



CITY OF SALISBURY

Partnership Projects 2022



Acknowledgement of Country

The City of Salisbury acknowledges that we are on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.



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Mayor's Message

Being a powerhouse in South Australia's production, technology and manufacturing industry means the City of Salisbury has an important role to play in the future of our state and indeed our nation. Our City is the fourth largest economy in the state with a Gross Regional Product of \$6.59 billion and we are still growing. We are an important area for the State's economic growth for population, small business, innovation and employment and have key innovation, economic and employment hubs in Technology Park and the Edinburgh Defence Precinct. Investment in social infrastructure such as affordable and transitional housing, especially for older women, is essential.

For generations, people have arrived in our City from far and wide to set up their home, in search of a place with more opportunities for work, education and a better lifestyle. This identity has endured and more recently has been responsible for a significant growth in population and a high housing demand climate. It comes as no surprise then that we are one of the fastest growing areas in the state, with a population of more than 140,000 people, which is expected to grow by 4.1% each year for the next 15 years.

This future growth, health and wellbeing of the northern Adelaide community was keenly accounted for in our City Plan 2035, which sets out our vision for Salisbury to be a progressive, sustainable and connected community. Based upon the characteristics that make a successful city, this vision informs our four key directions, which are to create:

- A welcoming and liveable City
- A sustainable City
- A growing City that creates new opportunities
- Innovation and Business Development

The unfolding situation that is COVID-19 has created some barriers along the way, which we've had to work with to ensure that the actions underpinning these directions came to fruition. On the business front, the pandemic has forced some of our nearly 8,000 businesses to scale back significantly, and unfortunately some have closed altogether, leaving some people out of work.

Balancing the expectations of our community and the certain growth of our City with the uncertain challenges of COVID-19, remains our main focus. For us to fulfil the directions in our City Plan 2035 and to reach our full potential, we need significant investment from both public and private sectors.

Greater returns for our community always happen when Council partners with all levels of government. The successful outcomes of these partnerships can be seen by all in the major projects delivered between Council and State and Federal Governments which have gone on to improve our residents' lives.

We have identified 15 partnership projects from our City Plan 2035 that we ask you, our state and federal representatives, to support us in delivering to our community. These projects are for the enhancement of our environment, for the improvement of our residents' lives, and the positive rewards that come from reactivating spaces, like reducing anti-social behaviours and increasing community connectedness. These projects support key policy directions of the South Australian and Federal Governments ensuring that the provision of key economic and social infrastructure accommodates long term economic growth, creates jobs, supports population growth and future opportunities; ensuring integrated, modern and strategic transport and land use activity; supporting business as the backbone of our economy and fostering entrepreneurialism and innovation; maximising urban development opportunities; and protecting South Australia's environment.

Join us in delivering our potential for our community, so we can become a more progressive, more sustainable and more connected Salisbury.

Gillian Aldridge OAM
Mayor
January 2022

Our Region



158km²

Land area



782km+

Roads



100km+

Walking trails



61,115

Rateable Properties

Our Community



144,900

Current Population



153,000

Expected Residents by 2036



Median weekly household income is 9.6% lower than the median for Greater Adelaide



28% of the population speaks a language other than English at home



31% of the population in Salisbury was born overseas

Our Economy

\$6.59

BILLION

Gross Regional Product

\$3+

BILLION

Investment currently underway or proposed within Salisbury

3.02%

Jobs growth rate between 2014-2020

52,461

Local jobs

7.9%

Unemployment rate

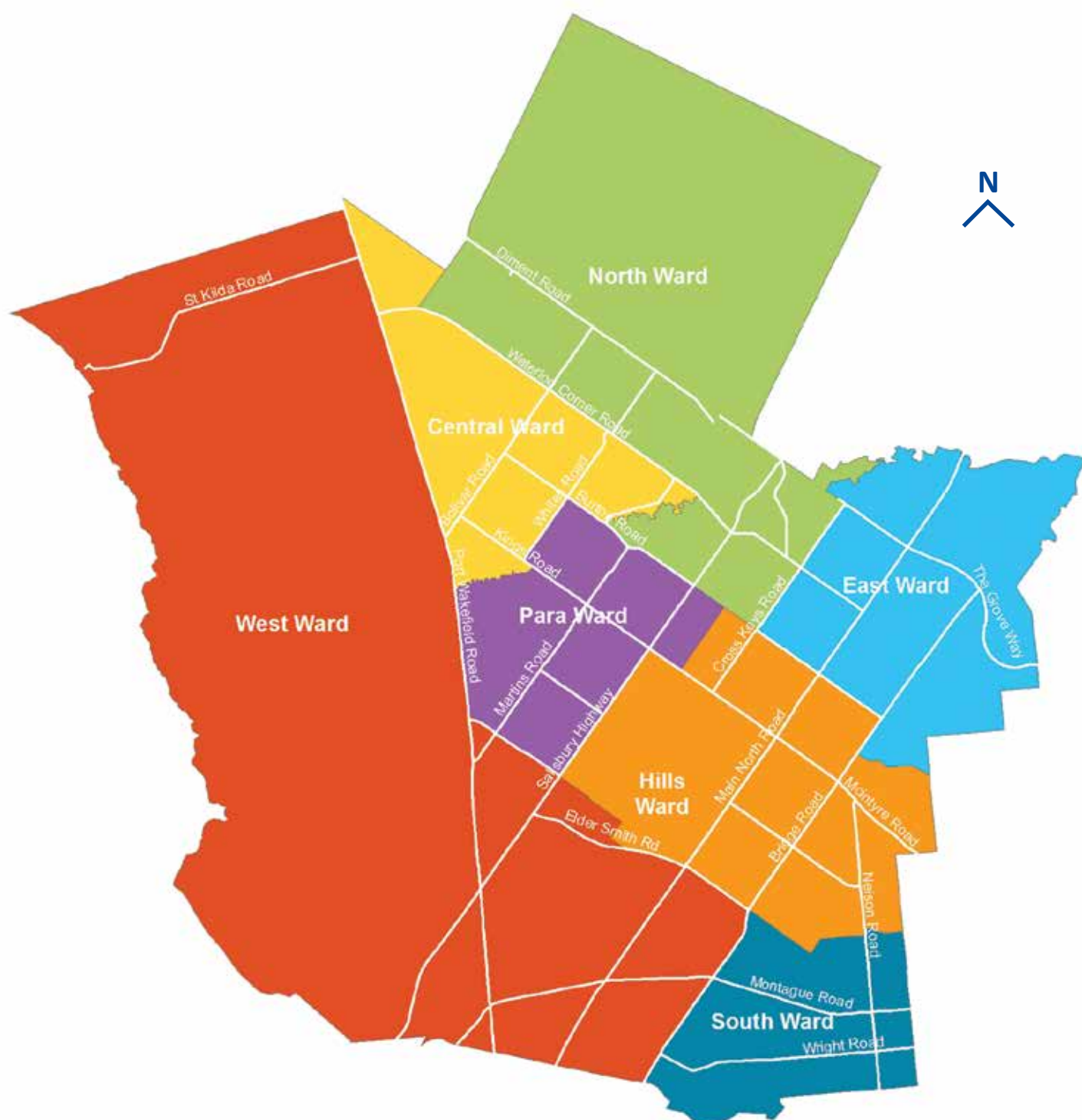
63,914

Residents in the workforce

7,767

Trading businesses

Our Council



MAYOR



Gillian Aldridge OM
0411 703 706
galdridge@salisbury.sa.gov.au

CENTRAL WARD



Cr Chad Buchanan JP
Deputy Mayor
0403 677 807
cbuchanan@salisbury.sa.gov.au



Cr Donna Proleta
0433 750 832
dproleta@salisbury.sa.gov.au

HILLS WARD



Cr Shiralee Reardon JP
0427 095 566
sreardon@salisbury.sa.gov.au



Cr Peter Jensen JP
0437 987 990
pjensen@salisbury.sa.gov.au

PARA WARD



Cr Kylie Grenfell
0433 703 691
kgrenfell@salisbury.sa.gov.au



Cr Sarah Ouk JP
0423 002 064
souk@salisbury.sa.gov.au

EAST WARD



Cr Maria Blackmore
0411 281 164
mblackmore@salisbury.sa.gov.au



Cr Adam Duncan
0429 662 933
aduncan@salisbury.sa.gov.au

NORTH WARD



Cr David Hood
0432 799 931
dhood@salisbury.sa.gov.au



Cr Graham Reynolds
0431 966 500
greynolds@salisbury.sa.gov.au

WEST WARD



Cr Lisa Braun
0413 046 069
lbraun@salisbury.sa.gov.au



Cr Beau Brug JP
bbrug@salisbury.sa.gov.au

SOUTH WARD



Cr Natasha Henningsen
0477 413 108
nhenningsen@salisbury.sa.gov.au



Cr Julie Woodman JP
0431 188 788
jwoodman@salisbury.sa.gov.au

Partnership Projects 2022



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Project 9 (pg 28): Network Analysis of Infrastructure in the North West

PRIORITY 3

Project 4 (pg 20): A Strategic Growth Framework for Land West of Port Wakefield Road

PRIORITY 2

Project 3 (pg 17): Improving East-West Transport Infrastructure - Waterloo Corner Road including Rail Crossing

PRIORITY 3

Project 6 (pg 23): St Kilda Sustainability Centre for Excellence and Eco-Tourism Destination

PRIORITY 1

Project 1 (pg 13): Revitalisation of the Salisbury City Centre

PRIORITY 2

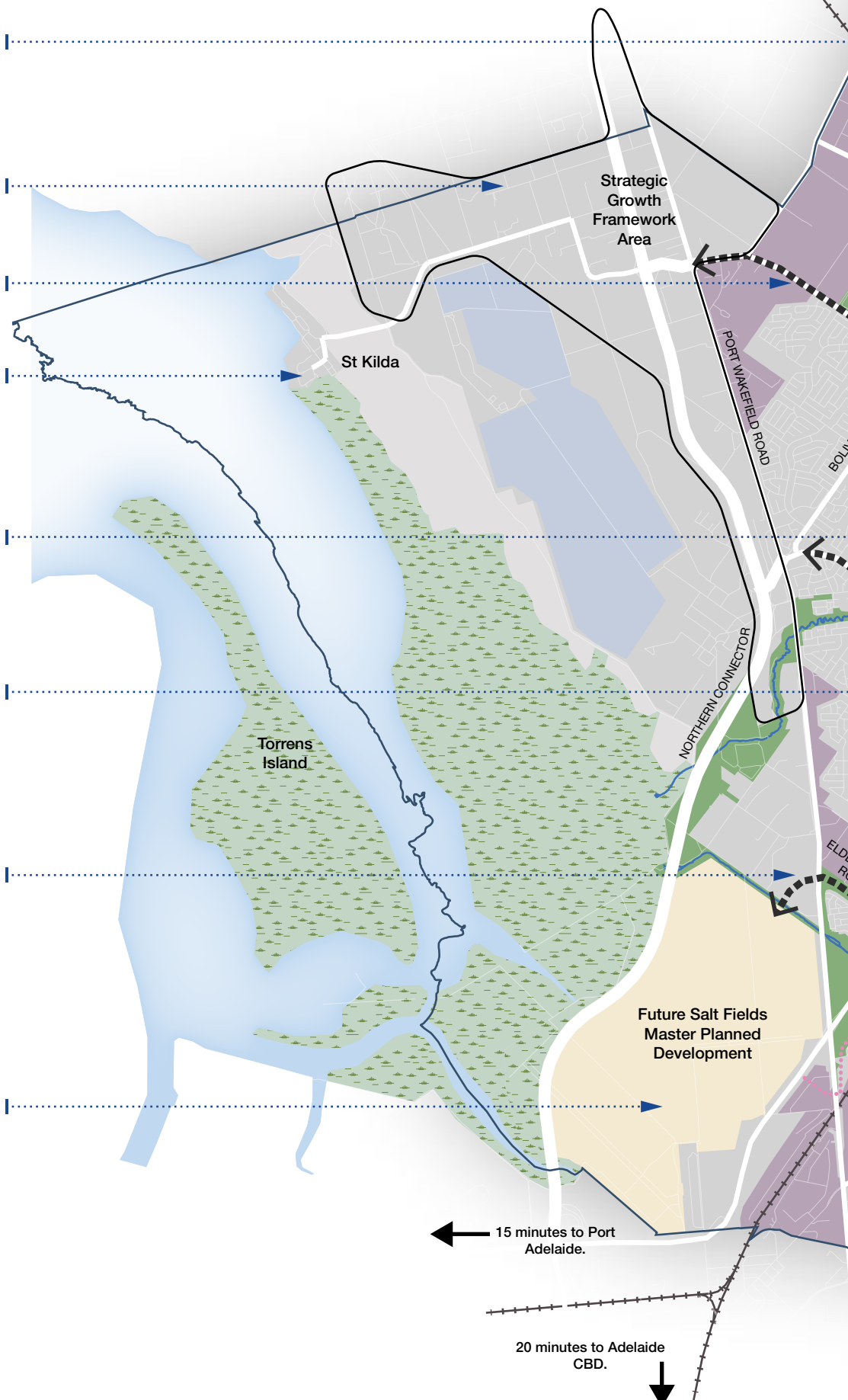
Project 3 (pg 17): Improving East-West Transport Infrastructure - Kings Road Upgrade including Rail Crossing

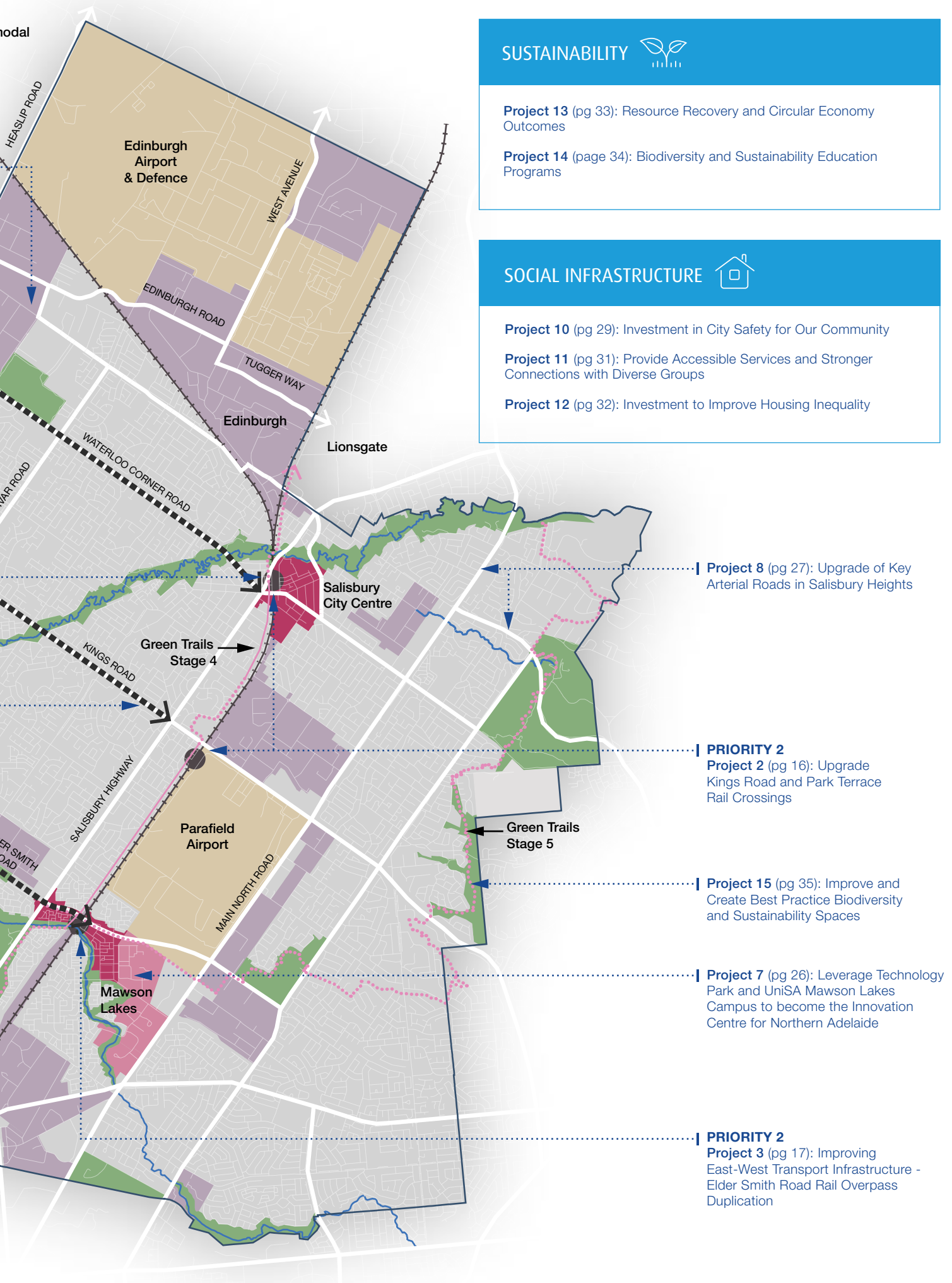
PRIORITY 2

Project 3 (pg 17): Improving East-West Transport Infrastructure - Elder Smith Road Extension

PRIORITY 3

Project 5 (pg 21): Sustainable Development of Dry Creek Salt Fields





SUSTAINABILITY

Project 13 (pg 33): Resource Recovery and Circular Economy Outcomes

Project 14 (page 34): Biodiversity and Sustainability Education Programs

SOCIAL INFRASTRUCTURE

Project 10 (pg 29): Investment in City Safety for Our Community

Project 11 (pg 31): Provide Accessible Services and Stronger Connections with Diverse Groups

Project 12 (pg 32): Investment to Improve Housing Inequality

Project 8 (pg 27): Upgrade of Key Arterial Roads in Salisbury Heights

PRIORITY 2
Project 2 (pg 16): Upgrade Kings Road and Park Terrace Rail Crossings

Project 15 (pg 35): Improve and Create Best Practice Biodiversity and Sustainability Spaces

Project 7 (pg 26): Leverage Technology Park and UniSA Mawson Lakes Campus to become the Innovation Centre for Northern Adelaide

PRIORITY 2
Project 3 (pg 17): Improving East-West Transport Infrastructure - Elder Smith Road Rail Overpass Duplication

Partnership Success Projects



Integrated Wetland and Recycled Stormwater Networks

Wetlands, major stormwater systems and recycled water networks have been developed over the past 25 years with an asset value of over \$60M. This has been achieved with significant Australian Government funding matched by State and Council contributions. One of the most recent projects was the \$5.2M Cobbler Creek Integrated Flood Mitigation, Harvesting and Re-use Scheme. This was an excellent example of all tiers of Government working together to jointly deliver on integrated urban water management goals. This included a community recreational facility built on land donated by the Bridgestone company.

Green Trails and Gawler Greenway Project

Council has been working with the State to develop a 37km fully off-road Pedestrian/Cycleway network over the last 10 years, that links key destinations through Council's key biodiversity corridors. The \$15M of funds, with \$7.5M in-kind from the State, has seen the completion of 17km of the trail including 4 underpasses and major upgrades. Similarly, Council has been working with the State on the Gawler Greenway Project which has seen 1/3 of the project completed with \$5M of the project undertaken.



Bridgestone Athletics Centre

The multi-million dollar Bridgestone Athletics Centre officially opened in March, 2021. The Centre is located at the 6.8 hectare Bridgestone Reserve and boasts sustainability features including recycled surface materials, LED lighting, water harvesting and solar panels. This is a result of a partnership between Council, the State Government, Bridgestone and Athletics SA. The project investment was \$10M of which State Government contributed \$1.5M.

Greenfields Industrial Precinct

The upgrade of key roads and intersections through the Greenfields Industrial Area to B2 and B3 Heavy Vehicle Capacity. This project is in the final stages with 6 intersections upgraded over the last 5 years, with the total program costing \$12M.



Partnership Projects 2022

Our Partnership Projects are grouped under five key themes:



Business Development & Innovation



Transport & Road Networks



Urban Development & Economic Growth



Social Infrastructure



Sustainability

*For communities to thrive, the responsibility sits with
all three tiers of government: local, state and federal*



Priority 1



Revitalisation of the Salisbury City Centre

- The Salisbury City Centre is the cultural, employment and historic heart of the Salisbury area, encompassing the civic centre, government and education services, as well as retail and banking. Salisbury is investing significantly in the revitalisation of the City Centre with the \$42M Community Hub, \$10M upgrade to Church and John Streets, \$4M for new club rooms and play space as part of the Salisbury Oval Master Plan and over \$30M in the Salisbury Recreation Precinct with the new Aquatic Centre
- The redevelopment of Salisbury City Centre as a sustainable, vibrant city of the future is built upon strong foundations and is required to accommodate the future growth of the area
- Council's investment and community demand continues to catalyse millions of dollars of private investment in

entertainment, retail, financial, recreation, health and wellbeing services and facilities in the precinct

- As the busiest Metropolitan bus and rail interchange in South Australia, the upgrade of the Salisbury Interchange will underpin the revitalisation of the Centre and provides a significant opportunity to enhance northern Adelaide's public transport offering and provide improved facilities and safety for commuters
- The location of government offices and services in the Centre by the State and Federal Governments will underpin the success of the Centre revitalisation and act as a stimulus for private investment.



Project Benefits

- ✓ Activate the renewal of Salisbury's CBD by accelerating existing redevelopment plans and by placing the transformation of the Salisbury Interchange at its core
- ✓ Allocation of offices and services which will attract a critical mass to the area
- ✓ Enhancing northern Adelaide's public transport infrastructure will assist in promoting the use of public transport which will reduce transport emissions and reduce congestion on roads
- ✓ The use of electric trains if covered by accredited renewable electricity will produce zero net operational emissions of the trains
- ✓ The rail electrification and associated Salisbury City Centre projects will make rail and bus travel more attractive and safer for patrons, and act as a catalyst for private sector investment
- ✓ Low-cost land for commercial development
- ✓ Opportunity to consolidate existing car parking facilities and develop surplus land



Request of Government

- 1 Commit to funding the upgrade of the Salisbury Interchange to optimise the benefits for business and commuters that will flow from the electrification of the Adelaide-Gawler Rail Line in two phases:
 - Business case and design
 - Infrastructure upgrade
- 2 Commit to the establishment of a regional northern service centre within Salisbury City Centre to further underpin the importance it has as a service hub for the northern Adelaide community. Continue to support and host educational programs delivered by Salisbury TAFE.



Anticipated Cost

\$15M for Salisbury Interchange upgrade and integration with Salisbury City Centre.



Salisbury's Commitment

- Completed the \$42M multi-purpose Community Hub in 2020
- Upgrade of John and Church Streets – to be completed in 2022 at a cost of \$10M. Involves improved public transport movements, public realm improvements such as smart technology and high-quality landscaping of civic spaces, amenities and universal access
- Implementation of the Salisbury Oval Master Plan including new club rooms with a \$5M play space and indoor cricket facility
- Facilitating private investment at Salisbury Oval for commercial sporting uses, commercial health and wellbeing and services for the aged care and sports medicine sectors
- Redevelopment of the Salisbury Recreation Precinct and Aquatic Centre - \$30M.



Priority 2



Upgrade Kings Road and Park Terrace Rail Crossings

- The Gawler Railway Line is used as an interstate freight line and for commuter travel. It is critical that State and Federal Governments lead or partner with the City of Salisbury to deliver the following critical grade separations and upgrade the Salisbury Interchange at Park Terrace:

- > Road/Rail separation of Park Terrace to an improved Salisbury Centre (as in Priority 1, Project 1) is the key priority
- > Road/rail grade separation of Kings Road – to provide improved road and rail freight and commuter transport experiences through reduction in travel times and improved pedestrian, cyclist and vehicular safety.



Request of Government

- 1 Deliver road/rail grade separation for improved freight and commuter transport experiences through reduction in travel times and improved pedestrian, cyclist and vehicular safety to reduce potential fatalities. This Project also links to Project 1.



Anticipated Cost

- Grade separation and level crossing removal - \$210M (Park Terrace)
- Grade separation and level crossing removal - \$100M Kings Road (TBC, subject to design and requirements/constraints).



Project Benefits

- ✓ Decrease in wait and travel times
- ✓ Improved universal access and amenity at the Salisbury Interchange
- ✓ Reduction of potential fatalities in passenger and freight vehicles
- ✓ Improved pedestrian, cyclist, and vehicular safety
- ✓ Improved road and rail freight transport experiences
- ✓ Reduced carbon emissions



Improving East-West Transport Infrastructure

- Improve east west transport connectivity across the city through improvements to the arterial road network. In particular Kings Road and Waterloo Corner Road need to have improvements to capacity and connections to the Northern Connector
- The extension of Elder Smith Road through to the Northern Connector, including duplication of the rail overpass at Mawson Lakes should also be considered
- These improvements will help ensure efficient and effective freight access to key strategic destinations and allow for safe and convenient traffic flow across the arterial network.



Project Benefits

- ✓ Efficient and effective freight access to key strategic link roads, particularly National Highway One by providing connectivity to Port Wakefield Road and the Northern Connector
- ✓ Access to regional facilities including UniSA, retail and commercial services, Technology Park and the major public rail transport interchange at Mawson Lakes supporting the local and regional community, businesses and industry



Request of Government

- 1 Improve the capacity of Kings Road to meet the requirements of freight and community traffic as a result of the opening of the Northern Connector and the role of Kings Road in the arterial road network - \$20M - \$40M
- 2 Improve the capacity of Waterloo Corner Road to accommodate the growth in traffic volumes and connection to the Northern Connector - \$20M - \$40M
- 3 Extension of Elder Smith Road to link to the Northern Connector (\$20M), including duplication of the rail overpass at Mawson Lakes (\$50M)
- 4 Redevelopment of the Mawson Lakes Interchange to support a mixed use precinct, and to improve commuter car parking and active transport access at a cost of \$25M.



Anticipated Cost

- Improvements to Kings Road to increase capacity - \$20M to \$40M
- Improvements to Waterloo Corner Road to improve capacity - \$20M to \$40M
- Extension to Elder Smith Road to link to the Northern Connector - \$20M
- Duplication of the Elder Smith Road rail overpass at Mawson Lakes - \$50M
- Redevelopment of the Mawson Lakes Interchange - \$25M.



Salisbury's Commitment

- Partnering with the state on broader transport network planning studies
- Improving local freight road linkages from key arterial roads where required
- Ongoing road network improvements ensuring efficient linkages between origins and destinations
- Development of pathway linkages associated with the major arterial roads, including Waterloo Corner, Kings and Elder Smith Roads
- Improvements to parking opportunities on the local street network in the vicinity of Mawson Lakes interchange.



Priority 3

A Strategic Growth Framework for Land West of Port Wakefield Road

- The area west of Port Wakefield Road remains the most significant opportunity to shape Salisbury, with the potential to accommodate more than 10,000 new dwellings, new employment development adjacent to key transport corridors, significant stormwater harvesting opportunities and the chance to enhance environmental health and biodiversity in the mangroves and along the Dry Creek and Little Para River corridors
- Salisbury is preparing a Strategic Growth Framework for the land north of the Little Para River with the potential for this area to be rezoned employment lands to support the potential development of a low emissions eco-industrial park
- The Framework will identify opportunities for coordinated infrastructure investment and potential land use changes to support economic and population growth
- It will also support and guide a staged (precinct based) Code Amendment roll out initiated by either Council, State Government, or the private sector and assist to inform the State Government's review of the 30 Year Plan for Greater Adelaide in 2022.



Project Benefits

- ✓ Rezoning the land to employment with the potential to create an eco-industry park
 - Recycled stormwater – Salisbury Water Business
 - Recycled effluent water from SA Water
 - Renewable electricity and demand management
 - Deployment of smart technologies to deliver infrastructure efficiencies and innovation
 - Circular economy and waste avoidance
- ✓ Increase the employment zoned area of Salisbury by 30%
- ✓ Coordinated and integrated planning of infrastructure upgrades prior to rezoning land
- ✓ Staging development within the area to align with the sequencing of infrastructure provision
- ✓ Planning policy may be used to reflect staging and infrastructure requirements across the area



Request of Government

- 1 To work collaboratively with Council to develop the strategic vision of the land west of Port Wakefield Road, initially through the development of a Strategic Growth Framework, to inform the upcoming review of the 30 Year Plan for Greater Adelaide and future rezoning proposals
- 2 To support the development of Infrastructure Deeds to deliver integrated infrastructure, especially transport, stormwater, water, sewer and electricity prior to rezoning of the land.



Anticipated Cost

To be determined.



Salisbury's Commitment

- Council has committed \$80k to prepare the Strategic Growth Framework and will partner with State Government as a key stakeholder
- Investment in the infrastructure required to support economic and population growth.

Sustainable Development of Dry Creek Salt Fields

- Identified in the State Government's Land Supply Report as the 'Cheetham' strategic infill site, the 750ha Dry Creek Salt Fields site has the potential to supply around 10,000 dwellings over the next 20+ years
- With 1/3 of the land in private ownership and the remaining 2/3 owned by the State Government, the future development of the land requires a master planning approach to ensure the coordinated and integrated delivery of any future development that considers impacts on adjoining areas and communities
- The City of Salisbury advocates for appropriate and well-planned development of the Dry Creek Salt Fields within its City Plan 2035
- Significant state, local government and private investment in physical and social infrastructure will be required to support future development of the area. The quantum of public investment is likely to be in the order of several billion dollars, some of which would be required to be frontloaded to deliver schools, public transport, health facilities, community and recreation facilities for early residents. Joint funding arrangements are critical prior to determining the most appropriate staging of rezoning
- Partnerships with State Government and the private sector are critical to ensure that the development of this land delivers a liveable, sustainable and progressive community that is well serviced by social and physical infrastructure and connected to the broader local community
- The City of Salisbury seeks to be an active and solution seeking partner and is advocating for the establishment of a formal governance model to deliver the project over the next 15 years.



Project Benefits

- ✓ Future urban growth potentially accommodating 10,000 dwellings and 25,000 people
- ✓ Opportunity to harvest and use recycled stormwater
- ✓ Maintaining and enhancing the mangrove and samphire areas of Barker Inlet that forms part of the International Bird Sanctuary
- ✓ Coordinated government and private sector investment
- ✓ Well planned development delivering a liveable, sustainable, and progressive community
- ✓ Maximise future urban development opportunities at the Dry Creek Salt Fields to ensure this development progresses, is well connected with local communities and has access to the rest of the City, noting significant State Government (Renewal SA) land holdings in this development area
- ✓ Significant levels of construction jobs over a 20+ year period



Request of Government

- 1 The City of Salisbury be invited to participate in a formal governance model with State Government and the private sector to deliver the project over the next 20+ years.



Anticipated Cost

To be determined.



Salisbury's Commitment

- To be an active and solution seeking partner that will work collaboratively with the State Government
- Investment in community infrastructure of several million dollars to support the new community.



St Kilda Sustainability Centre for Excellence and Eco-Tourism Destination

- St Kilda provides a significant opportunity to develop an integrated and regionally significant eco-tourism destination that builds on its existing tourism and recreational offerings and protects environmentally and culturally sensitive areas, including:
 - > Adelaide International Bird Sanctuary National Park – Winaityinaityi Pangkara
 - > Adelaide Dolphin Sanctuary
 - > Barker Inlet – St Kilda Aquatic Reserve – important fish nursery habitat and breeding grounds
 - > Traditional knowledge, experiences and culture of the Kaurna people and their deep relationship with Country
 - > St Kilda Adventure Playground and recreation area
 - > Mangrove Trail and Interpretive Centre
 - > St Kilda Boat ramp and facilities used by yachts, motorised vessels and smaller non-motorised watercraft (eg kayaks)
- Over 15,000 boats were launched at St Kilda in 2020 and the opening of the Adventure Park in 2015 attracted 11,000 people
- The State Government (Department for Water and Environment, Department for Primary Industries and Regions, Environment Protection Authority and Green Adelaide) has a significant interest in the management of this sensitive ecological area and the opportunity to provide experiential based learning
- Council is advocating for State Government investment to reinstate the Mangrove Trail and develop a multi-purpose facility that could:
 - > Incorporate a Sustainability Centre for Excellence to provide experiential and nature-based learning (integrating both environmental and indigenous interpretive elements) for primary and secondary schools, universities, tourists and the general community
 - > Provide a regional base for State Government staff to manage important ecological assets
 - > Provide opportunities for people to learn about and gain a deeper appreciation of Kaurna culture
 - > Provide opportunities for university research, observation and monitoring.



Project Benefits

- ✓ Increased visitor numbers to St Kilda by becoming a national and international tourism destination
- ✓ Increased employment and job creation
- ✓ Improved environmental management of an internationally significant ecological area and important fish breeding grounds
- ✓ Opportunities for university research in climate change, blue carbon, coastal and marine ecological communities
- ✓ Improved opportunity for integrated management of coastal and marine environment
- ✓ Provide a regional base for State Government staff who manage these ecological assets
- ✓ Significant investment from the public and private sector



Request of Government

- 1 Investment in the upgrade and extension of the Mangrove Trail to provide an educational, environmental, cultural and recreational experience incorporating interpretive signage
- 2 Investment in a multi-purpose facility at St Kilda that incorporates a Sustainability Centre for Excellence and provides a regional base for State Government staff responsible for the management of marine, coastal and ecological assets in the region.



Anticipated Cost

To be determined.



Salisbury's Commitment

- Funded the \$6M St Kilda Adventure Playground
- Development and management of the Mangrove Trail and Interpretive Centre
- Completion of the \$2.4M St Kilda recreational boating facilities in 2021 providing an upgraded boat ramp and pontoons, making the facility accessible to all
- Road and parking upgrades.



Other Projects



Leverage Technology Park and UniSA Mawson Lakes Campus to become the Innovation Centre for Northern Adelaide

- Established in 1982 as Australia's first innovation precinct, Technology Park is home to over 100 high technology companies in the defence and aerospace, health, engineering, advanced electronics, and information communication technology sectors
- UniSA's Mawson Lakes campus is home to world class, industry-standard teaching and research facilities including immersive virtual teaching environments, and laboratories focused on robotics, augmented reality and geotechnical engineering. It hosts internationally recognised research institutes and centres, including the Future Industries Institute and the Australian



Project Benefits

- ✓ Increase in jobs
- ✓ Targeting and attracting firms that build on the skills base and research strengths of the region
- ✓ A home for advanced technology organisations and innovation
- ✓ Providing a range of accommodation solutions for businesses of any size
- ✓ Providing sustainable, clean, green solutions and products for residents and business
- ✓ Build on a competitive advantage in ICT, electronics and defence by attracting additional large companies as well as making it a location of choice for SMEs including start-ups and spinouts
- ✓ Foster creation of an attractive environment by encouraging greater people density
- ✓ Grow and further develop existing users of Technology Park
- ✓ Economic benefits from interactions and sharing of knowledge, technology, and collaborative activities that are less likely to have occurred
- ✓ Innovation and the creation, testing, and commercialisation of new and original products and services

Research Centre for Interactive and Virtual Environments (IVE), and has links with high tech companies in Technology Park

- The opportunity exists for state and local governments to establish a curation function at Technology Park to oversee the development of the precinct in-line with its guiding vision, to act as a catalyst for an interactive and collaborative environment, to promote the interests of the precinct, and to establish commercial/research relationships with other organisations outside of the precinct
- State Government can also play a purposeful role in linking Technology Park with Adelaide's other technology and innovation precincts as part of a cohesive and complementary network
- Salisbury would like to partner with the State Government to establish a precinct management model for the key technology and innovation hubs of Technology Park and Edinburgh Parks to service northern Adelaide.



Request of Government

- 1 Link Salisbury's Technology Park with Adelaide's other technology and innovation precincts into a cohesive network to develop an integrated precinct platform, which complement the activities of each other and be a part of something bigger
- 2 Activate Technology Park and UniSA Mawson Lakes to champion innovation-led economic growth across northern Adelaide by establishing a curation function at the Innovation Centre and improving the quality of facilities available.



Anticipated Cost

\$1M over 3 years.



Salisbury's Commitment

- Partner with State Government to establish and host the curation function for the Technology Park precinct
- 1.5M of road infrastructure to improve access to Technology Park
- Improve and upgrade streetscapes including irrigation and paving of shared use paths in Technology Park Precinct - \$1.2M
- Main Street reconstruction - \$1M
- Continued funding of the Polaris Centre located at Technology Park to provide support for business growth and innovation in northern Adelaide through the delivery of intensive client support programs for small to medium business owners and entrepreneurs addressing barriers to business growth.



Upgrade of Key Arterial Roads in Salisbury Heights

- The ongoing increase of infill development in Salisbury Heights and Tea Tree Gully has caused a significant increase in traffic congestion and road safety risk on key arterial routes. Improvements on roads are critical that are under the care and control of Department for Infrastructure and Transport including:
 - > Green Valley Drive – The Grove Way intersection
 - > Target Hill Road – Right Turn into Main North Road
 - > The Grove Way – Canterbury Drive intersection.



Project Benefits

- ✓ Eliminate a significant Black Spot at the intersection of Green Valley Drive and The Grove Way
- ✓ Reduced congestion, queuing and travel times
- ✓ Reduced carbon emissions
- ✓ Safer travel movement for cars, cyclists and pedestrians



Request of Government

- 1 Upgrade the Green Valley Drive – The Grove Way intersection to improve to the median, cycleway and pedestrian routes. This will reduce queuing and allow safer movements for cars, cyclist and pedestrians at a known Black Spot
- 2 Target Hill Road – Right Turn into Main North Road – Create a formal right turn lane into the Main North Road median from Target Hill Road to turn North onto Main North Road to reduce congestion at the Grove Way, Main North Road intersection, noting queuing would have to be increased in the median for vehicles travelling North. Both safety and efficiency are improved
- 3 The Grove Way – Canterbury Drive intersection. The efficiency of the intersection can be easily improved by creating a slip lane from The Grove Way into Canterbury Drive. This allows left turns to turn into Canterbury Drive without being stuck in the queue at the signalised intersection, similarly increasing the median queuing capacity would enable more vehicles to turn right at traffic breakpoints.



Anticipated Cost

- Upgrade of the Green Valley Drive – estimated cost \$250K
- Target Hill Road – Right Turn into Main North Road – estimated cost \$1.75M
- The Grove Way – Canterbury Drive Intersection - estimated cost \$1.75M.



Salisbury's Commitment

- Salisbury has completed a Kiss and Drop at Salisbury Heights Primary School
- Upgrade of the Stanford Road – Target Hill Road Intersection to be undertaken in 2022/23 at a cost of at least \$500K.



Network Analysis of Infrastructure in the North West

- Edinburgh Parks and adjacent industrial land provide a unique logistics opportunity being located close to the intermodal transport hub at Direk that connects interstate rail with heavy vehicle freight transportation
- The intermodal transport hub provides a critical connection for B-Triple Road Trains to access both the port facilities at Port Adelaide via the Northern Connector and the interstate rail network
- Upgrading critical industrial roads in the north-west of Salisbury and Edinburgh Parks to B-Triple/A-4 (freight train) access is critical to leverage this logistics opportunity
- Upgrading road and stormwater infrastructure for the 2,000 ha of industrial land will cost in the order of \$60M.



Request of Government

- 1 Partner with Salisbury to undertake a network analysis and integrated infrastructure plan for the north-west, including Edinburgh Parks and adjacent industrial zoned land to ensure that future infrastructure investment is coordinated, efficient and delivered in an appropriately staged manner.



Anticipated Cost

The Network Analysis is anticipated to cost up to \$1M and is required to guide future infrastructure investment in the order of \$60M.



Salisbury's Commitment

- Completion of upgrade of the section of Diment Road between Bolivar Road and Heaslip Road at a cost of \$7M
- Completion of upgrade of Robinson Road between St Kilda Road and Anjento Road at a cost of \$2M.



Project Benefits

- ✓ Facilitate the increase of employment lands in Salisbury by over 30%
- ✓ Development of the food, defence and high technology manufacturing sectors and increased traffic movement within the area are critical to the state economy. This enables land to be rezoned to employment lands which require heavy vehicle transport infrastructure to support the growing logistics sector
- ✓ Provide access between the intermodal transport hub for rail freight and road freight (A-4, B-Doubles, B-Triple) and the Northern Connector providing access to the port and airport facilities
- ✓ Provision of appropriate infrastructure to Edinburgh Parks which is home to international defence and technology companies such as BAE System, SAAB Group, Lockheed Martin, Raytheon and General Dynamics
- ✓ Support land logistics for heavy armoured vehicles (eg tiger tanks, troop carriers, etc) associated with Edinburgh Air Force Base and recently relocated Army Corps
- ✓ Improvements to intersection safety for passenger and freight vehicles
- ✓ Growth in employment lands will support long-term jobs in the northern Adelaide region



Investment in City Safety for our Community

- Community safety significantly contributes to the health and wellbeing of our residents. It is impacted by environmental, social and economic factors
- A positive perception of community safety is pivotal to strengthening communities and activating civic spaces
- Connecting communities in public spaces can mitigate the negative impacts of other less desirable activities that make places feel unsafe
- 60% of respondents to a survey in 2019 reported feeling unsafe on the street alone after dark



Project Benefits

- ✓ Improved perceptions of safety and activation of the public realm
- ✓ Improved actual safety outcomes and reduction in crime
- ✓ Prevention of anti-social behavior by addressing the wellbeing of people holistically and reducing resource impacts on law and order



Request of Government

- 1 Funding for affordable, accessible and culturally appropriate community mental health services to provide a variety of early intervention and crisis services for the community. It is critical that there is integration and collaboration between non-government, primary health and state funded mental health services, and funding for the mental health facility on Park Terrace in Salisbury to function as an integrated specialist mental health facility for the region
- 2 Funding for more affordable and locally available alcohol and drug services to combat the effects of growing alcohol and drug misuse in the region
- 3 Funding for a Salisbury Zero Project to develop regional inter-agency collaborative approach to implement the Zero Homelessness Approach to ensure people who are rough sleeping have access to safe and affordable housing with the support they need to gain and sustain that housing.



Anticipated Cost

- \$500k to contribute to the establishment of a localised and culturally appropriate specialist service to improve health outcomes for vulnerable groups experiencing complex health issues in the City
- \$120k for 1 FTE to establish a backbone role for a Salisbury Zero Project.



Salisbury's Commitment

- Design services, places and programs that are safe and welcoming for all
- Provision of CCTV in the public realm and on Council buildings
- Provision of wellbeing and resilience programs for vulnerable people across Council sites and key cohorts
- Leadership in the delivery of a northern strategy for homelessness, including collaborative groups, networks and key events.





Provide Accessible Services and Stronger Connections with Diverse Groups

- Government communication and policy should ensure that information is accessible to a wide audience and does not further isolate already vulnerable groups
- In 2016, 31% of people in the City of Salisbury were born overseas, compared with 26.3% in Greater Adelaide
- Approximately 70% of the State's refugees settle in the City of Salisbury
- 19% of homes in Salisbury had no internet connection in 2016
- 28% of people spoke a language other than English at home in 2016
- 7% of homes are without a motor vehicle, creating a reliance on public transport to participate in community life, access services and maintain employment
- 50% decline in visits to local libraries in our Council area in the past year due to COVID-19 restrictions and lockdowns. Many people rely on their local library for access to the internet, resources and reliable information
- 7% of people cannot get help in a time of crisis.



Project Benefits

- ✓ Improved connection, access to information and communication with diverse community groups
- ✓ Improve health outcomes and the quality of life of isolated and vulnerable groups
- ✓ Improved public transport options



Request of Government

- 1 Fund program to assist vulnerable and isolated people to access COVID-19 testing sites, rapid antigen tests and other physical sites of importance where private vehicle access is not an option and support is required
- 2 Commitment to renewing the state/local government libraries funding agreement to ensure sustainable funding for Libraries to deliver valuable resources and services to the community
- 3 Funding for additional bus routes and greater frequency of service for suburbs in the western part of the Salisbury Council area, such as Parafield Gardens, Paralowie, Burton and Direk – as well as the introduction of on demand or fixed route bus services for residents living west of Pt Wakefield Rd (Globe Derby Park, Waterloo Corner, Bolivar and St Kilda).



Anticipated Cost

- \$150k to commission a study of the public transport needs and opportunities for a shared approach to localised public transport in Salisbury, the areas of greatest demand and potential economic and social outcomes for diverse and isolated communities who rely on accessible public transport
- Library funding should be maintained
- Cost of additional public transport services to the western suburbs is highly dependent on the delivery model and frequency. \$200k per annum would maintain a fixed route community bus route. \$200k to maintain the provision of a fixed route community bus route to the western suburbs in 2022/23.



Salisbury's Commitment

- Intercultural Strategic Plan – key relationships with cultural leaders, interfaith leaders and key peak organisations
- Access and Inclusion Plan delivering improvements city wide including a Universal Design Guideline
- Celebrate community and cultural diversity
- Delivery Harmony Day public event in March 2022.



Investment to Improve Housing Inequality

- Housing affordability disproportionately affects low-income earners and women
- Home ownership rates are falling among young people and low-income earners
- Low income reduces people's opportunities across all aspects of health and wellbeing. In Salisbury, just under a third (31%) of households in 2016 lived on incomes under \$650 per week (minimum wage), fewer than for Greater Adelaide as a whole (36%)
- 7.5% of all families with children were welfare dependent in 2021
- SEIFA Index of Disadvantage for the City of Salisbury in 2016 was 917, ranking 60th out of 71 LGAs
- 12% of our population hold a University level qualification (compared to 21% of Greater Adelaide)
- 22% of our population holds a Trade qualification (compared to 19% of Greater Adelaide)
- 30.9% of households were made up of couples with children in 2016, compared with 28.7% in Greater Adelaide
- 14.1% are one parent families compared to 11.1% in Greater Adelaide



Project Benefits

- ✓ Address declining rental affordability and increasing housing stress
- ✓ Address and plan for the growing number of older women at risk of homelessness
- ✓ Provide opportunities for young people and low income earners to enter the housing market



Request of Government

- 1 Financial investment for public housing and crisis accommodation to support vulnerable community members who are experiencing, or at risk of homelessness
- 2 Investigate opportunities for private and public partnership opportunities to address the issues of housing inequality and housing requirements of older single occupant households and their unique tenancy requirements
- 3 Consider new ways for determining social and affordable housing ratios and their calculations based on mean household income and affordability rather than property value to ensure young people and low-income earners are supported to enter the market.



Anticipated Cost

\$150k to commission a report into the strategic opportunities, possibilities and benefits of implementing innovative approaches to housing for vulnerable people and low income earners in Salisbury, with the ability to leverage Council's Strategic Property Program as a case study.



Salisbury's Commitment

- Salisbury continues to deliver at risk of homelessness programs to older people in the City to assist them to find suitable and sustainable housing arrangements however this population is ever-growing
- Facilitate housing choices. Affordable housing is included in our Strategic Property projects across the City
- Various programs are delivered by Council to support young people to seek and secure employment to improve financial independence
- Salisbury employs skilled developers who can contribute to capital solutions
- 15% of all of Council's property developments address housing inequality through the provision of affordable stock
- Council will explore opportunities for longer term funding commitments, provision of land or shared approaches to addressing housing inequality in the north, particularly where capital may be raised in partnership.



Resource Recovery and Circular Economy Outcomes

- The City of Salisbury is a joint owner of the Northern Adelaide Waste Management Authority (NAWMA) with City of Playford and Town of Gawler
- The waste and recycling industry has experienced severe market disruptions as a result of China's 'National Sword' policy and the Council of Australian Governments (COAG) waste export bans for certain waste plastic, paper, glass and tyres
- Increases to the Solid Waste Levy has also made sending waste to landfill the most expensive of the three kerbside collection streams (waste, recycling and organics) to process
- The COVID-19 pandemic has resulted in an increase in waste generation through increased demand for single-use products
- Council continues to respond positively to these policy and societal shifts and will continue to focus on innovation, growing jobs and delivering strong environmental outcomes through its own approach to resource recovery
- Council is advocating for government funding and to partner with the State and Federal Governments and NAWMA to rollout resource recovery innovations and programs that build the circular economy, generate employment in northern Adelaide and achieve waste diversion outcomes
- Council will continue to advocate for State and Federal funding to deliver resource recovery improvements and innovations.



Project Benefits

- ✓ The business community has the potential to significantly reduce waste disposal and energy costs for local industries to ensure ongoing viability and sustain jobs in Adelaide's northern suburbs
- ✓ Opportunity to attract new industry and jobs to the City of Salisbury and northern Adelaide region
- ✓ Significantly reduce landfill disposal costs for organic waste eg kerbside green bin, and parks and gardens green waste
- ✓ Creation of local jobs -- with 9.2 jobs created for every 10,000 tonnes of waste recycled compared with only 2.8 jobs when waste is sent to landfill
- ✓ Reduced reliance on virgin materials
- ✓ Reduced carbon emissions
- ✓ Reduced landfill volumes
- ✓ Opportunity for export of new knowledge, innovation and products



Request of Government

To provide funding that helps to adopt practices to increase resource recovery including:

- 1 Investing in collaborative research opportunities between local government, industry and the university sector on the use of recycled materials in products/infrastructure to build a circular economy
- 2 Assisting in the development of markets for recyclable materials through NAWMA
- 3 Continued investment in programs that reduce waste to landfill such as incentives to increase recycling and 'circular' economy initiatives, such as enhance organic waste collection and processes.



Anticipated Cost

On a project-by-project basis.



Salisbury's Commitment

- Salisbury is currently supervising four university research projects from UniSA
- Continued partnership with Green Industries SA and NAWMA with an investment of \$1.2M in the green waste bin/kitchen caddy rollout and associated education program
- Proactive and collaborative approach to resource recovery as a co-owner of NAWMA.



Biodiversity and Sustainability Education Programs

- Green Adelaide funds a nature education program, with the Green Adelaide Education officers in the northern region being hosted at the City of Salisbury
- Green Adelaide Education Officers support early learning centres, schools, TAFEs and Universities to embed sustainability principles into their learning and management practices, linking them to the Australian Curriculum or Early Years Learning Framework
- Students, staff, and families are provided with resources and support to take informed action at a local level. Benefits include enhanced learning experiences to help students develop into powerful learners with skills for a changing world; increasing

student engagement and learning outcomes; and a reduction in ecological footprints and associated school running costs

- Green Adelaide Education Officers work in partnership with the Department for Education to implement the Australian Sustainable Schools Initiative-SA (AuSSI-SA). The AuSSI program is an internationally recognised, best-practice model guiding educational institutions in their exploration of sustainability.



Request of Government

- 1 Continue and increase funding from Green Adelaide for community engagement and education programs targeted at Salisbury's culturally diverse residents, building on current funding (until June 2022) for education programs in schools and kindergartens (two staff and vehicle funded by Green Adelaide). The request is for ongoing funding for three staff and a vehicle
- 2 Funding for educational materials to be delivered in 5 different languages
- 3 To develop a program of on-ground events including:
 - a) A series of Nature Play events that expand from St Kilda to Cobblers Creeks, Carisbrooke Park and Harry Bowey Reserve in Salisbury Park
 - b) On-ground community planting days focused on raising awareness/ education and biodiversity outcomes.



Project Benefits

- ✓ Collaborate with and support Adapting Northern Adelaide to implement adaptation actions, funding opportunities and share state-wide learnings and initiatives
- ✓ Address the impacts of climate risk for communities (particularly the most vulnerable) and council
- ✓ Increase community knowledge of sustainable patterns of living
- ✓ Improved mental and physical health outcomes by connecting people with nature
- ✓ Empower and strengthen communities
- ✓ Increased community participation in tree planting
- ✓ Greener and more biodiverse public spaces
- ✓ Development of multi-language educational materials that can be used for culturally and linguistically diverse communities in SA



Anticipated Cost

- 3 Full Time Staff and Vehicle - \$320k
- Nature Play and Community Planting Events - \$75K
- Educational materials in 5 different languages - \$30K for 3 years.



Salisbury's Commitment

- Host and management of three Green Adelaide staff based in northern Adelaide
- Volunteer management, coordination and supervision of events, site preparation, and provision of plants for community planting events - \$100k per year.



Improve and Create Best Practice Biodiversity and Sustainability Spaces

- The City of Salisbury's Biodiversity and Open Space Policy Direction is to conserve and promote biodiversity, natural habitat and open space and to provide sustainable open space and recreation facilities
- Salisbury aims to implement best practice in provision and sustainable management of landscapes, open space and recreation areas. This includes the completion and application of the City Landscape Plan and Game Plan which incorporate issues such as species selection, sustainable water use and maintenance, conserving remnant vegetation corridors and biodiversity areas as well as rationalisation of open space and recreation areas
- Council actively investigates opportunities to increase biodiversity and access to open space and recreation areas via land use planning controls and guidelines. This incorporates strengthening

landscaping provisions of residential, commercial and industrial lands as well as providing guidance about plant selections and retention of significant trees

- Council works to develop and foster partnerships with relevant stakeholders and Government authorities to encourage eco-tourism to promote habitats of high biodiversity value and recreational opportunities
- Through both active participation and providing support to programs such as the Urban Forest Biodiversity Program and Million Trees, Council can act in partnership with not only the community, but also other levels of government to increase and link biodiversity corridors over private and public lands.



Project Benefits

- ✓ Providing universal access to the community to high quality biodiversity spaces
- ✓ Improved biodiversity outcomes
- ✓ Improved active transport options for residents and visitors
- ✓ Opportunity to connect people with nature improving mental health and physical wellbeing
- ✓ Provision of education opportunities through installation of biodiversity and Kaurna cultural heritage interpretative signage



Request of Government

- 1 Ongoing funding from Green Adelaide and State Government for the completion of Stages 4 and 5 of the Green Trails Network at a cost of \$6M over 6 years.



Anticipated Cost

\$12M over 6 years (co-funded).



Salisbury's Commitment

- Completed Stages 1a and 2 (other than Salisbury Town Centre) of the Green Trails Network – cost \$8M (joint funded with State Government)
- Completed Stage 3 from Globe Derby to Pooraka – cost \$6M (joint funded with State Government)
- Council currently invests \$700k per year in the Biodiversity Corridors
- Council investment of \$1M per year in the Green Trails Network.

Monitoring & Reporting

How we will track our progress

We will monitor and report on our progress towards achieving our Partnership Projects and measure the success of our joint efforts.

We acknowledge external factors may influence priorities, and the success of our partnership efforts, and neither Council nor our strategic partners can control these outcomes. Influences may be a change in a certain partnership outcome, an unforeseen community desire, an unexpected political event, a significant change in political policy or a change of funding or service models. There may also be key events that require Council to review its Partnership Projects including state and federal government elections, state and federal government budgets, regional planning events and changes in local government.

Success measures and indicators will be determined during the planning phase and will be tracked during implementation. Our success will be measured against the achievement of the objectives within the Partnership Projects noting that some advocacy issues span over extended periods of time.

Council's Partnership Projects will be updated as priorities and circumstances shift. In the delivery of our City Plan 2035 and Annual Report process, we will report our progress with the projects listed in this Plan as well as any additional initiatives pursued in response to emerging opportunities.



For further information please contact:
The Mayor's Office
Phone: 08 8406 8262
Email: galdridge@salisbury.sa.gov.au

