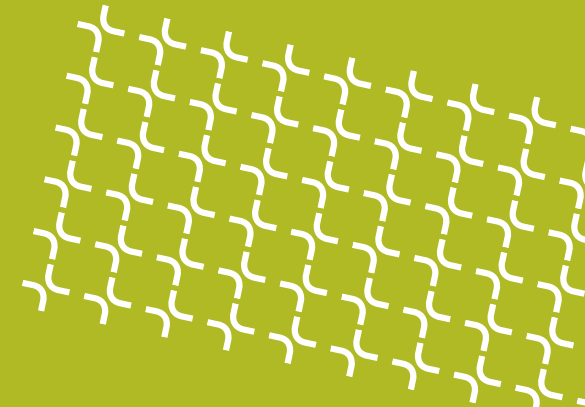


Salisbury City Centre Implementation Strategy

Prepared for City of Salisbury
8 August 2012



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Disclaimer

This report has been prepared for the City of Salisbury only. The suggest strategies and associated information are highly conceptual and likely to change having regard to market conditions and Council resources. No reference whatsoever including investment decisions should be based on this report.

| | |
|-----------------------------|--|
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1.0 Implementation Strategy

1.1 Implementation Strategy Context

This implementation strategy outlines how best to allocate resources to review the Salisbury City Centre (SCC) that will generate private and not for profit sector housing, employment and investment.

In light of the SCC Renewal Strategy, it has been developed to revitalise and invigorate the Salisbury City Centre based on the following desired renewal outcomes:

| | |
|--------------------------------|--|
| Population | Provide a substantive population increase which underpins activation within the Salisbury City Centre and provides the basis for all other desired outcomes to flourish. |
| Business and Employment | Establish Salisbury City Centre as the preeminent business hub of the mid Northern metropolitan area by stimulating new business and employment opportunities. |
| Retail | Increase retail offerings and establish the Salisbury City Centre as an active and thriving retail hub. |
| Community | Enhance access to community facilities and services to, inform, support, and celebrate community diversity and promote community wellbeing. |
| Place | 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. |

In order to achieve these 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, timely and investment and leadership.

Such investment and leadership should encompass the coordinated use of a number of tools including:

1. Integrated Sustainable Regeneration Investment Strategy (private and public sector joint investments)
2. Improvements to the transport system
3. Branding, signage, entry statements and promotion of the SCC
4. Updating planning policy
5. Governance and management of the SCC.

1.2 What does 'Sustainable Regenerational Investment' actually require?

It is proposed that the minimal level of activity required to underpin a sustainable generational investment within the Salisbury City Centre must achieves the following outcomes:

1. Provide genuine outcomes in each of the five renewable outcomes listed above.
2. Establish a critical mass of interrelated activity.
3. Integrates outcomes within close proximity to each other and within the heart of the SCC.
4. Ensures Council's strategic planning and investment provides a genuine catalyst for wider stakeholder

investment within the SCC.

1.3 What initial projects should Council facilitate to achieve this minimal level of 'Sustainable Regenerational Investment'?

Fundamentally Council should facilitate projects which achieve the minimum critical mass of activity required to underpin subsequent investment.

Council is one of the key landowners holding strategic sites within the heart of the SCC. Opportunities exist to utilise these sites to facilitate the desired outcomes.

The unique opportunity also potentially exists for Council to use its required reinvestment of civic and administration accommodation facilities as the catalyst development to attract and sustain wider investment and development within the SCC.

2.0 Spatial Implications

Figure 1 provides an 'indicative and conceptual' staging approach to development opportunities. These sites include both private and public owned properties.

It is emphasized, that this is a highly conceptual staging plan and will be subject to change to ensure the SCC can maximize its development opportunities. A fundamental objective of the strategy is 'Embody Flexibility' to ensure Council can appropriately respond to opportunities that meet the broader renewal objectives.

2.1 Conceptual Tired Development

In accordance with the SCC Renewal Strategy, consolidating the SCC core with a high intensity of retail, commercial, civic and residential development is paramount. Council effort in facilitating the investment should be focused in this area first.



Figure 2.1: Tiered Development within the SCC

3.0 Short-term Example Projects

As an example the following three projects would achieve the desired critical mass of activity to provide a sustainable regenerational investment platform – within a 1 to 3 year timeframe.

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| Project 1A: | Landmark Building |
|------------------------|--|
| Description | This building needs to provide Salisbury City Centre with a visually prominent landmark building with a significant number of storeys (i.e. greater than 4 floors). The opportunity exists for a mixed use development with commercial, residential and car parking uses. The location of this building needs to provide close proximity to community services, the civic heart (within Tier 1) and transport options – providing a genuine TOD outcome. |
| Stakeholders | NGO / Private / Council |
| Outcomes | Increased Salisbury City Centre population Employment opportunities Potential car parking outcomes Increase commercial take up / development |
| Council's Role | Facilitator |
| Council Process | Provide support (advocacy, planning, other) / Facilitate Public Procurement Process (EOI ROI etc.) to identify commercially achievable outcomes and optimal site selection |

| Project 1B: | Iconic Civic Building + Mixed Use Outcomes |
|------------------------|---|
| Description | The development of a civic land use (in conjunction with other mixed uses) provides an opportunity to deliver an iconic building within the heart of Salisbury City Centre. Due to the wide range in community facilities the opportunity exists to underpin multiple mixed use sites, potentially including retail, commercial, car parking and residential outcomes. It is likely that this built form would be in the order of 2 to 4 storeys. |
| Stakeholders | Council / Private / NGO |
| Outcomes | Employment opportunities Potential car parking outcomes Increase in retail and commercial take up / development New community facilities |
| Council's Role | Facilitator (Council) & Investment (Council and or Private) |
| Council Process | Facilitate Public Procurement Process (EOI, ROI etc) to identify commercially achievable outcome and optimal site selection / Provide support (advocacy, planning, other) |

| Project 1C: | Civic Heart & Transit Interchange |
|------------------------|--|
| Description | Provide excellence in the civic heart of Salisbury City Centre as a focal point for the growth and all identified desired project outcomes (including the redesigning and upgrading of the civic square). The transit interchange and traffic movement network will be upgraded to promote ease of use, accessibility and safety within an integrated public realm structure. |
| Stakeholders | Council and State Government (DPTI) |
| Outcomes | Employment opportunities Consolidated Public Realm & Civic Square Heart Improved community facilities (Public transport interchange) |
| Council's Role | Investment (Public Realm) & Partner (Transport Upgrade) |
| Council Process | Direct project role |

Table 1: Example short-term Projects

3.1 What are the triggers that underpin these three projects?

The fundamental strategy is that Council does not commit (financially) to any investment without confirming that there will be a significant 3rd party investment into the proposed minimum catalyst projects.

In simple terms Council ideally would want their dollar investment to be matched by the private sector, which is assessed against increased SCC renewable outcomes, in turn providing Council with a genuine return on its investment.

Therefore, in order to confirm this return on its investment the triggers for Council financially underpinning of these projects should only occur following 3rd party commitments, such as:

1. The commitment from an NGO / private party to develop the Project 1A Landmark Building (supported by other government funding as required).
2. Successfully underpinning of one or two wider Salisbury City Centre developments (Project 1B Iconic Civic Building & Mixed Use Outcomes) in the activation of the core and or repositioning Salisbury City Centre as a genuine destination in the region.

As a regenerational philosophy Council should not commit to any expenditure that does not immediately generate significant 3rd party investment within the Salisbury City Centre.

A summary of the key elements of these short term example projects are provided in the following table and are spatially represented in Figure 2.1.

| | | | | | |
|---------------------------|--|--|---|-----------|---------|
| LOCATION | TIER 1 | | | | |
| TIMEFRAME | YEARS 1 TO 3 | | | | |
| RENEWABLE OUTCOMES | POPULATION | BUSINESS & EMPLOYMENT | RETAIL | COMMUNITY | PLACE |
| MINIMUM CATALYST | PROJECT 1A PEOPLE & JOBS | PROJECT 1B CORE REGIONAL DESTINATION CIVIC CULTURAL LIBRARY | PROJECT 1C PUBLIC REALM / HEART TRANSPORT | | |
| BUILT FORM | 1 Building Mixed Use Multi Storey (4+) Significant Building | 1 to 3 Buildings Mixed Use Multi Storey (2-4) Iconic Building | Strengthened SCC Core / Heart / Civic Square New Interchange Facility / Public Realm Upgrade | | |
| STAKEHOLDERS | NGO / Private / Council | NGO / Private / Council | Council | State | |
| TRIGGERS | Primary | Secondary | Secondary Committed | | |
| COUNCIL ROLE | Facilitate | Facilitate | Invest | Invest | Partner |
| COUNCIL PROCESS | SUPPORT / PUBLIC TENDER | SUPPORT / PUBLIC TENDER | CAPITAL WORKS PROGRAM | | |

Table 2: Example Short-term Projects - Summary of the Key Elements

3.2 What are Council's next steps to commence the delivery of these projects?

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).

Complete the master planning process

- Council to review and endorse overall Salisbury City Centre renewal strategy, including the proposed structure and Council's philosophical commitment to resources and facilitation roles.

Commence DPA process

- Council to commit to Development Plan Amendment process to establish the required land use framework and structure plan to support the investment platform

Determine infrastructure platform and costs (roads and public realm)

- Council to determine the desired infrastructure scope, cost and staged priority in relation to:
 - Road network (and public transport) upgrades
 - Upgrade to public realm
 - Upgrade of pedestrian routes

Activate catalyst projects

- Engage with stakeholders and community to communicate and promote initial catalyst projects linked to renewal outcomes.

Scope Civic Anchor and landmark building projects

- Council to define the desired accommodation brief (size, style and general location) for the future reinvestment into its core facilities including civic centre, administration facilities and library facility.
- Define desired investment platform (own v lease structure) for various potential projects
- Council to give consideration to its preferred reinvestment structure in its core service facilities, in relation to either providing capital funds (such as a direct development) or committing to longer term lease structures (with development cost being funded by others).
 - It is possible that this issue is simply considered for further assessment, pending the market response to providing the desired initial project outcomes.
 - Public procurement process to test the market options. This should be a flexible process which outlines:
 - Council's desired project outcomes, general development locations within the Salisbury City Centre core (allowing participation of adjoining land owners or other 3rd party participants) and desired time frames,
 - Council's flexibility to consider market responses including tenure options (e.g. own / joint venture / head lease etc),
 - Council's firm commitment of its substantial accommodation brief which will be the catalyst to underpin greater development opportunities by 3rd parties,
 - Flexibility in potential use and or land swaps of Council owned land with private sites to facilitate desired outcomes and attract sustainable market investment.

- Councils desire to embrace wider mixed use development outcomes (including shop top housing, car parking etc).

4.0 Medium to Long-term Example Projects

4.1 What are the medium tier of projects?

The next tier of projects shifts Council's initial primary catalyst investment role to more of a facilitation role of the private market. However some investment opportunities are required to underpin the expansion of Church Street and a potential multi-deck car parking solution (subject to further investigation).

The five identified Tier 2 development projects reflect both market investment and minor Council investment to stimulate further sustainable development projects within the Salisbury City Centre.

These projects have been chosen as they:

- Provide further sustainable 3rd party investment within the Tier 2 precinct (wider than the Salisbury City Centre core), which builds out from the Tier 1 framework.
- Underpins future 3rd party investment / development (car parking, road networks etc)
- Provide the Salisbury City Centre with genuine outcomes against each of the desired renewal outcomes.

The following Tier 2 projects could potentially be delivered within a 4 to 7 year time period (in no particular order):

| Project 2A: | Aged Care Housing |
|-----------------------|--|
| Description | Significant multi-staged medium density aged persons accommodation, linked to allied services. Potential 100 to 200 aged person residential housing, covering 1 or 2 sites with medium density outcomes |
| Stakeholders | Council and NGO |
| Outcomes | Increased population Employment opportunities |
| Council's Role | Facilitator / JV Partner |

| Project 2B & 2D: | Business Investment and Tier 2 Services |
|-----------------------|--|
| Description | 3rd Party investment within Salisbury City Centre structure (Tier 1 & 2) to provide commerce and services to an active and expanding Salisbury City Centre population / community. Expansion of community services to meet increased Salisbury City Centre population |
| Stakeholders | Private (business) and NGO (services) |
| Outcomes | Increased commercial development Employment opportunities Increased access and range of community services |
| Council's Role | Nil |

Table 3: Example Medium-term Projects

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| Project 2C: | Significant Retail Investment / John St |
|-----------------------|---|
| Description | Consider redesigning John Street and stimulate development. New 2,000sqm+ of retail space within Tier 1/ 2 to consolidate and activate a regional retail centre outcome. |
| Stakeholders | Private |
| Outcomes | Increased retail development Employment opportunities |
| Council's Role | Facilitator John Street: consider investment |

| Project 2E: | Church Street and Potential Multi Deck Car Park |
|-----------------------|--|
| Description | Extension of Church St to provide activation of previously underutilised space, consolidation of the Salisbury City Centre core / heart, increase in mixed use outcomes (residential / retail / commercial / car parking). Subject to further investigation, possible provision of multi-deck car parking solution(s) to underpin surrounding development of retail, commercial and residential sites (with improved car access, market appeal and increasing development capacity of individual sites) |
| Stakeholders | Council and Private |
| Outcomes | Increased retail, commercial and residential development Employment opportunities Additional / alternative car parking solutions Increased population within Salisbury City Centre |
| Council's Role | Church St: Investment and or land assembly Multi Deck Car Park: Investment / Partner |

Table 3: Example Medium-term Projects

A summary of the key elements of these projects are provided in the following table, and are spatially represented in Figure 2.1.

| | | | | | |
|-------------------------|--|---|--|--|--|
| LOCATION | TIER 2 | | | | |
| TIMEFRAME | YEARS 4 TO 7 | | | | |
| RENEWAL OUTCOMES | POPULATION | BUSINESS & EMPLOYMENT | RETAIL | COMMUNITY | PLACE |
| MINIMUM CATALYST | PROJECT 2A | PROJECT 2B | PROJECT 2C | PROJECT 2D | PROJECT 2E |
| | AGED PRECINCT | BUSINESS INVESTMENT | JOHN ST | 2 ND TIER SERVICES | MULTI DECK CHURCH ST CAR PARK |
| BUILT FORM | 200 aged person residential precinct 1 or 2 sites Medium density | Expansion of private investment in commercial development | Consider redesigning John St and stimulate development | Expansion of community services to meet increased SCC population | Extension of Church St Multi-deck car parking solution(s) (subject to investigations) |
| STAKEHOLDERS | NGO | Private | Council/Private | NGO | Council Council / Private |
| TRIGGERS | Primary | Response | Secondary | Response | Primary Secondary |
| COUNCIL ROLE | Facilitate / JV Partner | Nil | Facilitate / Invest | Nil | Invest / Land Transfer Invest / Partner |
| COUNCIL PROCESS | TENDER | | NEGOTIATE ASSEMBLY / CAPITAL WORKS PROGRAM | | CAPITAL WORKS PROGRAM |

Table 4: Example Medium-term Projects - Summary of the Key Elements

4.2 What are the triggers that underpin these Tier 2 projects?

The fundamental strategy is that Council can facilitate / JV partner with a significant aged care provider to develop the first stage of an aged person accommodation precinct – which will require the extension of Church Street.

This primary strategy will in turn allow the secondary development outcome of additional 2,000 sqm of retail development, which will in the longer term facilitate further private investment into the northern Salisbury City Centre precinct.

What are Council's key processes during this subsequent development stage?

| | |
|-------------------------|--|
| Tender | Council to enter a transparent tender process with the aged care sector in order to identify a partnership solution to unlock medium density aged person accommodation solutions within the Salisbury City Centre (addressing planning, land tenure, car parking solutions, integrated community services, accessibility, safety, and public realm). |
| Negotiate Land Assembly | Council to utilise current land holdings within Tier 1 & 2 locations to negotiate desired master plan outcomes in regards to the extension of Church Street and additional retail / commercial development opportunities. |

4.3 Long-term example projects

The investment and development activities generated through implementation strategies 1 & 2 will provide a sustainable structure to continue the repositioning of the Salisbury City Centre.

Consequently, the final tier of projects is expected to be self generated, likely to occur from years 8 to 10 onwards.

Further investment and development in the five renewal outcomes should no longer require direct Council investment or facilitation – as the Salisbury City Centre should be rejuvenated to an extent that the market will self generate the ongoing sustainability of the Salisbury City Centre.

Practically Council's ongoing role from this point forward may include:

- Support;
- Advocacy;
- Planning; and
- Ensuring an ongoing Return on Investment via rates and new revenue streams.

5.0 Market Positioning

5.1 Key Matrix Positioning 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
- 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 civic, administration and customer service facilities (including library).
- Activate and enhance Little Para Linear Trail.
- Enhance the Salisbury Oval Precinct and Salisbury Recreation Precinct 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 (e.g: 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 private investment.

In addition to council facilities development (as discussed in Section 1) in order for Council to implement its desired repositioning strategy, the following core market elements have been assessed:

1. Retail;
2. Key Business Precinct;
3. Civic / Community Functions;
4. Residential;
5. Education and Learning;
6. Entertainment and Recreation; and
7. Car Parking Infrastructure.

These core elements have been dissected further into definable key elements, which have been assessed in detail in order to establish the potential 'strategic directions' available for Council's further consideration. This assessment process includes commentary on:

- Direction and Vision;
- Commercial Fundamentals and Principles;
- Strategies; and
- Council Facilitation Roles.

The following matrix summaries this detailed market analysis. The following table includes suggested strategies only. Council's role in these potential strategies will be reviewed on a regular basis.

| Core Elements | Key Elements | Strategic Directions | | | Council Role |
|-----------------|----------------------|--|--|--|--|
| | | Directions - Vision | Principles | Strategies | |
| Retail Strategy | Key Retail Centres | <ul style="list-style-type: none"> • Enable Capacity and Flexibility for 30 Year Growth platform in a defined retail precinct • SALISBURY CITY CENTRE – Retail Analysis based on 10 Year Growth Plan Population Target (SGS Economics & Planning circa 2008) <ul style="list-style-type: none"> – 2011: current provision of retail – 2016: 2,300sqm retail – 2021: + 2,200sqm retail Figures include supermarket, food and no-food retail | <ul style="list-style-type: none"> • Establish the City Centre as a single high order city centre role in the Salisbury municipal catchment • Defined strategy of limiting further growth of high order retail uses outside the City Centre (other than neighbourhood centres (supermarket and local order speciality shops) in urban infill residential areas). • Strategically avail large floor plate retail capacity in the medium –longer term (say 2-3 options) to cater for 10, 20 and 30 year capacity analysis predictions – adjunct to Parabanks to consolidate a retail core • Unique ownership structure of identifiable commercial participants (Di Mauro’s interests) with capacity to deliver – establish framework to encourage development and investment • Flexibility for population growth (ability to accelerate or delay) | <ul style="list-style-type: none"> • Create defined retail centre (Parabanks) precinct for large floor plate retail • Strong pedestrian links between activity nodes to achieve integrated centre (direction change from current standalone centres) • Retain/enhance Church Street extension as primary access (Commercial Road as secondary) • Large multi-deck parking capacity to support high quality access and maximise shopper throughput and turnover (private sector delivered) • Medium to longer term – integrated car parking strategies required (private sector facilitated) | Policy Framework Partner Influence Land Ownership Swaps Strategic Master Planning |
| | John Street Precinct | <ul style="list-style-type: none"> • Primary focus of regional role as pre-eminent restaurant/entertainment, night time economy, and tourism place • Retain and enhance as the primary commercial centre (banks, professional services) • Facilitate gateway development east and west and cross linked to High Street connector | <ul style="list-style-type: none"> • Requires generational re-investment • Primary role for private sector • Council possible strategic use of Judd Street Car Park for targeted strategic development of a multi-deck car park • Primary feeder to Rail Station / Hotel precinct • Requirement to significantly increase business turnover, to enable ability to sustain increased rentals (x2) which underpins an economic platform for reinvestment • Will require key intervention/catalyst strategies to underpin activity (not expect John Street to reinvent itself to provide the catalyst) • Strong pedestrian boulevard linking the main street strip | <ul style="list-style-type: none"> • Direction – specific strategy to foster adjacency of business anchors and significant base of working population, anchored by new Civic Precinct, linked to key retail centres and entertainment precincts, supported by adjacent residential population, high quality access for visitors/tourists (requiring an integrated parking strategy underpinned by owners and traders) | Car Parking Strategy – Provision Public Realm Links Adjacent Precinct Catalyst Private Sector Engagement Civic Anchor(s) |

Salisbury City Centre Implementation Strategy

| Core Elements | Key Elements | Strategic Directions | | | Council Role |
|-----------------------|---------------------|--|--|--|--|
| | | Directions - Vision | Principles | Strategies | |
| | Retail Periphery | <ul style="list-style-type: none"> SGS Economics and Planning - based on 10 Year Growth Plan Population Target (circa 2008) 2016 - increase in food retail (incl shopping centres) of 1,300sqm and 1,000sqm non food retail 2021 - increase in food retail (incl shopping centres) of 1,300sqm and 900sqm non food retail | <ul style="list-style-type: none"> Limit bulky goods infill to transport network periphery - Park Terrace, Commercial Road only. Strategic Direction for primary bulky goods on Main North Road centre not in SALISBURY CITY CENTRE. | <ul style="list-style-type: none"> Market delivered solutions Facilitate land for desired bulky goods uses to create a periphery framework only (limited) | Policy Area Amendment |
| Key Business Precinct | Commercial Precinct | <ul style="list-style-type: none"> Establish Salisbury City Centre as a epi-centre of regional business activity which includes government services, aged services, defence support, training and employment centre, commercial services, immigration services. Broad Level Target of 1,000 additional workers in the Salisbury City Centre in 10 years Capacity of 20,000 sqm office - 1,000 additional people within the Core Commercial Precinct Targeted Economic Development Strategy for local workforce, local employment - specific target sectors | <ul style="list-style-type: none"> Large floor plates - 1,000sqm+ to achieve economies of scale and meet modern market demand Excellence / high quality environment and services in close proximity to underpin HR drivers of workforce attraction and retention (mainly office based workforce) 4-5 storey development able to amortise office site car parking solutions, vertical transportation and meet green star objectives Avail a cost effective development platform Supported by grouped car parking strategy (including possible multi-deck, mid block) Defined staged development over a sustained 30 year program to meet emerging demand Focus on private sector delivered development (not government delivered development - but requires government partnerships for co-location of government services as part of precinct anchors Used strategically to underpin John Street activity (daytime and afterhours) | <ul style="list-style-type: none"> Possible integrated car parking strategy to maximise capacity of commercial sites and achieve affordable office development platform Underpin larger commercial projects with core Council uses | <p>Strategic Master Planning</p> <p>Advocacy for attraction of Government Services</p> |

| Core Elements | Key Elements | Strategic Directions | | | Council Role |
|-----------------------------|---|---|---|--|--|
| | | Directions - Vision | Principles | Strategies | |
| Civic / Community Functions | Civic/ Cultural Anchor Strategy | <ul style="list-style-type: none"> Re-establishment of Council's civic, administration, customer service facilities within the SALISBURY CITY CENTRE core as a generational investment in excellence of service provision, business and community focus to serve the 30 year population needs and anchor the revitalisation of the SCC | <ul style="list-style-type: none"> Council owned site – strategy is to utilise existing land ownership of Council if in strategically advantageous location. Extent of accommodation required by Council for core activities will be collated within accommodation brief | <ul style="list-style-type: none"> Establish Council and its core civic/admin/ customer functions as a long term anchor to the Salisbury City Centre Ground level devoted to arts and culture, community meeting spaces and customer interface Invest in asset ownership (assuming in Council's ownership) Possible lease option as catalyst to private sector development | Council – Developer/ Owner |
| | Library | <ul style="list-style-type: none"> Council invest in new Library | <ul style="list-style-type: none"> Link to education and aged – whole of life learning Focussed on core area Potential stand alone building or anchor to private sector commercial building | <ul style="list-style-type: none"> Anchor to John Street and Church Street Precinct | Council – Developer / Owner |
| | Active Arts and Culture, Markets, Community Focal Nodes | <ul style="list-style-type: none"> Creation of a hierarchy of community focal nodes (further nodes also possible):- <ol style="list-style-type: none"> Salisbury Civic Square Themed Community Nodes Aged Specific centre into SALISBURY CITY CENTRE core area | <ul style="list-style-type: none"> The Civic Square – an iconic community focal point within the heart of the Retail Precinct which aims to link key retail centres as an integrated offering – targeted for John Street/Church Street Precinct Community Nodes – sub-ordinate community nodes within key sub-precincts with strong pedestrian links between – functions include to links to an iconic green space integrated into include passive recreation, performance, community gathering, markets, community celebration. Would exist to sub-anchor north and south ends of the Church Street, aged node (underpinned by Jack Young Centre), transport node, retail nodes. | <ul style="list-style-type: none"> Two defined Community focal points as short term placing making strategies (e.g. Civic Square redesign and redevelopment) Requires excellence in design and quality of space to express Salisbury's history and future | Council – Developer/ Owner Town Square – Strategic Partnership Project (Council, private, Government) Public realm Works |
| | Active Sport / Recreation Functions Passive Recreation Functions | <ul style="list-style-type: none"> Salisbury Oval and St Jays Recreation Centre Linear Trail (Little Para River) Salisbury Recreation Precinct (including swimming pool and tennis courts) | <ul style="list-style-type: none"> Critically linked to Little Para River Linear Trail – to maximise utilisation and passive and active use and community benefit) Council's major active recreation node (Salisbury Oval, St Jays Recreation Centre and Salisbury Recreation Precinct to remain as recreation nodes) | <ul style="list-style-type: none"> Review strategic directions for council owned recreation and open space facilities | Urban Design Master Planning Public Realm Works |

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| Core Elements | Key Elements | Strategic Directions | | | |
|----------------------|---|--|--|--|--|
| | | Directions - Vision | Principles | Strategies | Council Role |
| Residential Strategy | High Density Residential 1,000 persons | <ul style="list-style-type: none"> Broad target of 50% of growth population within apartment style housing City Centre to accommodate residential development such as: <ol style="list-style-type: none"> Aged Persons accommodation (100 dwellings) Immigration Transition housing (50 dwellings) Defence housing (100 dwellings) Private Sector infill (250 dwellings) Targeting 500 dwellings (apartments) over 10-20 years | <ul style="list-style-type: none"> General appetite from private sector interests to develop ACTIVITY CENTRE type residential precinct at SALISBURY CITY CENTRE – cautious market, lacking maturity and catalysts. Built form type will drive price in excess of local market median (need to achieve \$5,000/sqm (say \$275,000-\$300,000) for 2-3 beds – need for market solution as sub-market price point to create genuine market arbitrage Definite need for partner orientated (part subsidised) destinational residential elements at scale in early stages Focus on availing options for a maturing market – staged development Non-car dependency options Parking in multi-deck format (to 5/6 levels) – serving multiple functions (retail workers, commuters, residential, others) High density housing to 4-5+ levels embracing CPTED principles and link to key community focal nodes and linear trail network Need 2-3 key developments to provide demonstrated place making Initial focus (year 1-2) – Anglicare Site (Immigration Focus) Medium term focus – staged Aged Persons housing Affordable housing options (option of no car in future due to flat land, immediate access to high order services) including transport, retail and entertainment and cultural services possible student housing. | <ul style="list-style-type: none"> Designation of mixed use ACTIVITY CENTRE Precinct as a major initiative. Year 1-4/5 year strategy – partnered housing solutions – major role for Council Need very focussed place creation in core precinct | <ul style="list-style-type: none"> Policy Area Amendment Land Parcel Creation Land Swaps Land Ownership Innovation Direct Market Intervention Partnership projects |

| Core Elements | Key Elements | Strategic Directions | | | |
|---------------|---|--|--|--|---|
| | | Directions - Vision | Principles | Strategies | Council Role |
| | Medium Density Residential 500 Persons | <ul style="list-style-type: none"> Broad target of 25% of growth population within Medium Density residential options within the Salisbury City Centre Periphery 250 dwellings capacity over 20-30 years | <ul style="list-style-type: none"> Identified as a critical element of a sustainable and mature City Centre for staged aged housing (medium and high density). Primary residential strategy is for high density residential precincts at the periphery of the commercial framework in mixed use precincts of the City Centre (not multi-level mixed use built form i.e. residential on top of supermarkets - which is not deemed commercially desirable) Creation of a larger residential precinct to create critical mass of high quality and vibrant living environment with immediate access to services, open space, linear trail network Specifically aims to address housing for aged/elderly together with young professionals, singles, youth etc Aged accommodation – options for larger scale independent living facility High quality environment – high access to all services, open space | <ul style="list-style-type: none"> Designation of medium density residential (and mixed use commercial to in periphery Protection of interface to heritage elements | Framework to City Centre Boundary Policy Area Development |
| | Short Term Accommodation | <ul style="list-style-type: none"> Options for Motel / short term accommodation – Medium-Long Term Accommodation | <ul style="list-style-type: none"> Possible need for business (and minor tourism) based accommodation (hotel/motel, serviced accommodation) | <ul style="list-style-type: none"> Seek private sector delivery of short term accommodation Council to maintain capacity to facilitate capacity (to underpin market non-delivery risk if required) | Possible role for Council to facilitate desired land use in medium to longer term |

Salisbury City Centre Implementation Strategy

| Core Elements | Key Elements | Strategic Directions | | | |
|------------------------------|---|---|--|---|---|
| | | Directions - Vision | Principles | Strategies | Council Role |
| Education and Learning | Primary Level Education Tertiary Level Capacity (TAFE – University Campus) | <ul style="list-style-type: none"> • Critical need to retain current primary school capacity in SALISBURY CITY CENTRE (DECS Salisbury primary and Catholic Primary School) • Critical need for retention and consolidation of Tertiary Education Capacity via TAFE • Consolidation and expansion of TAFE | <ul style="list-style-type: none"> • Unique opportunity within the current TAFE to link to the immigration assimilation focal node on Anglican Church Site. • Possible expansion capacity for TAFE (2,000sqm) – to be put to TAFE for consideration • Library precinct to expand tertiary education capacity as a partnership initiative • Enhanced links to primary schools on the periphery of the Salisbury City Centre via strong pedestrian links | <ul style="list-style-type: none"> • Secure the long term commitment of TAFE as a tertiary education provider | Partnership Development |
| Entertainment and Recreation | Integrated Entertainment Precincts | <ul style="list-style-type: none"> • Three key activity nodes within the City Centre:- 1. Hotels 2. Hoyts Cinema 3. John Street Entrance | <ul style="list-style-type: none"> • Link the 3 defined current nodes as an integrated precinct via Gawler Street focus | <ul style="list-style-type: none"> • Integrate and consolidate entertainment precinct with access to other key SALISBURY CITY CENTRE activity nodes. | Public Realm Precinct Development Council Anchors |
| Car Parking Infrastructure | Car Parking as an Integrated Resource | <ul style="list-style-type: none"> • Develop an integrated car parking strategy between key retail centre owners, Council and others to maximise Salisbury City Centre use | <ul style="list-style-type: none"> • Consider developing a concept of single point access for Salisbury City Centre users and multiple connection to key land uses • Immediate proximity required • Safety and security paramount | <ul style="list-style-type: none"> • Defined car parking nodes reflecting transport fundamentals • Strong pedestrian link between nodes | Council as provider of targeted, financially sustainable car parking capacity as one of the partner |