



## **AGENDA**

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

**19 JUNE 2017 AT 6:30 PM**

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

### **MEMBERS**

Cr D Pilkington (Chairman)  
Mayor G Aldridge  
Cr D Balaza  
Cr S Bedford  
Cr B Brug  
Cr D Bryant  
Cr C Buchanan  
Cr G Caruso  
Cr L Caruso  
Cr E Gill  
Cr R Cook  
Cr S Reardon  
Cr D Proleta  
Cr G Reynolds  
Cr S White  
Cr J Woodman (Deputy Chairman)  
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 City Infrastructure, Mr M van der Pennen  
General Manager Community Development, Ms P Webb  
Manager Governance, Ms T Norman  
Manager Communications and Customer Relations, Mr M Bennington  
Team Leader Corporate Communications, Mr C Treloar  
Governance Support Officer, Ms K Boyd

## **APOLOGIES**

## **LEAVE OF ABSENCE**

## **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 15 May 2017.

## **PRESENTATIONS**

## **REPORTS**

### *Administration*

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## **OTHER BUSINESS**

## **CLOSE**



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

**15 MAY 2017**

**MEMBERS PRESENT**

Cr D Pilkington (Chairman)  
Mayor G Aldridge  
Cr D Balaza  
Cr D Bryant  
Cr G Caruso  
Cr L Caruso  
Cr E Gill  
Cr G Reynolds  
Cr S White  
Cr J Woodman (Deputy Chairman)  
Cr R Zahra

**STAFF**

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

The meeting commenced at 6:30 pm.

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

**APOLOGIES**

Apologies were received from Cr S Bedford, Cr R Cook, Cr S Reardon and Cr D Proleta.

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## LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr C Buchanan.

## PRESENTATION OF MINUTES

Moved Cr R Zahra  
Seconded Mayor G Aldridge

The Minutes of the Policy and Planning Committee Meeting held on 18 April 2017, 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 L Caruso

1. The information be received.

**CARRIED**

### *Urban Development*

#### **1.3.1 Draft Transport Strategic Action Plan**

Moved Cr S White  
Seconded Cr E Gill

1. The Draft Transport Strategic Action Plan and Background Technical Papers be noted.
2. That initial feedback on the draft Plan prior be provided by Council to finalisation.
3. That a further report be presented to the June 2017 meeting of the Policy and Planning Committee with a final draft of the Transport Strategic Action Plan for endorsement, incorporating any amendments as resolved by Council.

With leave of the meeting and consent of the seconder Cr S White  
VARIED the MOTION as follows:

1. The Draft Transport Strategic Action Plan and Background Technical Papers be noted.
2. That a further report be presented to the June 2017 meeting of the Policy and Planning Committee with a final draft of the Transport Strategic Action Plan for endorsement, incorporating any amendments as resolved by Council.

**CARRIED**

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**OTHER BUSINESS**

Nil

The meeting closed at 6:59 pm.

CHAIRMAN.....

DATE.....



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<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 June 2017
<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
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 <b>Deferred to:</b> September 2017 <b>Reason:</b> This will be presented to the next meeting of the sub committee.	
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> July 2017	Rick Henke
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> June 2017 <b>Deferred to:</b> August 2017 <b>Reason:</b> Ongoing discussions with DPTI on policy module selection and potential for new Planning Code inclusions.	Peter Jansen
26/09/2016 1.3.1	<b>Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment - Public Consultation</b> 4. That a further report be provided to Council on the outcomes of the Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment public consultation process upon conclusion of the consultation period. <b>Due:</b> September 2017	Peter Jansen
19/12/2016 1.3.1	<b>Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment update</b> 4. That a further report be provided to Council on the outcomes of the Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment public consultation process upon conclusion of the consultation period. <b>Due:</b> September 2017	Peter Jansen

19/12/2016 P&P-OB1	<b>RAAF AP-3C Tailfin for Purposes of Display</b> That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade. <b>Due:</b> June 2017 <b>Deferred to:</b> June 2018 <b>Reason:</b> This report is deferred until June next year, when the tail fin may be made available to the RSL.	Pippa Webb
27/03/2017 NOM2	<b>Community Street Art Program</b> As part of the City Pride Agenda, staff bring back a report exploring options for the commencement of a Community Street Art Program, with a view to installing locally created artwork by youth members of the community at various locations throughout the City including, but not limited to, smaller suburban shopping centres and Council facilities such as Community Centres and Recreation Centres. <b>Due:</b> June 2017 <b>Deferred to:</b> January 2018 <b>Reason:</b> This requires some intensive investigation, and a business case.	Pippa Webb
27/03/2017 1.0.3_OB1- TVSC	<b>Recreational Vehicle Sites</b> That a report be brought back outlining possible Recreational Vehicle sites in the City of Salisbury with a focus on the CBD. <b>Due:</b> June 2017 <b>Deferred to:</b> July 2017 <b>Reason:</b> Seeking further information and input.	Greg Ratsch
24/04/2017 1.1.3- SIPSC2	<b>City of Linyi Update</b> 3. That a further report be provided to the Strategic and International Partnerships Sub-Committee in relation to the potential for a council-led delegation to China to provide exposure for local businesses and progress the civic relationship with Linyi. <b>Due:</b> July 2017	Greg Ratsch
24/04/2017 1.3.1	<b>Salisbury, Mawson Lakes and Ingle Farm Car Parking Review</b> Salisbury City Centre Study Area: (d) Retain the current exemption from car park contribution for small business with a further review in two years. <b>Due:</b> June 2019	Peter Jansen

24/04/2017	<b>Salisbury, Mawson Lakes and Ingle Farm Car Parking Review</b>	Peter Jansen
1.3.1	Mawson Lakes Study Area: (ii) Subject to a further Council report a trial of electronic parking controls in Euston Walk and Metro Parade to assist in utilisation and turnover of parking spaces adjacent the Mawson Lakes interchange.	
<b>Due:</b>	July 2017	
24/04/2017	<b>Privately Funded Development Plan Amendments Policy Review</b>	Peter Jansen
1.3.2	2. That a review of the Privately Funded Development Plan Amendment Policy be conducted when relevant details of the Planning Reforms under the Planning, Development and Infrastructure Act are known.	
<b>Due:</b>	October 2017	

#### 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: 09.06.17

<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 13 June 2017
<b>AUTHOR</b>	Bronwyn Hatswell, PA to General Manager, Community Development
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	The minutes and recommendations of the Youth Council Sub Committee meeting held on Tuesday 13 June 2017 are presented for Policy and Planning Committee's consideration.

### RECOMMENDATION

1. The information contained in the Youth Council Sub Committee Minutes of the meeting held on 13 June 2017 be received and noted and that the following recommendations contained therein be adopted by Council:

#### **YC1 New Membership**

1. Samuel Field be appointed as a Youth member to the Salisbury Youth Council until December 2018.

#### **YC2 Youth Council Project Teams Update**

1. That the information be received and noted.

#### **YC3 Youth Strategic Plan**

1. Subject to:
  - the inclusion of a Glossary;
  - clarification of terms such as diversity, youth transition and distinction between levels of government;
  - clarification of a local and regional focus; and
  - other editorial changes as noted by the Youth Council, including: the Youth Strategic Plan 2017-2021 as set out in Attachment 1 to this report (Item No. 1.1.1, Youth Council Sub Committee, 13/06/2017) be endorsed with staff authorised to incorporate the above changes and finalise the document.
2. That the Youth Action Plan 2017-2021 as set out in Attachment 2 to this report (Item No. YC3, Youth Council Sub Committee, 13/06/2017) be noted.
3. That the Youth Engagement Report as set out in Attachment 3 to this report (Item No. YC3, Youth Council Sub Committee, 13/06/2017) be noted.

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

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 - 13 June 2017

**CO-ORDINATION**

Officer:                      GMCD  
Date:                         15.06.17



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

**13 JUNE 2017**

**MEMBERS PRESENT**

Joel Winder (Chairman)  
Mimona Abdalla  
Cr D Balaza  
Mon-Maya Chamlagai  
Reem Daou  
Rebecca Etienne  
Nick Griguol  
Eric Ngirimana  
Cameron Rowe  
Tyler Rutka-Hudson  
Taylor Sawtell (Deputy Chairman)  
Braden Thompson  
Tegan Turner  
Mark Verdini  
Thomas Wood  
Cr S White  
Cr R Zahra  
Roshan Chamlagai (Mentor)  
Andrew Chapman (Mentor)  
David Charlett (Mentor)  
Kimberlee Daniels (Mentor)  
Adelyne Huynh (Mentor)  
Sue McNamara (Mentor)  
Pau Lian Naulak (Mentor)

**OBSERVERS**

Cr B Brug

## **STAFF**

General Manager Community Development, Ms P Webb  
PA to General Manager Community Development, Mrs B Hatswell  
Community Planner Youth, Ms P Rowe  
Community Planner Youth Participation, Ms J Brett

The meeting commenced at 5.04 pm

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

## **APOLOGIES**

Apologies have been received from Mayor G Aldridge, B Bilsborow, L Bilsborow and T Gribble.

## **LEAVE OF ABSENCE**

## **PRESENTATION OF MINUTES**

Moved Cr R Zahra  
Seconded M Abdalla

The Minutes of the Youth Council Sub Committee Meeting held on 11 April 2017, be taken and read as confirmed.

**CARRIED**

## **REPORTS**

### **YC1 New Membership**

Moved B Thompson  
Seconded Cr D Balaza

1. Samuel Field be appointed as a Youth member to the Salisbury Youth Council until December 2018.

**CARRIED**

### **YC2 Youth Council Project Teams Update**

Moved T Rutka-Hudson  
Seconded R Daou

1. That the information be received and noted.

**CARRIED**

**YC3 Youth Strategic Plan**

Moved M Verdini  
Seconded R Etienne

1. Subject to:
  - the inclusion of a Glossary;
  - clarification of terms such as diversity, youth transition and distinction between levels of government;
  - clarification of a local and regional focus; and
  - other editorial changes as noted by the Youth Council, including:  
the Youth Strategic Plan 2017-2021 as set out in Attachment 1 to this report (Item No. YC3, Youth Council Sub Committee, 13/06/2017) be endorsed with staff authorised to incorporate the above changes and finalise the document.
2. That the Youth Action Plan 2017-2021 as set out in Attachment 2 to this report (Item No. YC3, Youth Council Sub Committee, 13/06/2017) be noted.
3. That the Youth Engagement Report as set out in Attachment 3 to this report (Item No. YC3, Youth Council Sub Committee, 13/06/2017) be noted.

**CARRIED**

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

Moved T Rutka-Hudson  
Seconded T Turner

1. That the information be received and noted.

**CARRIED**

**OTHER BUSINESS**

There was no Other Business.

**CLOSE**

The meeting closed at 5.42 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	1.1.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>HEADING</b>	Minutes of the Strategic and International Partnerships Sub Committee meeting held on Wednesday 14 June 2017
<b>AUTHOR</b>	Bronwyn Hatswell, PA to General Manager, Community Development
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	The minutes and recommendations of the Strategic and International Partnerships Sub Committee meeting held on Wednesday 14 June 2017 are presented for Policy and Planning Committee's consideration.
<b>RECOMMENDATION</b>	<p>1. The information contained in the Strategic and International Partnerships Sub Committee Minutes of the meeting held on 14 June 2017 be received and noted and that the following recommendations contained therein be adopted by Council:</p> <p><b>SIPSC1 Policy and Guidelines to Inform Assessment of Future Sister City Relationships Requests</b></p> <ol style="list-style-type: none"> <li>1. That this report be received.</li> <li>2. Subject to the incorporation of the following elements: <ul style="list-style-type: none"> <li>• <i>Relationship plans;</i></li> <li>• <i>Funding programs;</i></li> </ul> the Strategic and International Partnerships – Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 2 and 3 to this Report be endorsed.</li> <li>3. A further report be submitted with options for Sister Cities including minor amendments, a budget plan, two way invitation and linkage with other grants programs.</li> </ol> <p><b>SIPSC2 Proposed Future Opportunities Workshop Agenda</b></p> <ol style="list-style-type: none"> <li>1. That this report be received.</li> <li>2. That the proposed Future Opportunities Workshop Agenda as set out in Attachment 1 to this report (Item No. SIPSC2, Strategic and International Partnerships Sub Committee, 14/06/2017) be endorsed.</li> </ol>

**SIPSC3 International Staff Exchange Programme with the Cities of Mobara and Linyi**

1. That this report be received.
2. That a further report be prepared providing an outline of the potential risks, benefits, cost and procedures associated with the development of a staff exchange programme with the Cities of Mobara and Linyi.

**SIPSC4 International Engagement Update, including China Action Plan**

**RECOMMENDATION**

1. That the information be received.

**ATTACHMENTS**

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

1. Minutes Strategic and International Partnerships Sub Committee - 14 June 2017

**CO-ORDINATION**

Officer: GMCD  
Date: 15.06.17



**MINUTES OF STRATEGIC AND INTERNATIONAL PARTNERSHIPS  
SUB COMMITTEE MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET,  
SALISBURY ON**

**14 JUNE 2017**

**MEMBERS PRESENT**

Cr E Gill (Chairman)  
Cr D Balaza (Deputy Chairman)  
Cr G Reynolds  
Cr J Woodman  
Brett George (Sporting Club Representative)  
Christopher Moore (Rotary Representative) *(from 6.48 pm)*  
Roderick O'Brien (Community Representative)

**OBSERVERS**

Cr B Brug  
Cr S White *(from 6.50 pm)*

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager City Development, Mr T Sutcliffe  
Manager Economic Development & Urban Policy, Mr G Ratsch  
Senior Social Planner, Ms J Douglas  
Coordinator Economic Growth, Ms N Parletta  
PA to General Manager Community Development, Mrs B Hatswell

The meeting commenced at 6.34 pm.

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

**APOLOGIES**

Apologies were received from Mayor G Aldridge, Mr P Trimboli, Ms H Vogt, Professor N Relph and Mr A Kilvert.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Cr G Reynolds  
Seconded Cr J Woodman

The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 11 April 2017, be taken and read as confirmed.

**CARRIED****REPORTS****SIPSC1 Policy and Guidelines to Inform Assessment of Future Sister City Relationships Requests**

*Mr C Moore entered the meeting at 06:48 pm.*

Moved Cr J Woodman  
Seconded B George

1. That this report be received.
2. Subject to the incorporation of the following elements:
  - *Relationship plans;*
  - *Funding programs;*

the Strategic and International Partnerships – Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 2 and 3 to this Report be endorsed.
3. A further report be submitted with options for Sister Cities including minor amendments, a budget plan, two way invitation and linkage with other grants programs.

**CARRIED****SIPSC2 Proposed Future Opportunities Workshop Agenda**

Moved Cr D Balaza  
Seconded Cr G Reynolds

1. That this report be received.
2. That the proposed Future Opportunities Workshop Agenda as set out in Attachment 1 to this report (Item No. SIPSC2, Strategic and International Partnerships Sub Committee, 14/06/2017) be endorsed.

**CARRIED**

**SIPSC3 International Staff Exchange Programme with the Cities of Mobara and Linyi**

Moved Cr D Balaza

Seconded Cr J Woodman

1. That this report be received.
2. That a further report be prepared providing an outline of the potential risks, benefits, cost and procedures associated with the development of a staff exchange programme with the Cities of Mobara and Linyi.

**CARRIED**

**SIPSC4 International Engagement Update, including China Action Plan**

Moved Cr J Woodman

Seconded C Moore

**RECOMMENDATION**

1. That the information be received.

**CARRIED**

**OTHER BUSINESS**

There was no Other Business.

**CLOSE**

The meeting closed at 7.40 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	1.2.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 June 2017
<b>HEADING</b>	Building Upgrade Finance
<b>AUTHOR</b>	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
<b>CITY PLAN LINKS</b>	1.2 Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally. 2.1 Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands.
<b>SUMMARY</b>	<p>The <i>Local Government (Building Upgrade Agreements) Amendment Act 2015</i> passed through Parliament enabling Councils to enter into agreements with property owners and financiers to improve the environmental performance of non-residential building stock. Although the Regulations have not yet been passed, Council has been approached by a building owner seeking an indication of whether Council might have an interest in participating. Given the uncertainty that still exists around the Regulations and the actual building upgrade agreements it is not possible at this stage to determine whether Council should opt in or not. However the program is consistent with Council's strategic objectives of supporting business investment and encouraging resource efficiency. As such it is recommended that in principle support is given to participation. Once the Regulations pass through Parliament, and the practical implications for Council become clearer, a further report will be brought back to Council for its consideration.</p>
<b>RECOMMENDATION</b>	<ol style="list-style-type: none"> <li>1. In principle support be given to entering into building upgrade agreements as enabled by the <i>Local Government (Building Upgrade Agreements) Amendment Act 2015</i>.</li> <li>2. A further report seeking a formal position be brought back to Council once the <i>Local Government (Building Upgrade Agreements) Regulations</i> have passed through Parliament and the practical implications of participation become clearer.</li> </ol>
<b>ATTACHMENTS</b>	There are no attachments to this report.

## 1. BACKGROUND

- 1.1 On 10 December 2015, the *Local Government (Building Upgrade Agreements) Amendment Act* passed through Parliament making South Australia the third jurisdiction in Australia to introduce a Building Upgrade Finance mechanism after New South Wales and Victoria.
- 1.2 Building Upgrade Agreements provide a mechanism to help building owners to access loans to improve the energy, water and environmental efficiency or sustainability of commercial buildings that are at least two years old. Environmental upgrades for heritage buildings are also eligible. Both commercial and heritage buildings must be predominately non-residential. The nature of Salisbury's building stock suggests the majority of applications that Council might receive will be for commercial premises.

## 2. CONSULTATION / COMMUNICATION

- 2.1 Internal
  - 2.1.1 General Manager Business Excellence and Manager Financial Services.
- 2.2 External
  - 2.2.1 Local Government Association

## 3. REPORT

- 3.1 Improving building performance is widely regarded as a cost effective way to deliver economic and environmental outcomes. However, there can be barriers that restrict these building upgrades, including:
  - Compromised ability of building owners and tenants to borrow funds for this purpose
  - Perceptions by building owners that insufficient financial returns will be generated, and
  - Split incentives between building tenants and owners, i.e. where tenants benefit from reduced utilities costs due to the owners funding building upgrades, and with rentals not fully compensating the owners for their efforts.
- 3.2 Under the legislation, a council can voluntarily enter into a building upgrade agreement with a building owner and a financier. Under a building upgrade agreement the building owner agrees to undertake environmental environmental upgrade works, or works of a kind prescribed by the yet to be endorsed regulations, in respect of their building. The financier agrees to advance money to the building owner for the purpose of funding the upgrade works, and the council agrees to collect amounts owing from the building owner. These amounts are paid by the building owner to recoup the money advanced by the financier for the upgrade works, and is passed on to the financier by the council once received from the building owner. The debt sits as a charge against the property.
- 3.3 The primary advantage to the building owner is that funds may be sourced at more competitive rates due to the security of the loan, and for a longer period (eg 10 years) than the normal period for such loans of five to six years. In this way, Council's in-principle support of Building Upgrade Agreements would be consistent with its business friendly agenda.

- 3.4 The assessment of the financial capacity of the borrower rests with the financier. The financial risk remains with the financier as the legislation specifies that a council is not liable to repay a finance provider until the amount has been paid to or recovered by Council by the way of the building upgrade charge. This will need to be stipulated in the legal arrangements that Council enters. Also under the legislation there is the requirement that Council uses “best endeavours” to collect amounts owing, and this may ultimately result in Local Government Act Section 184 action for non-payment, as the debt sits as a charge against the land.
- 3.5 As a result of the arrangement, the loan is effectively tied to the property rather than the property owner, with loan repayments collected via the building upgrade charge. In the event of the transfer of ownership of the property, the charge can remain with the property if the purchaser so agrees, or be paid out as part of settlement.
- 3.6 The building upgrade charge effectively secures the loan, being ranked senior to mortgages, taxes and other charges in the event of default. This provides heightened security to the financier, allowing them to offer finance to the building owner at more attractive terms. It enables building owners to finance upgrades that may not be feasible through traditional financing.
- 3.7 Although legislation has been passed enabling a building upgrade finance scheme to be implemented in South Australia, the draft *Local Government (Building Upgrade Agreements) Regulations 2016* are yet to be passed by Parliament.
- 3.8 The Local Government Association is working with the State Government so that the regulations are developed in a way that minimises risk and administrative requirements for Councils. The LGA is in the process of developing a tool that will support Councils to better understand and manage the financial and risk implications of participation. It is also likely that the State Government will provide support for a central administrator to assist Councils with implementation.
- 3.9 At this stage the resource implications for Council are not clear but will include as a minimum, assessment of applications, potentially reporting on agreements entered into, ensuring the debt is appropriately reflected in the system and making certain that charges are raised appropriately. The actual resource implications should become clearer once the Regulations are passed. The legislation enables Council to charge a service fee to cover administrative expenses as well as a late payment fee.
- 3.10 The rationale for this report being provided to Council prior to the Regulations being passed is that Council should endeavor to develop a policy position as the scheme comes into effect 1 July 2017. Further, Council has received a request from a property owner in Edinburgh Parks seeking advice on whether Council will be likely to participate in the scheme. Council’s participation in the scheme will enable this building owner to bring forward investment in solar infrastructure, significantly reducing reliance on the electricity grid and reducing CO<sub>2</sub> emissions by 167 tonnes per annum.

#### 4. CONCLUSION / PROPOSAL

- 4.1 Strategically Council’s participation in the Building Upgrade Agreement program is consistent with the City Plan objective to position Salisbury as the place of choice for businesses to invest and grow. It is also consistent with the Adapting Northern Adelaide climate adaptation plan that identifies the need to support businesses to achieve efficient resource use as a priority.

- 4.2 Council cannot require any person to enter into a building upgrade agreement. Conversely even if Council chooses to participate in the Building Upgrade Finance Scheme, Council is not compelled to support any or all applications from individual building owners. Each application will need to be assessed on its merits. The decision to support specific applications may be made by Council or delegated to the Chief Executive Officer.
- 4.3 To provide an alignment between Council's strategic directions and individual applications, it is proposed that should Council choose to participate in the Building Upgrade Agreement program that assessment of individual applications be consistent with a range of principles including:
1. The proposed works comply with Building Upgrade Finance legislation;
  2. The building is located within the City of Salisbury and its owner has no overdue debts to the City;
  3. Access to Building Upgrade Finance will enable the building owner to bring forward capital investment or improve profitability;
  4. Agreement by the building owner that Council's involvement in any dispute that may arise between the building owner and the finance provider or a tenant on any matter relating to Building Upgrade Finance will be limited and consistent;
- 4.4 There will be uncertainty about the practical implications for Council until the Regulations are passed and the template for a Building Upgrade Agreement is finalised. Notwithstanding this making use of the Building Upgrade Agreement legislation is consistent with Council's strategic direction and can be supported in principle.
- 4.5 Should Council provide in-principle support for participating in the Building Upgrade Agreement scheme, Administration will undertake further investigations as more detail becomes known. A further report providing a policy and associated procedures will be presented for Council's consideration.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 09.06.17

<b>ITEM</b>	1.2.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 June 2017
<b>HEADING</b>	Approach to Supporting Business Growth and Investment
<b>AUTHOR</b>	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
<b>CITY PLAN LINKS</b>	1.2 Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally. 4.2 Develop strong capability and commitment to continually improve Council's performance. 1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities.
<b>SUMMARY</b>	Council policies and practices can stimulate or hinder local business growth, employment creation and the attraction of new businesses to the area. This report outlines some of the actions undertaken recently to support businesses in the region and outlines priority opportunities to be undertaken in 2017-18.

## RECOMMENDATION

1. That this report be noted.
2. That the following issues and/or policies gaps be addressed as part of a 2017/18 implementation program, including:
  - Review of footpath trading policy;
  - Development of a policy to guide charges for use of council land;
  - Business signage;
  - Information technology interfaces with business as an element of the Digital Strategy; and
  - Vegetation management (e.g. verge maintenance, tree thinning to improve business visibility, landscape standards in commercial precincts).
3. That a common set of principles that support the development of a business supportive culture and policy approach throughout Council be developed and incorporated into Council's customer service framework.
4. Business impact assessments be required to be included in relevant Council reports that are proposing actions or projects, or to alter or introduce policies and/or regulations, that relate to business activity.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 A key direction in Council's City Plan is for Salisbury to be a prosperous City. Salisbury is the State's fourth largest local economy and has a significant commercial rate paying base. At the same time, Salisbury's unemployment rate is above the state average and there is a need to support an environment that attracts investment and supports job creation.
- 1.2 Recognising that job creation will come from the investment choices of the private and public sector (through State and Federal budget decisions), Council's City Plan contains a critical action to *"further our reputation as a business friendly Council by reforming our processes and how we work with business in the City."*

**2. CITY PLAN CRITICAL ACTION**

- 2.1 Further our reputation as a business friendly Council by reforming our processes and how we work with business in the City.

**3. CONSULTATION / COMMUNICATION****3.1 Internal**

- 3.1.1 Elected Members via Informal Strategy held on 6 June 2017.
- 3.1.2 Discussions were held with managers of all divisions to identify potential issues and opportunities for investigation. Opportunities identified, and the Departments by which they were raised, included:
  - the need for transport plans and infrastructure upgrades to reinforce businesses investments and where council strategically wants to foster logistics based businesses. (City Infrastructure);
  - the need for clarity on the application of fees and charges to use council land so it doesn't inhibit jobs and investment (City Infrastructure);
  - with certain investment projects the need for a clearer case management and/or responsible person to ensure they are best supported across the organisation (City Development);
  - fostering procurement from local businesses. (Community Development);
  - our services are culturally and logistically prepared to deliver to a rapidly changing community. (City Development) ; and
  - Flexible payment options. (Business Excellence).

### 3.2 External

- 3.2.1 A targeted phone survey of businesses that recently located or expanded within the City of Salisbury was undertaken to obtain their views on ways, if any, Council inhibited or supported their growth. The majority were satisfied and specifically noted good communication, practical approaches, ease to deal with and timeliness of support. Some of the specific issues raised included the need for more major events in Mawson Lakes; traffic calming measures on Wiltshire and Church Street in Salisbury to make it safer for pedestrians; and online lodgements system for Development Applications (which is currently being implemented).

## 4. REPORT

- 4.1 Many parts of Council have an impact on business activity. This includes policies and regulatory functions, the types of services offered specifically to businesses, the way in which Council interacts with business through functions such as our communications, technology interfaces and payment options, to the way in which council maintains and provides services to commercial and industrial precincts (such as landscaping maintenance and verge mowing).
- 4.2 Council supports the establishment, operation and growth of businesses within Salisbury in various ways. Examples include:
- Services delivered through the Polaris Business and Innovation Centre such as start-up programs, business information, mentoring, digital economy advice and international trade support;
  - Utilising our transport planning to support business investment decisions. This occurs:
    - At a strategic level such as in the Draft Integrated Transport Plan that contains principles to determine the investment priority of key actions such as supporting future urban growth and regeneration opportunities within the City and supporting economic development that will provide jobs growth;
    - In response to major changes to the road network (such as the Northern Connector), anticipating new development opportunities or in response to changes in economic activity that may necessitate changes to freight routes or intersection upgrades; and
    - At a more granular level where Council works with firms seeking changes to specific traffic controls/conditions (such as in the case of Liebherr's investment at Para Hills West where Council worked with Liebherr to advocate to DPTI regarding allowing the construction of the turn in lane off Main North Road).
  - Having a strong business focus in Development Services to provide efficient development assessment and building rules consent;
  - Utilising Council's relationship with the University of SA on specific research and development matters related to Council's Business Water Unit, waste to energy (in partnership with businesses such as Michell Wool), regional innovation and information technology adoption by small businesses;

- Promotion of Salisbury as an investment location through the Makes Good Business Sense and City Pride agendas;
  - Participation and liaison with the State Government in joint planning of major economic projects such as the Northern Adelaide Food Park, Northern Connector, Land Combat Systems Precinct and Northern Economic Plan.
- 4.3 Over the past twelve months a range of initiatives have occurred that seek to remove Council barriers for businesses that wish to create jobs and invest in Salisbury. These include:
- Inclusion within City Plan 2030 of a critical action to reform our processes and how we work with business.
  - Removing development constraints through the rezoning process for the main Roads DPA, Salisbury City Centre DPA and Mawson Lakes DPA.
  - Removal of separate rate for Mawson Lakes Central parking upkeep.
  - Maintaining the competitiveness of industrial and commercial rates. Salisbury's rates are comparable to Port Adelaide Enfield and significantly less than the City of Playford and Charles Sturt respectively.
  - Through the program review process, a range of recommendations relating to the way in which services are provided to the business sector. Examples include:
    - Economic Development & Urban Policy: better integration of economic development and urban policy activities to support and unlock business investment, refining scope of services to both anticipate and respond to business needs, improving Council's process for engaging with the business sector to inform policy development and service delivery and formalising a case management process for major relocations and investments.
    - Public & Environmental Health Services: Improving internal flow of information to support start up food businesses, investigation of payment options and updating and introducing on-line information for food businesses, hairdressers, tattooists and beauticians.
    - Development Services: Implementation of on-line development assessment portal (operational in the first half of 2017), ensuring planners have opportunities to assist applicants while ensuring they meet their impartial assessment responsibilities.
  - Council adopting additional provisions within its Procurement Policy to enable increased weightings to businesses in northern Adelaide as part of value for money considerations in the assessment of tenders and supporting the use of Australian steel. The policy intent of these decisions to increase local business activity have been supported by participation in Meet the Buyer events and delivery of Tendering for Council Business information sessions.
  - The car parking review for Mawson Lakes, Ingle Farm and Salisbury City Centre sought to respond, where possible, to business concerns regarding parking provision and management.

- 4.4 Underway, or imminent, is a range of reviews of policies or programs that have an impact on business activity including:
- Regulatory services program review.
  - Amending the policy approach for signage for home based business to enable consideration of signage that is slightly larger than that outlined in Schedule 3 (activities which are not development) of the Development Regulations 2008 as a Category 1 development (rather than Category 3 as currently required).
  - Review of Council's Landscape Plan and Streetscape Guidelines to ensure a more programmed approach to the renewal and upkeep of streets in commercial areas and along main roads as well as guide decisions relating to requests for clearance of street vegetation that obscures business premises.
  - Development of a digital strategy that will examine the way in which Council utilises technology to interface with businesses, smart city opportunities and IT infrastructure.
- 4.5 Given the diversity of these reviews, and others that may arise, it is proposed to have a common set of principles that support the development of a business supportive culture and policy-approach throughout Council. These principles include:
- Council recognises the importance of the business sector as a vital contributor to local and regional economies and communities. This includes existing and new businesses that seek to locate or expand within the City Salisbury.
  - Council acknowledges that a one-size-fits-all approach will not meet the needs of all businesses, and will endeavour to be flexible to understand and meet these needs, acknowledging the statutory and regulatory functions of Council, the need for consistency and transparency, and the expectations of the broader community.
  - Council strives to ensure that strategic and day-to-day decision-making considers the importance of jobs and investment for our community.
  - Council values the feedback of business and will ensure it actively engages with business so issues raised are proactively fed into, and considered during, policy reviews.
- 4.6 The State Government requires a business impact statement to be prepared for inclusion in Cabinet Submissions; however the impact on businesses arising from the adoption of specific policies and strategies is not explicit in Council reports relating to new or revised policies, or proposed actions or projects that may impact upon the business sector. To ensure the impact on business of proposed policies, actions and projects is clearly thought through and understood, Council reports relating to these matters should include assessment of whether the policy, action or project:
- adds materially to business costs, directly or indirectly;
  - affects a significant number of businesses overall or within a particular industry/precinct;

- imposes restrictions on competition or the competitiveness of Salisbury firms; or
- alters the ability or incentives for business to operate, invest or innovate (e.g. the capacity and willingness of business to establish new activities or expand existing activities, including investment, production, employment and export).

4.7 The consultation process within Council and externally identified a number of issues and/or policy gaps that could be addressed in the first part of the 2017/18 financial year. These include:

- Review of footpath trading policy which should consider the issue of who bears the cost of installing bollards and their maintenance, Council leases and fees, subsequent car parking requirements (and associated costs) arising from increased seating capacity and investigate the circumstances where council might choose to invest in infrastructure to promote street level activity;
- Development of a policy to guide charges for use of council land;
- Business signage; and
- Vegetation management (e.g. verge maintenance, landscaping, tree thinning to improve business visibility).

4.8 There is currently no policy in place to guide the rates Council charge for use of Council-owned land by private businesses for uses including signage, access, overhangs; infrastructure such as telecommunication towers, bus shelters and car parking (whether it be temporary or longer-term). In the absence of a policy position when Council has received requests from businesses to use Council land, a charge based on the valuation of the land in question has been applied. In instances where Council land and assets can facilitate an economic or jobs outcome, potentially a reduced fee structure could be applied. For example a reduction in fees might be applied based on whether:

- The business is, or has potential to be, a large employer for local residents (10 or more employees);
- The project is of strategic significance to Council (e.g. closely linked with achievement of critical actions in Council's City Plan, Northern Economic Plan);
- Use of the land in question does not interfere with existing or potential future uses, has minimal impact on public use of the land (where appropriate) and the land is of low value to the community and Council;
- Legal and development costs associated with the request are to be borne by the applicant; and
- Any permit for use of Council land and/or any fee reduction that is applicable only apply to the applicant, with no guarantee of continuation with successor occupiers.

This would however need to be explored further with a formal policy being brought back to Council for consideration.

- 4.9 Several issues relating to signage were identified. These include policies applying to the location of A-frame signs, signage for businesses that are located off main arterial roads, signage for home based businesses, vegetation obscuring signage and directional signage into Mawson Lakes. While some of these are already being addressed (such as signage related to home based business, and the issue of vegetation blocking visibility of businesses along sections of main roads), it is proposed to undertake a broader review of signage to ensure the balance between seeking to limit the proliferation of signs throughout the city, whilst providing opportunities for appropriate directional and promotional signage.
- 4.10 Whilst it is acknowledged that a certain amount of directional and visible signage is appropriate for business, there are also opportunities for businesses to focus on other forms of marketing to enhance visibility and customer awareness, particularly on-line platforms and social media. This can be supported with the current provision of online marketing and business advice to business through Polaris Centre.
- 4.11 Increasingly, firms are seeking to operate in welcoming and professional commercial precincts. The City Landscape Plan should define actions to help create a positive impression of the City with a focus on main roads and entry statements; balances businesses' visibility requirements; clarifies expected roles of upkeep; and should determine where to emulate best practice (e.g. Goodman Industrial Estates) or provide a basic level of upkeep and streetscaping. It is noted that a new Initiative Bid has been included in the 2017-18 Budget that includes landscaping along main roads.
- 4.12 The manner in which Council communicates and works with firms is also of significant importance in establishing a more business friendly approach. Currently information about Salisbury and Council services are spread over several websites – Council's corporate site, Polaris and Makes Good Business Sense. The relationship between these sites, the layout of the Polaris and Makes Good Business Sense websites; and the content on all three sites is currently being updated to make it much simpler for businesses to find out about their obligations, doing business in Salisbury and the services offered by Council that may be relevant to them. The outcomes that this seeks to achieve includes time savings for business, active promotion of Council's services that support investment and better positioning of Salisbury as an investment location.
- 4.13 Salisbury has significant economic assets – these include availability of serviced industrial land, world-class research and education facilities, generally good transport infrastructure and a skilled workforce. It also has sectoral strengths in defence, food processing and advanced manufacturing. Work is currently underway to refresh how Council promotes and positions the area for investment. This will build on the branding and positioning work being undertaken for the Salisbury City Centre and engagement with key investment intermediaries. For example, Council staff recently hosted a familiarisation tour of the Salisbury for senior members of South Australia's Investment Attraction agency.

4.14 The program review of the Economic Development and Urban Policy division identified the need to evolve the manner in which it engages with the business sector. The specific recommendations were:

- Redesign the process for engaging with local business leaders to ensure that matters impacting on business sectors are considered in the design of strategy and delivery of services;
- Formalise a case management process for major projects, relocations and investment opportunities to simplify how the proponents receive Council services. The elements of this process will include identification of a single point of contact within Council (generally from within Economic Development & Urban Policy, Development Services or Technical Services Divisions), streamlining the process of dealing with Council so that compliance issues and regulatory steps are handled efficiently, advocacy/liaison with other spheres of government and investment aftercare; and
- Develop a more formalised approach to welcoming new businesses, including start-ups to the region, and through that increase awareness of Council services available for business.

The development of Northern Economic Leaders into a regional body provides an opportunity to both build on this strong historical relationship on matters of regional importance as well as evolve Council's business engagement strategy. This evolved approach includes a focused, proactive approach to engaging with individual firms that are significant employers, have job-creating potential, are internationally focused or have strategic importance to the positioning of the region. It also includes a structured approach to supporting key industry sectors. This approach provides an opportunity for proactive early identification of expansion plans and the deployment of a case management approach to help support their growth.

4.15 A further way in which Council can support businesses is by engaging with broader initiatives that are led out of the State Government. Two examples include providing local firms with access to improve the environmental performance of their building by participating in the Building Upgrade Finance scheme (the topic of a separate report on this agenda) and the Office of the Small Business Commissioner's soon to be launched Small Business Friendly Council initiative. The Small Business Friendly Council is based on a program developed in New Zealand which has subsequently been adopted in New South Wales and Western Australia. Typically the program requires Councils to support a set of "business friendly" principles and identify specific programs or initiatives that add value to the local business environment. These could include regulation reduction, new programs, policy reform, etc.

## 5. CONCLUSION / PROPOSAL

5.1 This report identified a range of actions that have been implemented in response to Council's resolution and other opportunities. The approach taken to date has been to utilise existing processes wherever possible to examine how Council can better support the business sector to create jobs and grow through our policies and practices.

- 5.2 The review identified a number of issues and/or policy gaps that should be addressed in the near future. These include:
- Introduction of a consistent case management process;
  - Review of footpath trading policy (due to commence in March 2017);
  - Development of a policy to guide charges for use of council land;
  - Business signage;
  - Information technology interfaces with business as an element of the Digital Strategy; and
  - Vegetation management (e.g. verge maintenance, tree thinning to improve business visibility).
- 5.3 In terms of policy review and development it is recommended that a common set of principles that support the development of a business supportive culture and policy approach throughout Council be adopted. To ensure the impact on business of proposed policies is clearly thought through and understood, relevant Council reports relating to the adoption of policies or proposing actions or projects that impact upon business should include a business impact assessment.

#### **CO-ORDINATION**

Officer: EXECUTIVE GROUP

Date: 09.06.17



<b>ITEM</b>	1.7.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 June 2017
<b>HEADING</b>	Draft Transport Strategic Action Plan
<b>AUTHOR</b>	Harry Pitrans, Manager Strategic Relations – Infrastructure, City Development
<b>CITY PLAN LINKS</b>	1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice. 4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	Comments were received at the Policy and Planning Committee meeting held on the 15 <sup>th</sup> May 2017. Those comments have now been included in the final draft report for adoption.

## RECOMMENDATION

1. The Final Draft Transport Strategic Plan and Background Papers as set out in Attachment 1 and 2 to this report (Item No. 1.7.1, Policy and Planning Committee, 19/06/2017) be endorsed.

## ATTACHMENTS

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

1. Final Draft Transport Strategic Action Plan
2. Intergrated Transport Plan Technical and Background Papers

## BACKGROUND

- 1.1 The Draft Transport Strategic Action Plan was presented to Policy and Planning Committee on the 15<sup>th</sup> May 2017 to seek comments from Elected Members prior to finalisation of the Plan.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 City Infrastructure Department
- 2.1.2 City Development Department
- 2.1.3 Executive Group
- 2.1.4 Elected Members via Informal Strategy, 1<sup>st</sup> May 2017
- 2.1.5 Elected Members via Policy and Planning Committee meeting, 15<sup>th</sup> May 2017.

## 2.2 External

## 2.2.1 Department of Planning, Transport and Infrastructure (Transport Planning Division)

## 3. REPORT

- 3.1 The following is a table records the comments received from the Policy and Planning Committee held on the 15<sup>th</sup> May 2017 and consequential amendments in response to the Draft Transport Strategic Action Plan. The amendments have been highlighted in the Draft Transport Strategic Action Plan and are shown in **highlighted bold italics** within the revised Plan, forming Attachment 1 to this report.

Comments	Response
When considering actions along Martins Road a strategic approach to the design and delivery should be taken. Access issues to Recreation Centre should be considered as part of Martins Road improvements.	Included in Key Objectives of Asset Management on page 8 of the draft Plan.
Kings Road duplication (Salisbury Highway to Bolivar Road) investigation and justification should occur earlier than proposed.	Rewording of Action item 11 on Page 12 of the draft Plan and change in time line.
Consideration of public transport along Kings Road to reduce the commuter use along this road.	Items 17, 18 and 19 on Page 13 of the report changed to include consideration of improvements to bus services that better utilise east – west road links.
Acknowledgment that Kings Road is a State Government controlled road but how can Council leverage the priority by considering funding portion of the duplication via funding programs such as Special Local Roads Grant funding.	Included in Principles for determining Priorities section on Page 8 of the draft Plan.
Concern that as the document is to be used to facilitate dialogue with State and Federal Governments regarding funding and implementation, there is an emphasis on large scale projects that are affected by factors beyond Council control. Need to have a balance of projects, large and small. This would include interim measures that may facilitate network capacity prior to large scale construction.	Draft Plan includes a mixture of small to medium size projects that may be staged progressively in delivering a larger project. An example is Martins Road where a strategic approach to design may deliver portion or the whole project depending upon available funding. Item 35a also expanded to include exploring other opportunities with State Government through any future revision of their Integrated Transport and Land Use Plan.

Comments	Response
Requires more emphasis on public transport within plan and inclusion of previous Council resolution on linking regional centres (Port Adelaide to Salisbury).	Reinforced in Key Objectives Public Transport section page 7 of draft Plan and Action Item 20 on page 13 of the draft Plan.
Concern on the opportunities to leverage Council funding sources to facilitate the prioritisation of State Government controlled roads.	Included in Principles for determining Priorities section on Page 8 of the draft Plan
Concern over the timing of additional lanes for Main North Road by State Government in their Integrated Transport and Land Use Plan.	New Item 35a included on page 14 of draft Plan to advocate for earlier timeline of prioritisation than identified in State Government's Integrated Transport and Land Use Plan.
Identification that Council should continue to be proactive in facilitating economic development in the north through the provision and extension of key freight links. This addresses the policy direction of last mile – first mile access of the Federal and State Governments. It also builds upon the work that Council is doing on the Strategic Business Case for the duplication and extension of Elder Smith Road.	New items 12a and 12b that identify investigation around key industrial precincts and the network of roads that provide access to these areas.

#### 4. CONCLUSION / PROPOSAL

- 4.1 The Final Draft Transport Strategic Action Plan has been updated to include the comments received from the Policy and Planning Committee held on the 15<sup>th</sup> May 2017. The Plan is presented for adoption with any minor edits that are required for final publication.

#### CO-ORDINATION

Officer: EXECUTIVE GROUP  
Date: 09.06.17



# TRANSPORT STRATEGIC ACTION PLAN

### The Current situation

The City of Salisbury is serviced by a network of arterial roads that have a primary alignment north to south. Major arterials include Port Wakefield Road, Main North Road, Salisbury Highway, Bridge Road and the soon to be constructed Northern Connector. These roads provide regional connectivity to the City of Adelaide and access to the northern region of the State. Progressive improvements were made to Port Wakefield Road and Main North Road to accommodate the demands of regional commuter traffic to and from the City, but these have been delayed with the systematic delivery of Adelaide North – South Corridor (Northern Expressway and Northern Connector).

The east west network of roads, Waterloo Corner Road / The Grove Way, Kings Road, Elder Smith Road and Montague Road, provides connectivity between the north- south arterial roads facilitating commuter and freight traffic. The Port River Expressway and Salisbury Highway route is a significant regional link that facilitates travel to work in the western suburbs for people living in the City of Salisbury. This is reflected in the peak congestion that is experienced along this corridor, especially in the evening and at its intersection with Elder Smith Road. Construction of the Northern Connector will result in increased pressures on Kings Road as it provides the only full access to and from the City of Salisbury and the eastern suburbs of Adelaide north of Grand Junction Road. **Improvement (duplication and grade separation) of these east – west links will be critical to better realise the benefit of the investment of the Northern Connector.**

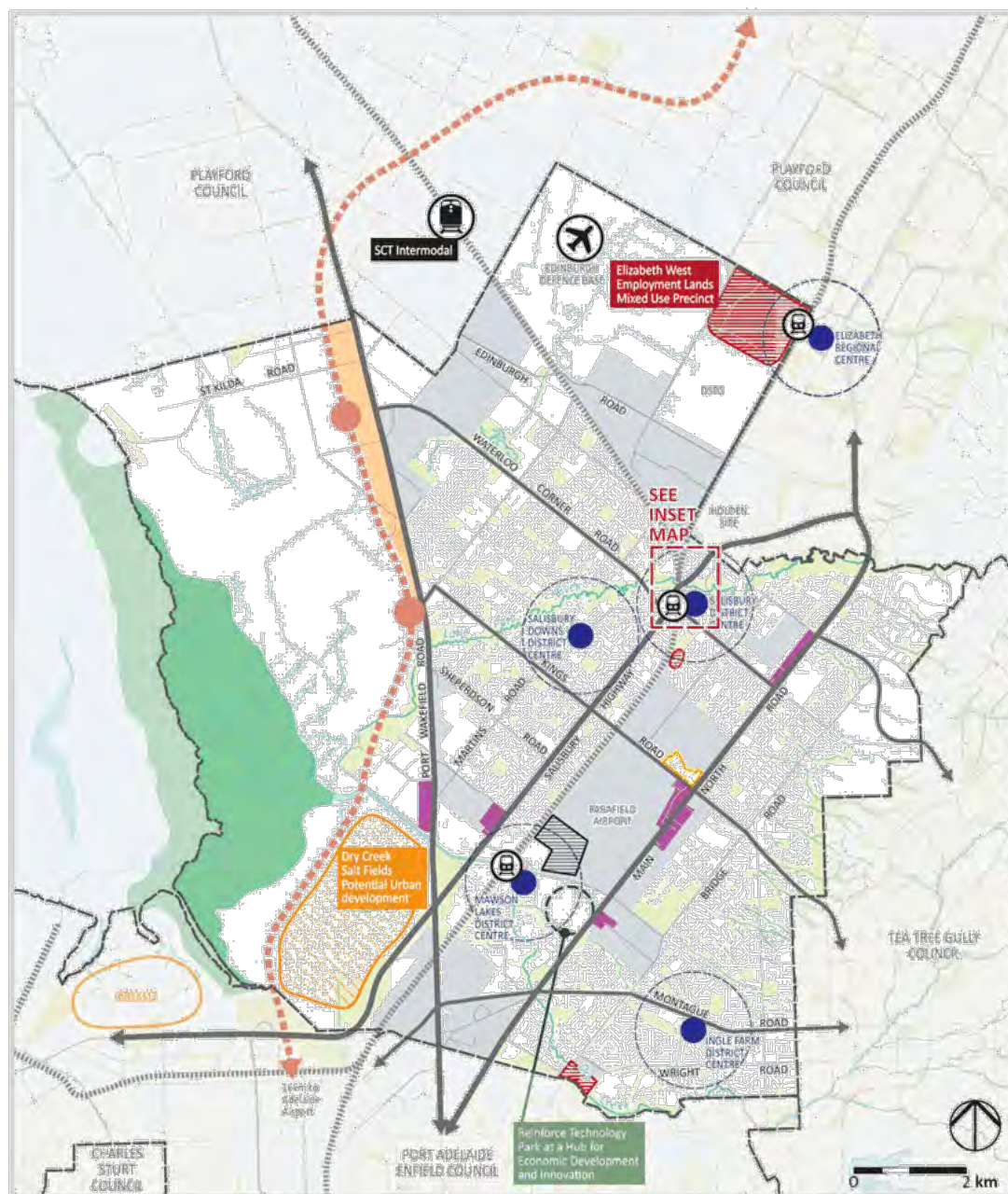
Council's local roads connect to this regional network providing access for Salisbury residents and businesses. Council's collector roads are experiencing volumes well above 10,000 vehicles per day and the demand on this network is likely to grow with urban intensification and the pressures of larger freight vehicles desiring access to key industry areas and service centres.

Passenger and freight rail lines run through the City. The passenger line commences at Gawler in the north and terminates at Adelaide Central station. Improvements on this line commenced some years ago with the intention of electrification of the rail and improvements to the interchanges at key centres. Withdrawal of Federal funding saw a halt to this project that would facilitate a modal shift of people using their private vehicle use to using an improved train service to the CBD.

The provision of public transport services is always conflicted between patronage levels sought by the provider and the coverage within the budget afforded by the State Government. Based on current data, the level of utilisation of public transport by Salisbury residents travelling to and from work from and within the City could be improved. Of the Salisbury residents employed 4% travel to and from work by bus and 3% by train.

The City of Salisbury has approximately 1,000 kilometres of dedicated cycle ways and walkways. The City of Salisbury has the advantage of creek corridors that provide numerous off-road trails for walking and cycling. These provide enjoyable recreational routes for many residents, however the winding alignment and varying surface quality are not conducive as alternative transport routes from between locations. The cycling and walking network is not always continuous, can be intimidating to cautious cyclists and often terminates at road intersections without safe crossing points.

Most of our safety issues of transport are centred at intersections. With roads 59% occur on State controlled roads, 33% on roads with a joint State / Local responsibility. The interfaces between the modes of transport also represent a significant safety issue. There have been serious railway level crossing accidents in the past and whilst improvements have been made at these crossings, without grade separation, pressures on these crossings will increase when electrification of the rail line occurs along with increased frequency of services.



### EXISTING CONDITIONS

#### Legend

- ← Main Road / National Highway
- Northern connector
- Railway Lines
- Activity Centres
- Watercourses
- Mangroves
- Council Boundary
- Parks and Reserves
- Interchange - Northern Connector
- 800m distance around Activity Centre

#### Employment Areas/ Economic Development

- Existing Industry and Urban Employment Zones
- 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

### The vision for the future

### Short to Medium Term

The construction of the Northern Connector will facilitate north – south movement across metropolitan Adelaide and will reduce the traffic volumes along Port Wakefield Road and to a lesser extent Main North Road. As a consequence it will place a greater pressure on the capability and capacity of the east –west links to enable commuters and business to access this expressway. Elder Smith Road and Kings Road will see increases in traffic and will require **immediate concurrent** upgrading of these roads as a consequence.

Electrification of the line is proposed but current levels of funding only see the electrification extend to the Salisbury Interchange. This will improve the level of service proposed to the CBD and encourage the desired modal shift from private vehicle to public transport. The rail improvement will see corresponding decline in the level of service provided on the east – west link roads that have no current grade separation (overpasses), due to increased frequency of interruptions to traffic at level crossings.

The Adelaide – Darwin rail line also passes through the City of Salisbury and whilst the long term proposal is to shift this line to the west, adjacent the Northern Connector, it currently has a significant rail to road intermodal facility adjacent Edinburgh Parks that has the potential for further expansion as a logistics hub.

Major service centres such as Salisbury City Centre, Mawson Lakes Centre and Elizabeth Centre along with the key employment precincts of Edinburgh Parks, Waterloo Corner, Parafield and Cross Keys all generate traffic as a destination point and a source from which services and goods are shipped. These centres will continue to grow in future including the potential for future employment lands around Greater Edinburgh Parks that lever off the current and future investment of major transport corridors and facilities.

The progressive network improvements for vehicles also provides opportunities for improvements to the cycling and pedestrian network, provided these are catered for within the road corridors and link to the local networks and trails networks to facilitate their use and access to key service centres and destinations that encourage healthy alternate modes of transport.

Over the next 5 to 10 years, the extension and improvements to the regional network will require improvements to the local network. This planning and investment in transport infrastructure will require collaboration with other levels of Government to ensure that the opportunities to provide safe, efficient and effective transport networks that increase access, facilitate economic development and provide alternative mode of transport for an evolving community.

### Longer Term

One of the significant changes we will see in the next 10 to 15 years time is the progressive introduction of autonomous vehicles (driverless cars). Changes will likely be driven by ride share companies that will introduce autonomous vehicles in their fleets and form relationships with existing car manufacturers to deliver an alternative to vehicle ownership, especially around city centres.

The changes required to achieve this will need to be delivered from government and the private sector to ensure that the commuter has the confidence to make the shift to autonomous vehicles.

Research suggests that with a move to autonomous vehicles (AVs) there will be generally positive outcomes. Improvements to productivity, the environment (electric cars) and road safety (reduced crashes) are consistently highlighted in literature regarding the benefits of this shift. On the downside there will be a change in employment type related to the automotive industry.

From a public policy perspective, the justification and direction on transport infrastructure will change in time. With an increase in autonomous vehicles operated by ride share companies, their increase in the use reportedly will improve traffic flows and reduce vehicle ownership per capita. There would be a corresponding improvement in flow carrying capacity of roads offsetting or deferring the need for future

upgrades. Similarly, the need for car parking facilities would progressively decline if autonomous ride sharing occurs.

The planning of major infrastructure investment needs to be cognisant of this potential shift in infrastructure demand, and delivery of any transport infrastructure should be designed to take into account this shift through flexible and adaptable design that can incorporate this change.

DRAFT

### Purpose

The Transport Strategic Action Plan identifies future transport, infrastructure and initiatives that will enable future economic growth and help achieve the State's target for delivering a new urban form. Accordingly this Plan and its accompanying documents (Background Papers and Implementation Plan) are the nexus between State Government Policy (Integrated Transport and Land Use Plan, 2015) and Council's City Plan 2030 and Growth Action Plan.

The Plan acknowledges the differing ownership and management of the transport networks between State and Local Government and therefore the planning, design and operational integration of the overall network is critical in achieving economic development and sustainable growth.

Communication and planning between the two levels of Government together with engagement of key stakeholders is paramount and this Plan identifies where key strategic investigations and policy decisions will need to be made over the coming years. This in turn will assist Council and State Government to co-ordinate future infrastructure investments and initiatives. For Council, this will be through its Transport Implementation Plan which will inform short and long term investment in transport infrastructure.

### Strategic Context

The Transport Strategic Action Plan identifies the key investigations and investments that are required to deliver Council's Growth Action Plan. The Transport Action Plan also responds to the objectives and strategies outlined in Council's City Plan, including:

- Partner and advocate to maximise the economic and social benefits of major infrastructure projects.
- Encourage well designed infill development and unlock new urban development opportunities.
- Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected.
- Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
- Work with neighbouring councils to address issues of regional importance.
- Work with State and Federal Governments to influence policy and investment decisions.
- Develop stronger partnerships with business and industry to address challenges facing our nation.

Critical Actions that are to be pursued over the next 5 years include:

1. Progress the revitalisation of the Salisbury City Centre including;
  - Upgrade of the Salisbury Interchange
  - Improve traffic flow and safety on Park Terrace
2. Secure the extension and duplication of Elder Smith and Kings Roads to Port Wakefield Road and the Northern Connector
3. Unlock opportunities arising from the construction of the Northern Connector including:
  - Identifying and promoting economic development opportunities along the corridor
  - Ensuring the Northern Connector facilitates integrated east-west transport across the City
4. Maximise future urban development opportunities at the Dry Creek Salt pans through local participation to ensure this development progresses, is well connected with local communities and has access to the rest of the City.

### Explanatory Statement

The structure of this Transport Strategic Action Plan responds to the aspirations and critical actions that are contained within our City Plan 20303. Informed by current transport issues, opportunities and future strategic directions this Plan sets out to identify:

- The goals we want achieved from the transport network that will help achieve the aspirations of our City Plan
- What are the key objectives that our transport network to achieve those goals
- What principles we use in determining the priority of key actions for future investment in our transport systems that will help us achieve these objectives and goals.
- A list of the key actions that will inform the initiatives and investments and what role we will play in delivering these with our key partners and stakeholders.

### Transport Goals

Our Transport Network shall;

- Develop and sustain economic growth in an efficient and effective manner;
- Be environmentally responsible and sustainable;
- Provide equitable access and mobility for all;
- Support liveability, connectivity and quality of life; and
- Be flexible to respond to change and builds community resilience.

### Key Objectives

#### Road Networks – Regional and Local

- Provision of an efficient integrated road network that provides for all transport modes to best meet the needs of our community.
- Transport networks that retain their flexibility of function and planned capacity with corridors protected for the future.
- Land use is matched to the transport corridors provided to ensure efficiency, connectivity and amenity
- Integration with environmental outcomes through the adoption of cycling, walking and public transport as a means of reducing road congestion.

#### Cycling and Walking

- Sustainable and resilient urban environments that promote safe and enjoyable cycling and walking.
- Integrated cycling walking and public transport facilities

#### Parking

- Enhancement of the vitality of major activity centres through proper management of parking.
- Parking provision is duly provided for, relative to transport and land use applications
- Ensure the integration of parking needs with public transport provision

#### Freight

- A freight network that is able to meet current and evolving trends in freight transport that supports the economic growth and development of the City
- A well-developed collaboration and partnership with Industry to develop and implement efficient effective transport logistics.

#### Public Transport

- Equitable transport and access choices that are safe and convenient to use.
- Improved service frequency and connectivity to major activity centres and employment zones, **(such as Port Adelaide and Tea Tree Gully)** and facilities within **and adjacent to** the City.

#### Safety

- A transport system that provides for the safest possible conditions for all road users.

- Establish and maintain a high profile for road safety in the local community.

#### **Neighbourhood Amenity**

- A transport system that is people oriented contributing to economic and social activity.
- Sustainable and resilient environments that contribute to quality amenity
- Integration of neighbourhood amenity with public transport and road safety objectives.

#### **Asset Management**

- Infrastructure that is well maintained and utilised to the best possible degree.
- **Ensure the integration of major investments and improvements in infrastructure that achieves multiple benefits**

#### ***Principles for determining priorities***

The following principles have been applied to determine the investment priority of key actions identified in the table set out on the following pages:

- Critical actions identified in the City Plan 2030
- Actions supporting and aligning with key policy directions of Council such as the Growth Action Plan that identifies future urban growth and regeneration opportunities within the City
- **Actively seek opportunities to attract Federal and State Government funding and consider how Council funding sources can leverage the priority for their implementation**
- Actions that support economic development within the City and region that will provide jobs growth
- Significant socio / community issues relating to transport (e.g. provision of public transport services)
- Transport Industry Peak Body policy (SA Freight Council, South Australian Road Transport Association)

## Priority Actions

### Preamble

The Priority Actions table is aligned with the structure used in Council's City Plan 2030.

The key directions are:

- The Prosperous City
- The Sustainable City
- The Liveable City
- Enabling Excellence

The Priority Actions table includes a mixture of key strategies and actions. Actions will be aligned with a key strategies and there may be many actions arising from the key strategy.

Priorities are identified as either- High, Medium or Low.

The organisation responsible for delivering the strategy / action has been identified.

Council's role in delivering the action is identified.

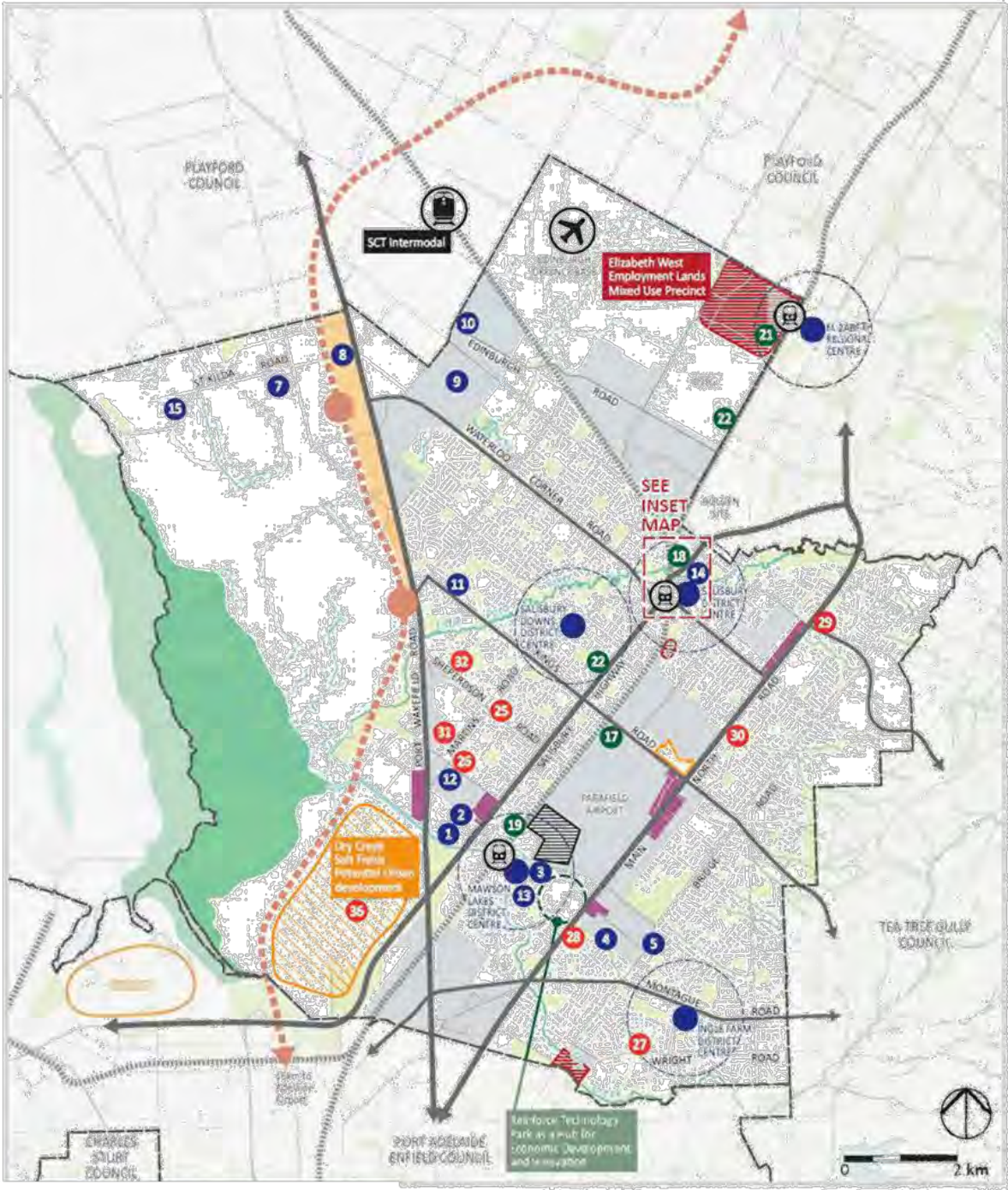
Timeframes are identified as short, medium, long or ongoing (where appropriate).

Actions identified in this table are replicated in more detail in the Transport Implementation Plan with indicative budgets, timings and potential income streams.

Acronyms that are used through this table:

- CP2030 – City Plan 2030
- GAP – Council Growth Action Plan
- DPTI – Department of Planning, Transport and Infrastructure
- ITLUP – State Government, Integrated Transport and Land Use Plan
- 30PGA – 30 year Plan for Greater Adelaide
- HVML – Heavy vehicle mass limits
- NEP – Northern Economic Plan
- GAP – Growth Action Plan
- SARTA – South Australian Road Transport Association
- PAL – Parafield Airport Limited
- GEP – Greater Edinburgh Parks





PRIORITY ACTIONS Spatial locations

**Legend**

- Main Road/National Highway
- Northern connector
- Railway Lines
- Activity Centres
- Watercourses
- Mangroves
- Council Boundary
- Parks and Reserves
- Interchange
- Northern Connector

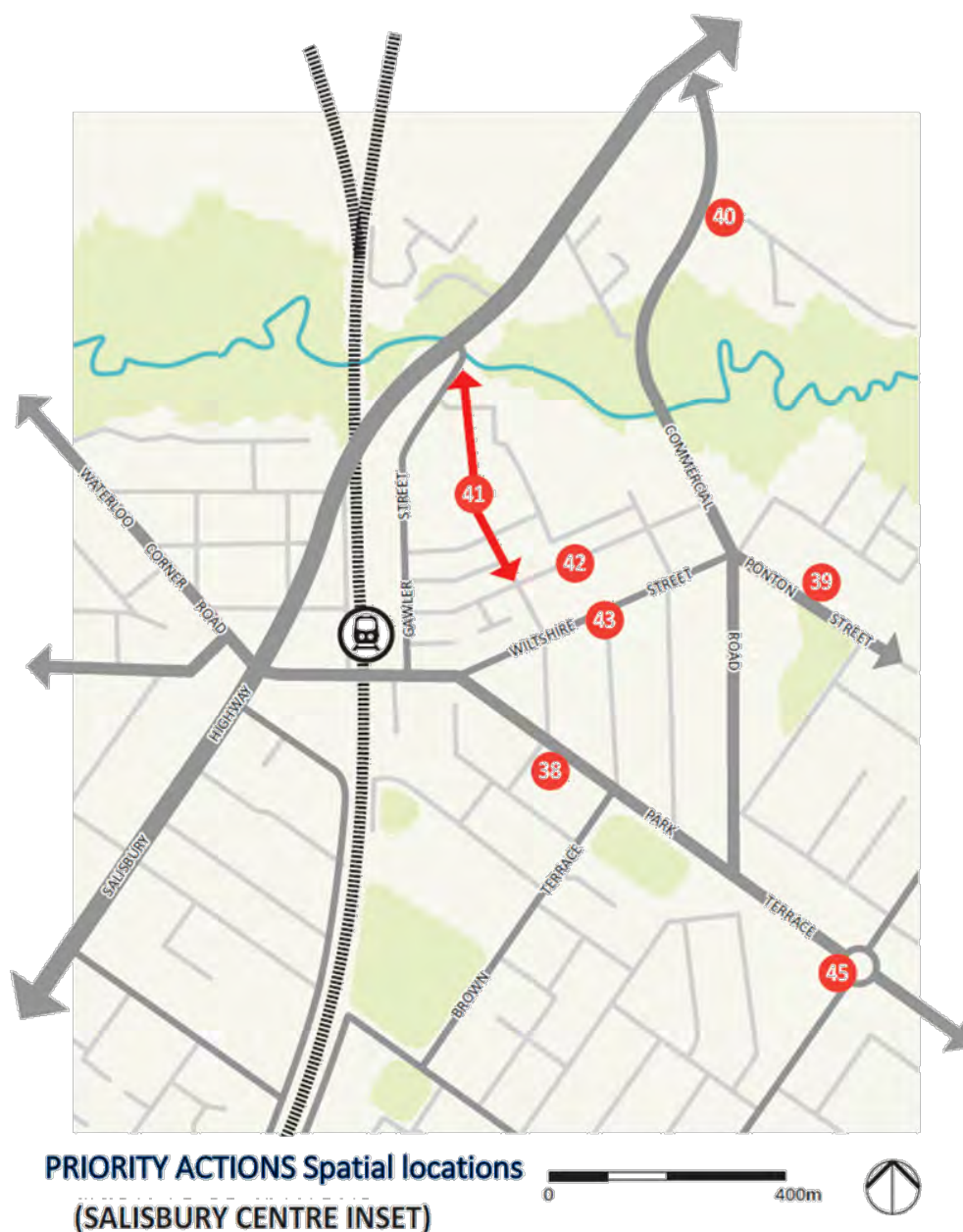
**Key Strategies**

- 1 The Prosperous City
- 17 The Sustainable City
- 27 The Livable City

**Employment Areas/ Economic Development**

- Existing Industry and Urban Employment Zones
- 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





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The Prosperous City Key Strategy / Action		Priority	Policy Direction / Lead Role	Council Responsibility	Timeframe / Status
Ensure the provision of transport infrastructure and services that facilitate future growth areas (employment lands and residential areas) which can lever off the construction of the Northern Connector.			Federal and State budgetary initiative, CP2030, GAP, NEP, Lead Role: Council		
1	Undertake a strategic business case of Elder Smith Road extension to Port Wakefield Road and duplication that will inform future investment by the State and Federal Governments	High	Lead Role: DPTI	Lead	Commence early 2017
2	Extension of Elder Smith Road to Port Wakefield Road (subject to strategic business case outcomes)	High	Lead Role: DPTI	Advocate and Potential funding partner to facilitate delivery	Within 3 years
3	Duplication of Elder Smith Road <b>(subject to strategic business case outcomes)</b>	High	Lead role: DPTI	Advocate / assist in reviewing business case	<b>Within 3 years</b>
4	Review and upgrade HVML access to Pooraka Industrial precinct (Maxwell Road and Research Road) <b>(subject to Strategic Business case outcomes)</b>	Medium	Lead Role: Council Key Stakeholder / Partner: DPTI, SARTA Freight Council	Lead	Between 3 to 5 years
5	Advocate for the construction of a controlled intersection at the junction of Maxwell Road and Bridge Road as part of the Elder Smith Road upgrade	Medium	Lead Role: DPTI	Advocate	Between 3 to 5 years
6	Negotiate civil and property requirements for all local road closures as a result of the Northern Connector.	High	Lead Role: Council	Lead	Over the next 2 years
7	Assess the impact to the local road network at Waterloo Corner and St Kilda as a result of the Northern Connector construction	High	Lead Role: DPTI	Partner with City of Playford	Over the next 2 years
8	Review the role and function of Port Wakefield Road post Northern Connector construction to ascertain what transport and traffic investments are required to improve the economic opportunities of this corridor.	High	Lead Role: DPTI	Partner with DPTI and City of Playford	Investigation within 2 years Implementation:
9	Upgrade Diment Road from Heaslip Road to Helps road to facilitate last mile freight access to the Direk industrial precinct.	High	Lead Role: Council	Lead	Over the next 3 years
10	Construct Heaslip Road / Edinburgh Avenue Roundabout for improved access to	Medium	Lead Role: Renewal	Partnership	Between 3 to 5 years

The Prosperous City Key Strategy / Action		Priority	Policy Direction / Lead Role	Council Responsibility	Timeframe / Status
	Edinburgh Parks		SA	funding with RSA and Playford Council	years
11	<b>Develop a strategic business case for the duplication of Kings Road in collaboration with DPTI and ensure its timely upgrade from Salisbury Highway to Bolivar Road.</b>	High	Lead Role: DPTI	Advocacy and collaboration in review	<b>Within 3 years</b>
Improve freight access to key industry nodes by improving access including considering heavy vehicle mass limits (HVML) access to and within these industry areas.			Supporting policy: ITLUP, CP2030, GAP, SARTA		
12	Upgrade HVML access to Greenfields industrial precinct	High	Lead Role: DPTI	Partner	Over the next 3 years
12a	<b>Undertake a strategic review of the road network including freight links that will identify future investments required to facilitate network improvements for the employment lands of Edinburgh Parks, Greater Edinburgh Parks, Direk, Waterloo Horticulture area, and the St Kilda Township.</b>	High	Lead Role: Council	Lead	Over the next 3 years
12b	<b>Undertake a strategic review of the road network including freight links that will identify future investments required to facilitate network improvements for the Dry Creek Urban Development, Technology Park, the southern of the Parafield Airport Master Plan (Food Park), Mawson Lakes Centre and the urban Infill area of Ingle Farm.</b>	High	Lead Role: Council	Lead	Over the next 3 years
Improve the provision and management of car parking at key centres			Supporting policy: ITLUP, CP2030		
13	Implement the outcomes of the Mawson Lakes car parking review	High	Lead Role: Council	Lead	Ongoing
14	Implement the outcomes of the Salisbury City Centre car parking review	High	Lead Role: Council	Lead	Ongoing
Improve accessibility to key tourism destinations within the City			Supporting policy: ITLUP, CP2030		
15	Upgrade St Kilda Road including drainage.	Medium	Lead Role: Council	Lead	Between 4 to 7 years
16	Investigate and implement intelligent traffic systems that enable residents and commuters to make informed decisions on how to best access key destination points in the City.	High	Lead Role: Council	Lead	Within 3 years

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The Sustainable City					
Key Strategy / Action					
	Priority	Policy Direction / Lead Role	Council Responsibility	Timeframe / Status	
<b>Improving public transport</b>					
17	High	Supporting Policy: ITLUP, CP2030, GAP, 30PGA Lead Role: DPTI Partner: PAL	Advocate	Commence 2017	
18	High	Upgrade Park and Ride facilities at Parafield station in conjunction with the electrification of the Adelaide – Gawler Line <b>and review bus services to this facility that utilise the east – west linkage of Kings Road.</b>	Advocate / Possible partner	Commence 2017	
19	High	Upgrade Salisbury City Centre transit station in conjunction with the electrification of the Adelaide – Gawler Line <b>and review bus services to this facility that utilise the east – west linkage of Waterloo Corner Road.</b>	Advocate / Possible partner	Commence 2017	
20	High	Upgrade of the Mawson Lakes Interchange in conjunction with the electrification of the Adelaide – Gawler Line <b>and review bus services to this facility that utilise the east – west linkage of Elder Smith Road.</b>	Advocate	Commence 2017	
21	Medium	Improve public transport options between key employment and business centres <b>including Port Adelaide</b> in the Northern Region	Advocate / Partner with City of Playford	Between 3 to 5 years	
<b>Plan and deliver the Cycling and walking facilities</b>					
22	High	Supporting Policy: ITLUP, 30PGA Lead Role: DPTI	Advocate and Partner	Over the next 5 years	
23	High	Plan and Deliver the Gawler greenway corridor along the Adelaide – Gawler rail line Review and determine upgrades of pedestrian / cyclist facilities at major roads and rail crossings that facilitate safe movement from the greenway corridor to the surrounding networks	Partner with DPTI	Commence investigations 2017 with delivery of program (anticipated start 2019)	

The Liveable City Key Strategy / Action		Priority	Policy Direction / Lead Role	Council Responsibility	Timeframe / Status
<b>Improve the safety of our road network for all users</b>			ITLUP, CP2030		
24	Continue to identify and take up State and Federal Black Spot Funding for priority road safety projects for projects that include but are not limited to:	High	Lead: Council Key Stakeholder: DPTI, Federal Government	Lead	Ongoing
25	<ul style="list-style-type: none"> <li>• Martins Road / Shepherdson Road Intersection</li> </ul>				
26	<ul style="list-style-type: none"> <li>• Ryans Road / Martins Road Intersection</li> </ul>				
28	<ul style="list-style-type: none"> <li>• Main North Road / Research Road*</li> </ul>				
29	<ul style="list-style-type: none"> <li>• Main North Road / Saints Road*</li> </ul>				
30	<ul style="list-style-type: none"> <li>• Main North Road / Frost Road *</li> </ul>				
31	Upgrade Martins Road (Hollywood Plaza to Port Wakefield Road)	Medium	Lead Role: Council	Lead	Commence investigations in 3 years
32	Upgrade Shepherdson Road between Salisbury Highway and Port Wakefield Road	Medium	Lead Role: Council	Lead	Commence investigations in 3 years
33	Implement the outcomes of the lighting audit and strategy to achieve a uniform standard of lighting throughout Council	High	Lead Role: Council	Lead	Ongoing
34	Review role and function including speed limits on Council collector roads	High	Lead Role: Council	Lead	2017/2018
35	Review justification for Pedestrian Crossings at key locations and implement	Medium	Lead Role: Council	Lead	Annually
35a	Advocate for the capacity improvements (additional lanes) to Main North Road earlier than that identified in the State Governments ITLUP and other incremental works that may achieve capacity improvements	Medium	Lead Role Council Stakeholder: DPTI	Lead	Within 5 years
<b>Implement the direction of Council's Growth Action Plan</b>					
36	Review the Dry Creek Salt field master plan to assess the connections to the network and linkages that will be required	High	GAP Lead: RSA, EPIC	Partner, Advocate	Within 3 years
37	Progress the revitalisation of the Salisbury City Centre	High	Lead: Council	Lead	
38	Implement the Park Terrace improvements (Commercial Road to Wiltshire Street) including the intersection at Wiltshire Street	Medium	Lead : Council	Lead	5 to 10 years
39	Improvements to Cross Keys Road / Fenden Road Saints Road link	Medium	Lead : Council	Lead	5 to 10 years

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The Liveable City					
Key Strategy / Action	Priority	Policy Direction / Lead Role	Council Responsibility	Timeframe / Status	
40 Commercial Road upgrade (Park Terrace to Salisbury Highway) including controlled intersection at Park Terrace	Medium	Lead: Council	Lead	5 to 10 years	
41 Church Street Extension through City Centre	High	Lead: Council	Lead	Within 5 years	
42 Pedestrian activation improvements on John Street	High	Lead: Council	Lead	Within 5 years	
43 Increase public transport access / capacity along Wiltshire Street	High	Lead: Council	Lead	Within 5 years	
44 Implement the outcomes of the Salisbury City Centre Car Parking Review.	Medium	Lead: Council	Lead	Commence first half 2018	
45 Develop gateway / landscape / urban design along Park Terrace from Main North Road to Salisbury City Centre	Medium	Lead: Council	Lead	Within 5 years	
<b>Continue to advocate for increased public transport services for Salisbury Residents</b>					
46 Increased efficiency in public transport provision and service frequency through the restructuring of bus routes to service major activity centres and the rail service. (Bus stop improvement plan)	High	Significant Community Issue Lead role: Council	Lead	Ongoing	
<b>Deliver the outcomes of an integrated walking and cycling network within the City of Salisbury</b>					
47 Implement the City wide trails network (off road)	High	ITLUP, 30GPA, CP2030 Lead: Council	Lead	Ongoing	
48 Implement the Bicycle Action Plan (on-road)	High	Lead: Council	Lead	Ongoing	

Enabling Experience						
Strategy / Action		Priority	Criteria / Lead Role	Council Responsibility	Timeframe / Status	
Implementing Smart Technologies						
49	Investigate real time opportunities that inform our community to make better decisions on the use of the transport network.					
50	Investigate future opportunities and requirements for autonomous vehicles including electric service points at key destinations.					
Management of Transport network						
51	Continue the development and implementation of Transport Asset Management Plans that integrates with other City Plan strategies and objectives to achieve broader community outcomes.	High	Lead: Council Legislative	Lead		Ongoing
52	Annual review of road accident data					
53	Develop a 5 year forward works program for road reseal and reconstruction for annual review.	High	Lead Role: Council	Lead		Ongoing
54	Undertake a review of the road classification and function for the entire road network	High	Lead: Council	Lead		Within the next years
Application of Best Practice Principles						
55	Develop key principles and prioritisation for implementation of Streets for People across the City	High	Lead: Council	Lead		Within the next 2 years
56	Ensure Universal Design compliance and the needs of all users are included in redevelopments of streets (health, wellness, social participation, disability access)	High	Lead: Council Legislative	Lead		Ongoing



# **Integrated Transport Plan Technical and Background Papers**



## Introduction – Document Structure

The structure of this document reflects the City of Salisbury's Strategic and Operational framework (see figure below) for the development of Strategic Action Plans and Implementation Plans that respond to the key directions of Council's City Plan.

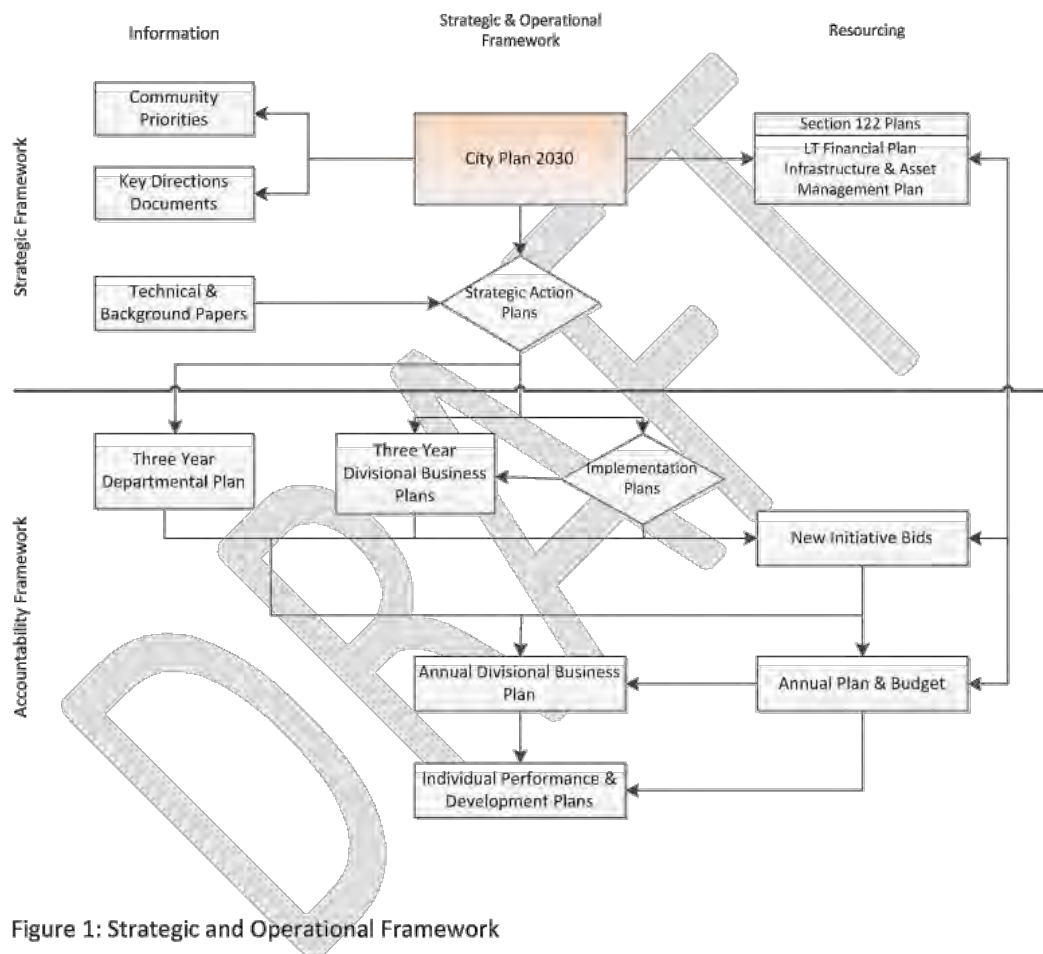


Figure 1: Strategic and Operational Framework

This document structure investigates the current policy context relating to transport, identifies current issues, analyses the key drivers of change and builds a policy and spatial framework to create Strategic Action and Implementation Plans that can be part of the overall documents or standalone.

The structure of this document together with a brief explanation of the various sections is outlined below..

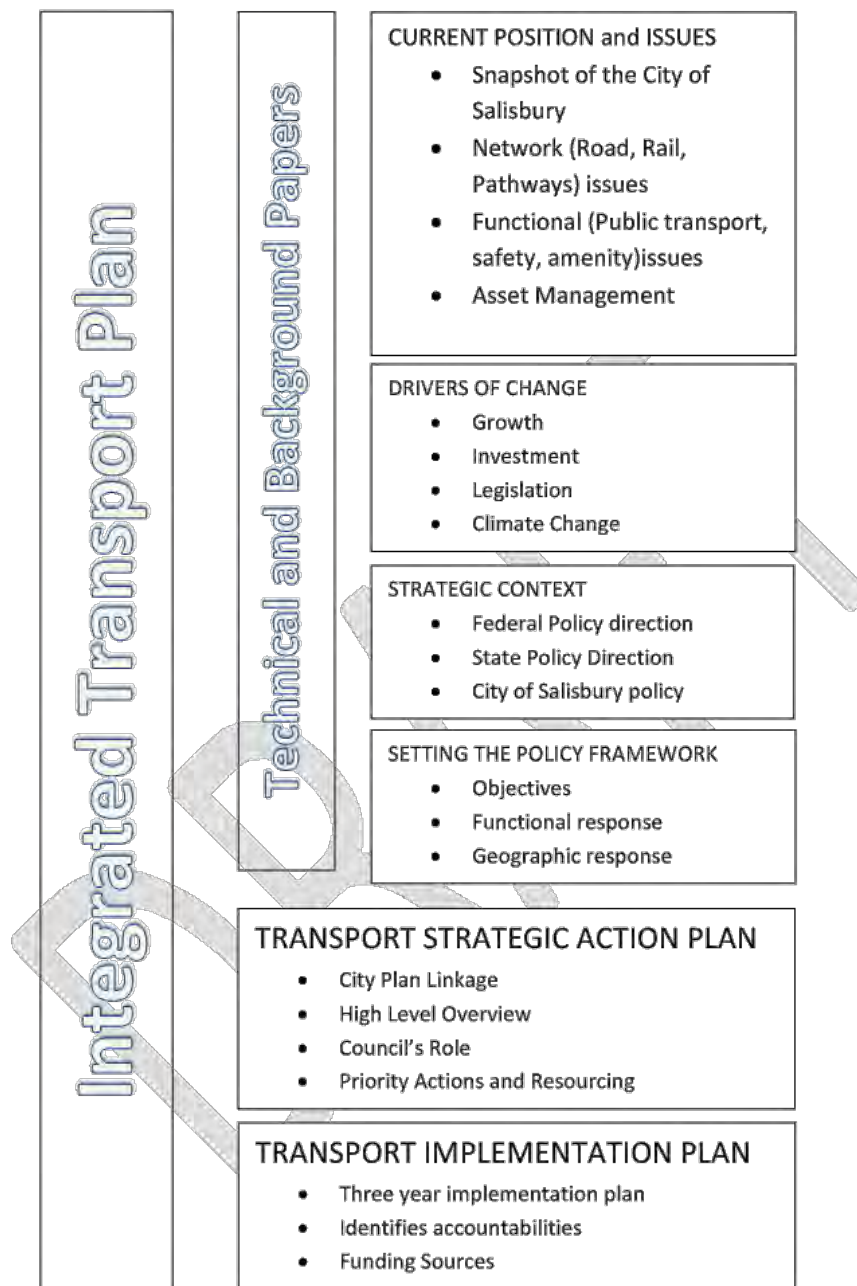


Figure 2: Transport Strategy Document Structure

## Section 1: Technical and Background Papers

index for Section 1 here

DRAFT

### Introduction

The aim of this plan is to develop a transport policy and implementation framework for the future development and prosperity of the City. Transport and mobility are fundamental to the creation of a high standard of living and critically important to the social, environmental, cultural and economic success of every community. Together they provide opportunities for the movement of people and goods, to meet daily needs. In their most efficient and effective manner they are integral to urban growth and economic development. The aim is to provide a safe interconnected transport infrastructure for all transport modes (such as private car, freight, public transport, walking and cycling) that is designed to produce a balanced outcome resulting in improving the community's accessibility to jobs, services, recreation and other daily activities.

Within the next decade the City's population will grow significantly, exacerbating existing issues including climate change, traffic congestion, pollution and public health. Accordingly the future quality of life of our residents will depend on how we manage and deliver safe, reliable and accessible transport networks.

Responding to these concerns and ensuring our City will continue as the vibrant living City, has resulted in the development of this Strategic Transport Action Plan.

The Plan is intended to deliver key strategic actions and detail implementation plans that will;

- Develop and Sustain economic growth in an efficient and effective manner;
- Be environmentally responsible and sustainable;
- Provide equitable access and mobility for all;
- Support liveability, connectivity and quality of life.
- Provide the flexibility to respond to ever developing changes and builds Community resilience.
- Recognise the immense value of "Partnerships" with all levels of government and the community in the delivery of the plan.
- Provide Council with the opportunity to demonstrate its leadership through its cultural and organisational practices.

## Current Position and Issues

### The City of Salisbury – a snap shot

Located approximately 20km north of Adelaide, the City of Salisbury occupies an area of approximately 60 square km. comprised of (31) suburbs extending from the shores of Gulf St Vincent to the Para Escarpment and the foothills of the Mt Lofty Ranges.

The City has a growing population with opportunities for dwelling growth through new development sites and infill. Projections suggest that the City may see an increase of approximately 6,700 dwellings over the next 20 years with a potential additional 10,000 dwellings over the next 5 to 20 years, subject to the development of the Dry Creek salt Pans.

It has a higher than average population of young people and has an increased forecast growth of an ageing population. The community is diverse and multicultural which enriches the City.

The economy is the fourth largest in South Australia and provides ongoing opportunities for local employment and business attraction. Employment opportunities are available in a range of areas including production line, retail, information technology and defence sciences. In addition to employment of semi-skilled workers, the area provides opportunities in the industries of the future. These exist through the development of Technology Park, Mawson Lakes, and the new Edinburgh Park industrial development in which a cluster of high tech defence companies are being established.

The City also has relatively high levels of open space relative to population, which provides opportunities for the enjoyment of active lifestyles, recreation and relaxation.

#### The People

- 137,310 population in 2016
- 34% are under the age of 25, 23% are over the age of 55.
- 35 years old - median age
- 52,603 households in 2011
- Over 140 different countries of birth and 41 major languages spoken
- 8,199 migrants settled in Salisbury between 1/10/2008 and 31/9/2013 (combining family, humanitarian & skilled migrants)
- An increasing growth in vehicle ownership (Analysis of car ownership in 2011, indicated 50% of households in the City of Salisbury had access to two or more motor vehicles, compared to 49% in Greater Adelaide –(Profile ID)

#### The City

- 15,806 hectares (158 Km<sup>2</sup>) of land with 8.5 persons per hectare
- Gross Regional Product in 2014, \$5.46 Billion
- 50,096 Local jobs in 2014
- 6,485 Local Businesses in 2013
- 62.2% Labour force participation
- 1 Major District Centre (Salisbury)
- 3 District Centres (Mawson Lakes, Ingle Farm and (Hollywood Plaza) Salisbury Downs)
- 2 Transit Oriented Developments
- 1,600 hectares of open space

## Transport within the City of Salisbury

### The Road Network

Within the City there are 900 km of roads with the majority being a responsibility of Council. The hierarchical split and responsibility is shown in the table and figure below.

	Responsibility	Length of road
Arterial Roads	State Government	83km
Major and Minor Collector roads	City of Salisbury	172km
Local roads	City of Salisbury	629km



Figure 3 Road responsibilities within the City of Salisbury

The City of Salisbury is characterised by a divisive rail corridor which provides both passenger and freight services. This traverses the City in a generally north –south direction of travel and as a consequence this brings particular focus to permeability of the corridor for all other modes of travel. There are also issues of permeability along the major road corridors, like Main North Road. This presents significant difficulties and safety issues to pedestrians and cyclists particularly in gaining access to public transport.

While there are a number of east west connections these all have their compromises. Many of the major roads are experiencing congestion due to increased traffic flows and as a consequence level of service is poor. The importance of these is further strengthened by journey to work data which suggests that a greater number of our residents travel to Port Adelaide Enfield, rather than Adelaide, for their employment. These conditions will be further compromised into the future by the impacts of population growth, economic growth and freight demands, urban development and climate change.

#### The Arterial Road Network – current position

There are severance and permeability issues associated with the passenger / freight rail lines and major road corridors. These are:

- Elder Smith Road is the only grade separated road at the rail line. This was part of the now abandoned North East Ring Route (Walkleys – Montague – Maxwell). It has only one lane in each direction and currently at capacity within peak periods (28,000vpd). Also no freight is permitted on this route and it effectively terminates at Salisbury Highway. This needs to be a prime priority if its functionality is to continue.
- Kings Road (15-28,000vpd) is an appropriate east west link but not grade separated at the rail line producing significant delays and still unresolved in terms of its strategic connection to Port Wakefield Road and through to the Northern Connector. If this is to occur then significant upgrade west of Salisbury Highway will be required.
- Park Terrace (15-19,000vpd) is heavily compromised by the rail crossing and delays to through traffic as a result. Again this is a logical east west route but public transport and heavy vehicles are not permitted across the rail line. There are also capacity issues mid-block between Ann Street and Wiltshire Street.
- Commercial Road (12,000vpd) between Park Terrace and Salisbury Highway is heavily underutilized and of a very poor standard for an arterial road.
- Bridge Road (24-34,000vpd), is an ideal alternative to Main North Road and has possibly experienced growth due to the congested conditions along Main North Road. It has been identified for higher frequency public transport.
- There needs to be a greater focus on pedestrian protection facilities along major road corridors like Main North Road, Bridge Road, Salisbury Highway etc.

#### The Arterial Road Network – future issues

Increased levels of traffic congestion on many of our arterial roads potentially compromising future development.

- Main North Road (50-60,000vpd) is carrying very high volumes to the degree that service is much compromised during peak periods. This also produces incumbent capacity issues at other major junctions with the east west links including, The Grove Way, Park Terrace, Kings Road, Elder Smith Road and Montague Road. This is also having its impact on the ability to develop sites along Main North Road.
- Elder Smith Road (28,000vpd) if it continues its present growth pattern will be saturated within a few short years. Within only (8) years the average daily traffic on this road has gone from 8,700 (2006) to in excess of 28,000 (2014).
- Salisbury Highway (40,000vpd) is also carrying very high traffic volumes and particularly during peak periods service is compromised. In a similar way to Main North Road this also significantly impacts the east west links.
- Port Wakefield Road (55-70,000vpd) was upgraded some years ago as part of the Northern Expressway (NEXY) project. With a projected "life" to 2016 it is to be ultimately replaced by the "Northern Connector" project.
- Commercial Road: (12,000vpd) is a strategically direct route to Edinburgh Park (via Purling Avenue) and a potential alternative frontage to the Salisbury CBD. However the section between Park Terrace and Salisbury highway (State Government road) previously very much underutilized, has shown significant growth since the upgrade of the northern end of Commercial Road (the section north of Salisbury

Highway was recently duplicated to (2) lanes in each direction). This road has a potential to provide an alternate "frontage" to the Salisbury City Centre.

#### The Local Road Network – current position

The arterial network impacts the performance of the local road network. Future investment in the upgrade of the local network will be dependent upon improvements to the arterial network and growth or intensification of urban areas as identified policy from State Government and Council. The following is a summary of some of Council's key collector and distributor roads that link these urban areas to the arterial network.

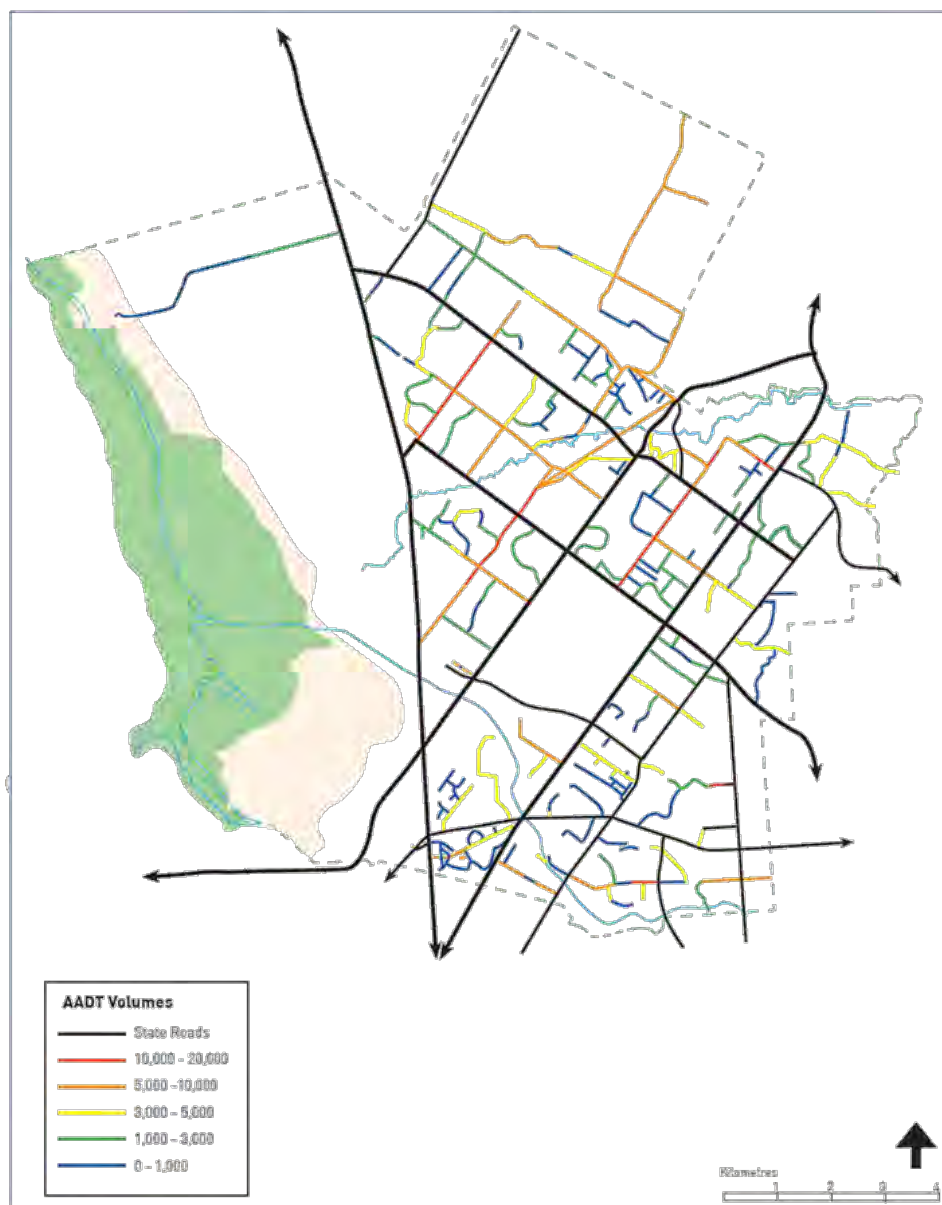


Figure 4 Daily traffic volumes on Council's road network.

- Martins Road (15,000vpd) - Services a large residential area and is continuing to experience growth as this expands further. This will need to be monitored and the corridor protected for future growth.
- Maxwell Road (10,000vpd) - With Bridge Road and Elder Smith Drive, has become a default part of the now abandoned North East Ring Route. This corridor needs to be protected due to its link between Bridge Road and Elder Smith Road which will ultimately extend to Port Wakefield Road.

- Bolivar Road (19,000vpd) - Has the potential to become a "default" to Port Wakefield Road. It serves the large surrounding residential precincts. Currently growth has been deliberately limited with the current construction upgrade of a single lane in each direction. Because it serves a predominantly residential base it would be undesirable to attract the heavy vehicles from the adjacent Edinburgh Park at its northern end. To limit this, the network was altered with the closure of Bolivar Road at the northern end so that it does not form a direct link into Edinburgh Park.
- Nelson Road (14,500vpd) - Provides a natural default alternative to Bridge road for most of its length. This road like Commercial road has a split in responsibility with the section south of Montague Road being a State road. The road continues to experience growth despite a strongly undulating section between Murrell Road and Miller Road which is not conducive to primary safety.
- Shepherdson Road (7,500 vpd Salisbury Hwy to Martins Road) - This is a major link between Salisbury Highway and Port Wakefield Road and provides an important service to a number of schools in the section between Martins Road and Salisbury Highway. During these peak periods heavy congestion, associated with the school travel, is experienced.
- Cross Keys Road (11,000vpd) - This, in conjunction with Saints Road and Fenden Road, provides an important north-south link through Salisbury on the eastern side of the Salisbury City Centre. The southern end, between Kings Rd and Frost Road, serves the industrial/commercial precinct of Salisbury South

The Local Road network – future issues

With the exception of Shepherdson Road all of the above roads carry traffic volumes in excess of 10,000 vehicles per day and they continue to experience growth. It is imperative that the development plans relative to these roads be reviewed to ensure their corridors will be able to accommodate future upgrade and that future intervention is timely.

### *The Cycling / Walkway network*

The City of Salisbury has approximately 1,000 kilometres of dedicated cycle ways and walkways (874 kilometres of footpaths and 173 kilometres of park paths). The City of Salisbury has the advantage of creek corridors that provide numerous off-road trails for walking and cycling. These provide enjoyable recreational routes for many residents, however the winding alignment and varying surface quality are not conducive as alternative transport routes from between locations.

Current planning and design is underway to upgrade and connect these trails which will create an iconic continuous off-road spine that covers a wide section of the City of Salisbury. This spine has the potential to work together with on-road routes to create a fine-grain network for recreation as well as transport.

The existing on-road cycling network is made up of on-road bicycle lanes (arterial and connector roads) and residential streets with mixed traffic. There are a number of major arterial roads and rail lines that cross through the City that are often difficult or intimidating to cross and significantly reduce permeability in an east-west direction.

The cycling and walking network is not always continuous, can be intimidating to cautious cyclists and often terminates at road intersections without safe crossing points. Newer developments such as Edinburgh Parks has included high quality cyclist infrastructure as an integral part of the road network, and demonstrates that good design principles are in action. The city has multiple bus routes as well as a rail line, and major public transport interchanges. This provides an excellent basis for dual-mode transport (walk/train or bus; or cycle/train or bus).

The existing cycling network is a combination of the City of Salisbury Bicycle Network Plan and the Department of Planning, Transport and Infrastructure BikeDirect Network, which are described below, and illustrated.

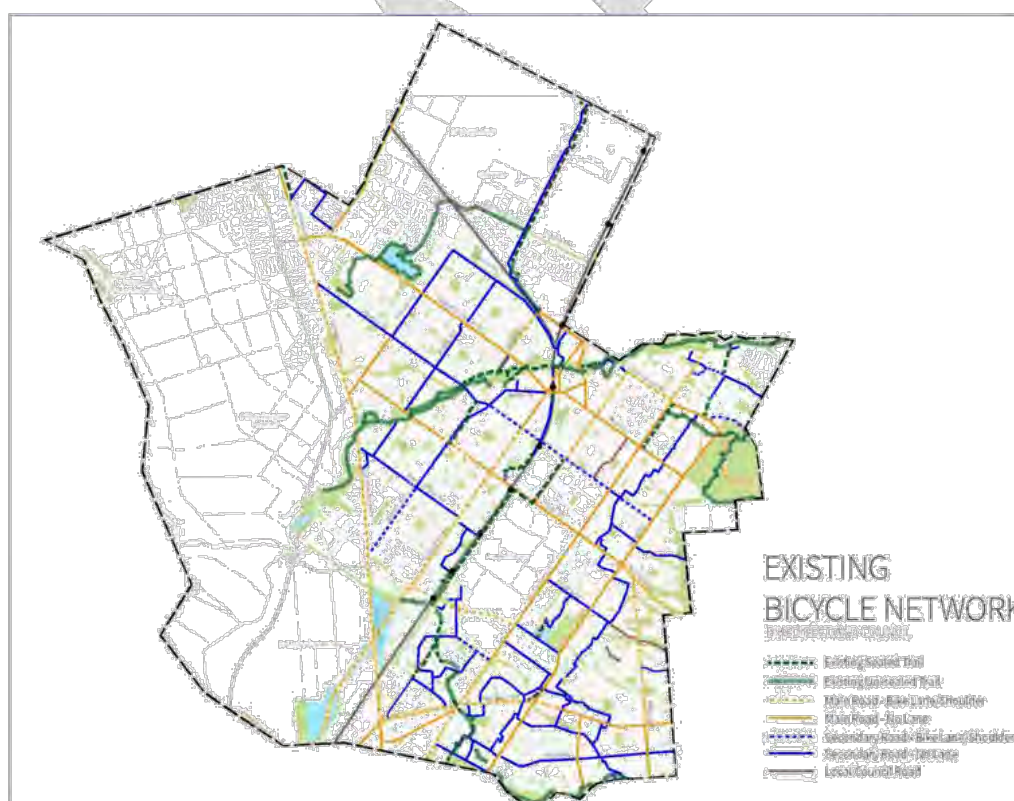


Figure 5: Existing Bicycle network within the City of Salisbury

Council is in the process of designing and constructing the 'Green Trails Project' along the Little Para River and Dry Creek. This project aims to connect the trails and form a recreational loop around the municipality. Works include underpasses at Salisbury Highway, Port Wakefield Road and Commercial Road. In addition, these trails

will connect to the future Gawler Greenway (DPTI), providing an extensive off-road cycling and walking network.

### *City Parking*

Throughout the City of Salisbury there is a mix of Council owned and private car parks that service commercial and recreational destinations. The City of Salisbury manages some 155 car parks. Within the major centres of Salisbury and Mawson Lakes, the provision and management of parking has been an issue for businesses and patrons. The expectation of businesses in these areas is that the provision of parking and the need to manage its turnover is paramount to the operation and viability of these centres.

Within the Salisbury City Centre surveys have indicated parking numbers to be sufficient. However due to a number of issues there are insufficient “prime” car parks and a perceived lack of a secure alternative for employees and commuters.

At Mawson Lakes there are a number of issues including:

- The competition for parking spaces with business needs created by the nature of the mixed use development.
- Over utilisation of the park and ride facility by local residents.
- The lack of a secure long term car park facility.
- The potential role of UniSA as a parking provider.
- The strategic role and placement of park n ride facilities (integrating with public transport facilities).
- Exploration of the role of public transport and its interaction with parking needs and other modes of travel.

It is apparent that the most critical areas where this needs to be addressed is within the Salisbury City Centre and at Mawson Lakes. At both locations but particularly at Salisbury there is a need to differentiate and provide for the long term parking associated with commuters and employees.

There needs to be a recognition of the value and purpose of parking and the role this plays in sustaining a vibrant centre and to implement the appropriate measures to deliver this. Parking management can vary from areas of low activity to areas where safety and high activity demand an effective management regime. These need to be developed further.

There is a need to develop and implement of policy around the value and provision of parking, relative to specific uses, and to determine selection of prospective sites for long term car parking which is safe secure and within reasonable distance of needs. This should also include a review of the needs for sporting clubs, particularly within Council reserves, and the manner in which parking provision is addressed.

Good quality public transport with walking and cycling provision can reduce the need for car park spaces but clearly the proper management of the parking asset is a key factor in maximising social environmental and economic benefits for all.

### Public Transport

Public transport faces an increasingly intense conflict between patronage goals and coverage goals. Broadly speaking, patronage goals seek to maximize patronage of all types, while coverage goals lead to the provision of service. The City is currently traversed in a north-south direction by the National freight line located within the same corridor as the commuter rail lines servicing the Adelaide to Gawler route. This line is complemented by a very comprehensive range of bus routes which link to major interchanges at the Mawson Lakes and Salisbury City Centre sites.

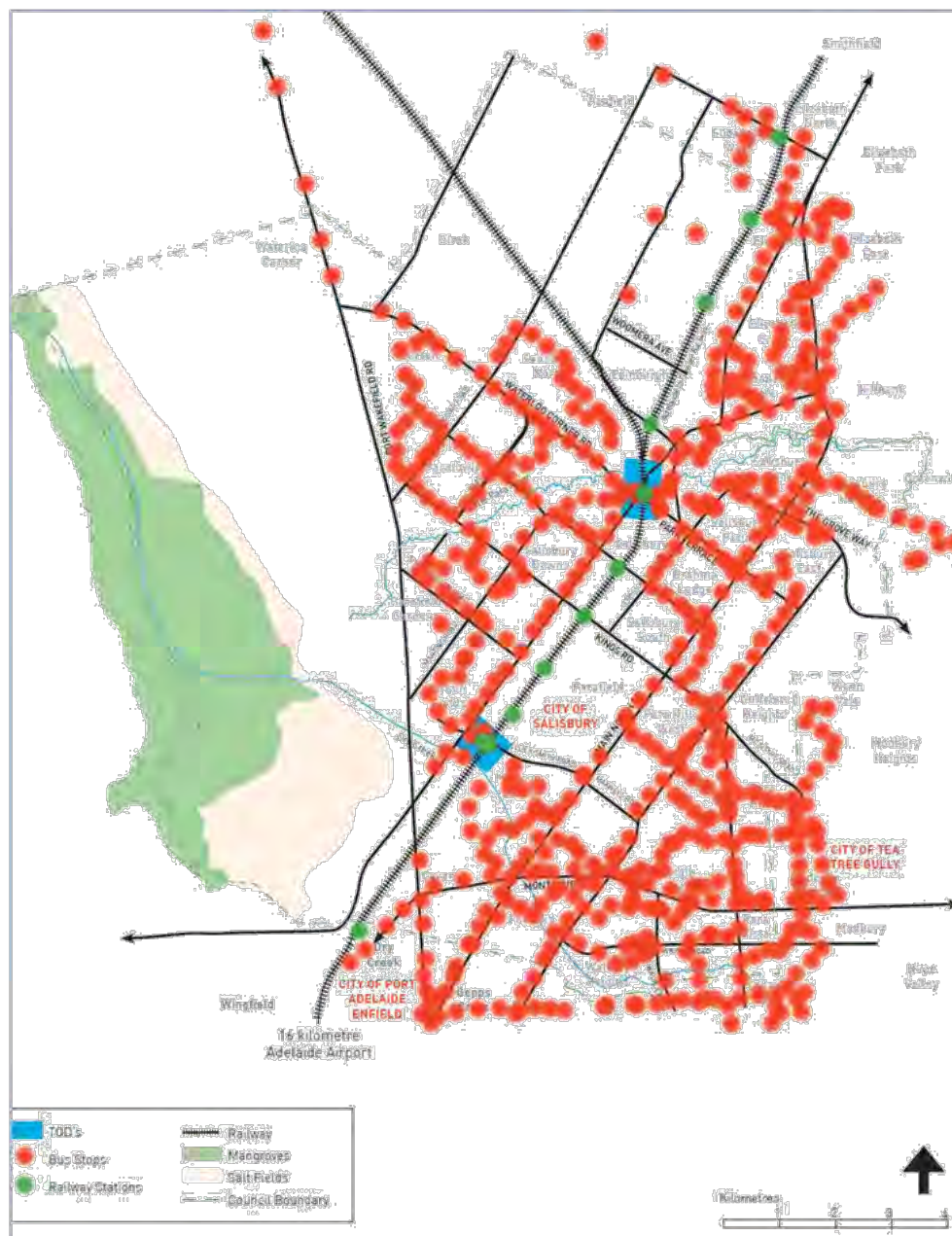


Figure 6: Indicative coverage of bus and rail services within the City of Salisbury. Based on current data (Profile 1d) the level of utilisation of public transport by Salisbury residents travelling to and from work from and within the City could be much improved. Of the Salisbury residents employed 4% travel to and from work by bus and 3% by train.

Potential Public Transport Indicators that contribute to poor take up include:

- Service frequency and (relative) travel times.
- Connectivity to major centres
- Density of urban structure
- Role of buses in complementing rail modes
- Pedestrian access to stops and stations.
- Activity nodes – 800m diameter for rail stations, 500m to nearest bus route.

Based on the mapping of services to the criteria of proximity to bus and rail services, the City appears to be well served. The areas of exception are the lack of services to the St Kilda area and Edinburgh Parks. Improvements to the network were proposed through the State's Integrated Transport and Land Use Plan and implemented via the Passenger Transport Board and these are reviewed and changed on a relatively frequent basis.

Improvements to the public rail network (Adelaide to Gawler line), were commenced a few years ago with upgrades to certain interchanges and the re-sleepering of the line. Federal funding of this project was cut and the electrification of the line and upgrades to other interchanges stopped. The completion of this work remains a priority of the State Government and subject to future funding from the Federal Government. When this upgrade will be complete and new electric rail stock purchased and operating, the frequency of services along this line is intended to increase. The aim of this is to improve the level of service and its uptake.

Improvements to lateral bus services and/or park and ride facilities will need to be considered and the accessibility to these facilities by the road and path network.

The future consequence of increased public rail services along this line will increase the congestion of road traffic moving east west across the City along its major east-west links, increasing the demand on improving these roads by grade separation.

### Freight

Transportation and its function of mobility is one of the most fundamental and important characteristics of economic activity. It satisfies the basic need of movement shared by passengers, freight and information leading to better development opportunities. Transportation in alliance with Logistics is an industry that offers services to its customers, employs people and disburses wages, invests capital, and generates income underlining their economic importance.

Within the last (20) years or so there has been an enormous change in the way that freight is delivered or distributed across the City. In the past there was a greater reliance on rail freight combined with smaller vehicles for local distribution. While the latter still occurs road freight now has much a wider National perspective with travel patterns traversing many jurisdictions. The pursuit of more efficient and economic effectiveness has driven a demand for utilization of B-Double and road train transport from "the farm to the shop". These serve the many industrial and commercial precincts within the City along with the daily demands created by the major supermarket and commercial outlets. Productivity and competitiveness, which are vital to meet the challenges of the future, are inhibited by constraints to freight. These constraints include a lack of planning for freight activities, a lack of clarity about the capacity for growth, and poor connectivity across infrastructure networks, all of which lead to congestion, low reliability and unexploited opportunities for investment.

Within the City we currently have approximately 105 km of roads utilized for B-Double travel and 22km utilized by Road Trains. All other roads are subject to use by smaller vehicles at any time. In addition to the above the City is traversed by the National rail freight line predominantly located within the same corridor as the commuter rail lines servicing the Adelaide to Gawler route.

The respective freight modes within the City are as follows:

#### Road

Salisbury is home to a number of major freight precincts including Pooraka, Dry Creek, Parafield, Salisbury South and Edinburgh Parks servicing the needs of major manufacturing and distribution centres.

These are well serviced by the existing networks however the level of service can be greatly improved through infrastructure improvements such as the Northern Connector.

#### Rail

Adjoining the City of Salisbury is the Dry Creek to Port Adelaide railway linking Salisbury to the major interstate routes. In addition there is the Adelaide to Perth freight rail which passes through the centre of Salisbury on the same alignment as the Adelaide to Gawler commuter route. Rail servicing facilities also exist at Cavan.

#### Air

While air is currently a moderate contributor to the transport mode within Salisbury there is certainly a potential for growth via the facilities currently available which include the airfields at Parafield, Edinburgh and strong links to the Adelaide airport.

#### Intermodal facilities and Logistics

Transportation is the movement of materials and products while logistics involves the movement and transport of materials and products, as well as their storage and packaging. Within Salisbury there is a significant logistics industry built around the large number of manufacturers, suppliers and distribution centres. Supporting the freight requirements for the City, are Inter modal facilities located to the south at the Regency Park facility and to the north within Penfield at the recently upgraded SCT facility. These play a vital role in linking the road and rail freight modes particularly.

#### Issues

- The application to existing and future provision of Higher Mass Limits (HML) routes
- Increasing demands for "farm to store" deliveries.
- Correlation between land use and transport needs are extremely important to avoid compromises in road safety, damage to infrastructure, and connectivity issues
- The need for greater industry consultation in future infrastructure and land use planning decisions adjoining the Northern Connector

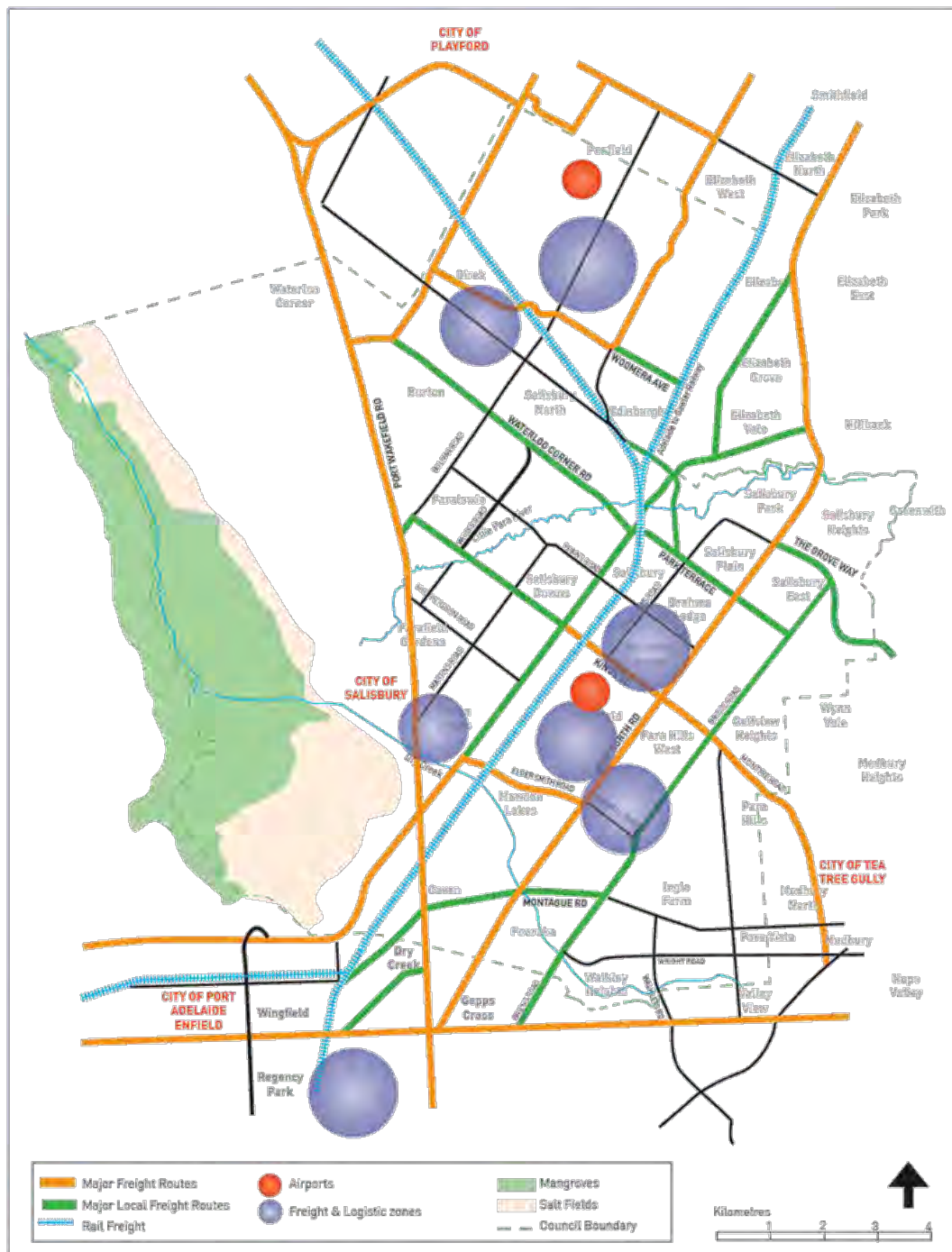


Figure 7: Key Freight corridors and economic centres within and adjacent to the City of Salisbury

**Road Safety**

On average, four people are killed and 90 are seriously injured every day on Australia's roads. Almost everyone has, at some stage, been affected by a road crash. Road safety is important, so that all drivers use roads safely and cautiously to help keep themselves, passengers, motorists and pedestrians safe. Traffic accidents can, in many instances, needlessly lead to significant social and economic consequences including death or injury. The application of Road safety measures are the means by which these can be greatly reduced. Traditionally this has been monitored and addressed via an annual review of data. Funds to address sites with a poor safety record are then sought within a collaborative process of shared funding with State and Federal authorities. This program is best known as the Black spot program and this process has been applied to Council roads over a long period of time.

The other program which has been applied to the City over many years has been the Local Area Traffic Management Program (LATM) and this has resulted in the many traffic control devices implemented across the City. Currently we have 157 roundabouts, 144 speed humps and another 54 other devices which all contribute to achieving road safety and suburban amenity.

Based on data received from DPTI for the period from 2009-13 inclusive, the worst accident intersections within the City are as follows:

DPTI intersections with highest collision rate

Location		Severity				Total (5yrs)
		Fatal	Serious Injury	Minor Injury	Property Damage	
1.	MN Road/ McIntyre	0	1	39	112	152
2.	MN Rd/ Montague	0	0	33	99	132
3.	Sal Hwy / Kings	0	1	39	81	121
4.	Sal Hwy/ Elder Smith	0	1	26	90	117
5.	Montague/ Bridge	0	2	21	75	98
6.	Bolivar /Pt Wakefield	2	1	20	73	96
7.	Salisbury/ Park	0	2	26	63	91
8.	Churchill Rd Nth. /Pt Wakefield	1	3	18	65	87
9.	Main Nth/ Smith	0	0	26	54	80
10.	Waterloo Cnr /Pt Wakefield	0	0	30	46	76
Total		3	11	278	758	1050

DPTI / Council intersections with highest collision rate

Location		Severity				Total (5yrs)
		Fatal	Serious Injury	Minor Injury	Property Damage	
1.	MN Road/ Saints	0	0	25	82	107
2.	MN Rd/ Maxwell	0	1	29	63	93
3.	MN Road/ Frost	0	1	13	53	67
4.	Kings / Martins	0	0	12	52	64
5.	MN Road/ Research	0	2	9	38	49
6.	Bridge/ Maxwell	0	0	17	28	45
7.	Waterloo Cr/ Bagster	0	0	11	32	43
8.	Montague/Henderson	0	0	15	24	39
9.	Park Tce/ CrossKeys	0	1	7	29	37
10.	Waterloo Cr/Bolivar	0	0	6	30	36
Total		0	5	144	431	580

## Council intersections with highest collision rate

	Location	Severity				Total (5yrs)
		Fatal	Serious Injury	Minor Injury	Property Damage	
1.	Martins/Shepherdson	0	0	7	22	29
2.	Commercial/Purling	0	0	9	11	20
3.	Ryans /Martins	0	0	7	11	18
4.	Wright/RM Williams	0	1	8	9	18
5.	Martins/Burton	1	1	3	8	13
6.	Bolivar /Burton	0	0	2	8	10
7.	Frost/ Cross Keys	0	0	3	6	9
8.	Edinburgh/ Sturton	0	1	6	2	9
9.	Edinburgh/ West	0	0	2	7	9
10.	Burton/ Whites	0	0	5	4	9
Total		1	3	52	88	144

Based on the above it is clear that of all the collisions that occur at intersections within the City:

- 59% occur on State Government Roads.
- 33% occur on roads with joint State /Local responsibility.
- 8% only occur on Council roads.

This would suggest that an appropriate strategy for Council is to pursue those Council intersections where they interface with State roads. Complementary to this would be the lobby for improvements on the solely maintained State Roads. An analysis of road collisions resulting in injury or fatalities for the Salisbury(2009-2013) in the context of Metropolitan Adelaide that:

- The City of Salisbury is ranked equal second with Playford (16% of all fatal crashes).
- The City of Salisbury is ranked 4<sup>th</sup> (8% of all serious injury crashes).

Road Safety is a complex issue covering education, legislation enforcement and infrastructure. Accordingly initiatives can reside in a number of areas. Within the City and based on the above data there is an opportunity to address road safety through a number of avenues. These include a continued focus on infrastructure and support/participation within programs of an awareness raising and behavioural change nature.

## Issues

- Continuation of funding for State and Federal Black Spot programs and the provision of resources required to provide ongoing monitoring and implementation of projects.
- A focus on those interface ( Council / State) intersections, rather than simply Council roads, as a way of achieving greater overall benefit.
- Pedestrians and cyclists are our most vulnerable road users. In this regard we need to influence the provision of pedestrian protection facilities along major road corridors as a proactive road safety measure and an adjunct to public transport.
- Support for the existing Community Road Safety Group.
- The integration of Road Safety measures within Neighbourhood Amenity and the "Streets for People" process.
- Obvious need to ensure that the community focus on road safety is established as a more prominent feature.

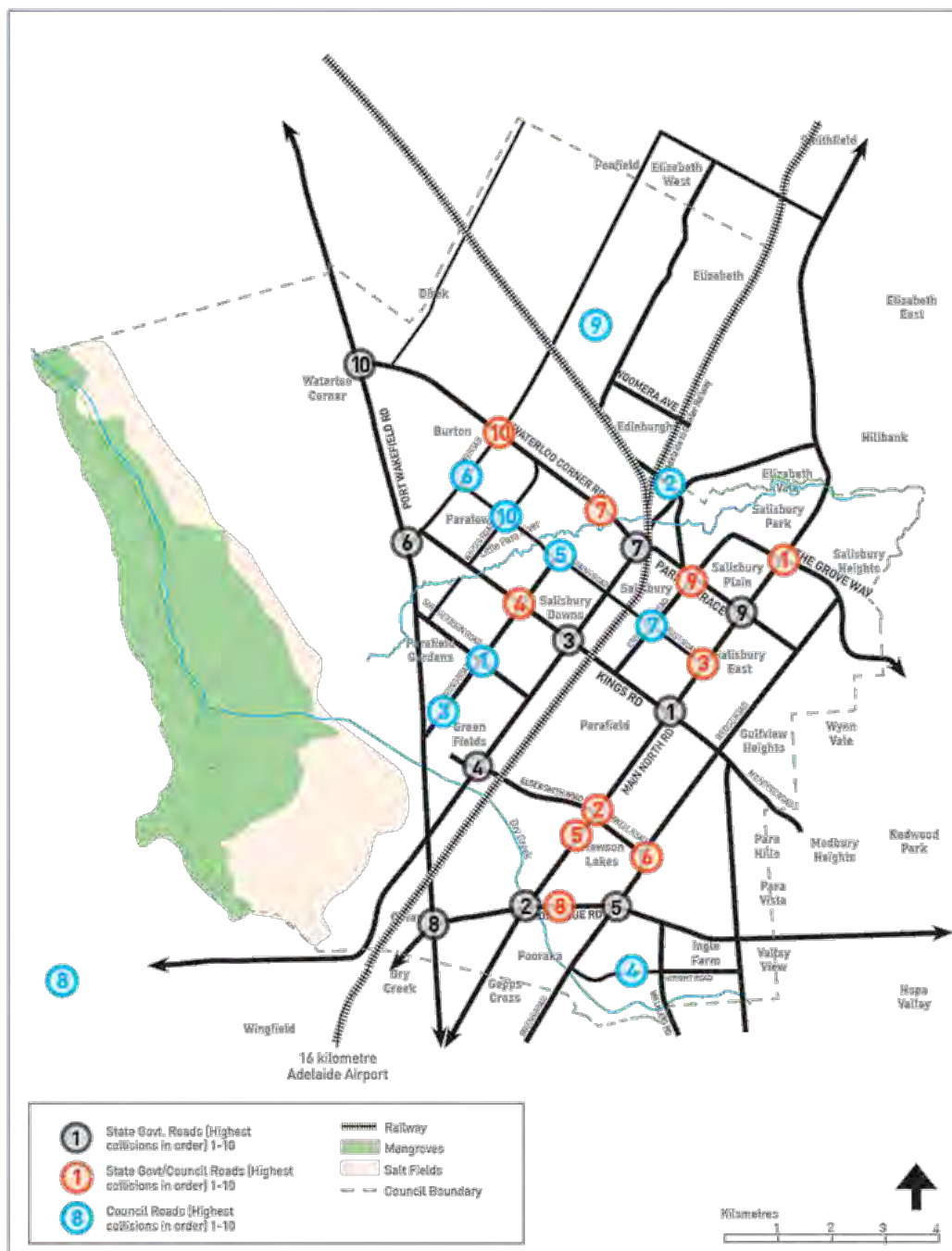


Figure 8: Pictorial representation of collision statistics in the City of Salisbury (2009 – 2013)

**Neighbourhood Amenity – Local Area Traffic Management**

Under the LATM process many of the City's (31) suburbs were treated progressively either as part of planning initiatives such as neighbourhood planning, in line with development occurring such as the Salisbury North Renewal, or simply as poorly performing suburbs. The last area to be treated under this process was Parafield Gardens which was a project spanning approximately (10) years from inception.

Streets for People is seen as a major tool in facilitating neighbourhood amenity. This approach that takes the focus away from simply being on the motor vehicle and promotes the other sustainable modes by creating pedestrian and cycle friendly environments. These in turn will make our communities more liveable, vibrant and healthy. This approach can be applied not only within existing precincts but also to new developments where the focus on higher density and mixed use creates the opportunity for developments that are walkable and better connected. In determining potential projects and the setting of priorities consideration should include:

- Major activity centres (Salisbury City Centre, Ingle Farm etc.)
- Areas that have a strong public transport focus and support (Salisbury City Centre, Mawson Lakes etc.).
- Areas that are being redeveloped or the subject of urban infill (major transit corridors, Ingle Farm etc).
- Roads exhibiting a poor road safety record within precincts.
- Precincts which due to mixed land use are producing inappropriate outcomes. i.e. there is a need for mitigation of competing activities.
- Expected outcomes include:
- accessibility for a range of users;
- the street as a destination for social and economic activity, and as a conduit providing accessibility elsewhere;
- promotion of 'greener' modes - considering not only immediate emissions but also longer term environmental consequences;
- Minimisation of the environmental impacts (including accident risk and loss of amenity) due to motor traffic.

**Salisbury City Centre**

As part of the City Centre revitalisation Council has, in consultation with the Community and key stakeholders, developed a structure plan which has as major features the following:

- Improved pedestrian movement in and around the City Centre
- Changes to the road network for improved traffic movement
- Consolidation of bus movements and linkages to an upgraded transport interchange
- Development of a parking strategy that will enhance the vitality and viability of the City Centre.
- Opportunity to establish residential and mixed use developments that increase resident population of the Centre.
- Issues/ comment
- Acceptance of the necessity to adopt a more balanced holistic approach that caters for all modes rather than simply the car.
- Reliance on development and renewal to provide the opportunities throughout the City.
- Funding resources required to implement changes.
- DDA requirements and legislation to pursue accessible precincts.
- Integration with "Cycling and Walking", Road Safety and Public Transport elements of this plan.

***The Transport Asset Management Plan***

A significant proportion of the City's infrastructure assets have been in existence for many years. These assets have originated from a combination of Council, State and Federally funded construction programs and development approvals. Managing services from ageing infrastructure is a challenge for many Councils and the asset management plan focuses on the needs, challenges and risks attributed to Transport assets at the City of Salisbury. These include the following:

- 802 km of Roads.
- 30,450 Traffic Devices
- 1,751 km of Kerb and Channelling
- 222 Footbridges and Boardwalks
- 34 Major Culverts
- 301 Bus Shelters
- 874 km of Footpaths
- 173 km of Park Paths
- 155 Car Parks

These infrastructure assets have a replacement value of \$765.75M as reported in Councils audited Financial Statements as at 30th June 2014. The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10 year planning period is \$215.1M or \$21.5M on average per year.

The Transport Plan and the Transport Asset Management Plan will inform future investment for the renewal / replacement or upgrade of transport infrastructure throughout the City.

Within the report there is also a "Transport Risk Management Plan". This identifies those areas of potential risk levels as they relate to certain items of infrastructure and the proposed actions in forthcoming years. Currently these have been identified as follows:

Item	Issue	Solution
Land Use changes	Increase in heavy vehicle traffic on roads not structurally suitable	Can be dealt with as part of the strategic and development assessment process
Bus routes and Bus Stop infrastructure including DDA compliance	Changes in bus routes can impact on resources for the relocation of facilities and the road pavement	Continued liaison and communication with Passenger Transport Division to ensure changes are addressed.
Roads Diment Road St Kilda Road Maxwell Road Martins Road	These have been identified as significant within the road network and requiring some form of upgrade.	Many of these have been already been discussed for their strategic significance in the previous part of this report
Interface between DPTI / Council roads	Competing priority differences may postpone desirable improvements	Has been picked up within the Road Safety and Actions section of this report
Little Para and Dry Creek underpasses	Part of the Walking and Cycling trails currently being established	This particular issue is currently being pursued in liaison with DPTI
Pauls Drive road bridge	Identified as inadequate during local flooding events	Operational in nature and identified with a low priority.
Street and reserve lighting	Areas of poor lighting have the propensity for unsafe environments	Areas need to be identified as part of operations and addressed. Identified as a medium priority.
City Centre	General Upgrades to existing infrastructure	Will be addressed by the City Centre Renewal process.

#### Potential Issues of Asset Management Planning

- Maintaining a planning system that ensures integrated transport and land use. It should also ensure that developments do not compromise effective public transport opportunities. Precincts like Para Hills West are experiencing growth in industrial properties but with an infrastructure that is old and not supportive of current heavy transport modes. This is also occurring within a residential mix. A similar situation occurs with the South Salisbury precinct and the adequacy of Cross Keys Road. Other precincts like Cavan have limitations of access issues and old infrastructure that does not support safe access for heavy vehicles. Consequently there is a need to provide appropriate infrastructure to meet the demands of future growth areas such as identified within the Growth Action Plan or renewal as in the Salisbury City Centre.
- The road network is resilient to future weather and extreme event impacts due to a changing climate. With the majority of roads within the City being a Council responsibility it is imperative that all roads are part of an asset preservation process and that technological changes which improve the operating performance of the road surface be absorbed into our regimes. It is also imperative that an operational strategy be developed to examine issues that may arise due to climate change and the manner in which these may be addressed. This needs to be addressed within the Asset Management Plan.
- The necessity to ensure roads are well maintained and that those with strategic significance have their corridors protected due to a number of factors including growth, changing technology and the manner in which road space will be utilized due to the advancement of sustainable transport modes.

DRAFT

## Drivers of Change

The demands of our environment are such that we cannot afford to be complacent about the manner in which we conduct our daily lives. This brings a constant evolution to everything we do. The transportation medium is an integral part of this demanding that a proactive approach is needed if we are to embrace our future needs. Change is and will continue to be a major catalyst. Within the "Moving Australia 2030" report it has been stated that:

- By 2030 we will have an extra 5 million people living in Australia
- Transport and Logistics currently cost 9% of Australia's GDP.
- Outer metropolitan households spend up to 27.5% of their income on a second car.
- By 2020 congestion will cost Australia \$20 billion.
- The role of public transport in reducing congestion - A full bus can take up to 50 cars off the road while a full train can take up to 500 cars off the road.
- Physical Inactivity costs Australia \$13.8 billion per year.

### Population Growth

Australia, and indeed Adelaide is no different, has coped with the effects of population growth by adopting the "urban sprawl". This has created a greater focus on transport networks not only from a local perspective but also more broadly across the Region.

The population of South Australia and in particular Salisbury, is showing growth with Salisbury having a current population of around 137,000. This is expected to increase to around 150,000 by 2031 and is exclusive of any predicted growth from the "30 Year Plan" target.

Transport systems are critical for communities and economies, not only on a monetary level but also socially and environmentally. So if we assume population growth, we need to adapt our transport systems to it. One of the natural consequences of population growth is that it leads to other attributes including delays, increased fuel and vehicle operating costs and increased business costs. Congestion also increases noise and air pollution and contributes significantly to greenhouse gas emissions, all undesirable outcomes. However traffic congestion can be reduced by better investment in public transport, the encouragement of people to use it regularly, and its integration with bicycle friendly cities. Sustainable medium to high density residential and business districts along public transport corridors will also reduce the reliance on the motor vehicle, thus alleviating road congestion whilst also reducing pollution and emissions.

Rail networks can also contribute to achieve an effective reduction in congestion the frequency and capacity of our services, through electrification, can be significantly improved.

The key strategic directions within the State 30 Year Plan, specific to Salisbury and the Northern Region include:

- Densification of residential development and a mix of land uses particularly surrounding high activity centres and public transport interchanges including the Salisbury City Centre, Mawson Lakes and along the Adelaide – Gawler rail corridor.
- Regeneration of older suburban areas including Ingle Farm, Pooraka, Para Hills and Salisbury.
- Continued provision and protection of areas that generate employment activities including Technology Park, Edinburgh Parks and other industrially zoned precincts.
- The opportunity for development west of Port Wakefield Road and provision of the Northern Connector.

***Age and Health of the population***

In South Australia 14.9% of the population are older than 65 while in Salisbury this figure is approximately 12.3% (based on the 2011 census). A further 5.8% of the population in Salisbury reported needing help in their day-to-day lives due to disability. At the other end of the scale 7.2% of our population are in the 0-4 age group. These represent a significant segment of the population that create their own demands if mobility, equitable access and social inclusion are to be maintained. This creates obvious changes in modes of travel and the associated infrastructure facilities that need to be provided for. As an example there are only approximately 30% of bus stops that are accessible to the disabled and only a single bus route that provides for disabled access on a regular basis.

If there is then a focus on the younger element it adds further support to the development of the sustainable modes of cycling walking and public transport. Current health trends reveal obesity as a major health problem. When linked to transport choices the provision of active transport modes such as walking, cycling, and public transport can be a key factor in improving the levels of physical activity and therefore general health.

The provision of these choices can play a significant part in enabling access for the disabled, promoting social inclusion and generally adding to the vitality of our City.

***Economic Growth and the evolving freight demands***

Historically improved transport technology and transport networks, through effects on transport costs access and connectivity, have been major factors underpinning economic growth and opening up formerly isolated areas to people and economic activity. Access and transport infrastructure also impact upon economic growth through affecting the views of those considering investing, living, working, visiting or studying in the area.

The recent announcement to deliver the Northern Connector project provides a very significant opportunity to achieve the greatest level of economic and development growth currently not available. The project brings with it not only the opportunity for development within the corridor created but also to the whole business and freight sector within Salisbury through better connectivity to our neighbours and across the region.

The nature of the freight task is constantly changing as living standards rise and consumer expectations are more demanding. Retailers are cost cutting by reducing stock and are therefore more reliant on frequent deliveries. In addition people are seeking greater choice and variety in the products they purchase with many of these coming from interstate or overseas. This has led to a more responsive delivery mode for which road transport is ideally suited through its ability to service "door to door". This has further driven the development of large scale distribution and warehousing facilities and the development of performance based vehicles with greatly increased carrying capacities in an effort to reduce the growing cost of transport and logistics.

Collectively these activities are major contributors of economic health and within Salisbury it is clear that the group of activities supporting this including business manufacturing freight and logistics operators are significant by their presence. We need to build further on this with good connectivity to the Northern Connector and the establishment of well-defined east west-links to service their needs.

***Urban Development and Land Use***

These elements have a very obvious important contribution to transport provision none more significant than the recent announcement to deliver the Northern Connector project. This not only has the potential to provide the corridor growth but, if well connected, will potentially contribute to the development of

employment lands and commercial industrial facilities within close proximity such as the Waterloo Corner, Direk and Edinburgh Parks precincts and even further across the City.

The intensification of residential and mixed-use development can provide improved opportunities for utilisation of existing infrastructure, including public transport. This enables more people to live and work within an area that was previously lower density which in turn ameliorates the travel demand needs. It is intended to pursue this within the following:

- Those areas surrounding the Adelaide–Gawler rail line and proposed Greenway. There will also be a focus on the promotion of higher density residential and mixed use development in close proximity to public transport, particularly along the higher frequency bus routes such as Waterloo Corner Road and the rail corridor. These can be further supplemented by providing facilities that enable integration with the active transport modes of cycling and walking.
- The establishment of Transport Oriented Developments as walkable, mixed-use connected communities within the City Centre and at Salisbury and Mawson Lakes as identified within State Government Plans (30 year plan and ITLUP). Within this context is also the opportunity to create true accessibility for all.
- Improved links between employment areas and the areas where employees live.
- Urban consolidation will be pursued within established areas like Ingle Farm, Brahma Lodge, Para Hills, Para Vista, Parafield Gardens and Salisbury Downs. Other areas will also include the Salisbury City Centre, Mawson Lakes. There is also a further residential expansion opportunity within Paralowie and Salisbury where currently vacant parcels of land could produce a further 500 dwellings.
- External to the City of Salisbury, there is very extensive residential development occurring within the City of Playford and significant urban infill for inner Adelaide.

Clearly from the above there will be increased pressure placed on our transport networks not only for our own needs but in a wider sense from regional needs as they demand both uncongested thoroughfare and good accessibility to our services and facilities. The challenge will be to better than adequately deal with these needs. The Northern Connector provides a very strong opportunity to clearly define the major network to service the City, from within and without, and further development of the local road network to complement these needs.

### *Climate Change*

The automobile was thought of as an environmental improvement over horses when it was first introduced in the 1890s. Today, the automobile is recognized as one of the primary sources of world-wide air pollution and a cause of substantial noise pollution and adverse health effects.

In South Australia Transport is a major contributor to greenhouse gas emissions and the movement of people and goods amounts to 14% of the States total emissions. While power generation and land uses are the major source of greenhouse gases, transport is the fastest growing contributor. Better integration of transport facilities with land use planning will assist in reducing this trend by reducing the demand for travel and increasing the access to public transport.

The predicted changes to our climate will be a significant factor for transport systems into the future. Their ability to adapt to these predicted climate variables and become resilient will be imperative to ensure a fully effective and functioning transport system.

Predicted climate changes including extreme heat events, rainfall intensity, sea level rise and wind conditions all have the propensity to push environmental conditions beyond the range for which transport systems and infrastructure were designed to handle. This in turn could necessitate changes in design, materials, operating and maintenance practices. The relatively long term design life of transport infrastructure means that the infrastructure designed today will need to be able to resist climatic pressures and extremes 50-100 years hence. However, adaptation of infrastructure is likely to only occur as structures reach the end of their design life. As such maintenance and operations impacts on existing infrastructure will become more critical.

### *Developing Technology and Legislative changes*

Currently developing issues include Information and Communication Systems.

Information and communications technologies have already changed the nature of society and will certainly have further far-reaching effects on business, industry, and personal travel. The changes, opportunities and potential impacts provided by Intelligent Transport systems and telecommuting are still developing.

Personal travel, commercial travel, and information will flow in vastly different ways as a result of new technologies. Through a combination of information, navigation, safety, monitoring, and control devices the accessibility of places can be drastically altered. Similarly the impacts of artificial intelligence and the online ordering for goods and services also has the potential to significantly change the transport landscape.

### Hybrid Vehicles / Driverless Cars

These are fast becoming a commercial reality with Google currently undergoing trials with a driverless vehicle (the first trials in Australia are due to occur in SA in November 2015). There are many possibilities emanating from this including:

- Fuel cost savings (hybrid vehicles) and the development of solar powered battery charging stations.
- Greatly reduced emissions
- Reduced noise pollution
- Accident cost savings (safer vehicles to reduce accident numbers and severity)
- Productivity gains (time in vehicles can be utilized)
- Transport available to the elderly or disabled and blind.
- Greater benefits from fleet use (vehicles called up by smartphone)
- New opportunities for software and mapping specialists.

As can be appreciated from this there is a real potential to produce a quantum change from such vehicles which in turn will generate the evolution of other industries and practices.

### UBER Vehicles, Taxis and chauffeured vehicles

Uber Taxi is not a taxi service per se. The company doesn't employ taxi drivers nor does it own a fleet of cars. What Uber Taxi does is connect drivers with customers using a smartphone GPS-based app. With a simple "e-hail," a passenger notifies Uber the moment he or she wants a cab. The system then replies to the passenger, indicating when he or she can expect a taxi to arrive, complete with the driver's name, contact information, GPS location and customer performance rating immediately made available. Payment with Uber is via credit card, with the information automatically retrieved from the customer's online profile.

This avenue provides a further support to the transport sector aimed at reducing congestion on our roads. In Salisbury only 0.1% of workers (0.2 % nationally) travel to work by taxi however there may be a greater scope to develop ways in which such services could be better linked to public transport.

### *Legislative changes*

These can arise either to support current practices or to support the development of new initiatives. As a developing initiative it can be seen that the introduction of driverless vehicles will necessitate a raft of

legislation to support it. The enhancement or improvement of current practice also requires appropriate legislation and this can have significant consequences.

In South Australia there is a current proposal to allow cyclists to use the footpath. The concept has merit but it also has consequences. Within Salisbury the majority of footpaths (83%) are between 900-1200mm and a further (13%) 1300-1900 mm wide. Effectively this means that (96% or 825km) of our footpaths would be inadequate for shared use. This suggests a huge injection of funds (installation of signs and widening of footpaths where possible) and changes to development practices to accommodate this.

DRAFT

## Strategic Context

The following Federal, State and Local Government policies identify the key strategies and actions that influence the formulation of critical actions within the Transport Action Plan.

### Federal Government

Infrastructure Plan

### State Government

Integrated Transport and Land Use Plan

30 yr Plan for Greater Metropolitan Adelaide

Modern Transport System for Agriculture

Look North – Northern Economic Plan

### City of Salisbury

City Plan 2030

Growth Action Plan 2016

A summary of each of the documents and its potential impact upon the critical actions within the Transport Action Plan is provided.

## Federal Government Policy Direction

### Australian Infrastructure Plan

The Australian Government through Infrastructure Australia had released the Australian Infrastructure Plan in February 2016.

The priority list of projects within South Australia is identified below and is based upon the status of the project. The list identifies as to whether the priority is an 'Initiative' or a 'Project'.

Priorities are flagged as being either near term (within 5 years), medium term (5-10years), longer term (10-15years) or future (beyond 15years).

An 'Initiative' is a priority that has been identified to address nationally significant needs, but requires further development and rigorous assessment to determine and evaluate the appropriate option for delivery.

A 'Project' is defined as a priority that has undergone a full business case assessment by Infrastructure Australia, will address nationally significant problems and deliver robust economic, social and environmental outcomes.

There are no priority 'Projects' currently identified for the state of South Australia.

There are however, a number of 'Initiatives' identified for South Australia that will require assessment in the immediate future.



Key Initiatives	Time Frame			
	(0-5year)	(5-10year)	(10-15year)	(15+years)
Gawler Rail Line Upgrade (Upgrade and Electrification of the line)				
Adelaide North – South Corridor upgrade (Remaining Sections)				
Melbourne – Adelaide – Perth rail upgrade (between Melbourne and Tarcoola)				
Northern Adelaide Irrigation Scheme (Water Infrastructure development)				
AdeLINK Tram network (Tram network extension)				

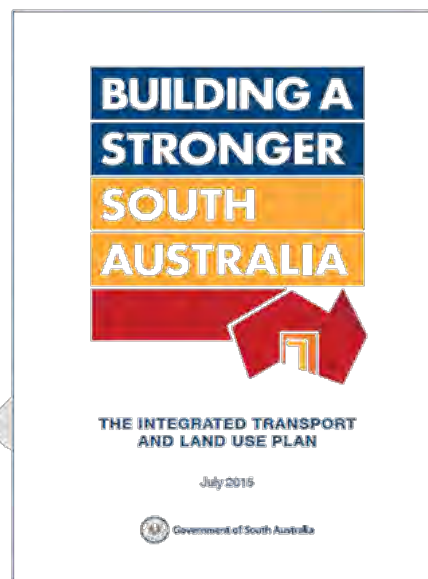
### State Government Policy Direction

#### *The Integrated Transport and Land Use Plan*

The Department of Planning, Transport and Infrastructure released the Integrated Transport and Land Use Plan in July 2015. Responding to the State Strategic Plan, its strategic and economic priorities, the Plan has identified six key transport challenges that face South Australia and proposes solutions to these challenges. These challenges include:

1. Growing the role of public transport in servicing our city and regional centres
2. Providing efficient connections to export / import gateways
3. Prioritising transport infrastructure and services to encourage mixed-use development in inner and middle Adelaide
4. Support lively communities by encouraging active travel modes
5. Fine-tuning, maintaining and better utilising our existing transport assets
6. Developing and maintaining a planning system that ensure integrated transport and land use.

For each of the challenges the Plan has identified key actions for inner and Middle Adelaide, for Greater Adelaide and for Regional and Remote South Australia. The following table identifies the key actions / projects that for the City of Salisbury (which is predominately in the middle what is defined as 'middle' Adelaide. These actions are represented on the adjoining map.



Key Projects Identified in the Northern Region	Time Frame		
	0-5 yr	5-15yr	15+yr
<b>Public Transport</b>			
1. Electrifying the Gawler Rail Line, staged upgrade of stations			
2. Providing more park and ride at key locations			
<b>Roads</b>			
3. Northern Connector (rail and freight)			
4. Duplication of Elder Smith Rd including extension to Pt Wakefield Rd			
5. Upgrade Main North Rd, 3 lanes each way (Montague to Grove Way)			
6. Duplication of Kings Road (Paralowie)			
<b>Cycling and Walking</b>			
7. Complete Gawler Greenways (cycle / walkway) networks			
8. Complete Dry Creek trail from Golden Grove to Mawson Lakes			
9. Complete the Little Para Trail and expand cycling and walking catchment of the Salisbury City Centre			
<b>Other</b>			
10. Prepare a Freight Strategy and Ports Strategy			
11. Work with Salisbury Council to facilitate freight access from state route to Greater Edinburgh Parks			

**30 year Plan for Greater Metropolitan Adelaide (2016 Review)**

*"The update seeks to strengthen our focus on Greater Adelaide's new urban form reinforcing and enhancing Adelaide's reputation as a liveable and vibrant place facilitating good design outcomes that ensure new development positively contributes to existing neighbourhoods protecting and recognising our heritage providing affordable and diverse housing choices for our different household types and lifestyles creating healthy neighbourhoods that promote cycling, walking and public life delivering a more connected and accessible Greater Adelaide supporting economic development and unlocking investment maximising the efficient use of infrastructure valuing our natural environment and enhancing biodiversity ensuring a diverse range of quality public open space and places mitigating against and adapting to our changing climate protecting and securing our water resources; and building resilience to hazards and disasters."*

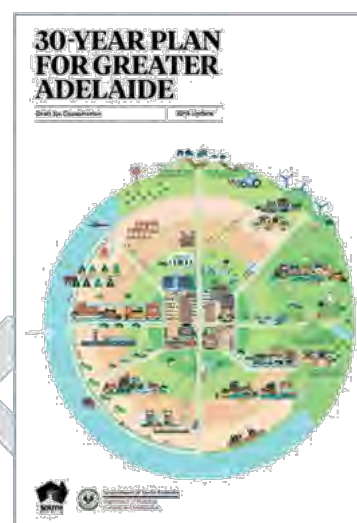
The review has consolidated the number of targets to six high level targets. The targets that relate to transport are as follows:

**Smarter Travel** – 60% of all new housing will be built within close proximity to quality public transport (rail, tram, O'Bahn and bus) by 2045

**Getting Active** – Increase the share of work trips made by active transport modes by 25% by 2045

**Walkable neighbourhoods** – Increase the percentage of residents living in walkable neighbourhoods by 25% to 2045

Along with the targets, eight policy directions have been included in the review relating to Transport.



P70. Ensure development does not adversely impact the transport function of freight and/or major traffic routes and maintains access to markets	P74. Improve, prioritise and extend walking and cycling infrastructure by providing safe, universally accessible and convenient connections to activity centres, open space and public transport.
P71. Increase the number of neighbourhoods, main streets and activity centres where place is given greater priority than vehicle movement by adopting a 'link and place' approach.	P75. Encourage car share schemes and public electric car charge points in transit corridors, activity centres and higher density neighbourhoods through provision of incentives.
P72. Improve the amenity and safety of public transport stops, stations and interchanges by improving their connections to adjacent development, encouraging mixed-use development and housing diversity in close proximity.	P76. Reduce car parking requirements in mixed-use areas near high frequency public transit services to encourage the use of alternative transport modes.
P73. Ensure that new housing (and other sensitive land uses) permitted in locations adjacent to airports and under flight paths or near major transport routes (road, rail and tram) mitigates the impact of noise and air emissions.	P77. Protect current and future road and rail for strategic requirements, such as ensuring adequate access to ports and other major facilities.

### *Modern Transport System for Agriculture (May 2015)*

These issues all relate to road access limitations affecting the efficient movement of agricultural equipment and machinery. The survey sought opportunities to improve the efficiency of road freight transport, especially addressing “last mile” access constraints. Opening up the road access network to agricultural vehicles by addressing these issues has the potential to allow more agricultural produce to be moved more safely and with less road wear and at a lower cost to the operator and other businesses. It is estimated, for example, that the cost of road freight services from the farm gate to market may account for up to 21 per cent of the indicative farm gate value of products<sup>1</sup>

Those parts of the South Australian road network that are under the care and control of the State Government have mostly been assessed for their suitability for use by a range of high productivity RAVs. The published RAV network, which is constantly being refined and upgraded, is displayed on DPTI's RAVNET online mapping system, along with the conditions of access that apply to each class of heavy vehicle. In addition to the network, specific types of heavy vehicles are able to operate on some routes under a permit issued by the NHVR. For local roads to be included in a published RAV network the relevant local government authority, as the Road Manager, must, after carrying out a road assessment, declare the road suitable for use by particular types of vehicles. There are longstanding concerns raised by industry in dealing with this system. A large number of the route extension issues raised in the survey concerned B-Double class heavy vehicles (“B-Doubles”) being denied access to local government roads. The following are extracts from survey proponents identifying their key issues of access that apply to the Adelaide Metro Region, in the area of Salisbury.



ROUTE EXTENSIONS / LAST MILE - MEDIUM TERM (UP TO 5 YEARS) CONSIDERATION / IMPLEMENTATION	PRIMARY RDA REGION
Ensure high productivity restricted access vehicles are entitled to access the SA Water site at Boliver from St Kilda Rd to the Boliver Bio-solids site.	Adelaide Metro
Upgrade access to Jarmyn Rd & Pellew Rd Penfield SA to permit Road trains.	Adelaide Metro
Approve Double Road trains access between Ryans Rd, Salisbury Highway and Greenfields Drive George St.	Adelaide Metro
Upgrade the access level to HML for all restricted access vehicles travelling on local government roads	All RDA Regions
Permit B Double heavy vehicle access to the Main North Rd Slip lane, Corner of Main North Rd and Burma Rd.	Adelaide Metro
Upgrade Maxwell Rd, Main North Rd Para Hills to allow Road train access	Adelaide Metro

The Northern Economic Plan responds to the priorities contained in the State Government's Economic Statement 2015 and in related strategies of partner local governments: Playford, Salisbury, and Port Adelaide Enfield. It builds on recently announced State Government initiatives, including \$93 million in the 2015–16 State Budget, to improve housing, roads and schools in northern Adelaide. The State Government has also embarked on the most significant tax reform in its history in order to create and maintain jobs. This includes abolishing share duty, stamp duty on non-real property transfers and other reforms aimed at lowering the cost of doing business in South Australia. This will make South Australia the best place to do business in Australia. A new Food Park will also be located in northern Adelaide. The 40-hectare site will be located at Parafield Airport and will bring together food manufacturers, packaging and transport companies. Co-locating services will improve efficiencies and cost competitiveness. Under the Northern Economic Plan, businesses and all levels of government are committed to working together on immediate projects to counter the job losses caused by the end of automotive manufacturing at the end of 2017, and to sustainably transform the region's industrial base over the longer term. All partners are working together on common priorities to accelerate job and investment opportunities. These common priorities, or Strategic Directions, are focused on industry growth, thriving communities, and responsive government.

Projects	Summary Description
<b>Defence</b> <b>Future Submarines (SEA 1000)</b> <b>Lead:</b> Defence SA <b>Status:</b> Attraction campaign underway	The SEA 1000 Future Submarine program has been established by the Australian Government to manage the delivery of the next generation of submarines for the Royal Australian Navy. The State Government is liaising with all three Competitive Evaluation Process bidders to secure a local build solution. The Commonwealth is expected to make an announcement in the first quarter of 2016. This program will be a critical component of the future State and regional economy.
<b>RAAF Base Edinburgh Capital Works - Air 7000 Phase 2B</b> <b>Lead:</b> Lend Lease <b>Status:</b> Construction commencing June 2016	The Air 7000 Phase 2B project will upgrade facilities and infrastructure at the Edinburgh base to support the new P-8A maritime surveillance aircraft, systems and crew. The upgrade will cost \$350-\$500 million and include building of new facilities and car parking as well as the expansion of base logistics facilities and an extension to the existing runways.

## CITY OF SALISBURY

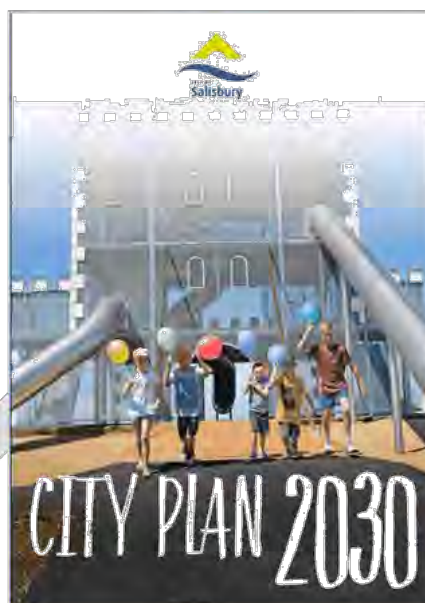
*City Plan 2030*

The City Plan provides practical strategies and actions to build upon the City's existing assets and make the most of opportunities that have the potential to be transformative not only for the City of Salisbury, but also for the northern Adelaide region.

The Plan identifies key opportunities of infrastructure projects, environmental assets, economic strengths and liveability that through the delivery of its critical actions will assist in achieving the Council vision of *'Salisbury – A flourishing City with opportunity for all'*. The outcomes envisaged in capturing these opportunities that relate to Council's Transport Action Plan include;

- Well designed and maintained neighbourhoods and places that are inclusive and accessible
- A transport network that enables people to move easily around the City and supports freight movement.

The City Plan contains four key directions which define objectives and actions over the coming years and identify critical actions that need to be progressed in the first five years of the City Plan if Council is to achieve its vision.



Key Direction	Relevant Objective	Relevant Action
The Prosperous City	Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice	Partner and advocate to maximise the economic and social benefits of major infrastructure projects. Encourage well designed infill development and unlock new urban development opportunities.
The Liveable City	Be a connected city where all people have opportunities to participate.	Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected. Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
Enabling Excellence	Strengthen partnerships that enable us to better address our community's priorities. Have robust processes that support consistent service delivery and informed decision making	Work with neighbouring councils to address issues of regional importance. Work with State and Federal Governments to influence policy and investment decisions. Develop stronger partnerships with business and industry to address challenges facing our nation.
<b>Critical Actions</b>		
Progress the revitalisation of the Salisbury City Centre including; <ul style="list-style-type: none"> <li>• Upgrade of the Salisbury Interchange</li> <li>• Improve traffic flow and safety on Park Terrace</li> </ul>		
Secure the extension and duplication of Elder Smith and Kings Road to Port Wakefield Road and the Northern Connector		
Unlock opportunities arising from the construction of the Northern Connector including: <ul style="list-style-type: none"> <li>• Identifying and promoting economic development opportunities along the corridor</li> <li>• Ensuring the Northern Connector facilitates integrated east-west transport across the City</li> </ul>		
Maximise future urban development opportunities at the Dry Creek Salt pans through local participation to ensure this development progresses, is well connected with local communities and has access to the rest of the City.		

### Growth Action Plan

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.

The plan identifies priority areas for growth in the following categories that reflect the State Government's policy direction in its revision of the 30 year Plan for Greater Metropolitan Adelaide.

The priority areas are:

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

- Salisbury City Centre
- Mawson Lakes
- Elizabeth West

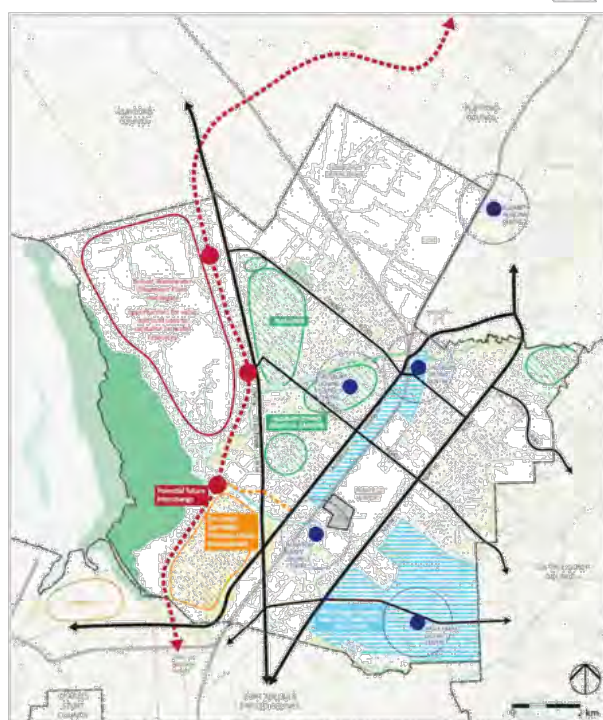
#### Priority Area 2: Urban Consolidation

#### Priority Area 3: Infill and Regeneration

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

#### Priority Area 4: Long Term Growth Areas

- Dry Creek Salt field site



RESIDENTIAL DEVELOPMENT OPPORTUNITIES



[illegible]

## Developing the Transport Plan Framework

The following section looks at how this transport plan framework responds to the issues and opportunities outlined in the background and technical papers and the overarching policy direction to key strategic actions that inform the development of an implementation plan.

### *Key Assertions from the Technical and Background Papers*

#### The transport network layout

- The City of Salisbury has well defined north-south transport corridors that will be further emphasized by the construction of the Northern Connector and the electrification of the Adelaide – Gawler Rail line.
- The east – west corridors are not as predominant as the north-south corridors and not as contiguous.
- This may have been influenced by the geography of the Northern Adelaide Plains and the hills escarpments on the eastern side of the Council boundary. This reflects the north-east / north-west grid pattern of roads throughout the City that emanate from the north-south / east west framework of Grand Junction Road and Port Wakefield Road.

#### Management responsibility and planning of the transport network

- Management responsibility of the road network is shared between State and Local Governments.
- The indicative grid spacing of state managed roads is about 2.2 kilometres apart (1.5 miles) with Local Government Collector roads dissecting this broader grid down to the local road level.
- Future Planning / modeling of the State Road network is carried out by the Department of Transport at a metropolitan scale that will attempt to replicate the existing conditions and enable prediction of future interventions / investments required at this network scale to accommodate future growth in urbanization and trends in transport.
- Local Road network planning has often been at the Local Area level, often defined by suburb extent or physical boundary that identifies investments in transport infrastructure to improve amenity and safety within the neighbourhood or to improve local access for freight movements from the regional network to industry destinations.
- The integration and management between planning at the State level (metropolitan) and the Local Level (neighbourhood) requires a better understanding of how these networks interface with each other through the network hierarchy.
- Understanding this will better inform decision making processes by both levels of Government (State and Local) on future management of the whole of the network and future investments. This can be improved between the levels of Government.
- Information sharing on predictive models, without prejudice, can provide informed and co-ordinated investment decisions on the overall transport network.

#### Funding of transport improvements

- The Federal Government provides funding to State and Local Governments for transport improvements by various mechanisms.
- Federal funding for construction / improvement of the national road network and public transport networks is provided to the State that reflect Federal Government Policy direction.
- Federal funding is provided to Local Councils either directly or indirectly via the State Government through initiatives such as 'Roads to Recovery', Black spot programs or Strategic Local Roads grants. These programs have been relatively constant over the past 10 years.
- Attracting additional funding beyond these programs over the next 10 years will be increasingly difficult given the financial outlook of both levels of Government (Federal and State).
- Greater justification / cost sharing / outcomes will be required to attract any future funding sources.
- The State Government priorities include the completion of the north- south corridor and investments of TramLink and completion of the electrification of the rail network. This will only be done with assistance funding from the Federal Government.

- Future network improvements that connect to the north-south corridor will likely only occur upon completion of the north-south corridor.

#### Future transport modes

- Travel by private vehicle remains the dominant mode of transport
- Public transport use may increase is sensitive to the 'cost of energy' as demonstrated by its increase in patronage when petrol prices were above \$1.60 per litre. Public transport use may increase in future especially with improvement in services and access to public transport.
- There is increased demand for walking and cycling paths / tracks for a number of reasons including health / fitness and an ageing demographic that will see increases in the use of mobility scooters as an alternative to cars.
- Freight transport will continue to grow and the mode of transport will be sensitive to its destination / distribution. There is a demand for enabling access for differing mass configuration of vehicles to destination points within the urban area that can improve efficiencies of freight transport.

#### Future Urban Growth

- Government policy for urban consolidation / renewal will result in greater traffic congestion unless people change their mode of transport from private vehicle use. This shift may occur progressively in time depending upon a number of factors such as cost of energy, accessibility to employment and services via efficient alternate transport means.
- Residential growth is being encouraged within centres and along major public transport corridors.
- Industrial areas / employment lands in the north will continue to require good transport access and access to a suitable workforce.
- There is an increasing trend of transport / logistics firms, advanced horticulture / manufacturing and service based industries in the north. These industries are somewhat 'clustered' in the north.

#### Understanding our network / future Planning

The spatial configuration of the transport network, its hierarchy and the demands that are placed upon it through current and future urban growth requires an approach in planning that considers the challenges of future demand in the context of the responsibility of the network. The State Government manages the metropolitan / regional network and Councils then manage from the interface of the regional network down to the local level. The development of a transport strategy for Council should consider this network hierarchy and how it contributes / advocates to the planning by the State Government on the regional network and reflects this at the local level of the management of its underlying transport network.

A transport strategy framework that can reflect the management responsibility and drivers of future planning and investment is needed. The Strategic Planning Framework adopted by the City of Salisbury provides for this by identifying the key strategic actions required at the high level (regional network) and implementation at the local level.

The two plans emanating from this 'Technical and Background investigations' as outlined in the City of Salisbury's Strategic and Operational Policy framework are;

- Transport Action Plan
- Transport Implementation Plan.

#### ***Transport Strategic Action Plan***

The proposed structure of the Plan is as follows;

- High Level Overview
- City Plan Linkage
- Define Council's Role
- Identify Priority Actions and Resourcing

The **City Plan linkages** have been identified in the Policy section of this Background Report. These are as follows:

1. Partner and advocate to maximise the economic and social benefits of major infrastructure projects.
2. Encourage well designed infill development and unlock new urban development opportunities.
3. Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected.
4. Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
5. Work with neighbouring councils to address issues of regional importance.
6. Work with State and Federal Governments to influence policy and investment decisions.
7. Develop stronger partnerships with business and industry to address challenges facing our nation.

Within the following Transport Action Plan it is proposed to have 4 linkages that will be the first 3 links as identified above, and the fourth will consolidate the last four links as they primarily relate to engagement with key stakeholders to achieve the outcomes of the first 3 City Plan linkages.

**Councils Role** within the Transport Action Plan will be defined using the following table of Role and Function.

Councils Role	Function
<b>Leadership/ Initiator (A)</b>	<ul style="list-style-type: none"> <li>• Council leading the community by example</li> <li>• Council setting directions to meet current and future needs, usually through policy, strategies, plans or reviews</li> </ul>
<b>Information Provider (B)</b>	<ul style="list-style-type: none"> <li>• Council distributing or displaying community information produced by other agencies</li> <li>• Council providing information to the public that Council has commissioned through Council reports and studies to promote a common understanding</li> </ul>
<b>Partnerships and Regional Collaboration (C)</b>	<ul style="list-style-type: none"> <li>• Council bringing together stakeholders, or joining with other stakeholders, to collectively pursue a shared interest or service or to deliver to the community</li> <li>• Regional collaborations may include adjoining councils to pursue a regional interest.</li> </ul>
<b>Legislating (D)</b>	<ul style="list-style-type: none"> <li>• Council predominantly legislates on town planning matters. Council has legislative powers independent of State and Federal Government (legislated by the Local Government Act, 1999).</li> </ul>
<b>Part Funder (E)</b>	<ul style="list-style-type: none"> <li>• Council contributing funds or resources, as one of a number of parties that contribute towards an initiative, service or infrastructure.</li> </ul>
<b>Direct Service Provider (F)</b>	<ul style="list-style-type: none"> <li>• Council funding and providing a service.</li> </ul>
<b>Owner/ Custodian (G)</b>	<ul style="list-style-type: none"> <li>• Council fulfilling its obligations to manage the community's assets including footpaths, trails, public space, reserves and local roads.</li> </ul>
<b>Advocate (H)</b>	<ul style="list-style-type: none"> <li>• Council making representations on behalf of the community to one or more parties that has a direct role or influence with regard to the matter under consideration.</li> </ul>

The **Priority Actions** will be drawn from Council's City Plan and any other high level actions that has been identified from the Technical and Background Papers investigation.

### Transport Implementation Plan

The proposed structure of the Transport Implementation Plan is as follows:

- 3 year Implementation Plan
- Identification of accountabilities and funding sources

The structure of the Implementation Plan is proposed to be reflective of the key drivers that drive future investment of initiatives and capital works within the City. These drivers are generally spatially orientated as outlined in the map below.



The Implementation Plan will be structured geographically as follows:

- **City Wide** initiatives and Capital works – these are key investments that will impact the whole of the City and across potentially two or more of the precincts identified below
- **Northern Precinct** – includes areas of St Kilda township, Waterloo Corner horticulture area, the employment lands of Greater Edinburgh Parks, Edinburgh Parks, Vicinity and Direk, and, the Elizabeth Regional Centre
- **Central Precinct** - includes the Salisbury City Centre and the employment lands of Salisbury South
- **Southern Precinct** – Includes the future urban development of the Dry Creek Salt field, the urban infill of Ingle Farm, Parafield Airport, Mawson Lakes Centre, Technology Park and the employment lands of Pooraka, Dry Creek and Para Hills West.

Within the geographic structure of the Implementation Plan will be actions that relate to achieving the outcomes of the transport network and functions outlined below:

#### **Road Networks – Regional and Local**

- Provision of an efficient integrated road network that provides for all transport modes and capitalizes on changing technology to best meets the needs of our community.
- Transport networks that retain their flexibility of function and planned capacity with corridors protected for the future.
- Land use is matched to the transport corridors provided to ensure efficiency connectivity and amenity
- Integration with environmental outcomes through the adoption of cycling, walking and public transport as a means of reducing road congestion.

#### **Cycling and Walking**

- Increased participation in cycling and walking through infrastructure improvements.
- Sustainable and resilient urban environments that promote safe and enjoyable cycling and walking.
- Integrated cycling walking and public transport facilities
- Cycling and walking embraced as a way for the community to participate in healthy and active lifestyles
- Raise the profile of cycling and walking as safe and enjoyable travel modes

#### **Parking**

- Enhancement of the vitality of major activity centres through proper management of parking.
- Statutory planning policy and objectives appropriately address parking needs
- Parking maximums for development, commercial residential and high density living, not just minimums.
- Parking provision is duly provided for, relative to transport and land use applications
- A system that addresses the economic efficiency and consequences of parking provision
- Ensure the integration of parking needs with public transport provision

#### **Freight**

- An integrated and multi-modal transport system that will safely and efficiently move our people and our goods.
- A freight network that is able to meet current and evolving trends in freight transport that supports the economic growth and development of the City
- A well-developed collaboration and partnership with Industry to develop and implement efficient effective transport logistics.
- A well utilised existing transport infrastructure

#### **Public Transport**

- Increased frequency of services and ability to redesign bus routes.
- Equitable transport and access choices that are safe and convenient to use.
- Improved permeability of the rail lines and major roads, particularly the arterial corridors, providing safe access for pedestrian traffic.
- Improved service frequency and connectivity to major activity centres, employment zones and facilities within the City.
- Increased utilization of public transport.

#### **Safety**

- A transport system that provides for the safest possible conditions for all road users.
- To establish and maintain a high profile for road safety in the local community.
- To develop community awareness, participation and support, in the process of improving road safety.
- The promotion of safe and responsible road user behaviour.

#### **Neighbourhood Amenity**

- A system that is people oriented contributing to the economic and social activity within its streets.
- To have sustainable and resilient environments that contribute to quality amenity
- Accessibility for a wide range of users
- Integration of Neighbourhood Amenity with Public Transport and Road Safety objectives.

#### **Asset Management**

- Infrastructure that is well maintained and utilised to the best possible degree.
- Within the City Centre Renewal process ensure the effective integration of cycling and walking with Public Transport.



<b>ITEM</b>	1.7.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	19 June 2017
<b>HEADING</b>	Salisbury City Centre Renewal - Communication and Marketing Strategy and Brand
<b>AUTHOR</b>	Michael Bennington, Manager Communications & Customer Relations, Business Excellence
<b>CITY PLAN LINKS</b>	<p>1.2 Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally.</p> <p>1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities.</p> <p>1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.</p> <p>3.2 Have interesting places where people want to be.</p> <p>3.3 Be a connected city where all people have opportunities to participate.</p>
<b>SUMMARY</b>	Council has appointed a consultant to develop a Communication and Marketing Strategy for the Salisbury City Centre (SCC) Renewal. This strategy provides a dynamic marketing communication roadmap for the next five years and beyond to ensure the community of Salisbury is not just aware of the Salisbury City Centre developments but embraces this change positively.

## RECOMMENDATION

1. That the Draft Communication and Marketing Strategy and revised brand for the Salisbury City Centre Renewal as outlined in this report (Item No. 1.7.2, Policy and Planning Committee, 5/06/2017) be endorsed.

## ATTACHMENTS

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

1. Salisbury City Centre Renewal – Marketing and Communications Strategy Tactics
2. Draft SCC Revised Brand

## 1. BACKGROUND

- 1.1 The Salisbury City Centre Renewal Strategy (2012) was based on the 30 Year Plan for Greater Adelaide and Salisbury Council's City Plan 'Sustainable Futures'. The strategy details how the Salisbury City Centre will become a dynamic place where housing, jobs, shopping, services and transport all comes together in one compact location. The directions in the strategy have been reinforced in the Council's City Plan 2030, and provided with more detail through the Salisbury City Centre Urban Design Framework (2016).

- 1.2 Included in the renewal strategy are principles relating to the creation of green spaces within the City Centre, creation of active street frontages through the City, providing opportunities to establish residential and mixed-use developments and the revitalisation of the Salisbury Oval Precinct located close to the heart of the City Centre.
- 1.3 The most significant component of the renewal strategy is the delivery of the Salisbury Community Hub project, occurring over the next three years. Concurrently, Council is also planning for the redevelopment of the Salisbury Oval Precinct. These two major investments by the Council will serve as a major catalyst for the Salisbury City Centre Renewal and from this investment Council will be seeking to attract private and government investment across the City Centre.
- 1.4 The Salisbury Community Hub project is a proposal for a new community and civic building in the heart of the Salisbury City Centre. The Hub will bring together a number of existing facilities and services into a contemporary and modern building to enhance services to the Salisbury community.
- 1.5 To support the delivery of the Salisbury City Centre Renewal Strategy a comprehensive Communication and Marketing Strategy has been developed, with the immediate focus being the Community Hub and Salisbury Oval Precinct.

## **2. CITY PLAN CRITICAL ACTION**

- 2.1 Progress the revitalisation of the Salisbury City Centre.
- 2.2 Deliver a new community hub in the Salisbury City Centre incorporating learning centre, enhanced community spaces, civic facilities, offices and commercial space to stimulate investment opportunities.
- 2.3 Develop Salisbury Oval to include an integrated recreation and residential precinct.

## **3. CONSULTATION / COMMUNICATION**

- 3.1 Internal
  - 3.1.1 Executive and Senior Leadership Staff
  - 3.1.2 Elected Members Informal Workshop Presentation on 16 May 2017 and presentation on 13 June 2017
- 3.2 External
  - 3.2.1 External consultant Fuller who have developed the Strategy

## **4. REPORT**

- 4.1 The attached strategy provides a marketing communication roadmap initially for the first three to five years of the renewal to ensure the community of Salisbury is not just aware of the Salisbury City Centre developments but embraces this change positively.

- 4.2 The strategy framework will allow Council the ability to be dynamic to the changing needs of the community as they embrace the City Centre Renewal.
- 4.3 The strategy recommends a holistic approach focusing the community on the big picture outcome of the developments rather than only the individual components such as the new Community Hub, the redevelopment of the oval precinct or housing, transport or business redevelopment.
- 4.4 Taking a “strategy within a strategy” approach, communication will be frequent and ongoing ensuring there is a consistent flow of information and regular engagement activities to celebrate the many small but significant touchpoints.
- 4.5 Wherever possible the strategy recommends contemporary communication channels and tactics – particularly digital communication. This will not only engage a younger audience but will reflect the philosophical underpinning of the role of the City of Salisbury as a centre for advanced manufacturing, modern urban living and progressive transport and recreational facilities.
- 4.6 The strategy will by necessity need to be dynamic and responsive and will help to underpin the success of the Community Hub project and capitalise on Council’s investment, and position us to best attract private investment into the City Centre as a result.
- 4.7 The strategic goal for the campaign is: *The Way Ahead*, For the Salisbury City Centre to be a successful and flourishing place for our community and business.
- 4.8 Underpinning the delivery of this strategy are four marketing principles, which set a direction for how all marketing is to be delivered. These are to:
  - 4.8.1 Promote authentic human experiences
  - 4.8.2 Provide a seamless interaction between the physical and online worlds
  - 4.8.3 Reflect the distinctive character of Salisbury
  - 4.8.4 Reinforce the constant connections between people and places and a sense of evolution
- 4.9 Marketing Objectives (refer Attachment 1 for further detail)
  - 4.9.1 *Objective One - Build the Salisbury City Centre experience to reflect the ambition of the renewal.* The Salisbury City Centre brand is so much more than a logo, it is how people experience the City Centre and the stories they tell. The ambition of the renewal is to excite the people of Salisbury and beyond and for the City Centre to become a true destination of choice. This means having a brand, which truly captures the essence of the City Centre and the wider area, and a brand, which captures the stories and attractions of the City Centre. It needs to be bolder, more colourful and capture the essence of a flourishing city.
  - 4.9.2 *Objective Two - Build awareness of the renewal and affirmation that it is happening.* The Salisbury Council carried out a large amount of community consultation and planning in 2011/12, but in the intervening five years the project has had a low profile in the public domain. There is a need to increase the awareness of the City Centre renewal amongst the wide range of stakeholders who are critical to the success of the renewal. One of the key disciplines needed is to ensure the wider regeneration

story is front and centre of all messaging and information. The individual components of the renewal are important and give weight and evidence of the changes, but they need to always be framed in the bigger picture and ambition of the City Centre renewal.

- 4.9.3 *Objective Three - Seek private and public sector investment in the renewal of Salisbury City Centre.* Salisbury Council is making a significant investment in the City Centre, but for this work to be truly transformational, there is a need for this investment to be matched by the private and public sector. Particularly important is the success of the housing element of the renewal, where a private developer/s partners may be sought. Of equal importance is the success of developing the commercial parcels of land to create further employment opportunities. Lastly, there is a need to generate additional public investment, for example state government funding to upgrade the Salisbury Interchange. The vision of the project, the Council's investment and the business case for housing and commercial operators needs to be clearly communicated.
- 4.9.4 *Objective Four - Successfully launch the key elements within the city centre, consistently attracting increased patronage to the centre.* While the ambition of the Council is to see the City Centre become a true destination of choice for the community, and the impact relies on the full vision being communicated well, there is also a need for each of the elements of the transformation to be communicated and marketed, at the right time. This is especially important for the elements of the project, which have the biggest impact on the community, including the opening of the hub and new facilities at Salisbury Oval. Investment in transit and transport, public realm and the riverbank will also have a massive impact on the experience within the City Centre and need to be a core part of the communication with the community.
- 4.9.5 *Objective Five - Enhance social sustainability, improving the physical and social richness of the City Centre experience.* Social sustainability is all about people's quality of life and the strength of the community, now and into the future. Quality of life and opportunity are extremely important to the City of Salisbury, and the physical and social fabric of a community are inextricably linked. From the communications and marketing perspective, it is about capturing human experiences and stories, and creating that connection to place. It is also about looking for opportunities to give people new and different experiences in the City Centre.
- 4.10 The strategy reflects Council's current communication protocols with the primary spokesperson remaining the Mayor, with secondary commentary coming from the CEO.
- 4.11 The strategy will be a guide to the management of messaging and the achievement of positive public opinion over a journey of development within the Salisbury City Centre. The strategy's success will also depend on the advocacy by Elected Members, Executive Staff and Council staff more broadly.

- 4.12 One of the tactics within Objective One is to: Develop a complete brand for the Salisbury City Centre. At the beginning of this process it was clear that there are four elements of the Salisbury City Centre brand which best encapsulate the core of the brand going forward. Every element of the centre, from the design of physical buildings, to the events on offer, to the branding and marketing, should capture this essence.
- 4.12.1 Living/evolving/active
  - 4.12.2 Social and welcoming
  - 4.12.3 Inspiring and innovative
  - 4.12.4 Energising and vibrant
- 4.13 The tagline “*Way Ahead*” has been developed for the Salisbury City Centre renewal project that captures the essence of the renewal and will be used across all program marketing.
- 4.14 The current branding of the City Centre and the tagline ‘The progressive heart of the north’ has been reviewed and reinvigorated.
- 4.15 The reinvigorated visual look and feel for the City Centre now reflects the youthfulness and aspiration of the renewal and will help to develop into a true ‘place’ brand that encourages people to visit and enjoy spending time in the City Centre.
- 4.16 The reinvigorated brand for the City Centre has refined the existing logo by changing the colour palette, removing the graphical elements and taglines that were relevant for those stages of the project and the renewal strategy in 2012.
- 4.17 By refining the existing logo and carrying forward the key principles which were the ‘Salisbury City Centre’ wording and including the City of Salisbury corporate colours and new tagline ‘Way Ahead’ creates a new life for the next stage of the brand and renewal.
- 4.18 The reinvigorated brand (refer Attachment 2 as an example of how the brand will be used) now reflects the colour and vibrancy of Salisbury and provides a flexible and fresh looking brand that is aspirational and welcoming. The refined brand that was presented to Elected Members at its informal gathering on 13 June 2017 is attached to this report.
- 4.19 The delivery of the proposed marketing and communication strategy will be delivered using existing internal communications resources and within the endorsed Community Hub budget to ensure the efficient and effective delivery of the strategy. The strategy has also been developed to ensure it is dynamic and allows flexibility in what actions can be taken to ensure it can be managed within existing resources.
- 4.20 Based on feedback from Elected Members, consideration will be given as to how this brand can be incorporated into broader marketing across the council area to support other initiatives.
- 4.21 Further the use of the ‘Way Ahead’ can be modified to suit specific messaging, with its flexibility being a key strength of the brand.

## **5. CONCLUSION / PROPOSAL**

- 5.1 The Communications and Marketing Strategy for the Salisbury City Centre Renewal sets out the key strategies and objectives that will create a positive and informed community that will embrace the Salisbury City Centre renewal and importantly that stays connected during the revitalisation.
- 5.2 The strategy provides a marketing communication roadmap for the next three to five years that will underpin the City Centre renewal and capitalise on Council's investment while positioning us to best attract investment into our City Centre.
- 5.3 All Salisbury City Centre Renewal communication will reflect the principles outlined in this plan and our primary communications objectives.
- 5.4 The delivery of the proposed marketing and communication strategy will be delivered using existing internal communications resources and within the endorsed Community Hub budget to ensure the efficient and effective delivery of the strategy.

## **CO-ORDINATION**

Officer: EXECUTIVE GROUP

Date: 09/06/2017

## **Salisbury City Centre Renewal – Marketing and Communications Strategy Tactics**

### **OBJECTIVE 1 TACTICS**

- Complete brand for Salisbury City Centre (story, messages, visuals)
- Naming of key assets
- Bold and impactful signage, hoarding and way-finding
- Salisbury city centre app
- Use brand ambassadors

### **OBJECTIVE 2 TACTICS**

- Schedule of announcements, looking for opportunities to 'package' elements of the program
- Key marketing collateral (website, interactive map, video, timelapse) all telling the stories of the renewal program
- Marketing collateral that is different – VR, animated 3D
- Using social channels to merge the city centre stories with the renewal story – all about a better city centre experience

### **OBJECTIVE 3 TACTICS**

- The right marketing materials for investors ~ Prospectus, video, presentation
- Engaging with Business SA, state government and local businesses to generate commercial leads
- PR content for business and housing media ~ telling the economic success story

### **OBJECTIVE 4 TACTICS**

- Specific launch campaigns for:
  - Hub
  - New homes
  - Sport and leisure elements of the oval
  - New services
- Campaigns only 3-6 months prior to launch
- Covering the USP, offer, call to action and channels

### **OBJECTIVE 5 TACTICS**

- Linking up the physical and social fabric of the community
- Programme of events and activations to bring vibrancy and activity to city centre
- Social media campaign to bring to life the people of the city centre, merge the old and new, shift the perception



## **Proposed Branding**

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**Salisbury**  
**CityCentre**



## Proposed Branding



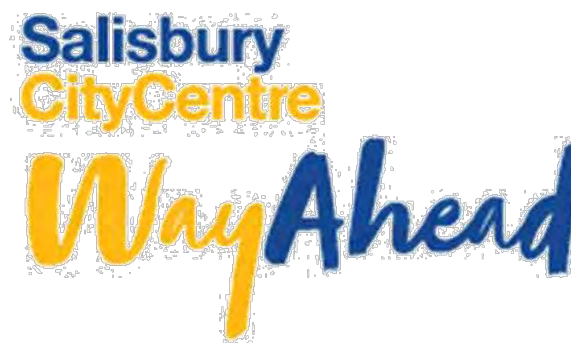


## Application of the Brand





## Application of the Brand



## Application of the Brand



