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Glossary

Acronym	Full name
ABS	Australian Bureau of Statistics (Australian Government)
CBD	Central business district
CRC	Cooperative research centre
DPTI	South Australian Department of Planning, Transport and Infrastructure
DSTG	Defence Science and Technology Group (Australian Government)
GRP	Gross regional product
LGA	Local government area
NBN	National Broadband Network
NESB	Non-English speaking background
OCESA	Office of the Chief Entrepreneur for South Australia
SABRENet	South Australian Broadband Research, Education and Innovation Network
SEIFA	Socio-Economic Indexes for Areas
UniSA	University of South Australia
VET	Vocational education and training



Executive summary

The City of Salisbury is home to a strong and growing regional economy, contributing some \$6.5 billion to South Australia's gross state product. The economic success of Salisbury is driven by some 7,200 active businesses, which, in turn, generate some 45,000 jobs for locals and residents of other parts of the metropolitan (and even regional) area. In many respects, Salisbury is a key engine room of economic growth for the South Australian economy, often setting a path for the state to follow.

Key to the city's success is the richness of its strategic assets and endowments. These have helped to attract business investment activity, anchor certain industry sectors, and attract high skill workers. Unlike any other place in South Australia (and most likely Australia), Salisbury is home to two airports, one of Australia's largest defence establishments, as well as TAFE and university campuses. Salisbury also boasts excellent physical and digital connectivity, with key road and rail transport corridors as well as high-speed fibre internet infrastructure straddling the region. As a result, these strategic assets also act as an anchor for several important industry sectors, placing Salisbury at the economic centre of the broader northern Adelaide region.

These assets and talent pools underpin a series of key sectors in the local economy that comprise substantial shares of employment and activity today and which offer significant growth opportunities in the future.

Salisbury's key sectors			
	Defence industries		Higher education and knowledge intensive services
	Advanced manufacturing		Health care and social assistance services
	Food processing and product manufacturing		Retail and consumer services
	Transport, storage and distribution		

Some 143,000 people – 8.2 per cent of South Australia's population – also call the City of Salisbury home. A relatively youthful population, Salisbury is home to a large intergenerational migrant population drawn from a diverse range of countries and cultures - including England, Italy, Vietnam, China and India. The skills and potential human-capital of Salisbury's population is also one of the city's greatest assets and contributor towards its future economic growth.

The strength of Salisbury's economy is not reflected in the socioeconomic outcomes achieved by its resident population, however. With high unemployment and poor educational outcomes, there remains a disconnect with the socioeconomic outcomes and the level of prosperity experienced by its resident population. It is necessary, therefore, that future economic growth and the measures taken to stimulate growth are inclusive of the local population, and place the economic welfare and prosperity of Salisbury's people at its centre.

With this challenge in mind, this report outlines Deloitte's vision for the future growth of Salisbury's economy – one that looks to lift the trajectory of Salisbury's future economy and works to benefit the existing resident population. Informed by extensive consultations and conversations with local businesses, government policymakers and community leaders, our vision is a distillation of their views and the ideas expressed for Salisbury's future growth.

This document sets a blueprint for economic growth – outlining the key building blocks for this growth – and then attempts to pencil in the steps to be taken to achieve this growth. In addition to outlining four key building blocks, Deloitte also identifies almost 20 opportunities and 39 action points to be undertaken by both the City of Salisbury and other key stakeholders in the short and longer terms.

The proposed set of actions embrace the regions strategic assets and competitive advantages with the aim of increasing investment attraction and promoting the development of wealth generating

industries.

Adopted effectively, these actions will increase the productive capacity of the local economy by growing (and improving) the capabilities and capacity of the local labour force and industry. This will create better labour market opportunities for residents, a stronger and more profitable operating environment for businesses, and a more dynamic economy for the community at large.

The actions include both bold aspirational initiatives that have the potential to transform the urban landscape and lift the economic welfare of the City of Salisbury over the longer term, as well as short-term 'low-hanging fruit' opportunities that are achievable immediately and have the potential to make significant gains for relatively minor investment.

A selection of the opportunities across each of the four building blocks are highlighted to provide a flavour of the types of actions where Salisbury can continue to champion the economic development of South Australia in an inclusive manner. Some actions will require minimal effort and are easily achievable in the short-run. Others are more substantive and will require greater consideration and effort to implement. Change will not be instantaneous, either; and, in many instances there are no quick fixes – some of actions, for example, respond to deeply ingrained socioeconomic challenges that may take a generation to unwind and overcome. By taking steps to exact change across each of the four building blocks, however, Salisbury will have taken steps to a brighter future.

Opportunities for action – the highlights

Leveraging Salisbury's existing endowments and strategic assets

- **Grow Salisbury's existing industry base** by ensuring that Salisbury's investment attraction plan targets industries and activities that complement and intensify existing activities in the region.
- **Create commercial spin-offs from the defence industry** by striking a Memorandum of Understanding between key defence stakeholders, government, the local vocational and higher education institutions, and local industry to progress local defence industry development and facilitate the cross-pollination of ideas and expertise.
- Develop a **30 Year Development Plan** to prepare for the future development of the area west of Port Wakefield Road, taking a whole-of-region approach to planning future infrastructure needs.

Growing Salisbury's people

- **Address barriers to post-school education and workforce participation** by strengthening non-school and post-school pathways to vocational and higher education, creating new credit transfer agreements locally between the vocational and higher education sectors to promote up-skilling, facilitating workforce readiness programs for high-school students, and developing a skills map of local industry to improve awareness among teachers, students, and parents of the education pathways from school to vocational and university and then into the workplace.
- **Promote the strengths of Salisbury's migrant population** to better capitalise on the diverse range of migrants' skills and experiences, improve labour market outcomes, and help local employers with their skills needs.
- **Strengthen the connectivity between local industry and university and vocational education institutions** to improve the responsiveness of training to the skills needs of local industry, and to improve the accessibility of local industry to facilitates, expertise, and resources embedded within local tertiary-education campuses.
- **Improve the quality of vocational education infrastructure in northern Adelaide** through the establishment of a new future focussed TAFE campus at Mawson Lakes.

Strengthening Salisbury's connectivity

- 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**.
- **Activate the Technology Park Precinct eco system** to champion innovation-led economic growth across northern Adelaide by establishing a curation function at the precinct and improving the quality of facilities available.
- **Expand Salisbury's digital connectivity and Industry 4.0 capabilities** by expanding and opening up existing SABRENet nodes for private sector use, trailing embedded 5G networks, and establishing a secure high speed network to create 'virtual defence technology precinct'.
- **Connect Salisbury's centres of activity** by improving east-west transport infrastructure linkages, upgrading public transport infrastructure and linkages between education training site, testing innovative on-demand and 'last mile' transport solutions.

Developing places and perceptions

- **Lift the quality of Salisbury's urban amenity** through increased investment in streetscaping and urban landscaping to improve safety and accessibility, as well as shift perceptions to enhance the attractiveness of the region to prospective residents, workers, businesses and visitors.
- **Activate the renewal of Salisbury's CBD** by accelerating existing redevelopment plans and by placing the transformation of the Salisbury Interchange at its centre.

Designing a vision



1. Designing a vision

1.1 The purpose and scope of the report

The City of Salisbury and the broader northern region of Adelaide are experiencing a period of economic transition, having recently undergone a significant structural change. Where automotive manufacturing used to dominate the economic landscape, industries such as health, defence and services now provide a breadth of economic diversity. The area has also seen considerable population growth.

This transition and growth supports a range of opportunities for the area, and provides the perfect opportunity for the City of Salisbury to define their economic vision for decades to come.

In this report, we look at developing this vision through three steps:

- First we look at **Salisbury today** – an analysis of the current composition of the local economy and socio-economic factors of the people who live there, with a discussion about the opportunities which lie before us.
- Secondly we define how **Salisbury can position for growth**, identifying building blocks for growth and key metrics for how we can measure the effect of our action for locals.
- Finally, we analyse each of these **building blocks** in details – identifying specific opportunities, and then actions on how they might be delivered.

1.2 The framework for 'inclusive and welfare enhancing' growth

This economic vision is not just a framework to plan for the growth of Salisbury in terms of raw economic activity and output. It's about how we can use that activity to drive improvement in people's lives in terms of their economic welfare.

For the purpose of developing this vision, welfare is defined as the ability to consume that which improves an individual's material wellbeing, but also to actively participate in society.

Deloitte's report *The Purpose of Place Reconsidered* dissects the role of place in determining and enhancing human prosperity. In this context, place is defined by the physical attributes of an area like climate, geology, topography and accessibility, as well as the indirect effects created, such as the activities, attitudes and character of the people who live there.¹

As the knowledge economy grows and technology and connectivity becomes increasingly important, the purpose of place changes. Contrary to the belief that place will become less relevant, it is actually becoming more and more important. Economies of agglomeration are occurring and people are choosing to live and work in close proximity to each other. Knowledge workers are congregating in offices or technology precincts.² Place is particularly important in facilitating the interaction of these knowledge workers.³

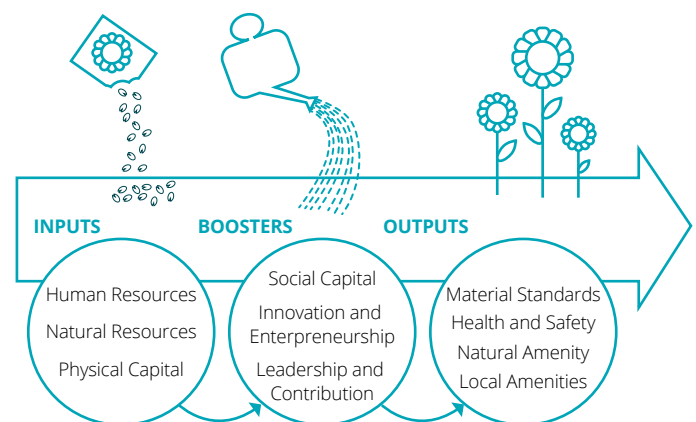
Deloitte's report *The Purpose of Place Reconsidered* identified ten dimensions of prosperity. This set of measures work together to improve economic welfare and the potential for place to generate prosperity, as identified in Figure 1.1.⁴

The first three dimensions are considered 'inputs'; these include human resources, natural resources and physical capital. These operate as building blocks for prosperity.

The second set of dimensions, referred to as 'boosters' include social capital, innovation and entrepreneurship, and leadership and contribution. These factors test the effectiveness of the inputs in how they create prosperity.

The final four dimensions are referred to as 'outputs'. These include material standards, health and safety, natural amenity and local amenities. These are the aspects of place that ultimately create prosperous and flourishing lives for residents.⁵

Figure 1.1 The Prosperity Production Function



Source: Deloitte⁶

1. Deloitte, *Building the Lucky Country: the purpose of place reconsidered* (2015) <<https://www2.deloitte.com/au/en/pages/building-lucky-country/articles/purpose-of-place-reconsidered.html>>.

2. Ibid.

3. Ibid.

4. Ibid.

5. Ibid.

6. Ibid.

With this in mind, the economic vision for Salisbury has been informed by the analysis of the current state of the local community and economy, including the people who live in the region and their economic activities. These features act as inputs which determine the potential for the City of Salisbury. Further, we identified the fundamental aspects of the community that can be leveraged to achieve welfare enhancing growth. These are considered the building blocks of growth and prosperity. These building blocks, that are either existing strengths or opportunities for greater improvement for the region, enable a range of strategic opportunities for the City of Salisbury. Lastly, we identify the actions that need to be taken by local, state and federal government and the private sector to capitalise on these opportunities.

This framework is summarised in Figure 1.2 below.

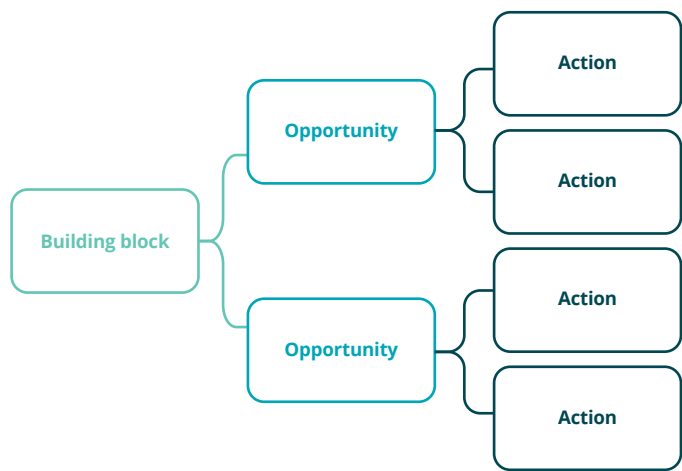
1.3 Our approach

To inform the economic vision for the City of Salisbury, Deloitte undertook a range of statistical analysis to understand the current and emerging economic trends in the City of Salisbury to better understand its growing trajectory, competitive advantages and structural challenges.

Deloitte then undertook a series of consultations with local organisations, including private firms, service providers and government agencies. In addition, a workshop was held with key business leaders. These consultations aimed to capture the insights of businesses and stakeholders across the City of Salisbury, and to test the findings that emerged from the data.

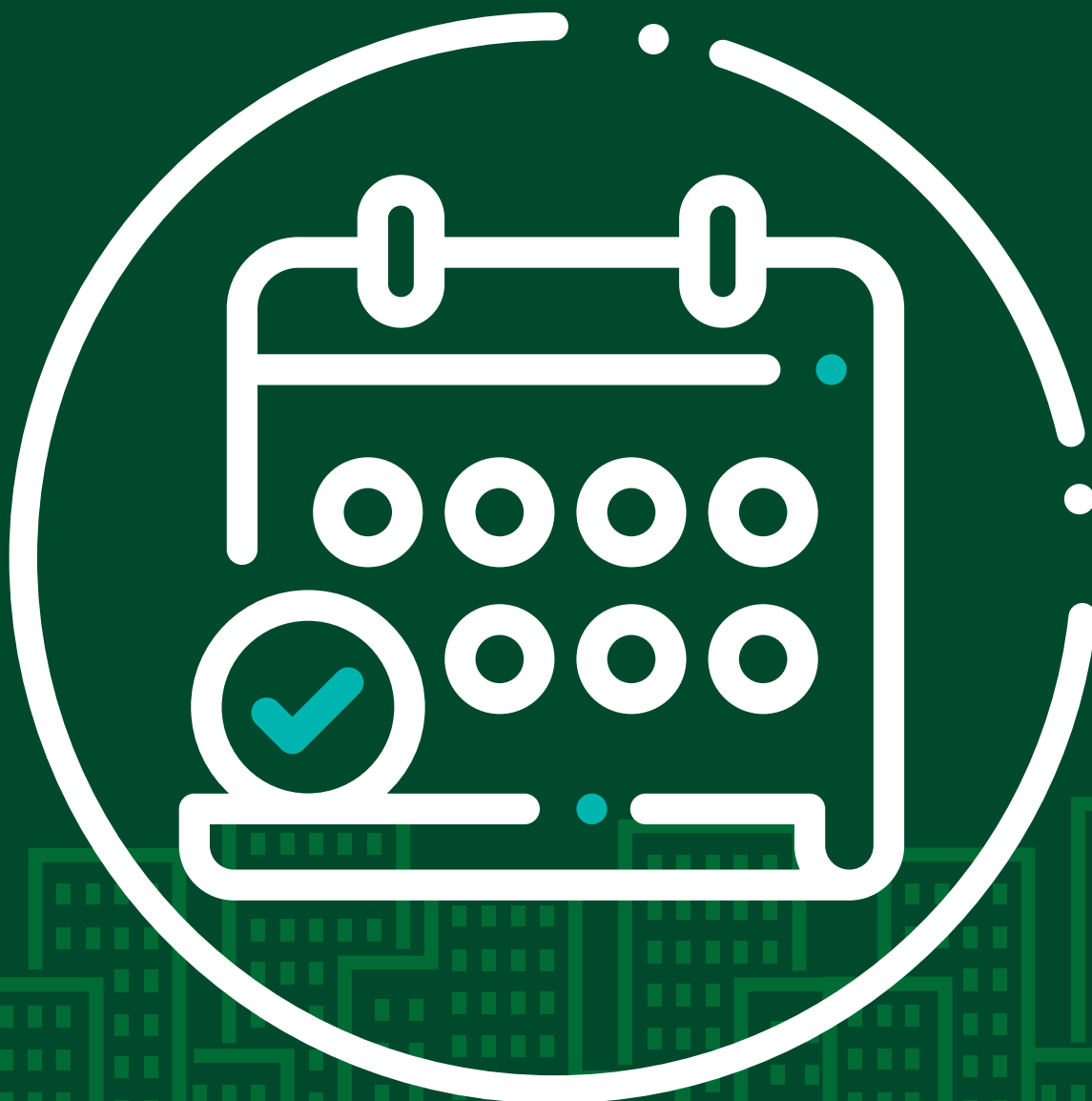
Together, these analysis and conversations informed the building blocks, opportunities actions comprising the economic vision.

Figure 1.2 The framework of the economic vision





Salisbury today



2. Salisbury today

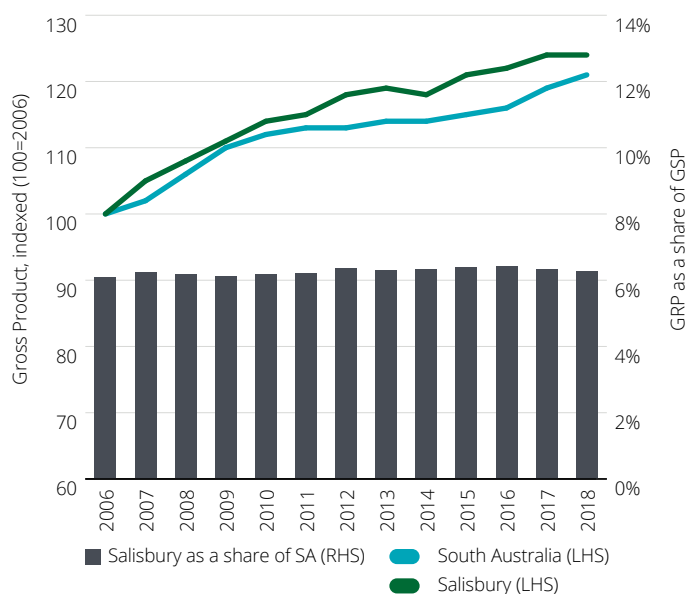
2.1 A changing economy

2.1.1 A significant region, growing faster than the state as a whole

Salisbury's economy is worth approximately \$6.5 billion in gross regional product (GRP) terms, equating to approximately 6.2 per cent of the South Australian economy as shown in Chart 2.1. Salisbury is the fourth largest regional economy in the state, trailing only Adelaide, Port Adelaide Enfield and West Torrens. Salisbury's growth in GRP is outpacing South Australia as a whole, growing at an average annual rate of 1.8 per cent – consistently faster than the state average of 1.6 per cent per annum. Salisbury's GRP has increased by 25 per cent since 2006.

Closely associated with the positive trend in regional economic growth has been strong workforce growth. In 2017, approximately 62,000 Salisbury residents worked, accounting for 66 per cent of the working-age population.⁷ Chart 2.2 shows that the number of residents employed in 2017 was 14 per cent greater than in 2006, representing an average annual growth in employment of 1.1 per cent over the decade. Jobs growth in Salisbury is in line with the state more broadly, which averaged a slightly lower rate of 1 per cent per annum.

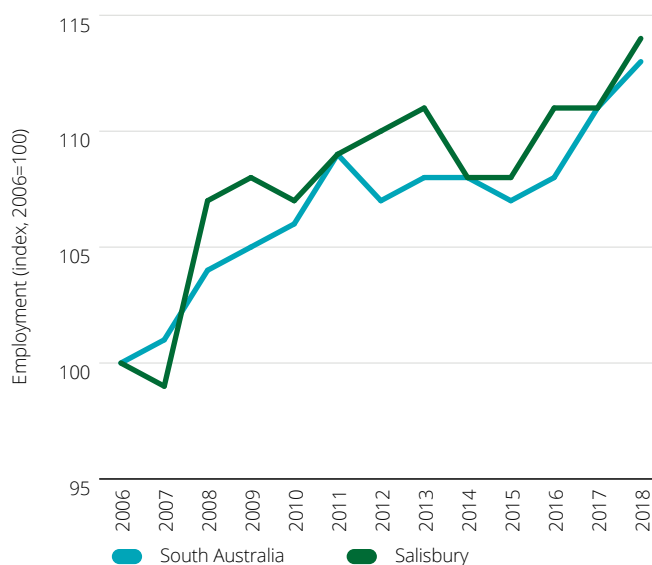
Chart 2.1. Gross economic product (indexed) – Salisbury and South Australia, 2006 to 2018



Source: National Institute of Economic and Industry Research (NIEIR), Deloitte Access Economics

Notes: Underlying values of past years are adjusted to 2018 values

Chart 2.2. Employment (indexed) – Salisbury and South Australia resident populations, 2006 to 2018



Source: Department of Employment, Skills, Small and Family Business⁸, ABS⁹, Deloitte Access Economics

Notes: Based on smoothed and trend estimates

7. The working age population is considered to be residents aged 15-64 years.

Department of Employment, Skills, Small and Family Business, *Small Area Labour Market - LGA Data tables*, Australian Government <<https://docs.jobs.gov.au/documents/lga-data-tables-small-area-labour-markets-december-quarter-2018>>

Australian Bureau of Statistics, *Regional Population Growth, Australia, 2017-18 - ABS.Stat Beta*, cat. no. 3218.0.

8. Department of Employment, Skills, Small and Family Business, *Small Area Labour Market - LGA Data tables*, Australian Government <<https://docs.jobs.gov.au/documents/lga-data-tables-small-area-labour-markets-december-quarter-2018>>

9. Australian Bureau of Statistics, *Labour Force, Australia, Detailed - Electronic Delivery, Apr 2019 - Data cube LM1*, cat. no. 6291.0.55.001

2.1.2 Shifting industries and demand for workers

The industries which underpin this economic performance have shifted considerably over the last few decades, reflecting the sort of changes that have occurred in industrial economies in Australia and around the world.

Originally a country town, Salisbury experienced significant development in the mid-20th century around traditional manufacturing – although, agribusiness and services have always played a significant role. At that same time the establishment of the Salisbury Explosives Factory in 1940, the Long Range Weapons Establishment in 1947 and the Edinburgh Defence Base in 1955 laid the foundation for today's defence industry.

The dual effects of trade liberalisation and automation have since shrunk the role that manufacturing plays in Salisbury, as it has in most industrialised countries. Manufacturing accounted for 16 per cent of local jobs in 2016, down from 23 per cent a decade earlier – as shown in Chart 2.3. However, that does not mean that Salisbury's economy has shifted away from 'making things' entirely – rather developments in technology and processes has meant that manufacturing requires fewer, but more skilled workers. The manufacturing industry which continues largely in sectors where Australia and South Australia have a competitive advantage – advanced manufacturing comprises 28 per cent of Salisbury's broader manufacturing sector, while food processing and product manufacturing accounts for 32 per cent.

In addition to manufacturing, the industry sectors most closely related to the defence sector – 'Public Administration and Safety' and 'Professional, Scientific and Technical Services' – together account for approximately 17 per cent of local employment in 2016.

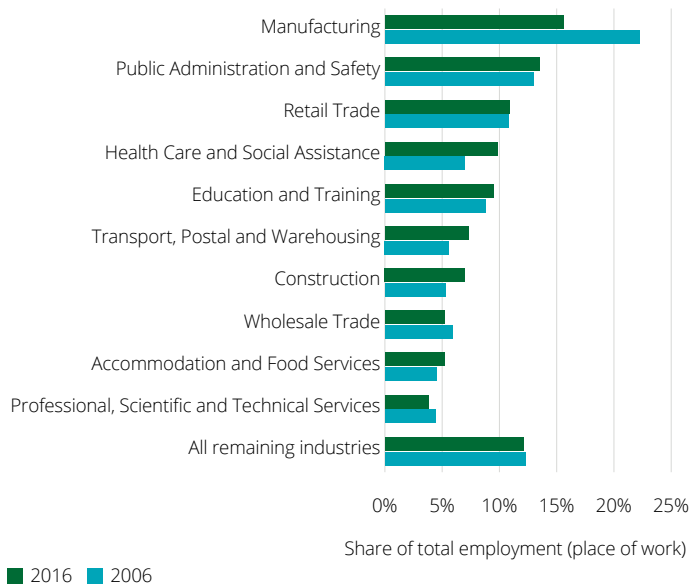
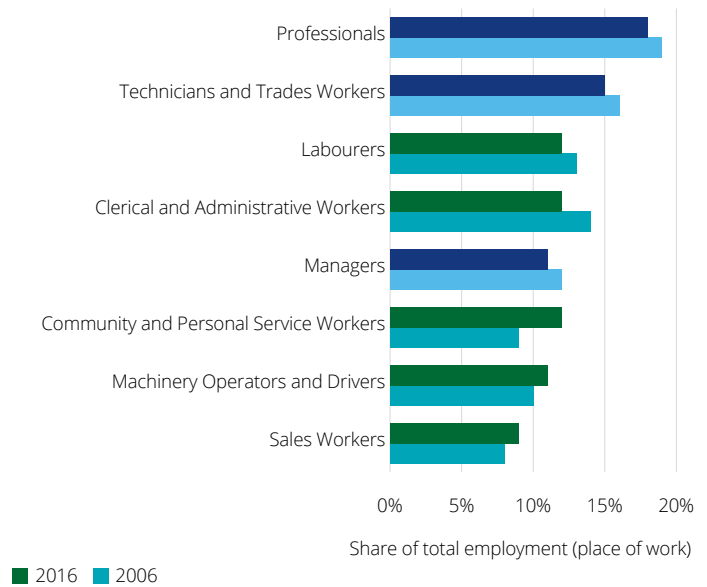
The structural shift in the decade between 2006 and 2016 also resulted in significant growth for a number of industry sectors. Most notable is the growth in the 'Construction', the 'Transport, Postal and Warehousing', and the 'Health Care and Social Assistance' industries, which together contributed some additional 3,800 jobs – approximately two-thirds of the additional jobs created.

On the one hand, growth in construction reflects an increase in economic and infrastructure activity in the region. The growth in transport, postal and warehousing also reflects Salisbury's growing competitive advantage in the logistics sector and value proposition created by its geographic proximity and accessibility to major transport routes. On the other hand, growth in the health care and social assistance sector reflects shifts in the underlying demographics of the area, along with increased public spending on services in this sector.

These economic shifts have meant that the types of jobs which the Salisbury economy creates locally have shifted. Most notable is the slight decline in the share of jobs involving skilled occupations – 'Managers', 'Professionals', and 'Technicians and Trades Workers'. Chart 2.4 shows that while skilled occupations, particularly the professional and technician and trades jobs, still account for a significant share of local employment – approximately 44 per cent or 19,500 jobs in 2016 – each of these categories experienced a slight decline in share over the decade.

Significant growth has been concentrated in the semi-skilled and unskilled occupations. Those within the 'Community and Personal Service Workers' category, for example, increased by an additional 1,900 jobs (a 59 per cent increase), while those within the 'Machinery Operators and Drivers' category, increased by an additional 1,000 jobs (a 28 per cent increase) between 2006 and 2016. This reflects the rapid growth in the 'Construction', the 'Transport, Postal and Warehousing', and the 'Health Care and Social Assistance' industry categories over the decade.



Chart 2.3. Industry composition of the Salisbury economy, 2006 and 2016Source: ABS¹⁰, Deloitte Access Economics**Chart 2.4. Occupational composition of the Salisbury economy, 2006 and 2016**Source: ABS¹¹, Deloitte Access Economics

Note: Blue bars indicate 'skilled' occupation categories

2.1.3 Business formation is strong, but strongest for small businesses

Salisbury is currently home to some 7,200 active businesses, which account for some 5 per cent of the businesses in South Australia.¹² In 2016, for example, local businesses generated some 45,000 jobs – averaging approximately 6.9 workers per business, greater than the state average of 5.1 workers.¹³

In recent years, Salisbury has experienced strong (net) business formation. As Chart 2.5 illustrates, growth of business formation in Salisbury over the last decade closely mirrored the broader trend in South Australia. Since 2014, however, net business formation in Salisbury has increased rapidly, recovering from a decade low, and outpaced growth at the state level. Between 2014 and 2018, the number of businesses located in Salisbury increased at an average annual rate of 3.3 per cent, triple the state average of 1.1 per cent per annum.

The recent growth in business formation, however, disguises an inverse trend toward smaller and single owner-operator businesses. Chart 2.5 shows that where medium to large businesses (i.e. those with 20 or more employees) once accounted for a 4.5 per cent share of businesses within Salisbury, the number of larger businesses has gradually declined – particularly following 2011. Since 2007, the number of medium to large active businesses in Salisbury has fallen from 291 to 180 in 2018.¹⁴ Today, the share of larger businesses account for only 2.5 per cent of total businesses – almost half of what it was in 2007.

While rapid increases in business formation is indicative of a positive economic trend, the loss of large employers place downward pressure on local employment opportunities for Salisbury residents.

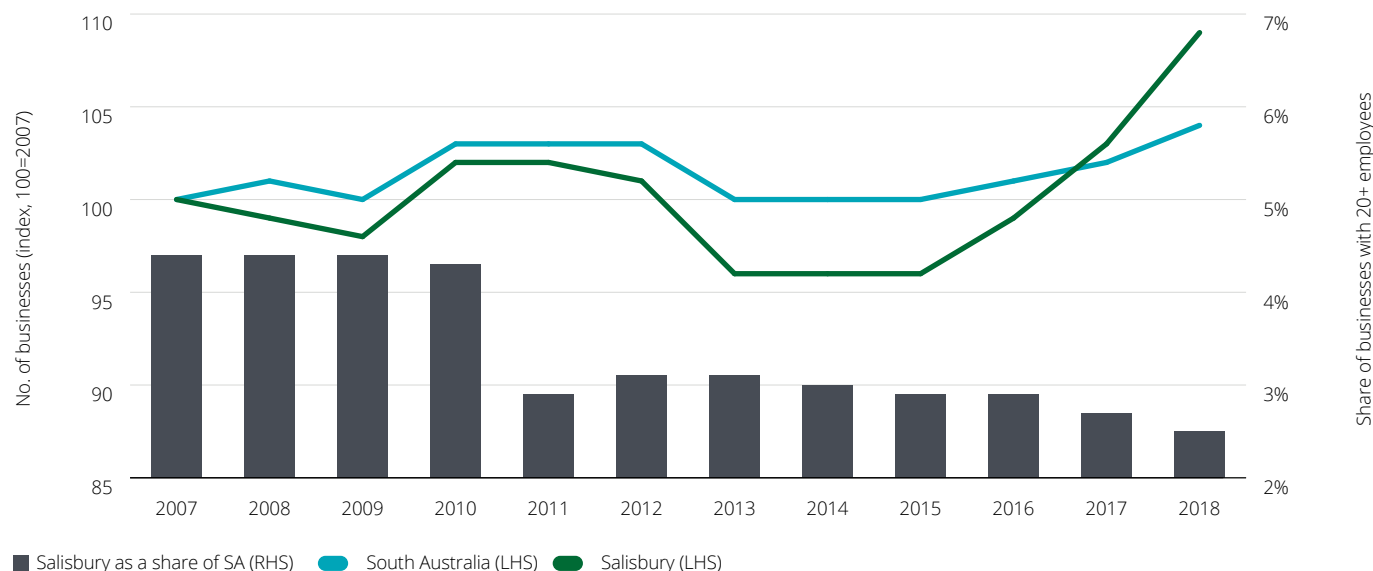
10. Australian Bureau of Statistics, *2016 Census of Population and Housing: TableBuilder Pro, Australia*, cat. no. 2073.0

11. Ibid

12. Australian Bureau of Statistics, *Counts of Australian Businesses*, cat. no. 8165.0, 2014-18, 2010-14, 2007-2011

13. Ibid

Australian Bureau of Statistics, *2016 Census of Population and Housing: TableBuilder Pro, Australia*, cat. no. 2073.014. Australian Bureau of Statistics, *Counts of Australian Businesses*, cat. no. 8165.0, 2014-18, 2010-14, 2007-2011

Chart 2.5. Count of businesses (indexed) – Salisbury and South Australia, 2007 to 2018Source: ABS¹⁵, Deloitte Access Economics

2.1.4 Persistent socioeconomic challenges

Despite Salisbury's economic strengths, there remains a disconnect with the socioeconomic outcomes and prosperity experienced by its resident population, with Salisbury facing a number of socioeconomic challenges as demonstrated across a variety of measures of disadvantage.

Salisbury has a greater concentration of residents receiving government benefits, particularly benefits associated with disability and labour market marginalisation, relative to South Australia more broadly (Chart 2.6). In 2016, Salisbury had a SEIFA Index score of 917, ranking it 12th out of South Australia's 70 LGAs and placing it in the second worst decile for disadvantage.¹⁶ This score, however, disguises the fact that within Salisbury the severity of disadvantage is limited and contained to pockets of the local population. While there are disadvantaged pockets of the population living within Salisbury – the lowest index score being 622 –, it is not at the extreme relative to the lower-bound score for South Australia (397).¹⁷ There are also certain pockets with very little disadvantage within Salisbury, the highest score within Salisbury being 1,117 and close to the upper-bound score for South Australia (1,153).¹⁸

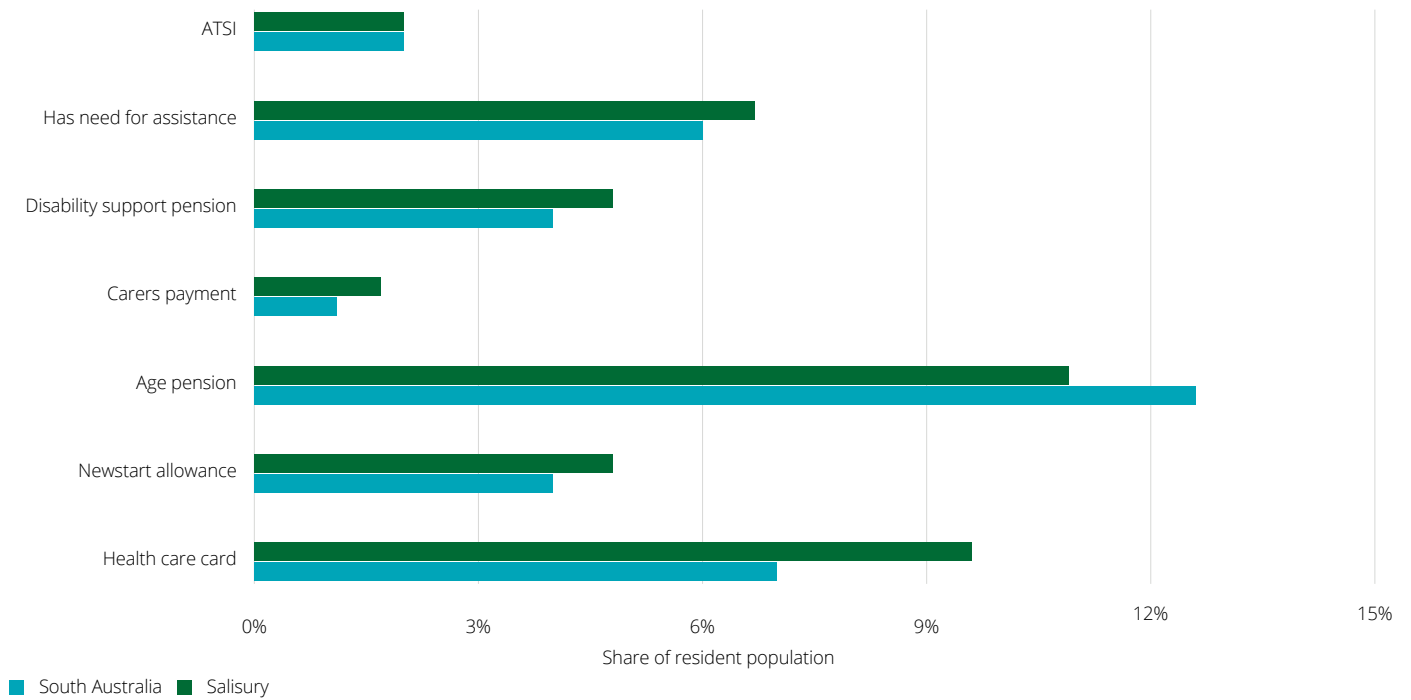
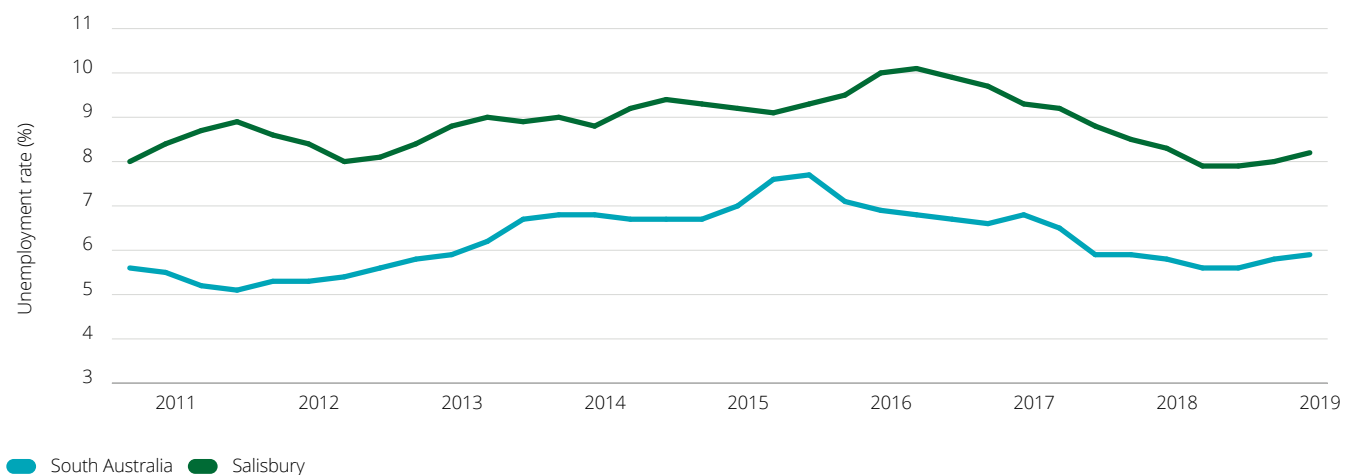
The disconnect between the economic strength of Salisbury as a place and the experiences of segments of the local population is also evident in the higher than average unemployment rate. Chart 2.7 illustrates that rate of unemployment for Salisbury has broadly mirrored the economic fortunes of South Australia over the last decade. The key difference, however, is that the unemployment rate for Salisbury consistently sits about 2 percentage points above the state average. A positive trend to emerge since 2015-16 is the falling rate of unemployment, both in Salisbury and South Australia more broadly.

15. Australian Bureau of Statistics, *Counts of Australian Businesses*, cat. no. 8165.0, 2014-18, 2010-14, 2007-2011

16. The level of disadvantage within Salisbury relative to other local government areas in South Australia is also summarised using the ABS' SEIFA Index of Disadvantage, which is a composite index of different measures of disadvantage.
Australian Bureau of Statistics, *Socio-Economic Indexes for Areas (SEIFA) Australia, 2016*, cat. no. 2033.0.55.001 – Data Cube: Local Government Area, Indexes, SEIFA 2016; Table 2

17. Pockets of disadvantage are SEIFA measures taken at the Statistical Area level 1 (SA1) classification
Australian Bureau of Statistics, *Socio-Economic Indexes for Areas (SEIFA) Australia, 2016*, cat. no. 2033.0.55.001 – Data Cube: Local Government Area, Indexes, SEIFA 2016; Table 2.

18. Ibid.

Chart 2.6. Indicators of disadvantage – Salisbury and South Australia, 2016Source: PHIDU¹⁹, Deloitte Access Economics**Chart 2.7. Unemployment rate – Salisbury and South Australia, 2010 to 2019**Source: Department of Employment²⁰, ABS²¹, Deloitte Access Economics

Notes: Based on smoothed and trend estimates

19. Public Health Information Development Unit (PHIDU), *Social Health Atlas of Australia: Local Government Areas* <<http://www.phidu.torrens.edu.au/social-healthatlases/data>>

20. Department of Employment, Skills, Small and Family Business, *Small Area Labour Market - LGA Data tables*, Australian Government <<https://docs.jobs.gov.au/documents/lga-data-tables-small-area-labour-markets-december-quarter-2018>>

21. Australian Bureau of Statistics, *Labour Force, Australia, Dec 2018 – Table 7*, cat. no. 6202.0

2.2 The need for local employment opportunities

Salisbury is home to a large and growing population. With a current resident population of 143,000 people, the City of Salisbury accounts for approximately 8.2 per cent of the South Australian population.²² It is important Salisbury's future economic growth benefit the lives of residents by increasing the overall number (and quality) of jobs in our community by improving the skills and broad capacity of residents to obtain secure, high skilled jobs, as well as implementing measures to improve the connection of residents to those types of jobs.

2.2.1 A growing population

Over the next 20 years, Salisbury economy is set to continue to grow at a faster rate than the state average. Where the South Australian population is projected to grow at an average annual rate of 0.75 per cent, Salisbury's population is set to grow at an average rate of 0.86 per cent per annum, and is forecast to reach approximately 166,000 people by 2036.²³

Chart 2.8. Forecast population size (indexed) – Salisbury and South Australia, 2010 to 2036

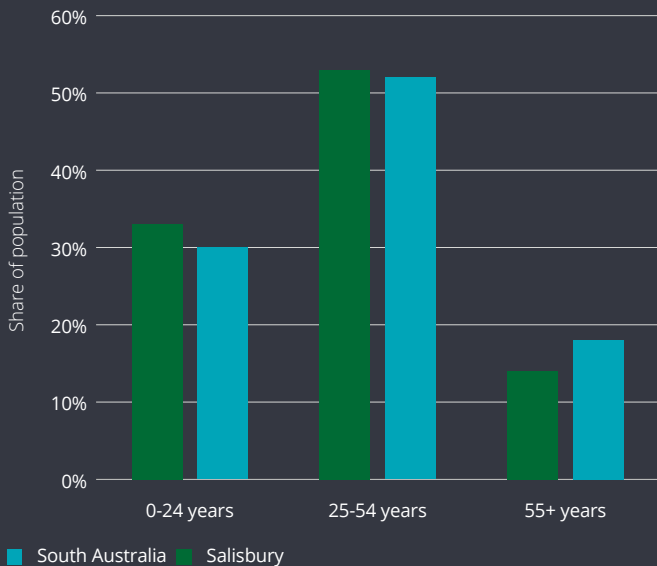


Source: ABS²⁴; Deloitte Access Economics

22. Australian Bureau of Statistics, *Regional Population Growth, 2016-17*, cat. no. 3218.0

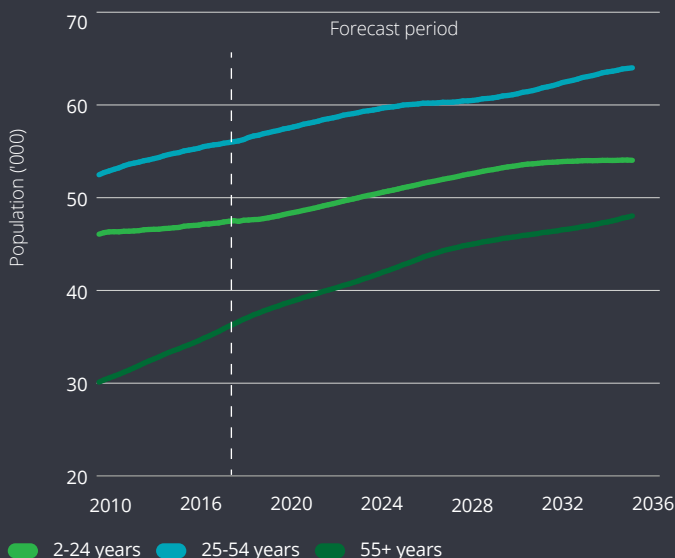
23. The baseline population growth assumptions for the forecast period (September quarter 2017 onwards) are built from the same parameters as the South Australian Department of Planning, Transport and Infrastructure (DPTI) medium series and ABS' series B population forecasts, but updated to reflect South Australia's most recent population performance.

24. Australian Bureau of Statistics, *2016 Census of Population and Housing: Table Builder Pro, Australia*, cat. no. 2073.0

Chart 2.9. Age distribution (broad): Salisbury and South Australia, 2016Source: ABS²⁶, Deloitte Access Economics**2.2.2 Young today, but ageing quickly**

Salisbury is also in the advantageous position of having a relatively youthful population in comparison to South Australia. Chart 2.9 shows that Salisbury has higher proportions of both young (0-24 years) and prime-working age (25-54 years) people, as well as a lower share of older and retired residents (55 years or more), than the state more broadly. In 2016, the average age of Salisbury residents was 37 years, 3 years younger than the state average of 40 years.²⁵

However, over the next 20-years, Salisbury's population is projected to age at a faster rate. Chart 2.10 shows that the difference in the number old and young people is expected to narrow as the number of people aged 55 years or more increases at an average annual rate of 1.4 per cent, while those aged 24 years or less increases at 0.6 per cent per annum. In 2036, the number of older and retired residents (those aged 55 years or more) are expected to account for 48,000 people or 29 per cent of the population.

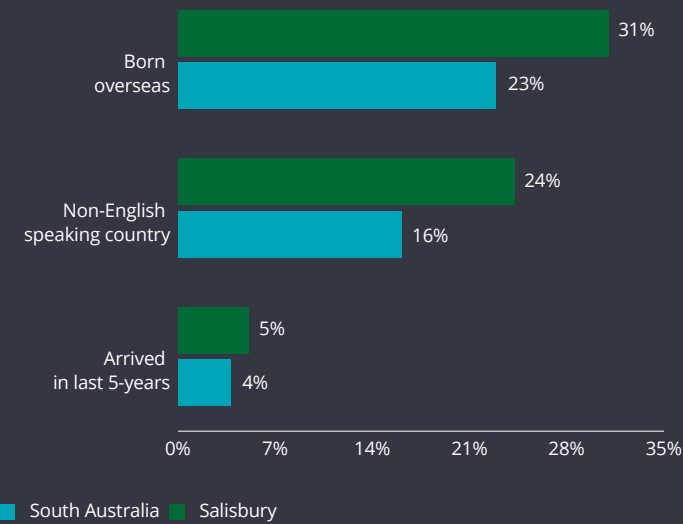
Chart 2.10. Population size by age demographic - Salisbury, 2010 to 2036Source: ABS²⁷, Deloitte Access Economics25. Australian Bureau of Statistics, *2016 Census of Population and Housing: Table Builder Pro, Australia*, cat. no. 2073.0

26. Ibid.

27. Australian Bureau of Statistics, *Population Projections, Australia, 2017 (base) – 2066*, cat. no. 3222.0

The baseline population growth assumptions for the forecast period (September quarter 2017 onwards) are built from the same parameters as the South Australian Department of Planning, Transport and Infrastructure (DPTI) medium series and ABS' series B population forecasts, but updated to reflect South Australia's most recent population performance.

Chart 2.11. Shares of migration, country of birth (NESB), and recent arrivals – Salisbury and South Australia, 2016

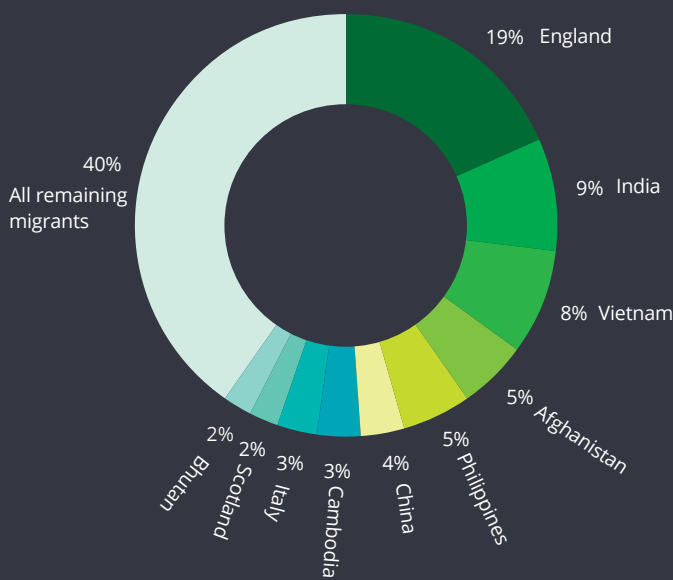


Source: ABS²⁸

2.2.3 A migrant population

Salisbury has a culturally diverse resident population having attracted a disproportionate share of South Australia’s permanent overseas arrivals for several decades. Chart 2.11 shows that first generation migrants account for some 31 per cent of Salisbury’s resident population, considerably larger than the state average of 23 per cent - a trend that is set to continue, as the share of recent arrivals continues to outpace the state average. Further, the majority of Salisbury’s migrant population arrived from non-English speaking background (NESB) countries. Chart 2.12 shows that permanent migrants to Salisbury are from a diverse range of countries – such as, England, Italy, Vietnam, China and India.

Chart 2.12: Top ten migrant countries of birth – Salisbury, 2016



28. Australian Bureau of Statistics, 2016 Census of Population and Housing: Table Builder Pro, Australia, cat. no. 2073.0
29. Ibid.

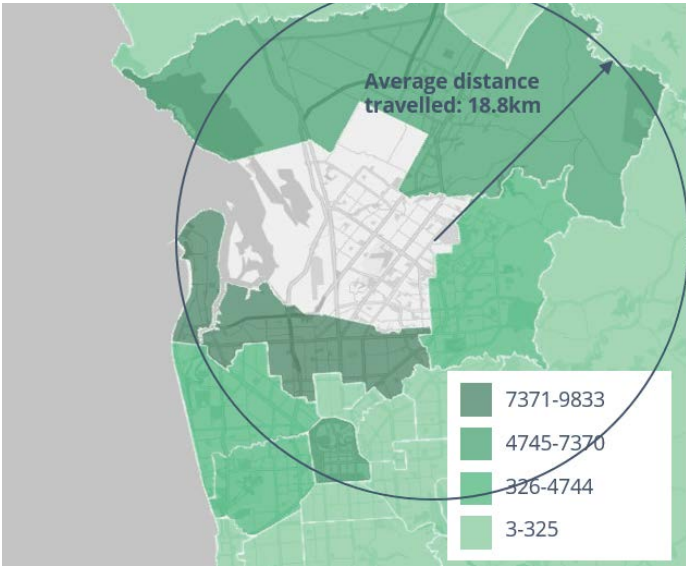
2.2.4 Working closer to home

The Salisbury economy is relatively ‘self-sufficient’ and ‘self-contained’ in terms of many of its labour demand and skills needs in comparison to other local government areas across the Adelaide metro area. Approximately 36 per cent of the 45,000 workers employed within Salisbury in 2016 were also local residents, only slightly below the state average of 38 per cent.³⁰ Likewise, a significant minority of employed local residents, approximately 29 per cent (or 16,500 residents), worked locally within Salisbury.

The Salisbury economy and its resident population is also heavily dependent on the skills and employment opportunities within close proximity to Salisbury across the adjacent local government areas – i.e. the cities of Playford, Tea Tree Gully, and Port Adelaide Enfield. Figure 2.1 highlights that in 2016 approximately 43 per cent of employed Salisbury residents (or 17,600 workers) travelled to work within the northern Adelaide region. Another 8 per cent (or 7,400) commuted to the Adelaide CBD. Likewise, the Salisbury economy drew heavily on skills of workers from the surrounding northern suburbs – particularly from the cities of Playford and Tea Tree Gully – attracting some 16,000 workers and accounting for 36 per cent of employment within Salisbury. To this end, the Salisbury economy is an engine of growth and employment opportunities for both Salisbury residents and those living across the broader northern Adelaide metropolitan region.

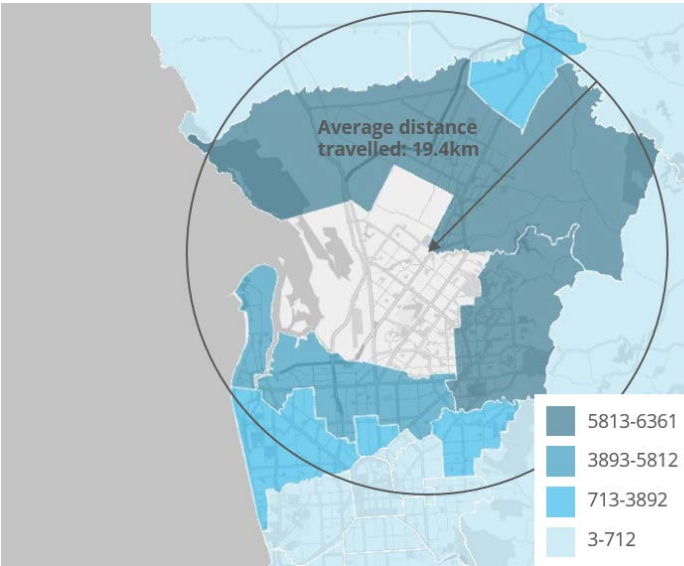
Despite the proximity of residents to their place of work, Salisbury is one of the most car dependent local government areas in South Australia. In 2016, for example, there were approximately 86,000 trips to and from Salisbury involving both Salisbury residents and those travelling to Salisbury for work. Of these trips, 81 per cent was by car, motorbike, or truck, equating to some 66,000 vehicles on the roads to and from Salisbury on a daily basis. Only 6 per cent or 5,000 commuters used public transport, of which one-third were Salisbury residents catching the train to the Adelaide CBD. Even fewer (1.2 per cent or 1,000 commuters) used ‘active’ forms of transport, such as walking and cycling.

Figure 2.1. Places of work for Salisbury residents working elsewhere, 2016



Source: ABS³¹, Deloitte Access Economics

Figure 2.2. Places of residence of Salisbury based worked living elsewhere, 2016



Source: ABS³², Deloitte Access Economics

30. Australian Bureau of Statistics, 2016 Census of Population and Housing: Table Builder Pro, Australia, cat. no. 2073.0
31. Ibid.
32. Ibid.

2.3 The need for improved education and skills outcomes

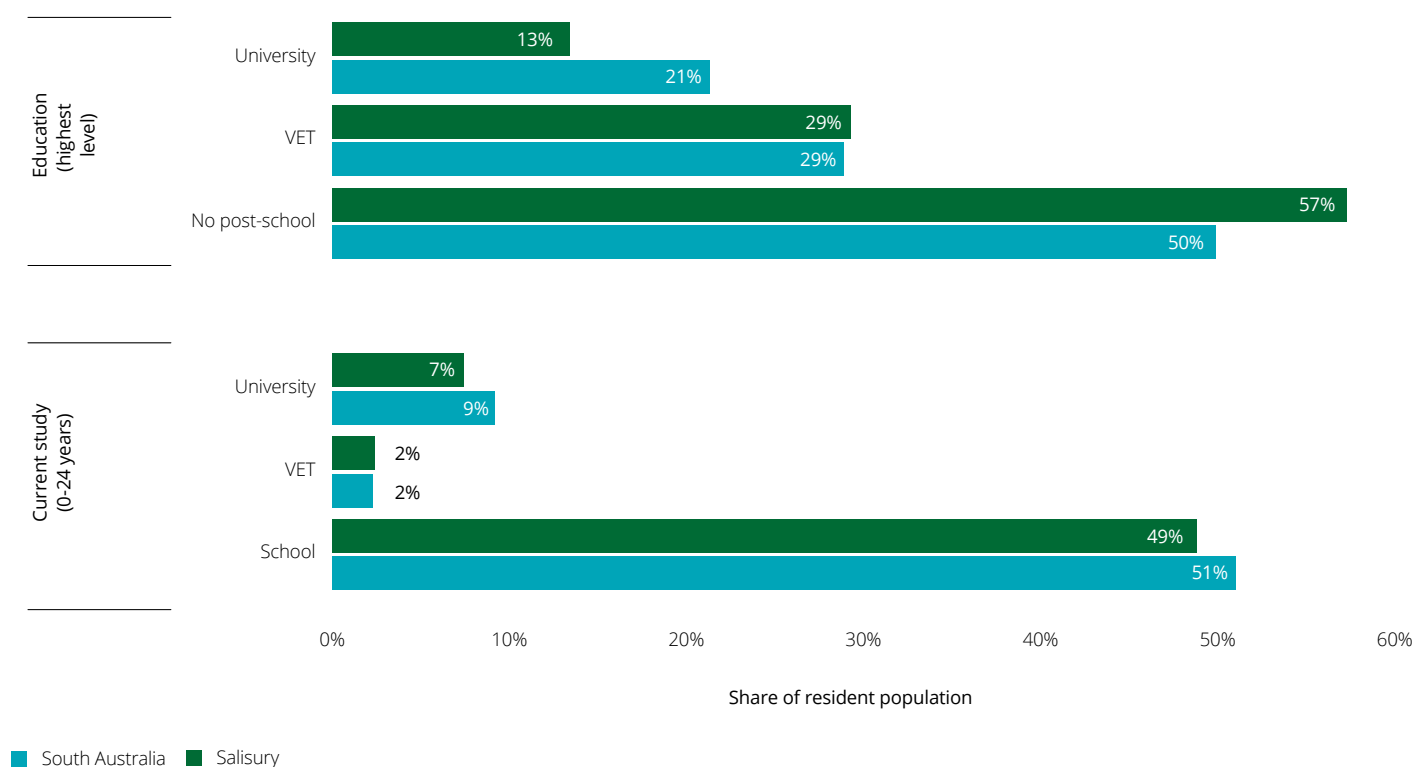
Education and skills are at the heart of a highly productive and high value-add economy. In an increasingly competitive global environment, investment by communities and individuals in post-school education – both vocational and university level education – is key to unlocking employment opportunities that offer individuals a pathway to more secure and higher skilled jobs. Likewise, a more educated and skilled population increases the potential productive value of the local economy for firms and entrepreneurs to tap into and establish new businesses.

2.3.1 Preparing for a skilled future

Currently, the rates of post-school education attainment among Salisbury residents are relatively poor in comparison to the state average – particularly at the university level. Chart 2.13 shows that more than half of the local population have not completed a university or vocational level qualification since concluding their secondary education. Further, while the share of Salisbury residents with a vocational level qualification is comparable to the state average, the share of residents with a university level qualification is well-below the South Australian average.

Without significant change, relatively poor education outcomes are also set to continue for the foreseeable future. Chart 2.13 also shows the rates of enrolment in school and post-school education among Salisbury's young (those aged 0-24 years) in 2016. Enrolments at the school and post-school levels remain below the state average.

Chart 2.13 Rates of education attainment (highest level) and enrolment in study – Salisbury, 2016



Source: ABS³³, Deloitte Access Economics

33. Australian Bureau of Statistics, *2016 Census of Population and Housing: Table Builder Pro, Australia*, cat. no. 2073.0.

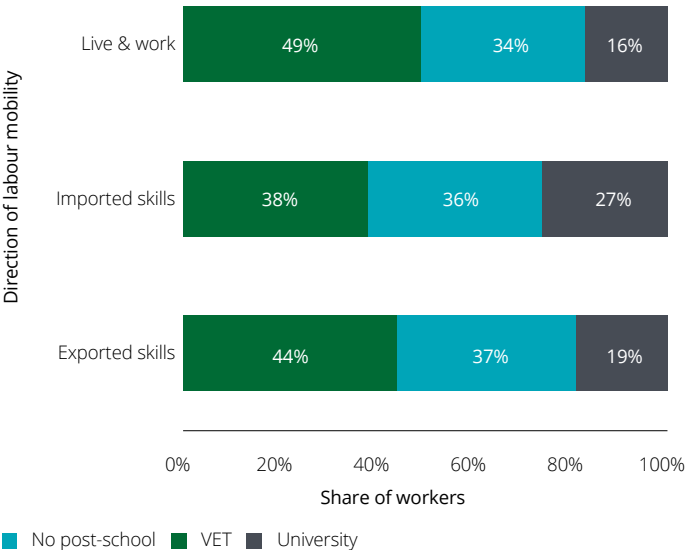
2.3.2 Minimising the ‘skills mismatch’

The relatively poor education outcomes among Salisbury residents are in stark contrast to the high proportion of professional, managerial and technician and trades occupations that comprise the local economy described above. This disparity begins to explain why the proportions of skilled occupations in the local economy have slipped over the last decade, and also why a disconnect exists between Salisbury’s relative economic strength and the relatively poor socioeconomic and employment outcomes observed amongst its residents.

Chart 2.14 highlights the level of mismatch between the local demand for skills by employers and the type of labour supplied locally. Chart 2.14 shows that the Salisbury economy draws disproportionately on workers living elsewhere for high-skilled workers (based on levels of education attainment), relative to the education distribution of residents who both live and work locally. The practical implication of this is that Salisbury imports more educated workers.

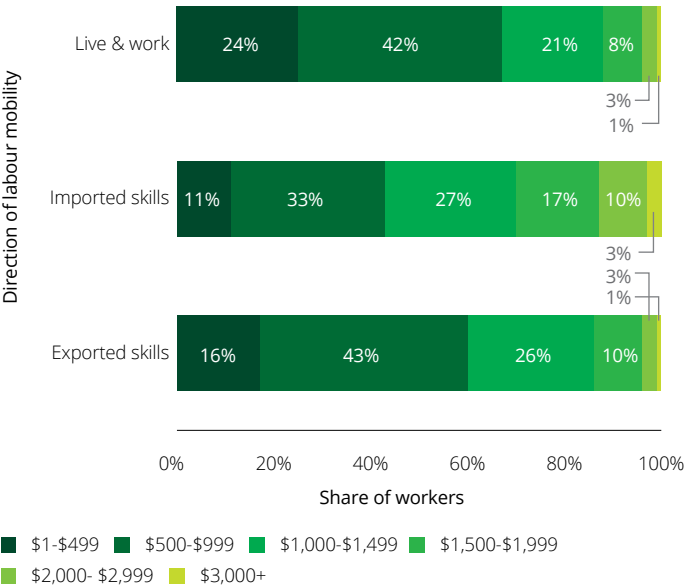
Likewise, Chart 2.15 shows that earnings distribution for imported workers is considerably higher than for residents that live and work locally, as well as those that work elsewhere, reflecting the better employment outcomes for those with higher levels of education and also by working in higher skilled jobs.

Chart 2.14 Education attainment (highest level) of workers by place of work – Salisbury, 2016



Source: ABS³⁴, Deloitte Access Economics

Chart 2.15 Weekly personal income (gross) of workers by place of work – Salisbury, 2016



Source: ABS³⁵, Deloitte Access Economics

34. Australian Bureau of Statistics, 2016 Census of Population and Housing: Table Builder Pro, Australia, cat. no. 2073.0.
35. Ibid.

Positioning for growth



3. Positioning for growth

Salisbury is well positioned to take advantage of growth opportunities which South Australia as a whole. As detailed previously, it is a growing city with economic performance which has run ahead of South Australia as a whole for some time.

At the same time, it has real socioeconomic challenges. There is a disconnect between Salisbury's strong economic outcomes in terms of industries and jobs – and the social outcomes of relatively high unemployment and higher than average levels of disadvantage.

There is an opportunity to act to make the most of the economic opportunities created by the future and to use these gains to address some of the challenges faced by the local community.

This will require:

- Building a growing economy that draws upon the strength of Salisbury's existing industrial base to make the most of the future.
- Training a skilled workforce to meet the future skills needs of local industry and that will drive growth as well as give residents the opportunity to connect to jobs wherever they may be.
- Deepening the connections between Salisbury, the rest of Adelaide and the world through greater integration and strengthening of Salisbury's existing precinct eco systems.
- Developing the city and the urban environment to make Salisbury a more attractive and more accessible place to live – and to challenge the perceptions of what can be achieved here.

Each of these ideas forms a building block for Salisbury's future which we explore in more detail in the remainder of this report. These ideas are developed into opportunities for action – by Council, Government and most importantly by business and the community.

Each chapter examines a building block in close detail, exploring the opportunities created and the actions to be taken to realise these opportunities.

The vision for delivering on these objectives would be to build a more prosperous, more outward looking city which has the industries it needs to grow as part of a global economy – but also **a city where the economy delivers more of that prosperity for people who live here.**

3.1.1 How will we know how we are going?

Achieving the objectives identified in this report are likely to deliver outcomes that will manifest physically - new businesses open, an upgraded town centre and new infrastructure. Other outcomes will occur over long periods and be less observable, but nonetheless important - more and better job opportunities, higher incomes and better education outcomes.

To track how progress flows through to the local community, it is important that Salisbury **set benchmarks**. These benchmarks should be used to measure progress relative to comparable population cohorts rather than arbitrary economic growth or production targets. These are measures of progress that capture the improved circumstance of Salisbury's resident population over the short and longer-terms, and will inevitably drive inclusive economic growth in the region.

To complement the objectives set out in this report, Deloitte has identified a set of metrics for Salisbury to benchmark their progress against. Each of these metrics deal with a particular aspect of prosperity for local residents in both the short and longer terms. These metrics are also purposefully benchmarked against regions and population cohorts to which Salisbury should aspire to match – or, better still, outperform!

Rather than match each of the opportunities identified in this report to a specific benchmark, we instead take a whole of economy approach to measuring change and improvement. Realising the opportunities identified in this report should close the 'gaps' on these metrics, and ensure that Salisbury continues to lead the state. Of course, it is not in the power of Council alone to move the dial on these gaps – we need to mobilise the whole community to take action to address progress on each of these fronts. That is why many of the actions which have been identified involve mobilising different decision-makers across the community to act.

In the short-run, the three key metrics are proposed to measure progress amongst factors that will contribute to improved outcomes for Salisbury residents in the short-term. These include:

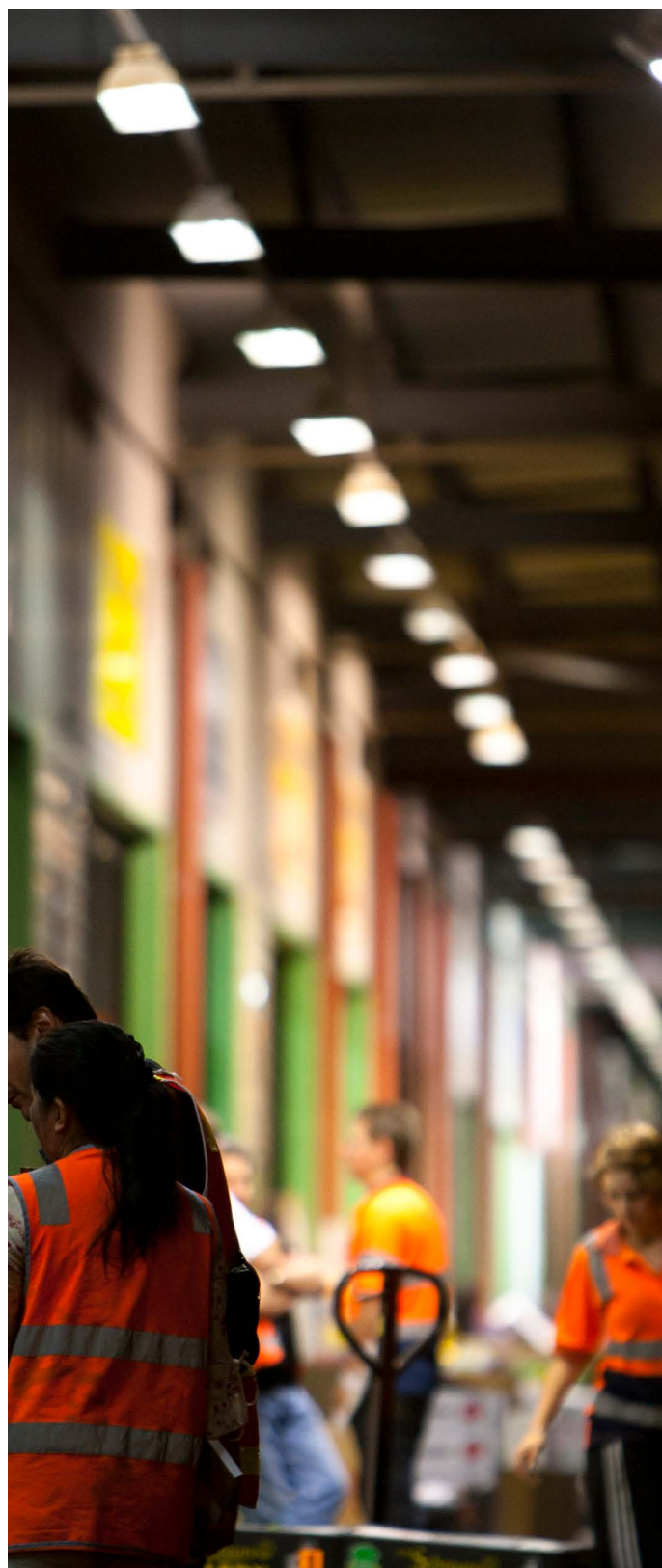
- **Growing business activity:** measured as increased growth in business revenues across Salisbury's key industry sectors (demonstrating growth in strategically important industries and the creation of new opportunities).
- **Creating a skilled workforce:** measured as an improvement in the rate of enrolments in vocational and higher education amongst Salisbury's young population (demonstrating an increase in the skills base and capacity to participate in higher skilled jobs).³⁶
- **Improving labour productivity:** measured as an increase in the value of output produced per unit of labour effort.³⁷

In the longer term, three different metrics are proposed to measure progress amongst factors that will improve outcomes over the longer-term – those taking greater investment or more time for results to manifest (likely between generations). These include:

- **Creating job opportunities:** measured as an increase in Salisbury's employment rate.³⁸
- **Improving education outcomes:** measured as an increase in the share of post-school education outcomes across Salisbury's resident population.
- **Increasing prosperity:** measured as an increase in the (gross personal) median income of Salisbury's residents.

These short-term indicators will provide a signal of the factors that will create change, while the longer-term indicators will capture the outcome of those changes and, in-turn, the economic fortunes of residents of the City of Salisbury.

The types of actions identified in the subsequent sections of this Report will contribute towards this change, building the capacity and capability of local residents and business successfully participate in a dynamic modern economy and improve their welfare in the process.



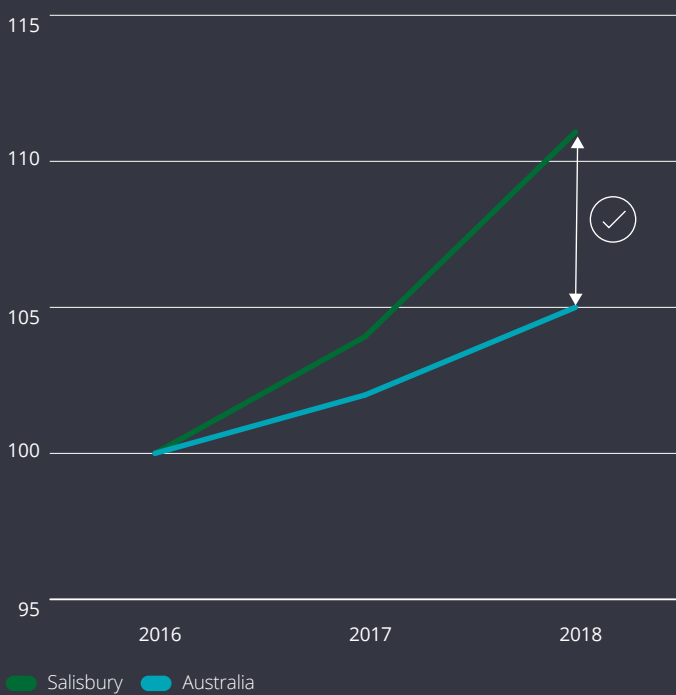
36. Young people are defined as residents aged 15-19 years.

37. Labour productivity is measured in dollar terms and is defined as the aggregate gross value added (GVA) of local industry divided by the aggregate hours worked locally.

38. Employment rate is defined as the number of employed residents as a share of the eligible working age resident population (15-64 years).

Growing business activity

Chart 3.1: Growth in business revenues across selected industry categories (indexed, 100 = 2016)

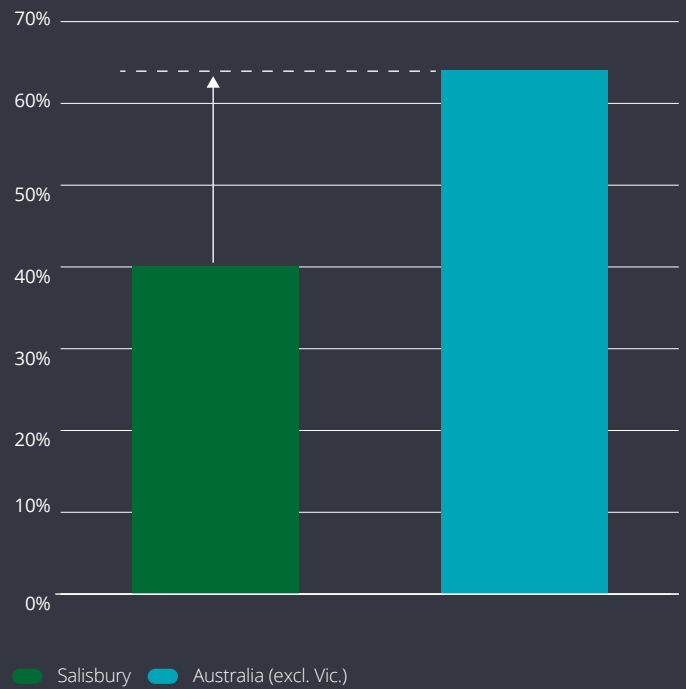


Source: ABS³⁹, Deloitte Access Economics

Notes: Aggregate business revenue is taken as the total of the mid-points of revenue categories in ABS data, top-coded at \$10m. Selected industry sectors include ANZSIC (1-digit) 'Agriculture, Forestry and Fishing', 'Manufacturing', 'Retail Trade', 'Transport, Postal and Warehousing', 'Public Administration and Safety', 'Education and Training', 'Health Care and Social Assistance'

Creating a skilled workforce

Chart 3.2: Share of young people enrolled in tertiary education (VET & HE), 2017



Source: PHIDU⁴⁰, NCVER⁴¹, ABS⁴², Deloitte Access Economics

Notes: Enrolments in higher-education is restricted to Year 12 completers in 2017. Enrolments in VET includes all 15-19 years olds in 2017 enrolled in an AQF qual. Australia excludes all Victorian enrolments and 15-19 year old population cohort.



39. Australian Bureau of Statistics, *Counts of Australian Businesses, including Entries and Exits, Jun 2014 to Jun 2018*, cat. no. 8165.0

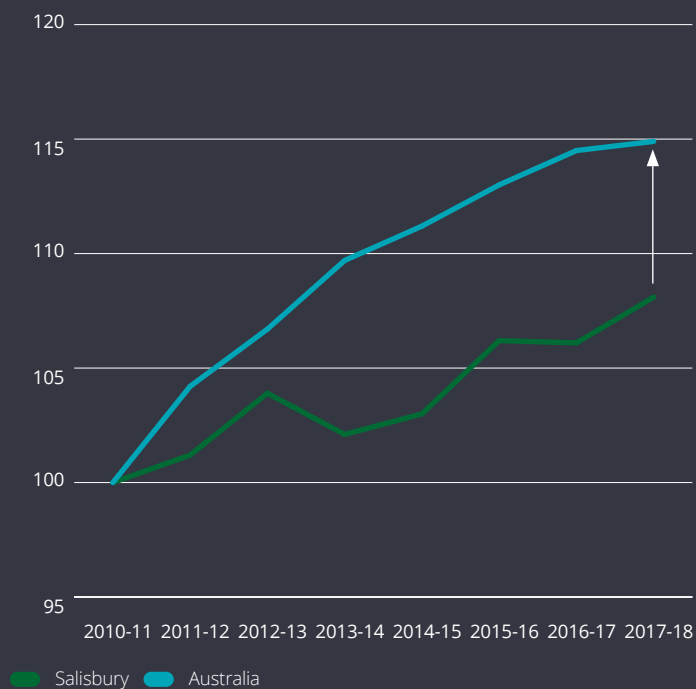
40. Public Health Information Development Unit (PHIDU), *Social Health Atlas – South Australia, Data by Local Government Area*, June 2019

41. National Centre for Vocational Education Research (NCVER), *VOCSTATS - TVA program enrolments 2014-2017*

42. Australian Bureau of Statistics, *Australian Demographic Statistics, Sep 2018*, cat. no. 3101.0 – ABS.Stat Datasets

Improving labour productivity

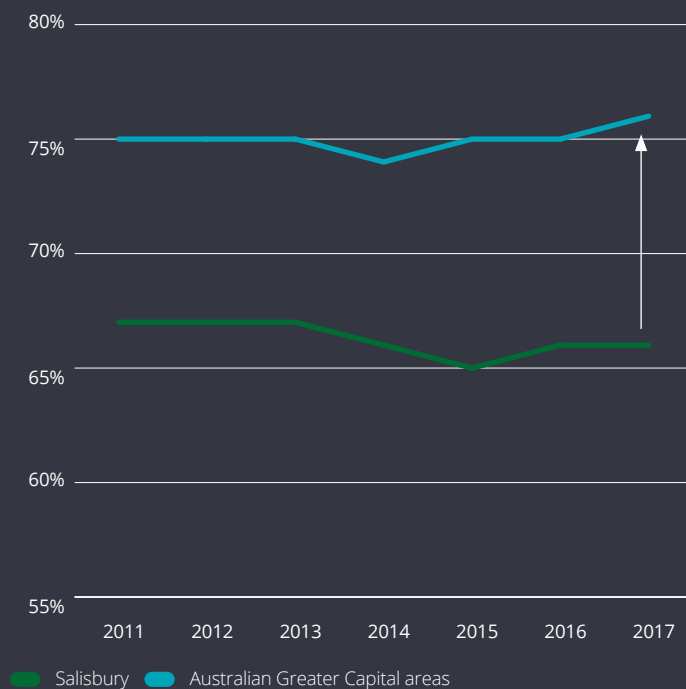
Chart 3.3: Growth in local economic output (GVA) per hours worked locally (indexed, 100 = 2010-11)



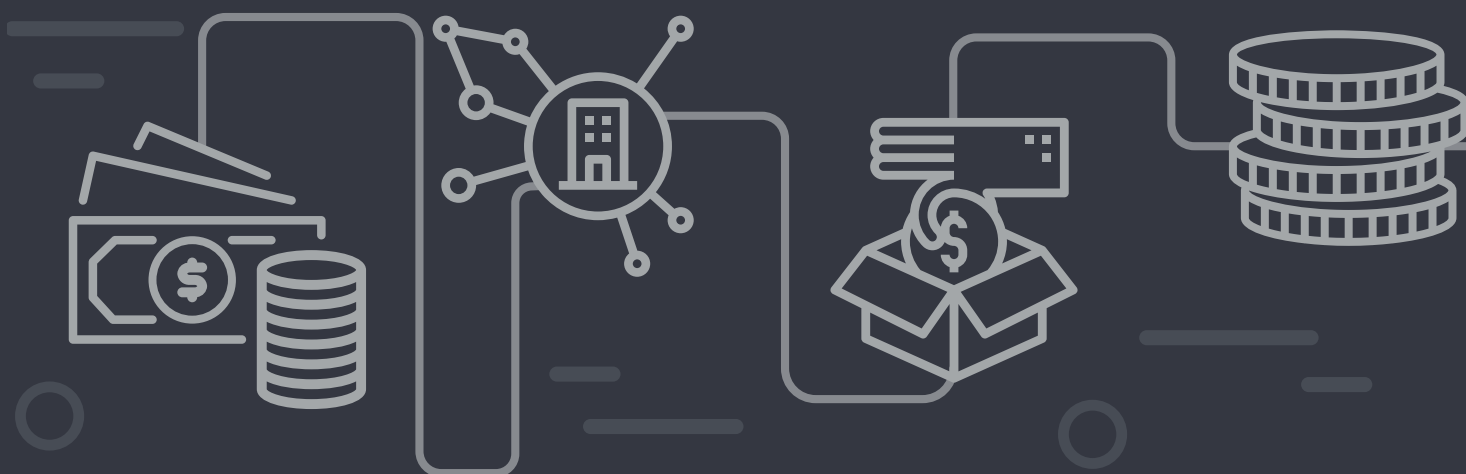
Source: National Institute of Economic and Industry Research (NIEIR)⁴³, ABS⁴⁴, Deloitte Access Economics

Creating job opportunities

Chart 3.4: Total employment as a share of residential working-age population (15-64 years)



Source: Department of Employment (Australian Government)⁴⁵, ABS⁴⁶, Deloitte Access Economics



43. Economy.id, *Value-added by Industry Sector*

Economy.id, *Full-time Equivalent Employment by Industry Sector*

<<https://home.id.com.au>>

44. Australian Bureau of Statistics, *Estimates of Industry Multifactor Productivity, Australia*, cat. no. 5260.0.55.002 – Table 2

45. Department of Employment, Skills, Small and Family Business, *Small Area Labour Markets Publications*, Australian Government

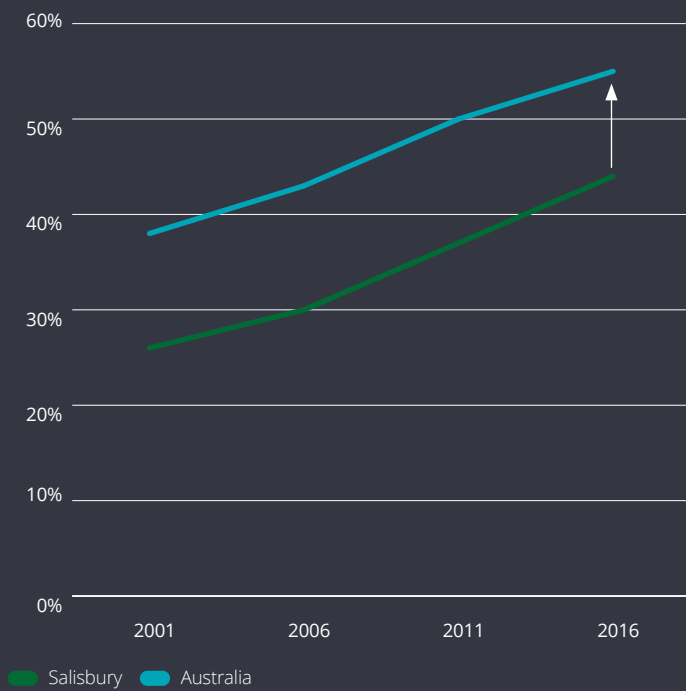
<<https://www.employment.gov.au/small-area-labour-markets-publication>>

46. Australian Bureau of Statistics, *Labour Force, Australia, Detailed - Electronic Delivery*, Jun 2019, cat. no. 6291.0.55.001 – Data Cube LM1

Australian Bureau of Statistics, *Australian Demographic Statistics*, Sep 2018, cat. no. 3101.0 – ABS.Stat Datasets

Improving education outcomes

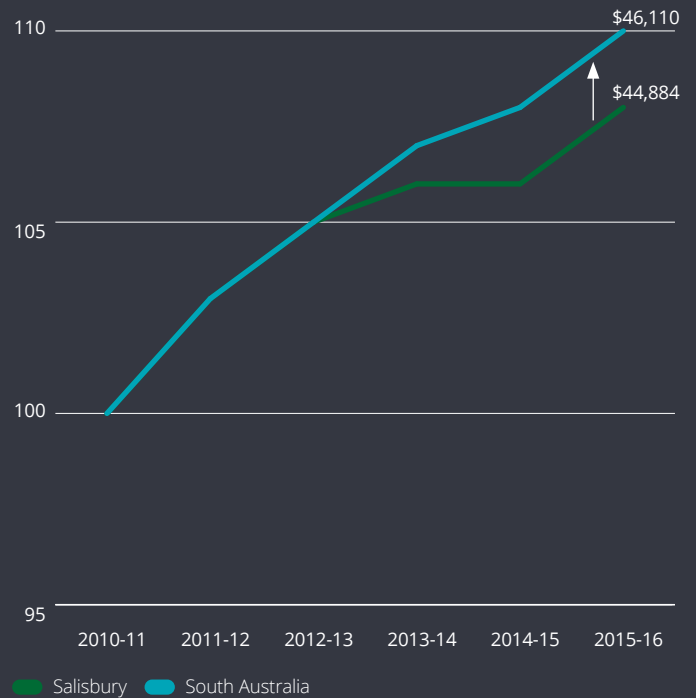
Chart 3.5: Share of local residents (aged 24-64 years) with a post-school education qualification (i.e. VET or University qual.)



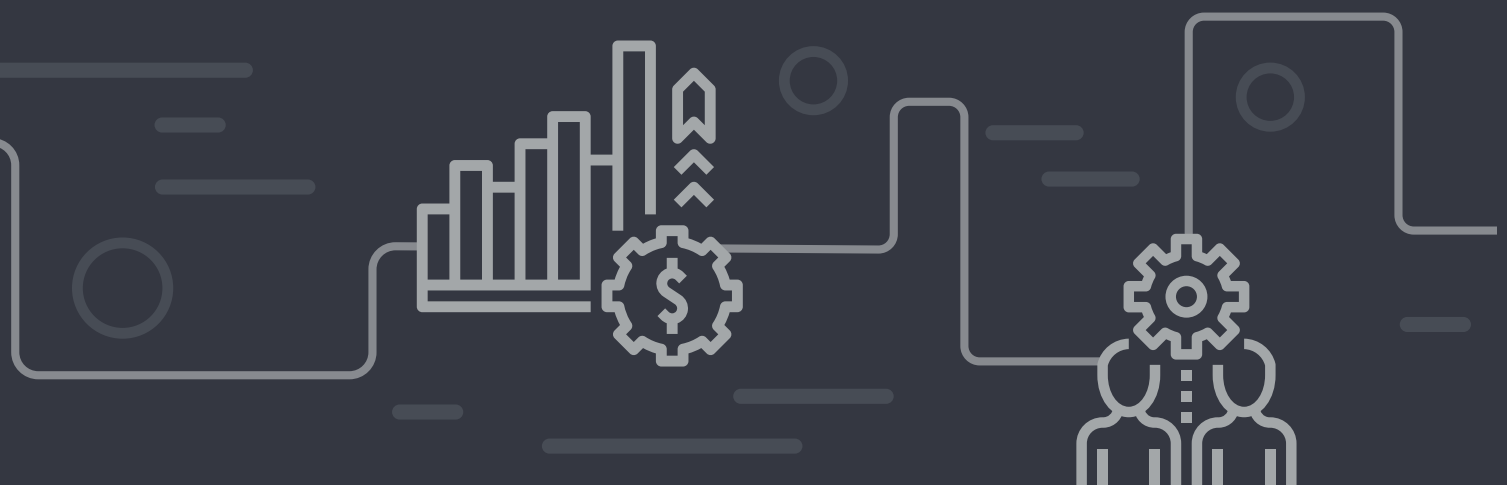
Source: ABS⁴⁷, Deloitte Access Economics

Increasing prosperity

Chart 3.6: Growth in the median personal income (all sources, 2015-16 values) of residents (indexed, 2010-11 = 100)



Source: ABS⁴⁸, Deloitte Access Economics



47. Australian Bureau of Statistics, *Census of Population and Housing: Time Series Profile, 2016*, cat. no. 2033.0 – ABS.Stat Datasets
 Australian Bureau of Statistics, *Census of Population and Housing: Time Series Profile, 2006*, cat. no. 2033.0 – ABS.Stat Datasets
 Australian Bureau of Statistics, *Australian Demographic Statistics, Sep 2018*, cat. no. 3101.0 – ABS.Stat Datasets

48. Australian Bureau of Statistics, *Estimates of Personal Income for Small Areas, 2011-2016*, cat. no. 6524.0.55.002 – Table 1 & Table 5

Leveraging existing endowments



4. Leveraging existing endowments

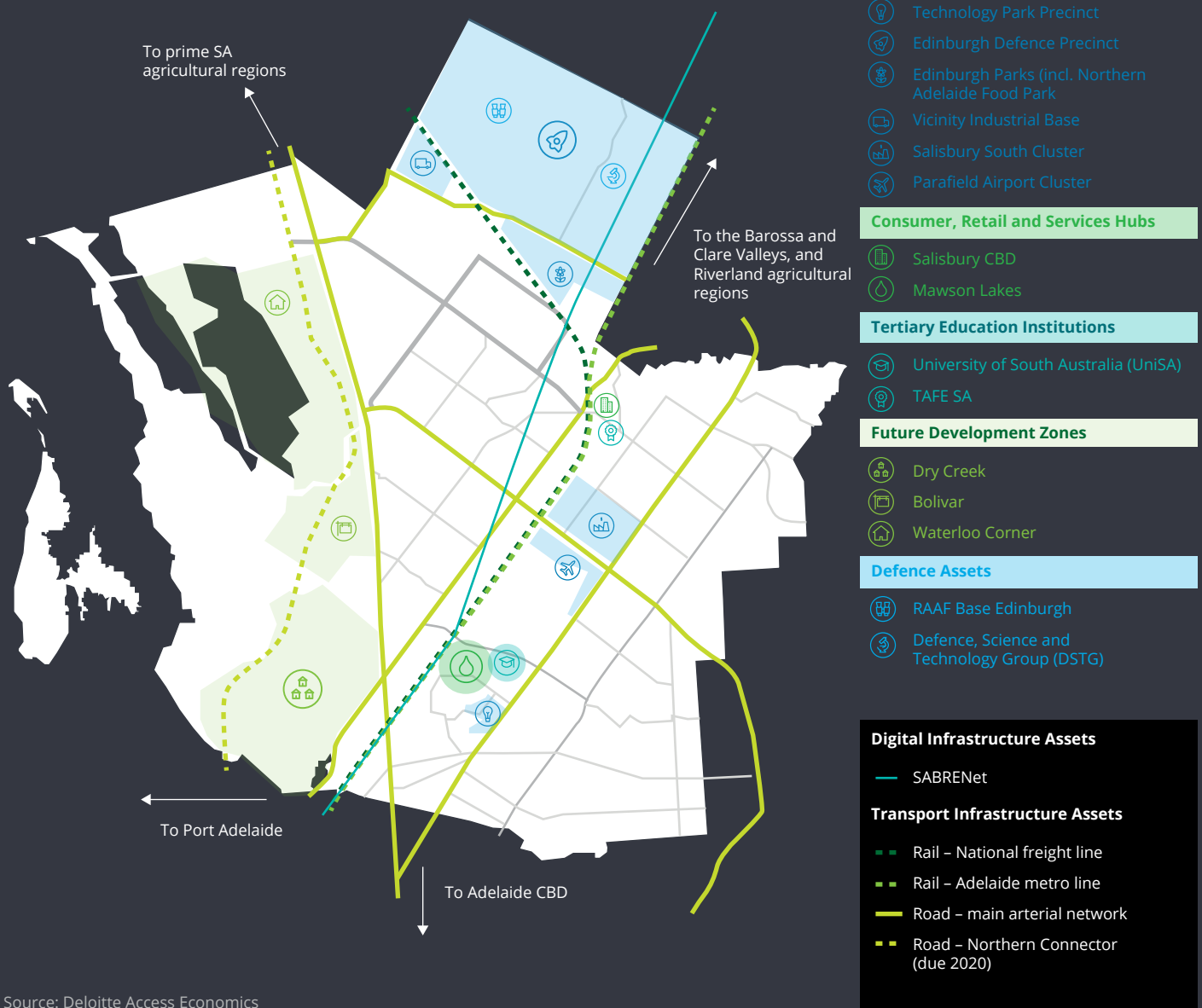
4.1 Salisbury's strategic assets

A key competitive advantage for Salisbury are the significant 'strategic assets' that underpin the local economy. Unlike most other local government areas in Australia, Salisbury boasts an array of assets spanning tertiary education institutions, military infrastructure and institutions, transport and digital infrastructure, as well as several industrial and urban precincts, with several of these assets identified in Figure 4.1 below.

In addition to the strategic assets located across the region, Salisbury itself is located at geographically advantageous junction within the South Australian economy – proximate to South Australia's largest seaport at Port Adelaide, the Adelaide CBD, as well as several prime South Australian agricultural regions (i.e. the Barossa and Clare Valleys, the Riverland, and the Adelaide Hills).

These assets and how they are utilised provide a solid foundation for the local economy to continue to grow from.

Figure 4.1 Map of Salisbury's strategic assets



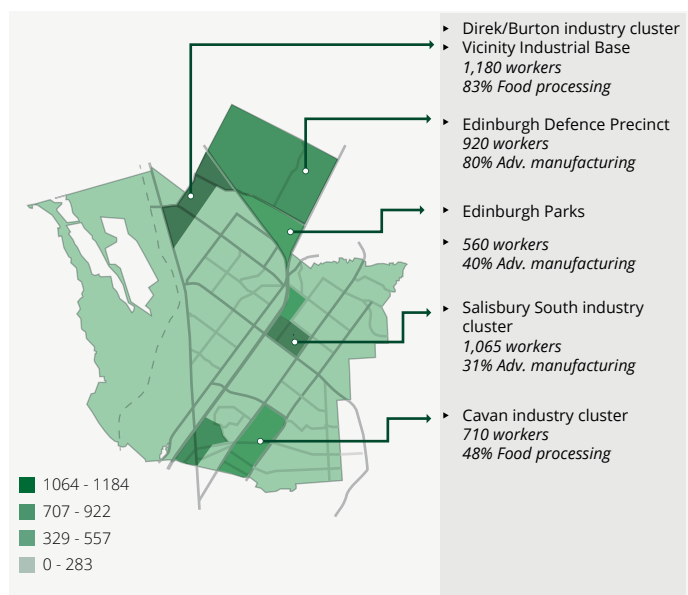
Source: Deloitte Access Economics

4.2 Salisbury's existing industry base

A key advantage of the City of Salisbury is its existing industry base and vibrant private sector economy – home to some 7,200 active businesses. The existing industry base are shaped by many of the businesses that operate in the area – particularly the 180 larger businesses – as well as anchored by the strategic assets located across the region.

These industries provide a strong basis for future economic growth in the local region. The key industries (in terms of the number of businesses and proportion of employment contributed) are:

- Manufacturing
- Public administration and safety (namely defence)
- Retail trade
- Education and training
- Health care and social assistance
- Transport, postal and warehousing



Manufacturing

In 2016, there were approximately 6,790 manufacturing jobs located across Salisbury, accounting for some 15 per cent of employment in the local economy.

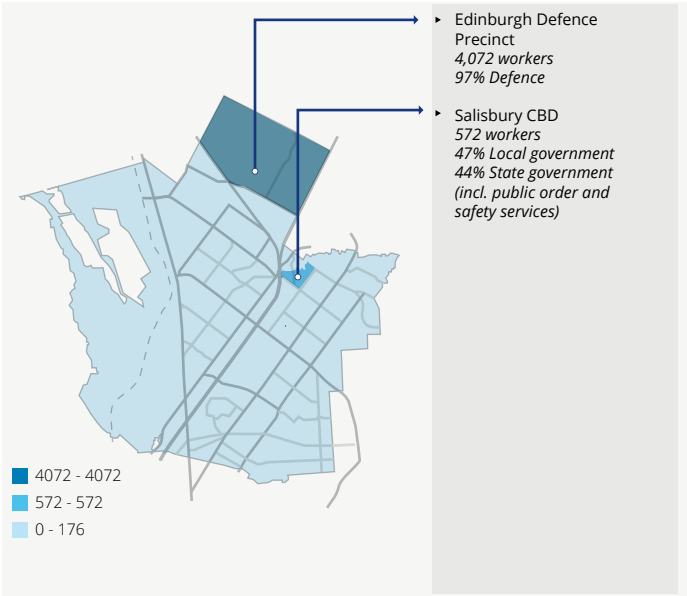
Salisbury's manufacturing industry is centred around **Advanced manufacturing**⁴⁹ (28 per cent), as well as **Food processing** and **product manufacturing**⁵⁰ (32 per cent).

The advanced manufacturing located at Edinburgh Defence Precinct relate primarily to defence activities at RAAF Base Edinburgh and the Defence Science and Technology Group (DSTG), while the activity at Salisbury South relate to the manufacture of medical and pharmaceuticals products, and automotive parts.

Food processing and product manufacturing located at the Direk/Burton industry clusters includes large national food businesses, such as Ingham's, while the Cavan industry cluster includes SA Produce Markets.

49. Advanced manufacturing is based on the custom Advanced Manufacturing sector classification defined by the Australian Bureau of Statistics in cat. no. 8170.0, *Characteristics of Business in Selected Growth Sectors, Australia, 2013-14*

50. Food processing and product manufacturing is based on the custom Food and Agribusiness sector classification defined by the Australian Bureau of Statistics in cat. no. 8170.0, *Characteristics of Business in Selected Growth Sectors, Australia, 2013-14*



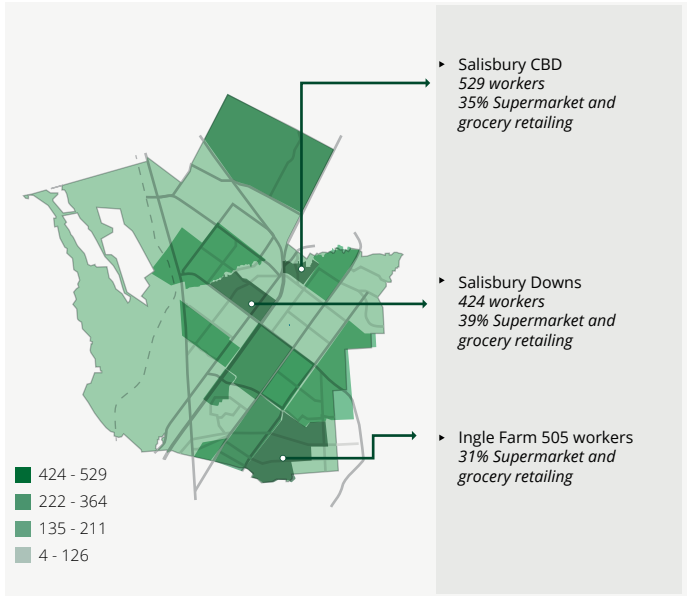
Public administration and safety

In 2016, there were approximately 5,860 public administration and safety type jobs located across Salisbury, representing some 13 per cent of employment locally.

The vast majority of this employment (70 per cent) centres around **military defence activities** located at within the Edinburgh Defence Precinct, which includes:

- RAAF Base Edinburgh
- DSTG
- Australian Army 1st Armoured Regiment and 7th Battalion RAR of the 1st Brigade.

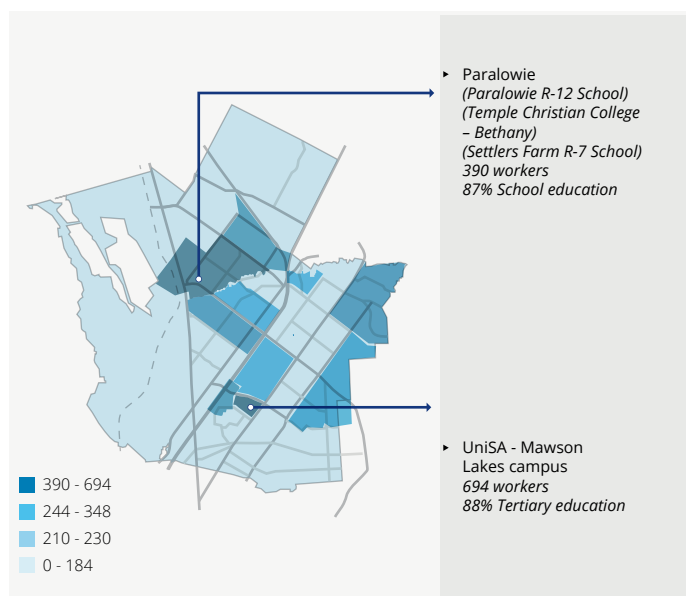
There is also a concentration of local and state government employment (10 per cent) within the Salisbury CBD. This area is a public services hub, and is the location of the City of Salisbury's administration centre.



Retail trade

In 2016, there were some 4,730 retail trade jobs located across Salisbury, accounting for some 11 per cent of employment locally.

Although widely distributed across Salisbury, there are concentrations of employment at retail and consumer services hubs located at Salisbury's CBD (11 per cent of retail employment), Ingle Farm (11 per cent), and Salisbury Downs (9 per cent) and Mawson Lakes (6 per cent – not shown). This employment is primarily comprised of supermarket and grocery type retailing (35 per cent).

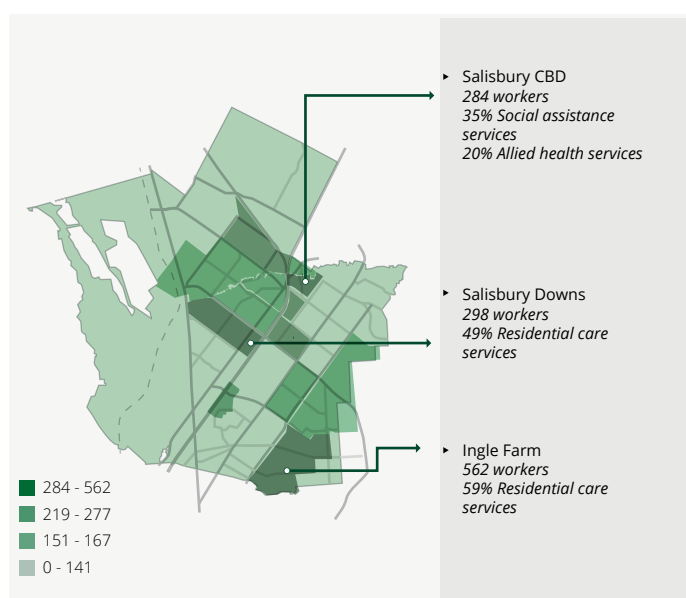


Education and training

In 2016, there were approximately 4,140 jobs related to education and training located across Salisbury, representing some 9 per cent of employment locally.

Education and training employment includes early, primary, secondary and tertiary levels of education. These jobs are widely distributed across Salisbury reflecting the residential population distribution and the location of schools.

There is a large concentration of almost 700 jobs (or 17 per cent of education and training jobs) relating to tertiary education activities at UniSA's Mawson Lakes campus.

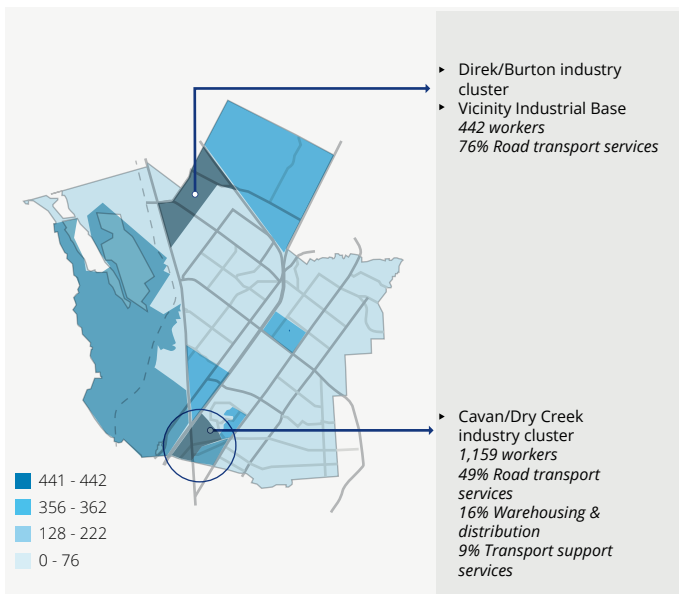


Health care and social assistance

In 2016, health and social assistance jobs represented some 9 per cent (4,050 jobs) of employment within the local economy.

This employment includes activities such as hospital, medical, and allied health services, disability and aged care services, as well as child care and social assistance services. These services are also broadly distributed across Salisbury reflecting the population distribution.

Concentrations of employment located at Ingle Farm (14 per cent) and Salisbury Downs (7 per cent) relate to **residential (aged) care services** and facilities., whereas those concentrated around the Salisbury CBD (7 per cent) relate to **allied health and social services**, further reflecting the nature of Salisbury's CBD as public services, and retail and consumer hub.



Transport, postal and warehousing

In 2016 the transport, postal and warehousing industry employed some 3,160 people within Salisbury, representing 7 per cent of employment in the local economy.

This employment is concentrated around industry clusters at Cavan/Dry Creek (37 per cent), and to a lesser extent at Direk/Burton (14 per cent).

Employment in this sector primarily relate to **road transport activities** (49%), but also includes **warehousing** (13%) and **logistics and distribution** (9%) activities.

The location of these clusters reflect their proximity and access to major arterial road transport corridors, as well as recent greenfield industrial precinct developments (such as the Vicinity Industrial Base at Direk).

4.1 Land and space to grow

Salisbury has historically benefited from an abundance of affordable and readily developed land, both for residential and industrial/commercial purposes. This has afforded Salisbury a competitive advantage in attracting business investment and increasing its residential population.

Currently, the stock of prepared 'greenfield' land available for development across the City of Salisbury remains significant, with land available for commercial and industrial allotments at:

- **Technology Park** (at Mawson Lakes)
- **Edinburgh Parks** (including the Northern Adelaide Food Park) (adjacent to the Edinburgh Defence Precinct)
- **Vicinity Industrial Base** (at Direk, adjacent to Edinburgh Defence Precinct)
- **Parafield Airport** commercial and industrial land development.

There is also a significant stock of latent 'brownfield' sites located throughout the region – such as large allotments around the former Holden General Motors site, as well as along the existing rail corridors and around the Edinburgh Defence Precinct.

Although typically more expensive to remediate and prepare, brownfield sites are already connected to infrastructure networks such as electricity, gas and water, and are located in areas that are set to become increasingly built-up. Brownfield sites will become increasingly cost-competitive in the longer term, as the availability of existing and affordable greenfield sites are developed and suitable assets, which can be reused with minimal conversion costs, come on to the market.

Looking to the future, there are also large tracts of undeveloped low-lying land along Salisbury's west. These include: Dry Creek, Bolivar, Waterloo Corner and St. Kilda. These areas sit along the key arterial road corridors connecting the prime agricultural regions to Adelaide and Port Adelaide. While unlikely to be developed within the next few years, this huge area has the potential for residential development as well as be attractive for large-scale commercial/ industrial development – particularly for transport, logistics and distribution activities along the Northern Connector corridor, as well as food processing and manufacturing industries.

4.2 Business friendly

The City of Salisbury itself is also perceived as having an excellent reputation among the business and public-sector communities for its proactive approach to supporting investment activity through the development and planning approvals process, and for its service and support to ensure this process is as timely as possible. These perceptions were evident in the consultations with stakeholders undertaken in preparing this report.

The commitment of the City of Salisbury to business development is also evident through the business support services offered at the Council's Polaris Business and Innovation Centre, located at Technology Park, as well as through programs to promote entrepreneurial activity, stimulate innovation, and encourage networking between businesses - particularly targeting small businesses and start-ups.

These attributes are highly valued by those looking for certainty when allocating capital and making large investment decisions. This competitive advantage is an important point-of-difference from other local government jurisdictions in South Australia.

4.3 Opportunities for action

-  Grow Salisbury’s existing industry base
-  Create commercial spin-offs from the defence industry
-  Activate brownfield sites
-  Roll back ‘buffer zones’
-  30 year development plan
-  Ensure infrastructure continues to serve industry and community needs
-  Maintain Salisbury’s relative competitiveness and value proposition

Grow Salisbury's existing industry base

The City of Salisbury has a strong and diverse industry base. There is an opportunity for Salisbury to build on this existing base to promote the creation of skilled jobs in both white and blue collar occupations, and to help ensure that future economic growth is both inclusive and welfare enhancing.

Rather than focus on developing a new industry sector from scratch, a more efficient and effective allocation of resources would involve a focus on growing the key industry clusters already located within Salisbury. This involves targeting and attracting new firms from both interstate and overseas within the industry sectors identified and that would benefit from Salisbury's other strategic assets, as well as supporting growth of existing businesses.

The concept of current economic strengths and attributes laying the foundation for future industry development is well established in economic development literature. In the case of Salisbury, the defence sector and research at UniSA underpin future potential growth in the space and cybersecurity sector. The high level of trade qualifications and the UniSA's Future Industries Institute support future growth in advanced manufacturing including health manufacturing & distribution, building on existing firms operating locally. The existing road network and upcoming opening of the Northern Connector will underpin future investment in transport and logistics.

Action: Evolve and maintain Salisbury's investment attraction plan to target complementary investment

Salisbury's investment attraction plan needs to evolve and become a guide for businesses looking to invest in Salisbury, and a tool for the Council to monitor its engagement with these businesses. Effective implementation of this plan will focus efforts, coordinate activities and enable evaluation of progress.

The purpose of an attraction plan should be twofold. First, it should target prospective firms that align with Salisbury's existing industry base or would benefit from the numerous strategic assets. Second, it should target Salisbury's existing business community, and highlight investment opportunities for these businesses to expand their operations in Salisbury. Recent examples of the latter include:

- the expansion of RM Williams' operations through the relocation of its design and corporate functions to Salisbury from interstate
- the expansion of Bickfords beverage manufacturing production facilities.

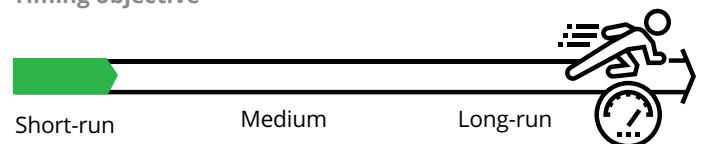
Investment attraction targets should be selected based on their alignment with the areas of competitive advantage identified for the City of Salisbury, and the extent to which their activities complement those of existing businesses in the area, such as addressing gaps in supply chains, servicing existing businesses, or bringing new capabilities to the local area.

The investment attraction plan should also center around the strategic assets and key infrastructure located across the region. An example is the Northern Connector, and the potential value of this key piece of road infrastructure to prospective freight transport and logistic businesses.

Case management functions should be incorporated into these plans to smooth the path for investment by the private sector by aiding facilitation and addressing barriers. Additional actions such as land use planning and zoning, which are explored next in greater details, should also be considered as a part of the investment attraction planning as a way to support varying industry uses and more intensive activities.

These plans would represent an extension of the activities currently performed by the Council.

Timing objective



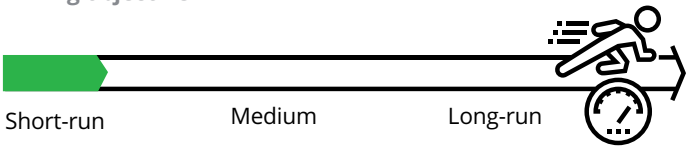
Action: Prepare a scoping study to identify infrastructure and services gaps for the local food processing industry

A common view to be expressed by industry stakeholders is more should be done to support the growth of the food manufacturing industry across the northern Adelaide region. Salisbury and the neighbouring local government areas are home to several large food processing and manufacturing businesses. The firms leverage the region’s proximity to transport corridors and export terminals, population centres, and South Australia’s prime agricultural regions. A current perception among stakeholders, however, is that beyond these strategic assets, there is very little else anchoring these firms at Salisbury. That is to say, these manufacturers and producers do not perceive there to be any additional benefits or cost savings from being co-located.

More needs to be done to understand what could be done to create a point-of-difference to improve the attractiveness of Salisbury as a destination for food manufacturers. A first step is to prepare a scoping study to identify the existing infrastructure and services gaps, through broad consultation with stakeholders from across the local and national food processing industry. Ideally, this investigation would also seek to identify the emerging needs of this industry, as well as understand what types of shared facilities and infrastructure could stimulate private-sector investment.

The development of a waste-to-energy plant has already received approval, and is expected to reduce both the waste and energy costs of producers located at Salisbury. However, other examples of the types of shared facilities and infrastructure could include a phytosanitary facility for the treatment of fresh fruits and vegetables for export. A scoping study should consider the appetite of producers to share in the investment of the development of such projects.

Timing objective



Create commercial spin-offs from the defence industry

As highlighted earlier, the Edinburgh Defence Precinct located in Salisbury is home to 4,000 defence and military jobs. As a result, Salisbury is also home to a number of private-sector ‘defence primes’ that provide professional and technical support services in the advanced manufacturing sector, as well as supply goods and equipment to the military. These defence primes include large global names, such as Lockheed Martin, BAE Systems, SAAB Australia, Northrop Grumman and Boeing. These firms employ high-skill workers – particularly STEM workers – to design, build, operate and support the latest in advanced technologies that are developed for the military.

However, there are few firms leveraging these relationships and advanced technical knowledge to apply these technologies to civilian purposes for commercial gain. Many of the innovations and technologies that we take for granted and use in everyday life were initially funded and developed for military purposes. There is an opportunity to encourage the key local defence stakeholders to collaborate with private-sector firms and entrepreneurs to develop and commercialise defence technologies and innovations for civilian use. This could involve the establishment of a new ‘secure’ innovation precinct at either the existing Edinburgh Defence Precinct or Technology Park at Mawson Lakes, as well as leveraging the local digital infrastructure (such as SABRENet and other secure fibre networks) and university research facilities and capabilities at the UniSA Mawson Lakes campus.

Similar opportunities exist to support the commercialisation of research being undertaken by various Cooperative Research Centres (CRCs) and research institutions at Mawson Lakes such as the Future Industries Institute, the Institute for Telecommunications Research, and research functions of the SmartSat CRC.

Action: Facilitate cross pollination of ideas and expertise between defence companies, UniSA, DSTG and local businesses

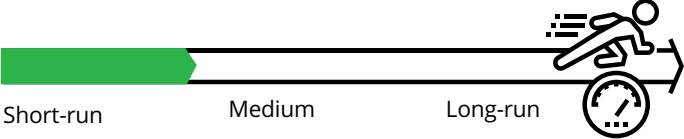
Better use can be made of the technical and industry expertise which exists within the extensive range of organisations engaged in the defence and aerospace industry in the area City of Salisbury through better sharing of information and experience.

While there are a range of considerations that need to be had with respect to security and commercial confidentiality, arrangements can be made to address these matters appropriately.

Specific actions that could be taken to facilitate this cross pollination include:

- Making short-term collaboration spaces available (within secure settings) for project work across organisations, potentially at Endeavour House, Innovation House or the (proposed) Industry Focus Research Hub at UniSA Mawson Lakes campus.
- Working with organisations such as the Defence Teaming Centre to explore opportunities for developing secondment programs across organisations.
- Supporting small-scale and early-stage defence industry businesses in developing their products and capability to participate in larger defence project supply chains.

Timing objective



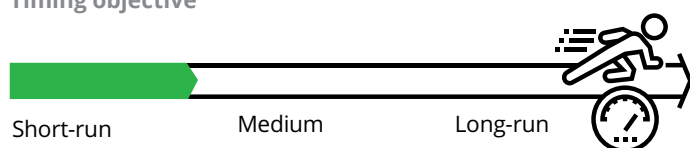
Action: Strike a Memorandum of Understanding to progress local defence industry development

A Memorandum of Understanding (MoU) should be struck between the key defence stakeholders, government, the local vocational and higher education institutions, and local industry to articulate a common commitment and vision, as well as shared responsibilities, for developing the defence and aerospace industry in the local area aligning with the emerging 'defence triangle' concept – i.e. the concept referred to by the State and Australian Government's under the recent City Deal which encompasses both the Edinburgh Defence Precinct and Technology Park, Lot Fourteen and TechPort at Osborne.

Ideally, an MoU would identify and formalise the common priorities between each of the parties, their areas of concern, and set out a pathway for greater collaboration. In doing so, the MoU should reflect and describe signatories' intent and approach across the areas of common interest, where these could potentially include:

- Emerging skills gaps, and how these might be addressed through the creation of local training opportunities.
- Areas of interest in collaborative research, and how these might be prioritised and facilitated.
- The establishment of a network mechanism to facilitate the cross pollination of ideas and expertise across each of the parties, and to encourage an ongoing dialogue and engagement between the parties.
- Planning for future land use requirements across agencies to support growth and development of defence related activities within the defence triangle.

Timing objective



Activate brownfield sites

Historically, a key advantage for Salisbury has been its abundant supply of relatively cheap and easily developed land. This advantage will inevitably decline over time, as areas for new greenfield development become increasingly scarce and more costly to develop, relative to development opportunities in other areas (particularly further to the north) .

Although not a cost-competitive option in the immediate future, many former industrial sites or ‘brownfield’ sites, are likely to become increasingly attractive in the longer term, as well as for specific developments in the near term. These sites present good opportunities, particularly to businesses in certain industry sectors, because of their existing connections to industry-grade utilities infrastructure, as well as their proximity to densely populated areas and existing transport networks.

These sites offer development opportunities as commercial and retail service precincts, to manufacturing industries with large energy requirements, or digital and IT businesses that require a combination of space, energy and proximity to infrastructure such as SABRENet. Brownfield sites may also be particularly attractive to entrepreneurs or small-to-medium enterprises looking for commercial or industrial spaces to quickly upscale production without needing a large capital outlay. They also offer opportunities for transport and logistics companies to temporarily scale-up their storage capacity in build-up areas with close proximity to road transport corridors, such as the nexus around the Northern Connector, the Port River Expressway and South Road, and Port Wakefield Road and Main North Road.

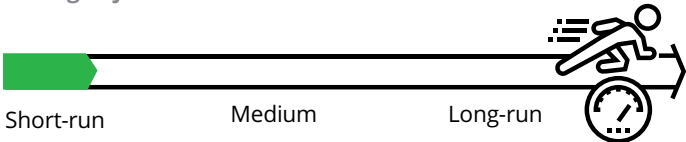
Action: Develop investment attraction plan to activate brownfield sites

While the commercial attractiveness of development uses for brownfield sites should be considered relative to the cost of undertaking greenfield developments (including various connection and fit-out costs), the attractiveness will inevitably begin to shift over time as the supply of available (an suitable) land becomes tighter relative to demand. It is important that the City of Salisbury be prepared to take advantage of these opportunities as they arise, and be just as proactive in attracting investment in brownfield developments as greenfield ones.

A detailed understanding of the brownfield development opportunities in Salisbury is required. This includes identifying sites suitable for re-development, as well as the potential advantages of these sites – including the proximity to strategic assets, and the potential savings on infrastructure capital costs. This should also consider the re-zoning of brownfield site areas for different industrial uses (e.g. to support growth opportunities in the road transport and logistics sector), or for commercial and retail uses. It also necessitates enhancing the current approach of working with property owners and commercial property agents to facilitate investment and job outcomes.

The advantages of brownfields sites and their availability should then be promoted as part of an investment attraction plan or included as a part a broader investment prospectus – such as, ‘Salisbury. The Destination to do business’ – and target leasing agents and property developers.

Timing objective



Roll back ‘buffer zones’

Currently, there are significant land reserves along road and rail transport corridors - such as the national freight line and the forthcoming Northern Connector at Dry Creek - as well as large protection zones around strategic assets - such as around the Bolivar Wastewater Treatment Plant, Edinburgh Defence Precinct and Parafield Airport. While there may be valid safety, security, or environmental reasons for such ‘buffer zones’ to exist, particularly around RAAF Base Edinburgh, there is an opportunity to revisit the continuing need for buffer zones, the extent of these zones, and to investigate the possible rezoning of these lands for more productive uses.

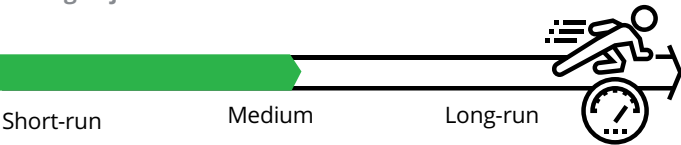
Action: Investigate land use opportunities within buffer zones

An investigation of options for alternate land use within existing buffer zones should be undertaken to identify the potential for more productive industrial and commercial uses, as well as to gauge the appetite among existing stakeholders and market participants.

This investigative process would need to involve key landholders including the Commonwealth and State Government stakeholders, as well as non-government and private sector infrastructure and utilities stakeholders. This process should seek to determine the willingness or appetite of these landholders for rezoning and development, as well as consider current safety, security, or environmental regulatory settings. Importantly, the implications for the local residential and business community - for whom ‘buffer zones’ exist to protect – would also need to be considered.

This process should also test the market to determine the level of demand for these lands from prospective private-sector investors or developers.

Timing objective



Action: Investigate land swaps and strategic sales to make land available to new and growing defence companies

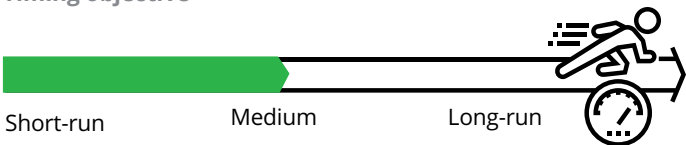
Land swaps and strategic sales of land should be considered to attract new and innovative businesses. Targeting specific parcels of land would complement the implementation of a broader industry investment strategy and tie in with the investigative process for alternative land use within ‘buffer zones’. Notwithstanding the safety, security and environmental considerations, land currently embargoed around the Edinburgh Defence Precinct, for example, could be further leveraged to attract high skilled advanced manufacturing firms looking to locate a R&D or production facility immediately adjacent to these defence assets.

Further sites where land swaps and strategic sales could be possible include:

- Vacant land and ageing building assets proximate to Technology Park and the Mawson Lakes UniSA campus could be repurposed for commercialisation and advanced manufacturing activities.
- Several sites owned by the City of Salisbury located adjacent to Edinburgh Defence Precinct.

The City of Salisbury’s role should be to catalyse land swaps and strategic sales as part of a broader industry investment attraction strategy and as a facilitator, but have limited direct involvement.

Timing objective



30 year development plan

One of Salisbury’s greatest advantages is the strategic assets located in the region, particularly the road network, as well as its proximity to other major centres of commerce – e.g. Port Adelaide, the Adelaide CBD, and the agricultural production regions to Salisbury’s north. The development of low-lying lands at Dry Creek has the potential to be 1.5 times the size of Mawson lakes⁵¹, and the Northern Connector corridor is well placed from a transport infrastructure perspective to house transport and logistics activity in the medium to longer term. This has the potential to vastly increase both the residential population and commercial activity within the City of Salisbury.

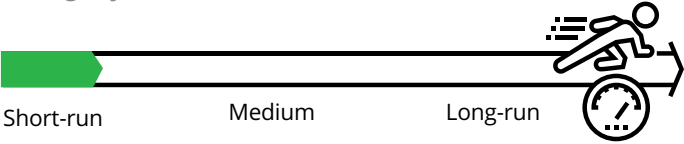
While there is an opportunity for this to drive value creation and employment growth for Salisbury’s residents, there is significant downside risk that large-scale development, if poorly planned and delivered, will detract from the elements that currently make the area so attractive to business, adversely affecting the operations of the businesses already located in Salisbury.

Action: Undertake structure planning for the area west of Port Wakefield Road

It is vital that future large-scale development west of Port Wakefield Road is planned for and managed effectively. It is important that appropriate investment in road infrastructure is developed in parallel with land releases to ensure that accessibility to key transport corridors for local industry is maintained. Likewise, it is equally important that transport linkages between new residential developments, employment and economic clusters, and retail and consumer hubs are considered. It is not just about the additional number of people likely to move around, but where they will want to travel for work, to shop, to go to school, and how they choose to get there – car, public transport, bike or walk.

The development, planning and infrastructure investment decisions made about these development areas over the next 10 years will determine the locations of economic activity of the local economy for the next 30 years. Taking an active and forward looking approach to long-term planning will ensure that Salisbury maximises its future economic prosperity and deliver higher amenity values to its residents. There is a need to fill in the detail with subsequent planning - such as, precinct development plans and transport corridor planning - and to align these with existing planning processes already underway for other areas across Salisbury.

Timing objective



51. This estimate is based on advice provided to Deloitte Access Economics from the City of Salisbury

Ensure infrastructure continues to serve industry and community needs

Other strategic assets featuring in the Salisbury region are the key road and rail transport infrastructure assets that connect Salisbury to some of South Australia's prime agricultural and food producing regions, the state's key export terminal at Port Adelaide and the Adelaide CBD. Road infrastructure connecting Salisbury is considered by local industry and stakeholders as one of Salisbury's most valuable strategic assets.

Maintaining the quality and effectiveness of these assets as Salisbury's population and economy grow – in terms of suitability, capacity and access for heavy trucks and vehicles – is particularly important to the future growth of local industry. It is also important to existing industry – particularly firms involved in the transport, logistics and distribution industry sectors – that planning for the future growth of the City of Salisbury, and northern Adelaide more broadly, takes into consideration the impact of growth on road and rail assets.

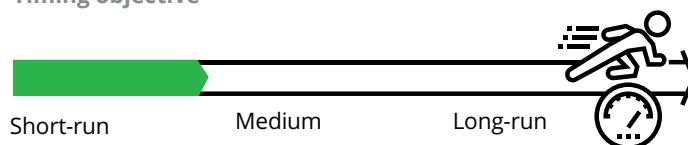
Action: Prepare corridor and precinct plans for strategically important areas and land parcels

Areas within the City of Salisbury have the potential to become medium density, high amenity centres of activity. To support added density and capacity in the region, adequate planning needs to occur.

Potential projects that could create efficiencies or open up new development opportunities, either directly or by facilitating connections to certain parcels of land, include:

- Park Terrace rail-crossing grade separation
- Elder Smith Road duplication (Port Wakefield Road to Salisbury Highway)
- Rail corridor adjacent to Salisbury and Mawson interchanges
- Kings Road rail-crossing grade separation proximate to Parafield Airport and Salisbury South
- Dry Creek railyards and potential interstate rail realignment along the Northern Connector corridor
- Improving connections to the potential O-Bahn extension via The Grove Way and Saints Road
- Increasing density at sites adjacent to existing railway stations
- Improving connections to the Northern Connector at Waterloo Corner.

Timing objective



Maintain Salisbury’s relative competitiveness and value proposition

Salisbury has a strong reputation among the business and investor community for being ‘business friendly’, as evident through consultations undertaken in preparing this report. There are opportunities for the City of Salisbury to improve and leverage its reputation to support economic growth into the future.

These opportunities include:

- Continuing to remain competitive on council rates and costs and maintain (and improving) cost competitiveness for other other ongoing costs incurred by landowners and occupiers.
- Continuing to promote and highlight the inherent strengths and unique value proposition of the area – e.g. Salisbury’s ‘strategic assets’, access to key road and rail transport corridors, and its proximity to local agricultural and food producing regions, Adelaide city centre, as well as Port Adelaide.

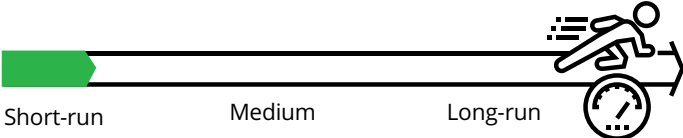
Most importantly, the City of Salisbury needs to demonstrate its ‘business friendly’ credentials to existing and prospective investors.

Action: Benchmark local government rates, fees and charges to track competitiveness

One potential action is for Council to expand and publish a dashboard of benchmarking tools that demonstrate the cost-competitiveness and the value proposition of the City of Salisbury relative to neighbouring local government areas in Adelaide northern suburbs. Benchmarks could comprise existing information and compare:

- council rates, land tax burden, as well as utility costs
- development application approval times
- the value of other services provided by Council to industry, such as infrastructure services, waste management, advocacy and marketing of the region.

Timing objective



Action: Continue, maintain and promote council-led development approvals

Another potential action is for Council to build on the existing efficiency, timeliness and transparency of the planning and development approvals process. Not only is a more efficient and transparent planning and development approvals process likely to create confidence and certainty for prospective businesses and investors, it is also likely to further enhance Salisbury’s reputation as an attractive place to invest.

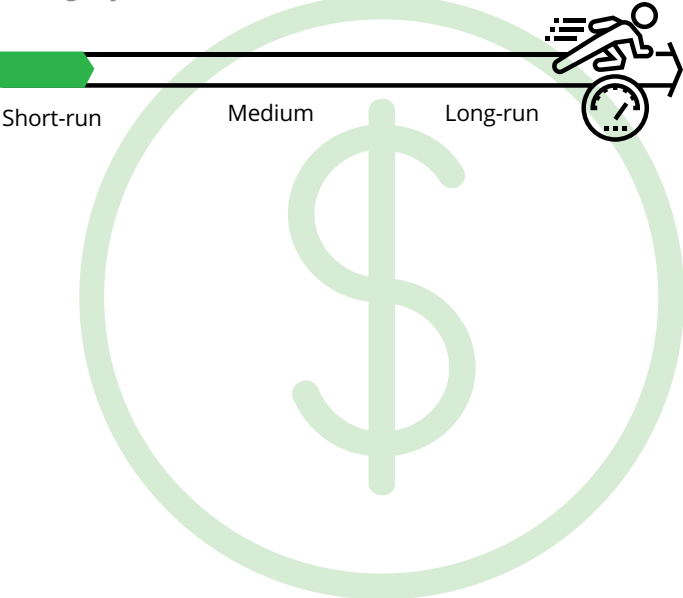
Given the current implementation of the *Planning, Development and Infrastructure Act (2016)* across the state and the imminent release of the Planning and Design Code, actions could include improving the information about:

- the steps involved in the approvals process in a clear and accessible manner
- the rules by which the approvals will be assessed
- the types of information that will need to be provided by applicants
- the costs involved and the timeframes that should be expected based on the complexity of the application.

In addition, real-time status updates about their submissions as it moves through the approvals process, and benchmarked against comparable timeframes, would also help provide greater transparency and certainty.

Further changes to processes for lodging (and approving) applications occur under reforms relating to the Planning and Design Code should contribute towards further improvements in the timing and clarity of submission processes. The City of Salisbury should continue to assist applicants through these processes in order to attract and secure development opportunities in the local area.

Timing objective



Growing Salisbury's people



5. Growing Salisbury's people

Salisbury's residents are one of its greatest economic resources. Currently, however, there is a disparity between the economic fortunes of the region and the socioeconomic disadvantage of the local population. There is potential for residents to benefit from a greater share in the region's future economic growth. Likewise, the demographics of the local population in terms of its human and social capital stock present a number of opportunities to drive welfare enhancements through economic growth. Much can be done to bridge the disconnect between Salisbury's growing economic prosperity and the socioeconomic outcomes of its people.

5.1 The economic importance of people

The size and skill base of the local workforce is an important factor in encouraging economic growth and the development of industry. Research has found that a skilled workforce is the primary driver of economic growth in regional areas.⁵² Firms tend to expand in regions where they can find a skilled and large workforce related to their industry.⁵³

Salisbury has a youthful and growing population. The large share of young people in the region provides a solid base for future industry growth, as this cohort has the greatest potential to deliver capacity and productivity gains in the labour force, based on the average number of years left in the workforce. Educating and skilling this young population is essential to the future prosperity of Salisbury and Adelaide's northern suburbs.

Over the next 20-30 years, Salisbury's population is also forecast to age at a relatively fast pace. Ageing populations create a number of economic challenges as well as opportunities. Notwithstanding an eventual decline in the working-age population, the reliance on health care and social assistance services also increase as people age.^{54,55} The latter, however, can also be a benefit through the creation of jobs and demand for skills in the medical and health care sectors. Further, older workers have a depth of labour market experience that young people have yet to develop, and can be a rich source of labour supply for employers. Increasingly older people are starting businesses, building on their knowledge, technical skills and networks.

Salisbury is also home to a disproportionate share of South Australia's migrant population – particularly recent arrivals from non-English speaking backgrounds. This provides the region with a competitive advantage. A recent Productivity Commission report found that recent migrants to Australia tend to be more highly educated than native born individuals, and eventually find work in highly skilled occupations.⁵⁶ Despite this, migrants often struggle to have their skills and qualifications recognised by Australian employers in the first instance, resulting in the underutilisation of skills and increasing the pool of skilled workers searching for low-skill and entry-level jobs.⁵⁷ Beyond being a rich source of skilled labour, recent migration trends to Australia have been more diverse than the traditional Anglo-Celtic countries, bringing with it new cultural and social benefits that provide new entrepreneurial and commercial opportunities.

Across Australia, while humanitarian migrants initially tend to participate in the labour force at lower rates than the broader Australian population (35% compared to 76%), over time, participation rates move towards the Australian average within 20 years – with the children of humanitarian migrants having better than average employment outcomes.⁵⁸ While initial participation for humanitarian migrants are low, in part because of barriers to employment including language barriers, poor skills recognition, discrimination and cultural barriers; the participation in education and training among humanitarian migrants is strong. In 2016, 36 per cent of humanitarian migrants were actively engaged in education and training compared to 17 per cent for the broader Australian population.⁵⁹ Hence, while labour force participation may be low in the first few years after arrival, participation in education and training is high. Over time, humanitarian migrants begin to transition out of from education and training and into the paid labour force.

52. Randall Eberts, George Erickcek and Jack Kleinhenz, 'Dashboard indicators for the Northeast Ohio Economy: Prepared for the fund for our economic future' (2006) Working paper 06-05, *Federal Reserve Bank of Cleveland*

53. Nancy Pindus, Brett Theodos and G Thomas Kingsley, 'Place Matters: Employers, low-income workers and regional economic development' (2007) *The Urban Institute*

54. David E Bloom, David Canning and Gunther Fink, 'Implications of Population Aging for Economic Growth' (2011) Working paper 64, *Program on the global demography of aging*.
<http://www.bollettinoadapt.it/old/files/document/10774bloom_01_2011.PDF>.

55. Ibid.

56. Productivity Commission, *Economic Impacts of Migration and Population Growth* (2006)
<<https://www.pc.gov.au/inquiries/completed/migration-population/pdf/migration-population-position.pdf>>.

57. Deloitte Access Economics, *Seizing the opportunity: Making the most of the skills and experience of migrants and refugees* (2018)
<<https://www2.deloitte.com/au/en/pages/economics/articles/making-most-skills-experience-migrants-refugees.html>>.

58. Deloitte Access Economics, *Economic and social impact of increasing Australia's humanitarian intake* (report commissioned by Oxfam Australia, August 2019)

59. Ibid.

5.2 The value of education and skills

The relationship between post-school education attainment, both VET and university qualifications, and economic development is well understood. The education sector in itself is also now a key driver of economic growth, with the international education sector contributing some \$1.29 billion to South Australia's economy in 2016-17.⁶⁰

Not only are tertiary-education institutions themselves employers of high-skill workers, they are also essential for generating a skilled and knowledgeable workforce. Tertiary education institutions are instrumental in developing a skilled workforce that is *innovative*, *adaptive* and more *productive* – the types of workers that are increasingly sought by businesses and that drive modern and developed economies.

Salisbury is home to both VET and university education institutions:

UniSA Mawson Lakes – is one of three University of South Australia (UniSA) campuses located across metropolitan Adelaide. It is also UniSA's fastest growing campus, with enrolments of approximately 6,000 students and employing about 500 full-time academic staff. Located adjacent to Technology Park and Mawson Lakes consumer and retail precincts, the campus and its facilities have a science, maths and engineering focus, with industry linkages to the defence and renewable energy sectors.

The Mawson Lakes campus is home to UniSA's largest research institute, the Future Industries Institute, as well as several other research centres including:

- Australian Research Centre for Interactive and Virtual Environments
- Barbara Hardy Institute
- Advanced Computing Research Centre
- Centre for Industrial and Applied Mathematics
- Defence and Systems Institute
- Natural and Built Environments Research Centre
- Institute for Telecommunications Research
- Phenomics and Bioinformatics Research Centre.

The Mawson Lakes campus also houses the Industry 4.0 Testlab, the Industrial AI and Scare Resources and Circular Economy groups, and world-leading laboratory facilities and specialist IT facilities.

TAFE SA Salisbury – is the smallest of three TAFE campuses located across Adelaide's northern suburbs. Located in the Salisbury CBD, the Salisbury campus has capacity for 1,000 students, and is currently at approximately 90 per cent capacity. The Salisbury campus is proximate to two significantly larger TAFE SA campuses located at Elizabeth (7km north of the Salisbury CBD) and Gilles Plains (12km south of the Salisbury CBD).

The principal focus of the Salisbury campus is educating new migrants English language skills, as well as courses focussed around aged and disability care services. A larger offering of technical and vocational courses are available at the neighbouring Elizabeth and Gilles Plains campuses.

Increasingly, the distinction between VET and university education in terms the education pathways from one to the other, and the differences in the employment and occupational outcomes between both, is becoming blurred. TAFE SA and UniSA, for example, currently have 530 credit transfer agreements to provide Diploma and Advanced Diploma graduates with a pathway into a Bachelor degree program.⁶¹ Only two of these agreements currently apply to courses taught at Mawson Lakes. However, as we explore later, this is an initiative that should be expanded.

The number of university qualified South Australians undertaking further study in VET is also increasing, as workers re-skill or employers demand workers broaden their skills. According to the 2016 Census, the number of university graduates in South Australia undertaking further study at the VET level had increased from 2,457 in 2006 to 4,198 – a 71 per cent increase.⁶²

5.3 Connecting local university assets and local industry

The contribution of the tertiary education sector to economic growth becomes further amplified as local institutions and industry engage with one another. While traditionally limited to VET institutions tailoring their vocational training programs to meet the skills needs of local industry and employers, engagement between universities and the private sector is increasingly considered an engine of economic growth that goes beyond the provision of training.

Universities are repositories of knowledge and resources, including specialist equipment and infrastructure facilities. Developed economies, such as the U.S., the U.K., Japan and Germany, have had success leveraging their university sectors to generate new ideas and innovations and solve problems for the private sector. While Australia performs relatively poorly by international standards, a recent emphasis on encouraging collaboration between the university and private sectors has had some early success.

UniSA, for example, has had a number of successful commercial 'spinoffs' come out of innovations developed at its Mawson Lakes campus. Most notable of these are Myriota, a satellite communications venture that aims to provide a low-cost global Internet of Things (IoT) connectivity platform.⁶³ UniSA also offers fee-for-service access to its laboratory facilities at its Mawson Lakes campus to private firms. As we explore later, however, there are differing views about the current level of benefits for industry being derived from these initiatives.

5.4 Opportunities for action



Address barriers to post-school education and workforce participation



Promote the strengths of Salisbury's migrant populations



Attract businesses that require growing workforces



Strengthen connectivity between local industry and university and vocational education institutions



Foster a culture of entrepreneurship and upscaling



Improve the quality of vocational education infrastructure in northern Adelaide

60. Deloitte Access Economics, *International education in South Australia* (report commissioned by Department for Trade, Tourism and Investment (SA), July 2018) <<https://www2.deloitte.com/au/en/pages/economics/articles/international-education-in-south-australia.html>>

61. TAFE SA, unpublished data (provided through consultation)

62. Australian Bureau of Statistics, *2016 Census of Population and Housing: TableBuilder Pro, Australia*, cat. no. 2073.0

63. UniSA, Media Release, *UniSA spin-out, Myriota, named best new business at Telstra 2017 SA Business Awards*, July 12 2017

<<http://www.unisa.edu.au/Media-Centre/Releases/2017-Media-Releases/UniSA-spin-out-Myriota-named-best-new-business-at-Telstra-2017-SA-Business-Awards/#.XJ1U86RBWUk>>

Address barriers to post-school education and workforce participation

The rates of school completion and subsequent post-school education in the Salisbury area are well below the State average. For a large minority of Salisbury's young, completing Year 10 remains a challenge, let alone to complete Year 12 or to go on to aspire to further education.

Education and skills are essential elements to participation in a modern economy. The high incidence of school non-completion is also likely a symptom of deeper socioeconomic problems, such as intergenerational unemployment and a lack of strong familial support networks. Continuing to resolve deeper social issues through broader government intervention remains important.

But there is a further opportunity to provide more targeted interventions at the school-level to ensure that teachers, parents, and students are adequately informed, resourced and supported through their post-school education pathways and the types of employment opportunities that education leads to.

Action: Strengthen non-school and post-school pathways to vocational and higher education

The poor education outcomes observed among Salisbury's residents are not through a lack of education infrastructure. More needs to be done to strengthen the non-school and post-school pathways to vocational and university level education locally.

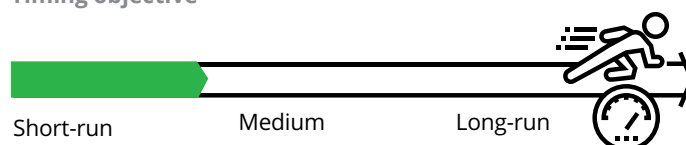
For the younger generation, greater support is required to ensure that children complete Year 12 so that they are adequately prepared, in terms of literacy and numeracy, for either vocational or university level education. This could include:

- Ensuring that schools are adequately resourced in terms of equipment and facilities, and that these are readily accessible to students from disadvantaged backgrounds.
- Provide additional free or low-cost tutoring services, particularly to children from disadvantaged households.
- Broaden course offerings in high-schools, including STEM subjects, but also creative arts, music and languages.
- Increase engagement between local industry, tertiary education providers and schools to increase awareness of amongst school students, teachers and parents about the variety of employment opportunities available locally, the skill requirements of jobs and occupations, and the educational pathways necessary to attain certain jobs and occupations.

For older generations, more should be done to increase the availability and accessibility of bridging courses to prepare residents for study at university or TAFE. This should involve local vocational and higher education institutions, as well as local job network agencies and industry to ensure that people learn skills with employment opportunities attached.

While there is limited scope for the City of Salisbury to take direct action, there is scope for the Council to act as catalyst in bringing together the local education institutions and training providers, to continue to monitor and benchmark outcomes, and as an advocate for improved funding and support from both the Commonwealth and State Governments.

Timing objective

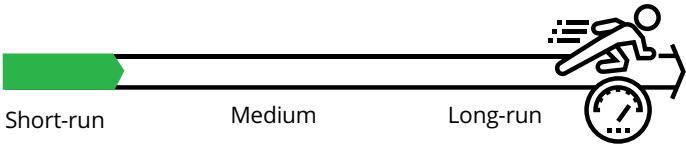


Action: Create new credit transfer pathways between vocational and tertiary qualifications to improve skills transferability development in growth sectors

The linkage across Adelaide’s northern suburbs between the vocational and higher education sectors should be strengthened by increasing the number of pathway (credit transfer) agreements available locally. Despite there being strong relations between TAFE SA and UniSA (as well as other university institutions) elsewhere in South Australia, there are currently only two formal agreements that provide a structured education pathway between the vocational courses offered at the Salisbury, Elizabeth and Gilles Plains TAFE SA campuses and the UniSA campus at Mawson Lakes.

Ideally, these agreements would also be expanded and formulated with industry and employment outcomes for students in mind. Not only would this assist with skilling and up-skilling residents, it will also help to meet the skills demand of local employers. Formalising education pathways would also help to make visible to school age children and their teachers and school counsellors the types of education opportunities available and their prospective employment outcomes.

Timing objective



Action: Facilitate workforce readiness programs

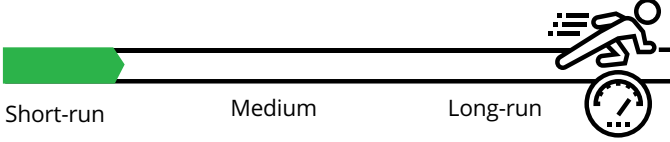
In addition to strengthening the educational outcomes and pathways of school leavers and completers, more should be done to improve to the work-readiness of these new labour market participants. The first years in the labour market for new labour market entrants are some of the most important. These provide valuable on-the-job learnings and formative experiences that are subsequently sought by employers in prospective higher paying jobs.

A reoccurring theme throughout our consultations with local employers, however, is the difficulty that employers have in finding workers with ‘work-ready’ skills. The types of soft skills necessary for functioning within a workplace, and essential when searching for and then holding-down a job. These include traits such as politeness, punctuality, and personal hygiene, as well as interpersonal and communication skills, and organisational skills.

Failure to master these skills can be a significant, yet poorly acknowledged, barrier for many job seekers, particularly young and new labour market entrants. If not addressed early, may contribute to factors that further diminish a worker’s employment prospects – such as, long-term unemployment or, worse still, serious socioeconomic issues such as intergenerational unemployment, drug or alcohol abuse, or criminal activity.

There is an opportunity for local schools and employers to work with job-network and workplace training providers, to help educate high-school students and their parents about appropriate workplace behaviour and norms, and of the expectations of employers. This could include better engagement between local high-schools and employers to provide on-the-job ‘work-experience’ programs, as well as more formal training related to ethical and professional workplace behaviours, anti-bullying and harassment, and information on worker rights.

Timing objective



Action: Develop a skills map of local industry to identify training opportunities for residents

Employment and occupation-demand forecasting is meaningless without understanding both the skill requirements of these jobs and employers. Skills are so much more than achieving a VET diploma or university degree. While credentials are important for securing a job interview, employers then judge candidates on their human capital – that is, general and technical knowhow, and cognitive abilities used to learn, think and create - as well as their non-cognitive abilities to build social networks and to interact with co-workers and customers. Greater understanding is required about how these skill requirements map to occupations, and then outlining the education pathways most relevant for acquiring these skills.

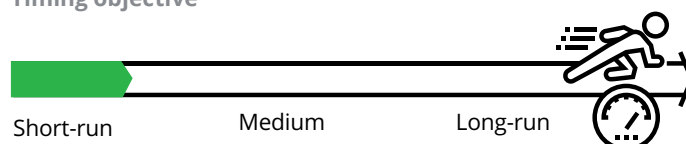
There is scope to improve the information and awareness about the education pathways and skills required in certain occupations, and the emerging skill demands of employers within the region. This includes:

- Utilising the Council's relationship network with local industry and job-network providers to understand the skill requirements of local employers, and to monitor the regional skill demands on a regular basis.
- Working with the Department of Innovation and Skills and the Department of Jobs and Small Business (Commonwealth) to access data on local job vacancy opportunities and employment forecasts.

- Communicate with local schools - teachers, students, and parents - tertiary education institutions, and job-network providers information about the local employment opportunities available and the skills needs of local employers, and the skill formation pathways required to attain these jobs.

This will help to improve awareness among individuals of the education pathways from school to vocational and university and then into the workplace, particularly for professional occupations where the education pathways are more opaque. It will also help local education providers shape their training and courses to better target the skills sought by local employers.

Timing objective



Promote the strengths of Salisbury’s migrant populations

New migrants to Australia are often highly skilled and experienced workers who frequently go under-utilised in the labour market. Salisbury’s disproportionately large migrant population has the potential to provide an economic advantage by making better use of the existing skills base of its migrant population.

While much is already being done locally to prepare new migrants for the labour force – such as, through English language training at the Salisbury TAFE SA - industry stakeholders in the region still express having difficulty when hiring new migrants. The challenges identified by employers include:

- inadequate English-language skills for roles being applied for
- lack of understanding about appropriate workplace behaviour and norms
- a reluctance among migrant employees to accept low-skill entry-level employment.

What is not frequently acknowledged by employers is the mismatch that exists between the high-level of education and qualifications attained by migrants prior to their arrival in Australia and the lack of recognition of this education under Australian accreditation frameworks. Just as there is the expectation amongst local employers for recent migrants to adjust to their new circumstance, there is also scope for local employers to also adjust their expectations about the skills and abilities of migrant workers.

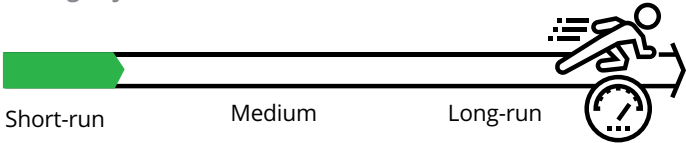
Action: Remove barriers to labour market opportunities for new migrants

There is an opportunity for Salisbury to better capitalise on the diverse range of migrants’ skills and experiences by educating employers as to some of the cultural differences which may exist and assisting both migrants and employers to develop strategies to bridge these differences. This could involve educating workers regarding employers’ expectations, and employers about the need to assist workers in adjusting to meet these expectations.

Likewise, local employers and tertiary education intuitions should support recently arrived migrants with pre-existing education qualifications to obtain recognition for their prior learning, opening competency based pathways to accreditations and qualifications recognised under the Australian Qualifications Framework.

There is also an opportunity for employers to work more closely with local training providers and job-network agencies to better prepare new migrants for the workplace. This could be an extension of existing English-language training programs offered locally, and incorporate the learnings of local employers about workplace behaviours and expectations.

Timing objective



Attract businesses that require a growing workforces

Salisbury has a relatively large and youthful population, as well as having many experienced workers with existing skill sets. This mix has the potential to be a drawcard for large firms looking to invest in, and retain, a workforce for years to come. The creation of employment opportunities also has the broader social benefit of minimising the incidence of long-term unemployment locally. There is an opportunity to target and attract firms looking for a mix of skilled and unskilled workers.

Action: Target businesses with growing workforce needs

As explored in Section 4, a potential action for the City of Salisbury is to develop an investment attraction plan targeting businesses that complement and expand the existing industry activities within Salisbury. A further refinement of this plan could also consider targeting businesses that have significant labour requirements and are looking to engage larger workforces with a mix of skills.

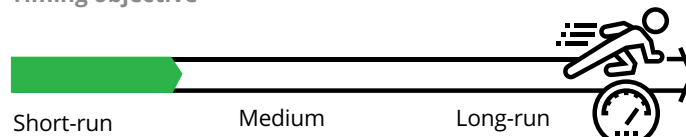
Examples of the types of businesses likely to be strong candidates include those which are:

- firms undertaking activities servicing the broader northern Adelaide regional population (e.g. health and social assistance services providing in-home care)
- firms bidding for substantial defence and related supply-chain contracts, which require a large and skilled workforces rapidly
- food processors and manufacturers, and firms associated with the food manufacturing production supply-chain (e.g. transport, logistics and storage; scientific and biosecurity services; marketing and design services)
- firms seeking to relocate or consolidate their operations on one large site.

This action and the development of an investment attraction plan more broadly, begin to tie in with several other actions that, when undertaken together, will be complementary to one another. These actions include:

- The activation of brownfield sites and, potentially, land currently held within buffer zones.
- Improving the value proposition of Salisbury as a location for business through the benchmarking of council rates and the improved transparency and efficiency of the development approvals process.
- The development of long-term development and infrastructure plans.
- Improved access to suitable work-ready training programs.

Timing objective



Strengthen connectivity between local industry and university and vocational education institutions

Local tertiary education institutions and industry stakeholders share a common view that there is currently a disconnect in their engagement with one another. There is a strong desire among local vocational and higher education providers to better connect with local businesses, particularly in the advanced manufacturing and food manufacturing sectors, while local industry expressed a desire to see the local education institutions offer courses and research services that are more relevant to their needs, as well as more accessible. There is a consensus that the upside potential from working more closely together is significant.

It is important to acknowledge that certain initiatives are already in place. UniSA's Future Industries Accelerator program, for example, aims to connect businesses with the university's researchers and facilities to accelerate company growth through R&D. Further, UniSA has partnered with DXC Technology – one of the world's largest IT companies – to develop a tailored graduate training program. While an important step in the right direction, there remain opportunities for greater engagement between the private-sector and local education institutions, both vocational and university, to deliver both tailored training and research services.

Action: Improve the responsiveness to the training and skill needs of local industry

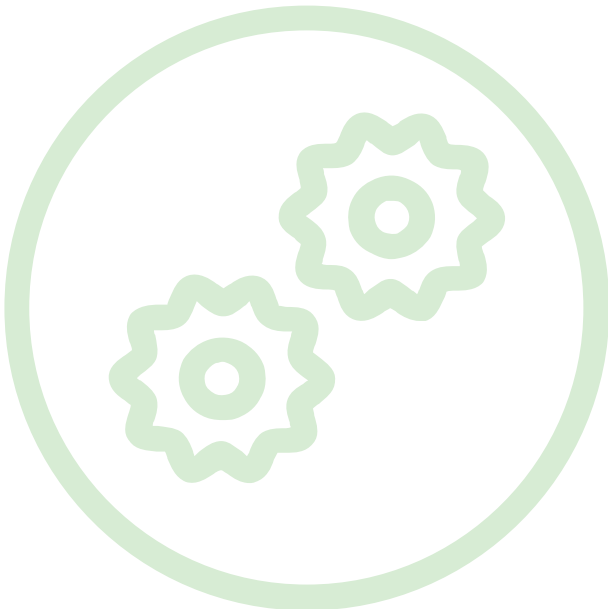
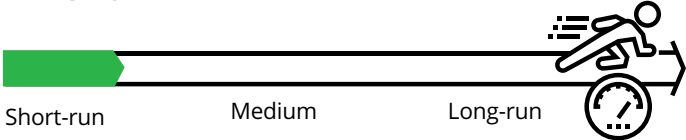
There is scope for local vocational and higher education institutions to develop and flexibly deliver courses and training packages that are tailored to meet the skill demands of local industry, and that enhance the employability of local residents, particularly those struggling to find work. In particular, this should be targeted toward Salisbury's key industry sectors – such as, the defence, advanced manufacturing, and food manufacturing sectors – and its emerging high-growth sectors, specifically the health and social assistance sector.

The City of Salisbury should continue to lobby the State Government to improve the breadth of vocational courses offered at Salisbury and to encourage the development of training packages that engage with local industry. The City of Salisbury should also lobby the Commonwealth Government to better resolve current funding arrangements that limit the use of the Salisbury TAFE SA campus almost exclusively to English language training.

There is also scope for higher education provides to deliver vocational courses and qualifications and expand the range of offerings available in Salisbury. For the university sector, this offers the potential to expand and deepen its existing industry network, as well as complement its tertiary qualification offerings by further developing educational pathways between vocational and university education.

Local industry needs to engage with both vocational and higher education providers to effectively articulate what their training and skills requirements actually are to ensure the programs and courses being offered locally meet their needs. This action also links back to the earlier action about developing a skills map linking industry skill needs with education ways.

Timing objective



Action: Improve accessibility of facilities and resources located at local tertiary-education campuses

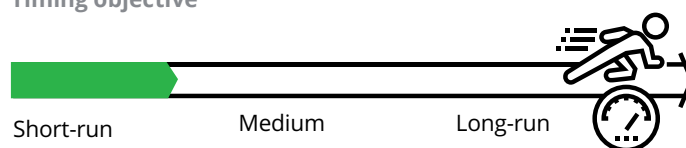
There is scope for local vocational and higher education institutions to increase their engagement with local industry by improving certain commercial aspects of their operations.

Several of the modern buildings at UniSA's Mawson Lakes campus, for example, are purpose built research and learning spaces, housing world-leading laboratory facilities and specialist equipment. Mawson Lakes is also home to UniSA's largest research institute and several research centres with a science, technology, engineering and maths (STEM) focus, and industry linkages to the defence and renewable energy sectors. The research concentrations are repositories of knowledge and resources, employing many hundreds of highly-skilled researchers with expertise and capabilities that are not readily available to private-sector firms. The Industry 4.0 Testlab is designed to engage with small and medium enterprises (SMEs) to introduce them to a range of Industry 4.0 strategies, methodologies and approaches.

Aligning the research focus and output of research centres at Mawson Lakes to generate knowledge and expertise that complements and further enhances the activities and value-add of local industries, particularly in the defence and manufacturing sectors, is one example of how the university sector could increase its relevance to local industry. The development of a Defence TestLab and future plans for an Industry Engagement Hub at the Mawson Lakes campus could further provide a physical setting for this to occur, enabling activities such as rapid prototyping and pilot scale manufacturing of technologies like augmented and virtual reality, IoT and digital twins.

Likewise, improving the cost-competitiveness and commercialisation of facilities and R&D services would allow for greater private-sector engagement. Allowing private-RTO's third-party access to use the infrastructure and facilities at local vocational and higher education institutions during evenings or weekends, for example, could help meet the local skill needs of both industry and workers. Similarly, there is potential for local industry to take greater advantage of existing university research knowledge and capabilities, as well as utilise the specialist equipment and facilities available locally to assist with the testing and commercialisation of new innovations.

Timing objective



Foster a culture of entrepreneurship and upscaling

Salisbury is at the heart of northern Adelaide’s regional economy, and home to 5 per cent of the active businesses within South Australia. The proximity to commercial activity across a diverse range of industry sectors is fertile ground for entrepreneurial activity and the development of new and innovative businesses, as well as small business formation providing retail and service offerings to the growing local population and workforce.

There is also an opportunity to further leverage the recent trend in small and owner-operator business formation within Salisbury, and offer support services aimed at helping small businesses make the leap to medium sized firms – those with over 5 employees or revenues above \$1 million.

Salisbury’s large migrant population – particularly the recently arrived population – could also complement efforts to develop an entrepreneurial culture and innovative business culture within Salisbury. A common and well-worn path for migrants to achieve upward social mobility in their adopted countries is through entrepreneurship and small business – a pattern that has held true at most points in human history. In 2016, for example, almost two-thirds of the self-employed workers with businesses located within Salisbury were either born overseas or a first generation Australian.⁶⁴

Action: Developing entrepreneurial and business support services available via the Polaris Centre

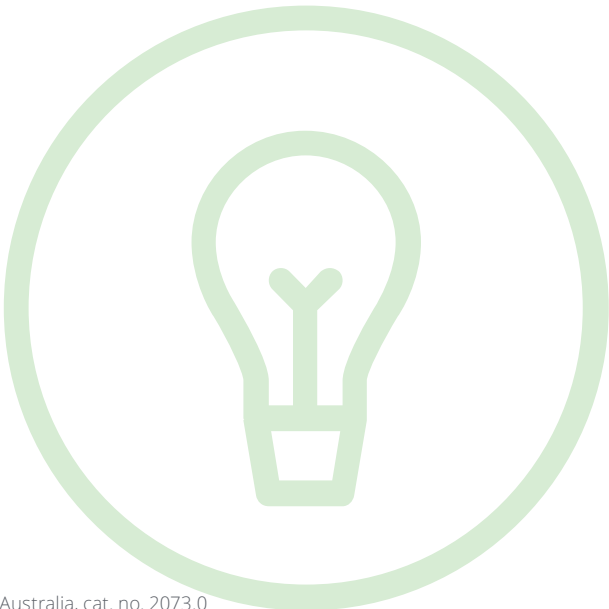
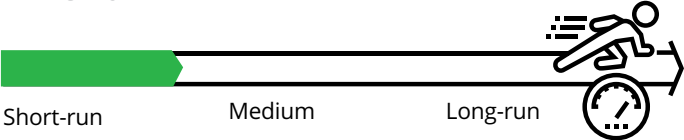
Developing the support services offered by the City of Salisbury’s Polaris Centre could foster an environment of entrepreneurship and innovation within Salisbury, as well as help small businesses scale-up to medium sized firms. This could involve improving the quality of the facilities available to nascent entrepreneurs and start-ups at Polaris, as well as expand the training, business start-up and growth support offerings run by Polaris.

The training and business support services offered by Polaris should continue to service residents and local businesses in various locations across the region, with greater focus on raising awareness of these services within migrant and small business communities. Greater utilisation of digital web and virtual resources to deliver training, networking and assistance services should also be considered, alongside the face-to-face services currently available.

Noting the changing needs of industry and communities over time, periodic reviews of the services being offered via the Polaris Centre should continue to ensure the types and models of service delivery remain relevant and effective for the communities being serviced.

Training and support services should also be developed and expanded in collaboration with similar centres across Adelaide. As we explore in the next section, there are several hubs and precincts across metropolitan Adelaide with a focus on entrepreneurship and innovation. In addition to the City of Salisbury, there is scope to link in with the efforts of other state government agencies to help coordinate, disseminate, and leverage the efforts and resources that currently exist and are being developed across South Australia.

Timing objective



64. Australian Bureau of Statistics, 2016 Census of Population and Housing: TableBuilder Pro, Australia, cat. no. 2073.0

Action: Facilitate the ‘commercialisation’ of university R&D at Mawson Lakes

Building on the earlier call for greater engagement between the university sector and local industry, there is also an opportunity for universities to better utilise the expertise of industry and the facilities at Technology Park, for example, to commercialise innovations and products developed from the research undertaken at UniSA.

As identified earlier, UniSA at Mawson Lakes is home to several research institutions and CRCs with an emphasis on engineering, telecommunications and defence. These disciplines strongly align with some of Salisbury’s key local industries – specifically, advanced manufacturing, defence, and food manufacturing – and by their very nature are disciplines with high incidences of patent and product development.

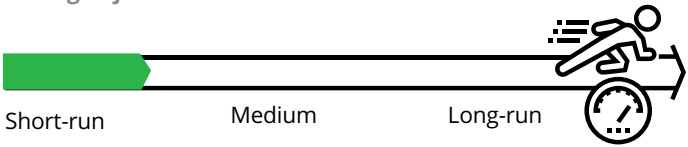
As identified earlier, UniSA has already had some success creating commercial ‘spinoffs’ from innovations developed at its Mawson Lakes campus. While the creation of spinoffs such as Myriota are rightly applauded, more needs to be done to facilitate the transition of academic or direct R&D activities into commercial and other practical applications.

There are significant examples globally (such as University City Science Center in Philadelphia, and Adlershof Science City in Berlin), where the establishment and growth of spin-off companies from universities has deepened opportunities for graduate employment pathways, facilitated business placements into universities (and vice versa) and fuelled a virtuous cycle of entrepreneurship by having highly visible business success stories.

Ensuring ready and functional access to the commercialisation and entrepreneurial programs currently operated by universities (including those located at campuses within Adelaide’s CBD) is critical in this regard.

Efforts to foster an entrepreneurial environment and culture within Salisbury should tie in with and complement the efforts being made within the university sector, as well as the innovation strategies and initiatives being developed and delivered by state government agencies. Again, there is a role for the Polaris Centre to bridge the gap between universities and industry in terms of networking and expertise, and to help to academic researchers and students the next steps involved the commercialisation process.

Timing objective



Improve the quality of vocational education infrastructure in northern Adelaide

Despite having three TAFE SA institutions located across Adelaide’s northern suburbs, there is a view among local stakeholders that these facilities are inadequate to the training needs of both local industry and the local population.

As reported earlier, the TAFE SA campus at Salisbury is relatively small in comparison to its neighbouring campuses at Elizabeth and Gilles Plains, and capacity constraints are a perennial problem. The campus is used almost exclusively for English language training, forcing many local residents wishing to undertake further vocational studies to travel to the neighbouring campuses or to the Adelaide CBD. For many residents, particularly those who are disadvantaged or disabled, this is yet another barrier to further education. There is also a view among local industry stakeholders that the vocational training facilities across the northern suburbs are ageing and now out of step with industry skill needs following the withdrawal of the automotive manufacturing sector from the region.

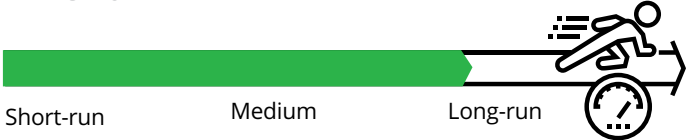
Action: Establish a new future focused TAFE campus at Mawson Lakes

There is a case to be made for a new TAFE campus to be established at Mawson Lakes within the next 10-15 years. A new facility at Mawson Lakes could consolidate the Salisbury campus, and should be purpose built with the future economy in mind – i.e. focus on providing advanced technical skills, alongside the traditional trades training and adult education offering.

Such a facility should be purpose built to assist in the development of technical skills in how to operate and maintain emerging digital, robotic, and electronic technologies that are increasingly used in advanced manufacturing and food manufacturing production processes, as well as systems used in the defence sector. It could also assist the transport and logistics industry to train workers in the use of complex globally integrated operations platforms that are increasingly being used by multinational companies to control their entire distribution, supply and production chains.

The development of a new vocational training facility at Mawson Lakes could also facilitate greater connectivity with local university facilities, allowing for greater collaboration and assist an increase in accreditation pathways between the VET and university sectors. The development of a new vocational training facility is also an example of the type of long-term planning that would need to be integrated with planning of future urban and residential developments at Dry Creek.

Timing objective



Strengthening connectivity



6. Strengthening connectivity

6.1 Salisbury's activity precincts

As identified earlier, Salisbury has several distinguishable precincts where economic and employment activity is clustered. These are eco systems of businesses that have agglomerated to take advantage of the proximity to one another, to population centres and consumer activity, or to one of the many strategic assets located within Salisbury.

Within Salisbury, there are several categories of activity precincts that differ in their structure, their purpose, and in the types of businesses and industries they attract. The categories of precincts include:

Formal industry precincts – these are deliberately developed precincts established by the State Government to support industry development and economic growth in the region. These precincts include:

Technology Park is located adjacent to the Mawson Lakes campus of the UniSA and also the retail, consumer and residential hub at Mawson Lakes. Established in 1982 by the State Government as an industry cluster of technology related firms.⁶⁵ Today, Technology Park is home to over 100 businesses with global names such as Lockheed Martin, Saab Australia, Codan, Daronmont Technologies, and Tindo Solar.⁶⁶ Many of these companies are involved in defence and aerospace technologies, related to the activities at the Edinburgh Defence Precinct, as well as technologies relating to advanced manufacturing, such as IT and telecommunications. Technology Park also has shared collaboration and office spaces at its Innovation House and Endeavour House, suitable for networking conferences and meetings.

Edinburgh Parks is located adjacent to Edinburgh Defence Precinct (which includes RAAF Base Edinburgh and the Defence Science and Technology Group). Established by Renewal SA, Edinburgh Parks is South Australia's largest master planned industrial estate. It is also home to the **Northern Adelaide Food Park**, which is focussed on clustering businesses in food processing and manufacturing, packaging, storage and distribution.

Consumer, retail and service hubs – these are areas deliberately zoned to attract retail and commercial businesses to service the local resident and working populations. The key hubs include:

Salisbury CBD is home to the City of Salisbury council offices and chambers and located on the site of the original Salisbury Township. The CBD is a hub for retail and commercial activity, and connected to public transportation via rail and bus. The local TAFE SA campus along with other social welfare, State and Commonwealth Government service agencies are located within the CBD.

Mawson Lakes is a planned urban residential development with a mix of low and high-density living. Mawson Lakes is centred around an integrated retail and consumer services precinct and public transportation hub for rail and bus. Mawson Lakes is located adjacent to the Technology Park precinct and UniSA campus.

Private-sector precincts – these are private-sector developed areas zoned for commercial and industrial production activities, and are proximate to key infrastructure and transport corridors. The key precincts include:

- **SA Produce Market**, which is strategically located between Main North Road and Port Wakefield Road
- **Parafield Airport Kings Precinct** and Cross Keys Enterprise Park, which are proximate to the Salisbury South industry cluster, as well as key transport corridors
- **Vicinity Industrial Base** located at Direk, and adjacent to the Edinburgh Defence Precinct, and proximate to Edinburgh Parks and key road and rail transport corridors.

65. Technology Park Adelaide, About
<<https://techpark.sa.gov.au/about/>>

66. Technology Park Adelaide, Businesses
<<https://techpark.sa.gov.au/about/businesses/>>

Informal industry clusters – these are industrial zones where business eco systems have formed over time. An example of this cluster is found at Salisbury South:

Salisbury South is an informal industry cluster of manufacturing firms and logistics and distribution centres. This cluster is home to notable businesses such as:

- RM Williams – a luxury footwear manufacturer
- Bickfords Group and Lion Dairy – both beverage manufacturers
- Mayne Pharma – a health and pharmaceutical manufacturer
- Michell Wool – a wool processor and products manufacturer
- Bridgestone, Border Express and Coca-Cola Amatil distribution centres.

6.1.1 Industry precincts as engines of economic growth

When done right, planned industry precincts have the potential to deliver significant economic results in terms of increased value adding and employment creation. Precincts should be integrated environments where businesses and people from numerous, sometimes disparate, sectors and specialisation can connect. Where creative collisions occur and collaboration is encouraged, increasing the likelihood of knowledge spillovers. And, where innovation and new products are generated, tested, and subsequently commercialised with market-based solutions.

Industry precincts may also host ‘launching’ and ‘landing’ pads for business, linking the local economy to external markets. Industry precincts provide a platform from which businesses can project themselves beyond the local economy into national and global markets, as well as provide business with linkages to other precincts interstate and overseas. Likewise, precincts have the potential to become the natural location for new firms and firms new to the local market to establish themselves and connect immediately into a mutually beneficial business ecosystem.

The existing industry and activity precincts within Salisbury can be developed as engines of future economic growth in the region. These precincts, particularly Technology Park and Edinburgh Parks, have the potential to generate accelerated growth through investment attraction, increase business formation and employment growth, and deliver higher value-add production through fostering innovation.

6.2 Transport infrastructure

Connecting different regions allows for the efficient exchange of goods and services. Direct road and rail links create vital connections for businesses to access their markets, suppliers and human capital.⁶⁷ Improved transport linkages reduce the cost and times associated with travel, and provide individuals and businesses access to market and employment opportunities that would otherwise be unavailable.⁶⁸ Salisbury’s transport infrastructure, therefore, is considered a crucial element to the future economic growth of the region.

A key competitive advantage of the Salisbury economy is the road and rail infrastructure and transport corridors that traverse the region. The quality of and accessibility to key road transport corridors, in particular, are considered by local industry stakeholders to be one of Salisbury’s most valued strategic assets.

6.2.1 Connecting people and places

As identified earlier, Salisbury is one of the most car dependent local economies in South Australia. Only 6 per cent of commuters travelling to and from Salisbury for work use public transport. This is despite key centres within Salisbury – such as Mawson Lakes and the Salisbury CBD – being connected by the Adelaide-to-Gawler commuter rail line – a significant piece of public transport infrastructure. This runs north-south through Salisbury, and provides efficient and direct access to the Adelaide CBD.

Looking forward, the balance between private, public and active forms of transport will need to be recalibrated to ensure residents can access job opportunities, and minimise the downside risks of congestion as both the resident populations of Salisbury and the surrounding local government areas continue to grow.

6.2.2 Connecting business and markets

Fast and efficient rail and road connections are vital for commerce and movement of goods. The overlap between the national rail freight with key road freight transport corridors, place Salisbury at the perfect juncture for transport and logistics, as well as warehousing and distribution industries. The growing number of companies locating their state and national distribution centres at locations such as Direk, Edinburgh Parks, and Salisbury South, are evidence of this.

The completion of the Northern Connector road corridor, connecting the Northern Expressway, the South Road Superway, and the Port River Expressway, will further enhance the value proposition of Salisbury. This road will create a non-stop connection from the northern fringe of outer metropolitan Adelaide through to the inner north-west and northern suburbs, improving the efficiency of freight routes between Salisbury, Port Adelaide and South Australia’s northern agricultural and food producing regions.

67. Standing Committee on Infrastructure, Transport and Cities, *Harnessing Value, Delivering Infrastructure* (2016) <https://parlinfo.aph.gov.au/parlInfo/download/committees/reportrep/024018/toc_pdf/HarnessingValue,DeliveringInfrastructure.pdf;fileType=application%2Fpdf>.

68. Vytautas Lingaitis and Gintaras Sinkevicius, ‘Passenger Transport by railway: evaluation of economic and social phenomenon’ (2013) Vol. 110 *Procedia – Social and Behavioural Sciences* 549-559

6.3 Digital infrastructure

In addition to transport infrastructure assets, Salisbury is also connected by a significant digital infrastructure asset. As shown in Figure 4.1 (above), SABRENet runs directly through the City of Salisbury, offering businesses located along this network access to some of the fastest internet speeds in Australia. The SABRENet infrastructure provides part of the network for the GigCity network. The GigCity network is intended to connect businesses and startups located across Adelaide's 12 innovation and technology precincts – including at Technology Park⁶⁹ – with affordable and vastly faster internet connectivity.⁷⁰

This digital infrastructure and the connectivity it affords to other precincts across Adelaide will be a significant drawcard for new and existing businesses wanting access to fibre networks to develop and deploy innovative and technologically advanced services or production process. The region's connectivity through SABRENet and GigCity provides the perfect landscape for businesses that require space to grow as well as connectivity.

What is SABRENet?

SABRENet (South Australian Broadband Research and Education Network) is a fibre optic 'backbone' network, connecting South Australia's education and research centres, as well as linking these centres with the rest of the world.⁷¹ SABRENet is a not-for-profit company jointly owned by the University of Adelaide, Flinders University, the University of South Australia and the South Australian Government.

The network currently runs from the north to the south of Adelaide's CBD. Precincts on the SABRENet line have the opportunity to access internet speeds of up to 100-times the national average and at least ten times the download speed of the National Broadband Network (NBN) for precincts.⁷²

Within Salisbury, SABRENet currently connects:

- Mawson Lakes – including: Technology Park, and the UniSA campus, Mawson Lakes Primary School, Endeavour College, Intervolve data centre
- Parafield – including: UniSA's Flight Academy, Flinders University's Airborne Research Unit, Flight Training Adelaide, as well as the Parafield Gardens R-7 and High schools
- Salisbury CBD – including: TAFE SA, the City of Salisbury's Public Library network, and Salisbury High School
- Edinburgh Parks and Defence precincts– including: DSTG, and YourDC.⁷³

SABRENet also provides the backbone infrastructure for the 'GigCity' initiative. This initiative is intended to provide the private sector with affordable access to SABRENet. Within Salisbury, GigCity currently has a node at Technology Park in Mawson Lakes.⁷⁴ Another node is set to be established at Edinburgh Parks as part of Stage 2 of the initiative.⁷⁵

6.3.1 Embracing digital disruption and Industry 4.0

Industry 4.0, also known as the Fourth Industrial Revolution, is changing the way business is conducted, particularly in the manufacturing industry. In 2013, Deloitte found that one-third of the Australian economy was likely to face substantial disruption by digital technologies over the next five years.⁷⁶ The economic change brought about by digital disruption adversely affected Salisbury more than other regional economies, accelerating the withdrawal of traditional heavy manufacturing from the region during this period.

However, with infrastructure such as SABRENet and GigCity, Salisbury also has much to gain from digital disruption. Digital technologies that enable connectivity and Industry 4.0 is expected to have its greatest impact in the manufacturing sector, particularly advanced manufacturing related to defence and food production and distribution.

What is Industry 4.0?

It refers to the transformation of the manufacturing industry driven by the integration of digital technologies, data analytics and specialised capabilities across the entire production process. This involves integrating and connecting discrete digital technologies – such as IoT, robotics and automation, artificial intelligence and machine learning, 3D printing, or augmented and virtual reality – to create more efficient operation, production, and distribution processes. Based on the currently available technologies alone, it is estimated that the digital economy and the application of the Industry 4.0 agenda will contribute between \$140 billion and \$250 billion to the Australian economy by 2025.⁷⁷

69. GigCity at Technology Park is limited to premises at Innovation House and Endeavour house.

70. GigCity, *What is GigCity?*, <<https://gigcity.com.au/about/what-is-gigcity>>.

71. SABRENet, *About*, <<http://www.sabrenet.edu.au/>>.

72. Ibid.

73. SABRENet, *2018 Connected Sites*, <www.sabrenet.edu.au/downloads/SABRENet%202018%20Connected%20Sites.pdf>.

74. GigCity, *Locations*, <<https://gigcity.com.au/locations>>.

75. SABRENet, *Access to GigCity expands across Adelaide - 15 additional precincts for GigCity Stage 2*, <<http://www.sabrenet.edu.au/news/2018/2/14/access-to-gigcity-expands-across-adelaide-15-additional-prec.html>>.

76. Deloitte, *Building the Lucky Country, Digital disruption: Short fuse, big bang?* (2012), <<https://www2.deloitte.com/au/en/pages/building-lucky-country/articles/digital-disruption-harnessing-the-bang.html>>.

77. McKinsey & Company, *Digital Australia: Seizing opportunities from the Fourth Industrial Revolution* (May 2017), <<https://www.mckinsey.com/featured-insights/asia-pacific/digital-australia-seizing-opportunity-from-the-fourth-industrial-revolution>>.

6.4 Opportunities for action



Be a part of something bigger



Strengthen the Technology Park Precinct eco systems



Expand Salisbury's digital connectivity and Industry 4.0 capabilities



Connecting Salisbury to centres of activity

Be a part of something bigger

Adelaide is now home to several innovation and technology related precincts. These include:

- **Technology Park**, located at Mawson Lakes in Salisbury
- **Lot Fourteen**, located in the Adelaide CBD
- **Tonsley Innovation Precinct**, located in Adelaide's southern suburbs
- **Techport and the naval defence precinct**, located at Outer Harbor
- **Thebarton Technology Precinct**, located at Thebarton in Adelaide's inner-west.

Despite their ostensible similarities, these precincts often operate as disparate, almost competitive entities. It should be acknowledged that efforts are already underway to get these precincts to work in concert with one another. These efforts include, for example:

- the 'defence triangle' concept being developed by the State and Australian Government's under the recent City Deal to link Edinburgh Defence Precinct, Technology Park, Lot Fourteen, and TechPort
- the 'hub-and-spoke' model being developed by the Office of the Chief Entrepreneur for South Australia, with Lot Fourteen as the hub.

There is an opportunity to build on these efforts and leverage the unique value proposition of each precinct to form an **'integrated precinct platform'** – a cohesive network that complements the activities of one another. Working together to perform different functions of the same production process will make South Australia an attractive proposition internationally to prospective large multinationals, particularly defence primes and industry firms.

Action: Link with and attract businesses engaged at Lot Fourteen

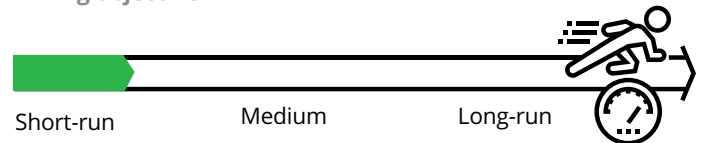
Technology Park should integrate its functions and capabilities to fit with the activities of other precincts located across Adelaide, particularly the newly established Lot Fourteen. Where particular functions – such as idea formation, design work, and corporate functions – will be best suited to Lot Fourteen, other testing and development functions – such as those that require space for large specialist equipment or machinery, or clean rooms and heavy laboratory facilities – are likely to be best located at Technology Park. The functions at Technology Park should be complementary to the entrepreneurial agenda of Lot Fourteen, and further support the development of innovations at the commercialisation stage and help start-ups to grow into medium to large businesses.

Specific opportunities may include researchers and workers at firms engaged with the SmartSat CRC, attracting firms making use of the Defence Launching Pad, and providing opportunities to interact with the Future Industry Exchange Program.

An investment attraction plan focussing on how Technology Park, with its larger and specialist facilities, can help entrepreneurs and start-ups at Lot Fourteen commercialise their innovations and grow into a sustainable business should be developed. This could involve:

- a negotiated Memorandum of Understanding between key defence stakeholders, state government agencies, and the City of Salisbury to formalise the integration between Technology Park and Lot Fourteen and specify the mechanics of this
- securing strategic partnerships between local university stakeholders, as well as Defence industry primes already located around Salisbury and relevant Commonwealth Government agencies.

Timing objective



Strengthen the Technology Park Precinct eco system

Industry precincts have the potential to deliver significant economic results in terms of welfare gains and employment creation. Business eco system deliver gains through lowering ‘transaction costs’ (i.e. the costs of doing business) by clustering production activity, as well as consumer and supply chain activities, into the one location. This agglomeration, in turn, generates a range of additional benefits derived from ‘positive externalities’. These potential externalities include:

- Spillovers 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.

In addition, formal and curated industry precincts can act as a catalyst for these types of benefits through the provision of shared infrastructure or services that benefit the operation of all businesses within the precinct, or help to further stimulate interaction between businesses. Shared infrastructure within a precinct can also contribute to precincts acting as launching or landing-pads by supporting business to project themselves beyond the precinct or acting as a drawcard to new business, respectively.

Local industry stakeholders perceive Technology Park and Edinburgh Parks (including the Northern Adelaide Food Park) as ‘sleeping giants’ of the Salisbury economy, and that the full potential of these precincts is not currently being realised. There are several opportunities to act to strengthen Salisbury’s precinct eco systems to unlock their potential as engines of economic growth.

There is also a need to significantly improve Technology Park’s market positioning. Relative to the Tonsely Innovation Precinct and Lot Fourteen, both of which are marketed and promoted as curated ecosystems with a central narrative and purpose, the promotion of Technology Park focuses heavily on land sales and office leases. The development of a more compelling value proposition is required to reflect the scale and depth of innovative capability within the precinct.

Action: Activate Technology Park to champion innovation-led economic growth in northern Adelaide

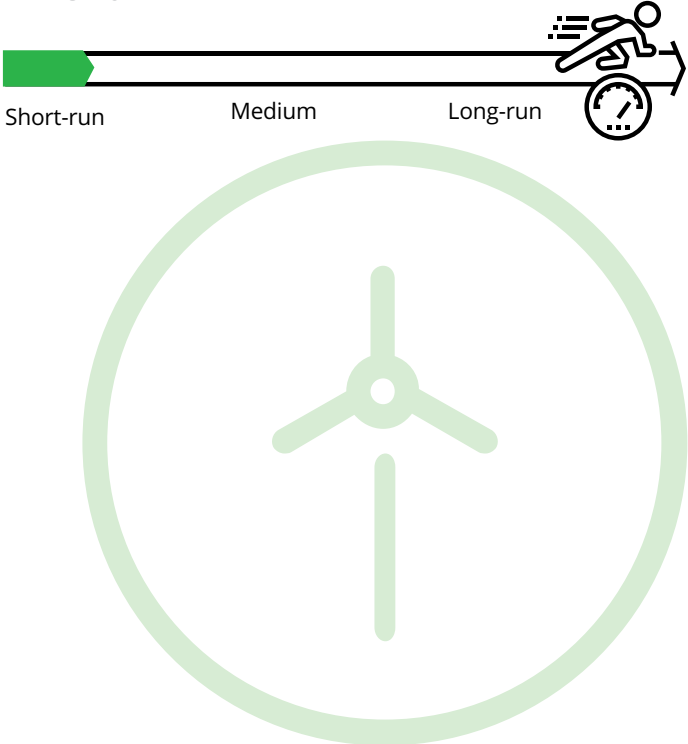
There is an opportunity to renew the purpose of Technology Park and to activate the precinct to become a centre of innovation-led economic growth for northern Adelaide.

Several stakeholders expressed a view that Technology Park lacks the intentional effort required for a successful precinct environment. Related to this is the fact that after 30-years since its establishment as an industrial park, there is now an opportunity for a renewed focus and coordination effort to truly become a contemporary precinct rather than simply a business park.

Activating Technology Park would involve several inter-related actions. These include:

- Integrate Technology Park within the functions of Adelaide’s other innovation and technology precincts (explored previously).
- 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 firms outside of the precinct (explored further below).
- Ensure Technology Park keeps pace with the expectations of what a world-leading contemporary innovation and technology precinct looks and feels like, and ensure that the precinct’s infrastructure and facilities evolve accordingly (explored further below).

Timing objective



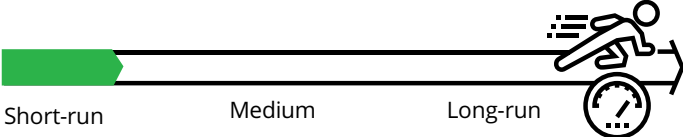
Action: Establish a curation function at Technology Park

Developing a curation function at Technology Park would help to strengthen the focus of the precinct’s ecosystem. This curation function would set the vision for the site and then guide the development and evolution of the precinct.

Ideally, a curation function would bring together existing precinct residents, local industry, and government stakeholders to encourage interaction and activity at the precinct, and to improve the awareness about the skills, capabilities and technologies located in and around the precinct. A curation function would also serve to project and promote the interests of the precinct and its residents with other precincts across Adelaide (such as Lot Fourteen and the Tonsley Innovation precincts), interstate and abroad.

The structure of the curation function at Technology Park could take several forms in terms of its governance and authority, with numerous examples internationally to use as templates. The form and suitability of these structures at Technology Park would need further investigation, and likely depend on the existing freehold nature of Technology Park. Further, the development of a curation function should also consider the existing role of the Polaris Centre at Technology Park, and how it could be incorporated with an expansion of its advocacy and entrepreneurial support services (explored as an earlier action).

Timing objective



Action: Improve the quality of facilities Technology Park

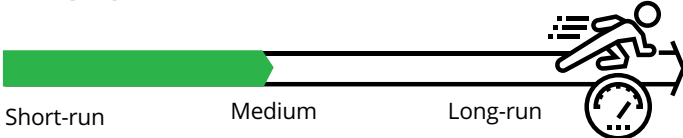
Increasing the relevance of Technology Park and better integrate with Adelaide’s other innovation precincts (including Lot Fourteen and the Tonsley Innovation Precinct) and the surrounding defence assets (including the Edinburgh Defence Precinct and Techport) could also be achieved by improving the quality of the facilities at offerings available at Innovation House and Endeavour House.

More needs to be done to make Innovation House a more flexible and responsive asset. This includes:

- offer shorter lease terms to allow business to ‘bump-in’ and ‘-out’ on a project basis
- offer a suite of work-space alternatives – ranging from small and private, through to large, open and collaborative spaces
- improve the quality of shared services available at the site to support a temporary workforce, as well as encourage collaborative environment.

Greater investment is also required to improve the overall amenity of the buildings. While Innovation and Endeavour Houses have evolved over the decades, undergoing several renovations and expansions. The buildings are now almost 30 years old. Improvements to the buildings’ digital, telecommunications, electrical, and heating and cooling infrastructure are required to bring it up to contemporary standards, make it an attractive location to workers, and to strengthen its general competitiveness as a place to conduct business.

Timing objective



Expand Salisbury's digital connectivity and Industry 4.0 capabilities

As identified, Salisbury already has excellent digital infrastructure credentials with access to the SABRENet and GigCity fibre networks at key precincts within Salisbury. However, there is enormous economic potential for Salisbury to further capitalise on its digital infrastructure assets to embrace the growth of Industry 4.0 and attract businesses that engage in either advanced manufacturing, defence, food production, or distribution operations.

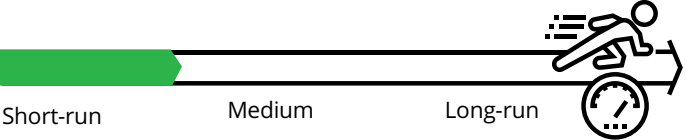
Action: Investigate expanding GigCity nodes along SABRENet within Salisbury

Salisbury currently has several SABRENet nodes connecting Salisbury's schools, tertiary education institutions, public service centres, as well as key precinct sites and strategic assets. However, access to SABRENet for commercial purposes through the GigCity initiative remains limited, with only one node at Technology Park⁷⁸ and another node proposed at Edinburgh Parks.

There is scope to better leverage the existing SABRENet nodes – particularly at Mawson Lakes, Parafield, and Salisbury's CBD – as GigCity nodes. Opening these nodes to commercial use would increase the attractiveness of precincts to entrepreneurs and start-ups, as well as to local firms where Industry 4.0 technologies are likely to be of increasing importance to the production process – such as, advanced manufacturing, food manufacturing, and transport and logistics industries.

The City of Salisbury should continue to advocate for increasing the number of GigCity access points across the region and lobby the South Australian Government and SABRENet. The Council should consider developing a business case or development plan to help to demonstrate and articulate the economic growth potential of private-sector access to high-speed internet on the regional economy. The Council should also consider, as part of its longer-term planning, the potential expansion of SABRENet and GigCity to future development areas at Dry Creek and west Salisbury (previously explored).

Timing objective



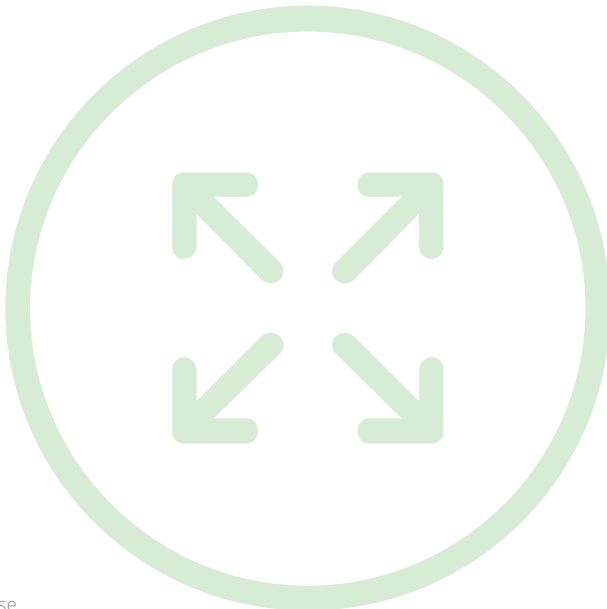
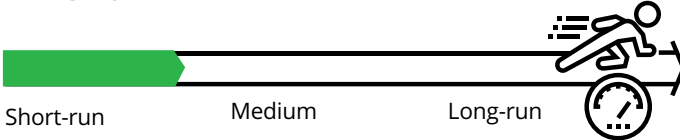
Action: Trial embedded 5G networks within Mawson Lakes and Salisbury CBD

Trialling 5G mobile network technology within Mawson Lakes, Edinburgh Parks and the Salisbury CBD would further enhance Salisbury's digital reputation and Industry 4.0 credentials, as well as increase the attractiveness of Salisbury to digitally intensive industry sectors. 5G at these sites would be complementary to the existing high-speed fibre optic SABRENet and potential GigCity connections.

One of the major benefits of 5G is the future potential it offers to industry to prepare for and adopt Industry 4.0 technologies. 5G, for example, improves the commercial use case for a range of exponential technologies, such as driverless cars in transport, and virtual and augmented reality in education and healthcare. 5G would also complement the broader network ecosystem, working with the latest mobile networks, and broadband infrastructure to create more seamless connectivity.

While large-scale investment in 5G infrastructure should be further investigated, and trialling this infrastructure will be the first step. This should be led by the City of Salisbury in collaboration with the State Government and one or more telecommunications service providers.

Timing objective



78. GigCity at Technology Park is limited to premises at Innovation House and Endeavour house.

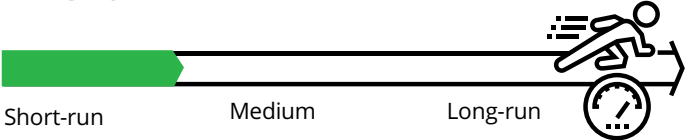
Action: Prepare a business case for developing secure high speed networks within industry precincts

There is also potential for investments in digital connectivity to deepen the capabilities of the defence sector in Salisbury, and to further engage the private sector both as suppliers to the military and as developers of civilian applications for military technologies.

Significant investment could be made in establishing a secure data network to create a ‘virtual defence technology precinct’ in Salisbury. This secure network would connect RAAF Base Edinburgh and DSTG located at the Edinburgh Defence Precinct to R&D and commercialisation sites at Technology Park, UniSA Mawson Lakes, as well as Lot Fourteen in the Adelaide CBD and Techport naval precinct at Outer Harbor.

This would be a standalone network running parallel to SABRENet, and would facilitate the sharing of large volumes of top-secret and sensitive data in a secure environment. It would also allow for greater integration of the unique capabilities between Adelaide’s industry and innovation precincts. It would allow for the design and management functions of defence projects to be carried out at Lot Fourteen, and seamlessly combined with R&D and testing functions at sites in Salisbury.

Timing objective



Connecting Salisbury to centres of activity

A more prosperous population is dependent upon people accessing opportunities. Getting people to the places where such opportunities exist can be a barrier to participation and can be more difficult for certain people to overcome than others, particularly the disabled or those from disadvantaged backgrounds.

Salisbury, however, is a car-dependent region. Salisbury's road and rail transport corridors are oriented around the movement of people and goods north-south, with public-transport connections focussed on getting people to and from Adelaide's CBD. Consequently, Salisbury is poorly serviced with transport infrastructure connecting it to other key population centres, and centres of economic activity and employment, located in the neighbouring Port Adelaide Enfield and Tea Tree Gully local government areas.

The transport challenges for the region are threefold:

- Improve east-west transport corridors to facilitate lateral movements across the region.
- Improve the efficiency of existing public transport infrastructure to reduce car dependency.
- Improve the quality and safety of cycling and walking infrastructure to encourage the use of active and healthy transport options.

Creating better linkages between the centres of activity across the northern Adelaide region will encourage inclusive and welfare enhancing growth for the region by providing greater access to employment opportunities for Salisbury residents, as well as provide the businesses located in Salisbury access to a broader range of skills and consumers.

Action: Improve east-west public transport linkages

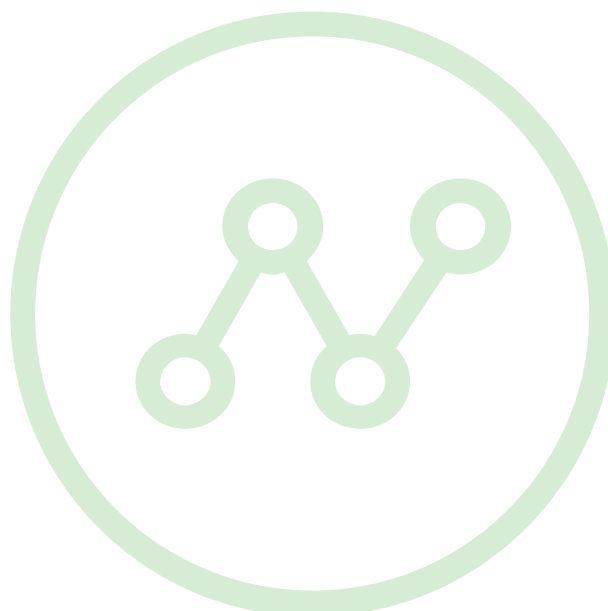
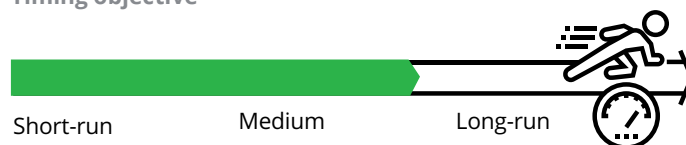
More people commute to and from Salisbury in an east-west direction than those commuting in a north-south direction. For example, in 2016 around 22,620 people commuted laterally between Salisbury and the cities of Port Adelaide Enfield (13,730) and Tea Tree Gully (8,890). By comparison, only 18,760 people commuted north-south between Salisbury and the City of Adelaide (7,660) and the City of Playford (11,100). Despite this, the road and rail commuter transport corridors running through Salisbury is oriented north-south.

More should be done to improve Salisbury's public and private transport connections between key employment hubs within Salisbury (such as Edinburgh Parks), in Port Adelaide Enfield and population centres in Tea Tree Gully. Several solutions should be considered for further investigation. These include:

- A dedicated bus rapid transit between Mawson Lakes and Tea Tree Gully.
- Increase in the direct services between City of Salisbury and key employment hubs including Port Adelaide, Osbourne and Wingfield.
- Improved bus connections along Saints Road and The Grove Way to better link Salisbury with Tea Tree Gully via the potential extension of the Adelaide O-Bahn.

These are obviously initiatives that would need be instigated and funded by the State Government, but the City of Salisbury has a key advocacy and facilitation role.

Timing objective



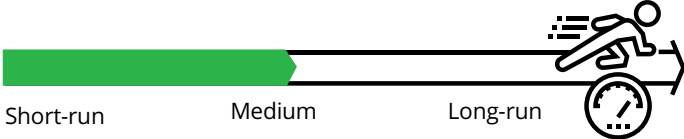
Action: Upgrade existing public transport infrastructure

A competitive advantage of Salisbury is its existing public transport infrastructure. The Gawler-to-Adelaide rail line, in particular, provides an efficient transport alternative to move between centres of civic and economic activity within Salisbury, as well as Elizabeth in the City of Playford and the Adelaide CBD.

As well as investing in new public transport connections, there is also an opportunity to further leverage the existing transport infrastructure. Better utilisation of this infrastructure could involve:

- The re-development of train and bus stations to make them more safe, inviting and purposeful spaces. Specifically, this includes installing new and better signage, security cameras and emergency stations, upgraded pedestrian crossing, and fencing for safety. These investments are ‘low hanging fruit’, but would go a long way to improving the perception and, hence, patronage of public transport options.
- Electrification of the Gawler-to-Adelaide rail line to improve the efficiency, safety and amenity of public train travel, as well as increase the patronage along this rail line. This upgrade has been touted for by the State Government for the last decade. It is about time it was just done.
- Ensuring land zoning in the immediate vicinity around key interchanges at Mawson Lakes and the Salisbury CDB remains supportive of medium to high-density mixed-use residential and commercial development. The importance of retaining appropriate zoning around the Salisbury interchange as part of the CBD development is explored in greater detail in the next section.
- Reserving (and in some cases acquiring) strategically important parcels of land to aggregate development blocks to accommodate these types of medium to high density developments.

Timing objective



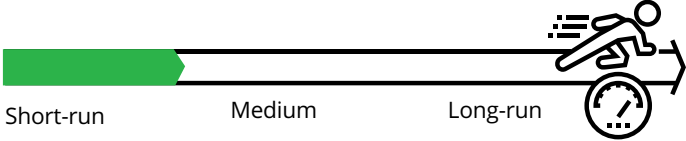
Action: Improve public transport linkages between education training sites

Improving public transport linkages between the vocational and university education institutions located both in Salisbury and across the northern suburbs would reduce the costs and barriers to post-school education, as well as support educational pathways between vocational and university level education – both explored as opportunities for action.

Improving the frequency and safety of train and bus services linking the Salisbury CBD, Elizabeth and Regency Park campuses of TAFE SA, as well the UniSA campus at Mawson Lakes during the day and night, and on weekends, would help to improve access to higher learning, and expand local course offerings.

The extent to which existing service provision are sufficient in terms of routes and frequency of service should be reviewed through time and movement studies. Passengers’ experiences in using these services, and their perceptions of these services, must improve if the services’ potential is to be realised and respective service requirements met.

Timing objective

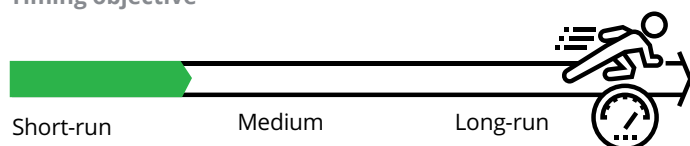


Action: Undertake on-demand transport trials between activity centres

A solution to improving public transport linkages between Salisbury's centres of education could be a trial of 'on-demand' bus services. This could be similar to the types of on-demand public transport bus services are currently being trialled by the NSW Government in parts of Sydney. The success of on-demand bus services in NSW have seen the number of trial sites grow from one in 2017 to four in 2019.⁷⁹ These pilot programs have seen the NSW Government partner with private sector operators to deliver on-demand services.

Even more ambitious would be to combine on-demand services with a trial of autonomous bus services. This would also be a practical and worthy application of a trial of a 5G mobile network (explored earlier).

Timing objective



Action: Investigate 'last mile' transport improvement projects

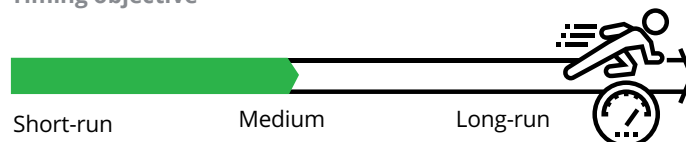
Investment in road infrastructure upgrades could be made to improve private transport options, particularly for freight transport, within Salisbury. While major road infrastructure projects, such as the soon to be completed Norther Connector, are necessary and worthy investments for the future of Salisbury, there are also equally important but smaller-scale improvements that could also be made.

For example, certain stakeholders from the local transport industry expressed a need for several 'last mile' road improvements. These include:

- The grade separation of the Park Terrace rail-crossing located at the Salisbury CBD.
- Duplication of Elder Smith Road, which runs east-west through Mawson Lakes, and connects two main north-south arterials (the Salisbury Highway to Main North Road).
- An extension of Elder Smith Road from the Salisbury Highway, where it currently terminates, through to Port Wakefield Road, with appropriate intersections to be installed.
- An upgrade of the intersection of Waterloo Corner Road and Heaslip Road as well as the intersection of Edinburgh Road and Heaslip Road.
- B-triple access to Edinburgh Parks and the Direk industry cluster from the Northern Expressway and Port Wakefield Road and associated upgrades within Edinburgh Parks to enable B-triple movements.
- Improving road freight access through Green Fields, particularly along Ryans Road, Burton Road and George Street.

These are also examples of the types of access issues that are likely to increasingly arise as Salisbury's economy and population grow. And, as identified earlier, further highlight the need for over the horizon preparation and infrastructure planning to future proof Salisbury's highly prized transport corridors.

Timing objective



79. Transport for NSW, *On Demand pilots enter next phase* (May 2019), NSW Government
<https://www.transport.nsw.gov.au/news-and-events/media-releases/on-demand-pilots-enter-next-phase>



Developing places and perceptions



7. Developing places and perceptions

7.1 Shaping perceptions

Although difficult to quantify, perception is one of the most important elements in investment decisions, and therefore economic development. The way in which a region or community is perceived by itself and by others influences all manner of decisions that affect the growth trajectory of an economy. Whether positive or negative, perception plays a vital role in how regions grow. For example, at an individual level perception plays a role in determining people's decision about where they live. For businesses, perception can determine where certain firms choose to invest, and the level of that investment.

Changing the attitudes of others is challenging, as prevailing perceptions are typically grounded in history. Negative perceptions are difficult to shake, even if the underpinning assumptions are no longer accurate. Conversely, positive perceptions can be challenging to cultivate. Perceptions and attitudes have a tendency to be self-fulfilling. Changing the attitudes of others, therefore, begins by improving a region or community's perception of itself.

Consultations undertaken in preparing this report revealed varying perceptions of Salisbury. At a broader Adelaide-level, Salisbury is synonymous with disadvantage. A somewhat parochial perception, this view tends to reflect Salisbury's working-class history more than current realities. More importantly, this view doesn't match the positive lived experience indicated by those who visit and migrate from interstate or overseas. Moreover, parochial viewpoints about Salisbury tend not to go beyond Adelaide. Perceptions held by interstate and overseas investors and decision-makers tend to be more objective in their assessment and based on the prevailing conditions relative to a national or global scale.

The City of Salisbury has a number of positive brand assets (with examples including the reputation of the Council, the Northern Connector, Edinburgh Defence Precinct, SA Produce Markets and Mawson Lakes (both the area and the UniSA campus)) which can be used to shape perceptions and attract investment in the area. To do this, a coordinated marketing strategy is required to target nuanced messages to different stakeholders at a range of different levels.

7.2 The importance of urban amenity

Inextricably linked with perception is the urban environment and amenity. The quality of local amenities, services, and street-scaping all feed in to how residents and businesses consider their local community and, in turn, determines the attractiveness of a region to new residents and firms. With this in mind, the improvement of urban amenity is critical to the economic growth of Salisbury.

Amenities such as quality roads and footpaths, street lights, trees and parks, have the ability to drastically change the experience of local residents and workers. Deloitte's report on reconsidering the purpose of place found that the natural amenity of an area must be a factor if place is to drive the prosperity in a region.⁸⁰

Deloitte identified four dynamic forces that interact to flourish place:

- people
- community
- technology
- governance.

On paper at least, Salisbury currently ticks all the boxes in terms of the urban features required for successful place-making – proximity to schools, shops and health services; access to a range of recreation and sporting facilities; the presence of footpaths, street lighting, and open natural spaces. However, it is not simply about the existence of these attributes at a location that contribute to the amenity of an area. It is about the quality of these attributes, how they interact with one another and their engagement with the local community to create a pleasant and safe environment where people want to live and work.

On the one hand, improving the quality of the urban environment has the ability to instil an increased sense of pride and opportunity among local residents and businesses about their local community. And, shift attitudes about Salisbury as the 'place to be', rather than as a stepping-stone on the way to somewhere else. On the other hand, attractive place-making has the potential to further attract skilled workers and investors to Salisbury. Businesses desire locations that not only benefit their operations but also benefit their workforce. Improving experiences within the physical environment of Salisbury will result in visitors valuing their experiences, potentially leading to investment in the region.

The challenge for the Salisbury region is to establish an urban structure that not only encourages industry development, but also contains attractive residential urban spaces.

80. Deloitte, Building the lucky country: the purpose of place reconsidered (2015)
<<https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Building%20Lucky%20Country/deloitte-au-purpose-of-place-btlc-5-091015.pdf>>

7.3 Opportunities for action



Communicate the positive experiences and success stories



Lifting the quality of Salisbury's urban amenity



Activate Salisbury's CBD

Communicate the positive experiences and success stories

Salisbury is home to some 7,200 active businesses. Many of these are large and well-known global brands that have found success from being located at Salisbury. The positive stories of local firms and the experiences of their workers should be louder and heard more frequently. Of particular interest is how firms within Salisbury's key industry sectors are leveraging local strategic assets to further expand and grow their businesses. Recent examples include:

- The expansion of RM Williams' through the relocation and consolidation of their design and corporate functions with their existing manufacturing operations at Salisbury South.
- The expansion of Bickford's beverage manufacturing operations at Salisbury South.
- The establishment by YourDC of South Australia's most sophisticated Data Centre located at Edinburgh Parks.
- The establishment of Raytheon Australia's Centre for Joint Integration at Technology Park to leverage the local defence assets located at the Edinburgh Defence Precinct as well as at Techport in Port Adelaide.

These stories should be targeted toward the industry sectors where Salisbury has a competitive advantage, as well as those businesses that could benefit from Salisbury's many strategic assets and existing business ecosystems.

Action: Review marketing strategy and media buy

The City of Salisbury already engages in a range of activities to promote local industry and businesses. It produces an extensive range of marketing and promotional materials, along with sponsorships, showcasing the local economy.

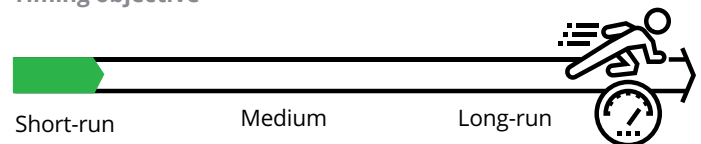
Deloitte has not undertaken a detailed review of the City of Salisbury's marketing strategy and the campaigns it undertakes to shape perceptions and attract investment. Consultations with the City of Salisbury suggested the strategy was moving into a second stage to not only focus on the local market but to also grow profile at a national level at the time this report was finalised.

In undertaking this review, considerations should be had regarding the targeting messages and messaging toward different stakeholder groups, with particular emphasis on differentiating between local investors and non-local (i.e. interstate and international) investors who are likely to be working from different sets of starting assumptions.

As an example, non-local investors are unlikely to have the same pre-conceived notions of the level of disadvantage in Salisbury as held by other investors, and may be less familiar with the strategic linkages between the Salisbury area, the Adelaide CBD and other key assets.

Consideration should also be had as to how the City of Salisbury engages digitally, and how it communicates and promotes its message online and through social media.

Timing objective

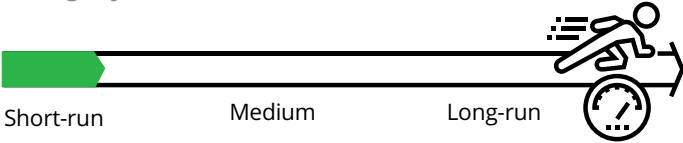


Action: Promote the City of Salisbury’s ‘business friendly’ reputation and credentials

Consultations undertaken in preparing this report suggest the City of Salisbury has a strong reputation among the business community and public-sector as being ‘business friendly’. Its consultative, communicative, and efficient approach to development approvals, industry support and advocacy have elevated the reputation of the Council relative to other Adelaide local government jurisdictions, making it a key point-of-difference and drawcard to prospective investors.

There is an opportunity for the City of Salisbury to better leverage its positive reputation and promote the services it offers. This should be considered as part of a review of the Council’s marketing and communications strategies (explored earlier). Promotion should target prospective investors and multinationals from interstate and overseas, as well as toward intrastate investors looking to invest in increased capacity in Salisbury (i.e. by businesses with an existing presence in the area) or to consolidate operations in some of the larger greenfield and brownfield developments available in the Council area.

Timing objective



Lifting the quality of Salisbury's urban amenity

The perception among local community and industry stakeholders is that there are significant differences in the quality of urban amenity across the broader Salisbury region. While certain areas within Salisbury are perceived to have high urban amenity, specifically Mawson Lakes, there are many others that are considered as being unattractive and unsafe. Other areas are perceived to be associated with disadvantage, regardless of whether this is true or not. As a result, this acts as barrier for existing businesses and employers when attracting and retaining skilled workers, as well as a deterrent to new investment.

There are several opportunities for the City of Salisbury to improve the urban landscape, amenity, and liveability both in terms of lifting the level of quality, as well as the consistency of this quality across the Council area.

Action: Improve streetscaping and urban landscaping

Conversations with local industry and community stakeholders consistently identified the quality of streetscaping and the urban landscape across the City of Salisbury as suboptimal. Pleasant and safe urban landscapes were identified as being important for both:

- Firms, when attracting and retaining skilled workers, and when making an impression on visitors, customers, and investors.
- Workers, when determining their mode of transport to and from work (e.g. driving versus catching public transport or using other forms of active transport).

Particularly important is that improvements to streetscaping and urban landscaping extend to industrial areas, rather than just residential, transport, and retail activity precincts, and also consider the amenity and safety for shift workers and those working on weekends.

The type of streetscaping improvements that would be beneficial to particular areas largely depends on the type(s) of activity occurring in that particular precinct, with knowledge-intensive, mixed use precincts typically requiring higher levels of amenity improvements relative to single-use, industrial precincts, which typically require safety, wayfinding and signalling improvements.

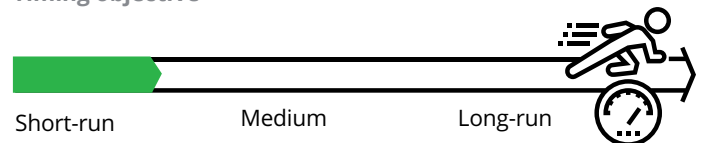
Ideally, improvements would be made to achieve consistent levels of streetscaping within precinct categories across the Salisbury area (i.e. a common level achieved by commercial precincts, and another for industrial precincts). This would require the adoption of service standards for amenity levels within different types of commercial and industrial precincts across the Council area.

Suggested improvements (that will be more or less suited to particular types of precinct) include

- Streetscaping to create pleasant urban landscapes and sense of arrival, particularly along key arterial roads.
- Enhanced street lighting and other safety and security features, particularly around public transport stops and industrial precincts.
- Footpaths and curbing to improve safety and accessibility, and to encourage walkability.
- Cycling infrastructure with bike lanes and dedicated bikeways to encourage active transport and recreation in a safe environment.

These improvements could be achieved by reprioritising existing allocations, as well as through existing maintenance programs. Input from local firms in the immediate vicinity and those who are most likely to be affected or benefit from streetscaping should also be sought well in advance.

Timing objective



Action: Investigate the use of ‘betterment’ levies to fund urban upgrades

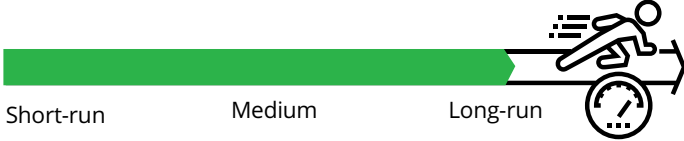
The concept of using ‘betterment’ levies to fund urban landscaping improvements is another possible solution to help lift the quality of urban amenity in Salisbury. The concept of a betterment levy could vary, ranging from additional funds raised from a specific industry cluster or residential suburb for the purpose of a specific urban project with relevance to that community, to simply identifying the share of funds in the Council rates already paid that go toward streetscaping and urban improvements.

Consultations undertaken in preparing this report noted historic examples of similar initiatives that had been used within the Council area (i.e. special rates levied on properties in the Globe Derby and the Salisbury CBD areas) to fund specific infrastructure and marketing initiatives.

While the concept of raising rates may conflict with efforts to maintain or improve cost competitiveness, certain communities within Salisbury, particularly businesses within the various activity clusters, may be attracted to the concept if it helped to overcome shared problems or to further common interest. Betterment levies would need to be targeted and purposeful, and best suited to communities with a commercial imperative and areas where urban amenity is perceived to be lowest and the ability of levy payers to accrue benefits is highest. Ideally, betterment levies would also be most useful when targeted toward funding projects that promote or facilitate growth in high value-add activities.

The implementation of betterment levies need to be consultative and well-communicated. This would involve Council working hand-in-hand with local industry and business clusters to identify their common and most pressing urban amenity challenges and beneficiaries’ willingness to pay. Notwithstanding this, the introduction of such levies typically has the most chance of success when their adoption is championed by the business community that would directly benefit from the additional expenditure, rather than being perceived as imposed by Council.

Timing objective



Activate Salisbury's CBD

In comparison to the more modern and cosmopolitan feel of Mawson Lakes, the Salisbury CBD currently does not contain the same amenity values. Despite this, the Salisbury CBD is the civic centre of the City of Salisbury, serving as an important public services and transport hub, with a range of retail and consumer outlets.

The transformation of the CBD is not dissimilar to other projects across Australia. The rapid population growth of South West Sydney led to the redevelopment of the Campbelltown CBD, with a focus on land use and urban structure. In a CBD redevelopment, public transport improvements must also be complemented by improvements to the road network. These improvements must have a focus on attractive place-making, to ensure walkability in the CBD.

Action: Accelerate the renewal of the Salisbury CBD, with the redevelopment of the Salisbury Interchange at its centre

The City of Salisbury recognises the current investment underperformance and future opportunity of the CBD, having commissioned a Renewal Strategy in 2012 to guide master planning and redevelopment. Early works have been undertaken in implementing this redevelopment strategy, with changes in planning requirements to support greater density, the adoption of an urban design framework to guide future investment, the construction of a new Community Hub and planning for upgrades to John and Church Streets.

Actively pursuing the redevelopment of the CBD should be an ongoing and long-run priority for the City of Salisbury as a mixed use precinct driving commercial, retail, civic and recreational activities amongst the local and surrounding populations.

The recent development of an investment attraction framework by the City of Salisbury is a prudent step towards implementing the broader renewal strategy. This identifies investment opportunities and assesses the markets appetite for a redevelopment. Most importantly it provides the Council with a roadmap detailing the steps that need to be taken and the decisions that need to be made. Progressing the framework and actioning the next steps should not be delayed.

Recent work undertaken by Jones Lang LaSalle (provided by the City of Salisbury and sighted by Deloitte) indicate market gaps exist in experiential retail, childcare, aged care and residential development (around the periphery) and this provides opportunities for future investment. Council has the opportunity to influence this by the release of some of its land holdings in the centre to market, either through the sale of individual parcels or

the acquirement of a development partner for multiple sites.

Revisiting and refreshing the Renewal Strategy to develop a detailed and unified vision for the future direction of precinct should be developed as a priority. The recent development of urban centres interstate, such as Chatswood or Westmead in Sydney, provide excellent blueprints for building a dense urban residential and commercial environment integrated with public transport connections.

A similar opportunity exists with respect to the redevelopment of the Salisbury Interchange – possibly in conjunction with the Gawler electrification project and surrounding private sector landholders. Improvements to transport connectivity could help to make the Salisbury interchange a focal point of the CBD redevelopment and a significant activity centre in its own right, as well as enabling the movement of people (via the intersection between north-south and east-west public transport corridors connected by bus and train public transport connections) as well as activities within the broader CBD precinct (via additional foot-traffic and activity that an improved interchange could generate).

Infrastructure improvements and service upgrades involving the interchange could include:

- the current Gawler-electrification project
- improved coordination between bus and rail services to reduce waiting and travel times
- reviewing the frequency of non-stop rail services between the Salisbury CBD, Mawson Lakes and Adelaide's CBD, acknowledging potential implications for interactions with road networks
- the realignment of tracks and redevelopment at the Salisbury railway station incorporating:
 - realignment of freight rail lines along the Northern Connector corridor
 - removal of the level crossing at Park Terrace
 - upgrades to the general surrounds of the interchange to improve safety and amenity
 - staged development of multi-storey development adjacent to the Salisbury interchange, with initial stages designed and engineered to allow for subsequent stages
- improving the infrastructure connections from Tea Tree Gully and the proposed O-Bahn extension to the Salisbury CBD, and incorporate with the existing bus and rail interchange

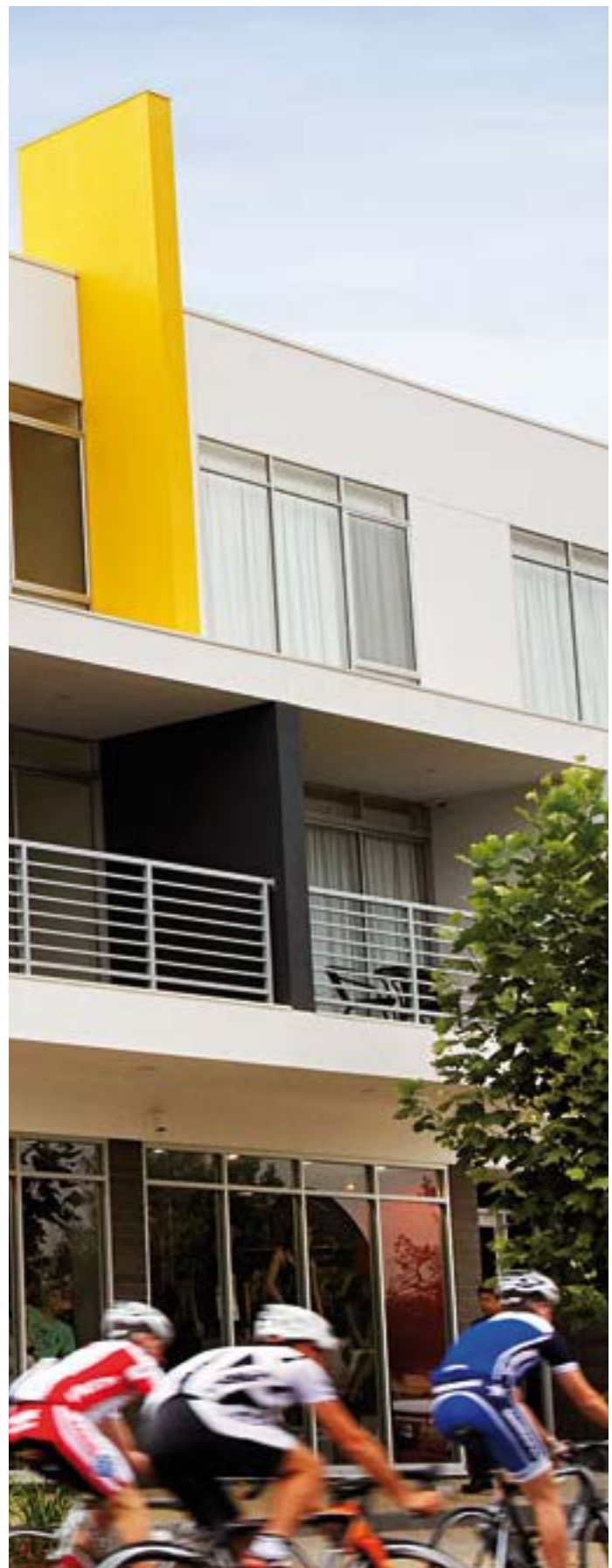
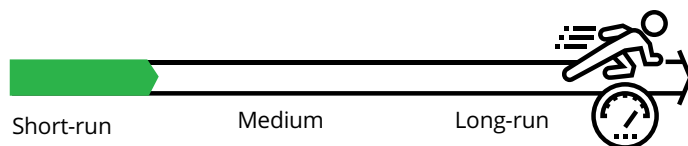
Greater density and amenity supported by this kind of redevelopment around the interchange will support retail and service outlets proximate to the interchange, further enhancing retail and commercial activities in the Salisbury CBD.

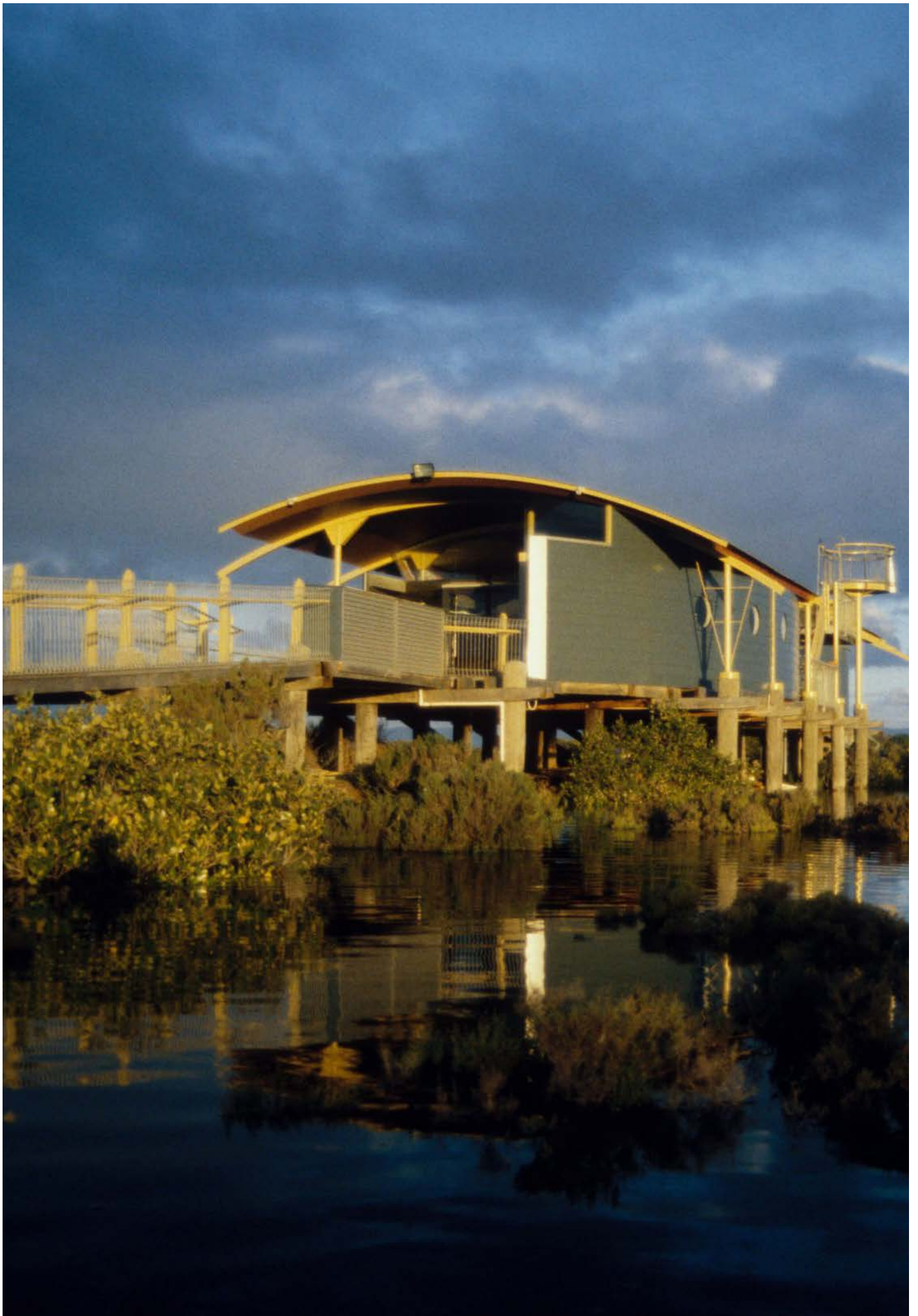
Other actions which could be taken to accommodate broader redevelopment in the Salisbury CBD include:

- Development of an agreed approach with the State Government on upgrades to Commercial Road, Park Terrace, existing TAFE and Police Station sites as well as the interchange (mentioned previously).
- Planning for and decisions to enable zoning, as well as the disposal and swaps of both Council and State Government land assets.
- Market sounding to test investor demand.

Extensive and inclusive consultations with existing local stakeholders, as well as marketing of 'the vision' to external and prospective stakeholders.

Timing objective





Limitation of our work

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