



## **AGENDA**

**FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON**

**15 AUGUST 2016 AT 6:30 PM**

**IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY**

### **MEMBERS**

Cr L Caruso (Chairman)  
Mayor G Aldridge  
Cr D Balaza  
Cr S Bedford  
Cr D Bryant  
Cr C Buchanan  
Cr G Caruso  
Cr R Cook  
Cr E Gill  
Cr D Pilkington  
Cr S Reardon (Deputy Chairman)  
Cr D Proleta  
Cr G Reynolds  
Cr B Vermeer  
Cr S White  
Cr J Woodman  
Cr R Zahra

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager Community Development, Ms J Trotter  
General Manager City Infrastructure, Mr M van der Pennen  
Manager Governance, Ms T Norman  
Manager Communications and Customer Relations, Mr M Bennington  
Team Leader Corporate Communications, Mr C Treloar  
Governance Coordinator, Ms J Rowett  
Governance Support Officer, Ms K Boyd

### **APOLOGIES**

An apology has been received from Cr B Vermeer.

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## LEAVE OF ABSENCE

## PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 18 July 2016.

Presentation of the Minutes of the Confidential Policy and Planning Committee Meeting held on 18 July 2016.

## REPORTS

### *Administration*

1.0.1 Future Reports for the Policy and Planning Committee..... 11

### *Community Development*

1.1.1 Minutes of the Youth Council Sub Committee meeting held on Tuesday, 9 August 2016 ..... 15

### *Urban Development*

1.3.1 Salisbury Community Hub Update - Project Control Group ..... 21

1.3.2 Growth Action Plan Review..... 33

## OTHER BUSINESS

## CLOSE



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN THE  
COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY ON**

**18 JULY 2016**

**MEMBERS PRESENT**

Mayor G Aldridge  
Cr D Balaza  
Cr D Bryant  
Cr C Buchanan  
Cr G Caruso  
Cr E Gill  
Cr D Pilkington  
Cr S Reardon (Deputy Chairman)  
Cr D Proleta  
Cr G Reynolds  
Cr B Vermeer  
Cr S White  
Cr J Woodman  
Cr R Zahra

**STAFF**

Acting Chief Executive Officer, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager Community Development, Ms J Trotter  
General Manager City Infrastructure, Mr M van der Pennen  
Manager Governance, Ms T Norman  
Manager Communications and Customer Relations, Mr M Bennington  
Team Leader Corporate Communications, Mr C Treloar  
Governance Project Officer, Mrs M Woods

The meeting commenced at 6.32pm.

The Deputy Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Apologies were received from Cr L Caruso, Cr S Bedford and Cr R Cook.

## LEAVE OF ABSENCE

Nil

## PRESENTATION OF MINUTES

Moved Cr D Balaza  
Seconded Cr D Bryant

The Minutes of the Policy and Planning Committee Meeting held on 20 June 2016, be taken and read as confirmed.

**CARRIED**

Moved Cr D Balaza  
Seconded Cr R Zahra

The Minutes of the Confidential Policy and Planning Committee Meeting held on 20 June 2016, be taken and read as confirmed.

**CARRIED**

## REPORTS

### *Administration*

#### **1.0.1 Future Reports for the Policy and Planning Committee**

Moved Cr R Zahra  
Seconded Cr D Balaza

1. The information be received.

**CARRIED**

### *Community Development*

*Cr C Buchanan entered the meeting at 6:35pm.*

*Cr D Pilkington entered the meeting at 6:36pm.*

#### **1.1.1 Collaboration Agreement between Council and Community Centres Annual Update**

Moved Cr S White  
Seconded Cr R Zahra

1. The information be received.
2. A correction to the report was noted that paragraphs 3.1.3 and 3.1.4 were incorrect, and that the wording of the Collaboration Agreement requires that:  
*“the design of Services should consider alignment with the Council’s Annual Business Plan and Budget and the Council’s Strategic Plan for the City (as varied from time to time), and*

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*“The services to be provided by the Association at the Centre are to:*

*...*

*Be consistent with the Association’s Annual Business Plan and budget and Strategic Plan (as varied from time to time).”*

**CARRIED**

**1.1.2 Proposed 2017 Salisbury Secret Garden Program & Budget**

*Cr D Balaza declared a material conflict of interest due to being a member of the governing body for the Salisbury City Centre Association. Cr D Balaza left the meeting at 6:40pm.*

Moved Cr E Gill

Seconded Mayor G Aldridge

1. The delivery of the *2017 Salisbury Secret Garden* be endorsed.
2. Council underwrite the *Salisbury Secret Garden* and \$83,700 be allocated as a non-discretionary bid as part of the first quarter budget review.

**CARRIED**

*Cr D Balaza returned to the meeting at 7:07pm.*

**1.1.3 Minutes of the Tourism and Visitor Sub Committee meeting held on Monday 11 July 2016**

The information contained in the Tourism and Visitor Sub Committee of the meeting held on 11 July 2016 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**1.1.3-TVSC1 Appointment of Deputy Chairman - Tourism and Visitor Sub Committee**

Moved Cr C Buchanan

Seconded Cr D Proleta

1. David Stockbridge be appointed as Deputy Chairman of the Tourism and Visitor Sub Committee for a period of 12 months commencing 01/08/2016.

**CARRIED**

### **1.1.3-TVSC2 Wiki Town Resolution 0990/2016**

Moved Cr C Buchanan

Seconded Cr D Proleta

1. That the information be received.

**CARRIED**

### **1.1.3-TVSC3 Tourism and Visitor Strategy - for endorsement**

Moved Cr C Buchanan

Seconded Cr D Proleta

1. That the information be received.
2. The draft Tourism and Visitor Strategy, as set out in Attachment 1 (Item No. TVSC3, Tourism and Visitor Sub Committee, 11/07/2016) be endorsed.
3. The Implementation Plan be reported to the Sub Committee in September 2016 subsequent to a workshop taking place in August 2016.

**CARRIED**

### **1.1.3-OB1 Amendment to Tourism and Visitor Sub Committee Terms of Reference and Membership**

Moved Cr C Buchanan

Seconded Cr D Proleta

1. The Terms of Reference of the Tourism and Visitor Sub Committee be amended to provide for three elected members as part of the Committee Membership
2. Cr R Cook be included as member of the Tourism and Visitor Sub Committee.

With leave of the meeting and consent of the seconder Cr C Buchanan  
VARIED the MOTION as follows:

*Cr D Balaza sought leave of the meeting to speak for a second time.*

*Leave was granted.*

1. The Terms of Reference of the Tourism and Visitor Sub Committee be amended to provide for three elected members as part of the Committee Membership.
2. Cr R Cook be included as a member of the Tourism and Visitor Sub Committee.
3. A report on the status of outstanding membership be returned to the next Tourism and Visitor Sub Committee.

**CARRIED**

#### **1.1.4 Minutes of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 12 July 2016**

The information contained in the Strategic and International Partnerships Sub Committee of the meeting held on 12 July 2016 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

##### **1.1.4-SIPSC1 Appointment of Deputy Chairman - Strategic and International Partnerships Sub Committee**

Moved Cr D Balaza

Seconded Cr E Gill

1. Cr D Balaza be appointed as Deputy Chairman of the Strategic and International Partnerships Sub Committee for a period of 12 months commencing 01/08/2016.

**CARRIED**

##### **1.1.4-SIPSC2 China Action Plan**

Moved Cr D Balaza

Seconded Cr E Gill

1. That the information be received.

**CARRIED**

##### **1.1.4-SIPSC3 Request for Sister City Relationship from the City of San Agustin, El Salvador**

Moved Cr E Gill

Seconded Cr D Balaza

1. A report be prepared setting out a proposed program for a delegation visit from the City of San Agustin, including resource implications, to enable the Strategic and International Partnership Committee to determine whether an invitation for a delegation can be extended to the City of San Agustin.

**CARRIED**

##### **1.1.4-SIPSC4 Mobara Educational Exchange Program and Mobara Delegation 2016**

Moved Cr E Gill

Seconded Cr D Balaza

1. The program for the 2016 Mobara Educational exchange program (as set out in Attachment 1, Item SIPSC4, Strategic and International Partnerships Sub Committee, 12/07/2016) be endorsed.

**CARRIED**

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*Urban Development*

**1.3.1 Establishment of a Precinct at Greater Edinburgh Parks - Update**

*Cr C Buchanan left the meeting at 7:50pm.*

Moved Cr G Reynolds

Seconded Mayor G Aldridge

1. That the report and the response of the Minister for Housing and Urban Development advising that it is not proposed to proceed with establishing a Precinct under the *Urban Renewal Act 1995* in relation to the Greater Edinburgh Parks area be noted.

**CARRIED**

*Cr D Bryant left the meeting at 7:54pm.*

**OTHER BUSINESS**

Nil.

## CONFIDENTIAL ITEMS

*Cr C Buchanan returned to the meeting at 7:54pm.*

*Cr C Buchanan left the meeting at 7:55pm.*

### 1.10.1 Update on the Northern Connector

Moved Cr D Balaza

Seconded Cr S White

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on that grounds that:

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
  - *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
  - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
  - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
  - *The report and discussion will refer to sensitive commercial information in relation to acquisition of and associated compensation for Council Land with the Commissioner of Highways*

*On that basis the public's interest is best served by not disclosing the **Update on the Northern Connector** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury in attendance, be excluded from attendance at the meeting for this Agenda Item.*

**CARRIED**

The meeting moved into confidence at 7.56pm.

*Cr D Bryant returned to the meeting at 7:56pm.*

The meeting moved out of confidence at 8.03pm.

## 1.10.2 Salisbury Community Hub - Site Selection

Moved Cr R Zahra

Seconded Cr D Balaza

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on that grounds that:

1. Pursuant to Section 90(2) and (3)(d)(i) and (d)(ii) of the *Local Government Act 1999*, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:

- it relates to commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and

- commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest.

2. In weighing up the factors related to disclosure,

- disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations

- Non-disclosure of the matter and discussion of this item in confidence would protect confidential information relating to future proposed commercial negotiations regarding the purchase and/or disposal of land and/or assets within the Salisbury City Centre so as not to prejudice Council's commercial position.

On that basis the public's interest is best served by not disclosing the **Salisbury Community Hub - Site Selection** item and discussion at this point in time.

3. Pursuant to Section 90(2) of the *Local Government Act 1999* it is recommended the Council orders that all members of the public, except staff of the City of Salisbury in attendance, be excluded from attendance at the meeting for this Agenda Item.

**CARRIED**

The meeting moved into confidence at 8.04pm.

The meeting moved out of confidence and closed at 8.30pm.

CHAIRMAN.....

DATE.....

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<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	15 August 2016
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

#### **RECOMMENDATION**

1. The information be received.

#### **ATTACHMENTS**

There are no attachments to this report.

### **1. BACKGROUND**

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

### **2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Report authors and General Managers.
- 2.2 External
  - 2.2.1 Nil.

### 3. REPORT

3.1 The following table outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
27/01/2015	<b>Mawson Lakes and Salisbury City Centre Parking Fund</b>	Pat Trimboli
1.2.1	2. A review of the effectiveness of this proposal in generating economic activity and its impact on parking availability be undertaken within two years.	
<b>Due:</b>	February 2017	
24/08/2015	<b>Salisbury Oval Precinct Plan: Community Consultation Strategy</b>	Nichola Kapitza
1.1.1	3. The Salisbury Oval Precinct Plan to be presented to Council in March 2016.	
<b>Due:</b>	September 2016	
22/02/2016	<b>Autism Friendly Play Space</b>	Dameon Roy
1.1.1	3. A further report is prepared for November 2016 with preferred design and location, costs of construction and potential partner funding sources.	
<b>Due:</b>	November 2016	
22/02/2016	<b>Autism Friendly Play Space</b>	Nichola Kapitza
1.1.1	4. The report to include a longer term plan for increasing the number of autism sensitive play spaces across the city.	
<b>Due:</b>	November 2016	
29/03/2016	<b>Tourism and Visitor Sub Committee Establishment</b>	Michael Bennington
NOM3	6. The Tourism and Visitor Sub Committee be reviewed after 12 months.	
<b>Due:</b>	June 2017	
29/03/2016	<b>Development of Fairbanks Drive Reserve for Joint use with Schools</b>	Chantal Milton
1.1.1	4. Further consideration is given towards the future uses of unused portions of the Reserve for strategic development in the next iteration of projects for consideration and that the outcomes of this analysis is presented to the Strategic Property Development Subcommittee in due course.	
<b>Due:</b>	September 2016	
29/03/2016	<b>Development of Fairbanks Drive Reserve for Joint use with Schools</b>	Karen Pepe
1.1.1	5. The joint use agreement between Council and Temple Christian College and Bethany Christian School in relation to Fairbanks Drive Reserve be returned to Council for review and endorsement.	
<b>Due:</b>	September 2016	

26/04/2016 1.1.1	<b>Review of the Twelve25 Advisory Group</b> 1. The Twelve25 Youth Advisory Group continue with a further review to be conducted in February 2017. <b>Due:</b> March 2017	Rick Henke
26/04/2016 1.1.2	<b>Suicide Prevention Action Plan</b> 2. Staff provide a status update report on the Salisbury Community Suicide Prevention Network to council in six months' time. The report to include a copy of the community owned action plan for council's information and an overview of an ongoing role and commitment for City of Salisbury staff. <b>Due:</b> October 2016	Julie Fyfe
26/04/2016 1.3.2	<b>Rural Aircraft Noise Direk Industry and Residential Interface DPA Update</b> 1. The Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment be reviewed and amended in accordance with the Minister for Planning's requirements, and the amended DPA and report be further considered by Council for endorsement prior to forwarding to the Minister for Planning to again seek approval for public consultation. <b>Due:</b> September 2016	Peter Jansen
26/04/2016 GB1	<b>Mawson Lakes DPA - requirements to receive approval from Minister for Planning</b> 3. That a further report be provided to Council in relation to the proposed Mawson Lakes DPA Part 2 for consideration of the proposed amendments following consideration of appropriate policy content and further discussions with the Department for Planning Transport and Infrastructure. <b>Due:</b> August 2016 <b>Deferred to:</b> November 2016 <b>Reason:</b> Finalising administration and online mapping checking of part 1 of the DPA has taken longer than expected. Preparation and amendment to appropriate policy content in discussion with DPTI to be finalised to allow consideration by Council.	Peter Jansen
25/07/2016 1.1.3-TVSC3	<b>Tourism and Visitor Strategy - for endorsement</b> 3. The Implementation Plan be reported to the Sub Committee in September 2016 subsequent to a workshop taking place in August 2016. <b>Due:</b> September 2016	Michael Bennington
25/07/2016 1.1.3-OB1	<b>Amendment to Tourism and Visitor Sub Committee Terms of Reference and Marketing</b> 3. A report on the status of outstanding membership be returned to the next Tourism and Visitor Sub Committee. <b>Due:</b> September 2016	Michael Bennington

25/07/2016	<b>Request for Sister City Relationship from the City of San Agustin, El Salvador</b>	Jane Trotter
1.1.4-SIPSC3	1. A report be prepared setting out a proposed program for a delegation visit from the City of San Agustin, including resource implications, to enable the Strategic and International Partnership Committee to determine whether an invitation for a delegation can be extended to the City of San Agustin.	
<b>Due:</b>	October 2016	

#### **4. CONCLUSION / PROPOSAL**

- 4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.

#### **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 08.08.16

<b>ITEM</b>	1.1.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>HEADING</b>	Minutes of the Youth Council Sub Committee meeting held on Tuesday, 9 August 2016
<b>AUTHOR</b>	Jane Trotter, General Manager Community Development, Community Development
<b>CITY PLAN LINKS</b>	3.3 Be a connected city where all people have opportunities to participate.
<b>SUMMARY</b>	The minutes and recommendations of the Youth Council Sub Committee meeting held on Tuesday 9 August 2016 are presented for Policy and Planning Committee's consideration.
<b>RECOMMENDATION</b>	
1.	The information contained in the Youth Council Sub Committee Minutes of the meeting held on 9 August 2016 be received and noted and that the following recommendations contained therein be adopted by Council:
<b>YC1</b>	<b>Youth Council Membership</b>
1.	The resignations of Jordan Golley and Abi Davey be received and noted.
2.	The resignation of Michael Santos as Deputy Chairman be received and noted.
3.	That Joel Winder be appointed as the Deputy Chairman of the Youth Council until February 2107.
<b>YC2</b>	<b>Youth Action Plan Project Team - Status Update</b>
1.	That the information be received.
2.	That the title of the third theme, Sports and Arts be changed to Active and Creative Lifestyles.
3.	Cresilda Daitol be appointed as Team Leader for the Active Lifestyles - Working Party.
4.	Bianca Bilsborow be appointed as Team Leader for the Creative Lifestyles - Working Party.
<b>YC3</b>	<b>Youth Action Plan - Status Update August 2016</b>
1.	The contents be received and noted.
<b>YC4</b>	<b>Twelve25 Salisbury Youth Enterprise Centre - August Update</b>
1.	That the information be received and noted.

## **ATTACHMENTS**

This document should be read in conjunction with the following attachments:

1. Minutes Youth Council Sub Committee - 9 August 2016

## **CO-ORDINATION**

Officer: GMCD  
Date: 10.08.2016



**MINUTES OF YOUTH COUNCIL SUB COMMITTEE MEETING HELD IN THE JOHN HARVEY GALLERY, 12 JAMES STREET, SALISBURY ON**

**9 AUGUST 2016**

**MEMBERS PRESENT**

Bianca Bilsborow (Chairman)  
Cr D Balaza (5.10 pm)  
Reagan Bledde (Mentor)  
Roshan Chamlagai  
David Charlett (Mentor)  
Cresilda Daitol  
Kimberlee Daniels (Mentor)  
Rebecca Etienne  
Nick Griguol  
Sue McNamara (Mentor)  
Eric Ngirimana  
Julie Ping  
Cameron Rowe  
Michael Santos (Deputy Chairman)  
Taylor Sawtell  
Danielle Stewart (Mentor)  
Joel Winder  
Cr S White  
Cr R Zahra

**OBSERVERS**

There were no Observers.

**STAFF**

General Manager Community Development, Ms J Trotter  
PA to General Manager Community Development, Mrs B Hatswell  
Community Planner Youth Participation, Ms J Brett  
Community Planner Youth, Ms P Rowe  
Youth Services Project Officer, Ms K Kitching

The meeting commenced at 5.05 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

Apologies have been received from M Abdalla and M Verdini.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved R Etienne

Seconded J Winder

The Minutes of the Youth Council Sub Committee Meeting held on 14 June 2016, be taken and read as confirmed.

**CARRIED**

**REPORTS****YC1 Youth Council Membership**

*Cr D Balaza entered the meeting at 05:10 pm.*

Moved E Ngirimana

Seconded R Etienne

1. The resignations of Jordan Golley and Abi Davey be received and noted.
2. The resignation of Michael Santos as Deputy Chairman be received and noted.
3. That Joel Winder be appointed as the Deputy Chairman of the Youth Council until February 2107.

**CARRIED**

**YC2 Youth Action Plan Project Team - Status Update**

Moved R Etienne

Seconded J Ping

1. That the information be received.
2. That the title of the third theme, Sports and Arts be changed to Active and Creative Lifestyles.
3. Cresilda Daitol be appointed as Team Leader for the Active Lifestyles - Working Party.
4. Bianca Bilsborow be appointed as Team Leader for the Creative Lifestyles - Working Party.

**CARRIED**

**YC3 Youth Action Plan - Status Update August 2016**

*M Santos left the meeting at 05:29 pm.*

Moved R Etienne

Seconded J Ping

1. The contents be received and noted.

**CARRIED**

**YC4 Twelve25 Salisbury Youth Enterprise Centre - August Update**

*M Santos returned to the meeting at 05:31 pm.*

Moved J Winder

Seconded R Etienne

1. That the information be received and noted.

**CARRIED**

## **OTHER BUSINESS**

There was no Other Business.

## **CLOSE**

The meeting closed at 5.45 pm.

CHAIRMAN.....

DATE.....

<b>ITEM</b>	1.3.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	15 August 2016
<b>HEADING</b>	Salisbury Community Hub Update - Project Control Group
<b>AUTHOR</b>	Terry Sutcliffe, General Manager City Development, City Development
<b>CITY PLAN LINKS</b>	3.2 Have interesting places where people want to be. 4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	<p>As part of the Governance Framework for the Salisbury City Centre Community Hub, a Project Control Group (PCG) needs to be established comprised of key internal stakeholders and external expert advisors.</p> <p>This report presents a recommendation for the membership of the PCG, and draft Terms of Reference, for Council endorsement.</p>

## RECOMMENDATION

1. That the report be received and the draft Terms of Reference of the Salisbury City Centre Community Hub Project Control Group forming Attachment 1 to this report (Item No. 1.3.1, Policy and Planning Committee, 15/08/16), incorporating membership of the Group, be endorsed.
2. That the Chief Executive Officer be authorised to engage suitable external advisors as members of the Salisbury City Centre Community Hub Project Control Group consistent with the endorsed Terms of Reference.
3. That the Elected Member representatives on Council's Audit Committee be appointed as the Elected Member representatives on the Salisbury City Centre Community Hub Project Control Group.

## ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Salisbury City Centre Community Hub Project Control Group Terms of Reference
2. Project Control Group - Governance Structure

## **1. BACKGROUND**

- 1.1 Council has endorsed a Governance Structure for the Hub project at its meeting on 27 June 2016, which incorporates Project Control Group (PCG) (Attachment 2, noting that the document has been updated to explicitly reference Elected Member representation on the Project Control Group as recommended later in this report, and the Committee/Sub-Committee reporting process).
- 1.2 Selection of a Project Client Representative (PCR) through an open tender process is being finalised, consistent with a previous decision of Council. The role of the PCR is to effectively represent Council's interests and manage the procurement, design and delivery of the project, and appointment of the PCR will signal a significant ramping up of the Community Hub project design phase. The PCR will need to work closely with the PCG across the life of the project.
- 1.3 The intent of the PCG is that it is a primary advisory group for the project, providing advice and making recommendations on key actions and issues either for implementation by staff under delegation, or for referral to Council for a decision, dependent upon the nature and scope of the issue. Accordingly it is critical that the appropriate breadth and depth of expertise and representation is engaged through the membership of the PCG.

## **2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Executive Group, Manager Strategic Development Projects.
- 2.2 External
  - 2.2.1 Nil to date, other than informal discussions with some members of the previous Salisbury City Centre Community Hub External Advisory Group.

## **3. REPORT**

### **3.1 Terms of Reference**

- 3.1.1 Draft terms of reference (ToRs) for the PCG are attached for consideration. The draft ToRs use the previous External Advisory Group ToRs as a basis.
- 3.1.2 It should be noted that the PCG does not have authority to implement decisions – authority for implementation of decisions and advice rests with the delegated staff member or Council, as the case may be in relation to particular matters. However the advice of the PCG will inform the implementation of actions related to the Hub's design and delivery.

### **3.2 Membership of the Project Control Group**

- 3.2.1 The membership of the PCG is recommended to comprise:
  - Two Elected Members, being the Elected Member representatives on the Audit Committee (being Cr G Caruso and Cr G Reynolds). Given the scale and cost of the project, there will be a role for the Audit Committee in the oversight of the project from a financial and risk

perspective, and a link between the PCG and Audit Committee is desirable in this context.

- The Executive Group, in recognition of the cross-organisational scope of the Community Hub Project, which will impact on all parts of the organisation.
- External specialist advisors in the fields of:
  - Community facilities planning and delivery;
  - Architecture and urban design;
  - Building construction and project delivery; and
  - Legal and probity.

3.2.2 Primary executive support to the PCG will be provided by the Project Client Representative with support from the Manager Strategic Development Projects as the internal Project Manager.

3.2.3 It is proposed that the Project Control Group be chaired by Mr Kelvin Trimper of Kelvin Trimper Consulting, as the independent member of the Group with expertise in community facilities planning and delivery. Mr Trimper has acted as independent chair of the Salisbury City Centre Community Hub External Advisory Group to date, and with the disbanding of the Advisory Group his continued involvement in the project through the PCG brings his understanding of the background and objectives of the project to the PCG, along with his specialist expertise.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 Confirmation of the Terms of Reference and membership of the Salisbury City Centre Community Hub Project Control Group is sought. The PCG will play an important role throughout the life of the project in terms of providing guidance and advice to Council and the Project Client Representative, value engineering the design and delivery of the project, and managing project risk.

#### **CO-ORDINATION**

Officer: EXECUTIVE GROUP

Date: 08.08.16



## TERMS OF REFERENCE FOR SALISBURY CITY CENTRE COMMUNITY HUB PROJECT CONTROL GROUP



## 1.0 PREAMBLE

The Salisbury City Centre is embarking upon a new era with the final approval of the Structure Plan and Renewal Strategy, the Urban Design Framework, and the related policy changes contained in the draft Salisbury City Centre Development Plan. These documents set out the policy framework and action plan to guide existing and future land use while enhancing economic, social and environmentally sustainable development opportunities within and surrounding the City Centre. The revitalisation of the centre is based on a strong core being the structure plan; however this is complemented by a broader integrated policy framework that delivers on other elements that build upon and contribute to the vitality of the City Centre.

A key initiative that will help deliver on the strategic objectives for Salisbury City Centre is the Community Hub Project (**Project**). The Community Hub will incorporate the core elements of:

- Salisbury Council's Information and Community Services, Library, Council Chambers and Meeting Rooms
- Council's civic administration offices
- Potentially:
  - Complementary facilities and services in partnership with Government, Not for Profit and private sector organisations.
  - Services to meet the needs of, support and grow small to medium sized businesses in Salisbury and surrounding areas.
  - Subject to commercial feasibility, retail/commercial floor space that generates income

The target time line for the Project is for commencement of construction in mid-2017. As a first stage of investigation of options for the Community Hub, a number of sites were investigated and a short list of preferred sites was identified.

A consultant Project Client Representative has also been engaged by Council to manage the Project design, procurement and delivery. A separate Change Management and Internal Communications consultant has also been engaged, to assist with the transition of staff and users into the new Community Hub from existing facilities, and with the organisational change that transition into the new Community Hub will assist to facilitate.

To oversee the Project, a Project Control Group is to be established for the duration of the Project, comprised of:

- expert advisors in the fields of community facilities planning and delivery; architecture and urban design; building construction and project delivery, legal and probity;
- senior Council staff
- Council Elected Member representatives

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**2.0 PROJECT CONTROL GROUP OBJECTIVES:**

The objectives of the Project Control Group are:

To provide advice to Council, key staff, and consultants on the procurement, design, costings and delivery of the preferred option for the Project – and more specifically, a community hub and civic administration accommodation building, particularly in relation to:

- 2.1 Managing risk – commercial, financial, governance and legal
- 2.2 Optimising opportunities, particularly in relation to the delivery of strategic objectives for the City Centre
- 2.3 Providing a commercial perspective on the Project

**3.0 PURPOSE:**

The purpose of the Project Control Group includes provision of advice and direction on:

- The alignment of the proposed development with the objectives and outcomes of the Salisbury City Centre Renewal Strategy and Structure Plan
- The design and functionality of the proposed development as design evolves
- Construction feasibility and costs
- Cost saving opportunities and construction efficiencies within agreed end-product quality parameters
- Potential partners, investors and tenants
- Barriers to and opportunities for delivery of the preferred option including legal, tenure, services, design and financial /commercial
- Future proofing of the community hub and office facilities in relation to design, sustainability and technology
- Project management, timelines and delivery

The Project Control Group will also provide an interface between project deliverers, project management, Elected Members and Council's administration across the life of the Project, and ensure good communication and a common understanding of key elements and issues.

The Project Control Group membership includes:

- independent external experts to provide advice to Council on all elements of the Project
- Elected Members to provide input to the Project from the perspective of their representative role and their governance role
- senior Council staff to provide advice and direction and to implement decisions arising from the input of the Project Control Group

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#### 4.0 REPORTING AND COMMUNICATION

The Project Control Group shall provide feedback and advice to Council, the Chief Executive Officer and to the General Manager City Development (as the Project Sponsor), for Council and/or delegated staff to implement outcomes.

The City of Salisbury Executive Group will act as the internal Project board (**Internal Project Board**), supported by the Manager Strategic Development Projects as internal Project manager (**Internal Project Manager**).

The consultant Project Client Representative shall report to the Project Control Group and convene the Internal Project Working Group.

The Project Control Group will meet at least every two months (or more frequently as required) during the term of the Project.

It is noted that the Project Control Group does not hold any delegated powers to make decisions on behalf of Council – its purpose is to provide advice and direction to Council (via the Strategic Property Development Sub-Committee) and to relevant delegated staff within the bounds of the Terms of Reference. The Strategic Property Development Sub-Committee reports via the Policy and Planning Standing Committee to Council, and its purpose is:

*To examine and make decisions on strategic property development projects:*

- *To consider property development proposals in terms of their overall commercial and community benefit*
- *To assess and consider Council's risk exposure related to the projects.*

As a guide, matters to be referred to the Strategic Property Development Sub-Committee will include but not be limited to:

- budget
- staged design sign-off
- Project update reporting
- community engagement

#### 5.0 MEMBERSHIP

External membership of the Project Control Group is expertise-based, and comprises:

- Community facilities planning and project delivery
- Design (architectural and urban)
- Building construction and project delivery
- Legal and probity

Internal membership of the Project Control Group comprises:

- Two Elected Member representatives, being the Elected Member representatives on Council's Audit Committee
- Executive Group (Project Board)

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External members of the Project Control Group (**External Members**) may be engaged by Council under separate contract to provide specialist advice in their field of expertise during the course of the Project, within the scope of their role on the Project Control Group. Notwithstanding this, External Members acknowledge that their appointment does not necessarily mean that they will be providing goods and/or services to the Council in respect of the Project. It is also expressly acknowledged that the Council may utilise a broad range of procurement activities in respect of the procurement of goods and services for the Project, including, where circumstances warrant, open and select tenders and direct sourcing.

All Members of the Project Control Group are required to declare any conflicts of interest in relation to any matters being considered by the Group, and any commercial relationship with a contractor or consultant involved in the delivery of the Project that is current or arises during the life of the Project will preclude membership of the Project Control Group, or attendance at any meetings of the Project Control Group. The onus is on each External Member to declare any conflicts.

The Salisbury Community Hub Project Management Structure forms attachment 1 to these Terms of Reference.

## 6.0 RISK MANAGEMENT

Members of the Project Control Group must declare any conflicts of interest in any matters being considered by the Group, and must not participate in any discussions or use information provided to them in their role on the Group on matters relating to the conflict.

Matters considered by the Project Control Group are confidential to the Group and Council, and External Members will be required to sign a confidentiality agreement before participating in the Group.

The Project Client Representative is responsible for the implementation of a Risk Management Plan for the Project including communication, risk identification, analysis, evaluation, assignment, registration and the development of mitigation plans and risk reduction strategies. These risk management processes should be integrated as part of the business activities and the planning processes of the Project.

## 7.0 MEETINGS:

7.1 Meetings of the Project Control Group shall be held at least every two months (or more frequently as required) during the term of the Project. Meetings may be held via electronic communication if required to facilitate timely meetings and accommodate the availability of members.

7.2 The external advisor with experience in community facilities planning and project coordination will act as Project Control Group chair and facilitate meetings.

7.3 A Quorum for a meeting of the Project Control Group shall be half plus one members

7.4 Minutes from meetings will be taken and distributed to Project Control Group members within one week of meetings

7.5 Executive support for the Project Control Group will be provided by the Project Client Representative supported by Council's City Development Department through the Manager Strategic Development Projects, including preparation and distribution of agendas and meeting notes, and arranging meeting dates and venue.

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**I accept the above Terms of Reference.**

Signature: .....

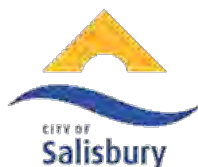
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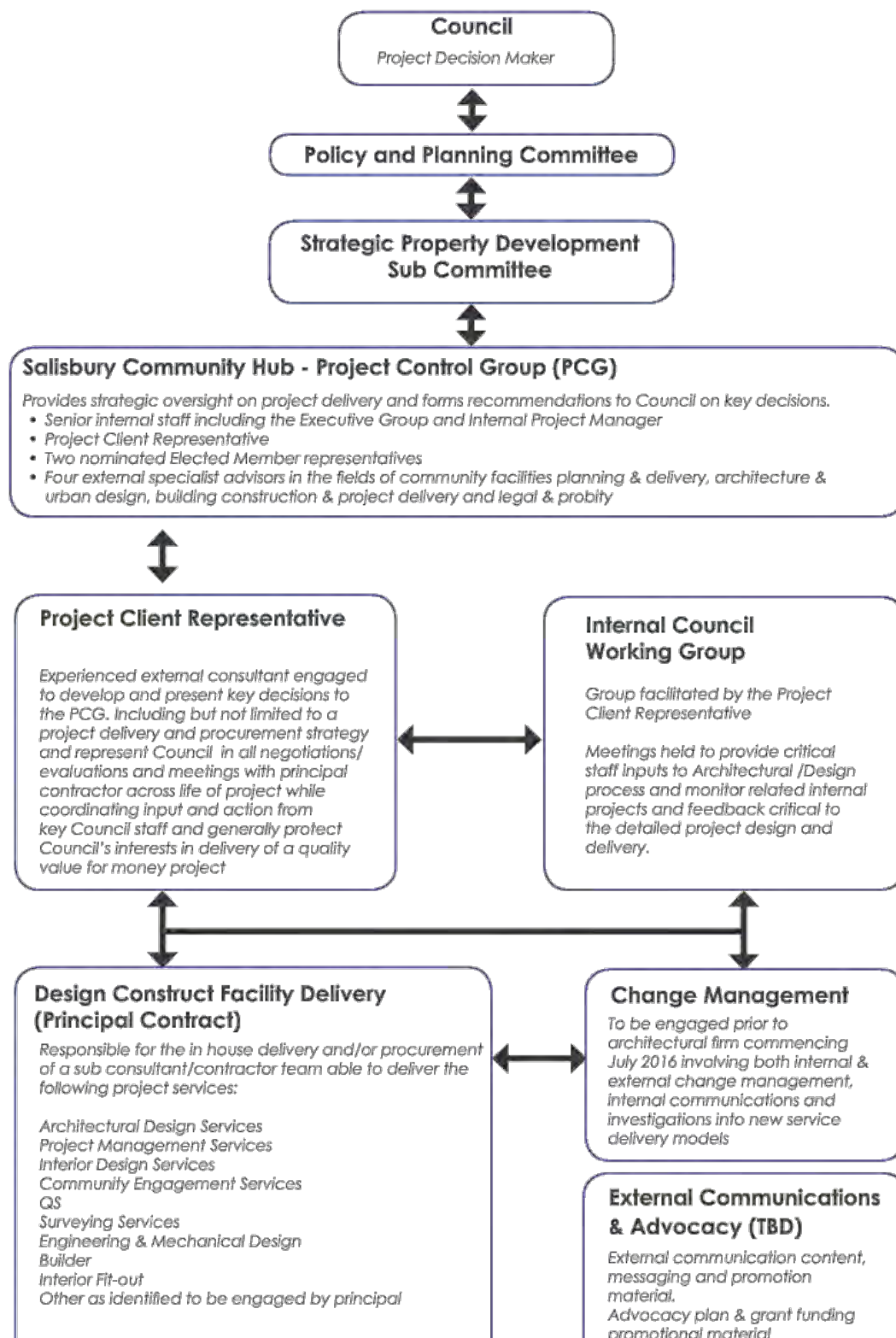
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**Salisbury City Centre Community Hub/Office  
Revised Project Governance Structure - August 2016**





<b>ITEM</b>	1.3.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	15 August 2016
<b>HEADING</b>	Growth Action Plan Review
<b>AUTHOR</b>	Amanda Berry, Policy Planner, City Development
<b>CITY PLAN LINKS</b>	<p>1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.</p> <p>1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities.</p> <p>3.2 Have interesting places where people want to be.</p>
<b>SUMMARY</b>	<p>The Growth Action Plan spatially identifies the anticipated growth areas throughout the City for the next 20 or so years, and is used to help inform Council's program for infrastructure delivery, transport planning, policy development, planning for community facilities and open space, and rezoning processes.</p> <p>Council's Growth Action Plan has been reviewed and updated to reflect a range of changes, such as strategic direction and policy changes, land supply and market demand and infrastructure investment since it was first prepared in 2008.</p>

## RECOMMENDATION

1. The Growth Action Plan, as provided in Attachment 1 (Item No. 1.3.2, Policy and Planning Committee, 15/08/2016) be endorsed.

## ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Attachment 1: Draft Growth Action Plan
2. Attachment 2: Background Paper for Growth Action Plan update

## 1. BACKGROUND

- 1.1 Council's Growth Action Plan (GAP) was first prepared in 2008/09, and provides a high-level land use framework to identify opportunities for sustainable residential growth of the City, and identifies actions required to achieve desired development outcomes.
- 1.2 Since this time, there have been changes in strategic directions and economic circumstances, industrial transformation, completion of major residential developments and shifts in residential demand. Accordingly it is necessary to review the assumptions applying to growth projections within the context of changes that have occurred over the past seven years to inform an update of the GAP.

- 1.3 The updated GAP spatially identifies anticipated growth areas which will help inform Council's program for infrastructure delivery, transport planning, policy development, planning for community facilities and open space, and precinct planning and rezoning processes.
- 1.4 The updated GAP will enable decision makers, the general community and stakeholders to gain an appreciation of where growth is likely to occur throughout the Council area, and identifies at a strategic level the actions required to support this growth.
- 1.5 The draft update of the Growth Action Plan is provided as **Attachment 1**. Formatting of the document will occur once endorsed.
- 1.6 It is the intention that the updated GAP will also help to inform Council input into various State Government policies such as the review of the 30 Year Plan for Greater Adelaide, and may assist in shaping the potential development of a future Regional Plan for Northern Adelaide as anticipated by the new *Planning, Development and Infrastructure Act 2016*.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 The review of the GAP has included discussion and input from staff throughout Council, including the following divisions:

- Strategic Development Projects;
- Development Services;
- Technical Services;
- Community Planning and Vitality;
- Libraries and Community Centres; and
- Water Business Unit.

- 2.1.2 Informal Strategy presentation to Elected Members on 30 May 2016.

### 2.2 External

- 2.2.1 Consistent with the previous GAP, the revised version is not proposed to be released for consultation as it is a high-level strategic document that has largely been used internally by Council to inform future planning priorities. However, with a shift in focus in the new *Planning, Development and Infrastructure Act* on increased community engagement in strategic and policy setting processes, it is the intention that community engagement will be undertaken during the development of the proposed precinct plans for growth areas and any Development Plan Amendment processes that may be undertaken.

## 3. REPORT

### Review Process

- 3.1 The review of the GAP has been undertaken through consideration of:
  - 3.1.1 State strategic and policy directions (e.g. 30 Year Plan, Integrated Transport and Land Use Plan, Northern Economic Plan).

- 3.1.2 Growth projections based on analysis by Profile ID, in addition to growth capacity projections based on capital/site value, land use policies, current and future land supply and current development trends.
- 3.1.3 Analysis of residential market demand.
- 3.1.4 Review of strategic directions and considerations affecting existing growth areas.
- 3.2 The updated GAP also includes strategic consideration of employment land and other economic development opportunities which have been identified based upon analysis of current land supply and demand, future trends and opportunities, and proposed and potential infrastructure investment.
- 3.3 High level assessment of potential future social infrastructure requirements within the identified growth areas has been undertaken concurrently with the preparation of the GAP, and along with other forms of infrastructure, will be considered further during development of growth area precinct plans. The Social Infrastructure Assessment for Priority Growth Areas will be presented to Council for consideration in October 2016.

#### Growth Projections

- 3.4 Current growth projections anticipate a dwelling increase in the range of approximately 6,700 dwellings, with potential for up to 11,000 dwellings depending on market demand, throughout the City by 2036. These projections assume the following:
  - 3.4.1 Development of vacant and under-utilised residential zoned land, predominantly in the suburbs of Paralowie, Salisbury Downs, Parafield Gardens and Salisbury Heights.
  - 3.4.2 Medium to high density development within the Salisbury City Centre (with a target of 500 additional dwellings).
  - 3.4.3 Completion of development at Mawson Lakes, including potential for residential development of Renewal SA owned sites at Technology Park.
  - 3.4.4 Continuation of small-scale infill development throughout the remainder of the City, but largely focused along transit corridors and adjoining areas of significant open space, activity centres and in areas with low capital site/value ratios such as Ingle Farm, Para Vista, Para Hills, Parafield Gardens and Salisbury Downs.
- 3.5 These projections do not include figures relating to potential future urban development of the Dry Creek Salt Fields, which could potentially yield an additional 10,000 dwellings.
- 3.6 It is important to note that this growth will be market driven and is anticipated to be incremental, highly fragmented and occur over many years. This presents challenges for infrastructure and services planning and delivery.
- 3.7 A copy of the background paper which provides discussion on residential land supply, growth projections and employment land analysis is provided as **Attachment 2**.

Residential Demand Study

- 3.8 Analysis of residential market demand throughout the City has generally confirmed the future growth areas identified using the other parameters under paragraph 3.1 of this report, and makes the following key points:
- 3.8.1 Many residential opportunities in the City will take years to materialise, but it is considered that the geographical proximity of Salisbury to jobs, services, transport and the CBD provide a basis for sustained growth, provided that:
    - the framework for development and redevelopment is delivered by Council (such as planning policy, streetscape and open space upgrades); and
    - advocacy for infrastructure provision is successful with State Government.
  - 3.8.2 There is a potential mismatch between housing stock and household demographics, with an overwhelming majority of existing housing being 3-4 bedroom detached housing, whilst there is a significant proportion of 1-2 person households in the City. The trend towards 1-2 person households is expected to increase.
  - 3.8.3 According to demographic projections, there will be demand for a variety of housing forms, smaller houses and/or houses with fewer bedrooms in the future.
  - 3.8.4 There is little market support for apartment development around the Salisbury City Centre, and the City in general (not including Mawson Lakes). However there is recognition that an upturn in redevelopment and densification could be linked to the delivery of improved public realm in the locality and this may improve market acceptance. This needs to be provided as a committed package, as the market is unlikely to commit based on 'promises' of future upgrades. With regard to the Salisbury City Centre, it is noted that commitment to the electrification of the Gawler railway line and upgrade of the Salisbury Interchange is considered critical in supporting higher density outcomes.
  - 3.8.5 High levels of home ownership within the City shows a predisposition towards home purchases in the area, which should convert to a greater market demand to support future housing growth.
  - 3.8.6 Mortgage repayments in the City are lower than the Metropolitan Adelaide average, but more than in the northern areas of Playford and Gawler. Salisbury is considered to be a more desirable residential location than those areas due to closer proximity to the CBD and other reasons, but the market is very price driven, meaning affordability will continue to be a key to ongoing competitiveness.
  - 3.8.7 There is a strong preference for Torrens Title properties over Community Title.

- 3.8.8 Strong trends towards smaller allotments driven by affordability are noted. For example, delivery of 2-3 bedroom houses on allotments of less than 150 square metres, such as those available in new Council projects at Paralowie reflect the changing demographics in the City and have been popular. These products provide an option that enables an increase in density in locations close to services, facilities and quality public realm.
- 3.8.9 The quality of the public realm and other factors that contribute to residential amenity are likely to be major factors in the delivery of successful redevelopment outcomes.

### GAP Priority Areas

3.9 The review of the GAP has resulted in the development of six priority areas:

#### 3.9.1 Activity Centre/Transit Node Development

- Objective: To facilitate the provision of diverse, high quality residential development at higher densities within close proximity of employment opportunities, frequent public transport, services, open space and recreation opportunities.

The GAP focuses on the Salisbury City Centre and Mawson Lakes in the short term, with planning for mixed use development at Elizabeth West and identification of opportunities and planning for intensification of development within and adjoining the Ingle Farm and Salisbury Downs district centres in the longer term.

#### 3.9.2 Urban Consolidation (immediate – short term growth)

- Objective: Maximise provision of high quality and diverse housing on vacant and under-utilised sites within existing residential zoned areas, with coordinated provision of necessary infrastructure.

This priority seeks to focus on facilitating coordinated development of underutilised and vacant sites such as ex-market garden sites and recently rezoned areas in Paralowie, Salisbury Downs, Parafield Gardens and Salisbury Heights.

#### 3.9.3 Infill and Regeneration

- Objective: Provision of an increasingly diverse mix of high quality housing of low to medium density within established urban areas located close to public transport corridors, open space and linked with employment areas to utilise and enhance existing infrastructure and services.

This priority focuses on areas where the market is expected to support a gradual increase in housing density (as evidenced by site/capital ratio and current development applications) and where there may be opportunities for renewal of Housing SA properties. These areas include the southern suburbs of Ingle Farm, Para Hills, Para Vista and Pooraka, in addition to areas adjoining the rail corridor and significant areas of open space (such as the Little Para River) including Parafield Gardens, Salisbury Downs and, in the longer term, Salisbury East and Brahma Lodge.

### 3.9.4 Longer Term Growth Areas

- Objective: Facilitate provision of a diverse and sustainable mix of housing types, employment opportunities and associated services and infrastructure, that capitalise on established and future infrastructure opportunities.

Areas include the Dry Creek Salt Fields, and in the longer term potential for investigation of sites including the Boral Quarry and a portion of underutilised area within the Cobbler Creek Recreation Park adjoining Bridge Road.

Significant changes from the previous GAP include the removal of the Bolivar Wastewater Treatment Plant and Parafield Airport as potential long-term growth options. These areas have been removed to reflect current State Government and SA Water positions regarding the long-term future of the treatment plant at Bolivar, and the recognition of Parafield Airport as a key employment and economic development precinct within the City.

### 3.9.5 Employment Land

- Objective: Continued provision and protection of key employment precincts, ensuring an adaptable planning framework is in place to be responsive to future business needs, ensuring the City of Salisbury is the place of choice for existing and new business.

This area seeks to ensure a regional approach is taken toward consideration of employment land supply, timing of land release and the coordinated delivery of infrastructure.

### 3.9.6 Targeted Development of Surplus Council Owned Land

- Objective: Ensure a proactive, integrated strategic approach towards development of surplus Council-owned land to stimulate private investment, provide and demonstrate diverse housing opportunities with quality design outcomes and generate income to upgrade Council assets, whilst balancing community needs and expectations with regard to continued provision of appropriate levels of open space.

This priority acknowledges the important role of Council development projects in demonstrating innovative residential development projects and delivering diverse, high quality housing products that are suited to the Salisbury market, and recognises the potential for these projects to act as a catalyst for private sector development. These projects also provide an important funding source for provision of community assets and upgrades to the public realm in identified growth areas.

### Key Actions

3.10 Future growth within the City will be market driven and will respond to current demands and trends. However there are several ways in which Council may be able to proactively enhance market demand, promote development investment and facilitate higher levels of growth, including:

- 3.10.1 Encouraging quality infill development and urban consolidation within targeted locations, encouraging higher density development within and adjoining key activity centres, high frequency transit nodes, and areas of open space through supportive land use policies, targeted streetscape and public realm upgrades, and provision of supportive infrastructure. The

- proposed development of precinct plans for growth areas will identify future infrastructure requirements and will assist in informing future Asset Management Plans and budget decisions.
- 3.10.2 Ensuring continued provision of sufficient employment land supply that is adequately served by supportive infrastructure, and considered in a regional context to meet the current and future requirements of industry and business, through:
- planning, lobbying for and delivering infrastructure upgrades.
  - ensuring planning policies support existing and emerging business needs.
- 3.10.3 Proactively planning for and developing mechanisms to support provision of appropriate infrastructure and services within identified growth areas, including transport, stormwater, social infrastructure, utilities and open space.
- 3.10.4 Consideration of mechanisms to fund necessary infrastructure, streetscape and public realm upgrades to facilitate and service growth areas.
- 3.10.5 Ongoing development of partnerships with key land owners, agencies and State Government stakeholders to identify opportunities for high quality, integrated redevelopment projects, including through the Renewal SA managed 'Renewing our Streets and Suburbs' program.
- 3.10.6 Protection of key employment precincts from encroachment of incompatible uses through appropriate zoning and Development Plan policies.
- 3.10.7 Providing, lobbying and forming partnerships to deliver coordinated infrastructure, provision of services, and public realm improvements within growth areas.
- 3.10.8 Working closely with the Department of Planning Transport and Infrastructure to develop land use planning policies and investigate associated mechanisms (such as infrastructure schemes) as a result of introduction of the new *Planning, Development and Infrastructure Act 2016* (i.e. through the Planning and Design Code) to facilitate coordinated provision of high quality medium density and infill development.
- 3.10.9 Investigating potential policy mechanisms to promote the ongoing provision of affordable housing.
- 3.10.10 Proactively identifying, investigating and developing surplus Council owned land, whilst balancing community aspirations and expectations, to stimulate private investment, provide and demonstrate innovative diverse housing opportunities with quality design outcomes whilst generating income to support the upgrade of Council assets.
- 3.10.11 Potentially acquiring and developing key sites in growth areas to act as demonstration projects and catalyse wider redevelopment by the private sector.

- 3.11 Further details of the proposed actions are contained in the relevant tables for each priority area within the body of the updated GAP.

#### **4. CONCLUSION / PROPOSAL**

- 4.1 The GAP spatially identifies anticipated growth areas throughout the City and recommends actions which will help inform Council's program for infrastructure delivery, transport planning, policy development, planning for community facilities and open space, and precinct planning and rezoning processes.
- 4.2 Previous and current infill and higher density proposals (both at a policy and development application level) have generated significant community interest and in many cases, objection. It is recognised that community interest is likely to increase as infill development becomes more dense and widespread, as has been experienced in many inner metropolitan Councils. To enhance community acceptance it is vital that there is a demonstrated link between growth and the coordinated provision of infrastructure.
- 4.3 Precinct plans that are proposed as an outcome of the GAP will provide a level of detail that will be relevant to local communities, stakeholders, utility providers and agencies (e.g. expectations regarding density, building heights etc), and will demonstrate the necessary integration between land use and infrastructure provision. This approach is consistent with the community engagement process envisaged under the *Planning, Development and Infrastructure Act 2016*.
- 4.4 High level assessment of potential future social infrastructure requirements within the identified growth areas has been undertaken concurrently with the preparation of the GAP. A future report will be presented to Council to outline and discuss strategic considerations and implications for social infrastructure provision and delivery throughout the City.

#### **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 08.08.16

## **Growth Action Plan 2016**

## Contents

<b>Introduction .....</b>	<b>3</b>
<b>Purpose .....</b>	<b>3</b>
<b>Strategic Context.....</b>	<b>4</b>
<b>Growth Snapshot .....</b>	<b>5</b>
<b>Priorities for growth .....</b>	<b>10</b>
<b>How we can facilitate growth.....</b>	<b>10</b>
<b>Priority Area 1: Activity Centre and Transit Node Development.....</b>	<b>12</b>
<b>Priority Area 2: Urban Consolidation .....</b>	<b>16</b>
<b>Priority Area 3: Infill and Regeneration .....</b>	<b>20</b>
<b>Priority Area 4: Long Term Growth Areas.....</b>	<b>24</b>
<b>Priority Area 5: Employment Land .....</b>	<b>28</b>
<b>Priority Area 6: Targeted Development of Surplus Council Owned Land .....</b>	<b>33</b>

## Introduction

Council's vision is for Salisbury to be a flourishing City with opportunity for all. A critical element underpinning this is ensuring our land use planning enables a wide variety of housing to be developed to meet the needs of our diverse community and ensuring businesses are able to establish, grow and create jobs.

Although Salisbury is now an established middle-ring Council it is forecast that up to 11,000 additional dwellings may be constructed in the City by 2036, largely through urban consolidation and infill development. Significant potential for further development exists along transport corridors, in our centres and in older suburbs that will be regenerated over time. Although there is limited land to accommodate new large scale urban development east of Port Wakefield Road, potential exists to develop around 10,000 new dwellings on the Dry Creek Salt Pans.

Salisbury is a key employment node within the Greater Adelaide region and the City has considerable employment and industrial land. It is necessary to support the operations of existing firms by protecting them encroachment of nearby incompatible uses but it is also important to ensure we continue to review our employment land to ensure it is able to support the highest and best uses for specific locations.

The Growth Action Plan seeks to strike a balance between facilitating growth while enhancing the features that make Salisbury such a vibrant and attractive place to live such as its diversity, open spaces, sense of community and proximity to a broad range of jobs.

## Purpose

The Growth Action Plan enables Council decision makers, the general community and stakeholders to gain an appreciation of where growth is likely to occur and what needs to be done to support that growth. It provides a mechanism to guide, from a spatial perspective, an integrated approach to planning across Council. The recommendations will help inform Council's program for infrastructure delivery, transport planning, policy development, community facilities, open space and precinct planning and rezoning processes.

It is the intention that the Growth Action Plan will also inform Council input into various State Government policies such as the review of the 30 Year Plan for Greater Adelaide, and will assist in shaping the potential development of a future Regional Plan for northern Adelaide as anticipated by the new Planning, Development and Infrastructure Act 2016.

The Plan acknowledges that development outcomes will be largely market driven. However it recognises that Council decisions, and partnerships with other organisations, can support development activity, demonstrate the feasibility of different styles of development and stimulate market demand.

Communication and demonstration of Council's commitment to high quality development outcomes is extremely important to ensuring community acceptance of higher density and infill development throughout the City. A focus on high quality design outcomes for new development is vital, and higher density development will need to be suitably accompanied by supportive infrastructure and public spaces to gain market and community acceptance. The use of Council landholdings to demonstrate high quality, innovative and diverse housing products and the delivery of quality public realm upgrades to catalyse private sector investment is vital in this sense. Likewise, development of supportive policy and the planning, coordination and delivery of necessary infrastructure in growth areas is vital, and will enhance community and market acceptance.

## Strategic Context

The Growth Action Plan provides a spatial framework for the implementation of Council's City Plan. City Plan 2030 identifies that Salisbury is well placed to remain a place of choice for business growth, acknowledges the quality of our environment, and recognises opportunities to enhance the liveability of our suburbs and the potential of significant development on the salt pans at Dry Creek. The Plan reinforces Council's vision for revitalising the Salisbury City through an investment in civic facilities, a need for the interchange upgrade, greater residential density and new investment.

City Plan 2030 contains several objectives and strategies which are directly related to the future growth of the City, and to which the Growth Action Plan responds, including:

- Having well planned urban growth that stimulates investment and facilitates greater housing and employment choice
- Having urban and natural spaces that are adaptive to future changes in climate
- Being a connected city where all people have opportunities to participate
- Regeneration of the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the business heart of northern Adelaide
- Build on regional strengths in food processing, defence, logistics and education to attract new investment and support existing firms to grow
- Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected
- Provide for a range of housing options appropriate for our diverse community

The Growth Action Plan acknowledges broader State planning policies and directions. These include encouragement of urban consolidation, movement away from a rigid centres policy, the desire to limit urban sprawl and encourage higher density development along transport corridors. While encouraging development and growth, it also provides a basis around which to argue for character considerations to be taken into account.

Council has a range of other action plans that will also influence, guide delivery, or be impacted by the outcomes of some of the findings and recommended actions of the Growth Action Plan, including:

- Strategic Asset Management Plan(s)
- The Game Plan (Council's open space plan)
- Regional Health Plan
- Aging Action Plan
- Strategic Transport Plan
- Adapting Northern Adelaide Plan
- Salisbury Tourism and Visitor Strategy
- Strategic Land Review

It is therefore vital that implementation of the actions identified in the Growth Action Plan are integrated with the delivery and implementation of these other strategies and Action Plans.

## Growth Snapshot

### Residential Growth

There is approximately five years of residential land supply in the City, based on dwelling approval numbers over recent years (assuming all vacant residential land is made available). Population growth projections suggest a diminishing rate of growth over the next 20 years.

Despite the above, projections prepared for Council by Forecast ID suggest the City may see an increase of approximately 6,700 dwellings over the next 20 years. Higher growth projections based on a review of current Development Plan policies, capital/site value ratios for sites throughout the City, and inclusion of areas proposed to be rezoned estimate that there may be potential for an additional 11,000 dwellings over a similar period (see Appendices for growth projections).

In addition to these projections, potential development of the Dry Creek Salt Pans could yield in the order of 10,000 additional dwellings over the next 5-20 years.

The other main areas of residential growth anticipated throughout the City to 2036 include:

- Salisbury City Centre as it provides significant opportunities for a diverse range of medium density housing products in conjunction with intensification of commercial activities.
- The southern suburbs of the City (Ingle Farm, Valley View, Para Vista, and Para Hills) are anticipated to continue to see small-scale and incremental infill development of up to 3000 additional dwellings, with potential for higher density development within and adjoining the District Centre zone at Ingle Farm. Areas within close proximity to open space that capitalise on existing services and infrastructure are also expected to be popular for redevelopment. This area is expected to be the main area for infill development in the short to medium term.
- Development of existing vacant sites and recently rezoned areas within the north-western suburbs (Paralowie, Direk and Burton), in addition to potential for additional areas to be made available for residential development through current Development Plan Amendments, with potential for an increase of approximately 2250 dwellings. This development is expected within 1-10 years.
- The middle suburbs of Salisbury, Salisbury Downs and Parafield Gardens are expected to see an increase of approximately 2500 new dwellings as a result of development of remaining vacant land parcels, small-scale infill and medium density residential opportunities within close proximity to public transport nodes (e.g. Railway stations), with potential for approximately 2500 new dwellings. There are also opportunities for higher density residential development adjoining the District Centre zone at Salisbury Downs and on sites within close proximity to the Little Para River to capitalise on accessibility to open space and existing services and infrastructure.
- Completion of development at Mawson Lakes and potential for small-scale residential and mixed use development of Renewal SA owned sites may see in the order of approximately 1000 additional dwellings. The majority of this development is expected within the next 1-5 years.
- In the longer term (10+ years), areas including Salisbury East and Brahma Lodge are anticipated to also experience an increase in small scale infill development.

It is important to recognise that the majority of this development will be incremental and is expected to occur over a number of years.

### Residential Market Demand

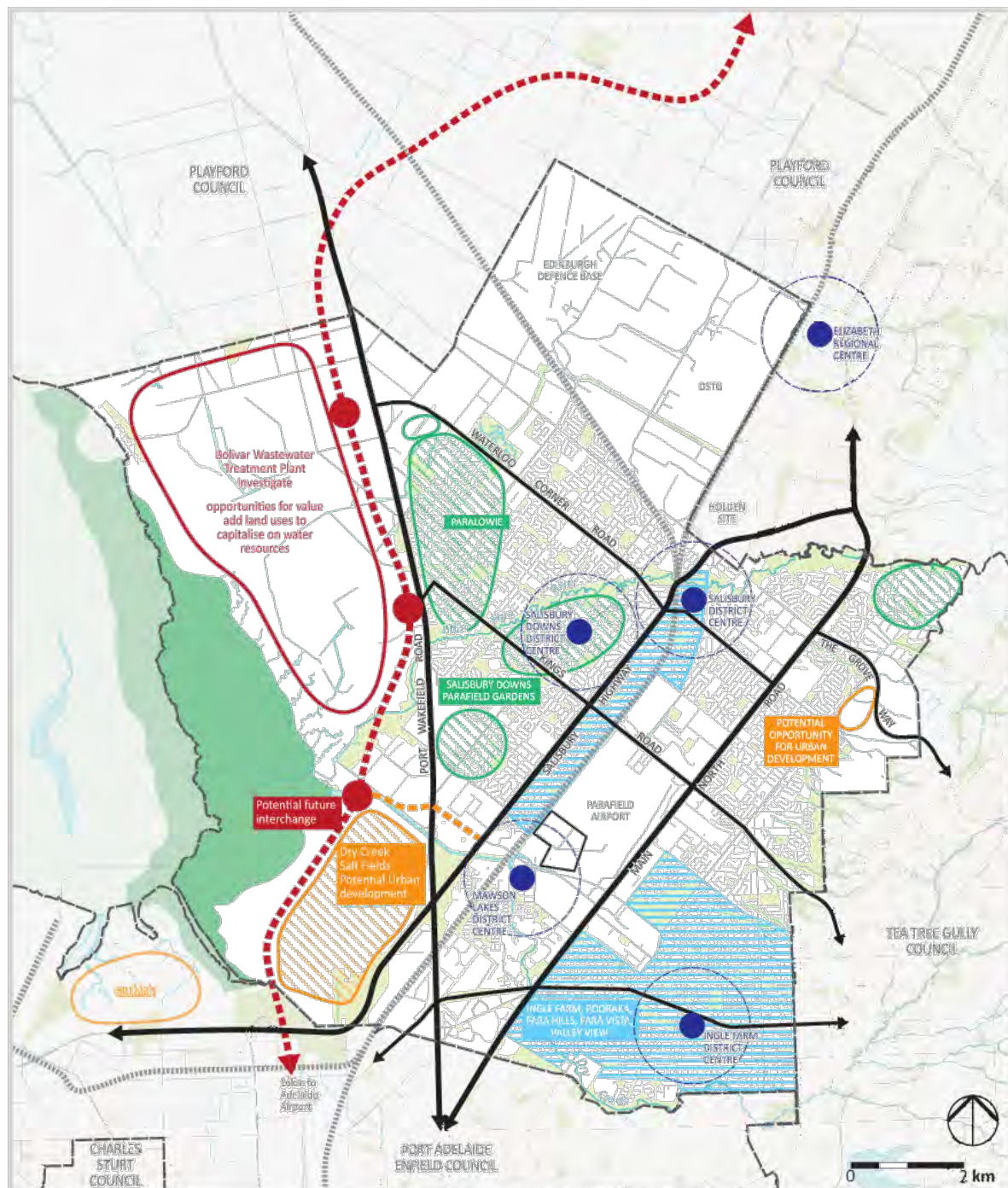
Salisbury is an attractive place for development. Feedback from the property sector is that the proximity of Salisbury to jobs, services, transport and the CBD provide a basis for sustained growth, provided that the framework for development and redevelopment is delivered by Council (such as planning policy, streetscape and open space upgrades etc.) and advocacy for infrastructure provision is successful with State Government.

There is a potential mismatch between existing housing stock and household demographics, with an overwhelming majority of existing housing being 3-4 bedroom detached housing, despite a significant proportion of 1-2 person households. The trend of single and two person households is expected to continue to increase. This suggests increased demand for a variety of housing forms, smaller houses and/or fewer bedroom houses in the future. However there is a strong preference for Torrens Title properties over Community Title.

Trends towards smaller allotments driven by affordability are noted. For example, delivery of 2-3 bedroom houses on allotments of less than 150 square metres, such as those available in new Council projects at Paralowie reflect the changing demographic in the City and have been popular. These products provide an option that enables an increase in density in locations close to services, facilities and quality public realm.

Market demand for apartment development in general is subdued; however there is recognition that enhancement of the quality of public realm in localities such as the Salisbury City Centre could help stimulate investment. With regard to the Salisbury City Centre, it is noted that commitment to the electrification of the Gawler railway line and upgrade of the Salisbury Interchange is critical.

High levels of home ownership within the City show a predisposition towards home purchases in the area, which should convert to a greater market demand to support future housing growth. Mortgage repayments in the City are lower than the Metropolitan Adelaide average, but more than in the northern areas of Playford and Gawler. Salisbury is more desirable than those areas, but the market is very price driven.



## RESIDENTIAL DEVELOPMENT OPPORTUNITIES

### Legend

- |  |                                      |                                 |                                      |
|--|--------------------------------------|---------------------------------|--------------------------------------|
|  | Main Road/ National Highway          |                                 | Interchange- Northern Connector      |
|  | Northern connector                   |                                 | 800m distance around Activity Centre |
|  | Proposed Elder Smith Drive Extension |                                 | Dry Creek salt Fields                |
|  | Railway Lines                        |                                 |                                      |
|  | Activity Centres                     | <b>Residential Growth Areas</b> |                                      |
|  | Watercourses                         |                                 | Infill and Regeneration              |
|  | Mangroves                            |                                 | Urban consolidation                  |
|  | Council Boundary                     |                                 | Long term growth opportunities       |
|  | Parks and Reserves                   |                                 |                                      |

### Employment and Economic Development Snapshot

Salisbury is recognised as a key part of South Australia's industrial landscape, home to prominent precincts including Edinburgh Parks (including defence related activities on and adjoining the RAAF Edinburgh Air Base), Vicinity Industrial Estate, Salisbury South, Technology Park at Mawson Lakes, Pooraka/Cavan and the Parafield Airport. The City has approximately 3,086 hectares of land that is currently zoned for industrial uses, of which approximately 400 hectares are currently undeveloped.

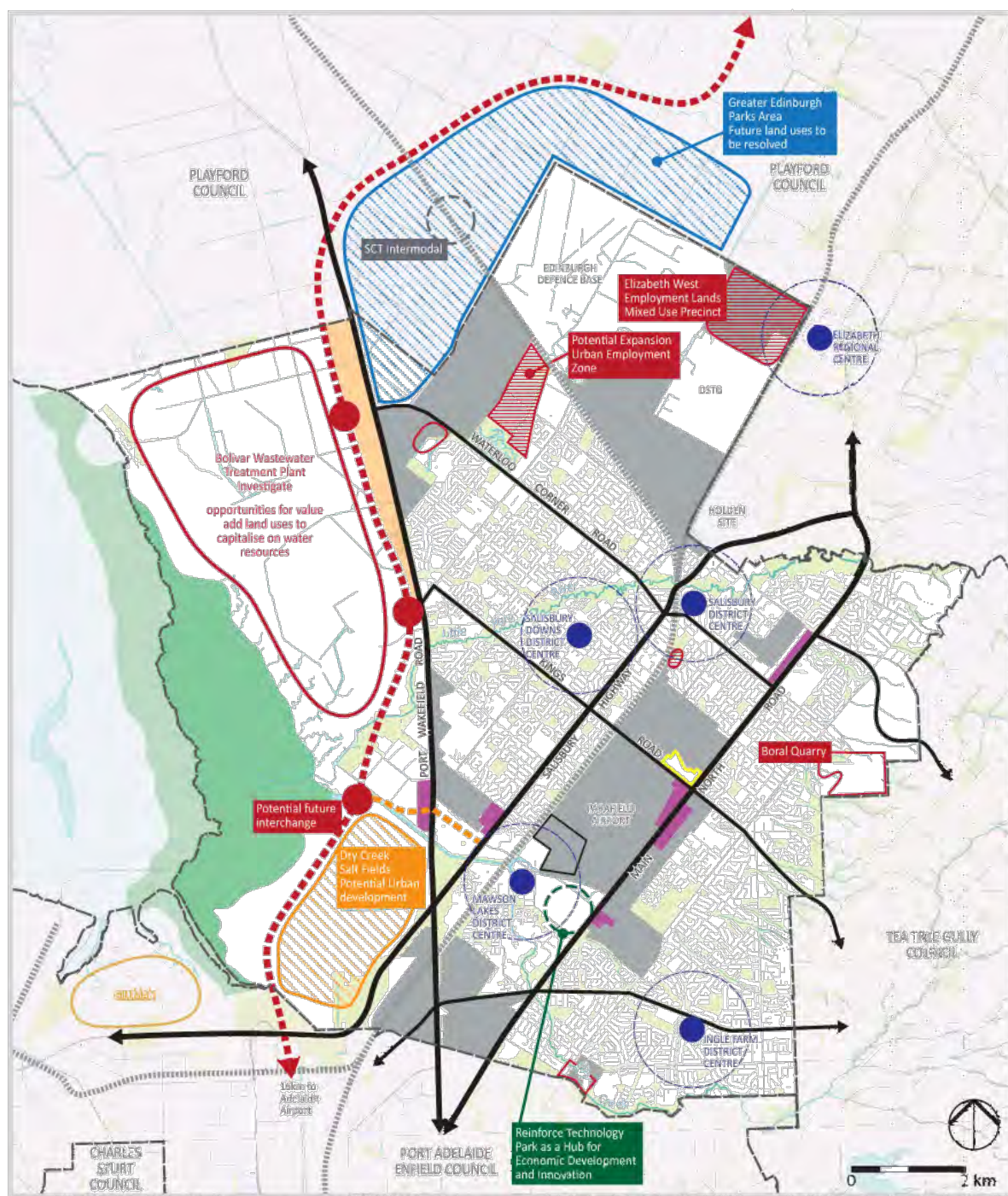
Construction of the Northern Connector, in addition to the recent completion of the Northern Expressway and intermodal facility at Penfield are expected to continue to make the City a highly sought after industrial base, despite the generally low rate of current demand throughout much of the northern Adelaide region. The rationalisation of the automotive supply chain and the impending closure of GM Holden have seen significant vacancies emerge within Edinburgh Parks forcing industrial land values down. These low prices have made it attractive for firms to purchase existing facilities and retrofit them rather than develop new premises on greenfield sites. This is expected to continue in the short to medium term.

Long-term industrial and employment land supply must be considered in the context of the needs of the broader region, particularly with regard to implications associated with infrastructure provision, land release and market demand. To this end, consideration of planning for sites including Gillman, the GM Holden site and Greater Edinburgh Parks, and potential opportunities for diversification of land uses within the Port Wakefield Road/Northern Connector corridor, need to be considered and coordinated in a regional context.

There is significant potential to capitalise on water resources from the Northern Adelaide Irrigation Scheme and Council's stormwater capture projects to facilitate high order horticulture and food production, particularly within and surrounding underutilised areas to the west of Port Wakefield Road adjoining the Bolivar Wastewater Treatment Plant, in partnership with SA Water and the City of Playford.

The announcement of the Northern Adelaide Food Park at Parafield Airport represents a significant opportunity to see the co-location of food manufacturing and processing businesses together with food packaging specialists, cold-chain suppliers and transport companies with the establishment of a dedicated food precinct.

Approaches for alternative uses for employment land need to be considered in a strategic and regional context to ensure strategic employment lands are protected from encroachment by inappropriate uses, and that long-term land supply is maintained. Several sites throughout the City have been identified for further investigation to identify potential for alternative or value-add uses to better capitalise on site location and features.



## EMPLOYMENT & ECONOMIC DEVELOPMENT OPPORTUNITIES

### Legend

- ← Main Road/ National Highway
- Northern connector
- Proposed Elder Smith Drive Extension
- Railway Lines
- Activity Centres
- ~ Watercourses
- Mangroves
- Council Boundary
- Parks and Reserves
- Interchange- Northern Connector
- 800m distance around Activity Centre
- Bolivar Wastewater Treatment Plant

### Employment Areas/ Economic Development

- Existing Industry and Urban Employment Zones
- Greater Edinburgh Parks
- Sites to be investigated for potential alternative and/or value add land uses
- Northern Connector interface
- Dry Creek Salt Fields
- Proposed Northern Adelaide Food Park
- Commercial / Bulky Goods opportunities
- Mixed Use / Bulky Goods / Entertainment Development opportunity

## Priorities for growth

Having consideration to the strategic context provided by the 30 Year Plan for Greater Adelaide, Council's City Plan 2030, the Northern Economic Plan, and the challenges and opportunities facing the City of Salisbury, the following growth priorities (in no particular order) have been identified:

- Support activity centre and transit node development with facilitation of higher density housing opportunities in and surrounding these areas. This will largely be within the Salisbury City Centre and Mawson Lakes, with potential for integrated mixed use development of the area known as Elizabeth West which adjoins the Elizabeth interchange and activity centre.
- Consolidate and facilitate coordinated development that maximises opportunities for remaining vacant and underutilised sites within the existing residential zone.
- Facilitate a balance of infill and regeneration of appropriate areas, including areas adjoining Salisbury Downs and Ingle Farm activity centres, and areas within close proximity to quality open space including Salisbury's Linear Trail and river networks, with integrated provision of appropriate infrastructure.
- Ongoing provision and protection of well serviced employment land to cater for existing and emerging employment generating land uses including value-add horticulture and water resource related industries, food production, high-tech and green industries and tourism opportunities.
- Maximise land use opportunities associated with provision of key infrastructure investments such as the construction of the Northern Connector and proposed electrification of the Adelaide-Gawler passenger rail line.
- Identify long-term urban development opportunities and work in partnership with relevant stakeholders to facilitate further investigation into the potential for development of these sites.

## How we can facilitate growth

Future growth within the City will be market driven and will respond to current demands and trends. Whilst Council has minimal influence over investment and development decisions of private landowners, there are several ways in which Council may be able to proactively enhance market demand, promote development investment and facilitate higher levels of growth, including:

- Encouraging quality infill development and urban consolidation within targeted locations, encouraging higher density development within and adjoining key activity centres, high frequency transit nodes, and areas of open space through supportive

land use policies, streetscape and public realm upgrades, and provision of supportive infrastructure.

- Ensuring continued provision of sufficient employment land supply that is adequately served by supportive infrastructure and considered in a regional context to meet the current and future requirements of industry and business, through planning, lobbying for and delivering infrastructure upgrades, in addition to ensuring planning policies support existing and emerging business needs.
- Proactively planning for and developing mechanisms to support provision of appropriate infrastructure and services within identified growth areas, including transport, stormwater and social infrastructure, utilities and open space.
- Consideration of mechanisms to fund necessary infrastructure, streetscape and public realm upgrades to facilitate and service growth areas.
- Ongoing development of partnerships with key land owners, agencies and State Government stakeholders to identify opportunities for high quality, integrated redevelopment projects, including through the Renewal SA managed 'Renewing our Streets and Suburbs' program.
- Protection of key employment precincts from encroachment of incompatible uses through appropriate zoning and Development Plan policies.
- Providing, lobbying and forming partnerships to deliver coordinated infrastructure, provision of services and public realm improvements within growth areas.
- Working closely with the Department of Planning Transport and Infrastructure to develop land use planning policies and investigate associated mechanisms (such as infrastructure schemes) as a result of introduction of the new *Planning, Development and Infrastructure Act 2016* (i.e. through the Planning and Design Code) to facilitate coordinated provision of high quality medium density and infill development.
- Investigate potential policy mechanisms to promote the ongoing provision of affordable housing.
- Proactively identifying, investigating and developing surplus Council owned land, whilst balancing community aspirations and expectations, to stimulate private investment, provide and demonstrate innovative diverse housing opportunities with quality design outcomes whilst generating income to support the upgrade of Council assets.
- Potentially acquiring and developing key sites in growth areas to act as demonstration projects and catalyse wider redevelopment by the private sector.

### Priority Area 1: Activity Centre and Transit Node Development

**Objective:** To establish policies, actions and partnerships to facilitate the provision of diverse, high quality residential development at higher densities within close proximity of employment opportunities, frequent public transport, services, open space and recreation opportunities.

Mawson Lakes and the Salisbury City Centre are both identified as Transit Oriented Development (TOD) sites within the 30 Year Plan for Greater Adelaide. These centres provide a range of commercial and community services, however both have potential to provide for increased residential opportunities to further enhance vibrancy and support local business, whilst better utilising existing and proposed upgraded infrastructure.

Development Plan Amendments (DPAs) have been prepared for both sites to introduce zoning and policies that better align with the outcomes sought by the *30 Year Plan for Greater Adelaide* to facilitate development of higher density mixed use activities. The Salisbury City Centre (SCC) Structure Plan and Urban Design Framework identify the potential for significant residential opportunities within the Centre, and the proposed Development Plan policy recognises the desire to increase mixed use development, including residential development, within the SCC. The completion of a Precinct Plan for the Salisbury Oval area will provide structured guidance for future development of sporting and recreation facilities, in addition to the provision of medium density residential development. The Salisbury Interchange requires upgrading and this should be done in an integrated manner to realise development opportunities on government owned and adjoining privately owned land, and should improve current connectivity and accessibility to the centre.

Whilst development of Mawson Lakes is largely complete, there remain opportunities to better utilise sites in close proximity to the public transport interchange, and for mixed use development of several land parcels, with Technology Park to further contribute to the unique employment and living offering of the area. The ongoing recognition of Technology Park as a key innovation and employment precinct within Northern Adelaide will continue to attract new businesses to the region.

The area known as Elizabeth West, which adjoins the Elizabeth transport interchange and Regional Centre level activity centre, is identified as a TOD site in the 30 Year Plan and provides significant opportunities for development as a mixed-use precinct. There is also potential for further development of the area in conjunction with the Department of Defence and opportunities relating to defence related contracts.

**Priority Area 1: Activity Centre and Transit Node Development**



<b>Priority Area 1: Activity Centre/Transit Node Development</b>				
Objective: To establish policies, actions and partnerships to facilitate the provision of diverse, high quality residential development at higher densities within close proximity of employment opportunities, frequent public transport, services, open space and recreation opportunities.				
Action	Priority for Action completion	Lead Role	Role of Council	Timeframe/Status
<b>Salisbury City Centre</b>				
Implement Urban Design Framework and Streetscape Guidelines to guide the design of the built form and public realm improvements within the Salisbury City Centre.	High	Council	Leader/Delivery Economic Development and Urban Policy	Ongoing
Finalise Precinct Plan for the Salisbury Oval area	High	Council	Leader/Delivery	Completed end 2016
Plan for upgrade of the Salisbury Interchange, utilising a process proposed by DPTI to pilot a new approach to train station upgrade planning and design that extends beyond the 'end of the platform' to drive more integrated outcomes, including opportunities to work with local communities. Include review of DPTI landholdings to the immediate north and south of the railway station.	High-Medium	DPTI	Partner	Commence second half 2016
Deliver the Salisbury Hub demonstrating Council's commitment to the future of the Salisbury City Centre project and investigate opportunities to develop surplus Council owned land to stimulate private investment for mixed use/residential development.	High-Medium	Council	Leader/Delivery	Completed by 2019
Car Parking Review, including review of existing Car Parking Fund and management and turnover of parking to support ongoing attractiveness of the	High	Council	Leader/Delivery	Completed end 2016

Priority Categorisation: High – Planning to be completed in 1-2 years. Medium – Planning to be completed in 3-5 years. Low – Planning to be completed in 5+ years

centres.				
Investigate Housing SA redevelopment opportunities within and surrounding the Salisbury City Centre	Medium	Renewal SA	Advocate/Facilitator	Commence 2017
<b>Mawson Lakes</b>				
Car Parking Review, including review of existing Car Parking Fund and management and turnover of parking to support ongoing attractiveness of the centres.	High	Council	Leader/Delivery	Completed end 2016
Investigate development opportunities for DPTI and Council owned land immediately adjoining the Mawson Lakes interchange	Medium	DPTI	Advocate	Commence 2017
Investigate opportunities for residential/mixed use development of Renewal SA landholdings at Technology Park	High	Renewal SA	Advocate	Commence 2016
<b>Elizabeth West</b>				
Commence investigations, precinct planning and DPA for the Elizabeth West site to facilitate development of a high quality mixed-use precinct that is integrated with and capitalises on its proximity to the Elizabeth public transport interchange, the adjoining major activity centre, and employment opportunities at Greater Edinburgh Parks.	Medium	Renewal SA	Partner with Renewal SA, Defence SA and City of Playford	Commence end 2017

Priority Categorisation: High – Planning to be completed in 1-2 years. Medium – Planning to be completed in 3-5 years. Low – Planning to be completed in 5+ years

## Priority Area 2: Urban Consolidation

**Objective:** Maximise provision of high quality and diverse housing on vacant and underutilised sites within existing residential zones, with coordinated provision of necessary infrastructure.

There are small pockets of vacant or largely vacant land within existing and proposed residential areas in the suburbs of Paralowie, Salisbury Downs, Parafield Gardens and Salisbury Heights. Many of these sites are ex-market garden sites that are yet to be developed, or are within areas that have recently been rezoned to enable additional residential development (such as Salisbury Heights and Walpole Road, Paralowie). These areas are where much of private sector residential growth is expected to occur within the City over the next 10 years.

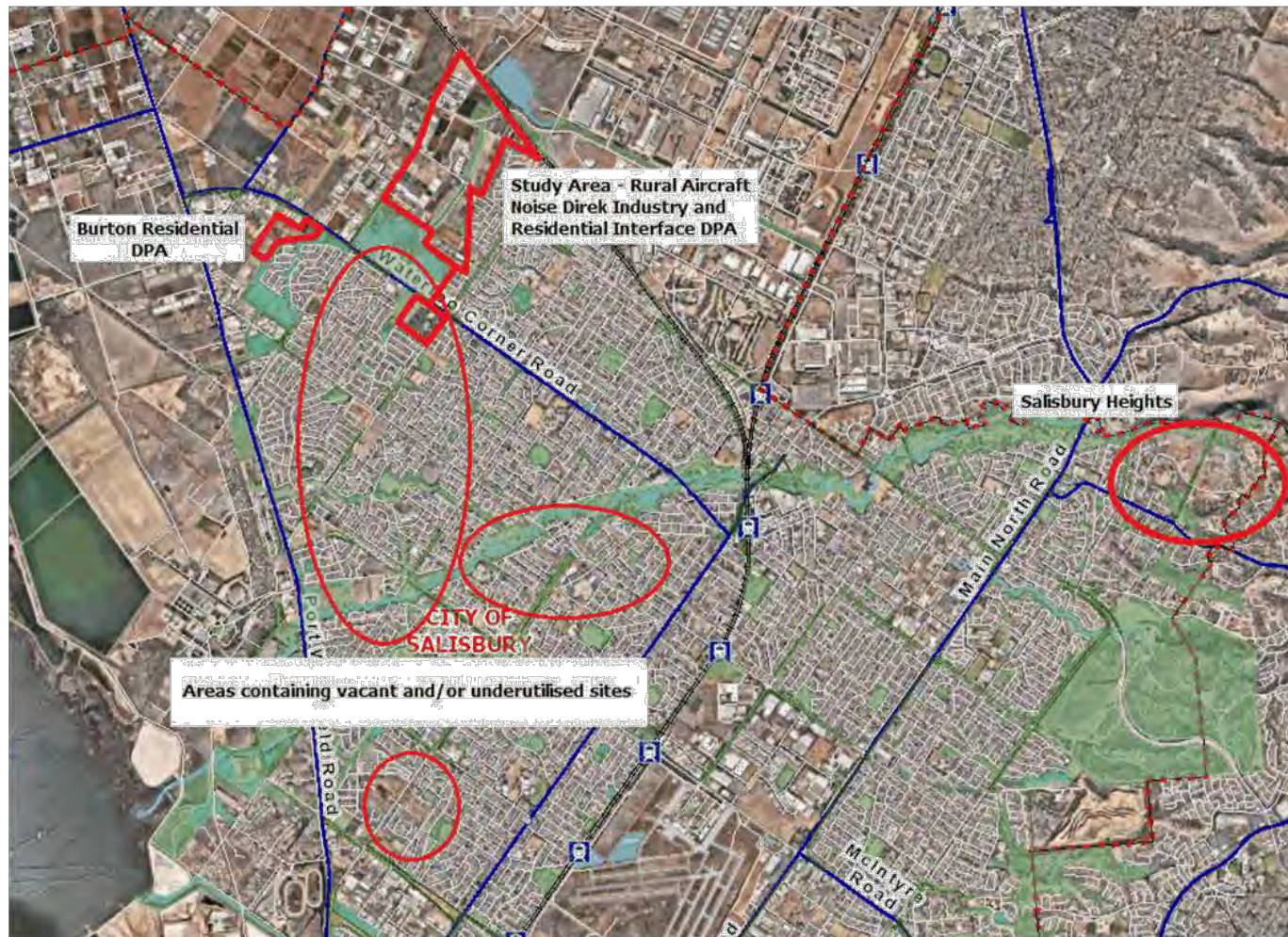
Appropriate zoning and planning policy already applies to most of these sites and enables them to be redeveloped, however there are opportunities to coordinate provision of new and upgraded infrastructure to support new allotments being delivered to market in a timely manner. Additionally, there are opportunities to guide development outcomes from the learnings of Council's own residential development projects to ensure opportunities are maximised and ensure consolidation development sites offer a mix of housing products aligned to the City's demographics.,

In addition to existing residentially zoned sites, Council is progressing two Development Plan Amendments (DPAs) which seek to rezone sites at Direk and Burton to enable limited additional residential development, namely:

- Waterloo Corner Road, Burton Residential DPA – Proposes to rezone a portion of an industrially zoned area adjoining the existing residential Springbank Waters estate to residential zoning, to enable additional residential development
- Rural Aircraft Noise Direk Industry and Residential Interface DPA – Proposes to consider appropriate land use zoning for an area identified as being affected by aircraft noise from the nearby RAAF Edinburgh Air Base. Due to restrictions relating to new urban development within areas affected by aircraft noise, the potential for additional residential development will likely be limited.

There is no certainty regarding the progress of either of these DPAs.

**Priority Area 2: Urban consolidation areas**



<b>Priority Area 2: Urban Consolidation</b>				
<b>Objective:</b> Provision of high quality and diverse housing on vacant and underutilised sites within existing residential zones, with coordinated provision of necessary infrastructure				
<b>Actions</b>	<b>Priority</b>	<b>Lead Role</b>	<b>Council Role</b>	<b>Timeframe/Status</b>
Plan and coordinate provision of necessary infrastructure to support appropriate development of vacant and underutilised sites in existing residential areas.  Develop high level precinct plans for areas that contain several consolidation sites and/or are co-located within areas identified for infill and regeneration, and current and future Council land development sites (see priority areas 3 and 6) to identify necessary infrastructure and public realm upgrades to support anticipated development.	High-Medium	Council, Private Sector, State Government	Leader/Facilitator/Delivery	Commence second half 2016
Progress Burton Residential DPA to completion	Medium	Council	Leader	Expected completion mid 2017
Progress Rural Aircraft Noise Direk Industry and Residential Interface DPA to completion	Medium	Council	Leader	Expected completion mid 2017
Review lessons from Council development projects to inform policy and development opportunities for consolidation sites throughout the Council area to encourage quality land division and urban design outcomes	High	Council	Leader	Commence second half 2016

Priority Categorisation: High – Planning to be completed in 1-2 years. Medium – Planning to be completed in 3-5 years. Low – Planning to be completed in 5+ years

### Priority Area 3: Infill and Regeneration

**Objective:** Provision of an increasingly diverse mix of high quality housing of low to medium density within established urban areas located close to public transport corridors, open space and linked with employment areas to utilise and enhance existing infrastructure and services.

For the purposes of the Growth Action Plan infill development is considered to be the gradual increase in housing density through the division and development of existing residential allotments, as opposed to consolidation sites discussed in Priority Area 2 which are larger, vacant land parcels within existing residential areas.

The Adelaide-Gawler railway line serves as a major public transport corridor linking the CBD, Mawson Lakes, Salisbury City Centre, Edinburgh Parks, the DSTO and Elizabeth Centre. This corridor is identified as a major transit corridor in the 30 Year Plan for Greater Adelaide, which anticipates that areas within approximately 800 metres of train stations will be investigated for their potential to facilitate higher density residential development. Within the City of Salisbury, the residential corridor between Salisbury Highway and the railway line acts as a logical western boundary for the study area for development along the transit corridor (Parafield Airport adjoins a significant portion of the train line and is excluded from the study area).

In addition to the railway corridors, the areas adjoining and nearby the centres at Ingle Farm and Salisbury Downs (Hollywood Plaza) and areas within close proximity to quality open space including Salisbury's linear trail and river networks provide opportunities to investigate promotion of higher density infill development.

Several suburbs have also been identified as having high potential for infill and regeneration in the short to medium term (1-20 years) owing to a combination of the following features:

- low site/capital value ratios
- contain Housing SA owned properties
- Current development potential provided by the existing provisions of Council's Development Plan

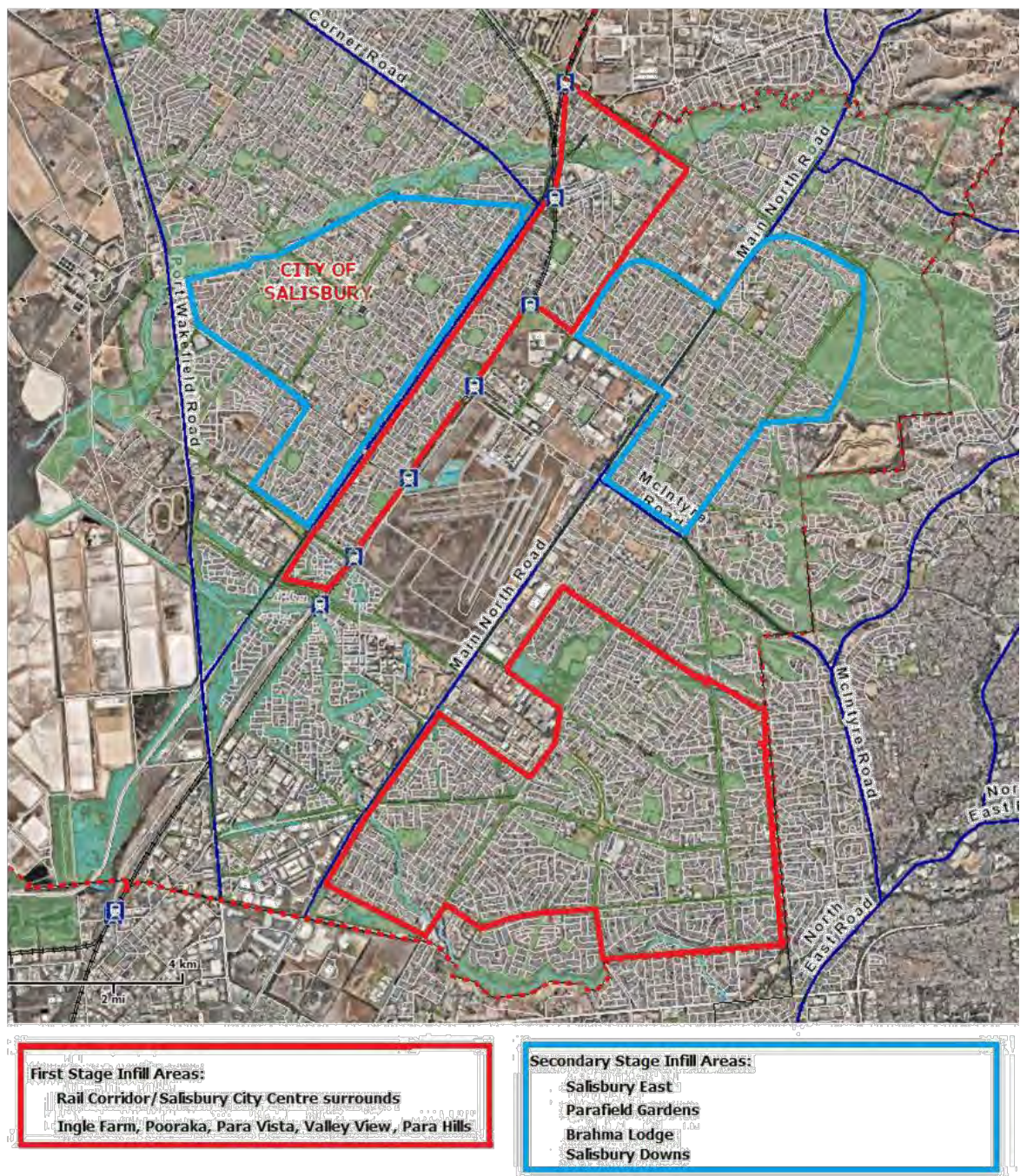
These areas are typically located within close proximity to existing community services and transit links, areas of open space, and/or contain ageing housing stock on large allotments, and include the following suburbs:

- Ingle Farm/Pooraka/Para Vista/Valley View
- Rail Corridor/Salisbury City Centre surrounds

Areas that are anticipated to see increased redevelopment potential in the longer term through infill development include Parafield Gardens, Salisbury Downs, Salisbury East and Brahma Lodge.

Development within infill and regeneration areas is expected to occur over a number of years (20 plus) and will be incremental in nature.

### Infill and Regeneration Areas



<b>Priority Area 3: Infill and Regeneration</b>				
<b>Objectives:</b> Provision of a diverse mix of low to medium density, high quality housing located close to public transport corridors, are linked with employment areas, utilise and enhance existing infrastructure, services and centres, while revitalising existing neighbourhoods.				
<b>Action</b>	<b>Priority</b>	<b>Lead Role</b>	<b>Council Role</b>	<b>Timeframe/Status</b>
<p>Develop high level precinct plans to identify and guide the appropriate density, scale and form of development within areas identified for consolidation and infill. This may culminate in the preparation of a DPA(s) or inform Council feedback into preparation of the Planning and Design Code by the State Government.</p> <p>This process will include:</p> <ul style="list-style-type: none"> <li>• Identification of areas where additional dwellings/higher density development is and is not envisaged due to factors such as existing and desired character, development constraints such as interface with adjoining and nearby uses, topography, and adequacy of infrastructure and accessibility to services and market drivers.</li> <li>• Identification of infrastructure provision required to service anticipated growth and future community needs including social infrastructure, open space provision, transport networks, stormwater and drainage and community services, and a coordinated plan to guide infrastructure delivery prepared.</li> <li>• Identification and introduction of appropriate Development Plan policy to</li> </ul>	<p>High-Medium</p> <p>See map over page for focus area of proposed Precinct Plans</p>	Council	<p>Lead</p> <p>Economic Development and Urban Policy Division with significant input from:</p> <ul style="list-style-type: none"> <li>• Technical Services</li> <li>• Community Planning and Vitality</li> <li>• Libraries and Community Centres</li> <li>• Development Services</li> <li>• Strategic Development Projects</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• Renewal SA</li> <li>• DPTI</li> <li>• Infrastructure and utility providers</li> </ul>	Commence second half 2016

Priority Categorisation: High – Planning to be completed in 1-2 years. Medium – Planning to be completed in 3-5 years. Low – Planning to be completed in 5+ years

<p>guide appropriate density, built form and other design requirements for future development (through DPA process).</p> <ul style="list-style-type: none"> <li>• Identification of potential development opportunities of surplus Council owned land and Renewal SA properties within infill and regeneration areas.</li> <li>• Identify key sites that may be considered for acquisition and development to act as demonstration projects and act as catalysts for wider redevelopment by the private sector.</li> </ul> <p>It is anticipated that this process will involve community and stakeholder engagement throughout the precinct planning/DPA process.</p>				
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#### Priority Area 4: Long Term Growth Areas

**Objective:** To establish policies and actions to facilitate the provision of a diverse and sustainable mix of housing types, employment opportunities and associated services and infrastructure, that capitalises on established and future infrastructure opportunities.

Areas to the west of Port Wakefield Road present opportunity for large scale urban development and employment land uses owing to their strategic location and proximity to existing and proposed transport corridors and major employment lands including Greater Edinburgh Parks, the LeFevre Peninsula, the Mawson Innovation Precinct and Gillman. The construction of the Northern Connector will further enhance connection throughout the northern Adelaide region and opens up a range of development opportunities.

The closure and divestment of the Dry Creek Salt Pans land presents an opportunity to capitalise on tourism and conservation opportunities along the northern section of this land, particularly with regards to the International Bird Sanctuary and the St Kilda Township. Potential for large scale urban development on the southern portion of the salt pans that adjoins Port Wakefield Road would contribute significantly towards dwelling and population growth targets envisaged in the State's 30 Year Plan for Greater Adelaide. As one of the last remaining large scale urban development opportunities in Adelaide within such close proximity to the Adelaide CBD, the potential economic benefits of development of this site are of State significance.

The area surrounding the Bolivar waste water treatment plant provides significant opportunity for a range of 'value add' uses associated with the horticulture industry and regional stormwater management which should be explored further, noting the need to recognise buffer areas around the Bolivar Treatment Plant. Potential opportunities for additional development in the corridor between the Northern Connector and Port Wakefield Road, north of Globe Derby Drive should be investigated.

It is recognised that significant environmental challenges and complex land use issues will need to be addressed when considering the feasibility and during future structure planning of these areas.

Preliminary investigation may also be undertaken into future land uses for the lower portion of Cobbler Creek Conservation Park, adjoining Bridge Road at Salisbury East. The unvegetated portion of the park that is identified for investigation measures approximately 34 hectares and preliminary investigation has suggested that the conservation value of this portion is not considered to be significant as it has been substantially modified by previous farming. The site may provide a unique opportunity for quality urban development within close proximity to existing services and facilities, recognising the need for appropriate design and consideration of the interface and access with adjoining reserve areas, retention and protection of areas of conservation value, and potential for enhanced stormwater management opportunities within this area. This site is identified for preliminary investigation only, acknowledging that there are numerous issues that would need to be satisfied prior to this being progressed, and that it is likely that any proposal would need to demonstrate enhanced recreation and conservation values in Cobbler Creek more broadly.

### Long Term Growth Options Long Term Growth Options



<b>Priority Area 4: Long Term Growth Areas</b>				
<b>Objective:</b> To establish policies and actions to facilitate the provision of a diverse and sustainable mix of housing types, employment opportunities and associated services and infrastructure, that capitalises on established and future infrastructure opportunities.				
<b>Action</b>	<b>Priority</b>	<b>Lead Role</b>	<b>Council Responsibility</b>	<b>Timeframe/Status</b>
Continue to lobby for feasibility, investigations and structure planning to be undertaken to facilitate and realise the potential for urban development at the Dry Creek Salt Pans site.	High	Renewal SA	Council facilitate/advocate in partnership with State Government agencies and land owners	Ongoing
Consult with Department of Environment, Water and Natural Resources and Minister for Sustainability, Environment and Conservation to understand their long term vision for the lower, under-utilised portion of the Cobbler Creek Conservation Park site, and discuss potential to commence further preliminary investigation of development opportunities. Noting there is a significant process required pursuant to the National Parks and Wildlife Act to revoke a portion of a conservation park including agreement by both houses of parliament.	Low	Renewal SA/Department of Environment, Water and Natural Resources, Renewal SA	Advocate/Facilitator	Low priority, dependent upon outcomes of consultation with Minister for Sustainability, Environment and Conservation. Commence further investigations 2018+
The Boral Quarry and existing buffer area may potentially provide an opportunity for investigation for alternative uses once it has been determined that its supply of construction material has been, or is nearly exhausted at which stage it may be appropriate to investigate potential land use options and rehabilitation requirements.	Low	Landowner, in discussion with Council	Facilitator	Low priority, dependent upon land owner intentions.

Priority Categorisation: High – Planning to be completed in 1-2 years. Medium – Planning to be completed in 3-5 years. Low – Planning to be completed in 5+ years

The DPTI owned depot on Bridge/Wright Road, Walkley Heights has been identified as being surplus to DPTI requirements. This industrial zoned land parcel may be investigated for alternative zoning to facilitate residential and potentially commercial land uses, in conjunction with the retention of existing open space features, including the Dry Creek Linear Park.	Medium	Renewal SA, Minister for Planning, in consultation with Council and City of Port Adelaide Enfield	Advice	Commence discussions with DPTI 2017
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Priority Categorisation: High – Planning to be completed in 1-2 years. Medium – Planning to be completed in 3-5 years. Low – Planning to be completed in 5+ years

### Priority Area 5: Employment Land

**Objective:** Continued provision and protection of key employment precincts, ensuring an adaptable planning framework is in place to be responsive to future business needs, ensuring the City of Salisbury is the place of choice for existing and new business.

Employment land refers to land that is used for a range of employment generating uses, primarily industrial, commercial and retail.

Salisbury is recognised as a key part of South Australia's industrial landscape, home to prominent precincts including Edinburgh Parks, Vicinity Industrial Estate, Salisbury South, Para Hills West, Pooraka/Cavan and Greenfields. The City has approximately 3,086 hectares of land that is currently zoned for industrial uses, of which approximately 400 hectares are currently undeveloped.

In addition to current supply, there is potential for significant new employment land to come to market within and adjoining Salisbury, including Gillman, Greater Edinburgh Parks, the repurposing of the Holden site. Employment land supply and infrastructure provision therefore need to be considered from a regional perspective to ensure appropriate land release and infrastructure coordination and provision. Approaches for alternative uses for employment land need to be considered in a broad strategic context to ensure current and future strategic employment lands are protected from encroachment by inappropriate uses.

The rationalisation of the automotive supply chain and the impending closure of GM Holden have dampened industrial values. These low prices have made it attractive for firms to purchase existing facilities and retrofit them rather than develop new premises on greenfield sites. This is likely to continue in the short to medium term. There has, however, been some significant new construction in the city including a cluster of logistics businesses in Vicinity Estate at Direk, KJM consolidating its operations into Edinburgh Parks and Liebherr expanding on-site at Para Hills West.

In response to recent considerations regarding the zoning of significant employment lands at Greater Edinburgh Parks and Gillman, and the loss of the manufacturing base of General Motors Holden at Elizabeth, it is necessary to ensure that the employment land supply within the City remains adaptable and attractive to business. To this end, the City seeks to ensure that it can continue to support existing business and employers, and proactively respond to opportunities for emerging and value adding industry, including:

- Food and Beverage Processing and AgriFood
- Defence industry technology
- Minerals and/or petroleum technology
- Medical and assistive technologies
- Industry application of additive and transformative manufacturing technologies
- Green Industries

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<b>Priority Area 5: Employment Land</b>				
<b>Objective:</b> Continued provision and protection of key employment precincts, ensuring an adaptable planning framework is in place to be responsive to future business needs, ensuring the City of Salisbury is the place of choice for existing and new business.				
<b>See map on Page 9</b>				
<b>Action</b>	<b>Priority</b>	<b>Lead Role</b>	<b>Council Responsibility</b>	<b>Timeframe/status</b>
Review of employment land supply program and 30 Year Plan for Greater Adelaide to understand future regional demand and supply needs, and ensure appropriate land release and coordinated provision of infrastructure.	High	DPTI	Advocate/Partner	Commence second half 2016
<p>Ongoing recognition of key employment precincts within the Northern Adelaide region including:</p> <ul style="list-style-type: none"> <li>• Edinburgh Parks (including RAAF Edinburgh)</li> <li>• Technology Park, Mawson Lakes</li> <li>• Direk</li> <li>• Cavan</li> <li>• Burton</li> <li>• Para Hills West/Pooraka</li> <li>• Salisbury South</li> <li>• Parafield Airport</li> </ul> <p>Ensure land use policy of these precincts is adaptable and reflective of future business needs, and precincts are protected from encroachment of inappropriate land uses.</p>	High/ongoing	Council	Lead/Facilitator	Ongoing
<p>Continued lobbying for strategic infrastructure upgrades including:</p> <ul style="list-style-type: none"> <li>• Construction of the Northern Connector with appropriate interchanges and supportive road network to facilitate anticipated future growth</li> <li>• Realignment of the freight rail line</li> <li>• Electrification of the Adelaide to Gawler rail line</li> <li>• Duplication and extension of Elder Smith Road and extension to Port Wakefield Road and the</li> </ul>	High	State and Federal Government	Advocate Facilitator	Ongoing

<ul style="list-style-type: none"> <li>Northern Connector</li> <li>Upgrade of the Salisbury Interchange and Park Terrace intersection</li> <li>Duplication of Kings Road between Salisbury Highway and Port Wakefield Road.</li> </ul>				
<p>Investigate and facilitate development of 'value-add' horticultural uses to capitalise on water resource opportunities arising out the Northern Adelaide Irrigation Scheme and regional stormwater capture projects. Investigating areas west of Port Wakefield Road, including those adjoining the Bolivar Wastewater Treatment Plant, other existing primary production areas, in partnership with the City of Playford. Study could potentially include areas on the eastern side of Port Wakefield Road/Northern Expressway that are affected by development constraints from the RAAF Base at Edinburgh.</p> <p>May require a DPA to review zoning and planning policies to support desired outcomes.</p>	Medium	Council, SA Water, DPTI and City of Playford	Council facilitate/advocate in partnership with SA Water, State Government, City of Playford and horticulture industry stakeholders	Commence investigations 2017

Commence investigations for land use and infrastructure considerations in relation to the corridor created between the proposed Northern Connector and Port Wakefield Road. This should include sites adjoining the eastern side of Port Wakefield Road, and will need to consider the future role and function of Port Wakefield Road.  This needs to be considered in the broader context of employment land supply within the northern Adelaide region, including Greater Edinburgh Parks and repurposing of the Holden site (plus Gillman) to consider potential prioritisation and sequencing for rezoning, and consideration of likely infrastructure costs to bring new areas on-stream.	Medium	Council and DPTI, with input from the City of Playford	Partnership with DPTI	Commence investigations 2017
Elizabeth West (see discussion in heading Priority Area 1: Activity Centre and Transit Node Development)	Medium	Renewal SA in consultation with Council, City of Playford and Defence SA	Partner	Commence 2018
Council to continue to actively engage with Parafield Airport to facilitate significant opportunities for 'value add' employment land uses upon airport land, including the Northern Adelaide Food Park.	Ongoing	Council	Advocate/facilitator	Ongoing
Review of Industrial zone boundaries and policies in Council's Development Plan, particularly with regard to: <ul style="list-style-type: none"> <li>Ensuring appropriate buffers/policies are available to protect existing industry and enable appropriate expansion where necessary.</li> <li>Investigating removal of minimum allotment size policy that applies in some areas to enable greater</li> </ul>	Medium	Council	Lead	Commence 2018

<p>flexibility to adapt to market demands</p> <ul style="list-style-type: none"> <li>• Investigating application of the Urban Employment Zone module over existing industrial zoned areas to facilitate greater mix of employment generating activities and opportunities for land uses to service local employees, and facilitate increased development of underutilised areas.</li> <li>• Investigating alternative zoning for underutilised areas, particularly those that have potential to contribute to improved land use and interface outcomes adjoining residential growth sites such as the northern portion of the Industry zone that adjoins the Salisbury Oval.</li> <li>• Continue to progress the Waterloo Corner Road, Burton and Rural Aircraft Noise Direk Industry and Residential Interface DPAs.</li> </ul>				
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**Priority Area 6: Targeted Development of Surplus Council Owned Land**

**Objective:** Ensure a proactive, integrated strategic approach towards development of surplus Council owned land to stimulate private investment, provide and demonstrate diverse housing opportunities with quality design outcomes and generate income to upgrade Council assets, whilst balancing community needs and expectations with regard to continued provision of appropriate levels of open space.

Council is in the unique position to be able to investigate opportunities for development of surplus Council owned land to stimulate private investment and deliver a range of high quality and diverse housing products. These projects are a demonstration of the proactive approach by Council towards meeting dwelling and population targets of the 30 Year Plan for Greater Adelaide.

Previous and current Council residential development projects have been recognised by peak industry bodies at a state and nation level for their contribution towards provision of affordable housing, innovative housing through partnering with builders and their contribution to the wider community, in addition to associated economic benefits and job growth. Local public realm upgrades, improved surveillance, security and safety created adjacent open space reserves as a result of these projects have improved amenity for local residents and have also acted as a catalyst for private investment in nearby areas. It is important that the learnings from these developments are used to influence policy and the standard of developments for privately owned development sites throughout the City.

Future development needs to balance the development of Council land with the need to ensure there is sufficient open space to meet the needs of current and future populations and that the value realised from the development of Council land holdings is maximised as this is a single opportunity in time and only undertaken once.

Priority for future development sites should be given to sites that are within identified growth areas and where redevelopment may assist in stimulating further redevelopment of adjoining sites and nearby areas, or where a partnership with other stakeholders may provide improved outcomes to the broader area. All Council projects should deliver best practice development, setting the standard for infill and housing delivery in Salisbury.

**Priority Area 6: Development of Surplus Council Owned Land**



1. The Reserve, Diment Road, Salisbury North
2. Emerald Green, Ryans Road, Parafield Gardens
3. Greentree Walk (Walpole Road Stage 1) Paralowie
4. Riverwalk, Whites Road (Walpole Road Stage 2) Parafield Gardens
5. Walpole Road Stage 3, Paralowie
6. Lake Windamere
7. Shoalhaven, Mawson Lakes
8. Hoyle Green, Para Hills
9. Fairbanks Drive Reserve, Paralowie
10. Salisbury Oval/St Jays, Salisbury

<b>Priority Area 6: Development of Surplus Council Owned Land</b>				
<b>Objective:</b> Ensure a proactive, integrated strategic approach towards development of surplus Council owned land to stimulate private investment, provide and demonstrate diverse housing opportunities with quality design outcomes and generate income to upgrade Council assets, whilst balancing community needs and expectations with regard to continued provision of appropriate levels of open space				
<b>Actions</b>	<b>Priority</b>	<b>Lead Role</b>	<b>Council Role</b>	<b>Timeframe/Status</b>
Finalise Strategic Land Review, which seeks to identify and prioritise for further investigation and consultation with the affected community, surplus Council owned lands with potential for delivery as a development project.	High	Council	Leader/Delivery	Expected completion February 2017
Complete Tranche 1 residential development projects through to completion: <ol style="list-style-type: none"> <li>1. The Reserve, Diment Road, Salisbury North</li> <li>2. Emerald Green, Ryans Road, Parafield Gardens</li> <li>3. Greentree Walk (Walpole Road Stage 1) Paralowie</li> <li>4. Riverwalk, Whites Road (Walpole Road Stage 2) Parafield Gardens</li> </ol>	High	Council	Lead/Delivery	Expected completion December 2016 (subject to market response)
Complete the Tranche 2 residential development projects from business case to delivery on: <ol style="list-style-type: none"> <li>5. Boardwalk at Greentree (Walpole Road Stage 3), Paralowie</li> <li>6. Lake Windamere</li> <li>7. Shoalhaven, Mawson Lakes (within</li> </ol>	Medium	Council	Lead/Delivery	Boardwalk at Greentree - Final completion June 2017  Lake Windamere – Final completion

Priority Categorisation: High – Planning to be completed in 1-2 years. Medium – Planning to be completed in 3-5 years. Low – Planning to be completed in 5+ years

Residential zone) 8. Hoyle Green, Para Hills				December 2017  Shoalhaven and Hoyle Green - Final Completion June 2018
Investigate opportunities to utilise surplus Council land holdings suitable for residential development by undertaking feasibility studies at: 9. Fairbanks Drive Reserve, Paralowie 10. Salisbury Oval/St Jays Recreation centre, Salisbury - High priority projects identified out of the Strategic Land Review	High	Council	Leader/Delivery	Fairbanks Drive Reserve – subject to market approach and determination by Council, target feasibility consideration by June 2017  Salisbury Oval – subject to market approach and determination by Council likely commence for sale July 2018

Priority Categorisation: High – Planning to be completed in 1-2 years. Medium – Planning to be completed in 3-5 years. Low – Planning to be completed in 5+ years



## Background Paper

### Residential Growth

Current growth projections anticipate a dwelling increase in the range of approximately 6,700, with potential for up to 11,000 dwellings, by 2036. These projections assume the following:

- Development of vacant and underutilised residential zoned land, predominantly in the suburbs of Paralowie, Salisbury Downs, Parafield Gardens and Salisbury Heights
- Medium to high density development within the Salisbury City Centre (with a target of 500 additional dwellings)
- Completion of development at Mawson Lakes, including potential for residential development of sites at Technology Park
- Continuation of small-scale infill development throughout the remainder of the City, but largely focused along transit corridors and adjoining areas of significant open space, activity centres and in areas with low capital site/value ratios such as Ingle Farm, Para Vista, Para Hills, Parafield Gardens and Salisbury Downs.

These projections do not include figures relating to potential future urban development of the Dry Creek Salt Pans, which could potentially yield approximately 10,000 additional dwellings. These projections are likely to be significantly altered if urban development of the Dry Creek Salt Pans proceeds as this would have significant impact on market supply and demand, potentially impacting upon the rates of infill development experienced throughout the remainder of the City.

	Forecast Dwelling Increase to 2036	Potential Dwelling Increase (high growth scenario)
Vacant sites	1147	1147
DPA's (recent and proposed rezoning)	1102	1102
Infill	4442 (based on Forecast ID projections)	8650 (based on high growth potential)
Dry Creek Salt Pans	10,000	10,000
<b>Total Additional Dwellings to 2036</b>	<b>16,691</b>	<b>20,899</b>

1

### Residential Growth Projections to 2036

#### Vacant Land

The supply of vacant residential zoned land within the City is currently limited to small vacant land parcels totalling approximately 56 hectares (vacant land, not containing an existing dwelling and not under current land division application). These sites are primarily within the suburbs of Paralowie, Parafield Gardens and Salisbury Downs and are generally market garden (or ex-market garden) sites that are yet to be redeveloped. Based on an average dwelling yield of 25 dwellings per hectare (gross yield) it has been estimated that the development of these sites may result in approximately 1000 additional dwellings.

Suburb	Vacant zoned land (hectares)	Residential supply	Potential yield (assuming 25 dwellings per hectare)	Potential dwelling per	Potential population increase (based on 2016 Forecast ID average household size)
<b>Paralowie</b>	24		479		1317
<b>Parafield Gardens</b>	12.15		243		651
<b>Salisbury North</b>	6		119		283
<b>Salisbury Downs</b>	3.1		62		157
<b>Salisbury Plain</b>	4.75		95		226
<b>Salisbury</b>	2.8		56		122
<b>Para Hills</b>	3.7		93		216
Total Vacant Residential Supply	<b>56.5</b>		<b>1147</b>		<b>2972</b>

\*Note the 2015 Residential Broadacre Land Supply Report prepared by DPTI identifies that there were 127 hectares of available broadacre land within Salisbury in July 2015. Many of the sites identified by that report were either under land division application (or have since been), or contain a dwelling, and this explains the difference in the figures above.

### Opportunities for Re-zoning

In addition to the vacant land identified above, Council has recently completed, or currently undertaking, several Development Plan Amendments that propose to rezone a limited amount of additional land for residential or mixed use purposes:

Current and recent DPAs - Proposed new Residential zoned land		Potential dwelling yield (based on proposed zone/allocation size policy)	Potential population increase (based on 2016 forecast ID average household size for suburb)
Rural Aircraft Noise Direk Industry and Residential Interface DPA Includes areas in Burton and Direk	2.5 ha	62	176
Salisbury Heights Residential DPA	39 ha	150-200	530
Salisbury City Centre DPA		500 (target)	1265
Waterloo Corner Road Burton DPA	11.95 ha	250	702
Walpole Road Paralowie Residential DPA	3.8 ha	90	247
<b>Total Residential Supply through recently approved and existing DPAs</b>	<b>57.25</b>	<b>1102</b>	<b>2920</b>

The combined total residential land supply from existing vacant and proposed residential zoned land therefore equates to approximately 5 years supply, based on current dwelling approval numbers for the City in recent years, and assumes all of the land referred to above is made available for residential development.

In the medium to long term (5+ years) it is anticipated that opportunities for urban development west of Port Wakefield Road on the Dry Creek Salt Pans may be realised. However, it is apparent that in the short to medium term residential development will largely be located within small pockets of vacant land in the north western suburbs, and in the form of infill development throughout the remainder of the City, with a focus on medium density development in the Salisbury City Centre and Mawson Lakes and other nodes with good access to public transport, services and significant areas of open space.

Infill Development

Suburb	2016 Dwelling Forecast (Forecast ID)	*2026 Dwelling Forecast (Forecast ID)	*2036 Dwelling Forecast (Forecast ID)	**High Growth Scenario 2036 Total
Brahma Lodge, Salisbury Park, Salisbury Plain, Elizabeth Vale	3033	3192	3312	3732
Burton, Non-urban West	2891	3379	3829	3829
Gulfview Heights	1300	1372	1452	1473
Mawson Lakes	5396	5707	5717	6467
Ingle Farm	3800	4004	4228	4819
Para Hills	2712	2807	2955	3466
Para Hills West, Parafield, Salisbury South	1440	1542	1591	1661
Para Vista, Valley View, Walkley Heights	3587	3719	3917	4354
Parafield Gardens, Greenfields	6360	6923	7083	7299
Paralowie	5929	6649	6835	6666
Pooraka	3039	3152	3311	3504
Salisbury	3580	3908	4128	4743
Salisbury Downs	2398	2708	2788	2696
Salisbury East	3873	3958	4104	4708
Salisbury Heights	1623	1798	1858	1853
Salisbury North, Edinburgh	4146	4490	4630	4736
<b>Total</b>	<b>55107</b>	<b>59308</b>	<b>61798</b>	<b>66006</b>

\*Forecast ID projections prepared in 2015 (include consideration of development on existing vacant land), plus potential dwelling growth as a result of current DPAs

\*\*High Growth Scenario – Based on maximum development potential using current Development Plan policies + analysis of Capital/Site value by suburb (assuming a 40% development rate for properties with a CSV of 1:3 or less), and potential dwelling growth as a result of recent and current DPAs.

Analysis of this development potential data identifies that the following suburbs will likely have the highest rates of infill development in the short to medium-term:

- Ingle Farm/Para Vista/Valley View/Para Hills

- Parafield Gardens (due in some part to existing large, vacant sites that are yet to be developed)
- Salisbury
- Salisbury Downs
- Paralowie (largely due to existing large, vacant sites that are yet to be developed)

In the medium to longer term, higher rates of infill development are also expected in Salisbury East and Brahma Lodge.

Consideration of previous development application statistics provides that the level of infill activity is in reality significantly lower than the development potential identified in High Growth Scenario in the table above. Based on demolition and subdivision data from 2008-2014, an average of 115 additional dwellings per year have been constructed within the City of Salisbury as a result of minor infill development. Therefore, whilst the consideration of development potential is a useful tool in identifying areas of the highest likelihood of infill development, it demonstrates that supportive Development Plan policy and low site/capital value ratio are just two factors required to facilitate significant levels of infill development, and that delivery will largely be market driven.

#### Implications and challenges associated with infill development

- Highly fragmented land ownership means development generally occurs in an incremental and often 'piecemeal' manner, rather than as an integrated redevelopment project, and occurs over a number of years.
- Infill development is typified by smaller, generally narrow allotments, with limited opportunities for significant garden and landscaped areas, resulting in increased importance placed on street trees, verges and local open space to provide amenity and environmental functions (such as shading/cooling and biodiversity).
- Reduced dwelling setbacks and an increase in the number of dwellings of two storeys or more can be at odds with the dominant built form and character of the area (which in Salisbury is typified by single storey, detached dwellings). In addition to building height, topography is another factor that needs to be considered to ensure privacy impacts can be appropriately managed, and this is particularly relevant for areas around Ingle Farm, Para Vista, Para Hills.
- Importance of accessible, functional and well-maintained open space is increased as private open space is reduced, in addition to increased need for open space to perform a stormwater management role.

- Typical small-scale infill development comprising division of one allotment into two or three, results in an increase in impermeable surface area and subsequently an increase in stormwater runoff. This can place additional pressure on stormwater systems that were not originally designed to cater for this level of run-off.
- An increase in the number of driveway cross-overs often results in reduced opportunities for on-street vehicle parking, street trees and verge landscaping.
- Results in an increased population utilising existing services and infrastructure. This can support further investment and expansion of existing service provision and result in increased community activity and vibrancy, but can also place additional pressure on inadequate and under-serviced areas where services and infrastructure provision do not keep pace with population growth.

It is acknowledged that Council has limited influence over the rate and timing of infill development of privately owned land. Additionally, the type of housing product provided is heavily reliant upon immediate market demand. Despite numerous land use policies to support housing diversity, current infill development within the City has typically resulted in provision of 3 to 4 bedroom detached dwellings, with limited provision of alternative housing types. Current Development Plan policy provides significant flexibility to facilitate infill and higher density development, however there are limited policies to guide appropriate allotment size and configuration (i.e. minimum allotment size and width, dwelling setbacks, where battleaxe allotments are/are not appropriate etc). Therefore if Council seeks to facilitate significant rates of higher quality infill development and delivery of a wider variety of dwelling types a range of approaches will be required, and may include:

- Development of planning policy to more closely guide delivery and design of higher density and infill development in appropriate locations.
- Investigate the potential for inclusion of policies seeking minimum density requirements and building heights in appropriate and identified locations to reduce the occurrence of single storey dwellings built to the boundaries, and instead a focus on high quality multi-storey development that reduces building footprint and enables increased private open space and landscaping.
- Targeted State and Council infrastructure investment and streetscape and public realm upgrades to act as a stimulus for private investment and redevelopment within areas earmarked for regeneration and urban consolidation.
- Council to form partnerships and work closely with key landowners and stakeholders such as Renewal SA, Housing SA and community housing providers to ensure the coordinated delivery of redevelopment projects.

- Targeted development of surplus Council owned land to provide diversity in housing type.
- Potential development concessions to act as an incentive for provision of diverse, affordable housing in targeted locations, e.g. reduction of private open space in areas with high level access to significant public open space, or reduced onsite car parking requirements in areas with easy access to frequent public transport.

### **Residential Market Demand**

Analysis of residential market demand throughout the City has identified that:

- Many residential opportunities in the City will take years to materialise, but it is considered that the geographical proximity of Salisbury to jobs, services, transport and the CBD provide a basis for sustained growth, provided that the framework for development and redevelopment is delivered by Council (such as planning policy, streetscape and open space upgrades etc.) and advocacy for infrastructure provision is successful with State Government.
- There is a potential mis-match between housing stock and household demographics, with an overwhelming majority of existing housing being 3-4 bedroom detached housing, whilst there is a significant proportion of 1-2 person households. The proportion of 1-2 person households is a trend which is expected to increase.
- According to demographic projections, there will be demand for a variety of housing forms, smaller houses and/or fewer bedroom houses in the future.
- There is uncertainty around the market support for apartment development around the Salisbury City Centre, and the City in general, however there is recognition that an upturn in redevelopment and densification could be linked to the delivery of improved public realm in the locality. With regard to the Salisbury City Centre, it is noted that commitment to the electrification of the Gawler railway line and upgrade of the Salisbury Interchange is critical.
- High levels of home ownership within the City shows a predisposition towards home purchases in the area, which should convert to a greater market demand to support future housing growth.
- Mortgage repayments in the City are lower than the Metropolitan Adelaide average, but more than in the northern areas of Playford and Gawler. Salisbury is more desirable than those areas, but the market is very price driven.
- There is a strong preference for Torrens Title properties over Community Title.
- Strong trends towards smaller allotments driven by affordability are noted. For example, delivery of 2-3 bedroom houses on allotments of less than 150 square metres, such as those available in new Council projects at Paralowie reflect the changing demographic in the City and have been popular. These

7

products provide an option that enables an increase in density in locations close to services, facilities and quality public realm.

- The quality of the public realm is likely to be a major factor in the delivery of successful redevelopment outcomes.

#### Dwelling approvals 2009-2014

Analysis of dwelling approvals within the City between 2009 and 2014 identified the following:

- There were 2922 applications for new dwellings within the 5 year period, averaging 584 new dwellings per year
- Suburbs with the highest number of new dwellings included Mawson Lakes, Parafield Gardens, Paralowie, Ingle Farm, Burton and Direk
- A total of 56 applications for dwelling demolition, averaging approximately 10 demolitions per year were received
- Ingle Farm and Pooraka had the highest number of dwelling demolitions over the 5 year period (11 and 7 respectively)
- Detached dwellings remain the predominant form of housing being developed within the City of Salisbury

## Employment Land

### Current Situation

Salisbury is recognised as a key part of South Australia's industrial landscape, home to prominent precincts including Edinburgh Parks, Vicinity Industrial Estate, Salisbury South, Para Hills West, Pooraka/Cavan and Greenfields. The City has approximately 3086 hectares of land that is currently zoned for industrial uses, of which approximately 400 hectares is currently undeveloped.

The policy settings in the 30 Year Plan for Greater Adelaide seeks to reinforce northern Adelaide's position as the State's key industrial location. The Plan projects an additional 79,000 jobs in the region between 2006 and 2036. Of these new jobs, around 32,000 are targeted in land intensive-industry sectors such as manufacturing, transport and construction.

The employment projections in the 30 Year Plan partly took into account the above-average consumption of industrial land across Adelaide between 2002 and 2008 (an average of 95 hectares per year). During this period, Salisbury alone accounted for 254 hectares (42.3 hectares per annum). However the Global Financial Crisis and its aftermath saw industrial land consumption in northern Adelaide drop to just 20.5 hectares per annum between 2008 and 2012.

The 2012 HELSP Report identified a consumption forecast (on which the State Government's future land requirements are based) of 34 hectares per annum in northern Adelaide. However employment forecasts prepared for the State Government's Training and Skills Commission in 2012 identified negligible growth in land-intensive industry sectors. Since that time the State has endured a period of low economic growth and consumption of industrial land within Salisbury has moderated.

Perhaps the largest discrepancy between state government targets and recent trends is that the 30 Year Plan assumes 27.5% of future employment demand will be in industrial jobs. However, the sectors that typically use industrially zoned land have contributed just 7.2% of all employment growth. As such Government forecasts of future industrial land requirements appear to significantly over-estimate what the market is likely to demand. The extent of this over-supply has been quantified by Jones Lang LaSalle whose analysts claim that at a consumption rate of "25 hectares per annum and available future supply of 1,270 hectares, there is in the order of 50 years future industrial land supply [in northern Adelaide]. Even at the higher government target of 34 hectares per annum, there is 37 years supply in Northern Adelaide."

The rationalisation of the automotive supply chain and the impending closure of GM Holden have seen significant vacancies emerge within Edinburgh Parks forcing

9

industrial land values down. These low prices have made it attractive for firms to purchase existing facilities and retrofit them rather than develop new premises on greenfield sites. This is likely to continue in the short to medium term. There has, however, been some significant new builds in the city including a cluster of logistics businesses in Vicinity, KJM consolidating its operations into Edinburgh Parks and Liebherr expanding on-site at Para Hills West.

Despite the overall demand for industrial land declining in recent years, 400 hectares of land at Gillman has been rezoned and the State Government continues to pursue the rezoning of significant land in Greater Edinburgh Parks for industrial purposes. The closure of GM Holden will result in alternative uses for the 124 hectare site being examined by the State Government. Considerations of potential uses for the site should not be done without considering the impact on the broader industrial land market in the region. The closure of the Dry Creek Salt Fields opens up the potential for industrial or intensive horticulture uses in the Bolivar Buffer Zone. The rezoning of 20 hectares of industrial land at Kings Road, several sites fronting Main North Road and Salisbury Highway, and the proposed rezoning of a portion of industry zoned land at Waterloo Corner Road, Burton, has only minutely off-set this.

#### Trends

The sectors that make use of industrially zoned land are changing. Modern manufacturing encompasses more than production - it includes the entire chain of activities from research through to design, development, distribution and maintenance. Manufacturing firms such as Codan, Tindo and Sarstedt are locating in precincts such as Technology Park. At the same time, changes in retail activity have seen increased construction for that purpose in industrial areas across metropolitan Adelaide. Based on construction activity, demand for land to build logistics and distribution facilities remains robust. Logistics has become increasingly automated. The gap between employment generated by distribution and manufacturing uses is broadening. While high tech industrial/advanced manufacturing currently generates around 160 jobs per hectare, transport and storage provides about 20. In a region with above average unemployment, job generation forecast within industrially zoned areas should be reviewed.

In response to recent considerations regarding the zoning of significant employment lands at Greater Edinburgh Parks and Gillman, and the loss of the manufacturing base of General Motors Holden at Elizabeth, it is necessary to ensure that the employment land supply within the City remains adaptable and attractive to business. To this end, the City seeks to ensure that it can continue to support existing business and employers, and proactively respond to opportunities for emerging and value adding industry, including:

- Food and Beverage Processing and AgriFood
- Defence industry technology

- Minerals and/or petroleum technology
- Medical and assistive technologies
- Industry application of additive and transformative manufacturing technologies
- Green Industries

Key requirements for modern industrial allotments include level land, access to freight routes, B double compliant roads providing access/egress to sites, no/few adjoining land use constraints (particularly residential areas), good corporate exposure, water/sewer/power and option for 24-7 operations. Current industrially zoned sites that do not meet these criteria, such as Brown Terrace and parts of Salisbury Plain could be considered for alternative zoning. Noting the need to balance protection of RAAF operations at Edinburgh with achieving highest and best land use, further consideration could be given to rezoning land at Elizabeth West from employment land to alternative uses.

Improvements to road and rail connections in recent years, including the Northern Expressway and the intermodal facility at Penfield, have greatly enhanced accessibility and interest in the region. The proposed development of the Northern Connector and potential realignment of the freight rail line, combined with the benefit of existing significant industries and the associated supply chain, will continue to make the City of Salisbury a highly sought after industrial base. Potential opportunities for diversification of land uses within the Port Wakefield Road/Northern Connector Corridor also need to be investigated further.

In partnership with the City of Playford, Council is seeking to establish a Northern Adelaide Green Industries Region which is a concept based around supporting, recognising and promoting Northern Adelaide businesses in adapting to direct and indirect climate change impacts and capturing opportunities for further green industry development and attraction. The vision is to see "Northern Adelaide prosper as a nationally and globally recognised Green Industries Region"

The objectives of the Green Industries initiative are:

- To grow opportunities and jobs in green and low carbon industries
- To promote the Northern Adelaide's green and low carbon industries products, services and capabilities to attract new market opportunities that are rapidly expanding with state and federal Government commitments in renewable energy, green and low carbon market development
- To become a green industry, low carbon and renewable energy investment destination a region which provides the systems, products, knowledge and skills for low carbon development in domestic and international markets

- To improve access to Government grant and program opportunities for businesses and households in Northern Adelaide
- To provide improved coordination and networks to assist businesses in energy water and waste management, to use resources efficiently and to reduce greenhouse gas emissions

#### Land Supply and Consumption

There has been a reduction in demand for industrial land as a result of the Global Financial Crisis, and the growth of the South Australian economy is forecast to remain in a period of low to moderate growth in the short to medium term. The average consumption rate of industrial land within Greater Adelaide in the 2008-12 period was approximately 75 hectares per year, which is a significant decline from the 111 hectares per year used to estimate industrial land supply targets in the 30 Year Plan for Greater Adelaide.

The 2012 review of the industrial land supply undertaken by the State Government (Housing and Employment Land Supply Report) identified that the greatest concentration of developable industrial land stocks for the Greater Adelaide area was in Northern and Western Adelaide regions.

Within the City of Salisbury, industrial land consumption has averaged about 9 hectares per year over the past 6 years. Recent demand for industrial land within the Northern Adelaide region has largely been driven from three key sectors including manufacturing, wholesale trade, and warehousing and logistics.

There are approximately 3086 hectares of land currently zoned for industrial uses (Industry and Urban Employment zone) within the City of Salisbury. Approximately 404 hectares is currently undeveloped (vacant, or with minor improvements only). Based on average land consumption of 9 hectares per year, this would suggest there is over 40 years of supply within the City of Salisbury. The City of Salisbury therefore has significant industrial zoned and development ready land to cater for medium to long term demand.

The supply figures discussed above do not include:

- 40 hectares flagged for development of the Northern Adelaide Food Park at Parafield Airport
- Additional 120 hectares of land currently zoned Primary Production that is proposed to be rezoned to Urban Employment through the Ministerial Greater Edinburgh Parks DPA (not including additional areas proposed to also be rezoned through this DPA within the City of Playford)
- Potential for investigation of future land uses within the corridor between Pt Wakefield Road and Northern Connector (from Jobson Road to Waterloo

12

Corner Road), much of which is currently zoned Deferred Urban (Industry).  
Note: No formal rezoning process has commenced, nor have any preferred zone options been identified at this stage.

In addition to the above, there are significant new or proposed industrial areas immediately adjoining the Council area at Gillman (Port Adelaide Enfield) and Waterloo Corner (within the City of Playford as part of Greater Edinburgh Parks DPA) that will be seeking a share of the same business market.

#### Allotment size demand

There are numerous industrial precincts within the City with a variety of allotment sizes to suit the needs of existing and emerging industry and business.

Trends throughout Northern Adelaide suggest that there is substantial demand for industrial land and buildings on allotments of up to 1250 square metres. Much of this demand is typically from owner occupiers and areas of focus for allotments of this size tend to be within the older industrial areas of Cavan, Pooraka and Para Hills. Demand in areas such as these, that are central to a significant residential base, is expected to continue for small service industries and businesses that serve the surrounding residential and commercial market.

Allotments between 1,250 and 2,500 square metres are typically located in the 'middle' suburbs of the City including Greenfields, Salisbury South and Salisbury Plain. Many areas within these precincts tend to be underutilised and provide significant potential for more intensive, higher employment generating uses, subject to appropriate consideration of the interface with surrounding areas. Increasingly, industrial zoned sites within these areas that have frontage to high traffic roads are subject to pressure for conversion for commercial and bulky goods retail land uses.

Allotments greater than 2500 square metres tend to be focused in newer industrial areas including Direk and Edinburgh Parks. Current supply remains high, however demand for larger allotments has tended to be weak. Due to the significant vacant land holdings, combined with large established premises which may become vacant through flow on impacts of the closure of Holden, which are supported by significant new and proposed infrastructure, the City will continue to be well placed to facilitate emerging industry trends and employment generating activities.

### **Infrastructure Provision**

The provision of adequate infrastructure to support the existing and future community is vital in ensuring the City of Salisbury continues to grow sustainably into the future and remains a place which is attractive to live, work and invest in.

#### Social Infrastructure

The term social infrastructure is commonly used to describe the wide range of services and facilities that meet community needs for education, health, social support, recreation, cultural expression, social interaction and community development. Social infrastructure includes three broad and interrelated categories:

- Community facilities – the 'hard infrastructure' component that includes a variety of buildings and associated grounds used for community purposes;
- Community development – the processes that assists community members to identify and address their needs; and
- Human services – the formal services that provide support, advice, education and information to a wide range of groups within the community.

Benchmarks for social infrastructure provision have been drafted and a high level assessment of existing social infrastructure has been undertaken for identified growth areas. Further consideration and road testing of social infrastructure benchmarks and provision is proposed through the precinct planning process proposed by the Growth Action Plan for growth areas.

#### Stormwater

As identified previously, infill development typically results in an increase in impermeable surfaces resulting in increased stormwater runoff. The adequacy of stormwater systems need to be assessed to determine what upgrades may be required to adequately accommodate increased residential densities. Due to the incremental nature of infill development and uncertainty about actual development yield, this is an issue that will require periodic review to ensure planned upgrades are appropriate, and that areas that are not currently adequately serviced are not over-developed without provision of adequate stormwater infrastructure. Growth area development projections will be fed into Council's asset management and stormwater planning processes to ensure upgrades are planned for and prioritised to align with growth areas.

#### Transport Network

The capacity of existing road infrastructure to accommodate future growth is an important consideration. As above, the incremental nature of future development anticipated throughout much of the Council area will require periodic review of

14

road infrastructure, and is an issue that will be considered through future growth area precinct planning and the proposed implementation of the 'Streets for People' approach to local road network planning.

The concurrent preparation of Council's Strategic Transport Plan will provide further high level strategic direction to ensure transport infrastructure, including public transport, pedestrian and cycling infrastructure and road and rail infrastructure, is integrated with residential and employment growth areas to meet current and future needs. The Transport Plan will consider implications of construction of the Northern Connector on movement throughout the City and investigate options to improve east/west connectivity throughout the City.

The potential for future realignment of freight rail out of the City (to potentially be contained along the Northern Connector corridor) may provide opportunities for land use change and intensification along parts of the existing rail line, however this is not expected to occur within the current timeframes of the Growth Action Plan (5 years).

#### Utilities

Utilities such as water, sewer, gas and electricity are provided by a range of private providers. The Growth Action Plan, and future growth area precinct plans, will provide useful information for utility providers for plan future network upgrades to ensure they are able to provide adequate services for anticipated growth.

#### Open Space

Open space plays several important roles within the City, and is a key aspect that contributes to the amenity, liveability and identity of our suburbs. Open space is used for both passive and active recreation, whilst also providing vital environmental, biodiversity and stormwater management functions. The need for the City's open space to be proactively planned and managed to respond to current and future demands is vital, and will need to be closely linked with the development of growth areas to ensure it continues to meet the needs of local communities, whilst also fulfilling its many other functions.