised sports, with survey results indicating participation in sport greater than walking, a statistic that is at odds with the broader planning context.

Clubs provide a community destination and an avenue for involvement in community life as a participant or as a volunteer. Participation in organised activities is an important element of a child’s social development and is important for the development of motor coordination skills, teamwork and physical fitness.

**Asset Management of Sports Clubs**

Through a facilities audit Council’s Strategic Asset Management Plan has identified the condition of Council’s leased facilities. Currently there are 56 leased buildings on 31 Council reserves designated for structured sports competition. The facility audit provides an indication of the replacement value of each building (cost of building the existing facility new) and a refurbishment value (cost of restoring the facility to contemporary standards). A condition rating is obtained by dividing the refurbishment value by the replacement value. As the condition rating approaches 1.0, the less favourably refurbishment of the facility will be regarded over constructing a new facility.

The cost of refurbishment, if undertaken in 2006, equates to $6 million or one third of the total replacement value of $18 million. Council’s buildings are reaching a critical period of renewal. Based on the data provided by the Strategic Asset Management Plan, over half of Council’s sports clubs have exceeded a refurbishment cost of 50% the total replacement value of the building.

Local governments contribute most of the funds provided to sport and recreation venues, grounds and facilities. In 2000 - 2001 funding provided by local government for recreation and sport facility development equated to 77.2% ($997.5 million) of the total government funding (with the majority of state funding going to programs). Council needs to manage its significant financial investment in recreation assets in a way that provides opportunities other than recreation (per se) for the city.

**Carbon Neutral Sports Clubs**

The future refurbishment or replacement of Council’s existing stock of community leased buildings brings with it a unique opportunity to retrofit or design carbon neutral assets. Carbon neutral sports clubs would benefit from a holistic approach to operational sustainability that includes:

- application of recycled water to playing surfaces and to suitable building plumbing from rainwater tanks;
- fitting of solar panels to generate sufficient energy for the club’s needs;
- waste reduction strategies such as composting and recycling;
- water sensitive urban design (WSUD) and sustainable landscaping; and
- solar hot water systems, lighting and other energy efficiency technologies.

The cost of establishing sustainable building stock is high and careful consideration needs to be undertaken before capital investments are undertaken given that pay back provision for such initiatives are often estimated at 20 – 25 years. There are however very positive benefits in terms of social and environmental gains for the community.

In the instance of community sports clubs there is an opportunity for green design buildings to reduce the cost of utility payments currently undertaken by clubs, which in turn can have a positive effect on membership prices and community accessibility to participation in sports clubs. So while the payback period may be a long term consideration for Council, it can potentially provide immediate benefits for lease holders of community buildings.

An additional benefit for the adaptation of building stock to be more sustainable is the future impacts of climate change on these facilities. By making buildings more reliable on their own independent renewable energy sources and recycled water will in the longer term reduce the higher electricity and water prices likely to be charged in the future.

The creation of an environmentally friendly building stock will require further investigation, as would the means of funding and implementing the initiative within the existing building renewal program. Council’s Minor Capital Works Program, partnered with the relevant grant programs offered by state and federal government provides an avenue of funding the ‘greening’ of Council’s community clubs without extending the City’s existing operating budget. Potentially this approach could provide retrofit funding for up to four clubs per year.

This is also consistent with Council’s Energy Action Plans which include the staged auditing and then retrofitting of buildings to be more energy efficient and sustainable in the future.
Lease Holder Survey

In late 2006 Council’s property Services section administered a sports club survey to all lease holders as a means of identifying:

- status of current and potential membership;
- current and potential open space and building requirements;
- lease holder perceptions of club facilities and Council’s customer service; and
- expectations of Council for the future.

Of Council’s head lease holders 37 (75%) responded to the survey, the sports represented are highlighted in the following table:

<table>
<thead>
<tr>
<th>Respondents by Sport</th>
<th>Non-Respondents by Sport</th>
<th>Total for each sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 soccer clubs</td>
<td>3 soccer clubs</td>
<td>14 soccer clubs</td>
</tr>
<tr>
<td>6 football clubs</td>
<td>3 football clubs</td>
<td>9 football clubs</td>
</tr>
<tr>
<td>5 cricket clubs</td>
<td>1 cricket club</td>
<td>6 cricket clubs</td>
</tr>
<tr>
<td>3 netball clubs</td>
<td>3 netball clubs</td>
<td>6 netball clubs</td>
</tr>
<tr>
<td>3 tennis clubs</td>
<td>1 tennis club</td>
<td>4 tennis clubs</td>
</tr>
<tr>
<td>2 soft/baseball clubs</td>
<td>2 soft/baseball clubs</td>
<td>4 soft/baseball clubs</td>
</tr>
<tr>
<td>2 scout groups</td>
<td>1 scout group</td>
<td>3 scout groups</td>
</tr>
<tr>
<td>1 athletics</td>
<td>2 athletics</td>
<td>3 athletics</td>
</tr>
<tr>
<td>1 BMX</td>
<td></td>
<td>1 BMX</td>
</tr>
<tr>
<td>1 croquet</td>
<td></td>
<td>1 croquet</td>
</tr>
<tr>
<td>1 rugby league</td>
<td></td>
<td>1 rugby league</td>
</tr>
<tr>
<td>1 lawn bowls</td>
<td></td>
<td>1 lawn bowls</td>
</tr>
<tr>
<td>1 boxing</td>
<td></td>
<td>1 boxing</td>
</tr>
</tbody>
</table>

Membership and playing field requirements

Of the 37 respondents, 27 stated that their membership was increasing, 11 stated their membership was stable while one club indicated their membership was in decline. Increased or stable membership was generally attributed to:

- increased exposure and popularity (particularly soccer);
- increase in junior participation;
- housing developments within the catchment;
- improved promotion (either through club, state or national association);
- better links with feeder schools; and
- improved committee management.

Despite expecting growth or stable membership 15 clubs indicated that their open space needs will not change. However 13 clubs believe that a growth in membership will have a direct effect on the available space for training and playing, with the result being an increased requirement for open space to cater for an increase in playing membership.

Of the clubs expecting an increase in open space needs, seven were soccer clubs. Overall this indicates that Council has 14 soccer clubs - the highest representation of any sport in the City - half of which are in a position where they need to expand to meet the demand from their catchment.

It is important for Council to identify the true driver of growth. Whether the increase in open space requirements is a result of association standards for ground and associated playing field infrastructure on open space needs, or if it is a direct response to increased community participation.

Undeveloped reserves in the north and western regions of Council have been identified as potential playing fields for community sports clubs. This is a rare opportunity for the City of Salisbury as most metropolitan Council’s have exhausted all available options for playing field development.

It will be important to identify how these reserves can be effectively tenanted to provide the best possible outcome for the community in the immediate and long term. Including whether or not the current requests by soccer clubs to establish within the City should be catered for in light of the existing number of soccer clubs seeking open space to facilitate expansion opportunities.
The implication is that while user ratings indicate a satisfactory provision of sports clubrooms, the current rate of deterioration of the City’s assets against the indicated growth in club sports participation inevitably leads Council to a position where it is required to effectively manage a critical period of renewal.

Implications for The Game Plan

Priority action is to map and analyse the catchment areas in size and population to determine the extent of existing service delivery and likely future needs for both the community and community sports providers.

Council will need to plan for the future provision of community sports and may need to specifically plan for the future provision of soccer within the City.

Council will need to develop a policy to guide the best possible use of vacant land once it is developed. This will include a:

- community service principal/philosophy;
- statement of the City’s obligation in establishing the prospective tenant;
- process of awarding tenancy; and
- criteria for determining the attributes of a suitable tenant that meets the community service philosophy i.e. - provision for players beyond senior men’s competition.

Directions

Local Government spends more on sporting and recreation facilities than the other levels of government as a proportion of its total expenditure. Consequently The Game Plan will aim to optimise these benefits through efficient and effective use of resources. With this in mind four key directions have been identified to guide the development of The Game Plan; Generating Activity in the City of Salisbury:

- Health & Wellbeing
- Sports Development
- Asset Management
- Club Based Physical Activity

Undeveloped reserves in the north and western regions of Council have been identified as potential playing fields for community sports clubs. This is a rare opportunity for the City of Salisbury as most metropolitan Council’s have exhausted all available options for playing field development.
“The focus will be on being healthier and fitter, having less crime and feeling safer... with a particular emphasis on preventative measures...”

Mike Rann, South Australian Strategic Plan 2004
Generating the Activity

Direction 5:
HEALTH & WELLBEING
Participation in recreation is regarded as being essential in contributing to people’s wellbeing. A number of pressures including trying to balance work, family and life in general means that people, particularly adults have become “time poor” which raises a number of issues for our health and community well being.

The population of Salisbury is growing. There will be an increase in older people and there is a responsibility to ensure that older residents are socially engaged and active so that the likelihood of them needing health and support services will not increase in ways that could have been avoided as they age. Likewise, areas of Salisbury are experiencing regeneration and subsequent influx of young couples which will lead to growth in children and teenagers over the next 15-20 years.

There is a need to ensure the provision of safe, appealing and accessible sport and recreation infrastructure and programs for a variety of targeted groups including:

- young people;
- the aging;
- Cultural and Linguistically Diverse (CALD) Groups;
- Indigenous; and
- people with a disability.

The realm for participation in physical activity has moved beyond designated areas creating a need to plan for physical activity as a part of everyday life. Salisbury’s community is diverse and strategies for increasing participation in physical activity will rely on effective promotion of opportunities.

It is important where possible for the Council to continue to engage people into community life, and the City’s recreation centres provide an opportunity to do this through physical and social activity. The implication is that the strategic approach to planning a supportive environment for physical activity will rely on a mix of planning, promotion and program provision.

To effectively deliver timely and flexible programs, activities, events and facilities, Council requires a knowledge and understanding of the community it is intended to serve. Council has identified a need to establish a mechanism to provide greater local information to guide recreation and open space planning.

Since undertaking comprehensive community consultation as a part of the 1997 Recreation Strategy, Council has intermittently consulted with the community on a project basis. Establishing a means of gathering continuous information from the community regarding their recreation aspirations will enable quicker implementation of relevant actions and programs.

Currently the City facilitates and directly provides a host of programs, services and facilities to cater for a significantly diverse community with a variety of recreation needs and aspirations.

National and state trends, barriers and influencers of participation can be partnered to the City’s demographic profile to provide a local guide for physical activity planning according to likely recreation aspirations.

Part of the goal is to ensure that the work Council currently undertakes in servicing the recreation needs of the community continues to be relevant to the City’s changing demographics.

**Strategy 11**

Plan and design the urban environment to facilitate safe physical activity.

**Actions**

11.1 Incorporate the principles of Healthy by Design and Healthy Parks / Healthy People in urban planning projects and development assessment criteria.

11.2 Review and where necessary alter perimeter planting and dry land mounding around open space and public places to enhance visibility and safety of people within the public realm.

11.3 Stage the implementation of the Local Area Bicycle Plan Gap Report to link existing bicycle safe routes and recreation destinations within the City.

11.4 Apply Crime Prevention Through Environmental Design (CPTED) Principles when undertaking works within community spaces.
Strategy 12

Promote opportunities to ‘Be Active’ as a part of every day life.

Actions
12.1 Develop a communication strategy to implement the ‘Be Active’ campaign in the City of Salisbury including:
   - ‘Be Active’ signage strategy to encourage behaviour change within the City;
   - ‘Be Active’ Trails along the escarpment linking the Little Para and Dry Creek Linear Trails and at St Kilda Mangrove Trail;
   - promotional Material in new resident kits;
   - key message advertising in Council publications; and
   - evaluation of community awareness of recreation opportunities in the City.
Context

Strategy 13

Ensure the Council has access to current information in relation to community recreation aspirations and participation trends in recreational activity.

Actions
13.1 Create an annual report on school aged participation in recreation and sport through the Human Race online resource for schools to guide facility planning and provision.
13.2 Develop an online survey for the community component of the Human Race website to provide localised participation trends.
13.3 Maintain a recreation and open space user survey on Council’s home page to inform facility provision on Council reserves.
13.4 Request annual updates of local participation data from the Active After School Communities Project or substitute programs.
13.5 Maintain an on-line communication network of survey respondents requesting further involvement in Council recreation and open space planning.
13.6 Host community forums on recreation and physical activity to obtain community feedback and expectations regarding service provision.
13.7 Undertake annual benchmarking of recreation centre users.
Strategy 14

Ensure Council’s recreation centres provide recreation products which meet the needs of the community and capitalise on existing gaps in physical activity service delivery.

Actions
14.1 Secure resources to develop programs within community facilities to develop programs to attract and cater for targeted populations (eg. Young people, Indigenous community, women).
14.2 Implement the Active After School Communities program within the City of Salisbury.
14.3 Ensure that products and program delivery at centres are cognisant of the need to facilitate equitable access by all community members.

Strategy 15

Provide pathways for ongoing involvement of school aged people in physical activity.

Actions
15.1 Run an annual club and recreation centre based Growing for Gold program.
15.2 Develop a sports library and recycled sports equipment program to enable affordable access to sports equipment.
15.3 Implement a leadership program offering sports coaching and officiating development for secondary school students within participation programs targeting primary school students.
15.4 Facilitate opportunities for junior players to access training environments that support and aid their development with clear pathways to access elite sporting pathways.
15.5 Incorporate coach and official recruitment / development opportunities within junior development programs.

Strategy 16

Facilitate healthy ageing through participation in physical activity.

Actions
16.1 Promote Council’s network of linear trails for unstructured recreation.
16.2 Facilitate the implementation of the “Just Walk It” Program.
16.3 Maintain Council’s participation in the Mature Age Physical Activity Network.
16.4 Re engage older residents into organised physical activity through club and recreation centre based ‘Vintage Gold’ program.
16.5 Create a supportive environment for intergenerational participation in physical activity through the location of fitness stations in suitable reserves.

Strategy 17

Use recreation as a vehicle to integrate Culturally and Linguistically Diverse (CALD) communities into the City of Salisbury.

Actions
17.1 Assist where possible with the establishment of sporting clubs in the City of Salisbury that have a significant CALD community membership.

Strategy 18

Provide greater opportunities for the Indigenous community to be physically active in the City of Salisbury.

Actions
18.1 Support recreation opportunities provided by the South Australian Aboriginal Sports and Recreation Association within the City of Salisbury.
18.2 Promote the achievement of Indigenous athletes in Council publications.

Strategy 19

Create opportunities for participation in arts based leisure.

Actions
19.1 Collaborate with key arts and cultural community development providers in the delivery of programs within Council facilities.
19.2 Promote community participation in creative pursuits via the City’s cultural development program and activities.

Measures
1. Greater community participation in physical activity by residents of the City of Salisbury,
2. Customer feedback through recreation centres and community facilities,
3. Annual benchmarking undertaking and results being acted on; and
4. Active After Schools programs operational in Salisbury.
“South Australia is highly regarded as the ‘festival state’ and is developing an internationally renowned reputation for hosting innovative, well organised, quality events involving food and wine, theatre and the arts, and world-class sports.”

South Australian Tourism Plan
Generating the Activity

Direction 6:
SPORTS DEVELOPMENT
Sport is very much a part of Australian culture. Participation in sport, either as a spectator, official or participant, is a highly popular activity. Statistics provided by the ABS highlight that:

- almost half of the Australian population over 15 years of age attend sporting events as spectators; and
- domestic residents take around 3.5 million overnight trips within Australia for sporting purposes.

Sporting interests and events have the potential to stimulate tourism activity, raise awareness of other attributes of the city, create friendships and return visits and enhance destination brands.

The tourism side of sport-related business is the economic activity generated when people are drawn to a specific destination to participate in or spectate at a sporting event. Sport tourism also includes the visits people make to see sporting attractions or to take part in sports related meetings.

In 2005 and 2006 the city hosted the launch of the second stage of the Jacobs Creek Tour Down Under. This event provided an opportunity for the local community to be involved with a major international sporting event, and showcased Salisbury to state, national and international audiences.

The City has also played host to state, national and international sporting activities including:
- Soccer training facilities for the Sydney Olympics;
- Australian Water Polo Championships;
- Inter Dominion Harness Racing;
- 2005 Masters Games events; and
- National Blind Lawn Balls Championships.

Increasing this type of activity on council owned/managed public spaces will inevitably contribute to a sense of activity within the city, branding Salisbury as a supportive environment for physical activity and as a destination for sports events and recreation tourism.

Sporting events cover a broad spectrum, but they tend to fall under the following categories:
- championships;
- tournaments;
- events;
- games - are multi-sport events and usually fall outside the mandate of a single sport governing body;
- courses - the survival of sport at both the amateur and professional levels relies on good coaches and officials. Coaching and officiating courses are held throughout the country, usually for short periods of time; and
- conferences - sport, particularly at the national and international levels, requires a high degree of coordination and information sharing.

Councils existing and potential recreation infrastructure must be developed to ensure that they are of a standard to attract and cater to regional, state, national and international competition, while still providing community access. This includes the positioning of Salisbury’s recreation centres to compete for visiting events.

There is significant recreation infrastructure within the City capable of hosting regional, state or national events. These facilities include, but are not limited to:
- City Beach at Mawson Lakes;
- The Lakes (Mawson Lakes);
- Equestrian Centre;
- Globe Derby;
- BMX facility (Unity Park);
- Regional Skate Park (Unity Park); and
- Community Tennis Centre (proposed).

Building the highest possible standards into sports and recreation facilities increase the opportunities of staging events within the City while supporting the viability of local clubs given access out of competition times. This represents an efficient means of providing a flexible facility providing direct and indirect community benefit.

The Mawson Lakes Campus of the University of South Australia provides a unique prospect of blending contemporary learning and thinking with industry experience, an opportunity that places Salisbury apart from other metropolitan Councils in regards to continuous learning and industry development opportunities.
As a result the City of Salisbury can realise an environment that encourages greater learning opportunities within the field of sports development through a partnership approach to planning and implementing activity within the City.

**Strategy 20**

Identify, attract and retain sports events and recreation tourism opportunities.

**Actions**
20.1 Develop and promote the extensive network of trails that traverse the City.
20.2 Promote the use of Salisbury’s wetlands, coastal fringe and regional reserves as visitor destinations.
20.3 Promote the heritage and environmental tourism capacity of the escarpment and Barker Inlet.
20.4 Coordinate a special events working party consisting of key external stakeholders of sport, recreation and tourism.
20.5 Implement a program of club based cycling and running events that contribute to a sense of activity within the City.
20.6 Development of an evaluation framework that quantifies the benefits and costs associated with sports development activities.

**Strategy 21**

Positioning and maximising infrastructure planning.

**Actions**
21.1 Develop a facilities strategy that:
   - enables existing infrastructure to be positioned as a regional or state level facility;
   - prioritises external funding applications for capital improvements;
   - identifies the role of non Council owned facilities;
   - supports elite sporting development; and
   - enhances community access to quality facilities.
21.2 Design all new facilities to the highest competition requirements without compromising equitable community access.
21.3 Ensure actions from the Strategic Asset Management Plan capitalise on opportunities to upgrade existing infrastructure to regional, state and national specifications.
21.4 Develop partnerships with facility providers such as private sector and educational establishments to maximise diversity of facility and capacity within the region.

**Strategy 22**

Foster industry development through learning partnerships.

**Actions**
22.1 Partner with UniSA and the Office for Recreation and Sport to develop an annual series of innovative thinkers and guest speakers at Mawson Lakes.
22.2 Provide student placements and industry development opportunities within Council to encourage innovation and excellence in recreation.
22.3 Develop research partnerships with graduate students of the University of South Australia looking to further their knowledge in the field of sports development.
22.4 Provide a scholarship and employment opportunities for undergraduate and graduate students looking to be employed or conduct further study in the field of sports and recreation in the region.

**Measures**
1. Increased opportunities to participate in elite sport.
2. Increase in appropriate use of trails network Salisbury Wetlands, regional reserves and coastal fringe.
3. Flow of sustainable and innovative directions in sport and recreation provision.
“Although the ‘no hands’ game of football had gained some hold in South Australia by the 1930’s, it had made little impact in Salisbury until the settlement of Salisbury North. The Australian Rules Football Club objected to having a soccer pitch on the oval at Bagster Road, so it decided to hold a public meeting to dispute the playing rights at the venue. When chairman of the packed meeting, Councillor K.N. Davis, revealed that the South Australian Housing Trust would make available eight acres of land in Kelsey Road, the soccer club agreed to accept the offered alternative.”

Salisbury, South Australia, a History of Town and District
Generating the Activity

Direction 7:
SUSTAINABLE & STRATEGIC FACILITY PROVISION
Our goal is to improve the efficiency of Council’s sport and recreation assets, plan for sustainable communities through direct recreation service provision, enhance Council’s existing stock of direct service facilities and plan for the appropriate provision of new direct service facilities.

Council has undertaken an audit of condition of all leased facilities. These conditions and required actions are documented in the Strategic Asset Management Plan. Currently there are 56 leased buildings on 31 Council reserves designated for competition sports. The cost of refurbishment, if undertaken in 2006, equates to $6 million; a third of the total replacement value of $18 million.

Where the refurbishment cost of buildings exceeds 60% of the total replacement cost, Council must consider the best possible future of the facility in the context of:

- efficiency of current facility provision;
- feasibility of new facility development;
- viability of club management;
- strategic directions for sporting associations;
- trends in sports participation;
- demographic profiling; and
- standards for state, national and international competition.

In this process of refurbishment and development Council should be demonstrating its commitment to best practice sustainability in building design including energy efficiency and water use.

The previous provision of facilities by the Council for sporting clubs resulted in building multiple club rooms on the same reserve to cater for individual clubs. This approach is unsustainable and any new development or redevelopment of recreation facilities should accommodate multiple uses and users.

Where appropriate, Council will initiate and encourage shared and multiple occupation of existing grounds and facilities.

There are playing fields and sporting clubrooms within the City that are only utilised by clubs once or twice per week. This presents opportunities to increase the existing capacity of these facilities by diversifying occupancy to cater for other community or sporting groups.

Council has an internal planning group whose purpose is to analyse and assess the future provision of sport and sporting facilities within the City. The Community Organisations Group (COG) consists of staff from all departments of Council that are related to sporting club rooms/facilities. COG also plays a vital role in the administration required for the Minor Capital Works Grants Program.

The Salisbury Sport and Recreation Network (formally known as SACNet) also plays a part in the delivery of facilities and programs in the City. The role of this group is being reviewed in the context of the directions of this document.

Strategy 23

Identify the future needs for sports club facility provision to improve the efficiency of leased facility provision on Council reserves.

Actions

23.1 In conjunction with Council’s Strategic Asset Management Plan, map and analyse the sports club catchment areas in size and population to determine the extent of existing service delivery and likely future needs for both the community and community sports providers.

23.2 Liaise with the Office for Recreation and Sport to determine opportunities to develop regionally significant facilities within the City of Salisbury.

23.3 Identify opportunities to implement outcomes of the State Sports Facility Strategy, and Regional Facility Strategy within the northern region.

23.4 In conjunction with The Game Plan - Managing the Setting, identify and progress appropriate opportunities to develop recreation facilities in the north and west regions of the City as a priority.

23.5 Where projects demonstrate an alignment to Council’s strategic planning, actively support and if appropriate project manage club applications for funding under the Office for Recreation and Sport’s Community Recreation Facilities grant program.

23.6 Undertake a regular lease holder survey to identify club perception of Council facilities, membership trends and strategic directions.

23.7 Review the current role of SACNet to ensure the best possible advice and engagement with sporting clubs can be delivered.
Strategy 24

Identify opportunities to enhance the use of Council’s existing sports and recreation facilities.

Actions
24.1 Undertake a regular lease holder survey to identify times and type of use during the season.
24.2 Assess club applications for sub tenancy agreements.
24.3 Where appropriate promote and facilitate share use arrangements to clubs contacting Council regarding facility improvements.
24.4 Actively support clubs seeking amalgamation.
24.5 Link sports club expansion to areas of expected community growth or current under provision.
24.6 Develop a policy and outcome statement regarding Council’s role and responsibility in establishing clubs at newly developed facilities.
24.7 Develop and apply financial and cost recovery practises which are cognisant of the need to develop of financially sustainable facilities.

Strategy 25

Improve the energy efficiency of community leased buildings towards the creation of ‘carbon neutral’ sports clubs.

Actions
25.1 Develop a ‘carbon neutral sports clubs’ strategy to reduce the resource consumption of Council’s significant building asset base, including:
   - cost benefit analysis of retrofitting and designing new buildings to be environmentally friendly;
   - funding avenues available to enhance the ability for Council to implement the actions without reliance on a significant increase in operating expenditure;
   - links to the existing building renewal program and ‘future provision of community sports’ study; and
   - the likely pay back period to Council, and the associated benefits that green buildings provide tenants and potential members.

Strategy 26

Enhance Council’s existing capability and functionality of direct service facilities.

Actions
26.1 Develop a master plan for the Farm Recreation Centre to provide better interaction with the Ingle Farm district centre and broadening income options through facility modification.
26.2 Develop a master plan the Gardens Recreation Centre to improve the relationship between the wet and dry areas and supply a more holistic range of leisure options through the provision of a gymnasium.
26.3 Develop a master plan for the long-term development and utility of St Jays Recreation Centre.
26.4 Review and rationalise the management of Council’s key hire community halls.
26.5 Review the ongoing operations of Salisbury North Community Centre.

Strategy 27

Plan for the appropriate provision of new direct service facilities.

Actions
27.1 Attract facility development that satisfies the objectives of the State Sports Facility Strategy within Mawson Lakes, Unity Park and Globe Derby.
27.2 Investigate opportunities to increase the level of direct service provision facilities spanning Happy Home Reserve and Salisbury High School.
27.3 Incorporate a ‘recreation contribution’ from residential developments over 20 allotments that support the attainment of 4 hectares per 1,000 population open space per planning precinct towards existing or new facilities.
27.4 Continue to benchmark users of Council’s recreation centres focussing on areas of interest for future facility planning.

Measures
1. Completion of asset management plans.
2. Development of regionally significant recreation facilities.
3. Identified clubs sharing facilities maximising resource efficiency.
4. Clubs that seek co-location or amalgamation are supported.
5. Reduction in energy and resources consumed at Council owned community leased facilities.
“A significant number of residents nominated playing sport as their main recreation pursuit... it is unusual for this activity to outperform walking as the favoured recreation pursuit. This is an indication of the important role sporting clubs play in Salisbury.”

City of Salisbury Recreation Strategy 1997
Generating the Activity

Direction 8:

VIABLE COMMUNITY RECREATION PROVIDERS
Context

There are considerable choices in sport and recreation opportunities available to residents. However, more can be done to promote these activities and facilities. Within the City of Salisbury, sports clubs are a significant mechanism for community service delivery. Subsequently lease holders of Council facilities are an essential element in the mix of community development initiatives employed by Council in creating a sense of place. Council’s lease and licensing must be managed to reflect this relationship in service delivery.

Strategy 28

Assist the viability of community sports clubs through development partnerships with sports clubs in the delivery of community recreation.

Actions

28.1 Promote club development opportunities through the Club Development Network resources provided by Ausport.
28.2 Continue to provide club improvement funding through a Council funded Minor Capital Works Program.
28.3 Support and project manage club initiated applications for external funding that are aligned to Council’s strategic planning.
28.4 Run an annual Growing for Gold program to assist clubs to attract junior membership.
28.5 Where appropriate promote share use arrangements to clubs contacting Council regarding facility improvements.
28.6 Actively support clubs seeking amalgamation.
28.7 Utilise the Federal Government’s Ausport online resources to assist clubs undertake strategic business planning.

Our goal is to partner sports clubs in the delivery of community recreation, assist the viability of community sports clubs and increase community awareness of club based sports and recreation opportunities.

Over recent years sport and recreation has become increasingly recognised by Government as a conduit to enhance quality of life outcomes for all people in the community.

This recognition is particularly relevant at the local level where Councils collectively spend millions of dollars supporting the provision of community sport and recreation. Sport and recreation provides a valuable opportunity for social interaction, strengthening family and friend networks and promoting positive community engagement.
Strategy 29
Increase community awareness of club based sports and recreation opportunities.

Actions
29.1 Incorporate club based activities in broader community events.
29.2 Promote club achievements and community events through Council publications.
29.3 Maintain a list of all sporting clubs online and in Council’s information directory.
29.4 Develop a communication strategy that identifies local and broader promotional opportunities for community sports clubs.

Measures
2. Clubs achieving national best practice in development and operation.
3. Strategic alliance formed with SSOs.
4. Development of a sports & recreation communication strategy.
Implementing *The Game Plan*

*The Game Plan* requires a commitment of ongoing resources from Council via the annual capital and operating budgets. However, it must be seen in the context that it is a long term strategic direction that needs to be followed in order that the level of investment that is occurring is both warranted and represents value for the investment.

There is an opportunity to build partnerships to achieve the vision of *The Game Plan*. These partners may include State and Federal Government funding bodies, sporting and community groups, schools and education bodies and the private sector, including developers. *The Game Plan* will require an innovative approach to securing necessary investment to secure long term provision of open space and recreation assets. In doing so ensuring that the long term needs and aspirations of the community are met, contributing to the Council’s and community’s vision for the City of Salisbury.

Implementing *The Game Plan* will ultimately enhance the quality and value of open space, support physical activity and health, improve quality of lifestyle and increase the perceived liveability of the City of Salisbury.

The Implementation Plans being developed for each of the reserves will provide specific strategies and actions for each of the directions identified in *The Game Plan*.

The Implementation Plans include:
- actions for each strategy to address specific issues and opportunities;
- an estimation of resources and partnerships required to implement each action;
- proposed facility provision levels of service for reserves subject to reference from the Landscape Plan and Asset Management Plans;
- the priority level of each action; and
- an indication of timing for each action.

**Funding and Partnership Opportunities**

*The Game Plan* will be implemented over time and resources can be allocated accordingly. Still, sources of funding will be identified to achieve the prescribed directions and strategic actions.

These sources of income may include:
- State and Federal Government grants for actions and projects that comply with funding guidelines. The main government funding bodies are Planning SA (for regional projects) and the Office for Recreation and Sport;
- a contribution by developers towards open space provision and development, and
- establishment of private recreation operators.

**Reviewing The Game Plan**

To maintain currency of the plan it is proposed that it will be reassessed by undertaking a five year review. This will involve broad community based consultation with the community and sporting groups.

The management and upgrade of individual reserves will be reviewed and updated on an annual basis via the ongoing development of the Open Space Matrix, consideration of specific initiation by Council and consultation with the community.