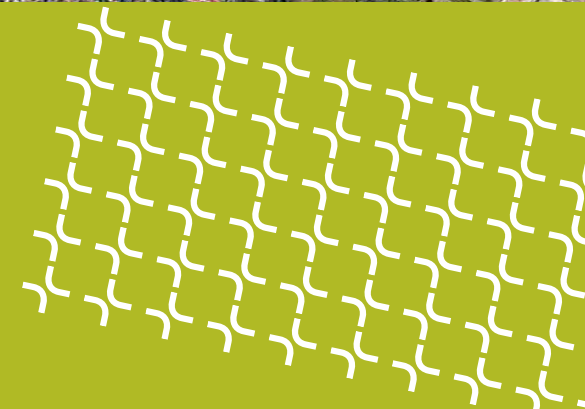


# Salisbury City Centre Renewal Strategy

Prepared for City of Salisbury  
9 July 2012





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## Executive Summary

The City of Salisbury commissioned this renewal strategy to identify an appropriate structure plan and implementation strategy to initiate the revitalisation of the Salisbury City Centre (SCC). The renewal strategy will achieve the following renewal outcomes:

<b>Population</b>	Provide a substantive population increase which underpins activation within the Salisbury City Centre and provides the basis for all other desired outcomes to flourish.
<b>Business and Employment</b>	Establish Salisbury City Centre as the pre-eminent business hub of the mid Northern metropolitan area by stimulating new business and employment opportunities.
<b>Retail</b>	Increase retail offerings to establish the Salisbury City Centre as an active and thriving retail hub.
<b>Community</b>	Enhance access to community facilities and services to inform, support and celebrate community diversity and promote community wellbeing
<b>Place</b>	Provide a sense of place which reflects Salisbury's heart and identity and connects all elements of the wider urban realm - linking pedestrian, residential, economic, civic, community and recreation networks.

*Desired Renewal Outcomes*

### Repositioning Strategy

In order to deliver these renewal outcomes a range of repositioning strategies were considered, from status quo through to government intervention.

However, for the Salisbury City Centre to achieve its renewal outcomes it has been identified that Council will need to purposefully intervene, activate and invest in partnership with the private sector in the city centre through the facilitation and investment in sustainable major projects and programs- which will generate significant population and employment outcomes.

### Structure Plan

The potential to deliver these project outcomes has been accommodated within the renewal strategy/structure plan which is based on the following key drivers:

- Community consultation feedback from vision through to alternative structure plan scenarios;
- Future strategic policy planning frameworks;
- Analysis of existing city centre structure and opportunities;
- Benchmarking against established National projects;
- Consideration of feedback from targeted partnership consultation process; and
- Adoption of key planning and design principles.

In the short to medium term the fundamental elements underpinning the renewal strategy/structure plan include:

- Improve pedestrian connectivity within and surrounding the SCC.
- Improve road network to facilitate vehicular movement into the SCC.

- Create a focus for civic development.
- Optimise car parking within the SCC and create linkages to SCC.
- Bring green space into the SCC.
- Provide active frontages along John Street and Church Street and the Civic Square.
- Create opportunities for development of key sites for mixed use activities.
- Increase building densities within the SCC.
- Avail opportunities to establish residential and mixed use developments to increase the permanent resident population within the SCC.

A schematic of the Structure Plan, conceptual vision for the SCC and conceptual image of a view up church street across movement in the Civic Square and John Street on the following pages provide a snapshot of the desired changes of the SCC.

## Key Market Analysis

The detailed market analysis has identified that Council to play the following facilitation roles in order to underpin the SCC renewal.

<b>Retail Strategy</b>	Council to facilitate policy, partnerships, land ownership swaps, strategic master planning.
<b>Key Business Precinct</b>	Council to underpin larger commercial projects with its core uses, provide strategic master planning influence and advocate for attraction and retention Government services.
<b>Civic / Community Functions</b>	Council to utilise its land ownership and facility demand as a catalyst to support private sector development / investment.
<b>Residential Strategy</b>	Council to amend policy areas, facilitate land parcel creation, facilitate land swaps, participate in establishing partnership projects.
<b>Education and Learning</b>	Council to act as a facilitator to develop partnerships between TAFE and other educational services .
<b>Entertainment and Recreation</b>	Council to activate public realm with businesses (eg: aged care) by promoting outdoor dining, public art/events and promotion of existing recreation and open space facilities
<b>Traffic &amp; Car Parking Infrastructure</b>	Council to implement traffic modelling findings and car parking strategy to support private investment.

## Implementation Strategy

In order to achieve the desired renewal outcomes on a meaningful and self sustainable basis, a generational investment is required to support the ongoing vitality and identity of the SCC for the next 20+ years.

It is acknowledged that the current market has not activated nor delivered these required outcomes in its own right.

Therefore, it is recognised that Council must actively intervene to facilitate these sustainable project outcomes via effective, prudent and timely leadership and investment.

It is proposed that the minimal level of activity required to underpin a sustainable generational Council investment within the SCC must achieve the following outcomes:

- Provide genuine outcomes in each of the five renewal outcomes;
- Establish a critical mass of interrelated activity; and
- Ensures Council's strategic planning and investment provides a genuine catalyst for wider stakeholder investment within the Salisbury City Centre.

## Next Steps

An Implementation Strategy has been prepared as a separate document to provide a framework to give life to the Structure Plan.

The following list provides a summary of the next steps that would enable Council to ratify, test and facilitate the initial implementation projects (these steps can occur concurrently).

- **Action Plan:** Develop and implement a detailed SCC Action Plan that implements the SCC Renewal Strategy (including public realm policy and capital works opportunities).

- **Governance:** Review and update the governance and marketing arrangements for the SCC in partnership with existing stakeholders.
- **Partnerships and Investment:** Facilitate development discussions and investigations opportunities for Council and non-Council owned sites. (This process includes defining the form of Council investment and testing the market via procurement options).
- **Development Plan Amendment:** Update Council's Development Plan policy to reflect the vision in the Renewal Strategy (including carparking and traffic strategy).
- **Marketing:** Develop and implement a SCC Marketing / Branding Action Plan targeted at developers, businesses and consumers.
- **Monitor and Evaluation:** Council will need to continually refine and measure its indicators of success to ensure real progress is being made.



### Church Street

- Church Street to be possibly extended through to Salisbury Highway becoming the primary North-South Link within the City Centre
- Church Street extension does not necessarily mean the relocation of council offices
- Potential for a site to deliver a significant amount of car parking associated with new commercial, retail and residential developments
- Central two-way tree lined boulevard and wide footpaths that promote vehicle and pedestrian movement in front of new retail and commercial developments that also visually bring the Little Para River (Pitman Park) into the centre
- Potential for residential development to provide greater activity and support for local business services
- Public realm improvements to facilitate ground floor activity and passive surveillance from upper storeys



### Civic Square

- Important to create a hub of community activity
- Promote day and night recreation, entertainment activities, compatible with apartment living.
- Need for greater residential development to provide the City Centre with a permanent residential population
- Facilitate the provision of play space and urban greenery throughout the Civic Square to create an environment with higher amenity
- Create vibrancy and vitality by promoting cultural events in the square and encourage outdoor dining
- Ensure legible public transport, bicycle, vehicle and pedestrian movement networks and availability of parking spaces



### Public Transport Hub

- Promote mixed-use development
- Upgraded interchange with more convenient facilities promotes pedestrian movement into John Street.
- Simplify bus movement within the City Centre to encourage public transport use
- Facilitate stronger linkages between the City Centre and the Interchange



### Little Para River Route

- New road constructed between Commercial Road and Gawler Street to improve private and public transport movement and increase activity along the Little Para River.



- New development that includes upper level apartments that overlook the Little Para River, promoting greater use of the reserve and the Little Para Linear Trail.



### John Street

- Focus on John Street as the 'Main Street' which serves the primary function of providing the Retail Core for the Salisbury City Centre
- Upper storeys should contain office, car parking and residential land uses



- An active and functional public realm should enhance vibrancy along John Street, showcasing it as a lifestyle precinct within the City Centre
- John Street should become a Green Boulevard with a consolidated tree planting scheme to highlight its status

### Gateway Statements

- High quality entrance statements to be developed at key entry points surrounding the city centre at the following intersections:
  - Train/bus interchange
  - Commercial Road and Park Terrace;
  - Church Street and Park Terrace;
  - Gawler Street and Salisbury Highway; and
  - Salisbury Highway and Park Terrace
- There is the potential to enhance these gateways with iconic architecture



### Legend

	Primary Road		Proposed Entry Statement		Green terminus
	Secondary Road		Key Desired Pedestrian Connections		John Street
	Tertiary Road		Green Street		Upgraded Interchange
	Boulevard Road		Proposed Green Street		Active Frontages
	Local Road		Little Para River		High Density Mixed Use
	Proposed Road		Open Space		Medium Density Mixed Use
	Bus Ring Route		Civic Square		Residential



- 1 Development Overlooking the Park – New development that includes upper level apartments that overlook the Little Para River, promoting greater use of the reserve and Little Para Linear Trail.
- 2 Commercial Road – Increase the width of Commercial Road to facilitate better traffic movement for cars, buses, cyclists and pedestrians.
- 3 Little Para River Ring Route – New road constructed between Commercial Road and Gawler Street to improve private and public transport movement and increase activity along the Little Para River.
- 4 Civic Square – Centre of social activity, including location for public performances, public art and a place to set and relax in a shaded park bench with children playing in water features and playspaces.
- 5 Mixed Use Buildings – Well designed buildings having a height of approximately 4 to 8 storeys should be provided in the core of the Centre (ie 4 – 8 storeys along Church Street and 2-4 storeys along John Street). Buildings should include ground floor retail / cafes to promote activate street frontages, second and/or third level offices, upper levels of carparking and quality residential apartments.
- 6 Investment Attraction with Private Sector Partnerships – Promote the development vision and the existing features of the Centre including, interchange, retail, government and private offices, TAFE, Schools, the Anglicare site, access to the Little Para River and nearby recreation facilities. Facilitate opportunities with private sector and government partners.

## Conceptual Vision for the Salisbury City Centre

\*Disclaimer: This image is for conceptual illustrative purposes only. Development outcomes are subject to private sector commitments and the City of Salisbury Development Plan Policy.



- 7 Park Tce / Church Street Intersection – Upgrade intersection with traffic signals and gateway sign into the Centre.
- 8 Gateway Statements – High quality entrance statements should be developed at the following intersections point surrounding the City Centre
  - Salisbury Highway and Park Terrace
  - Salisbury Highway and Gawler Street
  - Church Street and Park Terrace
  - Commercial Road and Park Terrace
- 9 Bus / Train Interchange – Upgraded interchange with more convenient facilities for commuters and promotes pedestrians into John Street.
- 10 John Street – Attractive one-way main street with village atmosphere that includes retailing / cafes at the ground level, with offices, car parking and quality residential above.
- 11 Car parking – Implement a Car Parking Strategy that may involve upper level deck and basement parking.
- 12 Church Street possible extension – Central two way tree lined boulevard and wide footpaths that promote vehicle and pedestrian movement in front of new retail and commercial developments that also visually brings the Little Para River (Pitman Park) into the centre.

### Legend:

- Stage 1
- Stage 2
- Stage 3









# CONTEXT SETTING

**1.0** Introduction   **2.0** Community Consultation  
**3.0** Strategic Planning Framework



## 1.0 Introduction

The Salisbury City Centre Renewal Strategy is an initiative conceived by the City of Salisbury, which benefits from funding secured through the 'Places for People' program from the Department of Planning, Transport and Infrastructure (DPTI).

The Salisbury City Centre is the cultural, employment and historic heart of the Salisbury area. However, during a period of statewide rapid shopping centre development, and changing lifestyle trends the Salisbury City Centre has not been able to capitalise on such trends.

The Salisbury City Centre exhibits characteristics typical to that of a traditional 'Town Centre', an organic history of development, with a functioning mainstreet, the potential for out of centre hours activity and a fine grain retail experience. This creates not only an opportunity, but a point of difference from competing centres.

A further opportunity exists to increase the amount of permanent residents living within the City Centre. Currently the residential population is not at a threshold to contribute to the vitality and activity within the public realm.

For Salisbury to regenerate into a vibrant City Centre, it is critical to re-establish retail visitation as well as instituting a framework to facilitate significant opportunities for permanent residential accommodation.

The overarching South Australian planning strategy document, the *30 Year Plan for Greater Adelaide* has identified the Salisbury City Centre as a Major District Centre and TOD in a metropolitan context. This status is further reflected within the local growth strategy for the City of Salisbury and the *Salisbury City Plan: Sustainable Futures 2020*.



Figure 1.1: Salisbury City Centre and surrounds



The Major District Centre status of the Salisbury City Centre is complemented by its proximity to a major rail and bus transit station, located on the western periphery of the City Centre. Creating this access to key transit infrastructure underpins the designation of the Salisbury City Centre as a key Activity Centre, further defined within the *30 Year Plan for Greater Adelaide*.

This designation provides a key objective, and associated expectations, for the ultimate operation of the Salisbury City Centre. However, the prevailing form and function of the Centre belies such strategic policy direction.

To achieve the optimal outcome, the Salisbury City Centre Renewal Strategy responds to and integrates, the following key project drivers:

- engagement with the local community and stakeholders;
- repositioning the brand of the Salisbury City Centre as a business hub for the region;
- foster significant mixed use developments, that promote increase higher density residential developments in the SCC;
- consolidation of cultural / community /social infrastructure;
- maintaining sustainable environmental initiatives;
- improving accessibility for all modes of transport;
- establishing public realm and open space connections; and
- developing appropriate planning mechanisms.



## 1.1 Project Objectives

The project objectives include:

### Objective A: Sustainable Capital Investment

Ensure that any capital investment is underpinned by a sustainable return on investment, benchmarked against:

- population increase;
- business and employment opportunity generation;
- expansion of retail offering;
- increasing access to community services; and
- enhance the public realm and strengthen activity around the city heart.

### Objective B: Market Acceptance

Ensure that the adopted strategies to reposition the Salisbury City Centre are underpinned by a structure that the market will support, participate in, and invest capital / human resources.

### Objective C: Appropriate Spatial Framework

An Appropriate Spatial Framework (eg: structure plan and precinct development) will be developed in conjunction with the local community and key stakeholders.

### Objective D: Fosters Social Vitality

Fostering social vitality is a key to establishing community ownership, and includes:

- providing opportunities for community interaction;
- enhancing access to key services;

- promoting opportunities for migrant community integration; and
- ensuring the City Centre embraces people of all age groups.

### Objective E: Environmental Sustainability

Ecological Sustainability is intrinsically linked to the concept of sustainable development whereby human activity is constrained such that it does not detrimentally affect the environment. Ensure the SCC can adapt to future variations in climate conditions.

### Objective F: Embody Flexibility

Ensure the strategy remains flexible, such that development is promoted provided it satisfies these objectives

These objectives have been created by the project team as a way to compare and assess high level structure plan options, in turn informing the economic rationale for the implementation strategy.





## 1.2 Project Approach

The process of developing a structure plan involved undertaking detailed investigations regarding the physical, social, economic and environmental issues affecting the Salisbury City Centre. Investigations incorporated assessment of previous studies and relevant literature, meetings / workshops with key stakeholders and specialists, site visits, option/scenario building and testing and modeling where appropriate. Input from the 2011 Mainstreet Conference masterclass and learnings from the 2011 International Cities, Town Centres and Communities Conference were also incorporated in the project.

Key additional investigations included:

- Market research to understand what people think about the SCC, how they currently use it and if they don't, why not;
- Traffic modeling to understand how traffic currently moves through and to/from the SCC and to test the feasibility of the structure plan scenarios;
- Carparking study to understand the current usage and demands and to provide the future directions; and
- Property market analysis and land use planning to understand opportunities for change in the mix of land uses, urban design and catalysts to trigger redevelopment.

## 1.3 Study Area

The Study Area is graphically presented as in Figure 1.3.

The Study Area has been established as a malleable boundary guide, cognisant that connections to the areas outside of this boundary are still very much part of the broader connection to the Salisbury City Centre.

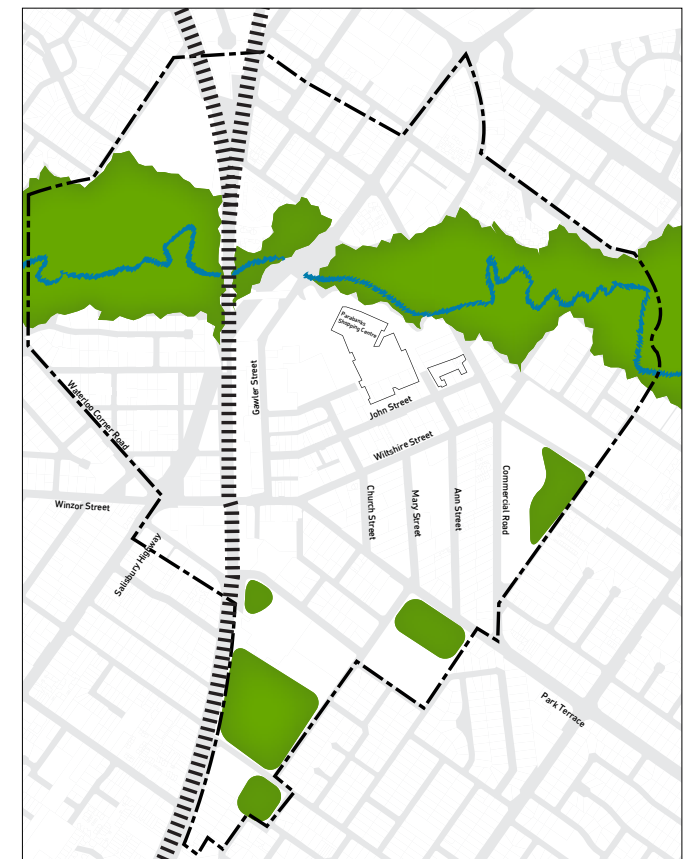


Figure 1.3: Study Area



## 2.0 Community Consultation

### 2.1 The Engagement Process

Development of the Salisbury City Centre Renewal Strategy has drawn heavily on input from key stakeholders and the wider community.

A comprehensive community engagement process, undertaken by the City of Salisbury with support from Natalie Fuller and Associates, provided opportunities for community members to contribute their ideas at each stage of the following stages:

- Stage 1: Developing a Vision for the Salisbury City Centre and ideas for how this could be achieved to improve the Salisbury City Centre now and into the future;
- Stage 2: Exploring and developing design options; and
- Stage 3: Providing feedback on design options for both Salisbury City Centre and John Street traffic management.
- Stage 4: Providing feedback on the final plan. Such feedback will be considered during the more detail sub-project planning and implementation stages.

Following the announcement of the project in May 2011, each stage was promoted through:

- the distribution of a Bulletin to properties within 800m of City Centre (4,200 letterbox drop) and 450 non-resident property owners;
- people participating in consultation activities (continuously updated);
- via the Salisbury Library Newsletter (11,000 recipients);

- letters sent to key community groups and organisations
- a dedicated webpage; and
- posters and flyers displayed in local businesses, electronic notice boards at Council facilities and advertisements / articles in the local Messenger, and Facebook blasts promoting specific events.

Opportunities for community members to contribute their ideas were provided via:

- a range of activities in Stage 1, to identify what people like/dislike about the Salisbury City Centre and their vision for the Salisbury City Centre, including:
  - a questionnaire (139 respondents);
  - a major 'Street Talk' event in front of Len Beadell Library attracting over 500 participants;
  - internal workshops with Council staff and Elected Members; and
  - specific purpose meetings / workshops involving over 100 people a diverse range of interests including local residents, property owners, traders, local and region service providers, community groups and state government departments.
- 2 workshops, attended by 35 participants, to explore design options in Stage 2;
- a repeat 'Street Talk' event attracting over 300 participants and 128 questionnaire respondents providing feedback on design options in Stage 3; and
- targeted stakeholder consultation on the draft Structure Plan in Stage 4.

### 2.2 Community Aspirations

The following community aspirations were drawn from the community consultation process.

1. Making it safer and easier getting to and around the Salisbury City Centre;
2. Modernise the centre whilst celebrating the area's history;
3. Enhance John Street as the 'Main Street';
4. Create safe and vibrant community spaces and places;
5. Quality and variety of retail, hospitality and entertainment;
6. Improve the safety and appearance of the centre; and
7. More people living in and around the centre.

These community aspirations have been used to inform the planning and design principles that form the basis for the fundamental to the structure plan.



## 3.0 Strategic Planning Framework

### 3.1 South Australia's Strategic Plan 2011

In August 2011, the Government of South Australia released a revised Strategic Plan (SASP). The SASP drives policy and investment decisions throughout the state and is based on six guiding principles. These principles are:

- Growing Prosperity;
- Improving Wellbeing;
- Attaining Sustainability;
- Fostering Creativity and Innovation;
- Building Communities; and
- Expanding Opportunity.

The objectives of the Salisbury City Centre Renewal Strategy has been guided by and supports to a number of specific initiatives espoused by the SASP, in particular the project will contribute in achieving the following targets:

**Target 7 Affordable housing** – South Australia leads the nation over the period to 2020 in the proportion of homes sold or built that are affordable by low and moderate income households.

**Target 8 Housing stress** – South Australia leads the nation over the period to 2020 in the proportion of low income households not experiencing housing stress.

**Target 23 Social participation** – Increase the proportion of South Australians participating in social, community and economic activities by 2020.

**Target 35 Economic Growth** – Exceed the national economic growth rate over the period to 2020.

**Target 45 Total Population** – Increase South Australia's population to 2 million by 2027.

**Target 47 Jobs** – Increase employment by 2% each year from 2010 to 2016.

**Target 56 Strategic Infrastructure** – Ensure that the provision of key economic and social infrastructure accommodates population growth.

**Target 59 Greenhouse gas emissions reduction** – Achieve the Kyoto target by limiting the state's greenhouse gas emissions to 108% of 1990 levels during 2008–2012, as a first step towards reducing emissions by 60% (to 40% of 1990 levels) by 2050.

**Target 62 Climate Change Adaptation** – Develop regional climate change adaptation plans in all State Government regions by 2016.

**Target 63 Use of Public Transport** – Increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled by 2018.





### 3.2 30 Year Plan for Greater Adelaide

The *30-Year Plan for Greater Adelaide* (30 Year Plan) provides guidance with respect to the future mix of land use and development types in the Greater Adelaide region over the next 30 years. It presents current State Government policy for development and, in particular, it seeks to guide and coordinate State Government activity in the construction and provision of services and infrastructure.

The 30-Year Plan is the volume of the Planning Strategy that is relevant to the future direction of the Salisbury City Centre. Figure 3.1, taken from the 30-Year Plan, shows future development directions for the Northern Adelaide area.

Importantly, Figure 3.1 designates the SCC as a TOD development. This designation promotes:

- greater connectivity between public and private transport systems;
- mixed use developments that promote active public spaces; nd
- increased residential densities.

The project contributes to the following population and employment targets for the Northern Adelaide region:

Population and Dwellings	Net additional dwellings	Net additional population
within corridors (incl. transit-oriented developments)		
infill	20,500	46,300
outside corridors infill	6,000	14,400
affordable housing	10,150	
Employment	Net Additional Jobs: 79,000	

The 30 Year Plan also contains the following policies:

**Policy 2** - Locate the majority of Greater Adelaide's urban growth within existing built-up areas through increases in density in strategic locations.

**Policy 3** - Concentrate new growth within metropolitan Adelaide in transit corridors, transit-oriented developments and activity centres so that the urban character of the majority of neighbourhoods remains largely unchanged.

**Policy 29** - Ensure activity centres promote mixed-use development rather than separate residential, commercial and retail developments.

**Policy 30** - Develop higher-density residential developments within and adjacent to activity centres.

**Policy 31** - Minimise the impact of commercial activities on residential communities by ensuring mixed-use centres comply with Structure Plan guidelines.



Figure 3.1: Northern Adelaide Directions (30-Year Plan)



### 3.3 Salisbury City Plan: Sustainable Futures 2020

*Sustainable Futures 2020* strives to attain sustainability based on the *interconnections between social and economic development and the environment*. The document sets out strategies and action plans for implementation.

The Renewal Strategy/Structure Plan Key Objectives and Principles are aligned with the Sustainable Futures Documents.

The four key directions and their respective guiding statements are as follows:

#### Shaping the Future

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

#### Sustaining our Environment

"To become a sustainable City in which its residents and businesses embrace sustainability best practices as part of their day-to-day lives and activities."

#### the Living City

"Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles."

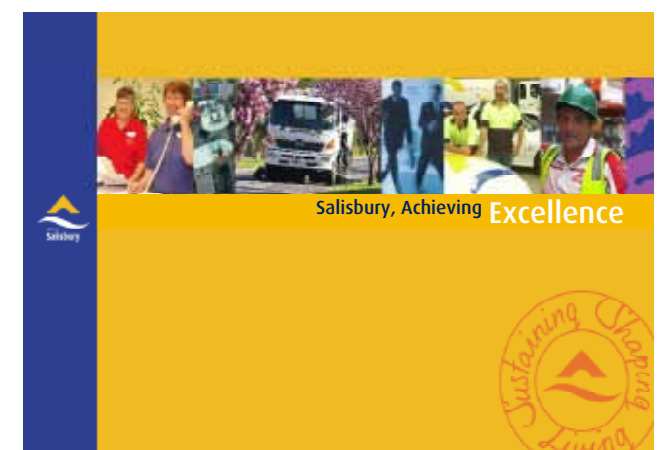
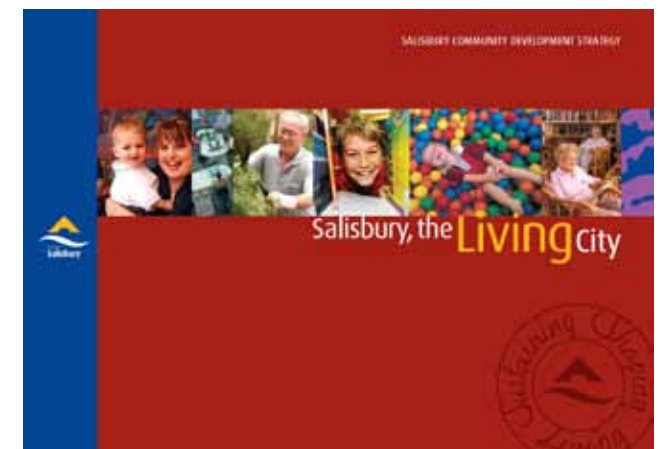
#### Achieving Excellence

"to enhance and sustain the capacity of the organisation as a leader in building a community of opportunity and spirit in a quality environment."

A number of objectives and targets throughout the renewal strategy support these key directions.

### 3.4 Salisbury City Strategic Directions Suite

The City of Salisbury has released a further four strategic documents which support *Sustainable Futures 2020*. Each document is based on one of the four key directions identified in Sustainable Futures. The strategic documents expand on the high level of information provided, and sets out a number of goals and priority actions. The documents are displayed below and can be found at: <http://www.salisbury.sa.gov.au/>.







# INVESTIGATIONS & ANALYSIS OF OPTIONS

4.0 Existing Features   5.0 Key Market Analysis Findings   6.0 Target Partnership   7.0 Repositioning Strategy  
8.0 Benchmarking   9.0 Structure Plan Scenarios

## 4.0 Existing Features

## 4.1 Regional Mapping

Figure 4.1 displays the regional context in which the Salisbury City Centre is situated and the destinations which interact with, and influence the operation and function of the City Centre.

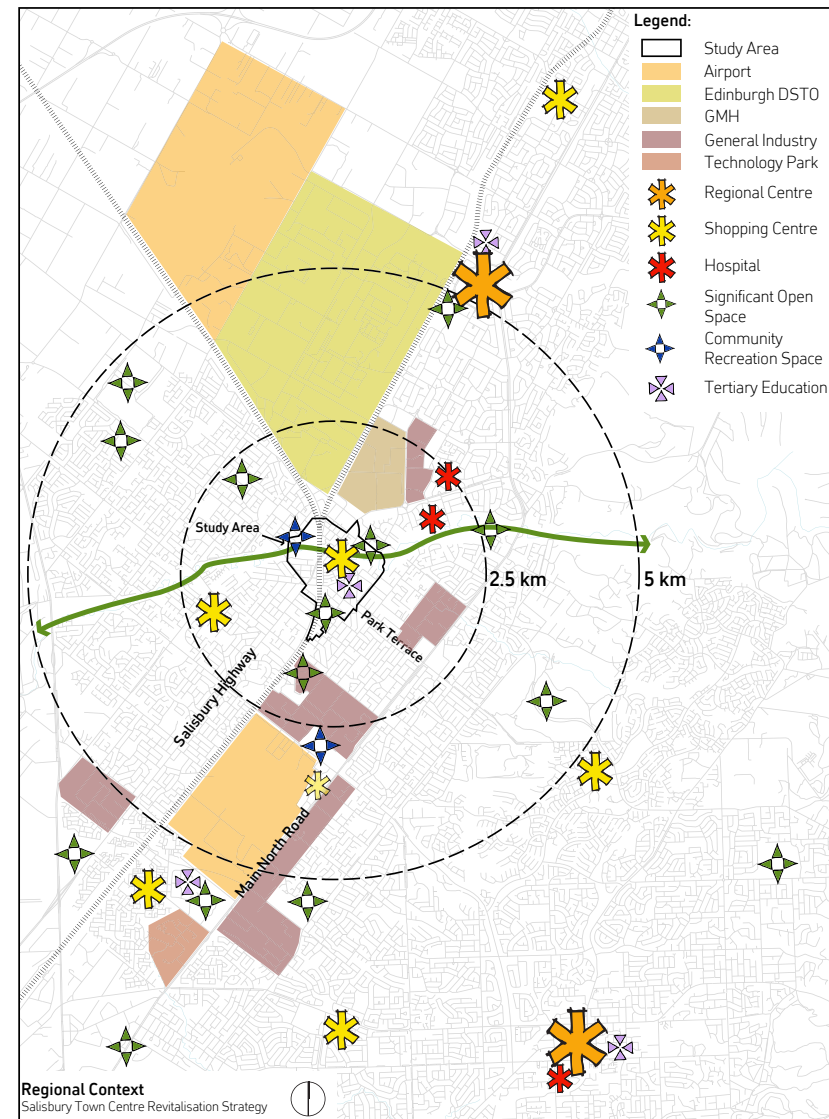
## Retail

Contextually, it is demonstrated that a high level of retail competition exists in the broader northern metropolitan area. This fact will remain unchanged; however there remains an opportunity to reposition the Salisbury City Centre as a retail and service destination of choice, distinguishing it from the typical 'big box' offer of the competing centres.

To do this, particular focus should be given to building upon the positive elements of the Salisbury City Centre. To this end the Salisbury City Centre needs to differentiate itself from a typical shopping centre and become a true 'Town Centre'.

The following issues highlight the key elements of a shopping centre (eg: SCC competitors):

- Negligible, fabricated history
- Activity is driven by sales and marketing campaigns
- Enclosed malls deliver a contrived environment
- Single ownership – no variety in function and operation
- One land use – retail
- Business hours only
- Single design concept and style
- Sales icons identify the shopping centre
- Energy consumptive – high ecological footprint
- Public realm is subordinate
- Vehicles excluded internally – private car dominates



**Figure 4.1:** Generalised Land Use Map



- Controlled pedestrian movement
- Minimal 'soft' landscaping

The following issues highlight the key elements of a 'town centre' (eg: SCC).

- Organic history of development – tells a story of the place
- Activity is driven by cultural and special events
- Open air plazas / streets enable 'fresh' experience
- Multiple ownerships provide a contrast in function and operation
- Multiple land uses including residential
- Extended activity times (eg: cafes/restaurants)
- Built form diversity and massing provides visual interest
- Cultural icons identify the place
- Energy conservative – environmentally sustainable
- Public realm is a focal point of the City Centre (e.g. interchange, John Street, Civic Square, the Little Para River and surrounds)
- Vehicles encouraged – transit oriented
- Free pedestrian movement – exploration
- Prevalent landscape setting

It is these City Centre elements that require improvement if the Salisbury City Centre is to become a retail destination of choice.

### Industry

There are significant areas of industry/light industry surrounding the Study Area. In close proximity to the Salisbury City Centre is General Motors Holden and the ancillary industrial area, a light industrial precinct bound by Saints Road, Park Terrace and Main North Road, a light industrial precinct adjacent to Kings Road and the

Edinburgh DSTO and airfield. These are significant areas of employment and are catchment areas for the Salisbury City Centre.

### Health

The Lyell McEwin Hospital and the Calvary Hospital are located in close proximity to the Study Area. Hospitals are large generators of employment with an average of 10 staff required for the total care of every patient. The Calvary Hospital, a private hospital, has recently undergone an upgrade and expansion. Similarly, the Lyell McEwin Hospital will go through it's third stage of expansion and consequently become the only tertiary services hospital north of the Adelaide CBD. By completion the Lyell McEwin hospital will have 400 beds and approximately 4000 staff.

### Movement

The Salisbury City Centre is surrounded by a high capacity road network. The Salisbury Highway runs through the Study Area. Within close proximity to the Study Area is Main North Road, Waterloo Corner Road, John Rice Avenue, Kings Road and the Phillip Highway. Park Terrace and Commercial Road also penetrate the Study Area and form part of this movement network. The implications of this traffic movement are discussed in further detail later in this report.

### Open Space

Significant areas of open space exist in close proximity to the Study Area. North of the Salisbury City Centre is the Little Para River and the associated reserve. The reserve is a significant metropolitan open space system within Greater Adelaide. There are also several reserves within close proximity to the Salisbury City Centre. One such reserve, being the Salisbury Oval, is utilised by a number

of local sporting groups.

### Education

The City of Salisbury has a number of educational institutions ranging from kindergarten through to tertiary education. Large tertiary institutions such as UniSA (at Mawson Lakes) and TAFE (in SCC) are located in close proximity to the Study Area.

Salisbury has the potential to deliver a functional and desirable City Centre by enhancing the elements which make it unique. Salisbury requires its visitors to experience the suite of positive experiences associated with a vibrant City Centre, for only then will return and ongoing visitation be assured.



## 4.2 City of Salisbury Population Forecasts

Population and household forecasts for the Salisbury suburb have been developed from 2006 Census data and are based upon a combination of assumptions relating to demographic changes (such as birth, death and migration rates) and local urban development drivers (such as residential development opportunities and vacancy rates). The combination of assumptions regarding these inputs result in forecast population and households by type.

For the Salisbury suburb area the following trends are apparent:

- Age cohorts between 2006 and 2031 - The population for the Salisbury Suburb is forecast to increase by 2,337 between 2006 and 2031.
- The most populous cohort in 2006 was the 20-24 age group, a trend that is anticipated to continue through to 2031.
- The 60-64 age group is forecast to have the largest proportional increase (relative to its population size) through to 2021, high increases are also anticipated for the 65-69 and 70-74 age groups.
- The trend from 2021 through to 2031 indicates larger increases in the 75-79 and 80-84 age groups.
- Family composition - The largest increase is forecast to be in the category of couples without dependents, which will increase to comprise 26.1% of all households, compared to 24.7% in 2006.

For the broader City of Salisbury council area the following trends are forecast:

- Age cohorts between 2006 and 2031 - The population for the City of Salisbury is forecast to increase by 17,854 between 2006 and 2031.
- The most populous cohort in 2006 was the 20-24 age group, by 2021 the 25-29 age group is anticipated to be the most populous cohort.
- The 70-74 age group is forecast to have the largest proportional increase (relative to its population size) through to 2031.
- Family composition - The largest increase is forecast to be in Lone person households, which will comprise 25.5% of all households in 2031, compared to 21.5% in 2006.





### 4.3 Land Use

Figure 4.2 details the prevailing land uses within the study area. It is evident that:

- Within an area bounded by Salisbury Highway, Park Terrace (including south side of) and Commercial Road (including east side of), there is approximately 50,000sqm of retail and commercial gross lessable area.
- Disparate retail land uses are predominant within the Salisbury City Centre;
- A substantial amount of disjointed commercial land uses exist;
- Car parking dominates key sites within the City Centre;
- Open space bookends the City Centre to the north and south, with the Civic Square being the key public Space within the City Centre;
- Primary, Secondary and Tertiary education facilities are present within the Study Area;
- Some residential development exist within the SCC (all single storey detached or units); and
- Majority of residential developments are in surrounding Residential Zone with a relatively diverse housing mix.

There is a diverse range of community uses present throughout the Salisbury City Centre, albeit poorly connected.



Figure 4.2: Generalised Land Use Map

#### 4.4 Community Facilities and Pedestrian Networks

Figure 4.3 maps the location of community facilities and the existing pedestrian networks within the City Centre. Several community facilities are present within and surrounding the Salisbury City Centre including:

- |  |                                |
|--|--------------------------------|
| 1 Salisbury Oval   | A Salisbury High School        |
| 2 War Memorial   | B St Augustine's Parish School |
| 3 Jack Young Centre  | C Salisbury Primary School     |
| 4 RSL  | D Centrelink                   |
| 5 Transit Interchange  |                                |
| 6 Salisbury Recreation Precinct                              |                                |
| 7 Municipal Office   |                                |
| 8 Civic Square   |                                |
| 9 Len Beadell Library  |                                |
| 10 Pitman Park   |                                |
| 11 Pioneer Park  |                                |
| 12 Twelve 25 Youth Enterprise Centre and Salisbury Institute |                                |
| 13 Salisbury and District Historical Society Museum          |                                |
| 14 TAFE Salisbury Campus                                     |                                |
| 15 SAPOL Salisbury   |                                |
| 16 St Jay's Recreation Centre                                |                                |
| 17 Salisbury Bowling Club                                    |                                |
| 18 Hoyts Cinemas   |                                |
| 19 Parabanks Shopping Centre                                 |                                |
| 20 John Street   |                                |

The following themes regarding pedestrian movement have been observed within the Salisbury City Centre:

- Poor pedestrian links within the Salisbury City Centre connecting community facilities. Whilst there are existing pedestrian networks within the City Centre, the network is underutilised due to the lack of an integrated signage/wayfinding system, and a lack of legibility in areas. Furthermore the state of the footpaths, or lack thereof, in some areas detracts from pedestrian amenity;
- The pedestrian overpass connecting the Salisbury City Centre to the Salisbury High School and Salisbury Recreation Precinct is underutilised due to perceived lack of safety, and lack of activation;
- Good pedestrian and cycling infrastructure exists within the Little Para Reserve, however poor pedestrian linkages to the Little Para Reserve from the Salisbury City Centre provide limited opportunities; and
- Park Terrace Intersection provides a physical impediment to north-south movement along the rail corridor although there are pedestrian crossings.

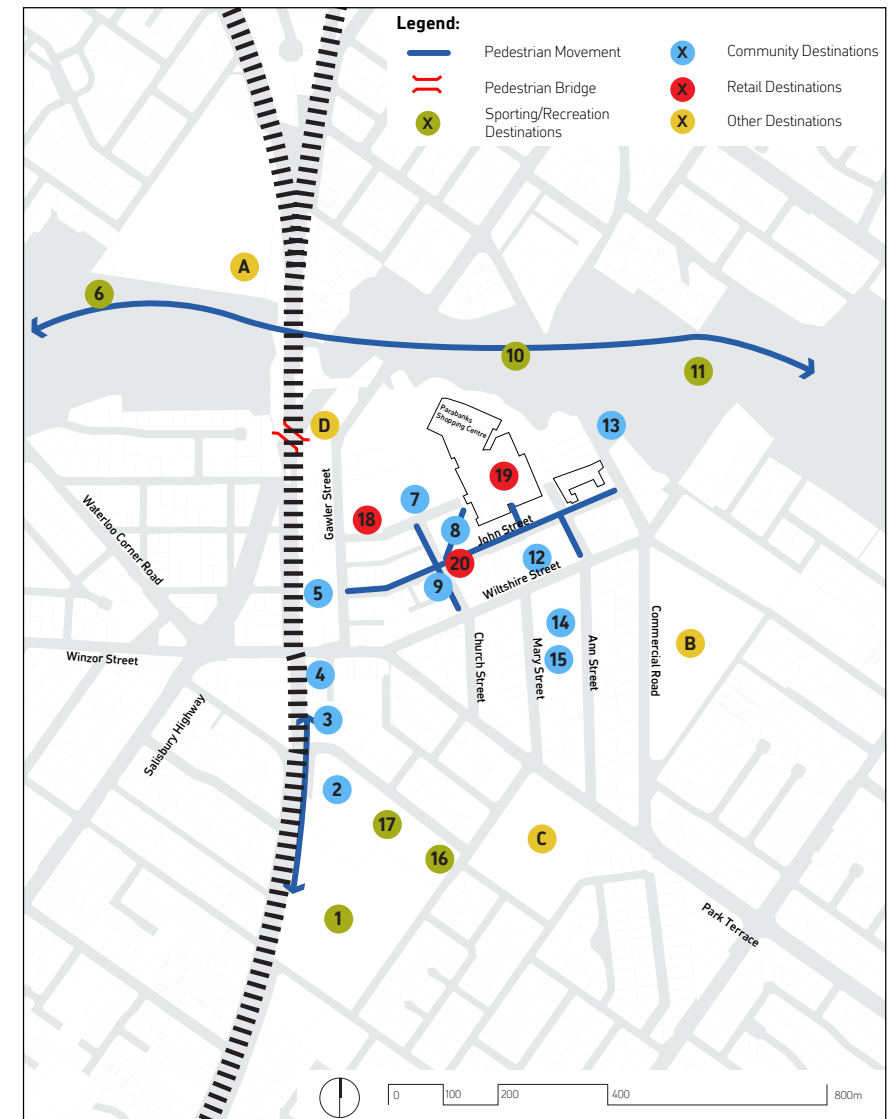


Figure 4.3: Community facilities and pedestrian movement map



## 4.5 Land Ownership

Figure 4.4 depicts the strategic land ownership pattern (conceptual only) within the Salisbury City Centre. The following observations have been made regarding the land ownership within and around the Salisbury City Centre.

State Government owns key sites such as:

- Transit Interchange;
- Park and ride sites;
- TAFE Salisbury Campus;
- Housing SA public housing; and
- Salisbury Primary School.

The City of Salisbury owns key sites such as:

- Council Municipal offices;
- Sexton Street car park;
- Civic Square and car park;
- Twelve25;
- Library and adjacent car park; and
- Jack Young Centre.

Private and not-for-profit land holders own strategic development sites (please note only key land parcels have been highlighted) such as:

- Parabanks Shopping Centre;
- Land adjacent to the Civic Square;
- Anglicare church site;
- Tavern sites adjacent to the transit interchange and eastern edge of John Street; and
- Various sites upon John Street.



Figure 4.4: Land Ownership

## 4.6 Transport and Carparking

An analysis of private and public transport, systems, as well as the prevailing road hierarchy within the Study Area, was undertaken. The findings are depicted graphically in Figure 4.5.

It has been observed that:

- The road network surrounding the SCC does not facilitate easy private vehicle movement within the SCC, due to poor street legibility and no clear signage or entrance points;
- Private vehicle movement is directed either down Commercial Road to Salisbury Highway or through Park Terrace to Salisbury Highway;
- The railway line acts as a physical barrier for east-west movement, along Park Terrace;
- Predominant vehicle movement to Salisbury Highway occurs via Park Terrace and Commercial Road, bypassing the Salisbury City Centre;
- Legibility along John Street can be improved by simplifying movement patterns and parking, and differentiating between the road and the public realm;
- Buses do not cross the railway corridor at Park Terrace;
- Bus movement and service provision is confusing; and
- Buses use the John Street/Church Street intersection reducing pedestrian amenity at a key intersection.

Additional information regarding the transport and car parking system can be found in the Salisbury Town Centre Revitalisation Transport Assessment Report, prepared by Aurecon for the City of Salisbury.

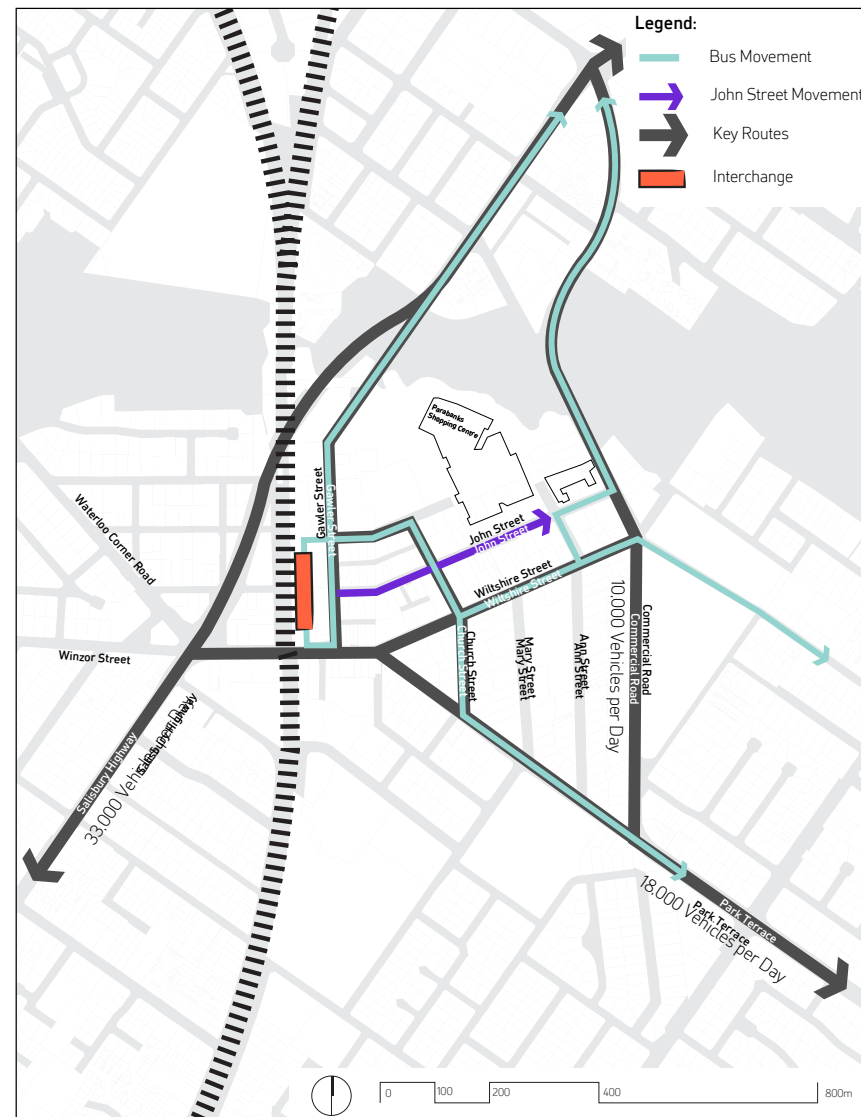


Figure 4.5: Existing bus and private vehicle movement



## 4.7 John Street

John Street is recognised as the 'mainstreet' of the Salisbury City Centre and is the focus for commercial and retail activity. The following has been observed.

- Insufficient pedestrian 'connectivity' between the interchange and John Street;
- Strategies need to be implemented to promote people to walk from the interchange to John Street;
- There is a lack of active frontages (eg cafes with outdoor tables and chairs, shops with outdoor displays) along John Street that promotes vibrancy;
- Parking dominates the street;
- The Civic Square is not well used and lacks reasons for people to use it;
- Street furniture is looking 'tired';
- The chain and bollards restrict ease of pedestrian movements;
- Smaller shopfronts are not well maintained or require upgrades (noting there are exceptions); and
- Clutter of structures within the streetscape.

However, there are many positives associated with John Street such as:

- John Street has a typical Main Street feel (ie refer to 'town centre' comments in Section 4.1);
- Good pedestrian pavement width to facilitate a range of activities;
- Low speed limit design to contribute to pedestrian safety;
- Location of a range of business, such as several banks, allied health professionals, library, cafes, shops, civic square, and Parabanks Shopping Centre; and
- Proximity to the train/bus interchange.

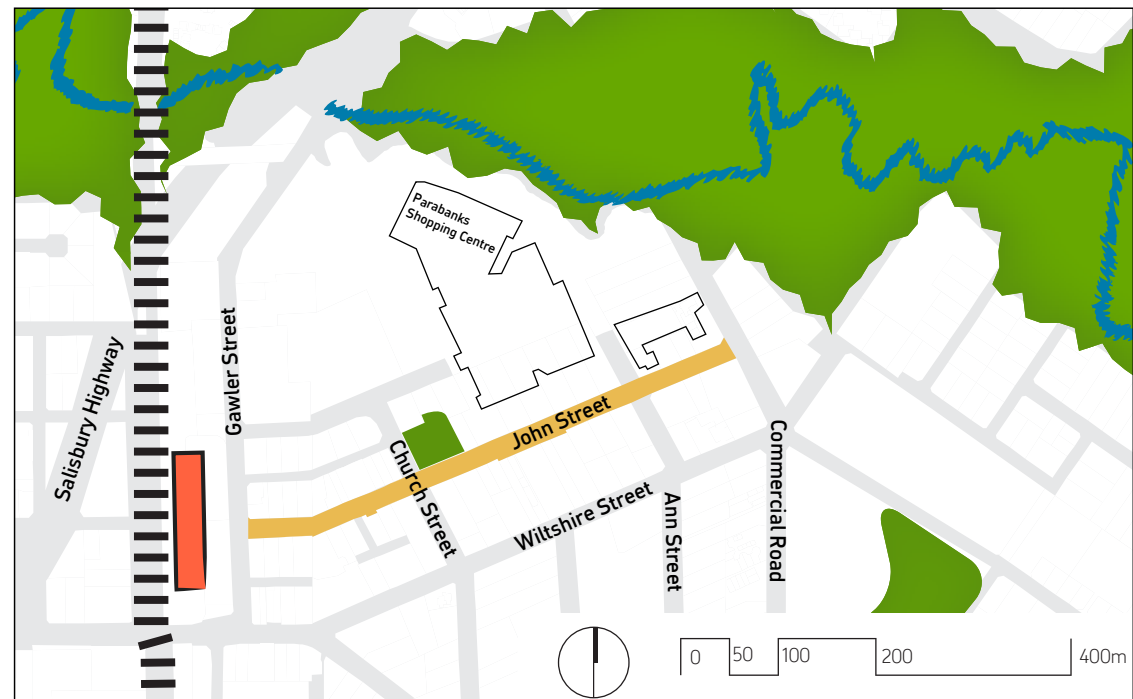


Figure 4.6: John Street

## 5.0 Key Market Analysis Findings

A strategic level market analysis was undertaken in regard to opportunities associated with:

- retail;
- commercial;
- civic and community functions;
- residential;
- education and learning;
- entertainment and recreation; and
- traffic and carparking.

Key findings of the market analysis are as follows:

### Retail Strategy

- Target an increase in retail provision in the order of 4,500sqm+ over a 10 year period.
- Consolidate wider retail offerings within the Salisbury City Centre.
- Target ownership structures with the capacity to deliver and encourage development and investment.
- Retain / enhance Church Street expansion as a primary access point.
- Facilitate large multi-deck parking capacity to support access, engagement and turnover (subject to further investigation).
- Implement a branding and a coordinated signage/wayfinding strategy.

### Outcome:

**Council to facilitate policy, partnerships, land ownership swaps, strategic master planning.**

### Key Business Precinct

- Establish Salisbury City Centre as a significant epicentre for business activity.

- Target 1,000 additional workers in the next 10 years.
- Facilitate capacity for 20,000sqm of built form in the next 10 years.
- Focus on private sector delivered development, underpinned by government partnerships as anchors / tenants.

### Outcome:

**Council to underpin larger commercial projects with its core uses, provide strategic master planning influence and advocate for attraction and retention of Government services**

### Civic / Community Functions

- Upgrade the Salisbury Interchange
- Provide a generational reinvestment in the Salisbury City Centre of Council's core service facilities
- Activate and enhance the Little Para Linear Trail.
- Enhance the Salisbury Oval precinct and Salisbury Recreation Precincts as the key active recreational nodes.
- Provide a community focus around the Civic Square as an iconic focal point within the heart of the retail precinct – around John Street / Church Street precinct.

### Outcome:

**Council to utilise its land ownership and facility demand as a catalyst to support private sector development / investment.**

### Residential Strategy

- Target 500 dwellings (say 1,000pp) within Salisbury City Centre over the next 10 to 20 years.

- Target 250 medium density outcomes (say 500pp) within the wider Salisbury City Centre area over the next 20 to 30 years.
- Definite need for a partner orientated (part subsidised) destinational residential focus in early stages.
- Requires 2-3 key anchor / iconic projects to underpin place making, increase population and activity within the Salisbury City Centre core.

### Outcome:

**Council to amend policy areas, facilitate land parcel creation, facilitate land swaps, participate in establishing partnership projects.**

### Education and Learning

- Retain current primary school capacity within the Salisbury City Centre.
- Advocate for the expansion of a TAFE facility and secure long term commitment to the Salisbury City Centre.
- Integrate Council's library function with wider educational institutions via partnership initiatives.

### Outcome:

**Council to act as a facilitator to develop partnerships between TAFE and other educational services with businesses (eg: aged care).**

### Entertainment and Recreation

- Link defined entertainment facilities as an integrated precinct via a Gawler Street and High Street (Church Street) focus.
- Increase connectivity / shared activities between TAFE and public entertainment activities in John Street, Civic



Square and Pitman Park.

- Promote linkages from the Salisbury Recreation Precinct to the north to the Salisbury Oval to the south.

**Outcome:**

**Council to activate public realm by promoting outdoor dining, public art/events and promotion of existing recreation and open space facilities as well as enhancing public realm.**

**Traffic and Car Parking Infrastructure**

- Implement an integrated car parking strategy between Council and key property owners (potentially retail, residential and commercial owners).
- Implement traffic study findings.

**Outcome:**

**Council to develop and implement a transport system strategy to support investment.**

## 6.0 Targeted Partnership

The market analysis process identified a range of strategic opportunities for Council to actively target key partners to facilitate desired outcomes, in regards to increasing population, employment, development activity and other economic activities within the Salisbury City Centre.

Subsequently, the following range of economic development initiatives were identified in which Council could facilitate the desired outcomes via partnership projects.

### Potential Partnership Structures

The following table provides a summary of the potential partnerships in relation to:

- Desired outcomes
- Key elements

Economic Development Initiative	Key Elements	Outcomes
Skilled Migrant Interface	<ul style="list-style-type: none"> <li>• Provision of short term accommodation</li> <li>• Provision of a consolidated new Immigrant community service delivery program</li> <li>• Delivery of training &amp; skill development programs</li> </ul>	<ul style="list-style-type: none"> <li>• Significant increase of accommodation within Salisbury City Centre</li> <li>• Consolidated focus of community services program for new immigrants</li> <li>• Tailored training and employment programs</li> </ul>
Defence (Off Base Residential Village)	<ul style="list-style-type: none"> <li>• Targeting defence housing outcomes within the Salisbury City Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Defence housing precinct</li> <li>• Attraction of young families into the Salisbury City Centre</li> </ul>
Aged Persons Epicentre (Housing, Services & Environment)	<ul style="list-style-type: none"> <li>• Provision of housing for aged population (Serviced apartments, ILU etc)</li> <li>• Integration of aged living services including facilities and services</li> </ul>	<ul style="list-style-type: none"> <li>• Housing outcomes</li> <li>• Shared community facilities</li> <li>• Increase in aged specific community programs / services</li> </ul>
Health & Allied Services	<ul style="list-style-type: none"> <li>• Mental health services</li> <li>• Allied health services in a central focus</li> </ul>	<ul style="list-style-type: none"> <li>• Residential and commercial accommodation</li> </ul>



## 7.0 Repositioning Strategy

In order to identify the desired repositioning strategy for the Salisbury City Centre the following three project implementation scenarios have been considered:

<b>Status Quo</b>	Underpinned by the local market with no direct Council intervention.
<b>Urban Renewal</b>	Underpinned by an enhanced urban centre, with minor Council intervention via infrastructure investment.
<b>Major Anchors</b>	Support and partner (including investment) with the private sector to increase population base and employment generators.

The matrix on the next page highlights each of the alternative implementation scenarios and compares at the strategic level the following benchmark outcomes:

- Sustainable Capital Investment
- Market Acceptance
- Appropriate Spatial Framework
- Fosters Social Vitality
- Environmental Sustainability
- Embody Flexibility

These scenarios and outcomes are tabled in the following matrix.

In order for the Salisbury City Centre to achieve its key project goals and objectives Council will need to purposefully intervene, activate and invest in the city centre to facilitate:

- an increased population;
- a sustainable investment platform to underpin wider third party participation; and

- employment generators.

On this basis the first two implementation strategies would not sufficiently address existing market issues, goals and objectives. It is recommended that Council adopt the 'Major Anchors' project implementation scenario in order to achieve its desired repositioning strategy within a short to medium term time period. This could include Council:

- facilitating opportunities arising from multi-stakeholder partnership (eg: ageing sector, defence housing and immigration opportunities);
- partnering with developers to achieve a Council outcome;
- making it easier for private sector to invest by actively; and
- promoting SCC and providing incentives.

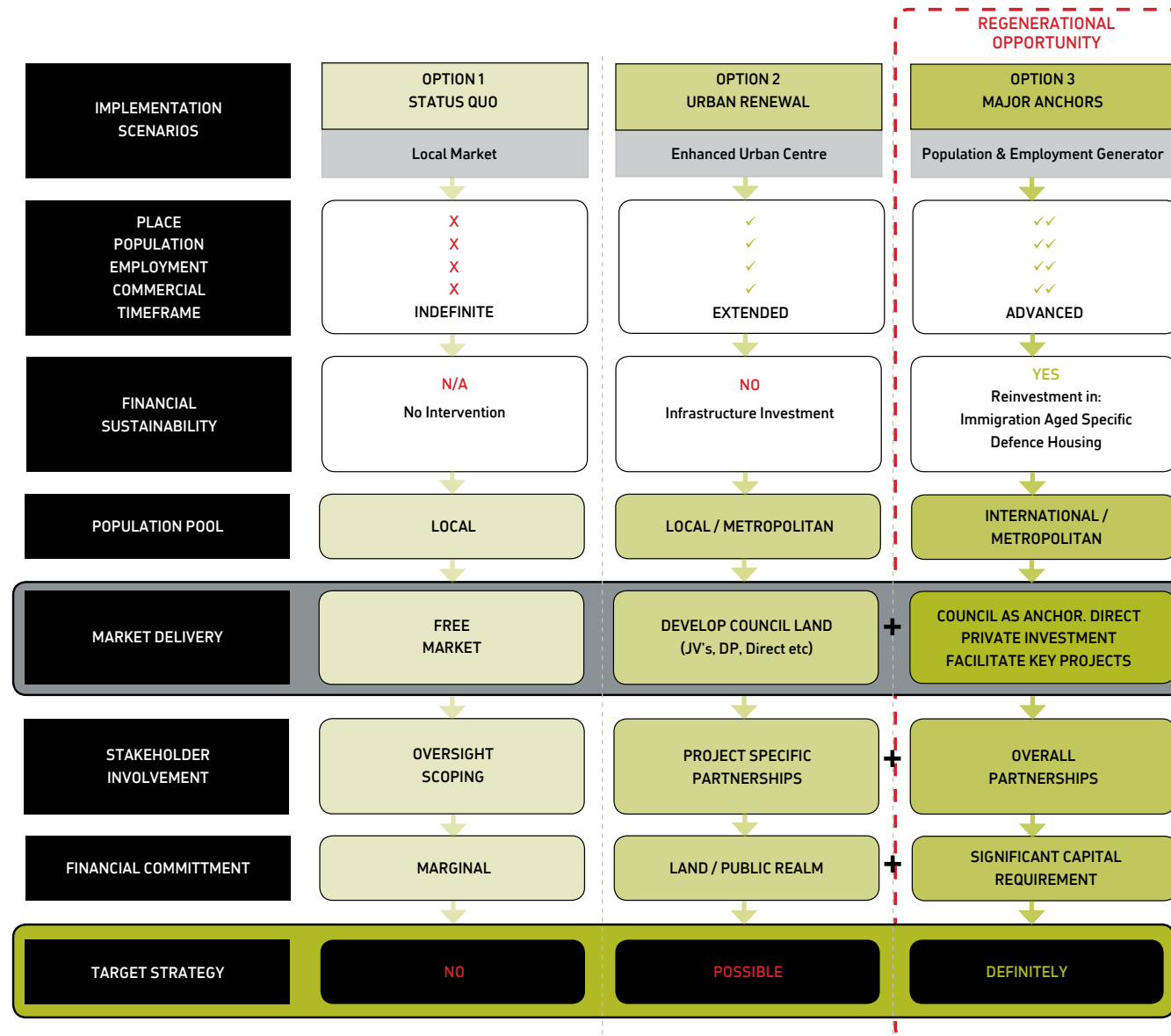


Figure 7.1: Implementation Scenarios



## 8.0 Benchmarking

### 8.1 Introduction

The following benchmarks have been selected from around Australia as they represent best practice examples in each scenario.

### 8.2 Transit Hubs

#### Subiaco Perth, WA

Subiaco is a mixed use transit orientated development comprising of commercial, retail and residential development resonating outwards from a central transit hub combining an efficient bus and train network. Its town square urban layout makes the TOD a centralised point between a series of heavily accessed destination points such as Subiaco Oval, Rokeby Road shopping precinct and Station Street markets. The development is a prime example of successful regeneration of an inner city industrial precinct into a vibrant, highly visited destination point with significant increase in value and profit for the suburb.

#### Kelvin Grove Urban Village Brisbane, QLD

Kelvin Grove Urban Village is an inner city mixed use master planned community underpinned by primarily educational facilities at the Queensland University of Technology Kelvin Grove campus. What makes this precinct so successful is its connectivity to the CBD by a multi modal bus and train interchange on the fringe of the community, which is enhanced by efficient and legible pedestrian networks. Alongside educational facilities, Kelvin Grove Urban Village provides commercial, cultural and affordable residential typologies.

#### Mawson Lakes Adelaide, SA

Mawson Lakes is a 600 hectare mixed use community consisting of education, recreation, retail, industrial, commercial and residential facilities, inhabited by a population of 11,000 residents, 7,000 workers and 7,500 students. The community is connected to the greater Adelaide region through the train and bus interchange node within the development, which also acts as a catalyst for its development.

#### RELEVANCE TO SCC

The relevance of these projects to the Salisbury City Centre Renewal Strategy is derived from their mixed use nature, coupled with the ready access to efficient public transport networks. The electrification of the rail line and consequent upgrade of the transit interchange will help transform Salisbury. Particular focus is required on consolidating the City Centre with an efficient feeder public transport service to ensure user rates remain high, whilst establishing pedestrian movement networks through the City Centre for exposure to the Main Street offer.

Design of the interchange is important as elements such as accessibility, safety, comfort and lighting contribute to the useability and attractiveness of the interchange, which in turn affect the public transport usage and the impression of the SCC as it is one of the main gateways.

**These projects have become successful urban places because of the significant coordinated public and private sector development. This joint investment has resulted in a number of key improvements to the public realm, public transport system and urban fabric. This coordinated approach is essential for the implementation of the renewal strategy.**



Subiaco Transit Station, WA



Kelvin Grove Urban Village Masterplan, QLD



Mawson Lakes, SA

## 8.3 Main Street Development

### Rouse Hill City Centre Sydney, NSW

The multi-award winning town centre provides 220 retailers, 104 residential apartments with 2,800 square metres of office space, along with restaurants and a cinema designed around a town square and main street urban layout. The centre prioritises pedestrians in its urban fabric through the use of key initiatives such as defined entry points, engaging street facilities and edible landscapes whilst the centre itself is a global benchmark for sustainability due to its highly efficient energy and water management systems.

The Main Street has a carriage width of between 10.25m and 11.25m which includes parallel parking adjacent to the street. There is no bus movement down the Main Street.

### Rundle Street Adelaide, SA

Rundle Street is Adelaide's premier lifestyle precinct, offering a range of boutique shopping, cafe's and fine dining, cinemas, bars and nightclubs. Rundle Street has recently undergone a streetscape upgrade, which has improved pavement treatments, created opportunities for public art and incorporated award winning street furniture.

The key features of Rundle Street as a Main Street are single lane traffic with two way movement and a carriage width of 10.2 metres. This allows for the provision of a bicycle lane and parallel parking on one side. No buses use Rundle Street as a thoroughfare. Furthermore it has a reduced speed limit, and active frontages along its length.

### Hastings Street Noosa, QLD

Hastings Street is Noosa's tourist hub, housing a range of boutique fashion stores, cafe's and hotels, making it Noosa's key lifestyle precinct. Alleyways connect Hastings Street to Noosa beach, as the precinct entirely runs parallel to it.

The road contains dual single land carriageways, with a single row of parallel parking either side. The entire road width measures at some 11m in width. The entire street is contains activity creating a vibrancy which contributes to a sense of place. Public Transport in the form of a local bus services Hastings Street. Hastings Street has seen a reduction in speed limit recently, creating a safer pedestrian environment.

### RELEVANCE TO SCC

These projects have been selected because of the award winning approach to the interface between public transport, private vehicular movement and the pedestrian. These projects have reduced dependency and dominance of the private vehicle along the Main Street, providing greater opportunities for pedestrian movement. Furthermore, public transport movement has been transposed to the periphery of the centre, with ready access provided to a broader public transport system. These Main Street examples exhibit an exemplary two-way road design which optimises use as a shared space.

Hames Sharley recommends that John Street should be updated to dual single lane carriageways with parallel carparking interspersed with landscaping in the long

term. This will promote greater streetscape vibrancy and activity. However, it is acknowledged that Council (based on community consultation, past local experiences and the desire to get the most tangible and effective return on any investment) prefers to retain John Street as one-way and focus investments in other developments. Council may reconsider this matter in the future.



Rouse Hill City Centre, NSW



Rundle Street, SA



Hastings Street, QLD



## 9.0 Structure Plan Scenarios

The Planning Principles informed three structure plan scenarios which were utilised within the consultation process.

### 9.1 Revitalise the Current Heart of the Salisbury City Centre

In this scenario, development is focused around John Street and the Civic Square. John Street would be developed into a 'main street' with a greater range of shops and cafes at the street level, with quality residential buildings above, up to 3-6 storeys high.

The road layout remains largely unchanged. Car parking arrangements remain the same, with primary forms of car parking being at-grade. The gateways into the Salisbury City Centre remain informal and stay at the Salisbury Highway and Park Terrace intersection, Salisbury Highway and Gawler Street intersection, and Park Terrace and Commercial Road intersection.

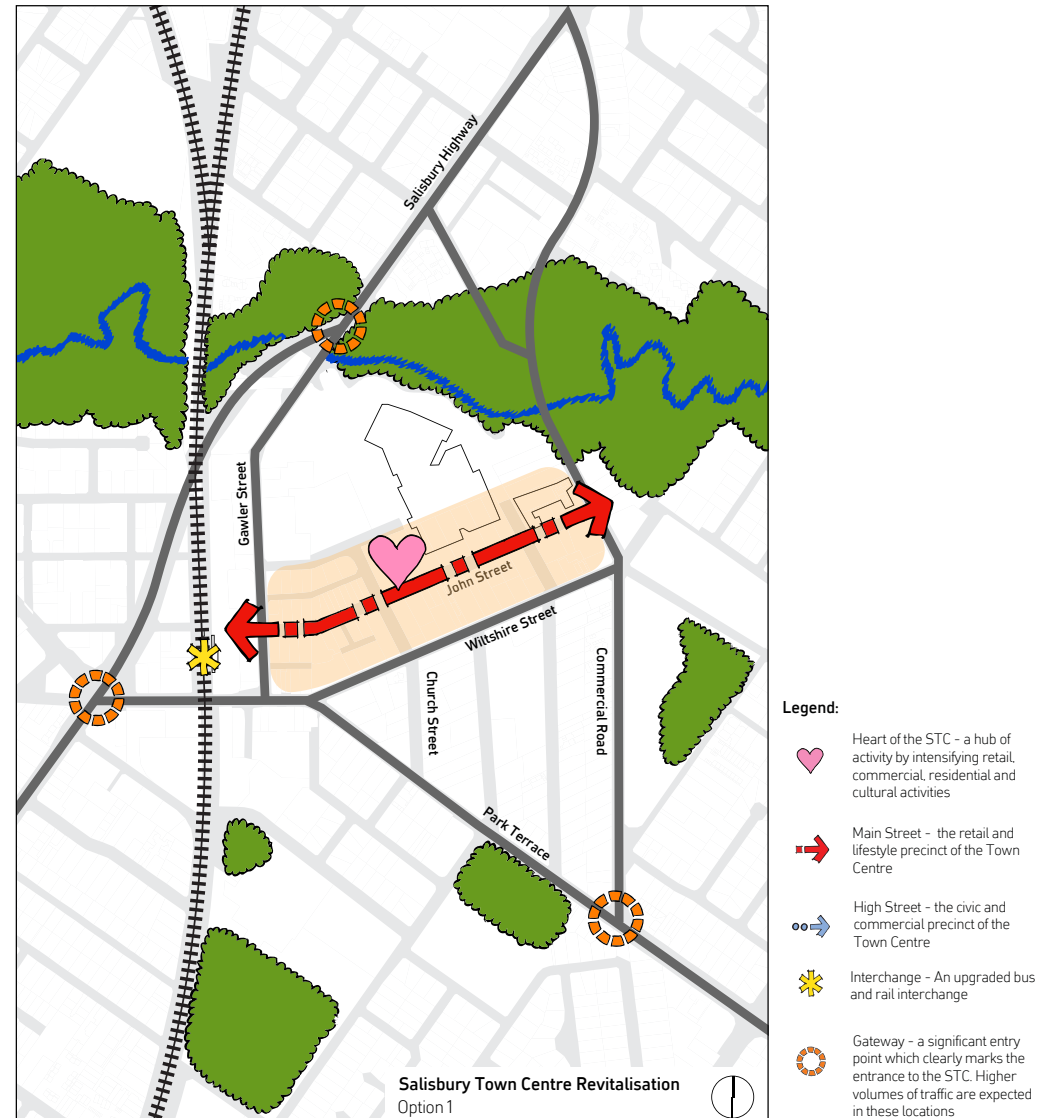


Figure 9.1: Structure Plan Scenario 1

## 9.2 Reinforce and Extend the Heart of the Salisbury City Centre

In this scenario, development is focused around John Street as well as a new 'high street' which is created by extending Church Street north to the Little Para River. John Street becomes a 'main street', with a greater range of shops and cafes at the street level, with additional levels of quality residential buildings up to 4-6 storeys high. Supporting uses such as commercial and entertainment uses along John Street should be permitted.

The new 'high street' would primarily serve a commercial and civic function with shop top housing with views over Pitman Park (4-6 storeys high). These would give building substance to the core as well as help activating the public spaces.

Carparking should be located behind buildings such that street frontages remain active. A new public road behind Parabanks Shopping Centre would create a loop surrounding the City Centre, and to minimize through traffic along John Street. The road hierarchy is entrenched with Commercial Road becoming the predominant through route for vehicles with the Park Terrace and Church Street intersection augmented to reflect its prevailing function as the main entrance into the City Centre.

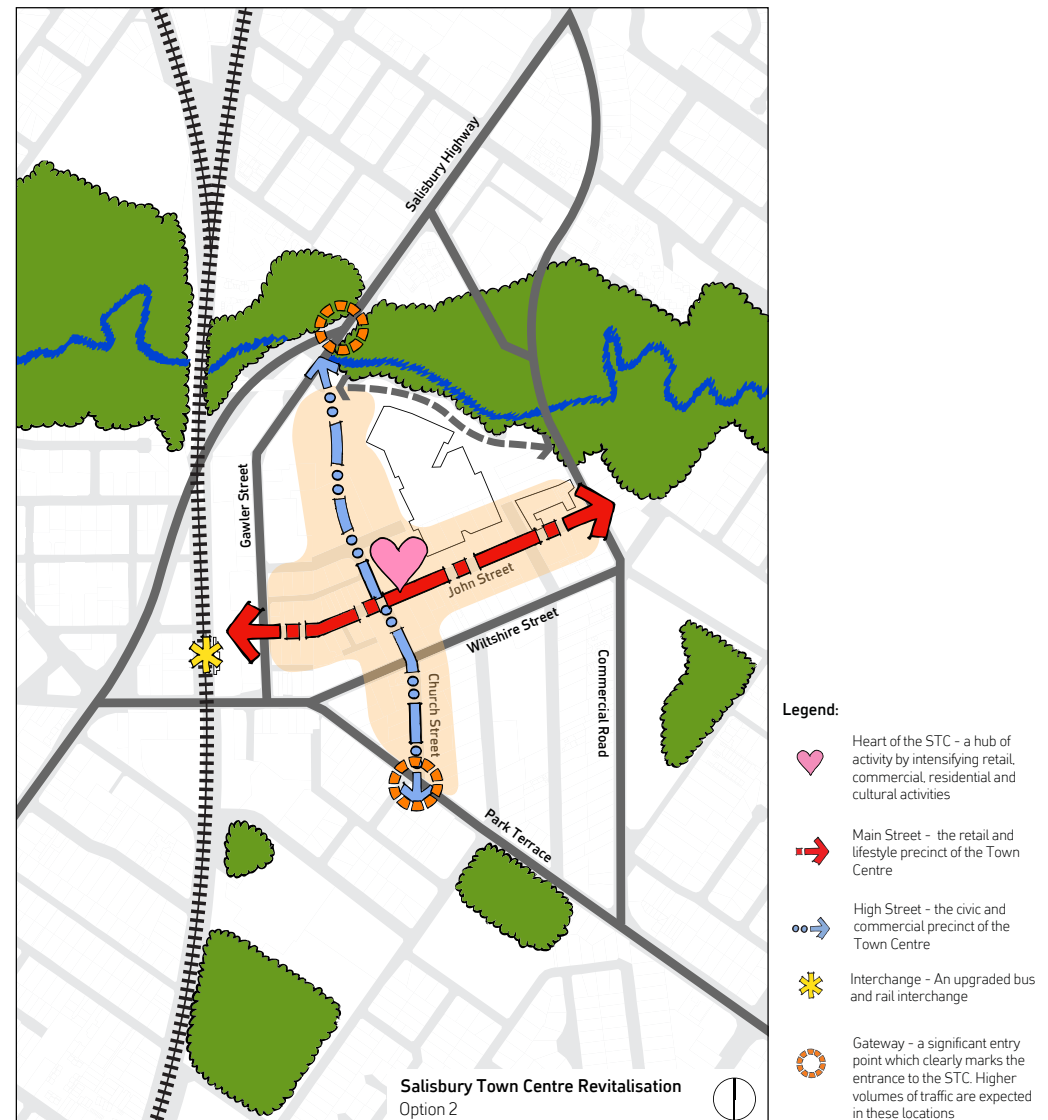


Figure 9.2: Structure Plan Scenario 2



### 9.3 Relocate the Heart of the Salisbury Town Centre to the Interchange

In this scenario, there is a radical shift in the Salisbury City Centre's form by relocating the Civic Heart (including the Civic Square) and community functions to areas above and in close proximity to the bus / rail interchange. There will be a transit oriented mixed use development which could cater for buildings up to 8-12 storey high. All community functions and facilities in conjunction with residential, retail and commercial development are located in this area.

John Street between Gawler and Church Streets remains an important linkage. The width of Park Terrace at the railway line is reduced to encourage through traffic to use different roads eg Kings Road and Commercial Road. The gateways into the Salisbury City Centre become Salisbury Highway and Park Terrace intersection, Salisbury Highway and Gawler Street intersection and Park Terrace and Church Street intersection.

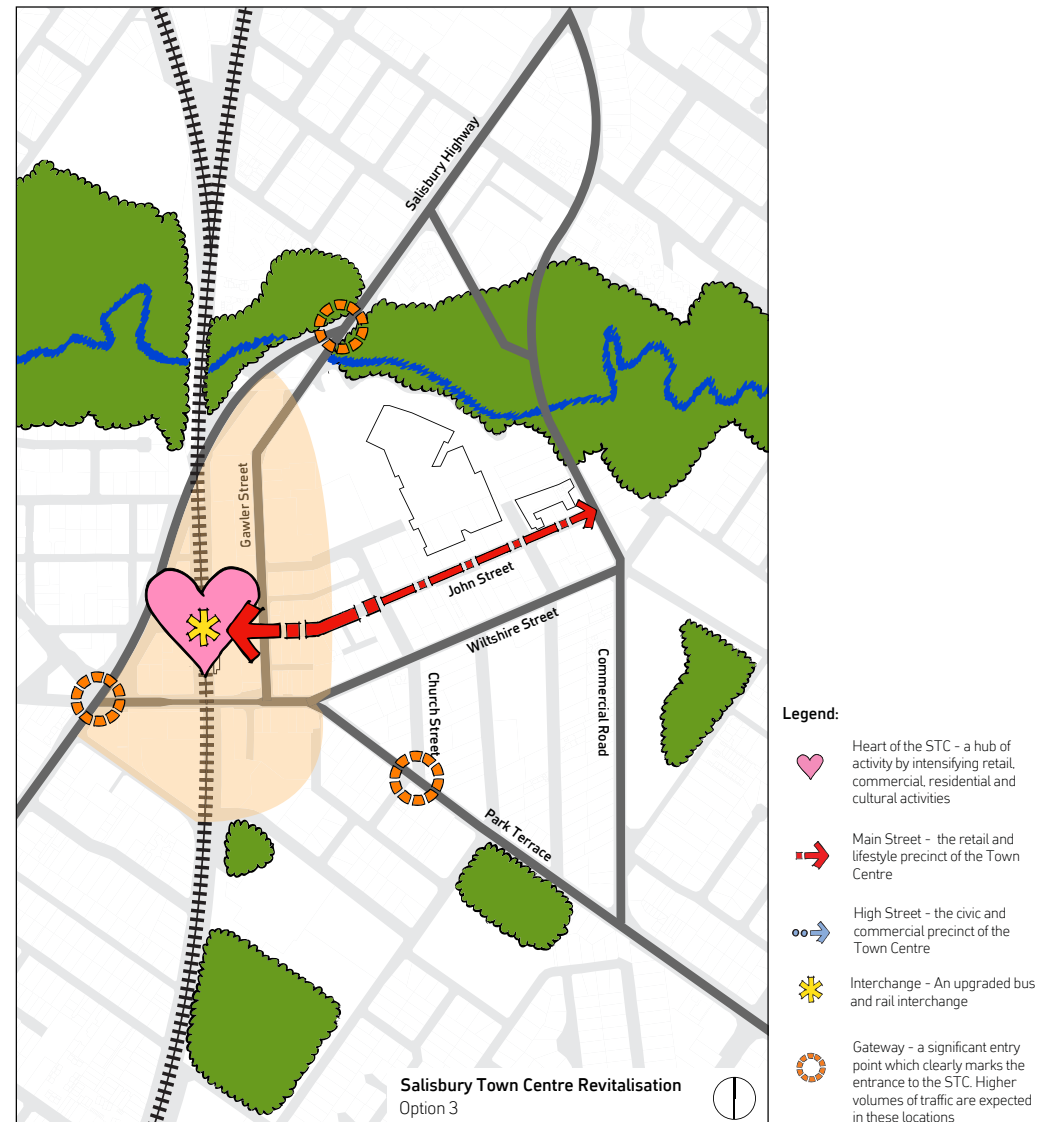


Figure 9.3: Structure Plan Scenario 3

## 9.4 Assessment Matrix

The assessment matrix conceptually demonstrates that Structure Plan Scenario 2 is the optimal approach for the Renewal Strategy, a position that was supported by the community.

		Structure Plan Scenario 1	Structure Plan Scenario 2	Structure Plan Scenario 3
		<ul style="list-style-type: none"> <li>Revitalise the current heart of the SCC by focusing development around John Street and the Civic Square with John Street being 'main street' with a greater range of shops and cafes at the street level, with quality residential above, up to 3-6 storeys buildings.</li> <li>Develop vacant and underutilised sites</li> <li>Council civic facilities remain in current location</li> <li>Potential for council to activate vacant sites</li> <li>Streetscape upgrade</li> <li>Marginal infrastructure upgrade</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce and extend the heart of the SCC by focusing development around John Street and a new 'high street' which is created by extending Church Street north to the river. John Street would have a greater range of shops and cafes at the street level, with quality residential above. Church Street would primarily serve a commercial function with shop top housing with views over Pitman Park. Building height to be up to 4-6 storeys.</li> <li>Market intervention by Council to stimulate new residential demand and supply</li> <li>Redevelop a majority of Council controlled sites</li> <li>Utilise new Council civic and community facilities as a underpinning catalyst for new development – located on Sexton car park site and/or Private site</li> <li>New multi-deck car parking solution to underpin surrounding development</li> <li>Focussed consolidation of development within Salisbury City Centre core including significant redevelopment and infill of existing sites</li> <li>Significant repositioning of John St and extension / realignment of Church St / James St – to create a new North / South corridor</li> <li>Significant restructure of infrastructure networks (pedestrians, vehicular, public transport)</li> <li>Opportunity for concentric expanding development from Salisbury City Centre - over medium / long term</li> </ul>	<ul style="list-style-type: none"> <li>Relocation of total Salisbury City Centre core activities in an intense integrated 8+ level concentration of high density mixed use / retail / DDS / commercial / residential / civic / community / entertainment centre / traffic node (rail and bus) / car parking etc</li> <li>New epicentre of Salisbury City Centre to be located around and above public transport node – as a genuine activity centre development site</li> <li>Multi-generation investment in infrastructure (transport and roads) and built form</li> <li>Natural / staged progression as an extension from Development Scenario 2 – targeting a 30+ year time horizon, for example, Mini Chatswood Model</li> </ul>
Project Objectives	SUSTAINABLE CAPITAL INVESTMENT	?	✓	?
	APPROPRIATE SPATIAL FRAMEWORK	?	✓	✓
	FOSTERS SOCIAL VITALITY	✓	✓	✓
	ENVIRONMENTAL SUSTAINABILITY	?	✓	✓
	MARKET ACCEPTANCE	?	✓	?

# STRUCTURE PLAN

The background of the slide features several hand-drawn architectural sketches in black ink. There are two prominent circular structures, each divided into segments by radial lines. These circles are connected by various paths, including straight lines, curved lines, and a central vertical path with several small circular nodes. The sketches are rendered with hatching and cross-hatching for shading, giving them a three-dimensional appearance. The overall style is that of a conceptual architectural drawing.

10.0 Planning Principles 11.0 The Structure Plan



## 10 Planning Principles

Extensive community, government agency and key stakeholder consultation were undertaken by the project team, one such outcome, being set of seven community aspirations, as detailed within Chapter 2. The project team has translated these community aspirations into the project objectives as well as planning principles for the project, which underpin the preparation of the structure plan options.

The planning principles are highlighted below:



### 1. Provide progressive leadership and being economically deliverable:

- Provide progressive leadership to implement integrated “place management”;
- Encourage development attraction;
- Identify strategic partnerships;
- Promote the green economy and green collar jobs;
- Leveraging existing opportunities relating to the aged care, defence, immigration and education sectors and Council’s land holdings; and
- Encourage the development of an economy, whereby businesses of varying sizes are supported.



### 2. Develop a consolidated core:

- Focuses intense activities within a core area of the SCC;
- Activating streets with more intense and diverse retail, commercial and cultural businesses and uses;
- Increase residential population to support activities within SCC; and
- Increase safety and security.



### 3. A legible movement network:

- Defined gateways into the SCC.
- Legible and efficient road networks.
- Carparking locations that support (rather than dominate) pedestrian and cyclist friendly streets and built form.
- Accessible, intuitive, interesting and safe pedestrian networks and environment.



**4. Provides active and functional public spaces and streets:**

- Facilitate opportunities for street level based activities.
- Promote pedestrian friendly streetscapes.
- Activate the Civic Square and the Little Para River as focuses for informal public gathering / meeting places.
- Optimize visual and pedestrian connections to Old John Street and John Street, the Civic Square and recreational open spaces.



**5. Cultivates social vitality and environmental sustainability:**

- Embrace cultural diversity.
- Integrate all-age friendly / inclusive design into the public spaces and private sector developments.
- Integrate public arts and events in the SCC.
- Integrate environmentally sustainable developments, residential and business practices into the public spaces and private sector developments.



**6. A flexible, responsive built form and density framework**

- Provides a broad direction for the future planning and development of SCC.
- Articulate the preferred future direction including the desired road network, the location of gateways and key activity / development areas.
- Provide sufficient flexibility to allow built form and density to respond to the future demands.
- Integrate economic, social and environmental considerations while having regard to market reality.

## 11 Structure Plan

The preferred structure plan has been selected based on extensive community consultation and rigorous testing. Structure Plan Scenario 2, presents the most popular and most economically sustainable scenario.

Accordingly, this chapter outlines the physical elements that manifest from the planning principles.

### 11.1 Transport System

The following information is summarized from the 'Salisbury Town Centre Revitalisation Transport Assessment' Report, prepared for the City of Salisbury. The report recommends the following (in part):

#### Road Infrastructure

- Modify Commercial Road to provide single lane and cycle lane in each direction with a painted median (to provide for safe storage for right turning traffic into a proposed ring-route behind Parabanks) and widen the bridge over the Little Para River.
- Provide new traffic signals at the Park Terrace and Church Street junction to encourage traffic to enter the core of the City Centre. These lights can be established independent of the Church Street extension proposal. This is in addition to the existing lights on the corner of Mary Street and Park Terrace.
- Gawler Street / Wiltshire Street Bus lane. This proposed bus lane extends along Park Terrace from Gawler Street to Wiltshire Street and then along Wiltshire Street. It involves removing the solid median along Park Terrace and reducing the number of right turn lanes on Wiltshire Street as well banning the right turn into Gawler Street from Park Terrace for general traffic.
- Provide a Ring Road behind Parabanks (between

Gawler Street and Commercial Road). This involves the upgrading of the existing accessway to cater for buses and to improve the horizontal alignment, particularly near the western end, as well as providing an extension to Commercial Road through the eastern Parabanks car park.

- Church Street Extension. This involves the extension of Church Street northwards to provide a new intersection with Gawler Street and the proposed Ring Road. The existing accessway would also be upgraded to provide an improved urban design outcome. The road would be configured as a two lane road with 3.0m wide lanes, 1.2 bike lanes and 2.2m wide parking lanes.
- Ann Street Extension. This involves the extension of Ann Street northwards from John Street to the new Ring Road. An existing road already exists but would need to be upgraded to cater for increased traffic loading as a bus route. It is proposed that the existing road would also be upgraded to provide an improved urban design outcome. The road would be configured as a two lane road with a proposed cross section comprising 3.2m wide lanes, 2.6m wide bus stops, and where possible 2.2m wide parking lane.
- John Street. It is recommended that John Street remains one-way in the short term. This issue can be reviewed at a later date.

#### Public Transport

- DPTI to seek Infrastructure Australia funding to upgrade the Salisbury (and Gawler) interchange. The proposed operation of the interchange is subject to further investigations by DPTI to improve safety and connectivity to the City Centre and west across the rail lines. Modelling has shown that the existing interchange arrangement can cater for the proposed bus services using Park Terrace / Wiltshire Street. In particular the

bus lane entry operates satisfactorily with some minor queuing during peak periods. In respect to the exit from the interchange there is some congestion when Park Terrace traffic flows but this quickly dissipates when the Park Terrace is closed due to the rail crossing.

However, the preference in the long term would be to modify the entrance to the interchange from Park Terrace so that it operates similarly to the Mawson Interchange where passengers board / exit on the platform side. This would require a new right turn lane entrance to the interchange just east of the rail crossing and restricting access to Gawler Street to left in /out only.

- The preferred bus routes are (i) Wiltshire Street as predominant route through the City Centre, (ii) Ring Road / Ann Street for services accessing the City Centre from Salisbury Highway and (iii) Commercial Road for services from the east on Park Terrace.
- In terms of bus stops it is proposed key stops are proposed along Wiltshire Street between Church and Mary Streets, Ann Street between John Street and the Ring Road and along Commercial Road.



Figure 11.1: Possible cross section of Church Street



## Car Parking

Council should consider strategies and actions that promote the following outcomes:

- Concentrating longer term parking to the periphery of the City Centre.
- Parking within the core of the City Centre to be predominantly short-term, visitor parking including on-street parking (including alongside proposed new roads).
- Improved pedestrian linkages to ensure ease and convenience of pedestrian travel between car park areas and key destinations with higher amenity.
- Review car park requirements in line with updated parking standards for Activity Centres. This action can be undertaken with the proposed Salisbury City Centre Development Plan Amendment Report.

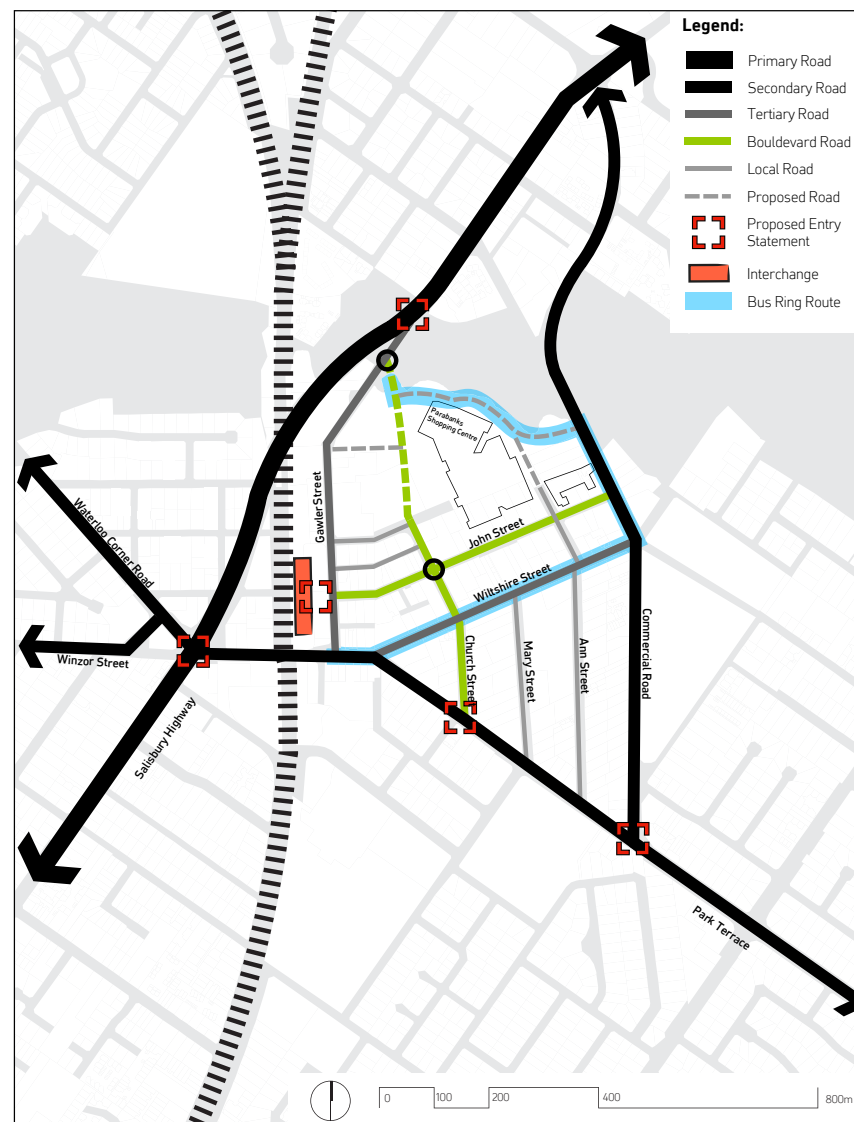


Figure 11.2: Proposed Road Hierarchy

## 11.2 Pedestrian Movement

Pedestrian movement should be encouraged throughout the Salisbury City Centre area.

An emphasis is to be placed on strengthening existing links and creating new links where strategic gaps exist from the Salisbury City Centre into the open space network. A pedestrian network exists within the Salisbury City Centre, however it is largely underutilised due to:

- a lack of perceived safety;
- a lack of opportunities for passive surveillance to occur;
- a lack of activity at the street level and the predominance of car parks in a variety of locations; and
- lack of designated connections and signage which make it difficult for people to know where things are unless you know the areas.

The proposed pedestrian network should be configured such that it:

- establishes a legible, connected pedestrian network connecting key destinations such as the interchange;
- identifies strategic/historic sites within the City Centre through an interpretive walk;
- ensures safety through passive surveillance and active frontages;
- augments pavement treatment;
- ensures all networks comply with the requirements of the *Disability Discrimination Act 1992* to ensure accessibility for all; and
- provides visual and physical amenity to pedestrians.

There is an opportunity to create a better pedestrian network within the Salisbury City Centre. This network should be consistent, safe, be surrounded by active land uses, with built form allowing opportunities for passive surveillance.



Figure 11.3: Key Desired Pedestrian and Bicycle Connections

### 11.3 Open Space Connections and Green Links

Landscaping and Urban Greening is required throughout the Salisbury City Centre to help improve visual aesthetics, comfort and amenity for all who use public space it also provides environmental benefits and opportunities to build on the image of Salisbury being a 'water wise' council that promotes the appropriate use of water for environment and public realm outcomes.

Improving the public open space, connections and pedestrian links should occur by:

- Activating key local and regional open space areas (eg: Pitman Park, the Little Para River and Salisbury Oval);
- Bringing green space within the Civic Square to soften the hardscape;
- Create green links along key links such as Church Street from the Little Para Reserve into the City Centre and through to the Salisbury Oval;
- Create a green terminus at the end of John Street and incorporate high quality landscaping along its length;
- Create a sense of arrival by using specific landscaping at the entry points; and
- Bringing water elements into the SCC. that can be potentially associated with play spaces to incorporated in the civic square.

Landscaping is a key element in providing a high quality urban space, and is vital in encouraging people into an area and persuading them to spend time in the future.



Figure 11.4: Proposed Open Space and Green links



## 11.4 John Street, the interchange and the Core

### John Street / Interchange

Activating John Street and the associated connection to the interchange is a key principle in the revitalisation of the Salisbury City Centre.

The consultancy team recommends a two-way John Street, in the long term, will simplify the circulation system greatly benefiting the Salisbury City Centre, and provide more efficient access to on-street parking and side streets within the core. Although this may be an appropriate long term position, council considers that within the short-term, John Street should remain one-way and that there are more significant SCC development projects in partnership with the private sector that should be undertaken to more effectively address the outcomes of this strategy (i.e. stimulate built form outcomes that promote employment and street level activity)

### 1. Vehicle Accessibility

Arguably, one of the greatest influencing factors on a main street are the traffic patterns. One-way streets present certain efficiencies, as they are designed to manage and corral traffic flows.

The consultancy team believes that where a situation arises typical to what is found in John Street, circulation and legibility becomes complicated as motorists often have to drive a long and convoluted path in order to get to the place they want to go.

A major concern of the Salisbury City Centre revitalisation is to improve one of the few remaining traditional retail districts and to increase retail sales, and, more specifically, to increase the visibility and accessibility of their offerings.

By re-creating John Street as a two way street perceptions about it will also change. It is evident when main streets are thriving because there is a sense of excitement and vibrancy. The most obvious way of creating this perception is to encourage more people into the public realm, however this is not the only determining factor. Another such way is to reduce the speed limit along the main street, and consequently create a level of traffic congestion.

### 2. Economic Drivers and Car parking

Converting John Street to a two way main street, with parallel parking along its length will also stimulate economic activity within the City Centre. A car parking strategy, with appropriately located car parking, needs to support this. When shopping, behavioural patterns show consumers will, first look for car parking in the most convenient location. The consultancy team believes that converting John Street into a two way street will promote legibility and permeability, increase exposure to the retail offering and ensure cars first travel down John Street when looking for convenient car parking.

Further car parks then need to be located appropriately to provide ease of access. In saying this however, the car parks need to be located at a sufficient distance to ensure consumers walk, thereby activating the public spaces where there are opportunities for casual and window shopping.

### 3. Land Uses

John Street should contain a greater intensity of built form, particularly surrounding the Civic Square and pedestrian connections to the interchange. The Civic Square should be activated where possible through the provision of retail, and public facilities at the street level and residential and commercial land uses above.

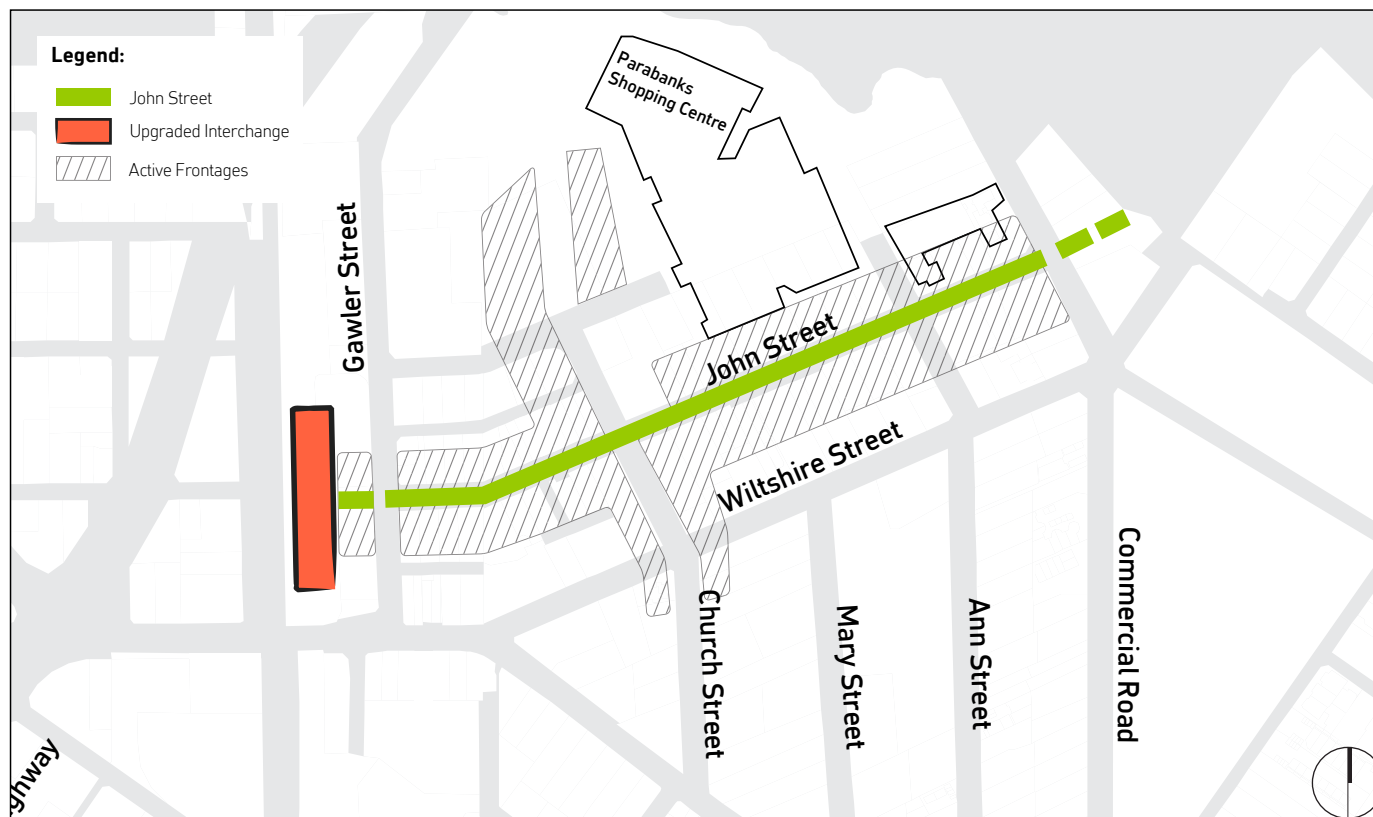


Figure 11.5: Proposed treatment for John Street

### Consolidated Core

The City Centre core is where a high intensity of retail, commercial, civic and residential land uses should exist. Buildings of height should be developed in this location, with ground floor levels providing active frontages (eg: shops and cafes and some offices). A mix of land uses will create opportunities for 18 hour activity within the area. This 18 hour activity, along with passive surveillance from the upper storeys of buildings, are important concepts in crime prevention, and consequently, create a safe environment for the users of the Salisbury City Centre.

Actions within the consolidated core should be focussed around:

- Upgrading the interchange and improve its connectivity to activities in the core;
- Consolidating Civic uses within the core;
- Providing opportunities for residential development;
- Enhancing the retail offering;
- Augmenting existing public car parking; and
- Providing quality mixed use development.

The Structure Plan seeks to create conditions of development whereby multistorey mixed use development is encouraged within the core. Part of the strategy to help enliven the Salisbury City Centre is to redevelop community facilities within the core.

The medium density mixed use area is where secondary retail or commercial uses are promoted at street level with apartments above.

The remaining area is generally for residential uses where medium density developments with diverse housing types are encouraged, alongside neighbourhood uses such as recreation, grounds schools, and places of worship



Figure 11.6: Consolidated Core



## 11.6 Preferred Structure Plan

The fundamental elements of the Structure Plan are:

- Improve pedestrian and public transport connectivity of the interchange to more central elements of the core.
- Improve road network to facilitate improved vehicular movement into the Salisbury City Centre.
- Avail opportunities to establish residential and mixed use developments to increase the permanent resident population within the Salisbury City Centre.
- Create opportunities for development of key sites.
- Increase densities within the Salisbury City Centre.
- Create active frontages along John Street, Church Street and the Civic Square.
- Implement the adopted Planning Principles, including, principles relating to active and functional public places and enhancing social vitality and environmental sustainability.
- Optimise car parking within the Salisbury City Centre while encouraging pedestrian / shopping friendly environments
- Bring green space into the Salisbury City Centre.
- Develop entrance statements at key entry points surrounding the SCC.
- Improve connections to the significant openspaces around the SCC.

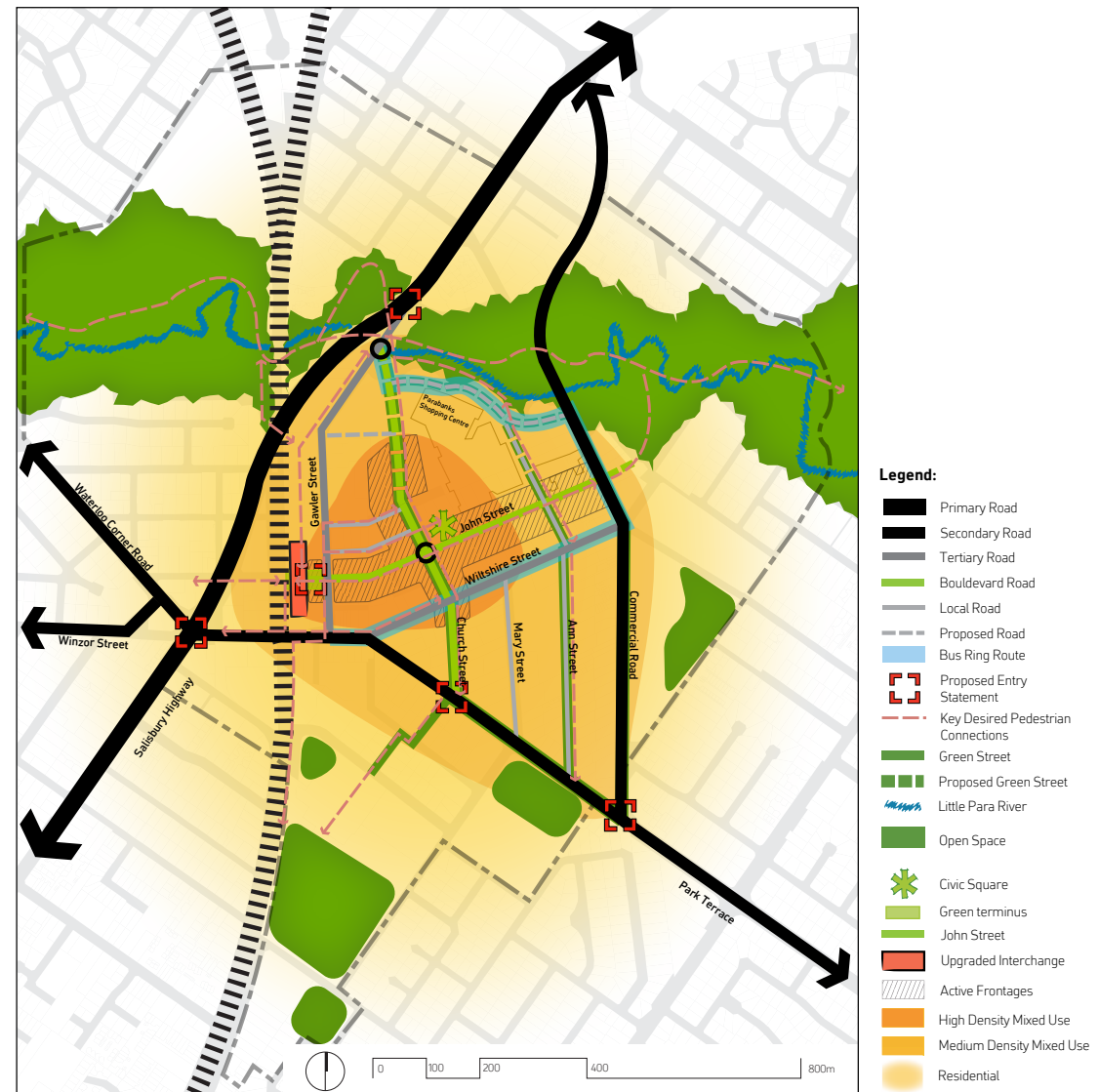


Figure 11.7: Structure Plan

# IMPLEMENTATION, MONITORING & EVALUATION

**12.0** Next Steps **13.0** Implementation Strategy **14.0** Managing the Salisbury Town Centre  
**15.0** Performance Indicators



## 12 Next Steps

The following list provides a summary of the next steps that would enable Council to facilitate the implementation of the Renewal Strategy / Structure Plan (These steps can occur concurrently).

**Action Plan:** Develop and implement a detailed SCC Action Plan that implements the SCC Renewal Strategy (including public realm policy and capital works opportunities).

**Governance:** Review and update the governance and marketing arrangements for the SCC in partnership with existing stakeholders.

**Partnerships and Investment:** Facilitate development discussions and investigate opportunities for Council and non-Council owned sites. (This process includes defining the form of Council investment and testing the market via procurement options).

**Development Plan Amendment:** Update Council's Development Plan policy to reflect the vision in the Renewal Strategy (including carparking and traffic strategy).

**Marketing:** Develop and implement a SCC Marketing / Branding Strategy targeted at developers, businesses and consumers.

**Monitor and Evaluation:** Continually refine and measure the SCC Renewal Strategy indicators of success to ensure real progress is being made and provide regular opportunity to refine the Strategy / Action Plan if required.



## 13 Implementation Strategy

Council is further developing an implementation strategy to consider how best to allocate resources to renew the SCC that will generate private sector housing, employment and investment.

## 14 Managing the City Centre

An attractive, well-designed and well-managed city centre with a range of shops, arts and cultural uses, residential, entertainment, good amenities and good transport connections is fundamental for economic growth. A vibrant city centre creates jobs, attract investment and people and generates incomes.

Managing city centres is a critical component to the success of any city centre. To ensure that the SCC achieves its stated objectives, it requires building a strong partnership between local people, local businesses, and local service providers. It also needs a clear sense of the identity, a vision for the future, and strategies for achieving that vision.

In association with the investment attraction suggestions contained within the Renewal Strategy / Structure Plan, it is recommended to review the governance arrangements of the SCC. Matters to be taken into consideration include:

- how the objectives of the SCC Renewal Strategy / Structure Plan are better supported; and
- how can marketing and promotion be implemented in a coordinated and efficient manner.

## 15 Performance Indicators

### 15.1 The Value of Indicators

Indicators are required to ensure Council can measure the progress of its strategy over time and/or refine strategies and actions if required. It is acknowledged that significant progress is likely to take several years. Nevertheless, a framework needs to be established that ensures progress.

Indicators are of particular value because they:

- Enable council to systematically monitor progress towards its strategic directions;
- Provide sound, credible information that informs the community and decision makers about progress;
- Draw attention to positive and negative trends;
- Provide a trigger to Council and other project partners to modify their efforts when required; and
- Promote adaptive management or continuous learning.

### 15.2 Developing Indicators: Guiding Principles

The following guiding principles were used for the development of these preliminary indicators:

- Linked to the strategic objectives of the project;
- Serve as a robust indicator of change. That is, it measures a meaningful change;
- Provide an early warning of potential problems (ie ideally indicators should consist of “lead” and “lag” indicators);
- Be capable of being monitored to provide statistically verifiable and reproducible data that show trends over time;
- Be scientifically credible (although not all indicators need to be quantitative, the majority of indicators should

be able to be validly and readily measured);

- Be easy to understand and accepted by the community;
- Be cost-effective (eg having regard to any organisation's limited resources, the amount of resources directed to monitoring and evaluation of desired outcomes and outputs needs to be balanced with the organisation's ability to plan and implement programs);
- Where appropriate facilitate community involvement (eg the process of collecting information may result in greater community ownership of the desired outcome and greater awareness of issues);
- Where appropriate use existing indicators (eg before new indicators are developed, organizations should review their existing suite of indicators and thereby build upon their existing knowledge and data base – this assumes that the existing indicators are appropriately aligned to the current strategic plan); and
- Have a potential for aggregation.

In formulating a series of indicators, it is important to recognise that no one indicator should be considered in isolation when ascertaining a certain direction. A clear trend may not always be easily determined and data gaps may occur. Indicators vary in purpose and complexity.

### 15.3 Draft Indicators

Having regard to the mentioned guiding principles for developing indicators, the following framework has been prepared. Where possible, Council has sought to utilise relevant targets from the South Australia's Strategic Plan and the 30 Year Plan for Greater Adelaide. It is anticipated that the following draft framework / table will be further developed, refined and regularly reported against.

It is suggested that a Council Working Group be established to progress the refinement and implementation of the indicator project.



Project Objectives	Indicators of Success	Aspirational Target (to be provided after 1 year of collection of base data)	How will these be measured	When will they be measured	Limitations / Comments
<b>Sustainable Capital Investment</b>	Value of building approvals (commercial / residential / short term residential) per year with the SCC.	\$ per year.	Council Building Applications.	Yearly 1 July	Doesn't measure actual construction and building value can be understated on building application forms.
	Value of Council capital works budget spend on the SCC.	\$ per year (\$ average over three years).	Records.Council Budget Reporting.	Yearly 1 July	Doesn't measure actual 'outcomes' but does provide information on capital investments.
	Investor Satisfaction Survey.	8 out of 10 rating.	Survey 20 key private and government sector property owners / traders.	Yearly 1 July	Assist to understand triggers / barriers to investment.
	Turnover.	TBA	Traders.	Yearly 1 July	Assist to understand the economic viability. Maybe difficult to obtain information.
	Number of pedestrian traffic on defined key roads and public spaces (e.g. Civic Square)	TBA	Council Survey on key routes and public spaces.	Yearly 1 July	Assist to understand social and economic vitality and use of public spaces.

*Indicator table*

Project Objectives	Indicators of Success	Aspirational Target (to be provided after 1 year of collection of base data)	How will these be measured	When will they be measured	Limitations / Comments
<b>Market Acceptance</b>	Retail floor space.	# sqm per year.	Council building records and DPTI retail survey/ Survey of real-estate agents.	Yearly 1 July / DPTI timeline	Increase yields also results in loss of potential small / character start-ups.
	Average \$/sqm rents for retail, office and residential / yields.	Increase yields represent stronger investor climate.	Council survey of real-estate agents / survey of premises.	Yearly 1 July	
	Retail / Commercial vacancy rates (by square metres and number of premises).	No higher than metro or regional average.	Council survey of real estate agents.	Yearly 1 July	
	Residential vacancy rates.	No higher than metro or regional average.	TBA	TBA	
	Unemployment / employment numbers with SCC.	No higher/lower than metro or regional average.	ABS / Council survey of premises.	Yearly 1 July	
	Population growth in SCC.	Number increase of residents.	ABS	TBA	
	Number of migrants trained and employed in Salisbury.	TBA	Council / State Government.	Yearly 1 July	
	Number of aged care apartments/units and homecare services based in SCC.	TBA	Council land use survey.	Yearly 1 July	

Project Objectives	Indicators of Success	Aspirational Target (to be provided after 1 year of collection of base data)	How will these be measured	When will they be measured	Limitations / Comments
<b>Appropriate Spatial Framework</b>	Number of cafes/ restaurants and hotels/ tavern (with and without outdoor/street dinning).	TBA	Council land use survey.	Yearly 1 July	Promotes 18 hour City and activates public places.
	Number of street / civic square / parks performers / markets.	TBA	Council data/base.	Yearly 1 July	Promotes activity / revitalization / town centre rather than shopping centre.
	Number of street level cycle parking spaces.	TBA	Council building records and capital works budgets / DPTI data.	Yearly 1 July	Promotes bicycle use.
	Number of people cycling.	Double the number of people cycling.	TBA	TBA	SA Strategic Plan target.
	Public transport usage.	Increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled.	DPTI Public Transport Division.	DPTI timeframe	SA Strategic Plan target.



Project Objectives	Indicators of Success	Aspirational Target (to be provided after 1 year of collection of base data)	How will these be measured	When will they be measured	Limitations / Comments
<b>Foster Social Vitality</b>	Community Satisfaction Survey of SCC employees, residents and landowners:	8 out of 10	Council Community Survey.	Yearly 1 July	
	<ul style="list-style-type: none"> <li>• Perception of safety and security;</li> <li>• Quality of Entertainment /dining;</li> <li>• Cleanliness/ maintenance; and</li> <li>• Open-spaces and parks.</li> </ul>	TBA	TBA	TBA	
	Council maintenance budget allocated to “early wins” and appearance of public places:	TBA	Annual Budget.	Yearly 1 July	
	<ul style="list-style-type: none"> <li>• Number of people using public spaces (ie civic square);</li> </ul>	TBA	Survey.	TBA	SA Strategic Plan target
	<ul style="list-style-type: none"> <li>• Number of events held at public spaces (ie civic square);</li> </ul>	TBA	Council.	TBA	SA Strategic Plan target
	<ul style="list-style-type: none"> <li>• Attendance at selected arts activities;</li> </ul>	TBA	TBA	TBA	SA Strategic Plan target
	<ul style="list-style-type: none"> <li>• Community participation in social and recreational activities; and</li> <li>• Income levels of low income residents.</li> </ul>	TBA	TBA	TBA	SA Strategic Plan target
		TBA	ABS	TBA	SA Strategic Plan target

Project Objectives	Indicators of Success	Aspirational Target (to be provided after 1 year of collection of base data)	How will these be measured	When will they be measured	Limitations / Comments
Environmental Sustainability	Average energy rating of new buildings with SCC.	TBA	Council DA approvals	Yearly 1 July	
	Refer to above indicators relating to streetscapes upgrades (promote pedestrian use, application of WSUD) etc.	TBA	TBA		
Governance	Monitoring of SCC Association (or similar) implementation of their business and marketing Plans.	75 % successful implementation as per their plans' targets.	Salisbury Town Centre Association / Council.	Yearly 1 July	
	Number of active member in the association.	% of traders attending AGM.	Salisbury Town Centre Association / Council.	Yearly 1 July	