



Salisbury, Sustainable Futures

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Foreword



Sustainable Futures establishes what and who we are and what we, as a community, would like to become. It presents not only the myriad of opportunities for the Council and its stakeholders but the obstacles and challenges to be overcome if we're to be successful.

There is a continuous theme that underlines the work of the City of Salisbury and that is reflected in this plan – the importance of the long-term sustainability of this City in all of its aspects, within the context of the overall City vision.

Sustainable Futures is pragmatic. It recognises that, acting alone, sustainability may well be an unachievable goal for the City. Thus, *Sustainable Futures* recognises that to achieve our outcomes we will require the collective effort of all, through formal and informal partnerships.

The City already leads in many ways and this document presents persuasive evidence in the areas of urban planning and renewal, economic development, social development and water management to reflect this reality. However, what is already being done and achieved are only stepping stones towards the realisation of a sustainable future and Council's vision of "excellence in building a community of opportunity and spirit in a quality environment."

Salisbury also faces significant challenges. But these challenges are not insurmountable and tackling them successfully is part of the solution to long-term prosperity for the region.

This document warrants careful reading. The City commends *Sustainable Futures* to all its stakeholders and welcomes both comment and direct engagement in achieving its aspirations.

Introduction



Sustainable Futures:

Salisbury City Plan

The City recognises that achieving sustainability is non-negotiable and the key to a better future for its citizens. This recognition, long held by Salisbury, has already resulted in demonstrated leadership in some sustainability practices, particularly in the fields of water conservation and management, waste recovery and the provision of open spaces.

The Plan articulates Council's vision and, as such, is a confident statement about a sustainable, prosperous and progressive future based on the interconnections between social and economic development and the environment.

The Plan's proposed directions, which also support the South Australian Strategic Plan, build on the area's strengths and aims to work in harmony to shape a strong, vibrant and cohesive community.

The Strength of Partnerships

In setting out to achieve its vision, the City of Salisbury is committed to working as a partner with all stakeholders including the three tiers of Government, not-for-profit organisations, the private sector and the wider community.

Partnerships, we believe, can help bring about action. This is achieved through regular liaison with key organisations, both public and private, to ensure alignment of direction and implementation. Partnerships allow for an integrated approach to policy development and program delivery to realise a sustainable future.

Sustainable Futures defines the challenges we face together and the policy direction Council in partnership with others is committed to achieving. The actions proposed provide further substance to our future planning and direction.

Introduction



City of Salisbury - Current Position

The *Sustainable Futures City Plan* transforms the current position and proposes the long-term direction which shapes the Council's core strategies and action plans. These plans have been informed by the State Strategic Plan and its specific environmental, social and economic development targets.

The City of Salisbury is the second largest Local Government community in South Australia. It covers 160 square kilometres and supports a harmonious, diverse and talented community of some 118,500 residents (2006). Salisbury is also the State's most productive manufacturing region, the source of considerable innovation and is currently undergoing unprecedented residential and commercial growth.

This map illustrates the current land uses and some of Salisbury's key infrastructure and economic assets established in the city along with the existing transport network.



Strategic Framework



Communicating Our Directions

The *Sustainable Futures* Plan culminates an extended process of analysis and consultation. The external consultation has involved a broad cross-section of the community through focus groups and extended discussion with key stakeholders in Government and business over the past three years.

Sustainable Futures is a statement of intent as to what our city can develop into by the implementation of strategies and delivery of actions. Because of the long timeframe, community consultation will be ongoing as planning for major projects and policy directions are formed and refined in future.

Comment on this City Plan is welcome and should be directed to the City Manager, City of Salisbury, 12 James Street, Salisbury, South Australia 5108.

Review and Updates

Both community and corporate information is required in order to review and report on the City Plan. The review of the City Plan – *Sustainable Futures* is to commence in year four of the five year planning cycle.

The review will take on board a number of considerations including, but not limited to:

- The vision and values of the City.
- Any new priority key directions and objectives that arise over the four year period.
- Any updates to key Federal and State legislation or key directions, strategic documents or policies.
- Any updates to the four core supporting strategies that have been carried out over the time period.
- The progress and relevance of our City targets and indicators and how we are tracking against these.

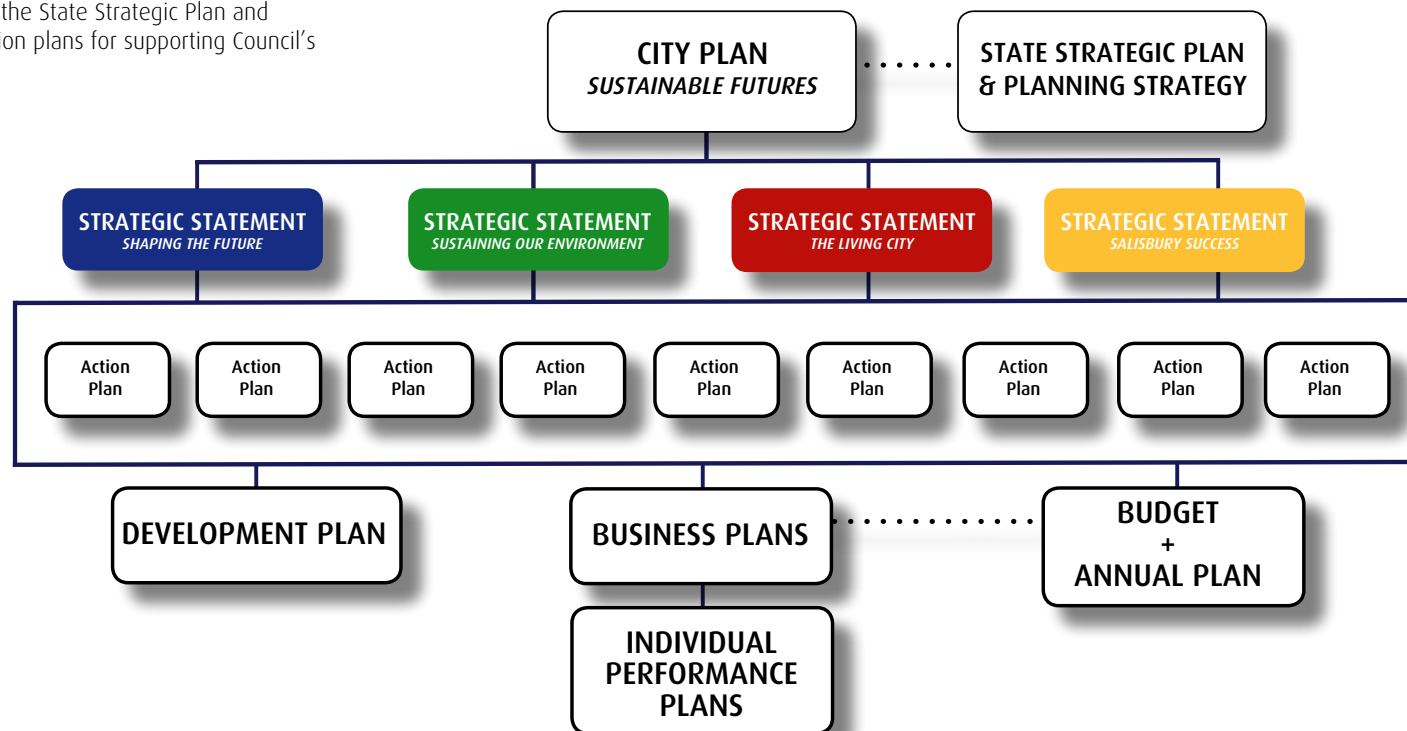
Formal consultation with key stakeholders and the community will occur when the plan is reviewed. This process will also incorporate consultation and input from within the organisation.

Planning Framework



City of Salisbury - Planning Framework

The City of Salisbury has structured its planning process around the four Key Directions presented within the City Plan. This chart illustrates the relationship of the high level strategic directions with the State Strategic Plan and Planning Strategy, and the supporting action plans for supporting Council's annual budget.



VISION: Our vision is for “Excellence in building a community of opportunity and spirit in a quality environment.”

VALUES:

Community Leadership:

We are committed to strategic planning and will manage the City to meet community goals.

Community and Customer Service:

We know who our community and our customers are. We will listen to their needs and respond to their changing requirements.

Competitive Performance:

We will continue to be a leader in Local Government, at all times striving for best practice and innovation.

We take pride in a well trained and competent workforce delivering high levels of professionalism in both planning and service delivery.

Probity and Ethics:

We will act in the best interest of our community with honesty, integrity and transparency.

Access and Equity:

We are committed to a diverse community in which people, regardless of their race, culture, religion, age, gender or level of ability can participate in and have access to the services and processes of the Council.



DIRECTIONS:

Key Direction 1: Shaping Our Future

Our direction is 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.

Key Direction 2: Sustaining Our Environment

Our direction is to continue striving towards becoming a sustainable City in which its residents and businesses embrace sustainability best practices as part of their day-to-day lives and activities.

Key Direction 3: The Living City

Our direction is to continue to maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles.

Key Direction 4: Salisbury Success

Our direction is to remain a high performing and innovative organisation that strives to achieve excellence in every area.

Strategic Framework



South Australia's Strategic Plan

The *Sustainable Futures* direction statement is focused on creating opportunities for the Salisbury community. In so doing, it has been guided by South Australia's Strategic Plan and the South Australian Planning Strategy.

In the case of the State's Strategic Plan this relates to the objectives and associated targets as they apply to the State's core themes of:

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

Similarly the *Sustainable Futures* direction supports the delivery of the State's Planning and Development Strategy and its key elements namely:

- A 30-year plan to properly manage Adelaide's growth and development
- Investment in building efficient transport corridors, Transit Orientated Development (TOD) and growth precincts that encourage the creation of new commuter-friendly neighbourhoods within existing suburbs
- A 25-year rolling supply of broad-acre land to meet the residential, commercial and industrial needs of a growing population and expanding economy; and
- Simplified and more efficient assessment of development proposals.

The alignment provides opportunities for alliances with State agencies that have responsibility for the implementation of related strategies and actions of the State Strategic Plan and Planning Strategy.

Identifying Our Performance

Salisbury is committed to meeting the challenges and harnessing the opportunities of the future. The delivery of our plan will contribute to shaping our future; sustaining our environment and having a living and vibrant city.

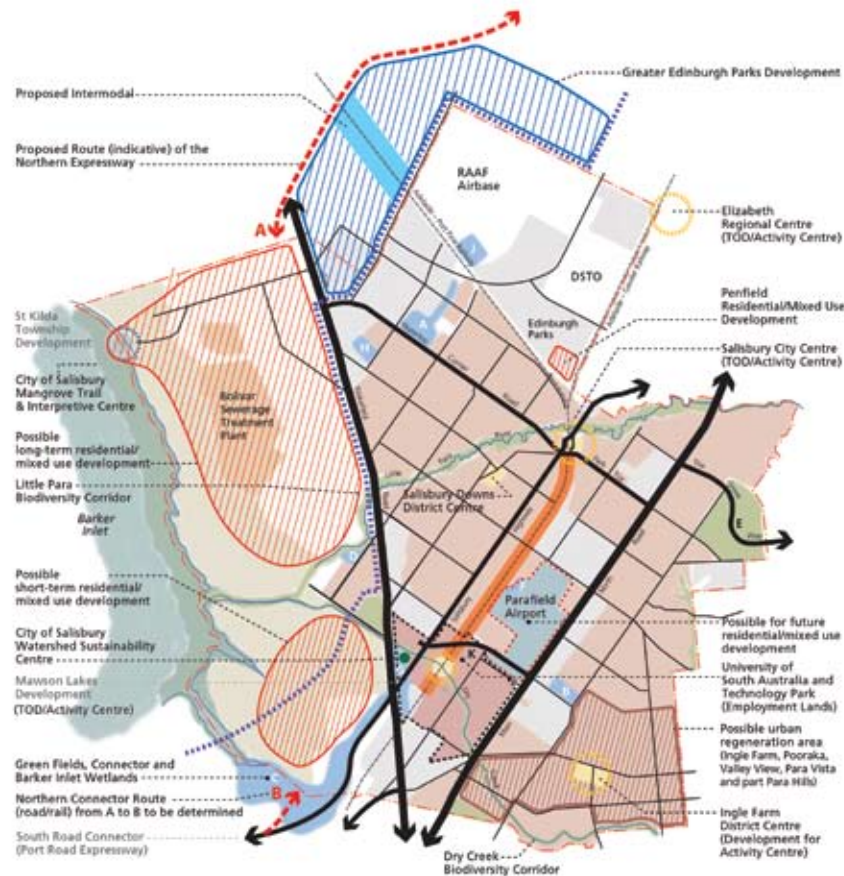
We will assess our performance in achieving our objectives on a regular basis and to ensure we meet our targets.

The indicators and City targets we have developed will not only show how we are performing as a community in key areas of focus for this City Plan but also their relationship to the State targets.

We understand that to achieve our targets we need to work in partnership with State Government, the Commonwealth Government and other Local Government neighbours within our region.

These indicators and targets are considered to be a 'work in progress' and will be monitored and assessed annually and reviewed in accordance with the review of this Plan to ensure that they are the most appropriate to monitor the directions identified.

Potential Development



Sustainable Futures - Potential Development Outcomes

Sustainable Futures is a statement of intent as to what our city can develop into by the implementation of strategies and delivery of actions. Because of the long timeframe, community consultation will be ongoing as planning for major projects and policy directions are formed and refined in future.

This map illustrates the major strategic initiatives that are proposed for the future development of the city.



KEY DIRECTION 1: Shaping the Future



OVERALL DIRECTIONAL STATEMENT “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.”

OBJECTIVES:

1. Enhance skills and workforce development opportunities.
2. Facilitate partnerships between education, research and industry.
3. Promote investment in research and development.
4. Attract and enhance business development.
5. Encourage quality and appropriate development.
6. Facilitate the long-term supply of industrial and commercial land.
7. Ensure infrastructure supports development.
8. Facilitate the delivery of an integrated transport network.

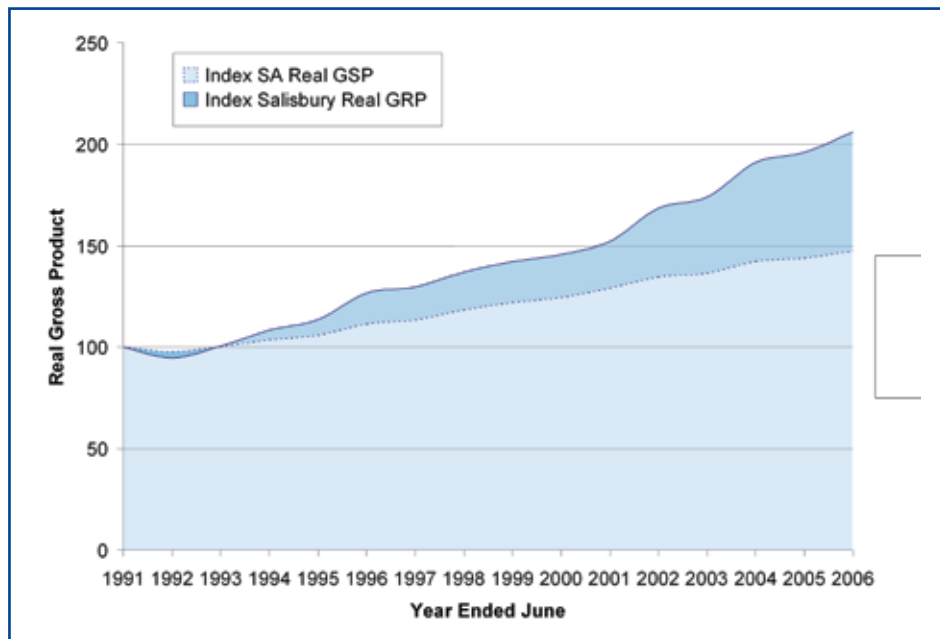
Where are we now?



Business Development

There are more than 4,000 businesses in the city and this is

expected to increase substantially by 2015 with workforce growth of about 25 per cent.



Salisbury's Real Gross Regional Product (GRP) compared with South Australia's Gross State Product (GSP), 1991-2006

Salisbury's Gross Regional Product (GRP) (2006 ABS Census) was estimated to be \$3.7 billion in 2006, or 5.7% of South Australia's Gross State Product (GSP). Salisbury's average GRP growth is now reaching 6.2% p.a. compared with the State's figure of 2.7% p.a.

It is forecast that if Salisbury's growth rate remains stable, Gross Regional Product will reach \$6.6 billion in 2016 and represent 6.2% of South Australia's Gross State Product of \$106.2 billion.

Salisbury's key existing and emerging industries include:

- Manufacturing and Advanced Manufacturing
- Transport and Logistics
- Defence and Electronics
- Information and Communications Technology
- Food Produce and Processing
- Community Services
- Environmental Services and
- Micro/Small Business Services sector.

The City of Salisbury is:

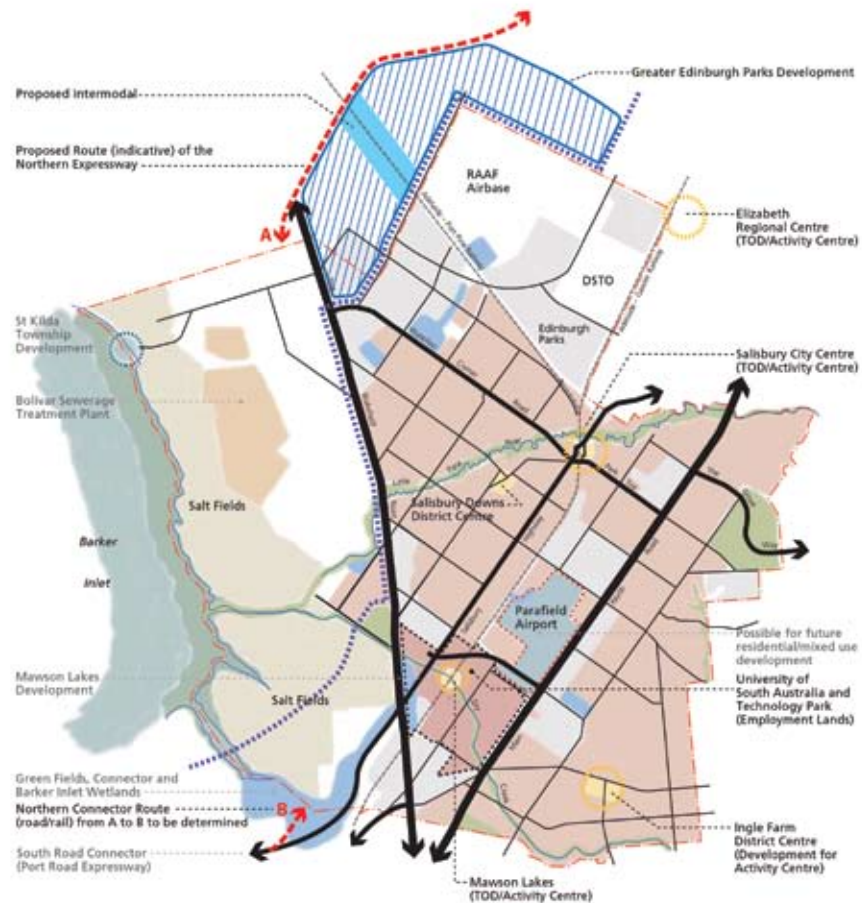
- Creating the right business climate by supporting local businesses and welcoming new investment
- Providing efficient and effective Government services within the region
- Servicing the specific needs of local industry and business
- Identifying niche growth areas; and
- Providing necessary infrastructure.

Workforce Development

Despite employment growth, unemployment rates remain a concern.

An appropriately skilled workforce is integral to the success and expansion of business, while also maximising the potential for the local community to benefit fully from economic growth. In the period to 2015, 80% - 90% of all new jobs in Salisbury will require a post-school qualification, of which half will be a Bachelor degree or higher (Blandy and Hagan 2008).

Proposed Employment Lands



Shaping the Future - Existing and Proposed Employment Lands

We want to continue to develop and support a culture of entrepreneurship and competitiveness to ensure local businesses and industries are built on a foundation of skill development, innovation and sustainable practices.

This map illustrates existing and proposed employment lands and key development areas.

Strategic Initiatives



The following are some of the strategic initiatives that will be undertaken.

Mawson Innovation Precinct

Establish the Mawson Innovation Precinct (MIP) which will bring together the innovation, technology knowledge and research and development resources of Technology Park, University of South Australia and Mawson Lakes to form one of Australia's leading integrated innovation precincts.

Edinburgh Defence Capital

The City of Salisbury and Edinburgh RAAF base have been confirmed as the site for the consolidation of Australia's largest defence communities with the raising of the 7th Royal Australian Regiment and upgrade of Edinburgh airbase.

The raising of the 7th Royal Australian Regiment (RAR) to Edinburgh will see an increase of approximately 1,200 army personnel in South Australia by 2012. The \$600 million investment requires construction of administration blocks, warehousing and logistics facilities, accommodation and joint use facilities, including physical training, messes and support services. The City of Salisbury aims to offer the necessary housing, services and opportunities to support this establishment and their families.

Parafield Airport Relocation

Parafield Airport is one of Australia's oldest inner city commercial airports. Council believes that its future tenure is limited because of increasing demand for further residential development coupled with the impact airport activity is having on nearby residential areas.

City of Salisbury will continue lobbying the Federal Government for the airport to be relocated to the Wakefield region or elsewhere so as to rationalise the current site for other urban activities and planning for this outcome needs to commence now.

Provision Of Industrial and Commercial Land

The long-term availability of industrial land to support continued business growth in our region is critical for both business competitiveness and opportunity for our community. Council is actively involved in the continual development of the Edinburgh Parks industrial area and looking at future opportunities through the Greater Edinburgh Parks Study. This latter project focuses on extensive areas in the north west of our city.

Next Generation Small Business Development

Small business ownership will become increasingly common and diverse, new forms of small and personal businesses will be created and educational and training programs will shift and expand to support small businesses.

Entrepreneurs in the next decade will be far more diverse than their predecessors in age, origin and gender. These shifts in small business ownership will create new opportunities for many and will change the global economy.

The City of Salisbury provides opportunities through online services, learning and business development programs which will take advantage of these trends and provide the opportunity for the business and community to benefit from them.



Regional Transport Infrastructure

The outer northern metropolitan area has been identified by the State Government's metropolitan planning strategy as Adelaide's main growth area for population and industry. Accordingly, the provision of an efficient transport network is vital for the ongoing development of the region.

Key transport infrastructure initiatives include:

- **Transport Corridors:** Review the transport system and transport corridors to identify opportunities to enhance the capability of existing transport infrastructure in servicing existing and additional people in close proximity to activity centres and mass public transport systems. This will include:

- Review the potential for increased residential densities adjacent the Adelaide-Gawler rail line corridor within Salisbury.
- Provision of grade separation of road/rail crossings.
- Opportunities to upgrade public bus transport infrastructure along roads and at activity centres.
- Development of Transit Orientated Developments (TOD) at key locations including Mawson Lakes and Salisbury Town Centre.
- **The Northern Expressway and Port Wakefield Road:** These integrated projects deliver a strategic economic asset to the region which will stimulate business activity and provide benefits for the northern Adelaide region and the nation by connecting the national network road links from Sydney, Perth and Darwin.

- **The Northern Connector:** The development and provision of a new transport corridor 'The Northern Connector' between Port Wakefield Road and Port Adelaide by 2016. This is a multiple use transport corridor incorporating both road and rail services. The flow-on effects of this link for adjacent development opportunities will be significant.
- **Secondary (east-west) Road Network:** Enhancing road networks for east-west movement between Main North Road, Port Wakefield Road and NExy. Specifically, Edinburgh Road, Commercial Road, Saints Road and Elder Smith Road. Particular emphasis needs to be placed on investigating access to the Salisbury Town Centre from the east.

- **Intermodal Facility:** Establishment of road/rail intermodal located west of Edinburgh Parks and adjacent the proposed Northern Expressway.
- **Main North Road:** Continued upgrade of Main North Road to provide for the efficient and safe movement of vehicles.
- **Public Transport:** The provision of readily accessible public transport particularly for servicing cross-city needs and new activity centres is essential and will become more so with the advent of higher fuel costs and population growth within the city.

Strategic Initiatives



Workforce Planning and Skill Development

The need for effective workforce planning and skill development is critical to the long-term growth of the City of Salisbury.

This means working with secondary and tertiary educational institutions alongside the business sector to identify key programs and initiatives that will enhance business and individual opportunities. Specific initiatives include:

- **Northern Futures:**
Establish a consolidated entity to assess future labour supply and demand. Determine future requirements of business within Salisbury and identification of initiatives to address.
- **Skilled Migration and Retention:**
Work with local industry, State and Federal Governments to attract and retain skilled workers to the region.
- **Creative Industries:**
Attract business and residential investment to the region as well as provide employment opportunities for artists and performers.
- **Local Career and Employment Pathways:**
Address unemployment by creating close industry links and ensuring local residents have access to industry relevant skills and career pathways.
- **Mature Age Employment:**
Increasing numbers of people disengaged from the workforce prior to the 'traditional' retirement age of 65 years, often as a result of retrenchment and/or outdated skills represents a significant issue. This program recognises the value of this group to the long-term employment base of the City.



- **NAMIG (Northern Advanced Manufacturing Industry Group):** Is an industry led program that provides a way for schools and industry in northern Adelaide to work together to increase participation in maths and science studies. The program provides students with industry experience and assistance as they create their own projects through the Concept to Creation Program (c2c).

The NAMIG business model has been predicated on strong partnerships formed by the NAMIG Industry Partners, the Cities of Salisbury and Playford, and the schools in northern Adelaide, aided by industry associations and educational organisations.

- **Career and Workforce Development Centre in Salisbury:** The Career and Workforce Development Centre was established in 2008 in Salisbury, to facilitate career counselling, development of employment pathways and employment opportunities for the Salisbury community. It was established through Northern Futures, which operates independently of Government structures for the benefit of the local industry and community members in the region, to facilitate career counselling, development of employment pathways and employment opportunities for the Salisbury community.

- **Youth Employment:** High levels of youth unemployment persist in the area. Salisbury's Twelve25 Salisbury Youth Enterprise Centre facilitates learning, skills development and transition from school to work programs for young people to enhance their opportunities to engage with and benefit from local economic development.

Targets & Indicators

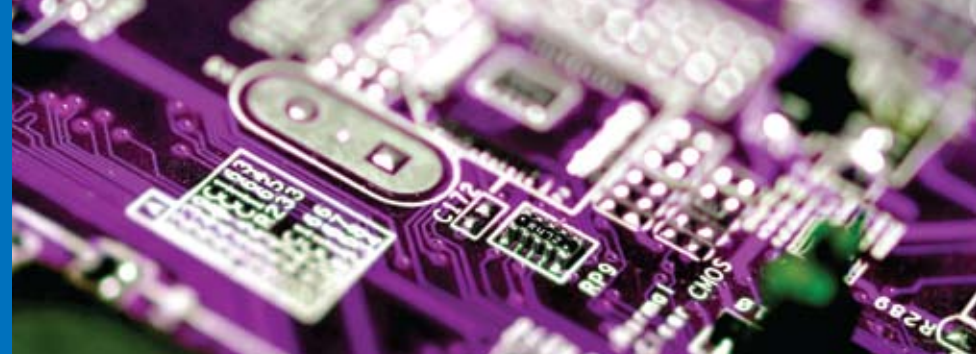


CITY DIRECTION 1: SHAPING OUR FUTURE

Overall Directional Statement: "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."

City Indicators	Baseline Data	City Target	State Targets
ECONOMIC ACTIVITY			
Salisbury's contribution to annual growth in GSP.	Over the last five years (2002-2006), Salisbury's economic growth (6.2%) p.a. exceeded the State's average annual growth rate (2.7%).	Continue to exceed the State annual growth rate in GSP. Measure: Level of growth compared with State. Source: State Gov't & SBEC data.	T1.1 Economic growth: Exceed the national economic growth rate by 2014.
EMPLOYMENT			
Unemployment levels for the City.	As of June 2008, unemployment rate for the City was 7.8% while the State's average was 4.9%.	Unemployment levels to be no greater than the State average. Measure: Recorded unemployment rates. Source: Department of Employment & Workplace Relations (quarterly). ABS (annually).	T1.11 Unemployment: maintain equal or lower than the Australian average through to 2014.
Employment opportunities.	Between 2001 and 2006, an average annual employment growth of 3.71% p.a. was achieved.	Employment opportunities to increase by 5% per annum. Measure: Number of full-time and part-time employment opportunities created. Source: DEWR & DTEI data, SBEC data.	T1.12 Employment participation: Increase the employment to population ratio, standardised for age difference to the Australian average. T1.13 Employment in the Defence Industry: Increase defence industry employment from 16,000 to 28,000 by 2013.

Targets & Indicators



City Indicators	Baseline Data	City Target	State Targets
EDUCATION			
Participation in higher education.	Between 2001 and 2006 an average of 4% annual growth was achieved in higher education.	<p>Increase of 5% per annum in number of residents engaged in or completed higher education.</p> <p>Measure: Number of residents with higher education qualifications.</p> <p>Source: ABS Census.</p>	T6.20: - Higher education: Increase SA's proportion of higher education students to 7.5% of the national total by 2014.
School retention to Years 11 & 12.	Between 2001 and 2006 an average of 3.31% annual growth was attained for completion of Years 11 and 12.	<p>Increase of 5% per annum in the number of young people completing Years 11 & 12 at high school.</p> <p>Measure: School retention rates.</p> <p>Source: Department of Education & Children's Services.</p> <p>ABS Census.</p>	T6.16 SACE or equivalent: Increase yearly the proportion of 15-19 year olds who achieve the SACE or comparable senior secondary qualification.
TRANSPORT			
Public transport.	Baseline data being developed.	<p>Increase patronage of public transport by 10% based on 2008 levels.</p> <p>Measure: Public transportation patronage PA.</p> <p>Source: Trans Adelaide.</p>	T3.6 Use of Public Transport: Increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled by 2018.
Freight traffic on suburban roads.	As of June 2008 the average daily total commercial vehicle movement was 6.8%.	<p>Reduce the number of freight vehicles using suburban roads by 10% by 2011.</p> <p>Measure: Heavy Vehicle surveys.</p> <p>Source: City Projects Traffic Studies.</p>	



KEY DIRECTION 2: Sustaining Our Environment



OVERALL DIRECTIONAL STATEMENT “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.”

OBJECTIVES:

1. Conserve and promote biodiversity, natural habitats and open spaces.
2. Minimise waste generation and effectively manage the collection, recycling and disposal of public waste.
3. Develop opportunities for the sustainable use of resources.
4. Reduce greenhouse gas emissions.
5. Facilitate and encourage development that incorporates sustainability principles.
6. Enhance the amenity of the City through street and open space urban design and landscaping.

Where are we now?



Resource Sustainability

Salisbury is a leader in sustainability practices.

The City now presents an international benchmark in water management and aquifer storage and recovery and is a partner in the Waterproofing Northern Adelaide initiative. This program will deliver 18GL of water, enough to provide for the growth in demand for 20 years.

Salisbury is involved in the Federal Government Solar Cities Program and an approach in utilising Green Power. It is also setting out to lead in solar energy generation. The pilot scheme is expected to cut peak electricity demand by 9 megawatts and reduce energy costs by \$5 million a year.

Salisbury is also actively involved in the international and Federal Government supported project, Cities for Climate Protection, which aims to reduce greenhouse gas emissions.

Additionally, the City has made progress in more sustainable waste management processes through its membership of the Northern Adelaide Waste Management Authority (NAWMA).

Climate Change

The City of Salisbury recognises that climate change will have a significant impact on both the business of Local Government and the communities it represents.

Climate change impacts can be managed through existing Council functions and services through sustainable planning.

The City of Salisbury aims to ensure that the city is able to best adapt to the Climate Change that is already occurring and predicted to occur in the future.

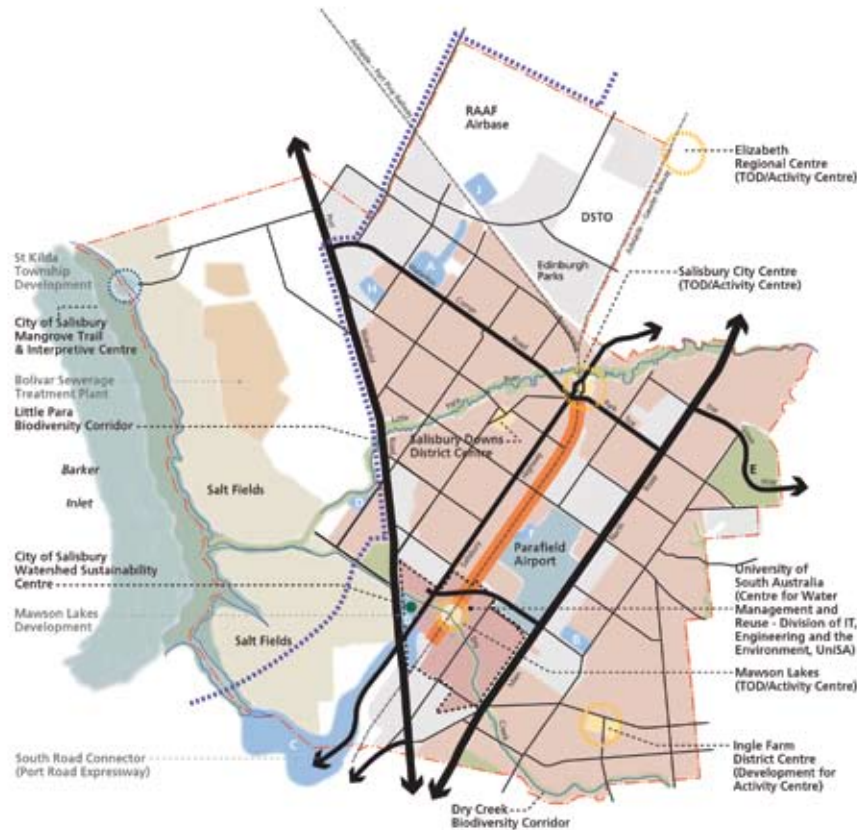
Biodiversity

Since the mid-1800s, large areas of the original native vegetation have been cleared. Post World War growth in the 1960s resulted in the significant urbanisation of Salisbury with only remnants of vegetation surviving in areas unsuitable for agriculture or urban development.

Over the past two decades, there has been significant replanting of native species and the conservation and enhancement of biodiversity remains a clear objective for open space management, in particular, the conservation and development of the Little Para River and Dry Creek Linear Trails, the St Kilda Mangrove Trail, the escarpment reserves and significant wetlands throughout the city.

Council's city-wide landscape and open space management plans are key initiatives that will provide long-term influence in shaping the future sustainability of the City of Salisbury's landscape.

A Sustainable City



Sustaining Our Environment - A Sustainable City

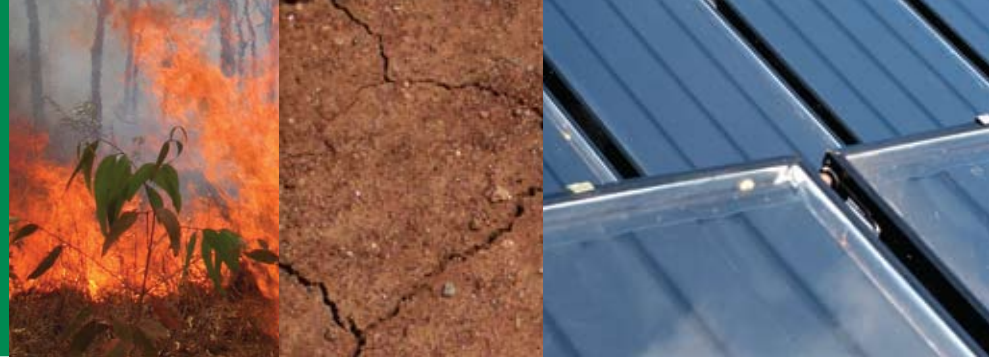
In moving towards becoming a 'sustainable' City, Salisbury will continue to promote and provide opportunities for the community to adopt sustainable environmental practices to reduce greenhouse gas emissions and climate change impacts as a part of realising future growth.

This map illustrates iconic sustainability locations within the city.

- | | |
|-------------------------|-----------------------------------|
| A Kaurna Park Wetlands | E Cobbler Creek Conservation Park |
| B The Paddocks Wetlands | F Parafield Wetlands |
| C Barker Inlet Wetlands | G Greenfields Wetlands |
| D Whites Road Wetlands | H Burton Wetlands |
| | J Edinburgh Wetlands |



Strategic Initiatives



The following are some of the strategic initiatives that will be undertaken.

Climate Change

A Climate Change Risk Assessment is currently being undertaken which will provide directions and options to consider in managing risk and reducing the City's vulnerability to the impacts of climate change.

A key initiative of this agenda is to develop a Carbon Neutral Emission Policy for the organisation to become 'Carbon Neutral' as soon as practicable and to pursue similar outcomes across the community.

Solar Cities

The Adelaide Solar City Project will trigger a total investment of \$80 million in Adelaide with more than 75 per cent of these funds being allocated for implementation in Salisbury and adjoining Councils.

Solar Cities is an innovative program which is being rolled out in our city and is designed to demonstrate how solar power, smart meters, energy efficiency and new approaches to electricity pricing can combine to provide a sustainable energy future in urban locations throughout Australia.

Waterproofing Salisbury and Northern Adelaide

Work has commenced on the implementation of projects within the City of Salisbury as part of the \$80 million Waterproofing Northern Adelaide Scheme. This project is a partnership between Federal, State and Local Governments which will produce a sustainable harvest of 8GL for use by community, industry, residential and irrigation users within our City, and up to 18GL across Northern Adelaide as part of the joint initiative.

The plan is recognised as ambitious, comprehensive and on a scale of national significance which will serve as a demonstration of best practice to other Councils.

Sustainable Business 1000

Adelaide Sustainable 1000 is an initiative of the Salisbury Business and Export Centre (SBEC) aimed at working with businesses to reduce their ecological footprint and improve business efficiency.

Salisbury recognises the impact small business has on the environment and through this project 100 small to medium sized enterprises (SME's) in northern Adelaide will receive practical advice on improvements that will support sustainability of the environment and reduce long-term costs.

The Watershed

The Watershed Sustainability Centre is being developed as a core element in further positioning Salisbury as a centre of excellence in environmental sustainability. The centre will promote sustainable living and the region's numerous achievements in water and environmental management to encourage further community participation towards a more sustainable environment.



Landscapes, Open Space and Biodiversity

The City Landscape Plan provides a clear set of guidelines to strengthen the unique physical characteristics of Salisbury, all underpinned by the key principles of promoting biodiversity, water sensitive urban design, adapting to climate change and crime prevention through environmental design.

The plan aims to provide a unique and sustainable identity for the city through its open spaces via initiatives that will increase the biodiversity of the city by using indigenous plantings and revegetation of natural areas. Specific areas will include the Little Para and Dry Creek river systems and mangrove forests and coastal wetlands at St Kilda and Globe Derby Park.

Waste Reduction and Recycling

The City of Salisbury has made progress towards more sustainable waste management, via its membership of the Northern Adelaide Waste Management Authority, (NAWMA).

This includes initiatives such as kerbside recycling, baling of commercial and domestic waste, waste transfer stations, garden and food (organics) waste collections.

Sustainable Urban Development and Transport

The City of Salisbury will continue to implement and encourage the operation of other sustainable urban developments by incorporating sustainable water, transport, waste and energy design and construction practices. This will be through development plan provisions and the development assessment processes, demonstration projects and the implementation of the Solar Cities initiatives.

This includes the facilitation of more efficient transport modes and services through improved integration of transport, land use development and employment growth hubs. In addition, we will continue to work in partnership with developers and Government to create unique opportunities for residents and businesses to have access to sustainable initiatives such as recycled stormwater and other renewable resources as they become available.

This will mean continued innovation in areas such as alternate fuels and renewable fuel sources in response to future availability and taking into consideration the issue of 'peak oil'. For example, the Compressed Natural Gas (CNG) trials at the City's Operation Centre have led to the provision of a commercial outlet to the community for CNG in the northern metropolitan region. Council has also committed to the purchase of Green Power and continues to encourage the take up of Green Power where appropriate to do so with investigations into other sources such as wind power and cogeneration.

Targets & Indicators



CITY DIRECTION 2: SUSTAINING OUR ENVIRONMENT

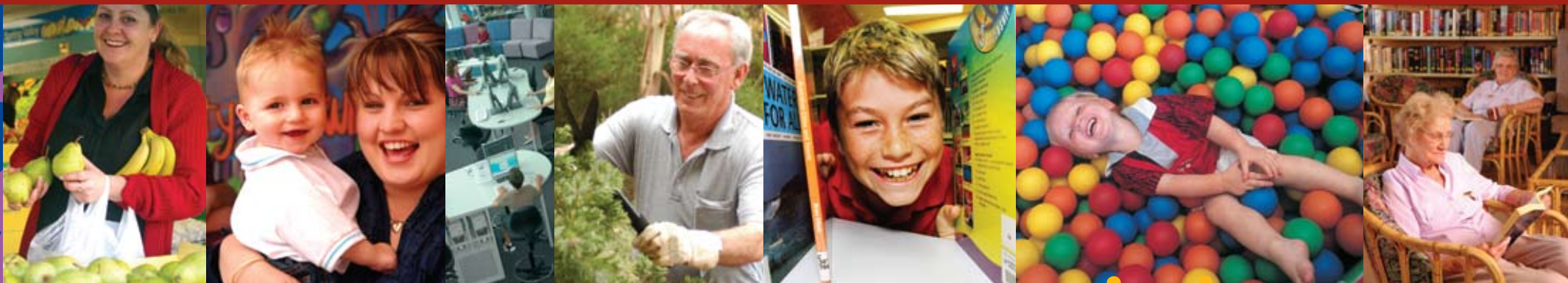
Overall Directional Statement: "To become a sustainable city in which its residents and businesses embrace sustainability best practice as part of their day-to-day lives and activities."

City Indicators	Baseline Data	City Target	State Targets
BIODIVERSITY			
Native species biodiversity in the city.	Baseline data being developed.	No net reduction in native species (extent or condition). Measure: Established as part of biodiversity Strategy. Source: Area of native vegetation under active management or alternatively vegetation survey as part of biodiversity study.	T3.2 Land Biodiversity: By 2010 have 5 well established biodiversity corridors aimed at maximising ecological outcomes particularly in the face of climate change. T3.1 Lose no species: Lose no known native species as a result of human impact.
RESOURCE USE/WASTE			
Ecological Footprint of the city.	Baseline data being developed.	To reduce the ecological footprint of the city by 30% by 2050. Measure: Establish current Ecological Footprint. Source: UniSA.	T3.7 Ecological Footprint: Reduce SA ecological footprint by 30% by 2050.
Percentage diversion of waste from landfill.	In 2007/08, 47% of waste was diverted from landfill.	Percentage waste diversion from landfill to be a minimum of 50% by 2010. Measure: Annually. Source: NAWMA.	T3.8 To reduce waste to landfill by 25% by 2014.

Targets & Indicators



City Indicators	Baseline Data	City Target	State Targets
CLIMATE CHANGE			
Level of CO2 emissions for the City.	1994/95 CO2 emission level for the City was some estimated 1.29 million tonnes.	To achieve zero greenhouse gas emissions growth on the 1994/95 levels for the City. Measure: ICLEI and City of Salisbury. Source: Cities for Climate Protection Program.	T3.5 Greenhouse Gas Emission 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% (or 40% of 1990 levels) by 2050.
Level of Corporate GHG emissions.	During the 2001/02, corporate GHG emission was estimated at 8,900 CO2 equivalent tonnes.	Reduce Corporate GHG emissions by 20% from 1997/98 levels (7,300 CO2 equivalent tonnes) by 2010 and move towards carbon neutrality as soon as practicable. Measure: ICLEI and City of Salisbury. Source: Cities for Climate Change Protection Program.	T3.5 Greenhouse Gas Emission reduction: Achieve the Kyoto target by limiting the States greenhouse gas emissions to 108% of 1990 levels during 2008-2012, as a first step towards reducing emissions by 60% (or 40% of 1990 levels) by 2050.
WATER			
Volume of recycled water produced and utilised in the City.	In 2007/08 6.66GL of recycled water was produced in the City.	Increase volume of recycled water to 8GL per annum by 2010. Measure: Annually. Source: Water Unit CoS.	T3.9 Sustainable Water Supply: SA's water resources are managed within sustainable limits by 2018.



KEY DIRECTION 3: the **Living** City



OVERALL DIRECTIONAL STATEMENT “Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles.”

OBJECTIVES:

1. Support the health and safety of the community.
2. Ensure services and infrastructure meet community needs.
3. Facilitate information and communication opportunities.
4. Ensure community resources are accessible.
5. Enhance housing availability in Salisbury.
6. Promote increased civic participation in community and Council activities.
7. Identify and actively support and promote the recreation and leisure needs of the community.
8. Facilitate the participation in and enjoyment of cultural and community achievements.
9. Enhance learning opportunities across our community.
10. Strengthen community life.

Where are we now?



Salisbury's Population

Salisbury has historically had a higher than State average percentage of children and young people and while this is still the case, the margins are falling.

Largely as a result of post-war migration patterns and the influence of the 'baby boomer' generation plus increased life expectancy in general, Salisbury's percentage of older people is set to treble in the next 15 years. At the same time, we are experiencing a decline in people of 'traditional' working age, from 19 to 60 years, with a decline from 57.5 per cent of the total population in Salisbury in 2001 to 56.2 per cent in 2006.

While this drop may not seem significant, it is of some concern when we relate it to the economic boom being experienced in Salisbury and subsequent employment opportunities.

Salisbury's population is also very diverse, with some 30 per cent of residents born overseas and around 56 different cultural groups represented. Due to the Department of Immigration and Citizenship policies, Salisbury has been the destination for significant numbers of refugees and migrants from countries such as Afghanistan, Iraq, Somalia, Sudan, Ethiopia and Burma.

Over two per cent of our residents identify as being of Aboriginal or Torres Strait Islander descent.

Health & Wellbeing

Physical wellbeing is a key to a quality life and in this regard Salisbury offers excellent recreational facilities.

Programs and initiatives are in place which encourage participation, partnerships, social justice and valuing diversity in the community.

Critical issues for the City requiring continued attention include the impacts of structural ageing within our community, levels of obesity amongst residents and drug and alcohol abuse, often associated with crime and safety. Anti-social issues are being addressed by developing 'family friendly' dry zones in the city; by facilitating and supporting programs such as "North on Target" and Life Education run through local schools; by supporting programs run by SAPol's Drug Action Team and the Drug Arm program. Gambling is of additional concern which Council is keen to address with the State Government.

Pride & Spirit

Salisbury is known for its community pride with a large number of residents volunteering their services and time to assist with community projects and programs.

Further, the City is committed to supporting its Indigenous population through programs that promote reconciliation and understanding and opportunities for young and elder community members to work together to bridge the 'age divide'.

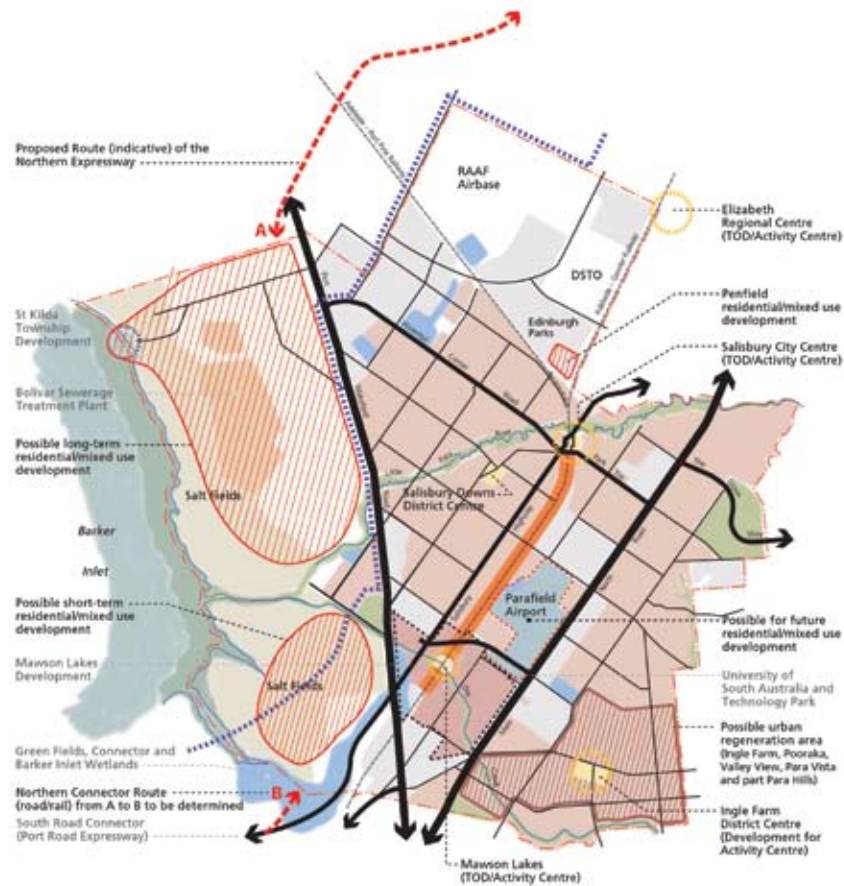
Salisbury's arts and cultural programs play important roles in community life. Small and large events are designed to prompt and provoke, create wonder and a sense of wellbeing among a large and culturally diverse population.

Learning

The City of Salisbury has some 22 child care centres, 26 pre-schools, which includes kindergartens and child parent centres, 27 primary schools and 10 secondary schools as well as 11 registered training organisations, two TAFE campuses and one university.

Creating positive attitudes to learning is a clear Council objective and is being addressed by providing accessible information on learning options and ways to participate in formal and informal learning.

Residential & Transport Growth



The Living City - Integrated Residential & Transport Growth Areas

We want Salisbury to be a community that shows pride in its vibrancy and diversity and has high levels of social integration and cohesion. It will be a community which recognises and celebrates its achievements through active citizenship, cultural expression and participation in sport and recreational pursuits.

This map illustrates residential and transport growth opportunities.

Strategic Initiatives



The following are some of the strategic initiatives that will be undertaken.

Population Growth

In planning for our population growth we must provide services for our current residents and plan for further residential development.

Opportunities for increasing population and housing availability that need to be pursued include:

- Infill 'greenfields' development in such areas as west of Port Wakefield Road and the Penfield area within Edinburgh Parks;
- Areas surrounding transit corridors, transit hubs and activity centres such as at Mawson Lakes, Salisbury town centre and Ingle Farm Shopping Centre;
- Urban Renewal opportunities of existing residential areas such as around Ingle Farm and Pooraka; and
- Land use rezoning for example Parafield Airport.

This approach will position our city advantageously to assist in meeting the population targets of the State Government but also recognises meeting the needs of business through having access to a larger workforce and aspirations of different population groups, such as families and children, young people, older people, those from diverse cultural and ethnic backgrounds and Indigenous people.

Affordable Housing

Salisbury is developing affordable and sustainable housing opportunities for its community including identifying areas within its boundaries or particular initiatives that can provide for further residential development.

Those options will include the consideration of the rising number of people over 65, people living alone, desired population densities; inclusiveness and the clear need for variety, flexibility and adaptability in the dwellings constructed.

Salisbury, as the Living City, will continue to celebrate our diversity, our past and future, in creating an environment that provides a range of housing choices and fosters healthy and creative lifestyles.

Early Childhood Development

Salisbury has a higher than rest of State average of young children as a proportion of the total population.

The provision of effective programs and facilities targeted at enhancing early childhood development is a priority. An example of this is Lapsit, an innovative program which enhances childhood learning outcomes via reading and story-telling for children aged 0-4 years and their parent/carers.

Support for Families

Early intervention with families with children between the ages of five to 13 who are at risk of disengaging from learning is critical in order for them to develop and maintain active engagement in the education system.

The ongoing development of initiatives which support this agenda remains a priority. Opportunities to develop complimentary initiatives that address barriers to engagement in learning using the Families Empowered to Act Together (FEAT) project model or similar will be explored.



Abuse of alcohol and other drugs is an Australia-wide problem along with obesity. “North-on-Target” is an early intervention local initiative, which is addressing these issues through peer mentoring and leadership. “North-on-Target” has demonstrated outstanding outcomes.

The impact of obesity amongst residents and in particular young people is of serious concern to our community. It is recognised that changes in community attitudes and levels will necessitate a long-term focus by the City of Salisbury and embracing specific programs that will have a demonstrable positive impact.

Migrant Settlement Services

In order to fulfill the potential offered by Salisbury’s current (and predicted future) economic growth, there is a need to plan for increases in our population, especially above natural increases/decreases which accounts for our ageing society and birth rates. We must also plan for current levels of migration including a high level of diversity.

It is imperative that the settlement needs of migrants be met if they are to integrate well into communities and engage in the labour market.

Open Space, Recreation & Sport

The City currently faces challenges in maintaining its approximately 1,600 hectares of open space, which encompass an enviable network of trails and spaces of regional significance.

‘The Game Plan’ is our strategic response that articulates an integrated direction and action plan for future development of recreation and open spaces.

Life-Long Learning

It is critical that every individual is offered every chance to develop his or her knowledge and skills in order to contribute to their capacity to be self-confident participants in the community. Hence we will promote learning as an integral and positive part of life for people and business in Salisbury.

Community Safety

Being safe and feeling safe within one’s own community are cornerstones of a strong social fabric. In turn, this also influences economic development as low crime rates, a safe environment for residents and high perceptions of community safety are drivers for business and residents to view an area as one of destination and settlement choice.

Community Pride & Spirit

A sense of pride in where one lives underpins a sense of belonging to a community, which then gives rise to behaviours which protect and support that community. These behaviours encompass areas as diverse as maintaining one’s home and garden, respecting and caring for community places and spaces, joining in community activities and groups, volunteering and promoting one’s community as a ‘great place to be’.

Community pride also engenders feelings of self-worth and self-esteem and a desire to contribute to the life of the community, which in turn generates social connectedness, as does the promotion and celebration of individual achievement in the community.

Targets & Indicators



CITY DIRECTION 3: THE LIVING CITY

Overall Directional Statement: “Maintain a strong and vibrant community by providing safe and supportive environments that promote opportunity, healthy and creative lifestyles.”

City Indicators	Baseline Data	City Target	State Targets
HOUSING AFFORDABILITY			
Housing options that are affordable for residents according to Affordable Housing Unit criteria.	Baseline data being developed.	A minimum of 15% of all dwellings in new residential developments will be “affordable”. Measure: Availability & uptake of affordable housing options. Source: Development Services and Affordable Housing Unit.	T6.7 Affordable housing: Increase affordable home purchase and rental opportunities by 5 percentage points by 2014.
CITY SAFETY			
Perceptions of community safety and reported crime rates.	In 2007, 81% of the Annual Community Survey respondents reported feeling ‘safe’ or ‘very safe’.	A minimum of 80% of respondents to the Annual Community Survey report feeling ‘safe’ or ‘very safe’. Measure: Increase of community perceptions of safety over time. Source: Annual Community Survey results.	T2.8 Statewide crime rates: Reduce victim reported crime by 12% by 2014.
Level of crime.	Baseline data being developed.	A annual reduction in reported crimes. Source: SAPOL data.	

City Indicators	Baseline Data	City Target	State Targets
QUALITY OF LIFE			
Resident perception of quality of life and attractiveness of the City as a place to live and work.	In 2007, 76% of the Annual Community Survey respondents reported that the quality of life in Salisbury is either 'good' or 'excellent'.	A minimum of 75% of respondents to the Annual Community Survey report that the quality of life in Salisbury is either 'good' or 'excellent'. Measure: Community perception rating. Source: Annual Community Survey results.	T1.21 Strategic infrastructure: Match the national average in terms of investment in key economic and social infrastructure.
ENGAGEMENT			
Community participation in local community activities and events including sporting clubs, Council community centres and recreation centres.	In 2007, 62% of the Annual Community Survey respondents reported attending at least one community event in the last 12 months.	A minimum of 60% of respondents to the Annual Community Survey report attending at least one community event in the past 12 months. Measure: Attendance at community events. Source: CoS internal data/Community Survey.	T2.3 Sport and recreation: Exceed the Australian average for participation in sport and physical activity by 2014.
Number of residents who volunteer.	In 2006 11,442 residents volunteered for an organisation or group.	An increase in 2.5% p.a in the number of the community who volunteer. Measure: Volunteer number. Source: CoS internal data/ABS Census data.	T5.6 Maintain the high level of volunteering in South Australia at 50% or higher.
Number of people who access Council community centres, libraries and recreation centres.	Between 2006/07 and 2007/08 use increased as follows: • Libraries 1.38% • Community Centres 25.6% • Recreation Centres 1.58%.	Increase the number of users across community and recreational centres by 1.5% p.a. Measure: Centre user records. Source: CoS internal data.	
Proportion of eligible voters who vote in Council elections.	27.5% of eligible voters voted in a general Council election undertaken in 2006.	A minimum of 30% of eligible voters vote in Council elections. Measure: Proportion of voters. Source: CoS Data/Community Survey/State Electoral Commission.	T5.5 Local Government elections: Increase voter participation at Local Government elections in SA to 50% by 2014.
POPULATION			
Sustainable population growth & diversity.	In 2006, total population for the City of Salisbury was 118,422.	Increase population of Salisbury to 170,000 before 2030. Measure: Population level. Source: ABS Census.	T1.22 Increase South Australia's population to 2 million by 2050, with an interim target of an additional 250,000 in the metropolitan area within 30 years.



KEY DIRECTION 4: **Salisbury** **Success** **Achieving Excellence**



OVERALL DIRECTIONAL STATEMENT "To remain a high performing and innovative organisation that strives to achieve excellence in every area."

OBJECTIVES:

1. Achieve a financially sustainable organisation.
2. Develop and maintain an adaptable, skilled and satisfied workforce.
3. Provide a safe working environment.
4. Provide excellent customer service.
5. Ensure effective governance.
6. Apply appropriate technology and information systems that enhance service delivery.
7. Develop better planning, business and resource management processes to support excellent service delivery.

Where are we now?



Our Organisation

The organisation is regarded as one of the leading Local Government Councils in Australia. Currently some 430 employees serve an elected Council of 17 members.

This position has been achieved through ensuring that the organisation operates in a strategically planned environment where we deliver a large range of 'best practice' and 'innovative' services and programs which add value to the activities of our community and key stakeholders.

Our financial sustainability is critical to our long-term capability. A detailed 10 year Financial Plan guides our decision making to ensure that the Council avoids leaving a financial burden for future generations.

The City of Salisbury is committed to the highest standards of corporate governance and it has developed and implemented a Governance Framework and Statement which shapes the processes by which the organisation is directed, controlled and held to account.

City of Salisbury must continue to put in place programs to develop Council's capability. In particular we must ensure that our workforce will have the necessary leadership capabilities and business foundations to support the innovative work that we do for our community.

The work environment provides the opportunity for rewarding employment and good conditions built on the provision of challenging and exciting work, development opportunities and flexible work arrangements.

Customer service is a critical area of importance for the organisation. Salisbury regularly surveys its community to assess its performance and, via a variety of consultation processes, engages with the community to identify their needs and expectations.

Significant Projects

- Asset Management Planning – Asset Management Plans are being developed to identify future funding requirements for each asset category.
- Enhanced Business Planning Systems - across the organisation which incorporate Council's 10yr Long Term Financial Plan.
- Business Improvement Program - aimed at pursuing and sustaining excellence in all our activities, service areas and human capital and business processes "Salisbury Success".

- Developing our People - Our people represent the key to the organisation's capability and accordingly it represents an area of intense activity. Programs are underway which focus on determining our workforce needs for the future; leadership development, performance planning and review, induction, skill development and assessment of our employees needs with regard to work/life balance considerations.

Financial and Operational Sustainability

Implement actions to ensure the financial sustainability of the organisation with equity between generations of ratepayers. These include the development of 10 year financial modelling and the application of effective business planning processes to achieve and maintain a balanced or surplus position before 2010/11.

Strategic Initiatives



These strategic initiatives are being undertaken.

Asset Management

Critical to our sustainability is optimising the value and longevity of the community's assets through sustainable asset management practices. This will be supported by the development of asset management plans which incorporate assessment of future uses for all major Council asset categories.

Organisational Development Program

This program of activity focuses on areas that drive ongoing organisation development agendas and builds on the outcomes of the "Salisbury Success" initiative.

Specific initiatives being enhanced include:

- Communication processes
- Leadership Development programs
- Performance Development process
- Planning and Reporting processes
- Improvement Techniques
- Information and Knowledge Management systems
- the legal and statutory record keeping obligations of Council
- Customer and Community engagement framework.

Developing People

Develop and implement a holistic approach to the management of all employees and volunteers including programs to attract and retain staff in priority areas, fully implement a performance management system and provide access for all staff to development opportunities.

Safety at Work

Provision of a safe and healthy workplace that works towards our objective of Zero Harm for customers, staff, contractors and volunteers.

Innovation and Knowledge Management

Facilitate the development of innovative practices and knowledge management across the organisation by e-learning systems; continuous improvement techniques and management information systems. Also included is the development of new and enhanced business systems such as project management.

Customer Service

Continue to develop and implement processes to ensure the continual high level of customer service across the organisation.

This includes development of a customer charter, customer and service development programs for staff across the organisation, enhanced opportunities for the delivery of information to customers.

Governance

Support the Elected Body to fulfill their role as the governing body of Council. Look for opportunities to increase participation of the community in Local Government elections through targeted initiatives such as community briefings and other promotional material and activities.

Inter-Government and Regional Relationships

Develop relevant relationships to gain the maximum benefit for the Salisbury community whilst facilitating the achievement of broader agendas at either national, State or local levels.

Targets & Indicators



CITY DIRECTION 4: "SALISBURY SUCCESS"

Overall Directional Statement: "To remain a high performing and innovative organisation that strives to achieve excellence in every area."

City Indicators	Baseline Data	City Target	State Targets
FINANCE			
Financial Sustainability Indicators.	As at 30/06/08 Budget, Operating surplus ratio = 2.6% Liabilities Ratio = 48.6% Interest Cover Ratio = 2.0% Asset sustainability ratio = 52.2% Asset consumption ratio = 62%	Operating surplus ratio > 0 (1) Net Financial Liabilities Ratio < 70% (2) Interest Cover Ratio < 3% (3) Asset sustainability ratio > 60% (4) Asset consumption ratio > 70% (5) Measure: Annually by financial year Source: Council Financial Statements.	T6.7 Affordable housing: Increase affordable home purchase and rental opportunities by 5 percentage points by 2014.
PEOPLE			
Employee satisfaction.	Human Synergistics 2006 survey using the Organisational Culture Inventory and identified Council's actual and preferred organisational culture. In 2007/08 staff turn over was 13.8%. In 2007/08 there were 32 lost time claims made due to work place injuries and the average amount of lost time per injured employee was 141 hours.	Improvement in the Organisational Culture Index in line with our preferred culture target. Improvement in staff satisfaction as measured by an annual survey (to be developed). Staff turnover of < 15%pa. Reduction in a number of lost time claim injuries and achieve average amount of lost time per injured employee to be < 76 hours per employee. Measure: Annual Organisational Culture Inventory. Source: Human Resources.	T2.12 Work-life balance: Improve the quality of life of all South Australians through maintenance of a healthy work/life balance. T1.4 Industrial relations: Achieve the lowest number of working days lost per thousand employees of any state in Australia by 2014.

City Indicators	Baseline Data	City Target	State Targets
BUSINESS PROCESS			
Successful implementation of Australian Business Framework across the organisation.	<p>In 2006, less than 50% of a total items scored >2 of the Australian Business Excellence Framework.</p> <p>In the 2007/08 financial year, 88.9% of a total items scored >4.</p> <p>In the 2006/07 financial year, 13 complaints resulting in an investigation were lodged to SA Ombudsman.</p>	<p>Achieve 100% of total items scoring >2 (6) in all areas of Australian Business Excellence Framework as measured by bi-annual self assessment.</p> <p>Indicators of performance measured by the internal control framework checklist should score no less than 4 out of 5.</p> <p>Complaints to SA Ombudsman resulting in an investigation < 15 per annum.</p> <p>Measure: Annually. Source: Salisbury Success project monitoring. Internal control framework checklist. SA Ombudsman's Annual Report.</p>	<p>T1.8 Performance in the public sector – Government decision-making: Become, by 2010, the best-performing jurisdiction in Australia in timeliness and transparency of decisions which impact the business community (and maintain that rating).</p> <p>T1.9 Performance in the public sector – administrative efficiency: Increase the ratio of operational to administrative expenditure in State Government by 2010, and maintain or better that ratio thereafter.</p>
CUSTOMER SERVICE			
Customer Satisfaction.	<p>In 2007, the Annual Community Survey respondents stated that an overall level of satisfaction with Council's service delivery was 3.5 out of 5.</p>	<p>Overall level of satisfaction with Council's service delivery > 3.5 (7) as measured by the Annual Community Survey.</p> <p>Measure: Annually. Source: Community and Internal Survey.</p>	<p>T1.7 Performance in the public sector – customer and client satisfaction with Government services: Increase the satisfaction of South Australians with Government services by 10% by 2010, maintaining or exceeding that level of satisfaction thereafter.</p>

1. Operating Surplus Ratio – the operating surplus as a percentage of general and other rates, net of NRM levy.
2. Net Financial Liabilities Ratio – total operating revenue less NRM levy.
3. Interest Cover Ratio – total operating revenue less NRM levy less investment income.
4. Asset Sustainability Ratio – net asset renewals expenditure is defined as a net capital expenditure on the renewal and replacement of existing assets and excludes new capital expenditure on the acquisition of additional assets.
5. Asset Consumption Ratio – dividing the total of carrying value of depreciable assets by the value of all depreciable assets before accumulated depreciation.
6. A score of 2 indicates that there is a systematic approach that is well deployed, with evidence of results.
7. Responses to the Annual Community Survey are on a scale of 1 – 5 where 1 is very dissatisfied and 5 is very satisfied. A response of 3.5 represents a relatively high level of satisfaction.
8. Under the Cities for Climate Change Protection Program to which the City has been signatories, the base year has been set to 1994/5 level (or 1997/8 level where baseline data is unavailable).

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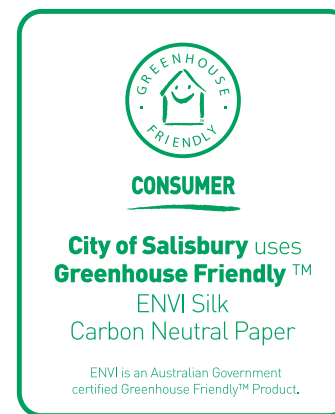
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