



# MAYOR'S Message



It is Council's commitment to make a positive difference for those who live, work, play and study in our City.

This Plan was developed with a great deal of community input. Achieving our vision for the City will require Council, the community and our partners to work as one. We recognise that we are facing challenges in the future, and that we need to move beyond a "business as usual" approach in order to meet these challenges.

I am proud of this Plan. It is visionary and broad ranging. It provides practical strategies and actions to build on our existing assets and make the most of opportunities that have potential to be transformative for not only the City of Salisbury, but the northern Adelaide region more broadly.

Key infrastructure projects, our environmental assets, economic strengths and the liveability of this City provide us with immense opportunities that will benefit the entire community.

We have a diverse population that brings with it a wealth of knowledge and an entrepreneurial spirit that needs to be encouraged.

We face challenging but very exciting times. We need to be bold and innovative leaders. We need to think and act in partnership. We need to take pride in and promote what we have, and what we are working towards.

This Plan will take a collective effort to achieve the outcomes we are seeking. I look forward to us working together and putting our words into actions to realise the full potential of this great City.

Gillian Aldridge JP Mayor of Salisbury

# WHAT HAVE hearch

This Plan was developed with substantial input from the people of Salisbury, a review of State and Federal government directions, close examination of demographic information and an analysis of global trends that will affect our City in the years ahead.

More than 1,000 people told us what they think is important for Salisbury. Comments consistently focussed on the need for jobs given the region's existing unemployment rate and the impending closure of the automotive sector; the importance of well-designed and attractive places; management of wetlands and our natural environments; services for young people and safety. These ideas and feedback have been compiled into a separate engagement outcomes document available on Council's website.

The South Australian Government's policy directions seek to create an environment where "people and business thrive." Its seven strategic priorities focus on a vibrant city, affordability, providing young people with opportunity, advanced manufacturing, safe communities and healthy neighbourhoods, premium food, and mining and resources. Its 30 Year Plan for Greater Adelaide envisages significant population and jobs growth within our boundaries.

In response to the closure of the car industry and continued economic change, the South Australian Government in collaboration with the Cities of Salisbury, Playford and Port Adelaide Enfield have developed a Northern Economic Plan that provides a clear pathway and direction for economic and social programs in the region over the next 10 years. Many of the Premier's economic priorities including innovation, international trade, small business and a competitive business environment are reflected in the Plan.

Other broad trends that will have a major impact on Australia over the next 20 years include global resource scarcity, reduced biodiversity, the continued shift of economic power to Asia, our ageing population, continued advances in technology and people having greater expectations. Each of these will affect Salisbury in some way including the type of work our residents do, future markets for businesses, environmental management, the way we deliver services, the type of services we will be required to deliver and the way in which people in our City relate to each other and contribute to community life.

The voice of our community was one of optimism despite the great challenges facing us. Consequently, the starting point for this Plan is a clear focus on opportunity. Four themes run through it – the creation of jobs, technology shaping our community, the significance of place and the importance of learning.

# **HOW WE ENGAGED**

### COMMUNITY ENGAGEMENT

#### We asked:

- What ideas do you have to make your community more successful and a better place to live, work, study and play?
- What does our next generation need?
- How should the Council improve its services

3,000 COMMENTS RECEIVED

# RESEARCH / TRENDS

Research on trends affecting the City, the State and Australia more broadly

# POLICY CONTEXT

Alignment to South Australian and Australian Government Policy

# STAGE 1 MAY – AUGUST 2015

DEVELOPMENT

We considered all comments to identify priorities for Salisbury, ways to progress those priorities and the critical actions we need to achieve

PRIORITIES INCLUDING ACTIONS IDENTIFIED

STAGE 2
AUGUST DECEMBER 2015

DEVELOPMENT

Community and stakeholder consultation to confirm and refine the content of the City Plan and identify any gaps



STAGE 3 FEBRUARY – MARCH 2016

REFINEMENT

STAGE 4
APRIL 2016

FEEDBACK CONSIDERED AND FINAL CITY PLAN ADOPTED



It would be great to have plenty of hope in the area of job opportunities for the next generation

The north is well positioned to develop the digital skills required to prepare the next generation for a technology driven world

Play to our strength and evolve precision engineering and cutting edge technology areas

Maintaining a main street feel is important for Salisbury city centre

Generate more jobs by creating better links to local job markets

Bring technology
experts to support local
businesses to stay on
the cutting edge and
compete

Friendly natural play
areas where kids can
take risks and learn
experientially - not plastic
playgrounds

Education on life, how to get jobs, how to be successful

A selection of comments received during the City Plan 2030 community consultation period.

Our City has a growing population with opportunities for dwelling growth through new development sites, subdivision and infill. We have a higher than average population of young people, which adds life and vibrancy to our City, but we also have a forecast growth in aged population, which provides opportunities for redesigning services, businesses and programs to be more supportive of ageing. We have a diverse and multicultural community, which enriches our City.

Our economy is the fourth largest in South Australia and provides ongoing opportunities for local employment and business attraction. Our City also has relatively high levels of open space in relation to population, which provide opportunities for the enjoyment of active lifestyles, recreation and relaxation.

Our City is renowned for its environmental management. Salisbury has a good tree canopy cover, which enhances the urban landscape and provides environmental benefits such as climate cooling and energy conservation. We have an international reputation for our recycled stormwater harvesting and use, which provide opportunities for sustainable environmental management for residents and businesses. We also have a good proportion of waste diversion from landfill, which presents opportunities for innovation in using waste as a resource.

## **CURRENT POPULATION 137,310**

CHILDREN (0-11 YRS)

20,544 or 15.9% of the population\*

YOUNG PEOPLE (12-24 YRS)



23,585 or

18.3% of the population\*

AGED PEOPLE (60+ YRS)

22,794 or 17.7% of the population\*

# EXPECTED POPULATION IN 2030 165,1752

CHILDREN (0-11 YRS)

23,359 or 15.7% of the population\*

YOUNG PEOPLE (12-24 YRS)



25,412 or 17% of the population\*\* AGED PEOPLE (60+ YRS)



33,262 or 22.3% of the population\*\*

# **NUMBER OF PRIVATE DWELLINGS**



2011 52,603°





2030 60,593°

#### LANGUAGES SPOKEN\*

22%

of people spoke a language other than English at home\*

Top 3 languages spoken, other than English:



VIETNAMESE 3.7%



ITALIAN 1.8%



KHMER 1.6%

# **BORN OVERSEAS\***



27.8%

of people were born overseas\*

# **EDUCATIONAL** QUALIFICATIONS\*



People who have completed secondary schooling

38,860 or

37.6%\*



People who have completed post-secondary school qualifications

36,305 or

35.1%

# **GROSS REGIONAL** PRODUCT 2014

The 4th largest economy in SA



**LOCAL JOBS** IN 2014



# LOCAL BUSINESSES IN 2013\*





LABOUR FORCE **PARTICIPATION** 

62.2%

**WASTE DIVERSION** FROM LANDFILL

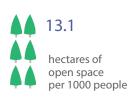


**STORMWATER HARVESTED** 

# **OPEN SPACE**







# TREE COVERAGE



tree canopy cover for the City®

# EXPECTED CHANGE IN HOUSEHOLD TYPE 2011–2030

**COUPLE FAMILIES WITH DEPENDENTS 2011** 



**COUPLE FAMILIES WITHOUT DEPENDENTS 2011** 



LONE PERSON HOUSEHOLDS 2011



ONE PARENT FAMILIES 2011



**COUPLE FAMILIES WITH DEPENDENTS 2030** 



**COUPLE FAMILIES WITHOUT DEPENDENTS 2030** 



26.7%

LONE PERSON **HOUSEHOLDS** 2030



25.6%

ONE PARENT FAMILIES 2030



8. Institute of Sustainable Futures 2014

<sup>3.</sup> National Institute of Economic and Industry Research

<sup>4.</sup> Forecast ID 2015, + 16,000 at Salt Pan development

<sup>5.</sup> ABS October 2015 – Adelaide northern employment region

<sup>6.</sup> NAWMA 2014

<sup>7.</sup> City of Salisbury 2015

<sup>^</sup> Institute of Sustainable Futures, University of Technology Sydney – Benchmarking Australia's Urban Tree Canopy, An i-Tree Assessment, Final Report (2014)

# concolinities

While we acknowledge there are significant challenges ahead, our diverse culture, business sector, excellent recreation areas and good infrastructure provide foundations for growth and significant opportunities now and over the next 15 years.

Our population will rise to more than 160,000 by 2030, bringing new people and ideas into Salisbury as well as creating demand for locally produced goods and services. Council is committed to better using its buildings and land within the City Centre to drive investment, create a dynamic heart for northern Adelaide and reconfigure the way we deliver services. The Salisbury City Centre is ready for revitalisation.

Construction of the Northern Connector will transform our transportation networks and enable our businesses and community to access all parts of the Adelaide metropolitan area and beyond, including export nodes, with ease.

Along with the completion and upgrading of east-west road links within Salisbury, the Northern Connector will complete our freight network and allow for up to 10,000 additional dwellings to be constructed at Dry Creek.

Our schools, both public and private, are frequently recognised for innovation and leadership. Their work in helping young people to strive for excellence provides a strong foundation for students to get jobs, move into positions of leadership and take an active role in our community.

The automotive sector is closing, however new job opportunities building on existing strengths in food processing, logistics, health care and defence are emerging.

The State Government and Adelaide Airport's commitment to creating a Food Park at Parafield, the development of the National Disability Insurance Scheme, potential defence investments by the Federal Government and the development of Greater Edinburgh Parks will deliver more jobs into our region.

Major research bodies such as the University of South Australia, Defence Science Technology Group, innovative businesses and a renewed focus on Technology Park at Mawson Lakes provide the base on which to develop knowledge intensive jobs and industries. A changing climate, consumer demand and legislative requirements can underpin the development of a green industry sector.

The roll out of the National Broadband Network and rapid changes in technology will enable people and businesses to become better connected globally and locally. Council, through its learning programs, can support all to seize opportunities arising in a digital society.

The centre of global activity is increasingly shifting to Asia and Salisbury is well positioned to capitalise on this. We are home to many internationally connected firms. We have a diverse community, home to people born in over 140 different countries many of whom retain strong links with their homelands.

Each year we welcome hundreds of international students. Our Council has relationships with Mobara (Japan) and Linyi (China) that can be further built upon to expand opportunities for our businesses and community.

Council is already recognised as a leader in water management, yet there is great potential to extend this further to provide cost savings for industry particularly around food, to green our parks and reserves and to become an exemplar in environmental management.

Council's sustainable financial position enables it to invest in the areas that will deliver the most benefit for our community, to develop attractive places and to explore partnerships with other levels of government.

Salisbury is a community with a strong and resilient spirit. Many of our people are adaptive to change. We can build on the strengths of our community groups, work with our civic and business leaders and harness the ideas of spirited individuals to create a stronger sense of community and challenge people's perceptions of Salisbury.







# Our vision for Salisbury is simply: 'Salisbury - A flourishing City with opportunity for all'

If we are able to capture these opportunities, the community will see:

- Increased investment and a wider range of job opportunities
- Well designed and maintained neighbourhoods and places that are inclusive and accessible
- A strong economy consisting of well established businesses and innovative entrepreneurs
- A broader range of education options and more people engaged in learning
- More opportunities to use technology in the way they work, study, relax and interact with Council
- A healthy natural environment enjoyed by more people
- New communities and a regeneration of existing urban areas

- A City that celebrates its diversity and provides opportunities for all to engage in community life regardless of ability; and
- A transport network that enables people to move easily around the City and supports freight movement.

Salisbury brands itself as the Living City. It has unique features that make it appealing for residents, visitors and businesses.

A Living City is a city that is flourishing and provides opportunity for our residents, businesses and visitors through investment in its future, by valuing our stunning natural environments, by providing a great lifestyle, encouraging and supporting a vibrant innovative culture, is a destination for business and is a diverse and proud community.

Salisbury is a Living City. A place we are proud to be part of. Salisbury is "a flourishing City with opportunity for all".

This City Plan contains four key directions. Each direction includes a statement of what we want to aspire to achieve during the life of the City Plan, how we will achieve it and the indicators that will tell us how our City is progressing.



# The Prosperous City

Driving economic growth in South Australia, creating more jobs, providing people with the skills and knowledge to connect to those jobs and sustainably increasing our population.



# The Liveable City

A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.



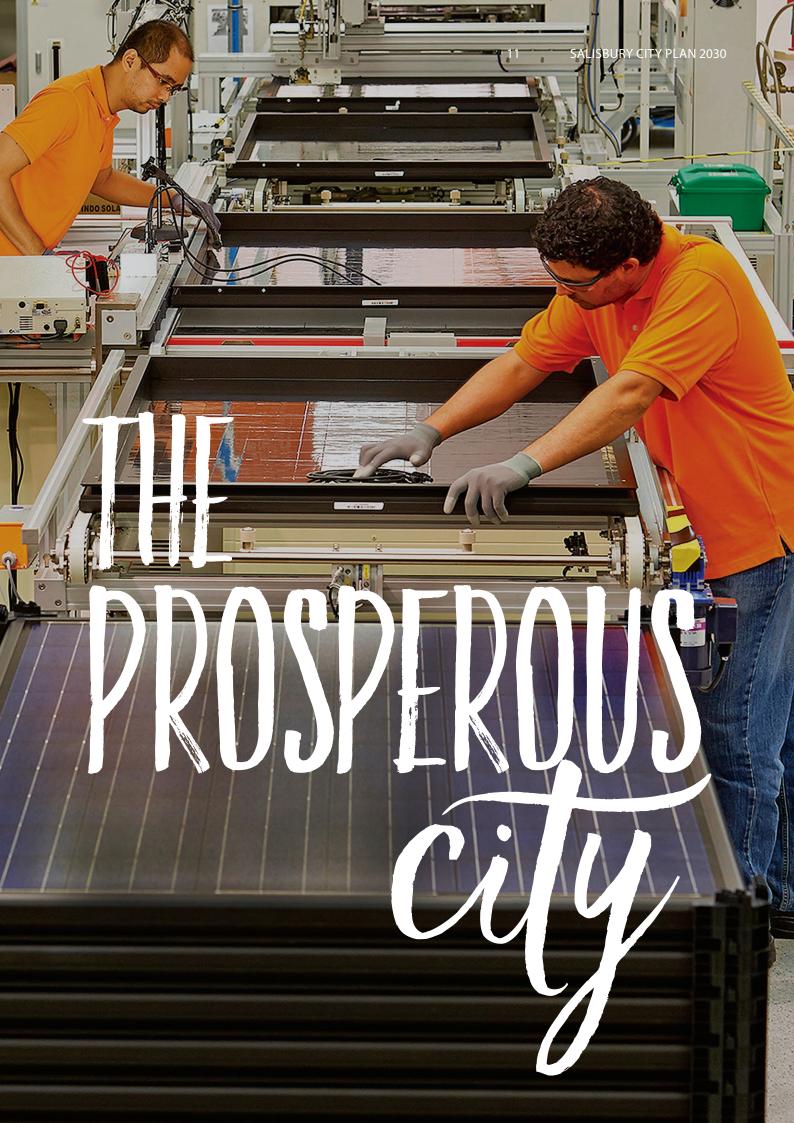
# The Sustainable City

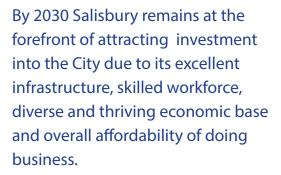
A place where people actively experience and care for their natural environment, where green industries thrive and our urban and natural spaces are adaptive to future changes in climate.



# **Enabling Excellence**

A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.





Our businesses are innovative and outwardly focussed. Our industry base is transforming, creating new job opportunities. Creativity thrives and we are recognised as one of the best places to start a business in the nation.

Our infrastructure and our neighbourhoods support the exchange of goods, services and ideas. Technology is used to develop new products and capture new markets, and businesses in Salisbury are global innovators.



# Our objectives are to:

- 1. Have a community with the skills, knowledge and agility to participate in a rapidly changing economy
- Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally
- 3. Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities
- 4. Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice

### We will:

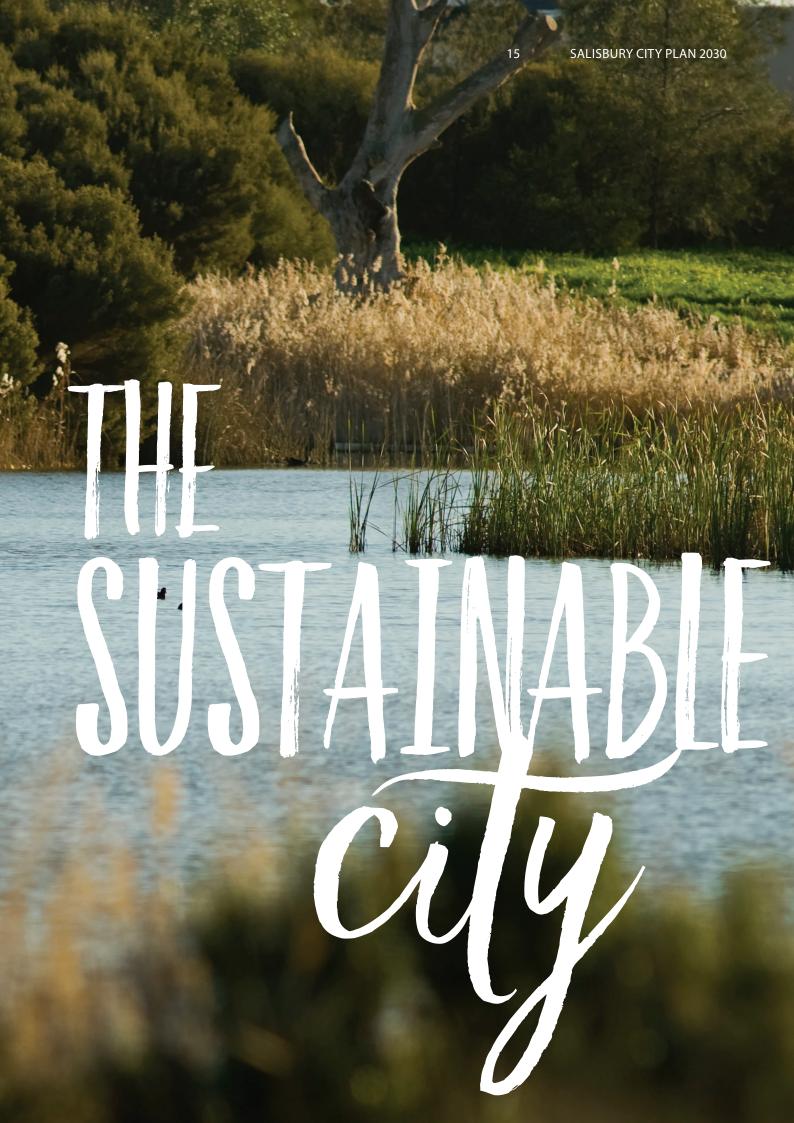
- Improve pathways to employment by providing programs for people whether they are unemployed, seeking to enter the workforce or looking to change careers
- Support workers and families affected by the closure of the automotive sector
- Build on regional strengths in food processing, defence, logistics and education to attract new investment and support existing firms to grow
- Capitalise on the rollout of the NBN, expertise within the University of SA and the establishment of data centres to accelerate the growth of information-rich industries
- Build new industries around our region's research strengths
- Further develop Salisbury Water through research and development to provide a competitive edge for firms located in the region

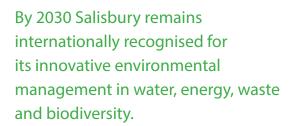
- Develop a creative entrepreneurial community
- Encourage new business start-ups and improve the growth aspirations, management capability and leadership of existing business owners
- Support firms to access new markets
- Work with business to adopt digital technologies to improve productivity
- Partner and advocate to maximise the economic and social benefits of major infrastructure projects
- Encourage well designed infill development and unlock new urban development opportunities
- Regenerate the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the business heart of northern Adelaide
- Ensure Council's regulations and procurement activities support local economic growth where possible

# Our City's progress will be measured by:

- Size of workforce and participation rate
- Gross Regional Product
- Number of actively trading businesses
- Value of residential and commercial construction







People and businesses have ready access to a range of renewable energy and waste management options. Recycled and waste water management are major contributors to the economic and environmental sustainability of our City. People choose to live here because Salisbury offers a sustainable lifestyle choice which is adaptive to future changes in climate. They have a sense of ownership and pride in their natural spaces, places and streetscapes.

Jobs are being created in our globally renowned green industries sector.



# Our objectives are to:

- Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands
- 2. Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle
- Have natural resources and landscapes that support biodiversity and community wellbeing
- 4. Have urban and natural spaces that are adaptive to future changes in climate

### We will:

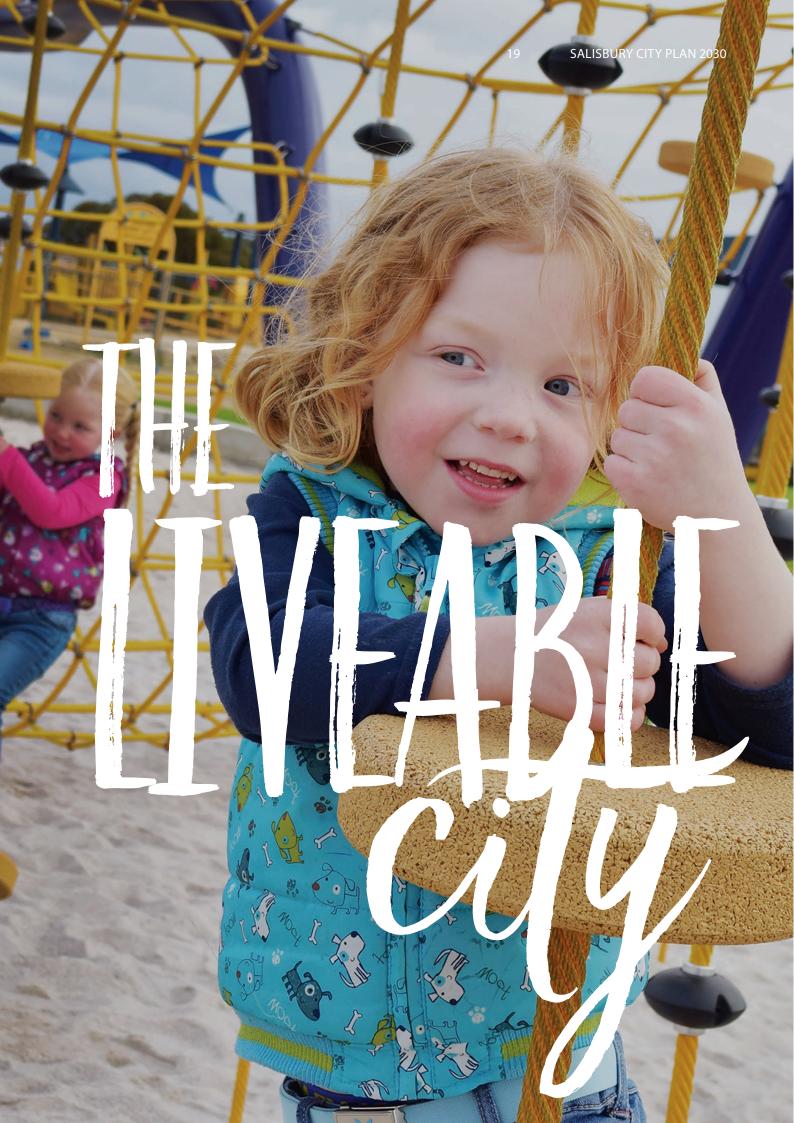
- Support businesses to minimise resource usage and waste production
- Develop a strong reputation as a location known for its green industries
- Assist the community to reduce cost of living pressures through the adoption of energy efficient technologies
- Provide information and events that enable people to better understand and care for their environment
- · Work with our community to reduce waste
- Manage our natural spaces and landscapes to secure and improve the health of local habitats
- Improve our attractiveness as a visitor destination and a place to live through the management of our trees, parks and wetlands

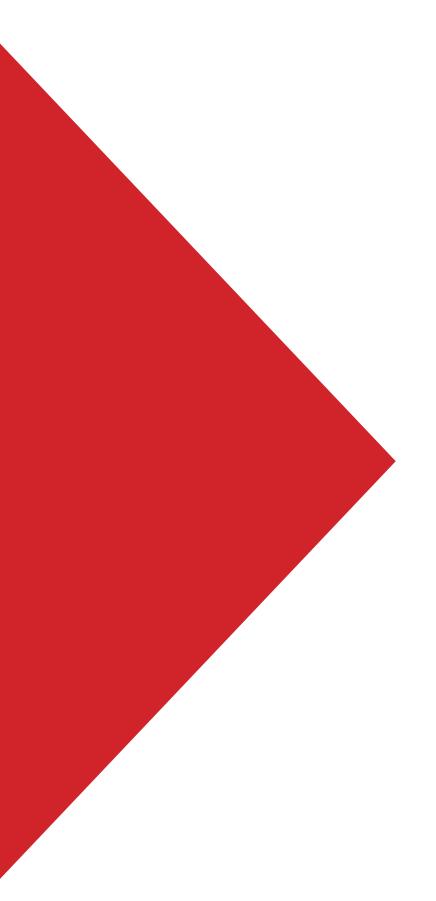
- Manage coastal environments to ensure their future natural, economic and recreational value
- Recognise the importance of open space for community wellbeing and its importance to our community
- Ensure long term flexibility in the management of our urban spaces (assets and infrastructure) to adapt to a changing environment
- Proactively manage stormwater to reduce its impact on communities and the natural environment
- Moderate the impact of extreme heat events through Council's approach to urban place management

# Our City's progress will be measured by:

- Volume of stormwater captured
- Percentage of waste diverted from landfill
- Community perceptions of open space
- Percentage of Council area with tree canopy cover







By 2030 Salisbury is known for being a vibrant, welcoming City that embraces diversity. All people have an opportunity to shape community life whether they are young or old, newly arrived or long term residents. There is a strong sense of optimism and pride, people embrace change and pursue healthy lifestyles.

Salisbury is a destination of choice to live, work, study and play. People can move easily around the City to enjoy our many interesting places, spaces and experiences. Our people embrace lifelong learning, are able to access employment and participate in community life.

Our City is recognised for having a technologically advanced, innovative and connected community, with diverse housing, cultural and recreational choices. We are a place where people aspire to live.



# Our objectives are to:

- 1. Be an adaptive community that embraces change and opportunities
- 2. Have interesting places where people want to be
- 3. Be a connected city where all people have opportunities to participate
- 4. Be a proud, accessible and welcoming community

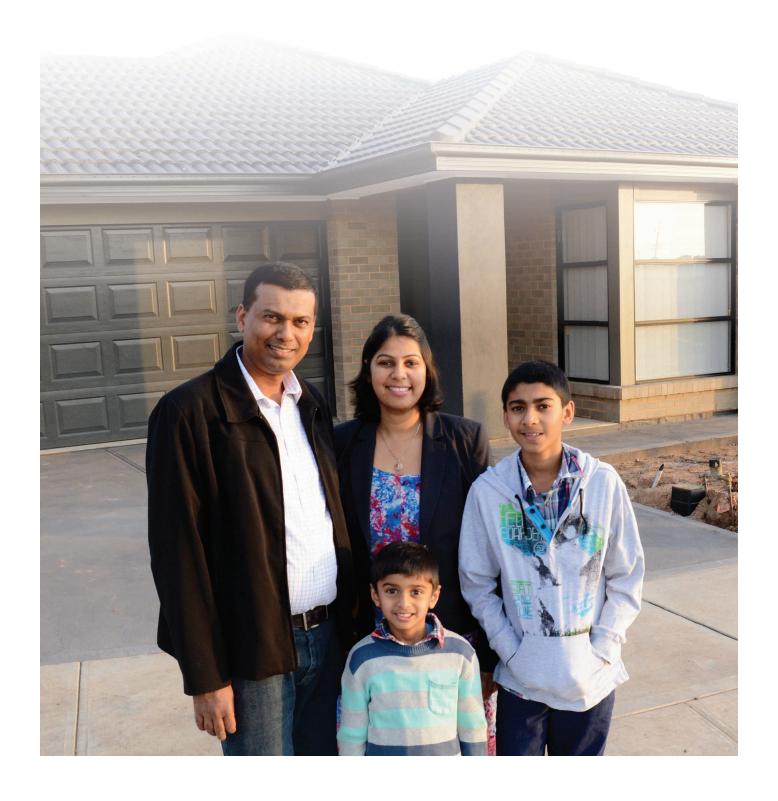
#### We will:

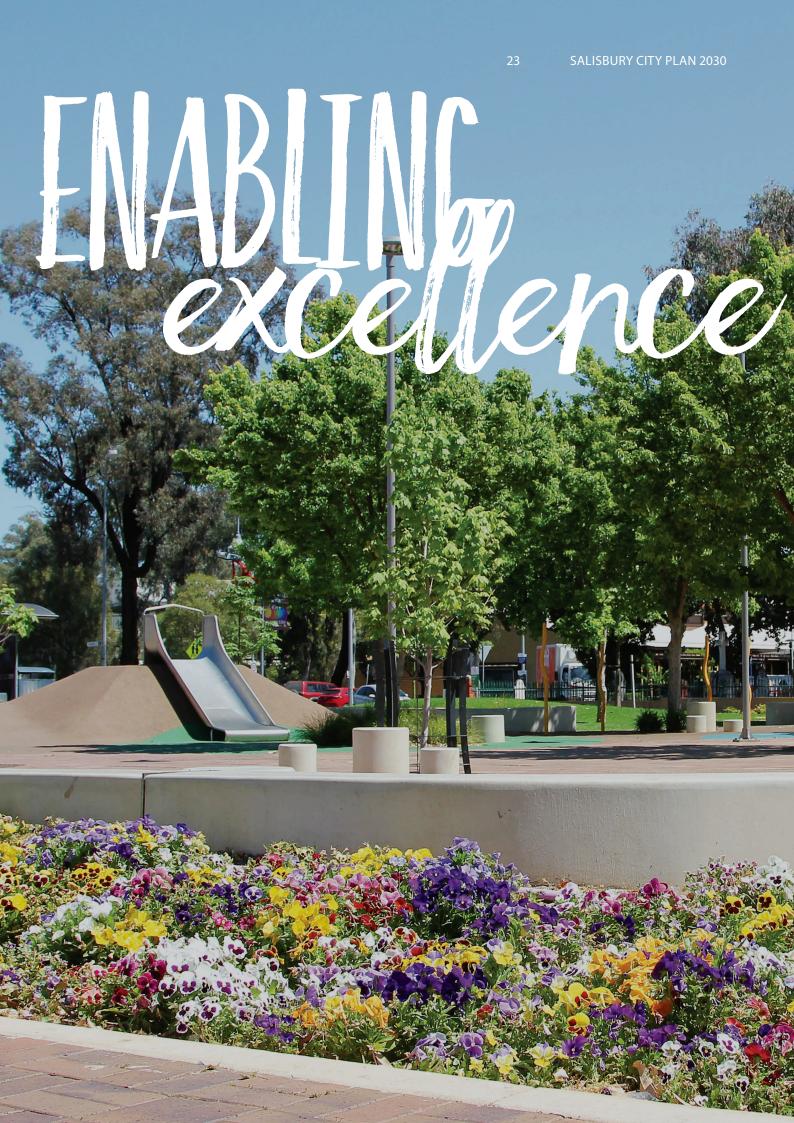
- Connect people to information, people and programs that support them to achieve their life goals
- Provide opportunities for the community to engage in learning
- Provide people with the infrastructure, skills and knowledge to effectively participate in the digital age
- Foster a community that is adaptive to social and economic change
- Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected
- Provide experiences that make our places livelier and more interesting
- Provide well maintained, clean and attractive places and facilities
- Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities

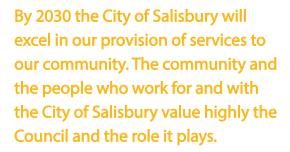
- Provide volunteering programs that harness the strength of our community's diversity and enable learning opportunities
- Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities
- Develop a community where peoples' culture, ideas and their capacity to achieve is supported and valued
- Build on our community's strong sense of spirit and purpose
- Provide for a range of housing options appropriate for our diverse community
- Develop a community where people feel safe

# Our City's progress will be measured by:

- Wellbeing
- Socio-economic Indexes for Areas (SEIFA)
- Percentage of residents who have participated in local community activities
- Perception of quality of life and perceptions of Salisbury







We work closely with our community to anticipate and understand future needs and respond to immediate issues earning their respect and acknowledgment. Our customer service offers choice to people and businesses, and we deliver in ways that people prefer. We are proactive in developing strong relationships that make our City a better place.

We are a partner of choice because we can be relied upon to deliver outstanding results thanks to the knowledge of our people and supportive processes. People want to work for us because we make a difference in our community. Our processes enable us to work seamlessly across Council, embrace the use of technology and share information. We have a positive attitude.



# Our objectives are to:

- 1. Strengthen partnerships that enable us to better address our community's priorities
- 2. Develop strong capability and commitment to continually improve Council's performance
- 3. Have robust processes that support consistent service delivery and informed decision making
- 4. Embed long term thinking, planning and innovation across the organisation

### We will:

- Work with neighbouring councils to address issues of regional importance
- Work with State and Federal governments to influence policy and investment decisions
- Develop stronger partnerships with business and industry to address the challenges facing our region
- Collaborate with our community to ensure our services are relevant
- Build strong leadership capabilities within Council and the community
- Communicate well with our community and partners
- Apply learning and innovation to transform the way Council operates
- Develop a consistent customer first approach across Council
- Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community
- Develop a shared focus on accountability and performance

- · Provide a safe working environment
- Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
- Use technology to support transformation within Council and proactively address community needs
- Ensure Council decision making is well informed, transparent, inclusive, and complies with legislative and policy requirements
- Ensure long term sustainability through good financial practices, sound business planning and asset management
- Introduce a structured approach to developing and resourcing longer term policies and strategies
- Design Council's strategic development projects so they can flexibly adapt to accommodate future opportunities
- Ensure Council's processes enable people to work across boundaries and with the community
- Collect and analyse information and data that enables Council to anticipate and respond to emerging needs and opportunities

# Our City's progress will be measured by:

- Targeted survey of our partners
- Customer satisfaction survey
- Financial sustainability
- Benchmarking our performance through people, systems and processes





There are a number of critical actions that need to be progressed in the first five years of the City Plan if Council is to achieve its vision.

In some cases Council will play a lead role, for others our role is one of advocacy or partnership.

Many of these critical actions are identified and expanded upon in Council strategic documents as they will make a significant and positive difference to the future of our people and our City.

The critical actions for Council to focus on over the first five years of the City Plan 2030 and their links to our key directions are:

Critical Actions	Prosperous	Sustainable	Liveable
<ul> <li>&gt; Progress the revitalisation of the Salisbury City Centre including:         <ul> <li>upgrade of Salisbury Interchange</li> <li>improving traffic flow and safety on Park Terrace</li> <li>resourcing place management and activation</li> <li>encourage and support private sector investment</li> </ul> </li> </ul>			
> Deliver a new community hub in the Salisbury City Centre incorporating library, civic facilities, offices and commercial space to stimulate investment opportunities	$\checkmark$	<b>√</b>	<b>√</b>

Critical Actions	Prosperous	Sustainable	Liveable
> Develop Salisbury Oval to include an integrated recreation and residential precinct	<b>√</b>		$\checkmark$
> Secure the extension and duplication of Elder Smith and Kings Roads to Port Wakefield Road and the Northern Connector	<b>√</b>		
<ul> <li>Unlock opportunities arising from the construction of the Northern Connector including:</li> <li>maximising local employment and procurement during the project</li> <li>Identifying and promoting economic development opportunities along the corridor</li> <li>ensuring the Northern Connector facilitates integrated east-west transport access across the City</li> </ul>			
> Maximise future urban development opportunities at the Dry Creek Salt Pans through local participation to ensure this development progresses, is well connected with local communities and has access to the rest of the City	<b>√</b>	<b>√</b>	<b>√</b>
> Deliver a new community hub facility at Para Hills incorporating the existing library, seniors centre and a new community centre and maximise future opportunities for the Paddocks development		<b>√</b>	<b>√</b>
> Reposition and further develop Technology Park Mawson Lakes to be the centre for innovation-led economic growth in northern Adelaide, in conjunction with the Uni SA Campus	<b>√</b>	<b>√</b>	<b>√</b>
> Enhance the Polaris Centre's ability to support industry development (including food processing and green industries), international trade, entrepreneurship and engage meaningfully with business	<b>√</b>	<b>✓</b>	

Critical Actions	Prosperous	Sustainable	Liveable
> Planning for adaptation to future changes in climate through the resourcing and implementation of the Adapting Northern Adelaide Plan	<b>√</b>	<b>√</b>	<b>√</b>
> Introduce a City-wide approach to resourcing of place management and activation to capitalise upon existing and future investment in our places and spaces	$\checkmark$	<b>√</b>	<b>√</b>
> Promote a positive image of Salisbury to attract investment, visitors and tourists, and increase community pride	$\checkmark$	<b>√</b>	<b>√</b>
> Maximise the value of our water business in supporting community wellbeing and economic growth (including agriculture and industry)	$\checkmark$	<b>√</b>	<b>√</b>
> Develop a Wellbeing Strategy for the Council and the community that incorporates healthy lifestyles and recreation, psychological wellbeing and resilience	<b>√</b>		<b>√</b>
> Review and update the Learning Strategy to ensure community access to lifelong learning and skills development, and to provide our community with life skills as a pathway to employment and community participation	<b>√</b>		

# **Enabling Excellence**

The Salisbury community faces significant challenges and opportunities over the years ahead. In order to respond to these challenges, capture the opportunities and deliver the above priority actions, Council needs to be able to respond in this changing environment. Building on Salisbury's established reputation for innovation; a transformation process will be rolled out containing the following critical actions for the organisation:

- > Increase the flexibility, and build capacity and capability, of our workforce to quickly respond to emerging opportunities and needs
- > Transform Council's approach to technology and information technology (knowledge management) to one that makes our customers and users the centre of decision making
- > Further our reputation as a business friendly Council by reforming our processes and how we work with business in the City

# Enabling Excellence

- > Improve communication within the organisation and with our community to ensure integrated programs, projects and processes that meet community expectations, and delivers good customer service
- > Better use our data and the research of others to support evidence-based decision-making and policy
- > Continue to develop the capability of our people to deliver transformative projects, innovate and engage with the community





City of Salisbury 12 James Street Salisbury 5108 South Australia PO Box 8 Salisbury SA 5108

www.salisbury.sa.gov.au

Telephone 08 8406 8222 TTY 08 8406 8596 (For people with hearing impairment) Facsimile 08 8406 5466

Email city@salisbury.sa.gov.au





