



AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

21 JANUARY 2019 AT 6:30 PM

IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY

MEMBERS

Cr C Buchanan (Chairman)
Mayor G Aldridge
Cr M Blackmore
Cr L Braun
Cr B Brug
Cr Adam Duncan (Deputy Chairman)
Cr K Grenfell
Cr N Henningsen
Cr D Hood
Cr P Jensen
Cr S Ouk
Cr D Proleta
Cr S Reardon
Cr G Reynolds
Cr J Woodman

REQUIRED STAFF

General Manager Business Excellence, Mr C Mansueto
Chief Executive Officer, Mr J Harry
A/General Manager City Development, Mr C Zafirooulos
General Manager Community Development, Ms P Webb
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd
Manager Communications and Customer Relations, Mr M Bennington

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 10 December 2018.

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OTHER BUSINESS

CLOSE



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

10 DECEMBER 2018

MEMBERS PRESENT

Cr C Buchanan (Chairman)
Mayor G Aldridge
Cr M Blackmore
Cr L Braun
Cr B Brug
Cr A Duncan
Cr K Grenfell
Cr N Henningsen
Cr P Jensen
Cr D Proleta
Cr S Reardon
Cr G Reynolds
Cr J Woodman

STAFF

Chief Executive Officer, Mr J Harry
A/General Manager Business Excellence, Ms G Page
A/General Manager City Development, Mr G Ratsch
General Manager Community Development, Ms P Webb
General Manager City Infrastructure, Mr J Devine
Manager Communications and Customer Relations, Mr M Bennington
Manager Governance, Mr M Petrovski
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.33 pm.

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

APOLOGIES

Apologies were received from Cr D Hood and Cr S Ouk.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr B Brug
Seconded Cr J Woodman

The Minutes of the Policy and Planning Committee Meeting held on 15 October 2018, be taken and read as confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Cr B Brug
Seconded Mayor G Aldridge

1. The information be received.

CARRIED

1.0.2 Appointment of Deputy Chair - Policy and Planning Committee

Moved Cr B Brug
Seconded Mayor G Aldridge

1. Cr Adam Duncan be appointed as Deputy Chairman of the Policy and Planning Committee for a two year term.

CARRIED

1.0.3 Membership of the Strategic and International Partnerships Sub Committee

Moved Cr N Henningsen
Seconded Cr G Reynolds

1. The membership of the Strategic and International Partnerships Sub Committee will comprise:
 - Cr G Reynolds (Chairperson as resolved by Council 26/11/18)
 - Cr D Proleta
 - Cr L Braun
 - Cr G Reynolds
 - Cr N Henningsen
 - Cr J Woodman
2. The Mayor be appointed as an ex-officio member of the Strategic and International Partnerships Sub Committee.

With leave of the meeting and consent of the seconder Cr N Henningsen
VARIED the MOTION as follows

1. The membership of the Strategic and International Partnerships Sub Committee will comprise:
 - Cr G Reynolds (Chairperson as resolved by Council 26/11/18)
 - Cr D Proleta
 - Cr L Braun
 - Cr N Henningsen
 - Cr J Woodman
 - Cr P Jensen
2. The Mayor be appointed as an ex-officio member of the Strategic and International Partnerships Sub Committee.
3. That the Terms of Reference be amended to reflect six (6) members and the Mayor as ex-officio member.

With leave of the meeting and consent of the seconder Cr N Henningsen
VARIED the MOTION as follows:

1. The membership of the Strategic and International Partnerships Sub Committee will comprise:
 - Cr G Reynolds (Chairperson as resolved by Council 26/11/18)
 - Cr D Proleta
 - Cr L Braun
 - Cr N Henningsen
 - Cr J Woodman
 - Cr P Jensen
2. The Mayor be appointed as an ex-officio member of the Strategic and International Partnerships Sub Committee.
3. That the Terms of Reference be amended to reflect six (6) members and the Mayor as ex-officio member.
4. The sub-committee be delegated to determine external members and their voting rights.

CARRIED
UNANIMOUSLY

1.0.4 Membership of the Tourism and Visitor Sub Committee

Moved Cr K Grenfell

Seconded Cr B Brug

1. That expressions of interest are sought for members of the Tourism and Visitor Sub Committee for the following positions:
 1. Local Commercial Tourism Representative
 2. Local History Club Representative
 3. Business Community Connected with the City of Salisbury Representative (x2)
 4. Kaurna Representative from the RAP working group
2. That the Terms of Reference for the Tourism and Visitor Sub Committee be amended by removing the State Government representative from its membership, noting that input from the State Government will be sought as required.
3. Elected Members appointed to the Tourism and Visitor Sub Committee will comprise:
 - Cr M Blackmore (Chairperson as resolved by Council 26/11/18)
 - Cr K Grenfell
 - Cr S Reardon
 - Cr J Woodman (Deputy Chair)
 - Cr D Proleta
4. The Mayor be appointed as an ex-officio member of the Tourism and Visitor Sub Committee.

With leave of the meeting and consent of the seconder Cr K Grenfell VARIED the MOTION as follows

1. That expressions of interest are sought for members of the Tourism and Visitor Sub Committee for the following positions:
 1. Local Commercial Tourism Representative
 2. Local History Club Representative
 3. Business Community Connected with the City of Salisbury Representative (x2)
 4. Kaurna Representative from the RAP working group
2. That the Terms of Reference for the Tourism and Visitor Sub Committee be amended by removing the State Government representative from its membership, noting that input from the State Government will be sought as required.
3. Elected Members appointed to the Tourism and Visitor Sub Committee will comprise:
 - Cr M Blackmore (Chairperson as resolved by Council 26/11/18)
 - Cr K Grenfell
 - Cr S Reardon
 - Cr J Woodman (Deputy Chair)
 - Cr D Proleta

-
4. The Mayor be appointed as an ex-officio member of the Tourism and Visitor Sub Committee.
 5. That the Terms of Reference be amended to reflect five (5) Elected Members instead of four (4), and that the Policy and Planning Committee has appointed the Deputy Chair.

CARRIED
UNANIMOUSLY

Community Development

1.1.1 Future Reports for the Youth Council Sub Committee

Moved Cr G Reynolds
Seconded Cr M Blackmore

1. The information be received.

CARRIED

1.1.2 Youth Council Membership - Resignations

Moved Cr J Woodman
Seconded Cr P Jensen

1. That the resignations of David Waylen and Bianca Bilsborow from the positions of Youth Council Mentors be received and accepted.

With leave of the meeting and consent of the mover and seconder, Cr M Blackmore VARIED the MOTION as follows:

1. That the resignations of David Waylen and Bianca Bilsborow from the positions of Youth Council Mentors be received and accepted.
2. That Mr David Waylen and Ms Bianca Bilsborow be acknowledged and thanked for their contribution to the Youth Council.

CARRIED
UNANIMOUSLY

1.1.3 Youth Council Project Team Updates

Moved Mayor G Aldridge
Seconded Cr D Proleta

1. That the information be received and noted

CARRIED

1.1.4 Youth Programs and Events Update Oct 2018 - Jan 2019

Moved Mayor G Aldridge
Seconded Cr M Blackmore

1. That the information be received and noted.

CARRIED

Urban Development

1.3.1 Annual Report of the Council Assessment Panel for 2017/18

Moved Cr B Brug
Seconded Cr G Reynolds

1. That the Annual Report of the Council Assessment Panel for 2017/18 be noted.

CARRIED

1.3.2 Planning Reforms Update

Moved Cr J Woodman
Seconded Mayor G Aldridge

1. That the information in relation to the State Government’s planning reform program be received and the submissions on the discussion papers for Assessment Pathways, Performance Indicators, Natural Resources and Environment Policy, Integrated Movement Systems Policy and the Accredited Professionals Scheme Draft Regulations attached to this report be endorsed.

CARRIED

1.3.3 Salisbury Community Hub - Project and Construction Progress Report

*Cr B Brug left the meeting at 07:17 pm.
Cr B Brug returned to the meeting at 07:18 pm.*

Moved Mayor G Aldridge
Seconded Cr D Proleta

1. That the report be received, and the current status of the Salisbury Community Hub project be noted.
2. That the naming of the rooms be discussed further at the January 2019 Informal Strategy meeting.

**CARRIED
UNANIMOUSLY**

OTHER BUSINESS

Nil

The meeting closed at 7.24 pm.

CHAIRMAN.....

DATE.....

ITEM	1.0.1
	POLICY AND PLANNING COMMITTEE
DATE	21 January 2019
HEADING	Future Reports for the Policy and Planning Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	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 table below 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
19/12/2016 P&P-OB1	RAAF AP-3C Tailfin for Purposes of Display 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. Due: March 2019	Adam Trottman
24/04/2017 1.3.2	Privately Funded Development Plan Amendments Policy Review 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. Due: March 2019	Peter Jansen
24/04/2017 1.3.1	Salisbury, Mawson Lakes and Ingle Farm Car Parking Review Salisbury City Centre Study Area: (d) Retain the current exemption from car park contribution for small business with a further review in two years. Due: June 2019	Peter Jansen
26/03/2018 NOM2	Mawson Lakes Indented Parking Bays 1. That staff report into areas in Mawson Lakes that indented parking bays could be implemented to ease parking and traffic issues. Due: January 2019 Deferred to: February 2019 Reason: To align with the timing of the Mawson Lakes traders report which is going to Policy and Planning in February.	Clint Watchman / Dameon Roy
26/03/2018 1.1.2	City of Salisbury Events 7. That a future report be brought back discussing the potential to rotate location of events in future financial years, or contemplate alternating venues. Due: February 2019	Adam Trottman

26/03/2018 6.4.2	Budget Bids 2018/2019 - Budget Bids requiring further clarification and or reports as detailed in paragraphs 3.4 and 3.5 be brought back to the relevant Committee meeting for further consideration, with these bids being:- - PSN000159 Mawson Lakes – Skate, Bike, Basketball Facility – Regional Facility West of the City and Rage Cage at Unity Park (to be considered in May as an element of the Game Plan) Due: February 2019	Adam Trottman
23/04/2018 NOM2	Mawson Lakes Traders 1. That a report be brought forward providing advice on options for maximising parking space available for customers to assist the traders of Mawson Lakes. Due: February 2019	Clint Watchman
28/05/2018 1.1.3	Reconciliation Action Plan Status Report and Next Iteration Draft 4. That Council investigate and report back by February 2019 on possible costs and suitable sites/venues for a tourism and cultural centre in Salisbury showcasing the culture and heritage of Indigenous people of the Northern Adelaide Plains. Due: February 2019	Julie Kalms
28/05/2018 1.2.1	Cities Power Partnership Program 1. That Council re-consider becoming a partner of the Cities Power Partnership program once the City of Salisbury’s Energy Management Plan has been finalised and endorsed during 2018/19. Due: February 2019	Andy Le Grand
28/05/2018 1.3.3	Salisbury Community Hub - Status Update Report 3. That a market approach be undertaken commencing June 2018 to identify the level of interest in the café offer framed by the Café Principles outlined in Section 9.6 (Item 1.3.3, Policy and Planning, 21/05/18), with a further report on the outcomes of the market approach to be brought back to Council. Due: January 2019 Deferred to: March 2019 Reason: The 'Request for Proposal' period was extended until 31/01/2019 to allow potential cafe operators time to submit their proposal for consideration. Time is then required to assess all applications before coming back to Council for consideration.	Karen Pepe
25/06/2018 1.1.3	Community Art Program 4. Note that a further report regarding the Public Art Framework will be brought back to Council in February 2019. Due: February 2019	Adam Trottman

25/06/2018	Approach to Supporting Business Growth and Investment	Greg Ratsch
1.2.1	That it be noted that further individual reports will be provided for consideration in respect to: c) The Northern Business Breakfast.	
Due:	February 2019	
25/06/2018	Cultural Advisory Committee	Adam Trottmann
MWON2	That Staff provide a report to Council regarding the benefits and requirements for reforming the Cultural Advisory Committee (or similar) to provide advice and recommendations in regards to artworks to be undertaken by the City of Salisbury.	
Due:	February 2019	
23/07/2018	Basketball Court - Cascade Estate, Mawson Lakes	Adam Trottmann / Craig Johansen
MON1	1. That a report be brought forward, which investigates the appropriateness and feasibility of establishing a 'half court or full court' basketball court in the Cascade Estate at Mawson Lakes, and other suitable locations within the City of Salisbury.	
Due:	March 2019	
23/07/2018	The Paddocks Masterplan	Clint Watchman
1.5.1	3. That a scoping study of works be brought back to Council with an implementation plan for year three onward.	
Due:	April 2019	
27/08/2018	Recognition of Benefactors of Salisbury Oval	Adam Trottmann
MON7.10	2. A report be brought forward to the February 2019 meeting of Council advising the outcomes of this consultation, including the list of suggestions from both clubs, along with any suggested by the administration, and recommending an appropriate way to recognise those benefactors for this gift to the City of Salisbury.	
Due:	February 2019	
Deferred to:	April 2019	
Reason:	To allow sufficient time for consultation with the relevant parties.	
27/08/2018	Community Hub for South Ward	Pippa Webb
P&P-OB1	1. That a report be brought back to Council in April 2019 on establishing a community hub for South Ward which would incorporate the current Sunset Room at the Recreation Centre and the Ingle Farm Library. Extensions to the library facility to possibly include a meeting room(s) with flexible space, an office, reception/lounge, small kitchen and a computer room.	
Due:	April 2019	

24/09/2018	Safety in the City of Salisbury	Julie Douglas
1.1.2	2. The report be provided to Council that provides advice on safety issues in the City of Salisbury and provides advice, with input from SAPOL, on whether there are measures that need to be implemented to improve safety where needed.	
Due:	January 2019	
Deferred to:	February 2019	
Reason:	To allow for stakeholder input from SAPOL.	

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: EXEC GROUP
Date: 14.01.2019

ITEM	1.1.1
	POLICY AND PLANNING COMMITTEE
DATE	21 January 2019
HEADING	Sport and Recreation Network
AUTHOR	Adam Trottman, Manager Community Planning & Vitality, Community Development
CITY PLAN LINKS	3.3 Be a connected city where all people have opportunities to participate. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	The Sport and Recreation Network, administered through the Community Planning and Vitality Division, provides development opportunities for local sport and recreation organisations. Following a review that was conducted in mid-2018, the network (which had already been expanded through a partnership with the City of Tea Tree Gully) was expanded to include the City of Playford and the City of Port Adelaide. Attached are the planned activities for 2019.

RECOMMENDATION

1. The report is received and the information contained in the report be noted.

ATTACHMENTS

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

1. 2019 Sport and Recreation Calendar - Planned Program

1. BACKGROUND

- 1.1 The Salisbury Sport and Recreation Network was formed in 2012 and June 2017 the scope was refined to better provide club and sport development activities, including:
 - developing participation programs;
 - maintaining effective communication;
 - facilitating training and development – for volunteers, coaches and other club officials;
 - staying up to date with industry trends and data;
 - providing and promoting relevant funding programs; and
 - creating community awareness of clubs activities.
- 1.2 In June 2017, a partnership was formed with the City of Tea Tree Gully to collaborate and provide a more regional focus for club development. This has assisted staff to provide increased opportunities for clubs and a higher level of support.

- 1.3 On 23 July 2018, Council requested that the network be expanded to include the City of Playford and that a further report be brought back as per resolution number 2560/2018:

The Sport and Recreation Network continue to operate in partnership, where there are mutual benefits, with the City of Tea Tree Gully and potentially expanding the relationship to include the City of Playford in order to build the regional significance of the Network.

That staff bring back a further report within the next six months outlining activities and the potential for establishing a network between the Cities of Salisbury, Tea Tree Gully and Playford.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Nil

2.2 External

2.2.1 City of Port Adelaide Enfield

2.2.2 City of Tea Tree Gully

2.2.3 City of Playford

3. REPORT

3.1 Following a review of the Sport and Recreation Network in mid-2018, the City of Port Adelaide Enfield and City of Playford have also joined to provide a regional approach to sport and recreation club development in the North.

3.2 The partnership between the four councils means that clubs have greater access to club development opportunities and more opportunities to network with clubs from across the region.

3.3 Highlights from last six months of the Sport and Recreation Network include:

- Efficient energy use and understanding power bills
- Role and importance of community sport
- Sponsorship
- Grant and funding programs

3.4 A program has been planned for 2019 and is attached for noting.

3.5 Highlights of the upcoming program include:

- A new Presidents Breakfast to encourage collaboration between clubs
- Responsible Service of Alcohol Course
- Training courses for new volunteer coaches
- A focus on inclusion and women leaders
- Celebrating sport in Salisbury in November to recognize the contribution of volunteers in the sport and recreation community

4. CONCLUSION / PROPOSAL

- 4.1 Changes made to the Sport and Recreation Network since 2017 have been well received by clubs located in the City of Salisbury with higher attendances at sessions than previously experienced.
- 4.2 As a result of the partnership between the City of Salisbury, City of Tea Tree Gully, City of Playford and City of Port Adelaide Enfield, the Sport and Recreation Network program has more development opportunities than ever before.
- 4.3 The planned 2019 program (attached) provides an increased variety and level of support to clubs in the City of Salisbury.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 14.01.19

Sport and Recreation Network

Proposed Forum Calendar – 2019

January	February	March	April	May	June
Review and planning	<p><u>President’s Breakfast (TBC)</u> Introduction and Networking Promotion of opportunities Consultation Launch partnership between Councils</p> <p><u>Information Session: Funding</u> ORSR Grants Open CoS Grant Programs</p>	<p><u>FORUM: Back to Basics Bootcamp</u> Public Liability Incorporation Understanding your lease Child safe environments Liquor licencing – Good Sports Policies and plans – weather policy, risk management, code of conduct Smoke Free Policy</p>	<p><u>Training: Volunteers</u> <i>Responsible Service of Alcohol Course (Accredited)</i></p> <p><u>Training: Volunteers</u> <i>Apply Basic First Aid (Accredited)</i> <i>Concussion Management* Sports Strapping*</i></p> <p><u>Workshop: Club Admin</u> <i>Strategic Planning – Develop a Club Business and Strategic Plan</i></p>	<p><u>Workshop: Club Admin</u> <i>Australian Tax Office Workshop</i> Compliance Basic bookkeeping requirements Understanding GST (registering and charging) Submit Business Activity Statement Negotiating payment terms</p>	<p><u>FORUM: Inclusion/Inclusive Club</u> Inclusive Clubs – Welcoming Environments People with a disability Women and girls People from multicultural backgrounds Consultation with clubs Club Culture, Club Values On-field and off-field issues Older adults*</p>
July	August	September	October	November	December
<p><u>Workshop: Women Leaders</u></p> <p><u>Training: Club Admin</u> <i>Child Safe Officer Training</i></p> <p><u>Training: Coaches</u> <i>Essentials for Coaching Children</i></p>	<p><u>Workshop: Equitable Access</u> How to schedule grounds equitably Equitable Access policy</p> <p><u>Information Session: Funding</u> ORSR Grants Open CoS Grant Programs</p> <p><u>Workshop: Club Admin</u> <i>Grant writing – tips for better applications</i></p>	<p><u>FORUM: Junior Participation</u> <i>Increasing junior participation in your club</i></p> <p>Child safe environments Play by the Rules Welcoming environments Potential programs Demographics of area AusPlay data/research Promotion – Social Media</p>	<p><u>Workshop: Volunteers</u> <i>Responsible Service of Alcohol Course (Accredited)</i></p> <p><u>Workshop: Volunteers</u> <i>Apply Basic First Aid (Accredited)</i> <i>Concussion Management Sports Strapping</i></p> <p><u>Workshop: Participants, Athletes, Coaches</u> <i>Pre-season training program by high level coach or physio</i></p>	<p><u>President’s Breakfast (TBC)</u> Review and consultation</p> <p><u>FORUM: Celebrating Sport in Salisbury</u> <i>Recognising the contribution of local volunteers in the community</i></p>	Review and planning

Item 1.1.1 - Attachment 1 - 2019 Sport and Recreation Calendar - Planned Program

ITEM	1.1.2
	POLICY AND PLANNING COMMITTEE
DATE	21 January 2019
HEADING	Single Use Straws
AUTHORS	Adam Trottman, Manager Community Planning & Vitality, Community Development Karen Pepe, Manager Property and Buildings, City Infrastructure
CITY PLAN LINKS	2.2 Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle.
SUMMARY	A Motion on Notice from the 27 th August 2018 Council meeting sought a report regarding the banning of the usage of single use straws at Council events. This report outlines how this policy might be implemented on July 01 2019.

RECOMMENDATION

1. Council ban the provision of single use straws at food and beverage outlets at council events and facilities with a six month introduction period.
2. Note that the ban does not apply to provision of a biodegradable straw upon request to ensure people with an inability to drink without a straw are not disadvantaged.
3. Note that in these cases Council would encourage the use of bio degradable or purchase of multiple-use straws.
4. An article be posted to social media, and printed in Salisbury Aware and Discover Salisbury to raise awareness of sustainable practices and the impact of single use straws.
5. Council request that the Salisbury Business Association assist to promote the initiative with their members.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Single use plastic contributes significantly to landfill and impacts negatively on eco-systems.
- 1.2 Motion on Notice 7.4 from the meeting on 27 August 2018 sought a report on measures necessary to ban single use straws in Council operations and council run events.
- 1.3 City of Salisbury Casual Hire permits for reserves already have had a special condition banning the use of single use straws.
- 1.4 On Sunday 13 of January, the South Australian Environment Minister David Speirs has launched two discussion papers seeking the views of South Australians on single-use plastics as well as expanding the container deposit scheme.

Comments on the discussion papers closes on February 22 2019. Feedback and comments can be posted via the following link after registration to Yoursay - <https://yoursay.sa.gov.au/decisions/container-deposit-scheme/about>

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Communications and Customer Relations

2.1.2 Community Development

2.2 External

2.2.1 Nil

3. REPORT

3.1 Single use straws, pastic in particular, contributes significantly to landfill and also has a negative impact on ocean eco-systems. Single use plastic straws are one contributing source. The City of Salisbury has many waterways and open spaces that directly link with sensitive coastal areas.

3.2 Recently there has been a global campaign to reduce consumption of single use straws, and within Australia the action group *The Last Straw* and ABC's *War on Waste* has led this push.

3.3 *The Last Straw* asks venues to reduce their straw use recognizing the need by some members of the community for single-use straws.

3.4 Some people require single use straws to drink, and those who are unable to drink out of a cup or sippy cup may require assistance from a straw. Reusable straws are difficult to maintain and sterilise and for some that require straws, metal alternatives can also pose a risk of chipped teeth. Biodegradable straws in these cases are preferable to plastic.

3.5 In September 2018, changes were made to casual hire permits that banned the use of single use plastic straws in reserves.

3.6 Typically, council run events already have very low straw use as staff seek to minimize waste and in particular rubbish on site throughout the event.

3.7 To further reduce straw use, Council could completely ban the provision of single use straws at counters of food and beverage outlets at Council events and facilities. Outlets at major events/facilities could provide a bio degradable straw upon request to ensure people with a physical need are able to access refreshments. During the six month introduction phase, Council could provide information to the public through social media, Salisbury Aware, and Discover Salisbury to both raise awareness of sustainable practices and provide notice to those with a need to consider bringing their own single use straw if required.

4. CONCLUSION / PROPOSAL

4.1 Although use of plastic straws is already discouraged at council events, Council can completely ban the provision of single use straws (including plastic) at food and beverage outlets at council events and facilities.

ITEM 1.1.2

- 4.2 An initial six month introduction period will allow outlets to transition as well as stock bio degradable straws for those who may require them due to a personal need.
- 4.3 Council already bans the provision of single use straws for casual hire permits in council reserves. The same provision will be made to ensure people with a personal need are able to be provided with bio-degradable straws if required. Although single use straws have already been banned in casual hire permits, there is no monitoring of the practice and limited opportunity to do so.
- 4.4 To raise public awareness, information could be provided through social media, Salisbury Aware, and Discover Salisbury.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 14.01.19

ITEM	1.1.3
	POLICY AND PLANNING COMMITTEE
DATE	21 January 2019
HEADING	Future Directions Indoor Recreation Facilities
AUTHOR	Pippa Webb, General Manager Community Development, Community Development
CITY PLAN LINKS	3.2 Have interesting places where people want to be. 3.3 Be a connected city where all people have opportunities to participate. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	This paper outlines some key changes and priorities for consideration in relation to the future directions for councils Indoor recreation facilities and provides draft recommendations to be considered by Council in February 2019.

RECOMMENDATION

1. The information be received.
2. Council defer consideration of this item (Policy and Planning 1.1.3, 21 January 2019) for a period of one month, to enable Elected Members the opportunity to seek further feedback and information before Council consideration in February 2019.

ATTACHMENTS

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

1. Future Directions Indoor Recreation Facilities

1. BACKGROUND

- 1.1 Council has three indoor recreation facilities which are in various stages of age and over the next 5-10 years may not be fit for purpose and or located in a suitable area to cater for growth of the city. Planning ahead for the future is critical for Council to ensure that adequate facilities are provided for residents longer term. In order to address these issues, Council requested that a study be undertaken to consider the future directions of the indoor facilities.
- 1.2 This report summarises the study findings and provides draft recommendations to be considered by Council in February 2019 regarding the next pieces of work required in order for Council to fully consider options for future service and infrastructure provision, taking account of growth areas and changes in modern trends towards recreation.
- 1.3 The three facilities considered in the study are, the Salisbury Recreation Precinct (SRP), Parafield Gardens Recreation Centre and Ingle Farm Recreation Centre.
- 1.4 The Salisbury Recreation Precinct (SRP) is the Council's only public aquatic facility. This precinct features a 50m outdoor swimming pool with seven lanes

(which is unusual), a 25m semi-enclosed swimming pool, toddlers pool and BBQ area. Adjoining the swimming centre is a tennis centre with eight floodlit tennis courts and clubrooms and two tennis clubs are based at the facility. The swimming complex is used extensively for swimming carnivals and programs, swimming lessons, casual swimming, lap swimming and birthday parties between mid-October and April each year. The SRP is located within a pleasant park land setting with established trees and adjoins the Salisbury High School. It is a five-minute walk from the site to the Salisbury CBD. The facility is set back from Waterloo Corner Road and is not easily identifiable for passing traffic. It is known in the community as a “hidden gem”.

- 1.5 First opened in 1988, the Parafield Gardens Recreation Centre features three full size indoor sports courts and a large multi-purpose activity area. The centre is used for basketball, netball, futsal, Kindergym, fitness classes, table tennis and school holiday programs. It is located adjacent the Parafield Gardens Swim School and the Morella Community Centre. The centre is thirty years old and is well maintained and presented despite its age. Council has recently invested in various improvements and preventative maintenance to ensure it is an attractive centre to visit. It is strategically located and is not impacted upon significantly by competing facilities.
- 1.6 The Ingle Farm Recreation Centre was established in 1978 and consists of three indoor sports courts, four squash courts, training rooms, offices and a function room with commercial kitchen. The centre is used for basketball, netball, futsal, roller skating, Kindergym, archery, squash and model aircraft flying. A privately operated gym operates from the centre also and it adjoins the Ingle Farm Library and Shopping Centre. The centre is forty years old and is well maintained and presented despite its age. Council has recently invested in various improvements including a new court surface for two of the courts, improved kiosk and preventative maintenance to ensure it is an attractive centre to visit. Despite this, the centre is competing with a modern designed major regional indoor recreation facility in relative proximity (The ARC Campbelltown).
- 1.7 It should be noted that whilst Salisbury Recreation Precinct (SRP), Parafield Gardens Recreation Centre are stand alone facilities, Ingle Farm is part of a Community Hub incorporating a library community rooms and recreation facilities.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Manager Community Planning and Vitality
- 2.1.2 Co-ordinator Urban Policy
- 2.1.3 Manager Property and Buildings

2.2 External

- 2.2.1 Regional Manager Belgravia

3. REPORT

- 3.1 The City of Salisbury has three indoor facilities which offer a range of recreational experiences for the community. The future directions consultancy in Attachment 1 provides the guiding document for Council's consideration of future opportunities for the development of infrastructure which creates centres of wellness excellence and meets community growth needs. The report summarises the strategic considerations for council and makes a number of recommendations.
- 3.2 The following key strategic considerations and issues were identified through the research, consultation and analysis phase. These strategic issues are important in framing the decision making process of Council for future service delivery.
- In terms of population, the City of Salisbury slightly younger than average demographic age profile should support high participation in recreation activities in both indoor sports and aquatics
 - There is significant potential growth of Salisbury residential catchment in line with Greater Adelaide Plan figures
- 3.3 In terms of recreation trends, these are changing to include more individualised programs especially gym and fitness and indoor court program participation revolves predominantly around basketball and netball. Indoor floor activities such as martial arts, dance, gymnastics, ballet and yoga have lower participation rates than core activities but are still significant, particularly among females and have higher rates of participation compared with other indoor court and racquet sports
- 3.4 Increasing the diversity of programs linked to the overall concept of "community wellness" supported by appropriate facilities and a diversity in program offerings is increasing linked to the promotion of community health, supported by flexible accessible space.
- 3.5 Performance of the current facilities in terms of key measures and benchmarks is at or below median levels, as there is increasing competition regionally in terms of indoor and outdoor facilities leading to potential over provision of some assets. Asset life is starting to reach near end of their useful life and in terms of modern design standards and some are falling behind in relation to other offerings. The Swimming pool is a particular focus and has been identified as the facility which requires the most urgent attention, due to age and a lack of adequate offering to meet future needs.
- 3.6 The report identifies there is an increasing trend toward larger economies of scale of Leisure Centre Facilities to minimise net subsidy per use. Running successful recreation facilities in terms of value and commercial sustainability has seen increase in the scale of facilities and the offerings. In particular commercial focus is linked to gym/fitness based facilities and operating fewer facilities reducing the management and operational overheads.
- 3.7 The design, financing and management of facilities has seen a variety of models implemented including the linkages with government departments and other government bodies, public/private partnership and private management in addition to cross-sector partnerships in the development of facilities. Co-location and community-hub based developments are increasing consistent with the principles of economies of scale. Linking with GP surgeries, a full range of community health services, leisure centre, library and retail pharmacy offer

residents high quality integrated amenity, whilst potentially off setting operating costs.

4. REPORT FINDINGS - SRP

- 4.1 Generally, the City of Salisbury is adequately serviced for aquatics, due to the provision from surrounding local governments. There is however an opportunity for the City of Salisbury to develop wellness centers which may provide a new offering attractive to the broader and adjacent communities to the City. There is an obvious gap in the South West area of the City including the Dry Creek growth area which is proposed for future residential development. Parts of the South West area may be serviced by the Parks facility in the City of Port Adelaide Enfield although this is not likely to service the entire area. The provision of an approach to Wellness Centers could generate a unique service proposition and ensure that facilities are viable economically viable as well as catering for growing needs for hydrotherapy services in particular.
- 4.2 SRP services the northern, central and eastern part of the City well, Waterworld in the City of Tea Tree Gully given its regional catchment competes with the SRP for clientele and its catchment services the eastern, central and southern areas of the CoS. The learn to swim pools (local level facilities) at Parafield Gardens, Ingle Farm and Golden Grove service specific local markets and they don't tend to compete with each other, the SRP and ARC Campbelltown (regional level) also offer learn to swim (swimming lessons). The Aquadome draws CoS residents to its facility particularly from the northern and central parts of the CoS again given its regional nature and close proximity to the CoS northern boundary.
- 4.3 Given the current level of provision (considering services offered from within the CoS and from neighboring Council areas) it is difficult to make an argument that the CoS is under supplied with aquatic facilities of a particular type (predominantly recreational). However the opportunity to consider the future provision of hydrotherapy and rehabilitation services pools within the CoS has been identified. There is a strong need in the future given the ageing population and lack of current facilities through the State Aquatic Audit and Master Plan.
- 4.4 In 2014 Council commissioned a condition report of the swimming pool. The audit identified that the scum gutters required replacement to prevent leakage and this work has been completed.
- 4.5 In order to ensure the pool is well maintained to current service levels the 2014 condition report suggests inspecting the existing pool structure every 5 years. This report is now due.
- 4.6 The Future Directions Report recommends as a priority that a detailed feasibility analysis occur to determine the best location for a future wellness indoor aquatic facility to best service the City of Salisbury in the future. Potential sites for consideration include, but not limited to, the existing SRP site, the Salisbury CBD, the Paddocks, the Ingle Farm and Dry Creek growth areas.
- 4.7 In addition to this it is further recommended that localised improvements to the existing amenity at SRP be considered to maintain currently level of amenity to contemporary community expectations. This could include but not limited to provision of additional outdoor seating and landscaped areas, shade and water play features, such as splash pads.

5. REPORT FINDINGS - INDOOR RECREATION – INGLE FARM AND PARAFIELD GARDENS

- 5.1 The City is well serviced for indoor recreation centres (dry facilities) the two Council facilities are located at the district centres of Parafield Gardens and Ingle Farm. There are no significant gaps currently. The Parafield Gardens Recreation Centre and the Ingle Farm Recreation Centre both owned by the CoS service the vast majority of the Council area, the gap in the eastern area is serviced by the Golden Grove Recreation Centre in the City of Tea Tree Gully. The University of South Australia and relevant school recreation centres compliment this provision.
- 5.2 Although there has been a downward trend in the usage of indoor recreation centres in the CoS, primarily at Parafield Gardens and Ingle Farm, both facilities are still substantially used and provide valuable community indoor space for a variety of indoor sports and activities. There does not appear to be any immediate need to consolidate the provision of indoor court space in the CoS.
- 5.3 In terms of wellness provision there are very limited services on offer within the City both publicly and privately. Wellness services, such as mind-body classes, massage, counselling and hydrotherapy, are typically provided by the private sector however there is an opportunity to consider adapting Council's existing centres to cater for this emerging market. This may require refitting current spaces in existing facilities or providing additional spaces and built facilities. The neighbouring Councils also do not provide contemporary wellness centres and services from their existing facilities despite some of these facilities being recently upgraded or developed. There may be some basic provision of activities such as yoga or warm water areas however this is limited. This presents an opportunity for the City of Salisbury to cater for this demand and provide a unique selling proposition to its neighboring Councils.
- 5.4 In considering the need for Recreation facilities studies should include analysis of utilisation of sporting clubs to cater for wellness activities at the community level.
- 5.5 In summary there is further detailed work to be undertaken initially as recommended regarding the provision of aquatic facilities. In addition Council is also considering the development of Community Hubs as a part of a report being presented to Policy and Planning Item 1.1.4, 21 January 2019. Consideration of aligning this work in relation to Ingle Farm is recommended.
- 5.6 In order to allow Elected Members sufficient opportunity to consider this matter, it is proposed that this report be provided for information purposes and to include the following draft recommendations that will be considered by Council in February 2019:
 - 5.6.1 A detailed feasibility study be undertaken to determine the future provision of an Indoor Wellness Centres with a focus on providing an indoor aquatic facilities which considers any unique selling proposition (wellness, rehabilitation, hydrotherapy).
 - 5.6.2 A New Initiative Bid be prepared by staff to fund the feasibility study for consideration in the 19/20 budget process.
 - 5.6.3 Note the Council Notice of Motion from 27 August 2018 (2603/2018) to report on the development of a Community Hub at Ingle Farm.

-
- 5.6.4 In considering the need for Indoor Wellness Centres facilities any study would include analysis of utilisation of sporting clubs and capacity to cater for wellness activities at the community level.
- 5.6.5 A New Initiative Bid be prepared by staff to undertake the recommended 5 yearly condition report as per the 2014 Condition Assessment Report, for consideration in the 19/20 budget process.

6. CONCLUSION / PROPOSAL

- 6.1 In terms of wellness provision there are very limited services on offer within the City both publicly and privately. Wellness services, such as mind-body classes, massage, counselling and hydrotherapy, are typically provided by the private sector however there is an opportunity to consider adapting Council's existing centres to cater for this emerging market. This may require refitting current spaces in existing facilities or providing additional spaces and built facilities. The neighbouring Councils also do not provide contemporary wellness centres and services from their existing facilities despite some of these facilities being recently upgraded or developed. There may be some basic provision of activities such as yoga or warm water areas however this is limited. This presents an opportunity for the City of Salisbury to cater for this demand and provide a unique selling proposition to its neighbouring Councils.
- 6.2 The report makes the following draft recommendations to be considered by Council in February 2019;
- 6.2.1 In the short term a detailed feasibility study could be undertaken to determine the future provision of indoor wellness aquatic facility in the City of Salisbury which considers any unique selling proposition (wellness, rehabilitation, hydrotherapy)
- 6.3 It is further recommended that localised improvements to the existing pool amenity be considered to maintain the existing facility to a contemporary level which reflects community expectations. This may include provision of additional features such as BBQ areas, shade and splash/water play features. It should be noted that the re-fitting of space adjacent the existing change room facilities will be undertaken this financial year to improve usability and allow for additional wellness based classes to be delivered.
- 6.4 It should be noted that staff have been asked to bring a report back to council to consider the development of a Community Hub at Ingle Farm, in March 2019 (Council Notice of Motion from 27 August 2018). It is proposed that the study regarding wellness centers assist in information the development of a Community Hub at Ingle Farm subject to councils consideration of Policy and Planning report Item 1.1.4, 19th January 2019.
- 6.5 In considering the development of wellness facilities analysis of the utilisation of sporting clubs and their ability to cater for wellness activities at the community level should also be considered.
- 6.6 In line with the 2014 condition report, undertake an updated report into the swimming pool at SRP.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 14.01.19



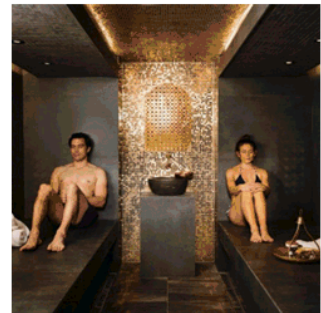
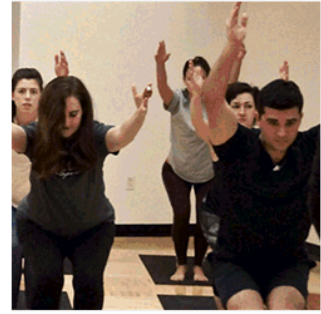
Future Directions for Indoor Facilities

Final Report

January 2019



TREDWELL
SPORT, RECREATION & OPEN SPACE SPECIALISTS



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Item 1.1.3 - Attachment 1 - Future Directions Indoor Recreation Facilities

Acknowledgements

Pippa Webb, General Manager, Community Development
Adam Trottman, Manager Community Planning & Vitality, Community Planning & Vitality
City of Salisbury staff that contributed to the study
Belgravia Leisure and Centre Managers

Disclaimer

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Executive Summary

The City of Salisbury has three indoor facilities which offer a range of recreational experiences for the community. The future directions consultancy will provide the guiding document for Council's consideration of future opportunities for the development of infrastructure which creates centres of wellness excellence and meets community needs. This document provides an options plan for private investment opportunities, based upon future demographic projections and regional needs assessment.

The project approach to conduct the study included three key stages Stage 1 – Start-up and Background Review; Stage 2 – Supply and Demand Analysis and Stage 3 – Vision and Framework Development.

The Salisbury Recreation Precinct (SRP) is the Council's only public aquatic facility. This precinct features a 50m outdoor swimming pool with 7 lanes (which is unusual), a 25m semi-enclosed swimming pool, toddlers pool and BBQ area. Adjoining the swimming centre is a tennis centre with eight floodlit tennis courts and clubrooms and two tennis clubs are based at the facility. The swimming complex is used extensively for swimming carnivals and programs, swimming lessons, casual swimming, lap swimming and birthday parties between mid-October and April each year. The SRP is located within a pleasant park land setting with established trees and adjoins the Salisbury High School. It is a five-minute walk from the site to the Salisbury CBD. The facility is set back from Waterloo Corner Road and is not easily identifiable for passing traffic. It is known in the community as a "hidden gem".

Whilst the tennis centre is in good condition the pool facilities at SRP are ageing and have some substantial maintenance and refurbishment requirements which need to be addressed as a priority. This could result in the entire shell of the 50m pool needing to be replaced, subject to a condition report which is currently due for commissioning. The plant is relatively new and according to the pool manager seems to operate well. The buildings and grounds are well presented and functional. Prior to investing in major capital works it is important to determine the future direction of the centre. This may include finding an alternate location or redeveloping the current site to include modern offerings such as indoor aquatics, wellness services and the development of other complimentary services.

First opened in 1988, the Parafield Gardens Recreation Centre features three full size indoor sports courts and a large multi-purpose activity area. The centre is used for basketball, netball, futsal, Kindergym, fitness classes, table tennis and school holiday programs. It is located adjacent the Parafield Gardens Swim School and the Morella Community Centre. The centre is thirty years old and is well maintained and presented despite its age. Council has recently invested in various improvements and preventative maintenance to ensure it is an attractive centre to visit. It is strategically located and is not impacted upon significantly by competing facilities.

The Ingle Farm Recreation Centre was established in 1978 and consists of three indoor sports courts, four squash courts, training rooms, offices and a function room with commercial kitchen. The centre is used for basketball, netball, futsal, roller skating, Kindergym, archery, squash and model aircraft flying. A privately operated gym operates from the centre also and it adjoins the Ingle Farm Library and Shopping Centre. The centre is fifty years old and is well maintained and presented despite its age. Council has recently invested in various improvements including a new court surface for two of the courts, improved kiosk and preventative maintenance to ensure it is an attractive centre to visit. Despite this, the centre is competing with a modern designed major regional indoor recreation facility in relative proximity (The ARC Campbelltown).

Site visits were conducted of the three facilities with the Centre Managers and a Council representative. Whilst the centres are performing adequately there has been a notable decline in indoor court usage over the past few years. The centre managers believed this was due to a number of reasons including the increased competition from higher quality and newly opened Centres in adjoining Council areas such as The ARC Campbelltown, John McVeighy Centre, Waterworld and the Aquadome; changing community preferences; and the condition and age of the current facilities (noting

recent upgrades and refurbishments have improved the presentation and functionality of these centres).

The audit has determined that the City of Salisbury is well provided for in terms of indoor multi-use court provision, fitness centre provision, either provided for directly by the City of Salisbury, by the private sector or by neighbouring Councils. The provision type is relatively consistent in terms of court sports with most centres providing for main stream and traditional indoor sports such as basketball, netball, futsal/indoor soccer, volleyball, badminton and squash. Some of the centres do cater for niche activities such as roller skating, indoor bowls and model aero flying.

The fitness centre components of the indoor recreation centres also offer similar programs and activities to each other including group fitness, weights, cardio, pin loaded machines and personal training. These services do not seem to vary significantly between centres. Some facilities are offering activities such as yoga and pilates, however this is limited and most facilities are not offering any contemporary wellness services and programs.

In terms of aquatic provision, activities such as lap swimming, swimming lessons, leisure swimming, and aqua fitness are well provided for across the region. There is however limited provision of rehabilitation/hydrotherapy, relaxation and aquatic wellness services.

The configuration of aquatic facilities may not meet future demand and hydrotherapy is a market gap, through the Northern region. The potential for the market niche to position Salisbury in a new market could significantly assist in ongoing cost recovery and/or new private sector investment in recreation facilities.

A recent study looking into the feasibility of providing an indoor recreation facility at Salisbury Oval concluded that an indoor facility had merit provided it was flexible in design to cater for multiple sports not just cricket and a low cost construction method is utilised. It concluded that this option presents the most feasible option as it provides a possible solution to satisfy a number of objectives:

- It meets the needs of the Northern District Cricket Club for a training venue
- It provides a possible Centre of Excellence and regional cricket hub for SACA
- It provides a suitable venue for use by a range of sport and recreation organisations, school and community groups
- It creates the opportunity to further enhance the physical environment at the precinct

To optimise the viability and usage of indoor recreation and aquatic facilities, it is our view that the development of any new indoor recreation facilities be integrated with any new aquatic provision.

A best practice review has found that public leisure and aquatic facilities, in the vast majority of cases, are subsidised by their owners, which typically is local government. Some, however perform better than others and local government is prepared to accept the need to provide a significant subsidy on the basis that the community is provided with benefits such as health, fitness, community and economic development, learning to swim and social interaction. The efficient operation of leisure and aquatic facilities and the minimisation of this subsidisation should still be a goal as improved efficiency not only produces savings it often results in environmental benefits through reduced utility consumption.

Health + Fitness Activity Areas

Industry trends indicate that users of leisure and aquatic facilities are also significant users of health and fitness facilities. Location of each of these activity components at the one site improves financial viability.

Health and fitness has the capacity to record much higher expense recovery returns than stand-alone aquatic and recreation centres. Traditionally these returns can also attract commercial investors and operators to health and fitness facilities. Locating these facilities at aquatic and

recreation centres increases the potential of cross-selling and spin-off use. It also improves the membership/program user and casual user ratio.

In recent years, in addition to health and fitness areas, there has been a trend to develop a range of complementary businesses in conjunction with aquatic and leisure facilities these include:

Wellness Centres

There is an emerging trend of adding in an area for specialist wellness activities, services and merchandising. The key services found at successful wellness centres include massage, beauty therapy treatments, gentle exercise classes and relaxation and time out activities.

Inclusion of such facilities offers a broader range of activities to a larger age profile of people. The massage and beauty therapy are high yield sales activities and also can have high linked merchandising product sales.

It is essential in developing such areas that they are located with good views, away from general public noise and viewing areas and have very good finishes and fittings. Provision should be made for a lounge for relaxation after treatment or classes.

Sports Medicine

Development of consulting rooms, with patient access to health and fitness and pools are revenue generators.

Health and Therapeutic Services

Health consultancies, weight loss and therapeutic services linking in worker and accident rehabilitation patients to use the range of facilities with centre memberships paid by relevant authorities.

Health and Beauty Services

Leased areas to services such as beauticians, hair salons and body toning.

Multi-Use Compared with Specialist Use

The leisure and aquatic facility development trend that is most prevalent in Australia is the development of larger more multi-use indoor/outdoor facilities in comparison to the period between the 1960s and 1990s where there was strong pressure to build limited 50 metre competition and training facilities and stand-alone indoor sports courts.

In recent years, and outside major metropolitan areas across Australia, there has been a strong shift away from developing 50 metre pools (indoor or outdoor) due to:

- High cost of provision
- Limited use and flexibility of this large activity space
- High cost of operations and maintenance
- Limited market of fitness and competition swimmers
- Ability of short course pools (e.g. 25m) to meet many of the specialist needs traditionally met by 50 metre pools
- Design flexibility and new features that allows for moveable floors and changing lane widths and moveable booms to maximise use of water areas

Generally, the City of Salisbury is adequately serviced for aquatics. There is an obvious gap in the South West area of the City including the Dry Creek growth area which is proposed for future residential development. Parts of the South West area may be serviced by the Parks facility in the City of Port Adelaide Enfield although this is not likely to service the entire area. The Salisbury

Recreation Precinct (SRP) services the northern, central and eastern part of the City well, Waterworld in the City of Tea Tree Gully given its regional catchment competes with the SRP for clientele and its catchment services the eastern, central and southern areas of the CoS. The learn to swim pools (local level facilities) at Parafield Gardens, Ingle Farm and Golden Grove service specific local markets and they don't tend to compete with each other, the SRP (district level) and ARC Campbelltown (regional level) also offer learn to swim (swimming lessons). The Aquadome draws CoS residents to its facility particularly from the northern and central parts of the CoS again given its regional nature and close proximity to the CoS northern boundary.

Given the current level of provision (considering services offered from within the CoS and from neighbouring Council areas) it is difficult to make an argument that the CoS is under supplied with aquatic facilities. However, there are significant identifiable gaps in hydrotherapy and rehabilitation services pools which has been identified as a strong need in the future given the ageing population and lack of current facilities through the State Aquatic Audit and Master Plan. Given also the age and condition of the SRP pools and the need for significant funds to redevelop the existing facilities, it will need to be determined where the future provision of these services will come from, this could be from the current site or from an alternate site.

It is recommended that a detailed feasibility analysis occur to determine how the city might consider wellness facilities including the provision of Hydrotherapy across the City of Salisbury in the future. Potential sites for consideration include, but not limited to, the existing SRP site, the Salisbury CBD, the Paddocks, the Ingle Farm and Dry Creek growth areas. In addition repair of the existing pool should be undertaken as a matter of urgency (within 3 years) to maintain current service levels.

The City is well serviced for indoor recreation centres (dry facilities) the two Council facilities are located at the district centres of Parafield Gardens and Ingle Farm. There are no significant gaps currently. The Parafield Gardens Recreation Centre and the Ingle Farm Recreation Centre both owned by the CoS service the vast majority of the Council area, the gap in the eastern area is serviced by the Golden Grove Recreation Centre in the City of Tea Tree Gully. The University of South Australia and relevant school recreation centres compliment this provision.

Although there has been a downward trend in the usage of indoor recreation centres in the CoS, primarily at Parafield Gardens and Ingle Farm, both facilities are still substantially used and provide valuable community indoor space for a variety of indoor sports and activities. There does not appear to be any immediate need to consolidate the provision of indoor court space in the CoS.

City wide Considerations

In terms of wellness provision there are very limited services on offer within the City both publicly and privately. Wellness services, such as mind-body classes, massage, counselling and hydrotherapy, are typically provided by the private sector however there is an opportunity to consider adapting Council's existing centres to cater for this emerging market. This may require refitting current spaces in existing facilities or providing additional spaces and built facilities. The neighbouring Councils also do not provide contemporary wellness centres and services from their existing facilities despite some of these facilities being recently upgraded or developed. There may be some basic provision of activities such as yoga or warm water areas however this is limited. This presents an opportunity for the City of Salisbury to cater for this demand and provide a unique selling proposition to its neighbouring Councils.

The following recommendations are made based on the findings of this study:

- In the short term conduct a feasibility study to determine the future provision of an indoor and aquatic facilities based on wellness principles in the City of Salisbury with a focus on providing an indoor district level facility considering:
 - Ensuring existing programs and services offered at the SRP are catered for in any new development (including lap swimming, school and education lessons, VACSwim, swimming lessons and leisure swimming).
 - The need to provide for the gap in rehabilitation/hydrotherapy, relaxation and aquatic wellness services
 - Determine the scope of aquatic and recreation facility elements required
 - The best mix of services (e.g. dry/wet/wellness)
 - The best location/site
 - The best management model
 - Capital, operational and lifecycle costs of any new or redeveloped facility
- Determine a vision of indoor wellness facilities provision in the City of Salisbury considering
 - Any Unique Selling Proposition (wellness, rehabilitation, hydrotherapy)
 - Aligning with state aquatic and leisure planning directions
 - Service existing gaps and future growth areas
- Continue to operate the Indoor Recreation Centres at Ingle Farm and Parafield Gardens and investigate the viability of integrating wellness services at both centres
- Consider the growth areas of Dry Creek, Salisbury CBD, Mawson Lakes and The Paddocks to develop any new aquatic/indoor recreation facility
- At the end its useful life consider the replacement of the Ingle Farm Recreation Centre with a facility that focuses on health and wellness services provision to the Ingle Farm Growth area (subject to a feasibility analysis).
- In line with the Statewide Aquatics Facility Audit adopt the following principles when planning for a new aquatic facility
 - That, as a minimum requirement, pools either redeveloped or built are designed to cater for the five user groups (education, recreation, fitness, sport and rehabilitation).
 - That the standard aquatic facility of the future has as a minimum, a 50 metre indoors heated pool (*the consulting team recommends that a 25m indoor pool also be considered as an alternate option*), a diving board, offers programs throughout day that support the five user groups and has segregated change rooms.
 - That consideration be given to locating these facilities in 'community hubs' for economic and social advantages.
 - That facilities are not built within schools (public or private) if this limits the availability of the pool to all users.

- That hydrotherapy pools are considered to be an economically viable proposition for attaining good health and wellbeing of those users who need rehabilitation such that they become a standard feature when designing new and or redeveloping existing facilities.
- That the development of any new indoor recreation facilities (court based) be integrated with any new aquatic provision.
- That the following key findings should be considered in future planning for new aquatic and indoor recreation centres
 - Geographic proximity to city centres and/or proximity to schools or shopping centres is important
 - Multi-use facility provisioning and a broad range of activities including:
 - Fitness gyms, group exercise spaces (dance, yoga etc.), wellness centres, cafés, creche, change rooms (separate wet and dry areas plus family and unisex accessible rooms), lap pool with ramp access which can be divided into two or more pools, program pool – multi use warm water pool with ramp access, learners’ pool – designed for Learn to Swim classes and recreation, toddlers’ pool/splash pad, spa and sauna (note some of these features can be integrated in one or more facilities), offices, conferencing and club rooms
 - Year-round access
 - Consolidated facility offerings
 - Are located as part of other leisure facility developments
 - Colocation with other key services including cultural hubs, healthcare, libraries, youth services and pharmaceuticals
 - Linkages with education facilities in particular high schools
 - Facility design and layout in terms of successful management and operation
 - Cross-sector partnerships in the development of facilities
 - The design, financing and management of facilities including the linkages with government departments and other government bodies, public/private partnership and private management
 - Colocation and community-hub based developments to achieve economies of scale
 - Provision of a mix of shallow leisure/recreation water with programmable water areas
 - Provision of high revenue generating complementary service areas such as food and beverage services
 - Are located in a high traffic/visitation area
 - Provide commercially viable elements such as cafes, wellness clinics and swimming lessons

1. Overview

1.1 Introduction and Background

The City of Salisbury has three indoor and aquatic facilities which offer a range of recreational experiences for the community. The future directions consultancy will be the guiding document for Councils consideration of future opportunities for the development of infrastructure which creates centres of wellness excellence, meets community needs, and provides an options plan for private investment opportunities, based upon future demographic projections and regional needs assessment.

The City of Salisbury has a commitment to creating a flourishing community with opportunity for all. Within this vision statement underlies the intent to ensure that community facilities cater for future wellness and health needs responding to emerging trends. In the area of recreational infrastructure the Council has invested in two indoor recreation facilities and one aquatic facility, however there is currently no overarching plan for the future of the facilities.

There are a number of opportunities to change the mix of uses at several locations including the Salisbury Recreation Precinct located at Happy Home Reserve, the "Paddocks" which has recently endorsed a master plan within which is highlighted provision of sporting grounds and a possible future wellness centre. Ingle Farm Recreation Centre which is co-located with a Council Library and the Parafield Gardens Recreation Centre which is located adjacent the thriving Morella Community Centre.

Other trends which impact on the future provision include increased usage of technologies to track, monitor and influence everything from equipment and wearable technologies. The technologies require a re-thinking of physical infrastructure to support the future of this trend, which may include virtual reality participation across geographic areas. New lines of fitness equipment are evolving rapidly, taking full advantage of new technological innovations. The design of this new breed is meant to provide more personalisation, more options, and more connectivity – for workouts, entertainment, education and communication. All these factors are designed to enhance the user's experience and engage the member, ultimately providing them with improved perceived value. The shift from expensive traditional resistance equipment provides a much easier entry point for new facilities to enter the marketplace.

Within all ages and abilities there is a growing interest in long-term health and wellness. Strategies and programs to promote fun, inclusion, development (physical literacy) and social engagement for life is the key. Mind-body classes are drawing new participants in other forms, as well as finding new homes in fusion-style classes incorporating intensity and mindful movement; for example, Strength & Stretch classes and Myofascial Release. These new fusion classes require a different type of infrastructure responsiveness and provide the opportunity for co-location of private and Council infrastructures and services.

Population and preference changes and the impact of the National Disability Insurance Scheme, as well as changes to aged care service provisions are also considerations for exploration of future opportunities for both Council and private investment.

1.2 Project Requirements and Approach

To provide a strategic document which guides;

- Councils future decisions regarding the development of indoor recreation facilities across the City of Salisbury including an assessment of the short, medium and long term priorities.
- identifies current trends and likely future directions for indoor recreation facilities taking into account future trends in wellness services.
- makes high level recommendations for the location, enhancement, and development of indoor recreation facilities across the City of Salisbury, taking into account the positioning of assets within the northern regional market.
- provides a framework for the consideration of private investment to further develop indoor recreation facilities with a focus on wellness excellence across the city.
- assesses recreational trends and needs of the community as described in Councils Open Space and Recreation Strategy.
- provides future directions, which considers the concept of community wellness and the contributions which indoor recreation facilities make to these outcomes.
- provides a framework for future work to consider the, cost estimates, funding source's, opportunities and responsible partners to deliver desired outcomes.

Project Measures

- To provide a strategic framework for Councils consideration of the future provision and development of indoor wellness centres.
- To provide recommendations for the location, enhancement, and development of wellness centres across the northern regional market.
- Provide a framework and assessment criteria for the consideration of private investment to further develop wellness centres of excellence across the City of Salisbury.

Project Approach

Given the limited project funds to conduct the study a higher level assessment has been utilised to achieve the core project objectives.

Stage 1 – Start-up and Background Review

Stage 2 – Supply and Demand Analysis

Stage 3 – Vision and Framework Development

Key Outputs

- High Level Supply analysis
- High Level Competitor analysis
- Trend and participation analysis
- Spatial and catchment mapping
- Vision statement and high-level strategic directions

2. Strategic Context

2.1 Overview of Existing Facilities

Salisbury Recreation Precinct

The Salisbury Recreation Precinct (SRP) is located off Happy Home Drive, Salisbury North. It features a 50m outdoor swimming pool with 7 lanes (which is unusual), a 25m semi-enclosed swimming pool, toddlers pool and BBQ area. Adjoining the swimming centre is a tennis centre with eight floodlit tennis courts and clubrooms and two tennis clubs are based at the facility. The swimming complex is used extensively for swimming carnivals and programs, swimming lessons, casual swimming, lap swimming and birthday parties between mid-October and April each year. The SRP is located within a pleasant park land setting with established trees and adjoins the Salisbury High School. It is a five-minute walk from the site to the Salisbury CBD. The facility is set back from Waterloo Corner Road and is not easily identifiable for passing traffic. It is known in the community as a "hidden gem".

The pool facilities are ageing and have some substantial maintenance and refurbishment requirements which need to be addressed as a priority. This could result in the entire shell of the 50m pool needing to be replaced. The plant is relatively new and according to the pool manager seems to operate well and the buildings and grounds are well presented and functional. Prior to investing in major capital works it is important to determine the future direction of the centre.



Image: Outdoor 50m pool and semi-enclosed 25m pool at the Salisbury Recreation Precinct

Parafield Gardens Recreation Centre

First opened in 1988, the Parafield Gardens Recreation Centre features three full size indoor sports courts and a large multi-purpose activity area. The centre is used for basketball, netball, futsal, Kindergym, fitness classes, table tennis and school holiday programs. It is located adjacent the Parafield Gardens Swim School and the Morella Community Centre.

The centre is forty years old and is well maintained and presented despite its age. Council has recently invested in various improvements and preventative maintenance to ensure it is an attractive centre to visit.



Image: Indoor multi-use courts at the Parafield Gardens Recreation Centre

Ingle Farm Recreation Centre

The Ingle Farm Recreation Centre was established in 1978 and consists of three indoor sports courts, four squash courts, training rooms, offices and a function room with commercial kitchen. The centre is used for basketball, netball, futsal, roller skating, Kindergym, archery, squash and model aircraft flying. A privately operated gym operates from the centre also and it adjoins the Ingle Farm Library and Shopping Centre.

The centre is fifty years old and is well maintained and presented despite its age. Council has recently invested in various improvements including a new court surface for two of the courts, improved kiosk and preventative maintenance to ensure it is an attractive centre to visit. Despite this the centre is competing with a modern designed major regional indoor recreation facility in relative proximity (The ARC Campbelltown).



Image: Indoor multi-use court at the Ingle Farm Recreation Centre

2.2 Background Review

The following strategic documents are relevant to the future provision of indoor recreation and aquatic facilities within the City of Salisbury

- City Plan 2030
- The Game Plan Action Plans for Open Space and Recreation Provision
- City of Salisbury Growth Action Plan
- Salisbury City Centre Urban Design Framework
- Salisbury Oval Master Plan
- The Paddocks Master Plan
- Salisbury Oval Indoor Facility Feasibility Study
- Bridgestone Park Upgrade Plan
- Review of Centre Based Recreation Services Business Model
- Asset Management Strategy and Plans

City Plan 2030

“Salisbury - a flourishing City with opportunity for all”

Our Vision is outlined in City Plan 2030 and provides practical strategies and actions to build on our existing assets and make the most of opportunities that have the potential to be transformative for not only the City of Salisbury, but the northern Adelaide region more broadly.

City Plan 2030 contains the following 4 key directions:

Prosperous City – driving Economic growth in South Australia, creating more jobs, providing people with skills and knowledge to connect to those jobs and sustainably increasing our population.

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

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

Enabling Excellence – A council where people work because that can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude. Each direction includes a statement of what we want to aspire to achieve during the life of the City Plan, how we will achieve it and the indicators that will tell us how our City is progressing.

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

Our objectives are to:

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

We will:

- Provide experiences that make our places livelier and more interesting*
- Provide well maintained, clean and attractive places and facilities*
- Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities*

The Game Plan Action Plans for Open Space and Recreation Provision

The Game Plan provides the following policy principles. These principles form the basis of future direction.

- *Community need: provision of facilities and services will be based on a clear understanding of community characteristics and need, both now and into the future.*
- *Consultation: engage the community in the process of planning for the provision of open space and recreation facilities and programs.*
- *Access: provide affordable and accessible open spaces and recreation facilities and services that enable the safe and enjoyable participation in recreation opportunities that meets the social, cultural and environmental needs of all residents and community.*
- *Quality: provide suitably attractive, useable and quality recreation facilities and open space that contribute to the identity of the city and meet the recreational aspirations of all residents now and in the future.*
- *Diversity: create a diverse array of recreational facilities, spaces and programs that enhance community connectivity.*
- *Sustainability: provide recreation and open space assets in a manner that minimises resource requirements, exposure to risk and that contribute to the community's recreation aspirations through new facility upgrades or redistribution of open space.*
- *Partnerships: encourage the development of partnerships for the delivery and management of spaces, facilities and programs that meet the needs of the Salisbury community.*
- *Maximizing usage: of existing open space and recreation assets and encourage good design that promotes versatility, cooperative relationships between user groups and encourages opportunities for participation in recreation and sporting activity.*
- *Location: Co-locate where possible sports and community infrastructure and locate new sporting facilities as close as possible to transport hubs, car parks and other facilities.*
- *Innovation: enhance opportunities for innovative service and facility provision through collaboration, and continuous improvement.*

- *Investment: upgrade, replace, refurbish or extend existing facilities to optimise capital investment where financially sustainable to do so and in accord with agreed asset management principles in order to achieve a balance between quantity and quality provision. Ensure that facilities are fit for purpose through appropriate levels of service and application of standards.*

Other key findings of the study included:

Recreation Centres represent a unique and significant form of physical activity provision for the city. They provide the structure of sport in a social setting without the commitment, and in some instances, the cost of sports club memberships. In this sense they cater for the health and wellbeing of residents in a way that is accessible to all.

Broader trends have identified that Australians prefer to participate in individual and casual type activities rather than as part of a club. Similarly, there is a move away from outdoor activities to indoor activities, primarily due to weather conditions. In winter it is warmer indoors, and in summer it is cooler if participants are shaded from the sun. This provides further indication of the role recreation centres currently and potentially play in increasing community participation in physical activity.

The future of sport and recreation provision, at any level of competition, will rely on a strategic blend of indoor and outdoor facilities. Council will come under increasing pressure in relation to the provision of settings for sport and recreation.

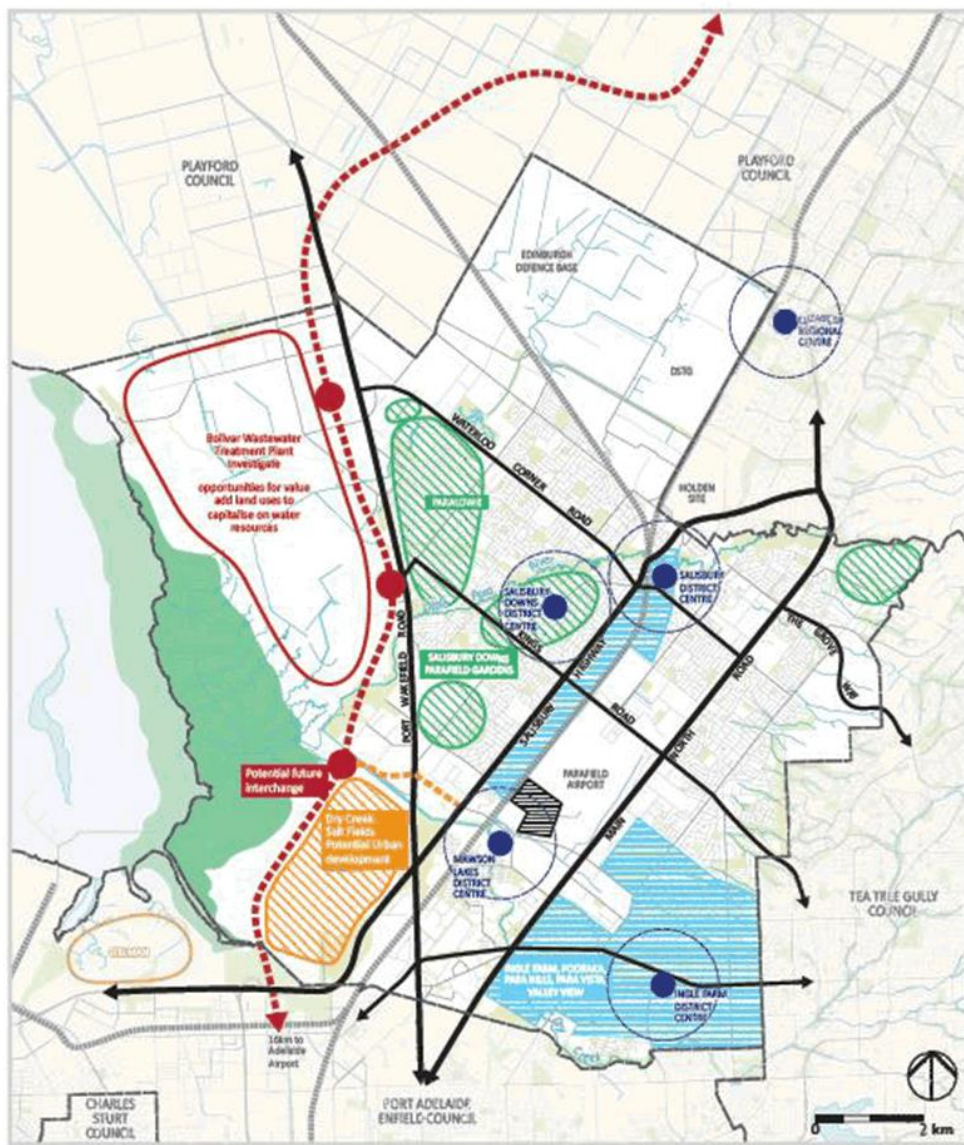
“...Clustering certain levels of industry, employment, recreation and cultural activities in areas with high accessibility to transport networks...crucial to achieving this policy, while protecting Adelaide’s built heritage and neighbourhood character, is good urban design and access to quality open space. This approach provides walking and cycling networks and a range of recreational activities to promote active, participatory communities.”

Research has identified that recreation centres provide significant direct service delivery to the community, specifically engaging a high proportion of special populations identified as being at risk of inactivity.

City of Salisbury Growth Action Plan

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

Although Salisbury is now an established middle-ring Council it is forecast that up to 11,000 additional dwellings may be constructed in the City by 2036, largely through urban consolidation and infill development. Significant potential for further development exists along transport corridors, in our centres and in older suburbs that will be regenerated over time. Although there is limited land to accommodate new large scale urban development east of Port Wakefield Road, potential exists to develop around 10,000 new dwellings on the Dry Creek Salt Pans. Figure 1 graphically represents the residential opportunities in the City of Salisbury.



RESIDENTIAL DEVELOPMENT OPPORTUNITIES



Figure 1: Residential Development Opportunities

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

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

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

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

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

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

Salisbury City Centre Urban Design Framework

The Urban Design Framework aims to provide for active and functional public spaces and streets that encourage community interaction, recreation and congregation.

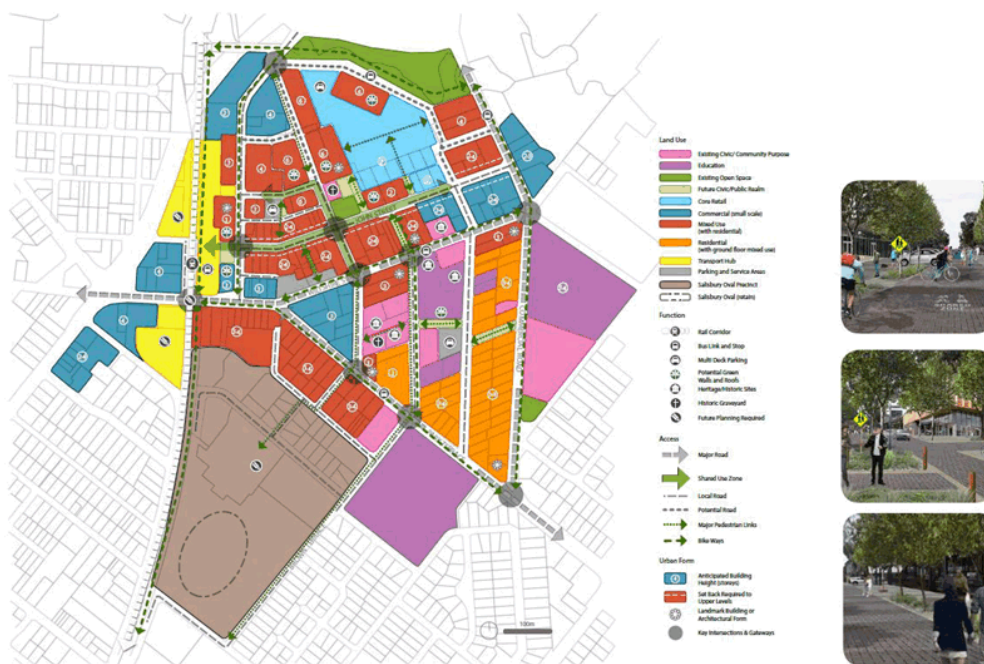


Figure 2: City of Salisbury Urban Design Framework

Salisbury Oval Master Plan

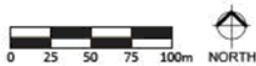
Breathing new life into the Salisbury Oval Precinct



Salisbury Oval Precinct Master Plan



- 1 Retain full sized oval and upgrade club facilities
- 2 Upgrade surrounding streetscapes as part of any future residential development, and improve connections and view lines from surrounding streets
- 3 New central park with upgraded playground, irrigated grass and shelter as part of any future residential development
- 4 Provide an area of an appropriate size to support future Multi-Use Game Area for court sports (subject to funding)
- 5 Remove sections of earth mounding around the oval to open up view lines, retaining sections for elevated spectator viewing
- 6 Preserve existing statement gum trees
- 7 Provide opportunities for development of 1-3 storey housing (detached, small lot housing, town houses and apartments) with integrated passive nodal parks
- 8 Improve quantity, quality and connectivity of car parking for sport and community events including exploring linking the Bowling Club and Oval car parking together
- 9 Construct a new change room facility for football and cricket, incorporating new public toilets
- 10 Upgrade the grandstand to incorporate new storage area and minor upgrades to existing clubrooms to improve disability access and mechanical services
- 11 Demolish existing public toilets and storage sheds
- 12 Plan for future location of an indoor training and function centre to be integrated with the new change rooms (subject to further funding and business case development)
- 13 Improve pathways surrounding the oval for walking, cycling and running
- 14 Create a new entrance at Brown Terrace including a new roundabout and link to sporting club facilities and car parking
- 15 Improve connections to surrounding streets, Salisbury Interchange, Chidda Rail Station and Salisbury City Centre through improved path networks and wayfinding signage
- 16 Improve functionality and surveillance of the war memorial at Orange Avenue
- 17 Improve community safety with installation of CCTV security, open fencing and improved surveillance
- 18 Implement Crime Prevention Through Environmental Design (CPTED) principles including delivery of open rail fence edge to the Salisbury Bowling Club and Croquet Club to improve surveillance



Council Endorsed 27 March 2017

Figure 3: Salisbury Oval Precinct Master Plan

The Paddocks Master Plan

3 | MASTERPLAN

Masterplan elements represent an 11+ year program of capital investment and improvements which caters for the future needs of the community and visitors. The masterplan seeks to improve safety within the Paddocks, creating parklands and picnic areas, linking areas with shared pathways, investing in new and clubrooms, and improving car parking.



3 | MASTERPLAN

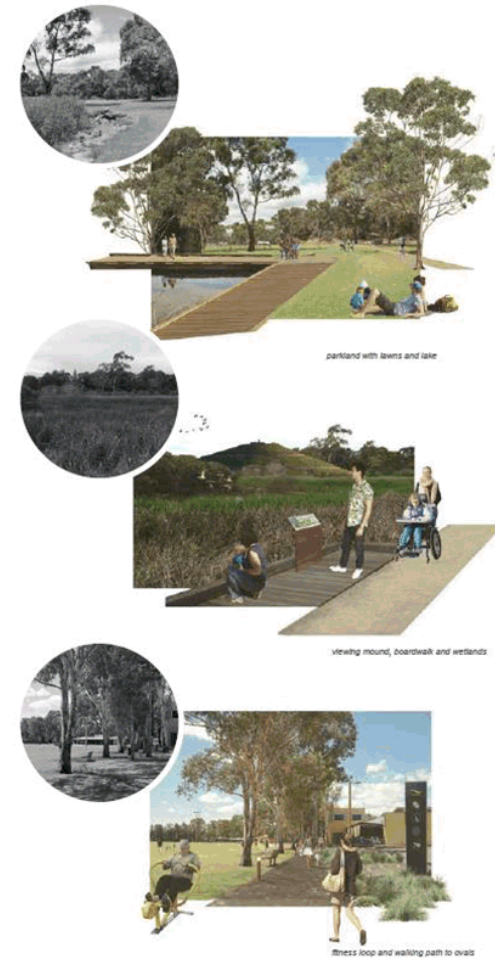


Figure 4: The Paddocks Master Plan

Salisbury Oval Indoor Facility Feasibility Study

This report conducted in 2017 presented three options as outlined below.

Option 1 - a large indoor recreation centre to replicate the St Jays' Centre. The advice of Belgravia Leisure management, current lease holders at the Council's two other Recreation Centres there is little demand for another large recreation centre in this area. Current programs for court sports are on the decline in both centres and the current trends occurring in sport and recreation participation do not support the financial cost to build such a large recreation centre as it would only create additional competition for the two existing centres and as such would place a financial strain on these centres' capacity to remain viable. The designated area as identified in the Master Plan concept drawing did not provide sufficient space for such a facility and its location away from major roads and access to the required car parking are other factors that do not support this option.

Option 2 - a similar model to the Jamestown Indoor Cricket Centre. The Jamestown Indoor Cricket Centre is a fully enclosed building which was an airport hangar adapted into an indoor stadium which comprises of 6 indoor pitches and two hardwood court areas. The building is approximately 100m in length and 30m wide. It has a canteen but there are no changerooms however there are plans to add these in the future subject to sourcing enough funding. The facility does not have any heating or cooling. The cricket facility is well used as are the courts which are used for netball, basketball, indoor soccer. The centre has been used as a regional sports facility given it caters for a range of different sports but its major focus is as an indoor cricket facility for both training and competitions.

The facility is not likely to ever generate enough income to make it a viable proposition for a private provider to manage and so it is currently managed by a local sports association comprising members of the various sports user groups.

The cost to construct the 'big tin shed' facility was reduced as it was built by local trades and volunteer labour from the Jamestown region. It was essentially built from an airport hangar that was modified to create an indoor cricket centre with an additional two indoor courts. First opened in early 2007 at a cost of \$1.1 million the best indication of current cost in 2017 is that the facility is currently insured for \$2,650,000 which includes the recently constructed canteen but still does not include any changeroom facilities.

The designated area as identified in the Master Plan concept drawing did not provide sufficient space for such a facility and its location away from major roads and access to the required car parking are other factors that do not support this option.

Option 3 – an indoor facility with a minimum of 32m x 20m playing area with similar construction method to that which is being constructed for Orange Junior Cricket Association. This model is an international design developed in France and known as the SMC2 Sports Hall. The building is composed of a glue-laminated wood frame and a translucent composite fabric cover. The facades and covers have many advantages particularly for pleasant playing conditions as it provides excellent lighting, a pleasant environment and acoustic comfort.

The Orange facility features an indoor cricket training facility with 4 cricket pitches, two additional sports court areas suitable for a range of indoor sports and a community centre featuring offices, changerooms, toilets, meeting room, storage room and canteen. Total space of the facility will be approximately 1880 sq metres of playing surface. Cost of the Orange Cricket Centre has been estimated at under \$2.5 million once fully decked out with all the necessary equipment, lighting, netting, flooring etc.

The construction type of the SMC2 Sports Hall is scalable and in principle would suit the proposed Salisbury Oval indoor facility.

An external view and internal layout of the Orange Cricket Centre is shown below and illustrates how the centre can be constructed in two parts - (a) the indoor sports hall and (b) the community centre option with additional amenities.

It is this option that presents the most feasible option as it provides a possible solution to satisfy a number of objectives:

- It meets the needs of the Northern District Cricket Club for a training venue
- It provides a possible Centre of Excellence and regional cricket hub for SACA
- It provides a suitable venue for use by a range of sport and recreation organisations, school and community groups
- It creates the opportunity to further enhance the physical environment at the precinct

Consideration should be given to how the funded female change facilities and the proposed indoor facility could be integrated for a seamless design.

Further investigations would be required to determine routine and preventative maintenance and whole of life costs.



Image: Recently constructed Orange Cricket Centre in NSW

Review of Centre Based Recreation Services Business Model

The Review of Centre Based Recreation Services Business Model was conducted in 2013 and led to the outsourcing of management of the three Council owned facilities to Belgravia Leisure. Key findings relevant to this study included:

Modern Facility Provision

The review of contemporary facility provisioning provided some clear indication of how local and municipal governments and in some cases other sector providers were looking at the provision of services.

- Geographic proximity to city centres and/or proximity to schools or shopping centres
- Multi-use facility provisioning and a broad range of activities including:
 - Gyms, Group exercise spaces (Dance, yoga etc.), Wellness centres, Cafés, Kids' Club, Change rooms (separate wet and dry areas plus family and unisex accessible rooms), 8-lane 50m pool with ramp access which can be divided into two 25m pools, Program pool – multi use warm water pool with ramp access, Learners' pool – designed for Learn to Swim classes and recreation, Toddlers' pool , Spa and sauna, Adventure Playground , Splash Pad
- Office, conferencing and club rooms
- Year round facilities
- Consolidated facility offerings
- A number of facilities are focused around the provision and colocation of other key services as well including cultural hubs, healthcare, libraries, youth services and pharmaceuticals
- Linkages with education facilities in particular high schools is a common finding
- Facilities offer a broad range of pricing structures including bulk purchase of visits at a discounted rate, regional memberships to all council provided recreation centres and a group discount policy
- Facility design and layout is critical to successful management and operation

City Centre, Community Centre and Hub Summary

- The city centre, community centre and hub based developments highlight and reinforce the trends towards integrated developments.
- The current city centre renewal project highlights the importance of transport oriented development in creating urban centres
- The current city centre renewal project requires investment from the Council as part of stimulating other investment
- The future of leisure centre provision is in the integration of leisure facilities with other built facilities whether they are public or private
- The current community centre review is an opportunity to review integration with leisure centre facilities linked to the community hub concept
- Community hubs represent an efficient and effective way to improve service delivery, utilisation and reduce operating costs

- Community hubs are designed to be integrated into transport oriented development

Competition

The City of Salisbury recreational facilities face competition from neighbouring councils and private sector providers. The analysis of these competitors has highlighted:

- Regional competition is likely to further increase within the City of Salisbury for recreational activities putting additional pressure on utilisation particularly from new and upgraded facilities in the Cities of Playford and Tea Tree Gully
- Significant investment is being put into neighbouring facilities creating an increasing disparity between the standard of Salisbury facilities
- Competitors are generally providing a wider variety of activities
- Competition for swimming activities is strong with the Aquadome and recent upgrades to Waterworld at Tea Tree Gully which have included water slides
- Competition for Learn to Swim is also strong with indoor facilities provided by the Swim Centre and Aquadome
- Pricing of the City of Salisbury recreation facilities is comparable with other neighbouring facilities and generally slightly lower with respect to aquatic activities

Strategic Issue Summary

In undertaking the review of Leisure Centre provision in the City of Salisbury the following key strategic considerations and issues were identified through the research, consultation and analysis phase. These strategic issues are important in framing the decision making process of Council for future service delivery.

- The City of Salisbury slightly younger than average demographic age profile should support high participation in recreation activities in both indoor sports and aquatics
- There is significant potential growth of Salisbury residential catchment in line with Greater Adelaide Plan figures
- Recreational trends are changing to include more individualised programs especially gym and fitness
- Indoor court program participation revolves predominantly around basketball and netball
- Indoor floor activities such as martial arts, dance, gymnastics, ballet and yoga have lower participation rates than core activities but are still significant, particularly among females and have higher rates of participation compared with other indoor court and racquet sports
- Diversity in program offerings is increasing linked to the promotion of community health
- Increasing the diversity of programs linked to the overall concept of “community wellness” supported by appropriate facilities
- The overall performance of the City's recreational area in terms of key measures and benchmarks is at or below median levels
- There is increasing competition regionally in terms of indoor and outdoor facilities leading to potential over provision of assets

- Some of the facilities being provided by the City of Salisbury are reaching the end of their useful life and in terms of modern design standards are falling behind in relation to other offerings
- There is an increasing trend toward larger economies of scale of Leisure Centre Facilities to minimise net subsidy per use
- Running successful recreation facilities in terms of value and commercial sustainability has seen increase in the scale of facilities and the offerings
- In particular commercial focus is linked to gym/fitness based facilities
- Fewer facilities reducing the management and operational overheads
- Cross-sector partnerships in the development of facilities
- The design, financing and management of facilities has seen a variety of models implemented including the linkages with government departments and other government bodies, public/private partnership and private management
- Colocation and community-hub based developments are increasing consistent with the principles of economies of scale
- Increasingly the colocation of recreational, community service and private facilities is increasing
- Linking with GP surgeries, a full range of community health services, leisure centre, library and retail pharmacy
- Council is currently progressing with the renewal of the city centre which is a key consideration in this process
- Council is currently reviewing the provision of community centres which is also a process links with this provisioning discussion
- The investment return on new facilities can have significant positive impact on the net costs to the City over time

South Australian Statewide Swimming Pool Audit and Master Plan 2017

This project set out to obtain current data on South Australian aquatic facilities that are accessible to the public. It was intended that information would then be publicly available for mapping, research, analysis and potential planning and development purposes. Further, the information would allow for comparative analysis against similar reports conducted over the past 20 years.

The report also highlighted another growing demand that has widespread benefits to the health and wellbeing of the community i.e. while surveys have looked at those who use water for education, recreation, fitness and sport, there is now a need to cater for users undergoing rehabilitation for illness and injury.

And finally, the distribution of pools across the metropolitan and regional areas that had been identified in the past may not have considered the housing explosion that has occurred in the past 10 years. Inner city and suburban redevelopment, and an expansion of housing development into regional/outer metropolitan areas have resulted in an expectation from residents that modern aquatic facilities will be part of the local infrastructure.

Key recommendations included:

- That, as a minimum requirement, pools either redeveloped or built are designed to cater for the five user groups (education, recreation, fitness, sport and rehabilitation).
- That the standard aquatic facility of the future has as a minimum, a 50 metre indoors heated pool, a diving board, offers programs throughout day that support the five user groups and has segregated change rooms.
- That consideration be given to locating these facilities in 'community hubs' for economic and social advantages.
- That facilities are not built within schools (public or private) if this limits the availability of the pool to all users.
- That hydrotherapy pools are considered to be an economically viable proposition for attaining good health and wellbeing of those users who need rehabilitation such that they become a standard feature when designing new and or redeveloping existing facilities.

2.3 Benefits of Community Recreation Centres

Stay Healthy Longer

Community recreation centres offer many programs that help benefit both the body and the mind. Studies have shown that people who exercise regularly have lower blood pressure, delayed onset of diabetes, lower heart disease rates, and overall increased longevity. Exercise also helps increase white blood cells and aids in strengthening your immune system.

Reduce Stress

The benefits of sports complexes not only help the body, but they also create a less stressed mind. Stress greatly affects the community at large, and people who regularly use recreation centres have lower stress levels than sedentary people. Another benefit to the mind is overall happiness. People who exercise regularly are more than twice as likely to consider themselves happy.

Benefits to Families

Couples and families that play together tend to stay together. Family ties are improved by spending leisure time with each other. This effect even works with parent-child relationships. The sports facility management team usually has unique ways to help families participate together to increase family ties.

Reduce Crime Rates with Children

Juvenile criminal rates can decrease up to 25% when the community has a recreation centre for adolescents to attend. A community recreation centre gives children a safe place to play, keeping them off the streets.

Recreation Centres Increase Property Value

Houses that are located closely to newly built community centres or sports centres notice increases in property values. Studies have shown that people not only love going to recreation centres, but they are also willing to pay to live closer to one.

Keep Your Employees Alert and Around

Employees who exercise regularly used almost half as many absences as employees who did not engage in physical activity. Employees who had actively paid for membership for physical recreation are more alert on the job and have a lower turnover rate than employees without similar benefits.

Cultural Diversity

Sometimes, cultural differences can cause some problems in community relations and in workplaces. Participating in group activities can help to increase cohesion in both the community and the workplace. Sports tourism also brings more cultural diversity to many types of different events.

Boost Your Students' Performance

Students who actively participate in recreational activities have increased retention rates. In tests given to more than 33,000 students, researchers verified the link between active lifestyles and retention levels.

Child Care

A lot of recreation centres are offering programs that help parents keep their children busy and having fun. Many sports complexes are including areas for after-school childcare to help keep kids out of an empty home while the parents are out working. Some sports facilities offer many summer programs that can also help further physical and mental growth in kids, which can benefit families with two working parents. Proper facility planning can keep kids off the street while helping them prepare for their futures.

Public Safety

Some recreation centres offer classes that teach CPR and first aid procedures that can greatly benefit the community. These classes usually cost very little to attend, and some even offer free enrolment. Recreation centres are also seen as safe spots since the large crowds can deter violent situations.

Tourism

Sports facilities can hold large tournaments that can bring people from interstate. This increase of people can help bring more revenue into a city a few times a year. Local businesses along with the recreation centres see an increase in revenue during these large events.

Additional benefits of indoor recreation include the following:

- Year round and all-weather access
- Ability to utilise during the day and night
- Often flexible spaces that can be programmed for a diversity of activities
- Comfortable environments which can be climate controlled
- Safe and secure and entry can be controlled
- Potential to operate with a commercial focus with the right mix of retail, food and beverage and programming and management structure
- Amenities such as changerooms, toilets and first aid facilities can be closely integrated adjoining the playing and activity spaces
- Usually multi-purpose and durable facilities and activity surfaces

Swimming is one of the most popular sports in Australia. Our nation is surrounded by water and swimming is one of our great passions. As well as being fun, swimming is a great way to keep fit, stay healthy and make friends. Swimming is a healthy activity that you can continue for a lifetime. It is a low-impact activity that has many physical and mental health benefits.

Swimming is a great recreational activity for people of all ages. Recreational swimming can provide people with a low-impact workout and it's also a good way to relax and feel good.

Some people who enjoy swimming want to take it to a competitive level. This can provide the health benefits of a vigorous workout as well as the fun and thrill of competition. The main strokes used in competitive swimming are breaststroke, freestyle, backstroke and butterfly.

Swimming is a great workout because you need to move your whole body against the resistance of the water. Swimming is an excellent all-round activity because it:

- Keeps your heart rate up but takes some of the impact stress off your body
- Builds endurance, muscle strength and cardiovascular fitness
- Helps maintain a healthy weight, healthy heart and lungs
- Tones muscles and builds strength
- Provides an all-over body workout, as nearly all of your muscles are used during swimming.

Swimming has many other benefits including:

- Being a relaxing and peaceful form of exercise
- Alleviating stress
- Improving coordination, balance and posture
- Improving flexibility
- Providing good low-impact therapy for some injuries and conditions
- Providing a pleasant way to cool down on a hot day

A large proportion of the population does not know how to swim. Learning to swim provides an individual with personal safety, psychological, physical, social and recreational values. Millions of people enjoy aquatic activities every year and many of these individuals will not be able to save themselves or help someone else should they find themselves in trouble in the water. The majority of drownings that occur every year occur in non-swimming activities.

Learning how to swim as an adult can provide a great sense of accomplishment and personal satisfaction. For an adult, swimming can be difficult to engage in but the rewards of accomplishment once skills have been developed are immeasurable.

People tend to feel more social when they are around water. There is something about water that makes people want to play. It provides individuals the opportunity to get out and socialize regardless of their skill level. Learning how to swim will open up a variety of other aquatic activities as well.

2.5 Wellness

There are seven dimensions of wellness: physical, social, emotional, intellectual, vocational, environmental and spiritual (in no particular order). We need to be doing something positive in each area to benefit our overall Wellbeing.

Wellness is an active process of becoming aware of and making choices towards a healthy and fulfilling life. It is more than being free from illness, it is a dynamic process of change and growth. A good or satisfactory condition of existence; a state characterized by health, happiness, and prosperity; welfare.

“Wellness is a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity.” – The World Health Organization.

According to several studies, the most common health problem in the world is depression. This problem is often manifested in the form of insomnia, stress, poor nutrition, physical inactivity, obesity, and heart disease, etc.

Irrespective of a person’s age, size, shape or perceived attractiveness, it is wellness that is the cornerstone of quality of life. It determines how we ultimately look, feel, interact with others and thrive in life and work.

Wellness is the conscious development of the whole self. Embarking on a wellness journey is a process of searching for the appropriate “tools” to make you a healthier and happier human being, plus discovering your own effective methods to use these “tools” for continued growth and development. As there is a great variety on all aspects of life, there are also countless ways to cultivate yourself on an ever-changing path of wellness.

It is important to see that all of the various concepts of wellness should include at least the following precepts:

Holism – your health and well-being are the outcomes of the constant interaction between the several natural dimensions of life and wellness. Each dimension is interrelated with the others. The aim is to be conscious of yourself as a whole and complete person, living life as fully as possible.

Balance – while acknowledging the constantly changing nature of your life, you look to balance it by giving significant attention to each of the dimensions. Lack of sufficient attention to any one dimension will result in less-than-optimal development as a person, and may possibly lead to chronic unhappiness.

Self-Responsibility – a well person owns up to his or her responsibility for health and happiness and does not allow others to take control over decisions he/she needs to make for him/herself. Self-responsibility presupposes self-awareness, including the process by which one becomes increasingly more aware of both the causes and consequences of his/her behaviour.

Positive and Proactive – wellness requires primarily positive perspectives and values by which to live. It also requires a strong sense of purpose and conscious, deliberate action. These are our starting assumptions, and they have stood well through time. However, they provide merely a simple framework. What you put inside that framework is totally up to you.

Wellness is an industry which is growing and activities such as the following are all emerging and provide an opportunity to be incorporated into future indoor wellness facilities

- Massage
- Yoga and Pilates
- Meditation
- Health consultants
- Mental health programs
- Mindfulness and meditation practice
- Religious ceremonies (e.g. Buddhist Meditation, Theology classes)
- Counselling, Psychology and Coaching
- Grief support programs
- Ageing programs (e.g. Ageing Playfully & Gracefully, Conscious Ageing)
- Community building
- Cultural inclusivity and education (e.g. English Classes for Refugees, NAIDOC Week Celebrations, Brazil & Australia Community Event)
- Children's groups (e.g. Connect Play Create)
- Singing and dancing events (e.g. choirs)
- Home economics and education programs (e.g. Grow Your Food & Save the Earth)

The Various Types of Wellness Centres

Because it has such a broad definition, wellness centre is used to describe widely disparate operations, including everything from acupuncture centres, to skin care centres, to clinics run by physicians. The three most common types of wellness centres are outlined below.

Centres for General Health and Well-Being

One of the most common types of wellness centres is one that you might find on a university campus or within a large corporation. This type of wellness centre is focused on helping students or employees thrive in their environments by helping them deal with stress, understand proper nutrition for their bodies, and advise them on general health and well-being. Sometimes, this will include a health clinic staffed with physicians, but often it will be a separate operation. For example, a school will have a student health centre that houses both the school health care providers as well as a wellness centre that focuses more on mental and general health and well-being.

Centres that Offer Specific Health and Wellness Services

There are many wellness centres that are more specialised than the ones described above. For example, some wellness centres focus on medical weight loss and nutrition programs while others might focus on acupuncture and alternative medicine. There are a large number of wellness centres specializing in skin care, offering various facials, laser skin treatment, and other surgical or non-surgical skin and body treatment options. Gyms, spas, and massage parlours can also be wellness centres. The common thread between all of these different types of service-focused wellness centres is that they all provide treatments and/or services that aim to improve both physical and mental well-being.

Wellness Centres Operated by Physicians

The last type of wellness centre is more of a clinic or medical practice. Sometimes, wellness centre can refer to a practice run by a group of physicians or medical specialists. Some examples of the types of doctors and medical health professionals that you might find running a wellness centre include psychiatrists, drug rehabilitation specialists, physiotherapists and primary care physicians.

3. Audit of Existing Facilities & Services

3.1 City of Salisbury

The three indoor recreation and aquatic facilities owned by the City of Salisbury were outlined above in section 2.1 and include

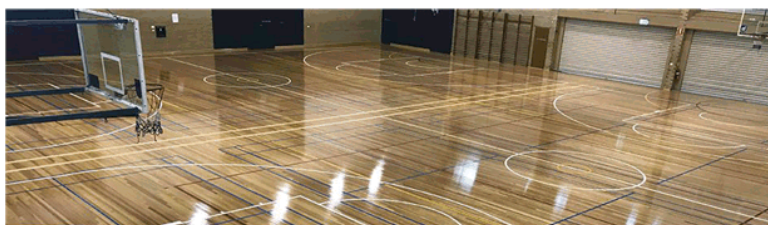
- Salisbury Recreation Precinct (outdoor pools and tennis centre)
- Parafield Gardens Recreation Centre (indoor courts and spaces)
- Ingle Farm Recreation Centre (indoor courts, squash courts, private gym and function space)

All three facilities are currently managed by Belgravia Leisure. An indoor recreation centre was recently decommissioned at Salisbury Oval and there is a proposal to develop a multi-purpose indoor sports training centre to replace the recently removed facility.

Site visits were conducted of the three facilities with the Centre Managers and a Council representative. Whilst the centres are performing adequately there has been a notable decline in indoor court usage over the past few years. The centre managers believed this was due to a number of reasons including the increased competition from higher quality and newly opened Centres in adjoining Council areas such as The ARC Campbelltown, John McVeighty Centre, Waterworld and the Aquadome; changing community preferences; and the condition and age of the current facilities (noting recent upgrades and refurbishments have improved the presentation and functionality of these centres).

University of South Australia Sports Centre

In addition to the Council owned facilities there is an indoor recreation centre (two multi-purpose courts, squash courts and fitness centre) within the Mawson Lakes campus of the University of South Australia which features a gym (casual visits or membership), and caters for basketball, volleyball, netball, indoor soccer, badminton, squash, table tennis, eightball and martial arts.



The current facilities have a strong focus on traditional indoor court sports, whilst there are also a number of niche activities provided for including model aircraft flying, senior's programs (e.g. strength for life) and archery. There is not a focus on contemporary wellness activities currently at any of the indoor and aquatic facilities within the City of Salisbury.

Parafield Gardens Swim School

The Parafield Gardens Swim School is a privately operated specialist swimming school which operates from an indoor program pool in Parafield Gardens adjoining the Parafield Gardens Recreation Centre. Other programs offered include aqua fitness and lap swimming. They also offer yoga and Pilates classes.

Funlife Fitness

Funlife fitness is a fitness centre located in Ingle Farm which also has an indoor program pool, spa and sauna used for learn to swim, hydrotherapy and aqua fitness.

The City of Salisbury is committed to helping its residents lead a healthy and active lifestyle. Through their Living Well in the Living City site it aims to increase awareness of the importance of physical activity and wellbeing for adults as well as showing people where they can take part in activities at a council facility. Council works alongside a number of healthcare providers based in the city to deliver and promote a range of programs and activities which support healthy lifestyle choices and behaviours.

There are a numerous privately operated franchise fitness gyms in the City of Salisbury including Anytime Fitness, EFM, F45, Plus Fitness and a number of boutique operators. The general fitness market appears well catered for, but again does not focus on wellness activities although may offer some wellness activities and programs.

3.2 Neighbouring Councils

City of Playford

The Aquadome

The Aquadome is a regional indoor aquatic and fitness centre based in Elizabeth. Facilities offered include a 50m 8 lane indoor pool, an indoor waterslide, a 25m leisure pool with beach entry, steam room and spa and a fitness gym. Programs and services offered include swimming lessons, lap swimming, aqua fitness, casual and leisure swimming and relaxation in the pools. Within the fitness centre programs include group fitness (e.g. Les Mills, AquaFit, Cardio Boxing, Pryme Movers), cardio, weights, functional training and pin-loaded resistance, strength for life, personal training and exercise physiology. The facility given its regional nature would draw patrons from the City of Salisbury.



John McVeighy Centre

The John McVeighy Centre is a recently redeveloped district level indoor recreation centre located in Smithfield Plains. The centre features a fitness centre and two indoor multi-purpose courts. The programs and activities offered include group fitness, strength for life and personal training in the fitness centre and netball, basketball and futsal/indoor soccer on the courts. Additional programs include dance, child minding and birthday parties.



City of Campbelltown

The ARC

The ARC is a regional level community leisure hub which features five indoor multi-purpose courts, a health club, squash courts, leisure pool, program pool, splash pad, 25m eight lane lap pool with ramp access and sauna. Other amenities include café, creche and function/meeting rooms. Programs and activities provided include basketball, netball, futsal, indoor bowls, roller derby, badminton, squash and volleyball on the sports courts. Within the pools it includes lap swimming, swimming lessons, aqua fitness and rehabilitation. The fitness centre offers group fitness, weights, cardio, pin loaded machines, HITT and personal training. Given the centre's regional nature it is highly likely to attract residents from the southern area of the City of Salisbury.



The City of Tea Tree Gully

Waterworld Aquatic Centre

The Waterworld Aquatic Centre is a regional level outdoor aquatic facility located in Ridgehaven featuring an 8 lane 50m pool, learners pool, toddler pool with splash pad and water slides. Other amenities include barbecues, café and retail shop. The programs and activities the centre offers includes lap swimming, swimming lessons, leisure swimming and aqua fitness. Given the centres regional level it draws patrons from the eastern, southern and central part of the City of Salisbury and does compete with the Salisbury Recreation Precinct Swimming Centre.



Golden Grove Recreation Centre

The Golden Grove Recreation Centre is a district level indoor recreation centre located at Golden Grove featuring three indoor multi-purpose courts. The programs include netball, basketball and group fitness. Given its reasonably close proximity to the City of Salisbury it is likely to draw patrons from the eastern part of the city.



State Swim Golden Grove

State Swim Golden Grove is a privately-operated indoor program pool located at Golden Grove that offers swimming lessons, aqua fitness and lap swimming. The facility is located adjacent the Golden Grove Recreation Centre and in close proximity to the City of Salisbury’s eastern boundary. It is likely that residents in this part of the City would access swimming lessons at this facility.

City of Port Adelaide Enfield

The Parks

The Parks is a district level indoor recreation and aquatic centre located in Angle Park. The complex features two indoor multi-purpose courts, a fitness centre, a 25m lap pool, program pool and splash pad. The complex also features a theatre. Programs and activities offered include basketball, netball, futsal/indoor soccer and badminton on the courts. The fitness centre offers group fitness, strength for life, boot camp, personal training and exercise physiology. The swimming centre offers lap swimming, leisure swimming, aqua fitness and rehabilitation. The Parks catchment marginally covers the south western portion of the City of Salisbury.



Lightsview Indoor Recreation Hub

The Lightsview Indoor Recreation Hub will be a regional level hub (currently under construction) that will feature five multi-purpose courts for a range of activities including basketball, netball, futsal/indoor soccer, volleyball, badminton and other suitable court based activities. The facility is located to the south of the City of Salisbury and given its regional nature will likely draw patrons from the southern portion of the City.



3.3 Key Audit Findings

The audit has determined that the City of Salisbury is well provided for in terms of indoor multi-use court provision, fitness centre provision and aquatic provision. This is either provided for directly by the City of Salisbury, by the private sector or by neighbouring Councils. The provision type is relatively consistent in terms of court sports with most centres providing for main stream and traditional indoor sports such as basketball, netball, futsal/indoor soccer, volleyball, badminton and squash. Some of the centres do cater for niche activities such as roller skating, indoor bowls and model aero flying.

The fitness centre components of the indoor recreation centres also offer similar programs and activities including group fitness, weights, cardio, pin loaded machines and personal training. These services do not seem to vary significantly between centres. Although some facilities are offering activities such as yoga and Pilates, however this is limited and most facilities are not offering any contemporary wellness services and programs.

In terms of aquatic provision activities such as lap swimming, swimming lessons, leisure swimming, and aqua fitness are well provided for across the region. There is however limited provision of rehabilitation/hydrotherapy, relaxation and aquatic wellness services across the region.

4. Demographic and Trend Analysis

4.1 Population Profile

The City of Salisbury is located in Adelaide’s northern suburbs and is located around half an hours drive [25km] from the Adelaide CBD covering an area of 158 square kilometres. The estimated resident population for 2017 was 141,484 and nearly 28 % of the population were born overseas. The City is expected to grow to over 165,000 by 2030.

With the availability of land for residential and industrial development, an abundance of parks and recreational facilities, university and TAFE campuses, military base, airport and a major bus and train hub in the City centre, the City of Salisbury offers a wealth of opportunities for business and an enviable lifestyle for residents.

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

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

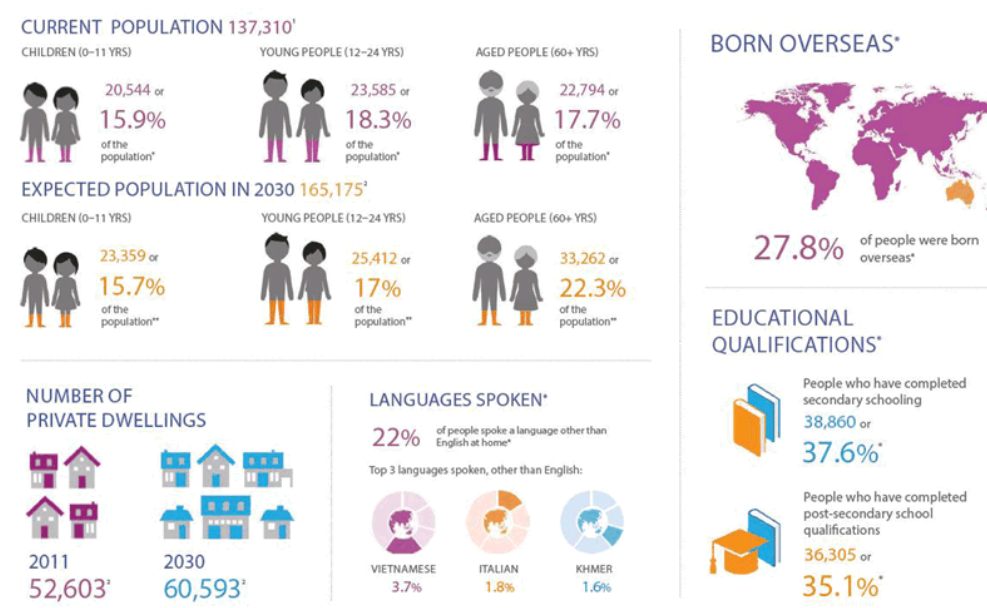


Figure 6: Snapshot of the City of Salisbury Population from City 2030

4.2 Leisure, Fitness and Aquatic Trends

Leisure and aquatic trends are changing and the City of Salisbury's facilities are ageing and were developed many years ago and despite some upgrades over times tend to mainly cater for traditional indoor recreation and sporting activities such as court sports (basketball, netball, indoor soccer/futsal, volleyball) and conventional fitness activities such as weights, cardio, group classes etc.

Worldwide Trends

The 2018 annual survey of worldwide fitness trends now in its 12th year produces a top 20 of fitness trends (not fads) from a range of 40 activities. It is produced by the American College of Sports Medicine and provides a guide to the fitness activities currently trending internationally which is usually a good guide for the Australian market. The top 20 activities are listed in the Table 1 below.

Table 1: Top 20 Worldwide Fitness Activities 2018

2018	
1	High-intensity interval training
2	Group training
3	Wearable technology
4	Body weight training
5	Strength training
6	Educated, certified, and experienced fitness professionals
7	Yoga
8	Personal training
9	Fitness programs for older adults
10	Functional fitness
11	Exercise and weight loss
12	Exercise is Medicine
13	Group personal training
14	Outdoor activities
15	Flexibility and mobility rollers
16	Licensure for fitness professionals
17	Circuit training
18	Wellness coaching
19	Core training
20	Sport-specific training

Some new trends from 2017 continue to be supported for 2018 (e.g., HIIT, wearable technology, body weight training, and educated and certified health fitness professionals), whereas others failed to make the top 20 trends (worksite health promotion, smartphone apps, outcomes measurements, worker incentive programs, exercise programs specifically for overweight and obese children, balance training, boot camp, indoor cycling, Pilates, running clubs, water workouts, stability ball, and

cardio dance classes). As previously described, trends have been defined as a general development that takes some time and then stays for a period of time (usually described as a behaviour change), whereas a fad comes and goes. In the top 10 fitness trends for 2018, 17 were on the list last year. Taking over the top spot in 2017 from wearable technology is HIIT. Fitness social clubs (number 40), dance cardio (number 39), pregnancy/postnatal classes (number 38), barbell training (number 37), water/aquatics (number 36), walking/running/jogging clubs (number 35), Pilates (number 34), on-line training (number 33), and boutique fitness studios (number 32) continue to exist in the health and fitness industry but with not as much popularity according to this fitness trends survey.

Australia Wide Trends

'The Future of Australian Sport' report conducted by the CSIRO / Australian Sports Commission identified six sporting 'megatrends' that may redefine the Australian sport and recreation sector over the next 30 years.

1. A Perfect Fit

A Perfect Fit refers to the trend of increasing popularity amongst individualised sport and fitness activities (swimming, yoga, gym, aerobics, jogging etc.). People are increasingly becoming involved in individualised sport and fitness activities as they are generally living busier lifestyles and have less time for structured/organised sports. Individual fitness pursuits allow people to align their fitness activities with their ever-changing weekly schedules.

This trend supports the provision of leisure, fitness and aquatic activities which are primarily undertaken in an unstructured manner.

2. From Extreme to Mainstream

From Extreme to Mainstream refers to the trend of 'Adventure', 'Lifestyle', 'Extreme' and 'Alternative' sports increasing in popularity. This is especially the case in younger individuals as they are more likely to be attracted to these forms of sport and recreation through generational change and increased awareness through online content (Facebook, YouTube, Instagram and Twitter etc.). These sports are often characterised by a strong lifestyle element and participants often obtain cultural self-identity and self-expression through participation in these sports/activities. Such sports are beginning to appear at the Olympic Games (e.g. BMX).

There is an opportunity for the provision of indoor recreation and aquatic facilities in the future to meet the demand generated from this trend by offering such activities and programs at the centres.

3. More than Sport

More than Sport refers to the trend of governments (at federal, state and local level) and companies increasing their utilisation of sport to achieve their policy objectives. Governments in particular are increasingly incorporating sport into various policies to tackle a range of issues from childhood obesity through to community wellbeing. Furthermore, local governments associated with marginalised communities are trending towards the utilisation of sport as a means of building social capital within their community.

This trend presents an opportunity for Council to consider utilising the existing and any proposed facilities to accommodate social, community wellbeing/wellness and preventative health programs at the facilities for example the NDIS program.

4. Everybody's Game

Everybody's Game refers to the trend of sports/recreational activities becoming more and more geared towards the ageing and more culturally diverse Australian population. This will change both the types of sports we play and how we play them, with indications that more and more Australians are embracing sport well into their old age. Australia is also becoming more culturally diverse with new arrival populations growing around the nation. As the population ages and becomes increasingly diverse (culturally) the sporting preferences of the nation are likely to change as a result.

There is a need to ensure that any programs and activities on offer at the existing and any proposed facilities offer diversity and cater for a range of specific population groups including older adults and an increasingly culturally diverse population.

5. New Wealth, New Talent

New Wealth New Talent refers to the growth of Asian countries (in terms of both population and income). This trend will see the creation of a more competitive sporting arena for Australians, both on the sports field and in the sports business environment. Asian countries (especially China) are investing heavily in sporting facilities, training and participation programs all of which are rapidly improving their gold medal counts in the Olympics Games in recent times. The growth of disposable income amongst Asian countries is resulting in an increased interest in sport as people have more money to spend on sport, leisure and recreation activities. This could also potentially create new markets for sports television, sports tourism, sports equipment, services and events.

This trend is not highly related to the provision of community level leisure and sporting facilities however the need for sports development and elite pathway programs may increase.

6. Tracksuit to Business Suit

Tracksuit to Business Suit refers to the trend of some sports receiving much higher salaries for elite athletes than other sports. Currently more people are trending towards sports that receive a higher salary at the elite level which places pressures on less financially backed sports. Market forces are also putting greater pressures on loosely organised community sporting clubs to become organisations with corporate structures and formal forms of governance; a challenging task for many. A secondary point to this trend is the acknowledgement of the rising cost of sports participation which is now becoming a barrier for some members of the community.

This trend is relevant as there is a need for the operations of facilities to be well governed and managed professionally. The cost of participation is a major participation barrier for some members of the community and needs to be balanced against the objective of cost recovery of services.

Specific Leisure, Fitness and Aquatic Trends

A gradual ageing of the population

As life expectancy increases, birth rates stay low and the “baby boomers” of the 1950s and 1960s grow older. This is placing a new demand on providing services and programs for this generation. For example programmed hotter water areas as well as pools suitable for therapy and older adult exercises. It also means it is important to have a range of pools with different water depths and temperatures.

Flexibility in the times when people recreate

As demands on people’s time increases and work practices change people are seeking to take their recreation at different times, over a broad spread of hours and at facilities that offer a lot of activities at one site. Aquatic, leisure, health and fitness facilities are particularly attractive and getting easier to use as many are open 12 to 24 hours a day, 7 days a week.

Increased variety in recreation and leisure options

People’s leisure and recreation options are changing towards newer more varied activities offered over a greater range of timeframes compared to previous decades where limited variety in activities and scheduling occurred. This has supported the trend towards more multi-use facilities to attract a broader range of users as well as multiple water and dry areas to meet different needs at the one centre.

This trend would be addressed at an indoor facility that provided a range of aquatic and leisure facilities and programs at the one site.

Constraints to recreation and leisure participation

Lack of time, lack of facilities close by, family and work constraints, health problems and cost of service or use of facilities are the main constraints to many people’s recreation and leisure participation.

Changing employment structures, trading and work hours

These trends often make participation in traditional sports difficult and therefore people are looking for facilities that are open longer hours and have a lot of activity options at the one site. This makes opportunities such as multi-use pools attractive as their longer opening hours and days open means usage can be made in a wide range of social, training, competition, and educational settings.

Different people want different activities

The broadening different cultural, age and gender of the population sees the need for facilities to offer potential users a much more varied range of programs and services than previously offered.

Provision of high standards and quality of facilities and services

People are, more and more, looking for high standard, high quality facilities and services to meet their recreation and leisure needs. This has also seen the trend for indoor facilities becoming very popular as they allow activity in safe and secure spaces in all weather and environmental conditions. This suggests that building low standard, low cost facilities will not attract the maximum user market.

Desire for activities to be affordable

The development of multi-purpose leisure centres has enabled the high operating cost activity of aquatics (in many cases) to be cross subsidised by more profitable activity areas such as health and

fitness, wellness, food and beverage and entertainment areas. This has enabled many facilities to keep general entry fees lower to encourage use whilst seeking users who want special services to contribute at a greater level to the cost of such activities.

Recognition of strong links between physical activity and health

Preventative health care and active lifestyles are very important to many people and aquatic and health and fitness activities are becoming a large part of people's activity choices. This is picked up also in the Mega Trends above.

Expectations of equity and access

Today's society expects people with special needs to be catered for in public aquatic and leisure facilities. This has seen improved design features to increase accessibility to and within such facilities. Added to this is the growing array of programs and activities offered to people of all different abilities, physical condition and skill levels.

Summary of Trends Impacting on Leisure and Aquatic Facilities, Programs and Services

Significant trends include:

- Increased demand for programmed hotter water areas as well as pools suitable for therapy and older adult exercises.
- Development of multi-use facilities to attract a broader range of users.
- Demand for high standard, high quality facilities and services to meet resident's recreation and leisure needs, including well-presented and clean facilities.
- Development of multi-purpose leisure and aquatic centres has enabled the high operating cost activity of aquatics to be cross subsidised by more profitable activity areas such as health and fitness, food and beverage and entertainment areas. This highlights the importance of ensuring these elements are maximising their commercial return and should be a primary focus of the City of Salisbury in the future.
- Aquatic, health and fitness activities are becoming a larger part of people's activity choices.
- Leisure and aquatic facilities have been designed to meet the needs of people with special recreation needs to increase accessibility to and within such facilities. Added to this is the growing array of programs and activities offered to people of all different abilities, physical condition and skill levels.

Wellness Trends

The global wellness industry grew 12.8% in the last two years, from a US\$3.7 trillion market in 2015 to US\$4.2 trillion in 2017, according to an in-depth research report, the 2018 Global Wellness Economy Monitor, released at weekend during the 12th annual Global Wellness Summit being held at the Technogym Village in Cesena, Italy.

The all-new data, presented by the Global Wellness Institute, covers the 10 markets that comprise the global wellness economy - providing fresh evidence that wellness remains one of the world's biggest and fast-growing industries.

Key data from the Global Wellness Economy Monitor shows that:

- From 2015-2017, the wellness economy grew 6.4% annually, nearly twice as fast as global economic growth (3.6%).*
- Wellness expenditures (US\$4.2 trillion) are now more than half as large as total global health expenditures (US\$7.3 trillion).**
- The wellness industry now represents 5.3% of global economic output.

10 sectors that make up today's multi-trillion wellness economy are beauty, healthy eating, wellness tourism, fitness/mind-body, preventive/personalised medicine, complementary/alternative medicine, wellness lifestyle real estate, the spa industry, the thermal/mineral springs market and workplace wellness.

4.3 Climate

The climate is warm and temperate in Salisbury. In winter, there is much more rainfall in Salisbury than in summer. In Salisbury, the average annual temperature is 16.5 °C. About 478 mm of precipitation falls annually. Climate is important as it impacts on people's ability to recreate and participate in activities particularly outdoors.

4.5 Participation Trends

The top ranked physical activities for South Australian adults in terms of total participation are detailed in Table 2 below. Walking for exercise is the most popular activity, followed by fitness/gym activities, athletics, cycling and swimming is the fifth most participated activity.

Table 2: Adult participation in physical activities

AusPlay survey results October 2015 - September 2016

Released at: **23 January 2017**

Table number: **9**

Table name: **Participation by activity - top 15 activities (adults)**

Base: **Adult population**

	Total	Males	Females
	Estimate (000s)		
Walking (Recreational)	649.3	241.6	407.7
Fitness/Gym	441.0	182.7	258.3
Athletics, track and field (includes jogging and running)	191.3	113.9	77.4
Cycling	173.1	100.1	73.0
Swimming	146.7	66.5	80.2
Bush walking	89.9	51.5	38.4
Australian football	74.8	72.5	**2.3
Golf	73.9	56.9	*17.1
Yoga	61.9	**2.4	59.5
Basketball	59.1	45.0	*14.1
Football/soccer	51.2	46.1	*5.1
Netball	49.9	*12.2	37.7
Tennis	48.7	29.5	*19.1
Cricket	36.5	36.5	**0.0
Pilates	32.7	*6.5	26.2

	Participation rate (%)		
Walking (Recreational)	45.8%	34.6%	56.6%
Fitness/Gym	31.1%	26.2%	35.9%
Athletics, track and field (includes jogging and running)	13.5%	16.3%	10.7%
Cycling	12.2%	14.3%	10.1%
Swimming	10.3%	9.5%	11.1%
Bush walking	6.3%	7.4%	5.3%
Australian football	5.3%	10.4%	**0.3%
Golf	5.2%	8.1%	*2.4%
Yoga	4.4%	**0.3%	8.3%
Basketball	4.2%	6.4%	*2.0%
Football/soccer	3.6%	6.6%	*0.7%
Netball	3.5%	*1.8%	5.2%
Tennis	3.4%	4.2%	*2.7%
Cricket	2.6%	5.2%	**0.0%
Pilates	2.3%	*0.9%	3.6%

NB. Top 15 activities based on at least once per year participation

* Estimate has relative margin of error between 50% and 100% and should be used with caution

** Estimate has relative margin of error greater than 100% and is considered too unreliable to use

The five most popular physical activities for children are swimming, Australian Rules football, netball, football (soccer) and gymnastics refer Table 3.

Table 3: Children participation in physical activities

AusPlay survey results October 2015 - September 2016

Released at: **23 January 2017**

Table number: **10**

Table name: **Organised participation by activity - top 10 activities (children)**

Base: **Child population**

	Total	Males	Females
	Estimate (000s)		
Swimming	65.5	36.1	*29.3
Australian football	50.1	44.7	**5.3
Netball	44.6	**1.6	43.0
Football/soccer	41.9	32.8	*9.1
Gymnastics	*30.4	**4.3	*26.1
Basketball	*29.1	*11.5	*17.6
Tennis	*24.0	*15.1	*8.9
Cricket	*23.3	*21.3	**2.0
Dancing (recreational)	*13.0	**0.0	*13.0
Athletics, track and field (includes jogging and running)	*11.5	**6.0	**5.5
	Participation rate (%)		
Swimming	19.6%	21.6%	*17.6%
Australian football	15.0%	26.8%	**3.2%
Netball	13.4%	**1.0%	25.8%
Football/soccer	12.5%	19.6%	*5.5%
Gymnastics	*9.1%	**2.6%	*15.7%
Basketball	*8.7%	*6.9%	*10.5%
Tennis	*7.2%	*9.0%	*5.3%
Cricket	*7.0%	*12.7%	**1.2%
Dancing (recreational)	*3.9%	**0.0%	*7.8%
Athletics, track and field (includes jogging and running)	*3.4%	**3.6%	**3.3%

The top five most participated activity within a purpose built venue or facility are fitness activities, swimming, golf, Australian football and yoga.

Table 4: Most participated in activities in a purpose built venue

AusPlay survey results October 2015 - September 2016

Released at: **23 January 2017**
 Table number: **11**
 Table name: **Organisation/venue use by activity - top 15 activities (adults)**
 Base: **Adult population**

	Total	Males	Females
	Estimate (000s)		
Fitness/Gym	343.9	135.6	208.3
Swimming	74.5	27.3	47.2
Golf	65.6	48.9	*16.7
Australian football	65.2	64.3	**0.9
Yoga	50.5	**2.4	48.1
Netball	43.5	*9.4	34.2
Basketball	40.4	27.8	*12.6
Football/soccer	39.2	34.0	*5.1
Athletics, track and field (includes jogging and running)	31.7	*19.9	*11.9
Cricket	31.0	31.0	**0.0
Tennis	26.1	*16.3	*9.7
Bowls	25.4	*15.2	*10.2
Pilates	24.6	**3.9	20.8
Walking (Recreational)	20.4	*8.9	*11.5
Volleyball (indoor and outdoor)	*16.1	*11.3	**4.8
	Participation rate (%)		
Fitness/Gym	24.3%	19.4%	28.9%
Swimming	5.3%	3.9%	6.6%
Golf	4.6%	7.0%	*2.3%
Australian football	4.6%	9.2%	**0.1%
Yoga	3.6%	**0.3%	6.7%
Netball	3.1%	*1.3%	4.7%
Basketball	2.8%	4.0%	*1.7%
Football/soccer	2.8%	4.9%	*0.7%
Athletics, track and field (includes jogging and running)	2.2%	*2.8%	*1.6%
Cricket	2.2%	4.4%	**0.0%
Tennis	1.8%	*2.3%	*1.4%
Bowls	1.8%	*2.2%	*1.4%
Pilates	1.7%	**0.6%	2.9%
Walking (Recreational)	1.4%	*1.3%	*1.6%
Volleyball (indoor and outdoor)	*1.1%	*1.6%	**0.7%

NB. Top 15 activities based on at least once per year participation

* Estimate has relative margin of error between 50% and 100% and should be used with caution

** Estimate has relative margin of error greater than 100% and is considered too unreliable to use

5. Benchmarking Analysis

5.1 Best Practice

Industry benchmarks demonstrate that the majority of current leisure and aquatic facilities require a significant subsidy to cover operating costs. Deficits vary depending on factors such as the facility location, type, size and elements. The limited numbers of Centres that are meeting their operating costs show minimal financial return on capital investment.

A review of the most successful centres shows that the following occurs:

- High visits per square metre
- High expense recovery ability including some capital repayment
- High operating profits per visit
- Excellent program range returns and attendances
- High secondary spend returns
- High range of attendance types
- Draws users from a large catchment area
- High revenue returns from health and fitness

This supports typically recommended activity area components that:

- Are located as part of other leisure facility developments
- Provide a mix of shallow leisure/recreation water with programmable water areas
- Provide high revenue generating complementary service areas such as food and beverage services
- Are located in a high traffic/visitation area
- Provide commercially viable elements such as cafes, wellness clinics and swimming lessons

Traditionally, commercial investment in leisure and aquatic facilities has been in fitness gyms, amusement centres, specialist pools such as learn-to-swim or as additions to health and fitness clubs not public aquatic and leisure facilities. The high capital cost and limited or no financial returns have contributed to this situation.

Case Study 1 - Glen Eira Sports and Aquatic Centre

The Glen Eira Sports and Aquatic Centre (GESAC) is owned and operated by the City of Glen Eira and is one of Australia’s premier sports and aquatic centres. It was built by the City in partnership with the Commonwealth and Victorian Governments.

Everybody is welcome at GESAC. The facility has been developed to provide leisure, recreation and wellbeing opportunities for all segments of the community from people of all ages.

The facilities include:

- 50 metre outdoor pool with eight lap lanes;
- 25 metre indoor pool with eight lap lanes;
- leisure pool with interactive water features and play equipment;
- two waterslides;
- dedicated aquatic programs pool;
- aquatic wellness area (wellness program pool, spa, sauna and steam room);
- gymnasium with state-of-the-art equipment;
- personal training;
- three group exercise studios offering an extensive range of classes;
- accessibility programs for all ages and abilities;
- occasional child care;
- retail shop;
- café;
- indoor stadium (three multi-purpose courts);
- landscaped gardens and barbeque facilities; and
- consulting suites offering a range of rehabilitation and wellness services

A spa and wellness facility is included within the centre that offers massage, facials, beauty services and mental health services.



Scarborough Beach Pool

The recently developed Scarborough Beach Pool developed in Perth Western Australia is an example of a well designed public outdoor swimming pool located on the beach at Scarborough. The facility includes a 50m 8 lane lap pool with additional four 25m lanes, a leisure and program pool, fitness facilities, café and restaurant, covered seating and outdoor fitness space. The facility is highly aesthetic and integrates well with the beachside setting and adjoining urban areas.



Gurri Wanyarra Wellbeing Centre

The Gurri Wanyarra Wellbeing Centre has just opened in Bendigo Victoria. It is a state-of-the-art health and leisure facility which includes a fully equipped 560 square metre lifestyle gym, a 50m eight lane pool with a moveable boom to create two 25m lap pools, a learn to swim pool and program pool, spa, sauna, steam room, zero depth splash pad, childcare, multi-purpose room, cafe and health and wellness centre. The wellness centre provides medical services including physiotherapy, podiatry and dietetics.



5.2 Provision Analysis

The City of Salisbury currently provides two indoor recreation centres comprising six indoor multi-purpose courts, in addition to this the University of South Australia at Mawson Lakes provides two multi-purpose courts and a number of schools located in the City have indoor recreation centres which are accessible to the public after hours if permitted by and arranged through the relevant school. The City also has one public aquatic facility which comprises of an outdoor 50m and semi-enclosed 25m pool.

Parks and Leisure Australia the industry body for public leisure facility provision have provided benchmarks for and principles for the shared use and multi-purpose provision of various leisure and sporting facilities including indoor recreation and aquatic facilities.

Shared Use Facilities

To meet the needs of the community with limited resources, it has become more important to ensure that there is flexibility in the way that facilities are provided. Where opportunities arise facilities which have the potential for:

- Providing multiuse facilities;
- Co-location of Council services;
- Co-location or partnerships with other providers;
- Outreach programmes or other linkages between facilities;
- Other ways of providing services such as through electronic access; and
- The potential to stage development where practicable.

The shared use (sometimes referenced as dual use) of school facilities is the most common mechanism for delivering shared use community infrastructure. This combines the use of facilities required during curriculum time and managed/controlled access for more general community use outside of school hours. In certain circumstances facilities may be fully accessible to the community throughout the day. This may be provided by the government within State Schools; through private/independent schools.

Whilst private schools are generally not dependent upon national or local government for the financing of its operations, they do nevertheless have facility infrastructure capable of providing community access, subject to agreement.

When considering partnerships for the community use of school facilities we should ensure that the sharing of school facilities will:

- Meet an identified need in the local community.
- Offer benefits to both the school and the community.
- Make the most of school and community resources.
- Strengthen relationships and social networks between schools and communities.

In some circumstances facilities provided within Universities or through TAFE are capable of providing community access. The principles of providing community access within these facilities should be similar to those identified for school facilities.

Multi-Functional Facilities

This refers to the design and adaptability of single buildings and/or playing field space. New community infrastructure must recognise the dynamic and changing nature of communities.

The design of facilities needs to be flexible, innovative and adaptable to meet the needs of a variety of users and use requirements to address changing demographics. Joint use/co-location of services that are compatible and where the management of services allows for multi-use with other services should be encouraged. Reference is made in the benchmarks to different types of service provision and the potential opportunities to co-locate these within one building or playing field area.

Benchmarks

Table 5 identifies the facility types, relevant definition and appropriate benchmarks to be used as a starting point for determining the level of community infrastructure provision. Ideally community need and opportunities should be the premise that underpins the justification for facilities falling within the broad population catchments identified. It must therefore be stressed a hierarchical approach to community infrastructure provision cannot be solely based on arbitrary population projections, but must be informed by analysis of current use, trends, future demographics and an analysis of projected use. The consideration of benchmarks in such circumstances should be used as an indicator and inform the overall assessment process.

Table 5: Parks and Leisure Australia Benchmarks for Indoor Recreation and Aquatic Centres

Facility Type	Description	Benchmarks	Comment
Indoor Sport and Recreation Centre	A multi-functional, sport recreation and community meeting place. A minimum 3 court facility (with ancillary changing room space including ancillary storage, café, offices, reception, changing, gymnasium/fitness component etc).	1:50,000 – 100,000	The City of Salisbury (CoS) has two facilities of this standard servicing a population of 140,000 people which is 1:70,000 and fits within the benchmark range
Regional Sports Facility (including aquatics)	Large multi-functional sports facility (6/7 court facility, gym, aerobics, community meeting rooms, could be combined with aquatic infrastructure). Should be co-located with regional playing fields to minimise management and operational costs.	1:250,000	The CoS does not require a regional level sports facility including aquatics as it does not have the population base to sustain such an investment.
Local Government Aquatic Facilities indoor/Outdoor (various configurations)	Indoor facility of various constructions but generally include rectangular 25m or 50m pool including 6 to 8 lanes of 2.5m each. Local government pools developed for recreational purposes will need to include leisure water space in addition to formal lap swimming provision.	1:150:000 (50m pool – FINA competition standard) – Regional 1:75,000 (25m or 50m pool for recreational, club, water polo, diving and competitive swimming) – District 1:30,000 (25m and leisure pool) – Neighbourhood	The CoS has an 50m outdoor and 25 semi-enclosed pool. There are also two privately operated program pools. Factoring in the neighbouring Council regional level facilities the CoS is adequately serviced currently. In the future consideration should be given to providing a wellness indoor facility across the City which cater for hydrotherapy.

5.3 Key Markets

Aquatic and leisure centres have five key markets:

Recreation

A leisure centre with a market that seeks an attractive “destination” that provides swimming and water fun and relaxation for all ages and caters to individuals and to families. Provision requirements include outdoor grass areas with appropriate levels of seating and shade, and sufficient water space to enable recreational or “leisure” swimming when programs are using the pools. A key factor in the “leisure” component is the café and an attractive place to relax and have something to eat or drink as part of the leisure experience.

Health/Fitness/Wellbeing

There are a growing number of Australians who want to swim for fitness or walk in water for fitness or exercise in water for fitness. A pool that can operate at appropriate temperatures (30-35 degrees Celsius) and provide the benefit of a hydrotherapy temperature to residents of all ages and all ability levels to benefit from “hydrotherapy” and relaxation and exercise in warm water. This is particularly important for those with arthritis, low back pain, recovery from surgery and recovery from sporting or other injuries. There seems to be a lack of such facilities within the City of Salisbury.

Wellness is a major opportunity for the City of Salisbury, people are seeking out wellness services and there is limited provision of such services in the Council area. These services could be integrated into existing facilities or provided as stand-alone operations most likely by the private sector.

Education

School swimming classes and carnivals and teaching programs (learn-to-swim). The existing outdoor aquatic facility is used for these programs and is suitable for these activities particularly school swimming classes and carnivals. Learn to swim is provided at the existing facility and through two privately operated pools, although the water temperature [26 degrees] at the outdoor pools is not the ideal level [30 degrees plus is preferred] and again the pool is not specifically designed to cater for learn to swim as it is not the ideal depth and is a large water space.

Sports

The two existing indoor recreation centres cater well for indoor sports such as basketball, netball, volleyball, badminton and futsal/indoor soccer. They also provide for a range of niche sports such as squash, archery, indoor bowls and roller derby. Multi-sport courts should be considered (indoor and outdoor) to cater for multiple sport and recreation opportunities and to maintain flexibility.

A smaller market Swim Clubs provide the opportunity for people of all ages to compete and to have time trials and carnivals that allow them to take part in the sport of swimming. Coaching and the learn-to-swim program provides candidates for the squads and an enjoyment of swimming that may result in some competing in inter-club, country and State/National swimming events as well as at school and university. Salisbury has an active swimming club that regularly uses the existing outdoor pool during the season.

Public Safety

Promoting awareness of safety issues through programs such as Life Saving training (bronze medallion) and VACSwim. These programs are currently provided for well at Salisbury and the currently facility suitable for these programs.

5.4 Value Adding and Cross Subsidising

Public leisure and aquatic facilities, in the vast majority of cases, are subsidised by their owners, which typically is local government. Some, however perform better than others and local government is prepared to accept the need to provide a significant subsidy on the basis that the community is provided with benefits such as health, fitness, community and economic development, learning to swim and social interaction. The efficient operation of leisure and aquatic facilities and the minimisation of this subsidisation should still be a goal as improved efficiency not only produces savings it often results in environmental benefits through reduced utility consumption.

The opportunity for the City of Salisbury is to identify suitable redevelopment opportunities for wellness and hydrotherapy facilities to cater for the existing residents but also as a northern regional service centre for these activities.

Health + Fitness Activity Areas

Industry trends indicate that users of leisure and aquatic facilities are also significant users of health and fitness facilities. Location of each of these activity components at the one site improves financial viability.

Health and fitness has the capacity to record much higher expense recovery returns than stand-alone aquatic and recreation centres. Traditionally these returns can also attract commercial investors and operators to health and fitness facilities. Locating these facilities at aquatic and recreation centres increases the potential of cross-selling and spin-off use. It also improves the membership/program user and casual user ratio.

Ancillary Services +Activity Areas

In recent years, in addition to health and fitness areas, there has been a trend to develop a range of complementary businesses in conjunction with aquatic and leisure facilities.

These include:

Wellness Centres: There is an emerging trend of adding in an area for specialist wellness activities, services and merchandising. The key services found at successful wellness centres include massage, beauty therapy treatments, gentle exercise classes and relaxation and time out activities.

Inclusion of such facilities offers a broader range of activities to a larger age profile of people. The massage and beauty therapy are high yield sales activities and also can have high linked merchandising product sales.

It is essential in developing such areas that they are located with good views, away from general public noise and viewing areas and have very good finishes and fittings. Provision should be made for a lounge for relaxation after treatment or classes.

Sports Medicine: Development of consulting rooms, with patient access to health and fitness and pools are revenue generators.

Health and Therapeutic Services: Health consultancies, weight loss and therapeutic services linking in worker and accident rehabilitation patients to use the range of facilities with centre memberships paid by relevant authorities.

Health and Beauty Services: Leased areas to services such as beauticians, hair salons and body toning.

Multi-Use Compared with Specialist Use

The leisure and aquatic facility development trend that is most prevalent in Australia is the development of larger more multi-use indoor/outdoor facilities in comparison to the period between the 1960s and 1990s where there was strong pressure to build limited 50 metre competition and training facilities and stand-alone indoor sports courts.

In recent years, and outside major metropolitan areas across Australia, there has been a strong shift away from developing 50 metre pools (indoor or outdoor) due to:

- High cost of provision
- Limited use and flexibility of this large activity space
- High cost of operations and maintenance
- Limited market of fitness and competition swimmers
- Ability of short course pools (e.g. 25m) to meet many of the specialist needs traditionally met by 50 metre pools
- Design flexibility and new features that allows for moveable floors and changing lane widths and moveable booms to maximise use of water areas

6. Spatial Analysis

6.1 Existing Provision

A series of maps have been produced that include the existing indoor recreation and aquatic facilities located within the City of Salisbury and in adjoining Council areas where they are likely to draw City of Salisbury residents to their facilities. Each of the facilities included have been classified as either local (2.5km catchment), district (5km catchment) or regional (7.5km catchment) and whether they are aquatic facilities (blue), dry/indoor recreation centres (yellow) or both (green).

Four maps have been prepared based on this classification and hierarchy:

Table 6: Indoor Recreation and Aquatic Facilities servicing the City of Salisbury

	Regional
1	Waterworld Aquatic Centre
2	The ARC Campbelltown
3	Aquadome - YMCA
4	Lightsview Indoor Recreation Hub
	District
5	John McVeity Centre - YMCA
6	The Parks Recreation and Sports Centre - YMCA
7	Ingle Farm Recreation Centre
8	Golden Grove Recreation Centre
9	Parafield Gardens Recreation Centre
10	Salisbury Recreation Precinct
	Local
11	Funlife Fitness Centre
12	UniSA Sports Centre (Mawson Lakes Campus)
13	Parafield Gardens Swim School
14	State Swim Golden Grove
	Other
15	Candidate Site
16	Candidate Site
17	Candidate Site

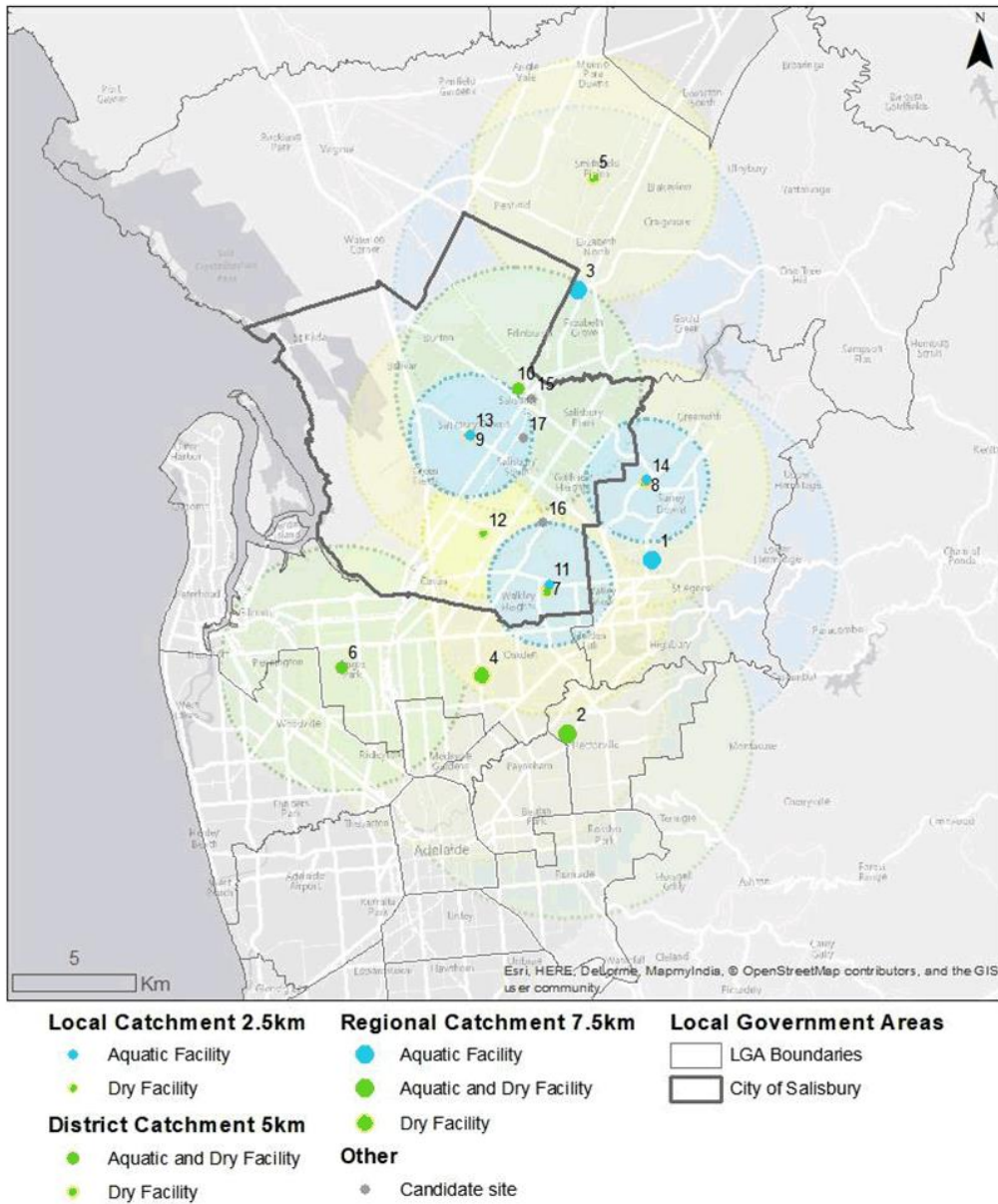


Figure 7: Regional overview of all indoor recreation (dry) and aquatic facilities

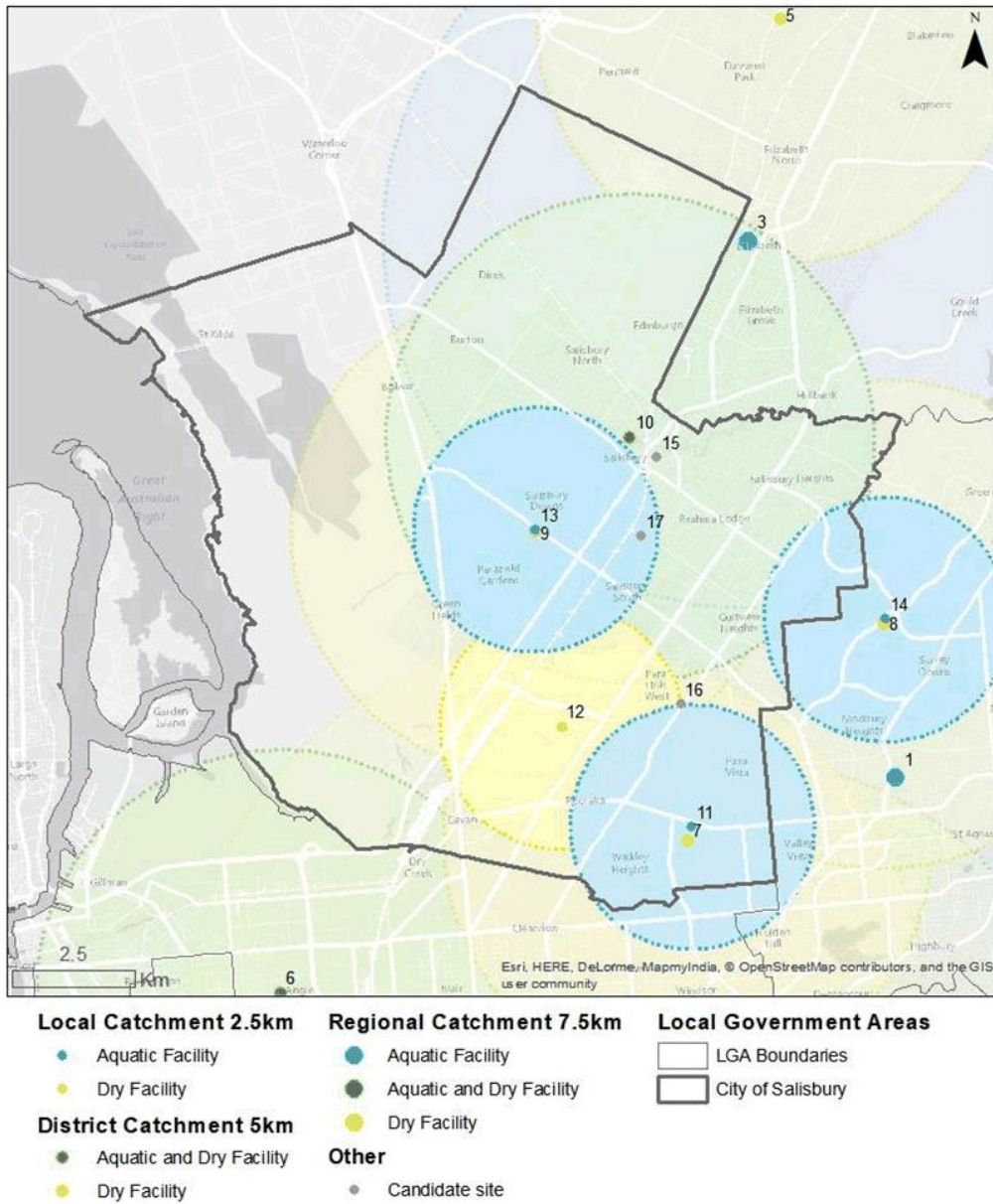


Figure 8: City of Salisbury Indoor Recreation (Dry) and Aquatic Facilities Provision

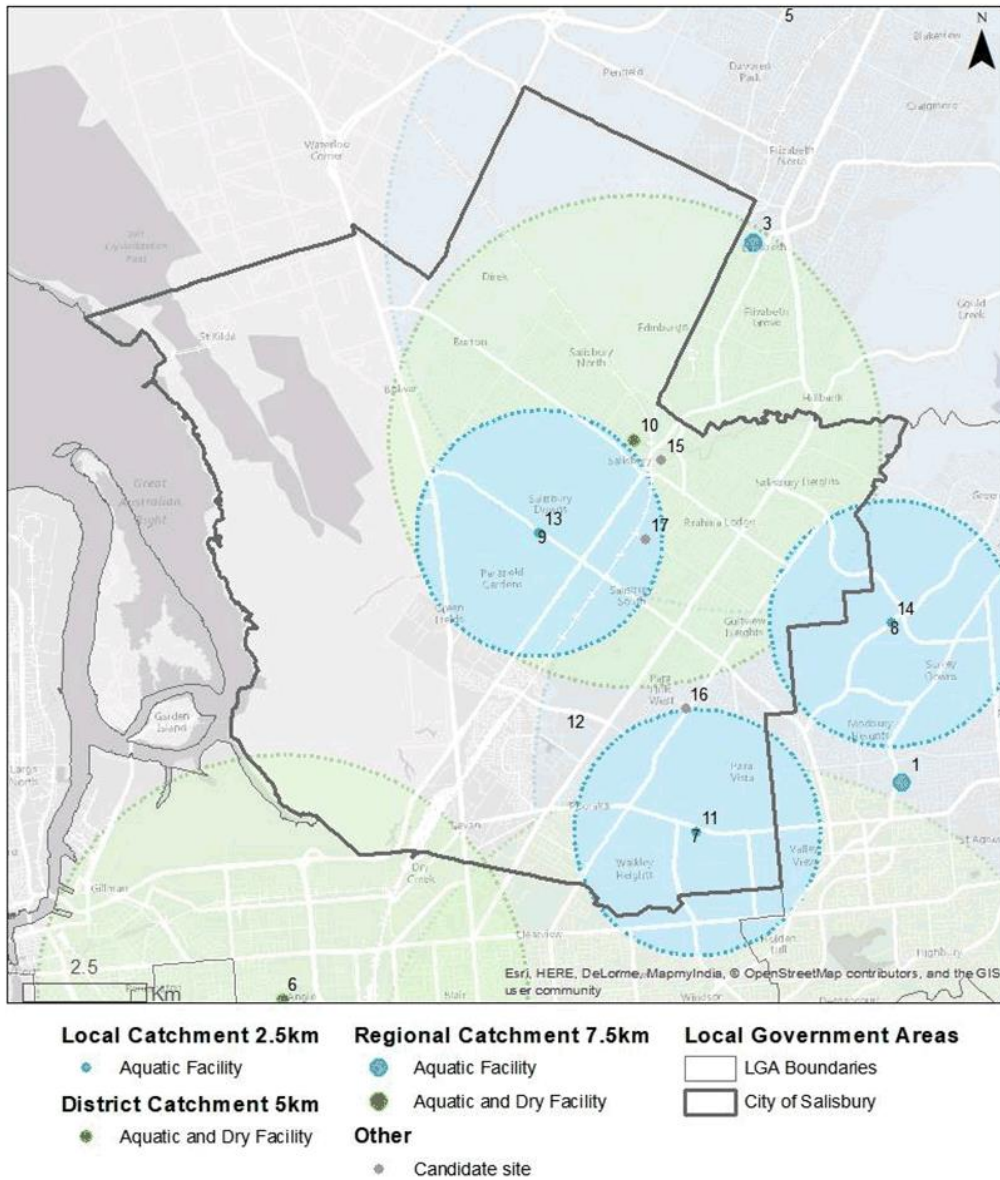


Figure 9: City of Salisbury Aquatic Facilities Provision

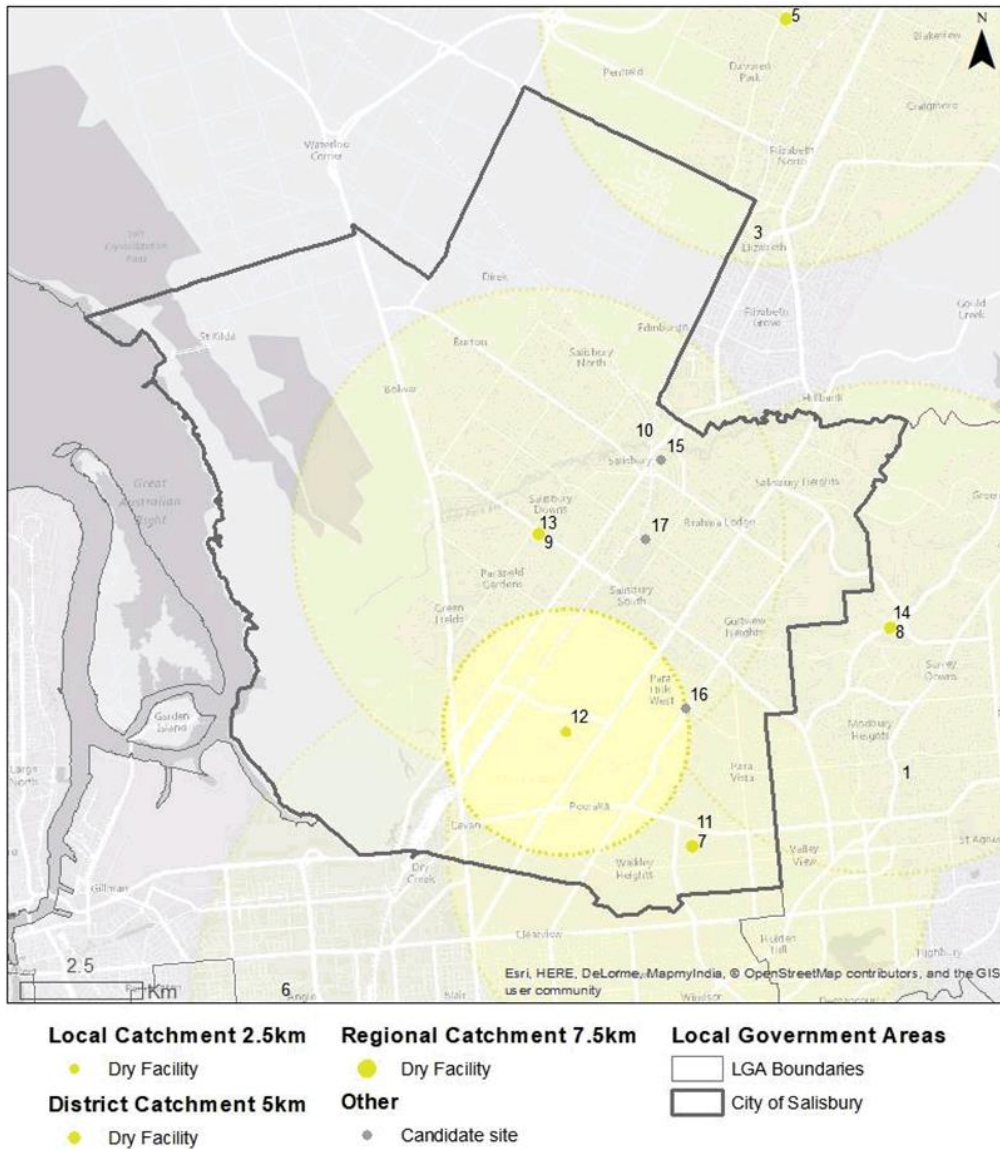


Figure 10: City of Salisbury Indoor Recreation (Dry) Facilities Provision

6.2 Gaps and Oversupply

Aquatics

Generally, the City of Salisbury is adequately serviced for aquatics. There is an obvious gap in the South West area of the City including the Dry Creek growth area which is proposed for future residential development. Parts of the South West area may be serviced by the Parks facility in the City of Port Adelaide Enfield although this is not likely to service the entire area. The Salisbury Recreation Precinct (SRP) services the northern, central and eastern part of the City well, Waterworld in the City of Tea Tree Gully given its regional catchment competes with the SRP for clientele and its catchment services the eastern, central and southern areas of the CoS. The learn to swim pools (local level facilities) at Parafield Gardens, Ingle Farm and Golden Grove service specific local markets and they don't tend to compete with each other, the SRP (district level) and ARC Campbelltown (regional level) also offer learn to swim (swimming lessons). The Aquadome draws CoS residents to its facility particularly from the northern and central parts of the CoS again given its regional nature and close proximity to the CoS northern boundary.

Given the current level of provision (considering services offered from within the CoS and from neighbouring Council areas) it is difficult to make an argument that the CoS is well supplied with aquatic facilities. There are significant gaps in hydrotherapy and rehabilitation services pools within the CoS which has been identified as a strong need in the future given the ageing population and lack of current facilities through the State Aquatic Audit and Master Plan. Given also the age and condition of the SRP pools and the need for significant funds to redevelop the existing facilities, it will need to be determined where the future provision of these services will come from, this could be from the current site or from an alternate site. It is recommended that a detailed feasibility analysis occur to determine the best location for a future district aquatic facility to best service the City of Salisbury in the future. Potential sites for consideration include, but not limited to, the existing SRP site, the Salisbury CBD, the Paddocks, the Ingle Farm and Dry Creek growth areas.

Indoor Recreation (Dry)

The City is well serviced for indoor recreation centres (dry facilities) the two Council facilities are located at the district centres of Parafield Gardens and Ingle Farm. There are no significant gaps currently. The Parafield Gardens Recreation Centre and the Ingle Farm Recreation Centre both owned by the CoS service the vast majority of the Council area, the gap in the eastern area is serviced by the Golden Grove Recreation Centre in the City of Tea Tree Gully. The University of SA and relevant school recreation centres compliment this provision.

Although there has been a downward trend in the usage of indoor recreation centres in the CoS primarily Parafield Gardens and Ingle Farm, both facilities are still substantially used and provide valuable community indoor space for a variety of indoor sports and activities. There does not appear to be any immediate need to consolidate the provision of indoor court space in the CoS.

In terms of wellness provision there is very limited services on offer both publicly and privately. Wellness services are typically provided by the private sector however there is an opportunity to consider adapting Council's existing centres to cater for wellness services. This may require refitting current spaces in existing facilities or providing additional spaces and built facilities. The neighbouring Councils also do not provide contemporary wellness centres and services from their existing facilities despite some of these facilities being recently upgraded or developed. There may be some basic provision of activities such as yoga or warm water areas however this is limited.

7. Key Findings & Recommendations

7.1 Summary of Key Findings

The City of Salisbury could consider more detailed feasibility work to identify the suitable locations for the development/re-development of indoor facilities to cater for wellness, including Hydrotherapy with the vision of creating a northern regional service centers for these enterprises.

The Salisbury Recreation Precinct (SRP) is the Council's only public aquatic facility. This precinct features a 50m outdoor swimming pool with 7 lanes (which is unusual), a 25m semi-enclosed swimming pool, toddlers pool and BBQ area. Adjoining the swimming centre is a tennis centre with eight floodlit tennis courts and clubrooms and two tennis clubs are based at the facility. The swimming complex is used extensively for swimming carnivals and programs, swimming lessons, casual swimming, lap swimming and birthday parties between mid-October and April each year. The SRP is located within a pleasant park land setting with established trees and adjoins the Salisbury High School. It is a five-minute walk from the site to the Salisbury CBD. The facility is set back from Waterloo Corner Road and is not easily identifiable for passing traffic. It is known in the community as a "hidden gem".

Whilst the tennis centre is in good condition the pool facilities at SRP are ageing and have some substantial maintenance and refurbishment requirements which need to be addressed as a priority. This could result in the entire shell of the 50m pool needing to be replaced. The plant is relatively new and according to the pool manager seems to operate well. The buildings and grounds are well presented and functional. In order to maintain existing service levels the existing pool requires some works within the next 3 years.

First opened in 1988, the Parafield Gardens Recreation Centre features three full size indoor sports courts and a large multi-purpose activity area. The centre is used for basketball, netball, futsal, Kindergym, fitness classes, table tennis and school holiday programs. It is located adjacent the Parafield Gardens Swim School and the Morella Community Centre. The centre is forty years old and is well maintained and presented despite its age. Council has recently invested in various improvements and preventative maintenance to ensure it is an attractive centre to visit. It is strategically located and is not impacted upon significantly by competing facilities.

The Ingle Farm Recreation Centre was established in 1978 and consists of three indoor sports courts, four squash courts, training rooms, offices and a function room with commercial kitchen. The centre is used for basketball, netball, futsal, roller skating, Kindergym, archery, squash and model aircraft flying. A privately operated gym operates from the centre also and it adjoins the Ingle Farm Library and Shopping Centre. The centre is fifty years old and is well maintained and presented despite its age. Council has recently invested in various improvements including a new court surface for two of the courts, improved kiosk and preventative maintenance to ensure it is an attractive centre to visit. Despite this the centre is competing with a modern designed major regional indoor recreation facility in relative proximity (The ARC Campbelltown).

Site visits were conducted of the three facilities with the Centre Managers and a Council representative. Whilst the centres are performing adequately there has been a notable decline in indoor court usage over the past few years. The centre managers believed this was due to a number of reasons including the increased competition from higher quality and newly opened Centres in adjoining Council areas such as The ARC Campbelltown, John McVeighty Centre, Waterworld and the Aquadome; changing community preferences; and the condition and age of the

current facilities (noting recent upgrades and refurbishments have improved the presentation and functionality of these centres). The audit has determined that the City of Salisbury is well provided for in terms of indoor multi-use court provision, fitness centre provision and traditional aquatic provision (e.g. lap swimming, leisure swimming and aqua fitness). This is either provided for directly by the City of Salisbury, by the private sector or by neighbouring Councils. The provision type is relatively consistent in terms of court sports with most centres providing for main stream and traditional indoor sports such as basketball, netball, futsal/indoor soccer, volleyball, badminton and squash. Some of the centres do cater for niche activities such as roller skating, indoor bowls and model aero flying.

The fitness centre components of the indoor recreation centres also offer similar programs and activities including group fitness, weights, cardio, pin loaded machines and personal training. These services do not seem to vary significantly between centres. Although some facilities are offering activities such as yoga and Pilates, however this is limited and most facilities are not offering any contemporary wellness services and programs.

In terms of aquatic provision activities such as lap swimming, swimming lessons, leisure swimming, and aqua fitness are well provided for across the region. There is however limited provision of rehabilitation/hydrotherapy, relaxation and aquatic wellness services across the region.

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

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

A recent study looking into the feasibility of providing an indoor recreation facility at Salisbury Oval concluded that an indoor facility had merit provided it was flexible in design to cater for multiple sports not just cricket and a low cost construction method is utilised. It concludes that this option presents the most feasible option as it provides a possible solution to satisfy a number of objectives:

- It meets the needs of the Northern District Cricket Club for a training venue
- It provides a possible Centre of Excellence and regional cricket hub for SACA
- It provides a suitable venue for use by a range of sport and recreation organisations, school and community groups
- It creates the opportunity to further enhance the physical environment at the precinct
- It is primarily funded by an external party such as SACA or the State Government

It is our view that the development of any new indoor recreation facilities be integrated with any new aquatic provision.

The review of contemporary facility provisioning provided some clear indication of how local and municipal governments and in some cases other sector providers were looking at the provision of services and the following key findings should be considered in future planning

- Geographic proximity to city centres and/or proximity to schools or shopping centres is important

- Multi-use facility provisioning and a broad range of activities including:
 - Gyms, Group exercise spaces (Dance, yoga etc.), Wellness centres, Cafés, Kids' Club, Change rooms (separate wet and dry areas plus family and unisex accessible rooms), 8-lane 50m pool with ramp access which can be divided into two 25m pools, Program pool – multi use warm water pool with ramp access, Learners' pool – designed for Learn to Swim classes and recreation, Toddlers' pool , Spa and sauna, Adventure Playground , Splash Pad
- Office, conferencing and club rooms
- Year-round facilities
- Consolidated facility offerings
- A number of facilities are focused around the provision and colocation of other key services as well including cultural hubs, healthcare, libraries, youth services and pharmaceuticals
- Linkages with education facilities in particular high schools is a common finding
- Facility design and layout is critical to successful management and operation
- Some of the facilities being provided by the City of Salisbury are reaching the end of their useful life and in terms of modern design standards are falling behind in relation to other offerings
- There is an increasing trend toward larger economies of scale of Leisure Centre Facilities to minimise net subsidy per use
- Running successful recreation facilities in terms of value and commercial sustainability has seen increase in the scale of facilities and the offerings
- Cross-sector partnerships in the development of facilities
- The design, financing and management of facilities has seen a variety of models implemented including the linkages with government departments and other government bodies, public/private partnership and private management
- Colocation and community-hub based developments are increasing consistent with the principles of economies of scale
- Increasingly the colocation of recreational, community service and private facilities is increasing
- Linking with GP surgeries, a full range of community health services, leisure centre, library and retail pharmacy
- Council is currently progressing with the renewal of the city centre which is a key consideration in this process
- Council is currently reviewing the provision of community centres which is also a process that links with this provisioning discussion
- The investment return on new facilities can have significant positive impact on the net costs to the City over time

The recent Statewide Aquatics Facility Audit key recommendations included:

- That, as a minimum requirement, pools either redeveloped or built are designed to cater for the five user groups (education, recreation, fitness, sport and rehabilitation).
- That the standard aquatic facility of the future has as a minimum, a 50 metre indoor heated pool, a diving board, offers programs throughout the day that support the five user groups and has segregated change rooms.
- That consideration be given to locating these facilities in 'community hubs' for economic and social advantages.
- That facilities are not built within schools (public or private) if this limits the availability of the pool to all users.
- That hydrotherapy pools are considered to be an economically viable proposition for attaining good health and wellbeing of those users who need rehabilitation such that they become a standard feature when designing new and or redeveloping existing facilities.

There are seven dimensions of wellness: physical, social, emotional, intellectual, vocational, environmental and spiritual (in no particular order). We need to be doing something positive in each area to benefit our overall Wellbeing.

Wellness is an active process of becoming aware of and making choices towards a healthy and fulfilling life. It is more than being free from illness, it is a dynamic process of change and growth. A good or satisfactory condition of existence; a state characterized by health, happiness, and prosperity; welfare.

“Wellness is a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity.” – The World Health Organization.

A review of the most successful centres shows that the following occurs:

- High visits per square metre
- High expense recovery ability including some capital repayment
- High operating profits per visit
- Excellent program range returns and attendances
- High secondary spend returns
- High range of attendance types
- Draws users from a large catchment area
- High revenue returns from health and fitness

This supports typically recommended activity area components that:

- Are located as part of other leisure facility developments
- Provide a mix of shallow leisure/recreation water with programmable water areas
- Provide high revenue generating complementary service areas such as food and beverage services
- Are located in a high traffic/visitation area

- Provide commercially viable elements such as cafes, wellness clinics and swimming lessons

Significant trends include:

- Increased demand for programmed hotter water areas as well as pools suitable for therapy and older adult exercises.
- Development of multi-use facilities to attract a broader range of users.
- Demand for high standard, high quality facilities and services to meet resident's recreation and leisure needs, including well-presented and clean facilities.
- Development of multi-purpose leisure and aquatic centres has enabled the high operating cost activity of aquatics to be cross subsidised by more profitable activity areas such as health and fitness, food and beverage and entertainment areas. This highlights the importance of ensuring these elements are maximising their commercial return and should be a primary focus of the City of Salisbury in the future.
- Aquatic, health and fitness activities are becoming a larger part of people's activity choices.
- Leisure and aquatic facilities have been designed to meet the needs of people with special recreation needs to increase accessibility to and within such facilities. Added to this is the growing array of programs and activities offered to people of all different abilities, physical condition and skill levels.

Generally, the City of Salisbury is adequately serviced for aquatics. There is an obvious gap in the South West area of the City including the Dry Creek growth area which is proposed for future residential development. Parts of the South West area may be serviced by the district level Parks facility in the City of Port Adelaide Enfield although this is not likely to service the entire area. The district level Salisbury Recreation Precinct (SRP) services the northern, central and eastern part of the City well, Waterworld in the City of Tea Tree Gully given its regional catchment competes with the SRP for clientele and its catchment services the eastern, central and southern areas of the CoS. The learn to swim pools (local level facilities) at Parafield Gardens, Ingle Farm and Golden Grove service specific local markets and they don't tend to compete with each other, the SRP (district level) and ARC Campbelltown (regional level) also offer learn to swim (swimming lessons). The Aquadome draws CoS residents to its facility particularly from the northern and central parts of the CoS again given its regional nature and close proximity to the CoS northern boundary.

Given the current level of provision (considering services offered from within the CoS and from neighbouring Council areas) it is difficult to make an argument that the CoS is well supplied with aquatic facilities. There are significant gaps in hydrotherapy and rehabilitation services pools within the CoS which has been identified as a strong need in the future given the ageing population and lack of current facilities through the State Aquatic Audit and Master Plan. Given also the age and condition of the SRP pools and the need for significant funds to redevelop the existing facilities, it will need to be determined where the future provision of these services will come from, this could be from the current site or from an alternate site. It is recommended that a detailed feasibility analysis occur to determine the best location for a future district aquatic facility to best service the City of Salisbury in the future. Potential sites for consideration include, but not limited to, the existing SRP site, the Salisbury CBD, the Paddocks, the Ingle Farm and Dry Creek growth areas.

The City is well serviced for indoor recreation centres (dry facilities) the two district level Council facilities are located at the district centres of Parafield Gardens and Ingle Farm. There are no significant gaps currently. The Parafield Gardens Recreation Centre and the Ingle Farm Recreation Centre both owned by the CoS service the vast majority of the Council area, the gap in the eastern area is serviced by the Golden Grove Recreation Centre in the City of Tea Tree Gully. The University of SA and relevant school recreation centres compliment this provision.

Although there has been a downward trend in the usage of indoor recreation centres in the CoS primarily Parafield Gardens and Ingle Farm, both facilities are still substantially used and provide valuable community indoor space for a variety of indoor sports and activities. There does not appear to be any immediate need to consolidate the provision of indoor court space in the CoS.

In terms of wellness provision there is very limited services on offer both publicly and privately. Wellness services are typically provided by the private sector however there is an opportunity to consider adapting Council's existing centres to cater for wellness services. This may require refitting current spaces in existing facilities or providing additional spaces and built facilities. The neighbouring Councils also do not provide contemporary wellness centres and services from their existing facilities despite some of these facilities being recently upgraded or developed. There may be some basic provision of activities such as yoga or warm water areas however this is limited.

7.2 Recommendations

The following recommendations are made based on the findings of this study:

- In the short term conduct a feasibility study to determine the future provision of an aquatic facility in the City of Salisbury with a focus on providing an indoor district level facility considering:
 - Ensuring existing programs and services offered at the SRP are catered for in any new development (including lap swimming, school and education lessons, VACSwim, swimming lessons and leisure swimming).
 - The need to provide for the gap in rehabilitation/hydrotherapy, relaxation and aquatic wellness services
 - Determine the scope of aquatic and recreation facility elements required
 - The best mix of services (e.g. dry/wet/wellness)
 - The best location/site
 - The best management model
 - Capital, operational and lifecycle costs of any new or redeveloped facility
- Consider the growth areas of Dry Creek, Salisbury CBD, Mawson Lakes and The Paddocks to develop any new aquatic/indoor recreation facility
- Continue to operate the Indoor Recreation Centres at Ingle Farm and Parafield Gardens and investigate the viability of integrating wellness services at both centres
- At the end its useful life consider the replacement of the Ingle Farm Recreation Centre with a facility that focuses on health and wellness services provision to the Ingle Farm Growth area (subject to a feasibility analysis).
- Determine a vision of indoor facility provision in the City of Salisbury considering
 - Any Unique Selling Proposition (wellness, rehabilitation, hydrotherapy)
 - Aligning with state aquatic and leisure planning directions
 - Service existing gaps and future growth areas
- In line with the Statewide Aquatics Facility Audit adopt the following principles when planning for a new aquatic facility
 - That, as a minimum requirement, pools either redeveloped or built are designed to cater for the five user groups (education, recreation, fitness, sport and rehabilitation).
 - That the standard aquatic facility of the future has as a minimum, a 50 metre indoors heated pool (*the consulting team recommends that a 25m indoor pool also be considered as an alternate option*), a diving board, offers programs throughout day that support the five user groups and has segregated change rooms.

- That consideration be given to locating these facilities in 'community hubs' for economic and social advantages.
 - That facilities are not built within schools (public or private) if this limits the availability of the pool to all users.
 - That hydrotherapy pools are considered to be an economically viable proposition for attaining good health and wellbeing of those users who need rehabilitation such that they become a standard feature when designing new and or redeveloping existing facilities.
- That the development of any new indoor recreation facilities (court based) be integrated with any new aquatic provision.
 - That the following key findings should be considered in future planning for new aquatic and indoor recreation centres
 - Geographic proximity to city centres and/or proximity to schools or shopping centres is important
 - Multi-use facility provisioning and a broad range of activities including:
 - Fitness gyms, group exercise spaces (dance, yoga etc.), wellness centres, cafés, creche, change rooms (separate wet and dry areas plus family and unisex accessible rooms), lap pool with ramp access which can be divided into two or more pools, program pool – multi use warm water pool with ramp access, learners' pool – designed for Learn to Swim classes and recreation, toddlers' pool/splash pad, spa and sauna (note some of these features can be integrated in one or more facilities), offices, conferencing and club rooms
 - Year-round access
 - Consolidated facility offerings
 - Are located as part of other leisure facility developments
 - Colocation with other key services including cultural hubs, healthcare, libraries, youth services and pharmaceuticals
 - Linkages with education facilities in particular high schools
 - Facility design and layout in terms of successful management and operation
 - Cross-sector partnerships in the development of facilities
 - The design, financing and management of facilities including the linkages with government departments and other government bodies, public/private partnership and private management
 - Colocation and community-hub based developments to achieve economies of scale
 - Provision of a mix of shallow leisure/recreation water with programmable water areas
 - Provision of high revenue generating complementary service areas such as food and beverage services
 - Are located in a high traffic/visitation area
 - Provide commercially viable elements such as cafes, wellness clinics and swimming lessons

ITEM	1.1.4
	POLICY AND PLANNING COMMITTEE
DATE	21 January 2019
HEADING	Future Directions Community Hubs
AUTHORS	Pippa Webb, General Manager Community Development, Community Development Karen Pepe, Manager Property and Buildings, City Infrastructure
CITY PLAN LINKS	1.1 Have a community with the skills, knowledge and agility to participate in a rapidly changing economy. 3.1 Be an adaptive community that embraces change and opportunities. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	This report provides information with respect to the future directions for the further development of Community Hubs and provides draft recommendations proposed to be considered by Council in February 2019. The report proposes the staging of Community Hub developments over a three year period and provides the rationale and context for Councils consideration.
RECOMMENDATION	<ol style="list-style-type: none">1. The report provided for information and discussion be received.2. Council defer consideration of this item (Policy and Planning 1.1.4, 21 January 2019) for a period of one month, to enable Elected Members the opportunity to seek further feedback and information before Council consideration in February 2019.
ATTACHMENTS	This document should be read in conjunction with the following attachments: <ol style="list-style-type: none">1. Future Directions Social Infrastructure2. Salisbury's Community Facilities
1. BACKGROUND	<ol style="list-style-type: none">1.1 Historically, social and cultural infrastructure was provided in an ad-hoc fashion and usually under pressure from the community, resulting in poorly converted, single-purpose buildings scattered around local government areas. From the 1970s, the idea of one-stop-shops emerged in newer communities, to establish fit-for-purpose, multi-use, multi-tenant community spaces that met community needs. While the benefits of co-location appeared high, early examples resulted in places of stigma and disadvantage.1.2 Contemporary understandings of the Community Hub model extends beyond co-location to service integration, and meets the significant challenges of:

- responding to community needs appropriately;
 - managing the significant costs in establishing, maintaining and renewing infrastructure; and
 - establishing governance structures the maximise operational efficiencies, and facilitate partnerships to deliver holistic services with the community without new funding or new staff. Already Council has adopted a principle of the “Hub” model in relation to Community Assets.
- 1.3 The Hub Model loosely defined is both a physical building requiring particular attributes, a mechanism to facilitate service collaboration and integration and a place-making opportunity to build cohesive communities.
- 1.4 The latest definition is provided by Rossiter (2007) who combines the three elements,
- “A conveniently located public place that is recognised and valued in the local community as a gathering place for people and an access point for a wide range of community activities, programs, services and events. (Rossiter 2007 p2; Bond 2010 p1).”
- 1.5 In 2013/2014 the City of Salisbury considered the future development of Libraries and Community Centres. The context for this review was to enable consideration to be given to the development of Community Hubs. The program review concentrated upon service levels and made some recommendations relating to the Governance arrangements for Community Centres. It was recommended that Council entered in to Collaboration Agreements with the independent associations and continues to fund a Co-ordinator position at each Centre. During the review into Libraries there were a range of operational recommendations which related to the implementation of RFID, role of Volunteers in the provision of Home Library Services to name a few.
- 1.6 As a part of the program review a trends paper was delivered which outlined contemporary Social Infrastructure trends, in particular the development of community hubs which have been applied to the City of Salisbury model for Community Hub developments at the Salisbury City Centre and Para Hills Community Hub. The development of these hubs has been informed by social infrastructure principles around Libraries and Community Centers integration and co-location.
- 1.7 Currently the Library Service is provided through a network of 5 branches and a vehicular-based operation across the City that is very well patronised by an increasingly broad range of Salisbury residents. The administration and operational hub of the service is located centrally in the Len Beadell Library, Salisbury.
- 1.8 Council effectively has four Community hubs:
- Ingle Farm co-located with the Ingle Farm Recreation Centre
 - Para Hill Community Hub co-located with the Para Hills Positive Ageing, Library and the Paddocks Community Centre
 - Mawson Lakes Library and Community Centre co-located with the University of South Australia and Mawson Lakes Primary School
 - Salisbury City Centre Community Hub under construction

- 1.9 The Salisbury Community Hub will soon consolidate library, events, exhibitions and community services into one location in the heart of Salisbury.
- 1.10 The literature relating to Community Hubs agree that for them to work well, services should be complementary and not be in competition with each other. There must be the spectrum of services, from universal to specialised to ensure the space doesn't become a place of stigma and disadvantage.
- 1.11 Prior to the organisational merger of functional areas as a result of the review in 2012, the Community Centres were known as Youth and Neighborhood Services. The Community Centres provide a range of services and programs that fit within a youth enterprise and adult learning framework. Service delivery is from 8 locations across the City.
- 1.12 Five of the centres are based on a model developed in 1977 that aimed to provide the community with services within walking or 'pusher' distance of homes. Each Centre has an incorporated Management Committee responsible for the Centre's policies and procedures, funding applications and has accountability for day-to-day Centre management. Council provides the buildings and 1.0fte centre based paid staff and professional support and advice. The responsibilities and obligations of each party are clearly articulated in a Collaboration agreement. These centres are:
- Bagster Road Community Centre
 - Burton Community Centre
 - Morella Community Centre
 - Pooraka Farm Community Centre
 - Salisbury East Neighbourhood Centre
- 1.13 In addition the Council provides a specific Centre with a Youth Focus called Twelve 25 Youth Enterprise Centre. This Centre is run by Council within the heritage listed Salisbury Institute building.
- 1.14 A broad overview and categorisation of the services delivered is:
- Early literacy intervention, family literacy and reading for pleasure
 - Digital literacy, digital divide, equity and access to online information
 - Adult learning, adult community education, lifelong learning opportunities
 - New Arrivals, CaLD communities, multicultural programs and resources
 - Youth activities, programs, youth enterprise, homework help and information literacy
 - Health literacy, social wellbeing, community support
 - Places and spaces for the community to meet, learn and recreate
 - Outreach programs and partnerships.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Senior Social Planner

2.1.2 Manager Community Capacity and Learning

2.2 External

2.2.1 Over the course of the development of Community Hubs there has been a range of public consultations.

3. REPORT

3.1 In contemplating the location for the next phase of Community Hub development Council should consider adopting some broad principles and assessing current provision against social infrastructure frameworks.

SCOPE AND CONTEXT

3.2 This report deals specifically with community based infrastructure around Community Hubs. Other complimentary social infrastructure related to Community Hubs (schools, early childhood learning and health centers) are relevant to the development of Council's approach to the location of Community Hubs. Attachment 2 contains a City of Salisbury location map for community facilities based on function and details current locations.

3.3 In considering the frameworks, thresholds and the benchmark ranges for social infrastructure it is important to note that these have been generally based in the literature on floor areas and population. This methodology implies functional exclusive uses, which may not be accurate when considered in the context of Community Hubs. This is because Community Hubs are designed to maximise the flexible usage and therefore are not dedicated space but rather ensure maximum efficiencies, across a span of hours. The rationale for this is associated with a desire to ensure that the infrastructure is not latent particularly during some periods of the week (see executive summary page 1, Attachment 1.). It is also designed to future proof infrastructure and cater for a broader range and diversity of uses.

4. CITY OF SALISBURY COMMUNITY HUBS DEVELOPMENT

4.1 The development of Community Hubs is important to ensure that asset usage is maximized and capable of servicing contemporary community needs. The older 1977 neighborhood model does not necessarily fit with the development of Community Hubs, which require a broad based service provisioning. Exploration of the development of hubs is not intended to reduce service provision at the neighborhood level but rather ensure that the mix and spread meets growth needs, as well as identifiable partners such as schools, and the private sector and sporting clubs are a consideration in relation to service delivery at the local level.

4.2 Council has a strong record of integrated service delivery through Community Hubs with existing sites at Mawson Lakes, Ingle Farm and most recently Para Hills. The Salisbury City Centre will be the next community Hub offering integrated service provision across libraries community centers type functions, exhibition space community hall and customer service.

- 4.3 The selection of locations for Community Hubs across the City of Salisbury has been predicated upon the ability to integrate a combination of the following elements:
- Libraries
 - Community centre
 - Recreation
 - Schools
 - Health
 - Retail/shopping centre
 - Commonwealth services
 - Cater for growth
 - On or adjacent major transport routes
 - Adjacent major private sector services/amenity
- 4.4 The combination of elements is somewhat dependent upon the opportunities to enhance existing infrastructure. For example Para Hills Community Hub is located adjacent a shopping centre and school, opposite allied health services, schools and enhances the integration of the positive ageing centre, library and community centre functions. The design is specific to cater for multifunctional uses and to ensure growth in demand is delivered. Whilst other centres cater well for their precincts and neighbourhoods they are not in locations that would facilitate the development of a Community Hubs. The elements listed in Section 5.3 are important as well as Councils access to land, transport corridors and growth which are key considerations in the development of Community Hubs.

5. SCHOOLS AS COMMUNITY HUBS

- 5.1 Community Hubs Australia has announced 7 schools in Adelaide will be Community Hubs Australia sites, 5 of these sites are within the City of Salisbury, namely:
- Paralowie R-12 School
 - Para Vista Primary School
 - Salisbury Primary School
 - St Augustine's Parish School (Salisbury)
 - Karrendi Primary School (Parafield Gardens)
- 5.2 The host schools will serve as gateways that connect families with each other, with their school, and with existing services to support their English language skills, vocational pathways, and early years.
- 5.3 Communities for Children Salisbury operate from the Ingle Farm Primary School Family Zone, with outreach to various schools.
- 5.4 It will be important in the development of Community Hubs for these connections and service delivery sites to be considered to avoid duplication of infrastructure and services. This will require engagement with the Department of Education as well as individual schools.

6. NEED FOR SOCIAL INFRASTRUCTURE FRAMEWORKS

- 6.1 In contemplating provisioning and location for the future Social Infrastructure, Council could consider adopting some broad frameworks and assessing current provision against social infrastructure frameworks. This would allow Council to further consider the configuration of social infrastructure to meet growth area needs as well as provide a suitable framework for maximising outcomes through partnership arrangements with governments and the private sector.
- 6.2 The Report forming Attachment 1 contains an analysis of a range of community infrastructure not all of which is the responsibility and/or domain of council. Table 5 of the report contains a list of infrastructure and Table 2 summarises those which provision is the responsibility of Council.
- 6.3 Table 2 contains a comprehensive list of community based infrastructure, not all of which is Council's responsibility however they are of significant interest to Council residents and are critical parts of social infrastructure provision.
- 6.4 As with any framework, these should be taken as a guide only and considered in full context, particularly in relation to the concept of a Community Hub. Community Hubs are multifunctional spaces, in contrast the social infrastructure benchmarks and frameworks relate to stand alone facilities, with specific purposes.

7. PROPOSED SOCIAL INFRASTRUCTURE FRAMEWORK

- 7.1 Table 7 provides an example of the thresholds and provision for stand alone facilities and should be read in the context of Community Hubs which combine functions into multifunctional spaces and co-locate to deliver community infrastructure. The thresholds are based on service population and floor space for delivery of specific types of infrastructure e.g neighbourhood houses. In contrast, the Community Hubs delivery model is based on a more flexible floor space footprint and as a result the correlation to the thresholds may not be as direct as implied by Table 7.
- 7.2 It is worth noting that there are some key areas which are under and over provisioned across multiple years they are:
- 7.2.1 Under provisioned social infrastructure includes;
- Early Childhood Centers
 - Afterschool vacation care
 - Maternal child and health services
 - seniors centers and services
 - aged care housing and services
 - Youth centers
- 7.2.2 Over provisioned social infrastructure includes;
- Primary schools
 - Kindergartens
 - Playgroups
- 7.3 These present opportunities for the development of Community Hub infrastructure in location which can support the provisioning of these services

and/or a re-configuration of assets as well as changed delivery models partnerships and investment by the public sector.

8. IMPLICATIONS OF POPULATION GROWTH

- 8.1 Council's approach to the development of Community Hubs has proven to be an effective contemporary method to delivery community infrastructure to the community. Combing service offerings into one facility, creating flexible modern spaces facilitates information access, engagement and community capacity buildings.
- 8.2 Aside from the frameworks contained in the report – further work was undertaken to understand how the City and where the city might need to concentrate efforts to deliver for future growth. A summary of growth scenarios and notes that the largest population growth will occur. Table 4, Attachment 1 provides a summary of these estimates.
- 8.3 The most immediate priority identified is in the western area of the city around Burton, followed by Ingle Farm. Salisbury is predicted to experience growth, and the Salisbury Community Hub has been designed to cater for this.
- 8.4 There are some opportunities which present themselves when considering the implications of the growth areas and criteria for Community Hub Locations.
- 8.5 The table below demonstrates this analysis for the two growth areas and opportunities based on Community Hub criteria contained in section 5.3;

Considerations	Burton	Ingle Farm
Hub location principles	Sporting/recreation precinct shopping center, school	Shopping center, adjacent school, library, recreation centre
Existing Council Asset	Community Centre	Library and recreation centre
Opportunity	<p>Improve service provision western area of city.</p> <p>Existing land, main transport corridor identified growth population, and lack of services.</p> <p>Cater for future growth and impacts of the Northern Connector.</p>	<p>Improve service provision by incorporating wellness principles for recreation, re-orientation increase quality and configuration of community spaces rooms to meet community needs.</p> <p>Cater for future growth</p>
Growth	Yes	Yes

- 8.6 There are existing relatively new Hub locations at Mawson Lakes, Para Hills, Salisbury City Centre (under construction) and a number of discrete neighborhoods nearby, serviced by community centres and branch libraries opportunities exist to develop Community Hubs at Burton and Ingle Farm.

- 8.7 In relation to Burton, the Northern Connector will be likely to increase the movement of people entering the city from the western entrance (from the western section of Burton to Waterloo Corner), making the Burton precinct a significant future entrance way for population growth and movements into and out of the City.
- 8.8 Council purchased land adjacent the existing Community Centre and demolished an old preschool which was on a site purchased with a view to land banking for future development. This site is adjacent the sporting grounds currently leased by the Football Federation of South Australia, a school and shopping centre in an area which is currently poorly serviced on a major transport route through the City of Salisbury. This site provides an immediate opportunity for development of a Community Hub to service the needs of the western growth areas of Salisbury.
- 8.9 At Ingle Farm, similarly the site is well located adjacent a shopping centre, with an existing (somewhat aged) library, recreation centre, adjacent as school and on a major transport route. The site is also within an area projected to grow in population.
- 8.10 In suggesting capital investment at Burton and Ingle Farm to develop Community Hubs, it is important to note that Council continues to budget for ongoing refurbishment, maintenance and upgrade of all its building facilities. Council currently has a 'Council Building Upgrade Program'. This program prioritises work on the basis of strategic needs and alignment, ensuring the functionality of the building fits the needs of the users and strategic intent, this includes changes in requirements and existing condition of the building. Council has spent a significant amount of funds upgrading its facilities over the last few years and include buildings such as Walkleys Park (baseball & soccer), Underdown Park (soccer), Ingle Farm Juniors and Parafield Gardens Soccer Club and the Para Hills Community Hub to name a few.
- 8.11 The Building Renewal program is prioritised on the condition of its asset, and includes all refurbishments, air conditioning replacement and attending to areas of compliance which includes requirements for DDA. Under this program the majority of buildings have been serviced and needs are reassessed through regular building audits as part of the 'Property Planning Program'.
- 8.12 Centres such as Pooraka, Salisbury East, Morella and Bagster, Twelve 25 and Positive Ageing Centre will continue to be maintained and assessed for their strategic fit to the targeted requirements, in line with the Long term Financial Plan.
- 8.13 Other centers do not lend themselves well to the development of Community Hubs as they lack the growth prediction, lack sufficient land, are areas well serviced already and/or are not co-located with key elements which make up Community Hub integrated infrastructure as listed in section 5.3.
- 8.14 It is proposed that timing for developments would be part of a three year program as follows;
- 19/20 - Concurrent concept development for Burton and Ingle Farm wellness centre investigations (as recommended in the Indoor Recreation Centres future directions paper), and detailed design development of Burton
 - 20/21 Capital Delivery Burton and detailed design development Ingle Farm
 - 21/22 Capital Delivery Ingle Farm

9. CONSIDERATION OF OPPORTUNITIES

- 9.1 In order to allow Elected Members sufficient opportunity to consider this matter, it is proposed that this report be provided for information and discussion purposes and to include the following draft recommendations that will be considered by Council in February 2019:
- 9.1.1 That the report be noted
 - 9.1.2 The Social infrastructure provision and short fall summary Table 7 of the Attachment be used to guide future planning for social infrastructure provision, noting that Community Hubs are designed in a way to promote the flexible usage of space and as a result the thresholds should not be read in isolation to the agreed design and delivery principles of hubs.
 - 9.1.3 That staff prepare budget bids for 2019/2020, 2020/2021 and 21/22 to facilitate the development of Community Hubs within the growth areas in priority order of Burton and Ingle Farm (two staged approach).
 - 9.1.4 Council advocate on behalf of the community for the provision of Social Infrastructure with state and federal governments as well as supporting private sector responses.
 - 9.1.5 Council consider the study forming part of an approach to the State and Australian Governments to support the social infrastructure outcomes particularly in light of any proposals for increased migration.

10. CONCLUSION/PROPOSAL

- 10.1 This report is provided for information and discussion together with draft recommendations to be further considered by Council in February 2019.
- 10.2 Councils approach to the development of Community Hubs has proven to be an effective modern method to deliver community infrastructure to the community. Combining service offerings into one facility, creating flexible modern spaces facilitates information access, engagement and community capacity building.
- 10.3 Importantly, it is significant that the provision of social infrastructure is linked to the configuration of and floor space provided. As a result opportunities to consolidate, and/or expand to meet provisioning could be explored as part of the development of any new Community Hubs.
- 10.4 Immediately there is scope for Council to consider the development of a Community Hub in the Burton Precinct and Ingle Farm. As noted above the Ingle Farm development is proposed to be staged in order to allow for information and scoping of service needs from the Indoor Recreation Facilities into wellness centers to be incorporated into any thinking regarding Community Hub development at Ingle Farm. It is proposed that timing for developments would be part of a three year program as follows;
- 19/20 - Concurrent concept development for Burton and Ingle Farm wellness centre investigations (as recommended in the Indoor Recreation Centres future directions paper)
 - 20/21 - Capital Delivery Burton and detailed design development Ingle Farm

- 21/22 - Capital Delivery Ingle Farm

- 10.5 It is recommended that the Social Infrastructure provision and short fall summary Table 7 of the Attachment be used to guide future planning for social infrastructure provision, noting that Community Hubs are designed in a way to promote the flexible usage of space and as a result the thresholds should not be read in isolation to the agreed design and delivery principles of hubs.
- 10.6 Social Infrastructure provision and short fall summary table will be updated every 4 years to reflect changes in growth, infill consolidation, private investment and migration, which affect population projections
- 10.7 That any Community Hub development consider the diversification of service delivery models, partnerships arrangements and advocacy to meet shortfalls /deal with over-provision and provides a time frame for changes in addition to defining Council's role in provision.
- 10.8 Council advocate on behalf of the community for the provision of any shortfalls in the provision of social infrastructure as highlighted in this study.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 14.01.19

City of Salisbury - Future Directions Community Hubs - unlocking investment and building futures

Authors

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- Julie Douglas - Senior Social Planner

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Future Directions for Libraries and Community Centres – unlocking investment and building futures

Executive Summary

This paper is designed to give Council a framework within which it might consider the future of Community Infrastructure around Libraries and Community Centres. It proposes a methodology to consider the adequate future provision of social infrastructure which addresses both growth and demand changes, for physical assets which are the responsibility of council and for those which the Council may advocate on behalf of the community for changes in provision.

Community Hubs and one-stop-shops have become buzz-words within Government as communities increasing demand responsive services and spaces where people can participate in services, group activities, hobbies, and advocacy.

Local Government is by far the largest contributor to community service infrastructure. Australia's Productivity Commission examined the issues that Australia's 600,000 not-for-profits faced accessing capital, finding that whilst the sector contributed around \$43 billion to the Australian economy, 8 per cent of national employment, and 4.6 million volunteers, the major impediments to accessing capital included the lack of collateral to guarantee loans and the lack of a suitable organisational structure which would allow organisations to raise equity capital.

The City of Salisbury is in a unique position, having both a financially sustainable budget position, income generation, available land and projected growth. The City of Salisbury, having been prudent financially over many years now allows us to consider the best way to re-invest in Community Infrastructure for the benefit of the whole community.

There is a great opportunity for the community in provisioning the right configuration of asset, including economic and social benefits that can come from investing in community infrastructure. Assets which create social cohesiveness, enhance community health and economic opportunity for Council this does not mean having to go it alone. Investment in that infrastructure, can be achieved by making conscious decisions about it's role, community needs and appetite for investment.

Unlocking investment in community infrastructure has to be based realisation of community benefit. Seeing community infrastructure provision through the guise of its role in supporting communities through employment pathways, self-employment greater community cohesion, place activation, allow us to unlock new investment models.

Community infrastructure assets need to be used in a smarter way that addresses the latency of assets during many periods of the week. Building community assets with an understanding of their multiple uses there is the potential for community infrastructure to be the mechanism to deliver

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significant economic and social impacts for our communities. The concept of a hub allows these considerations to be given life.

Background to Community Hubs

Historically, social and cultural infrastructure was provided ad-hoc and usually under pressure from the community, resulting in poorly converted, single-purpose buildings scattered around local government areas. From the 1970s, the idea of one-stop-shops emerged in newer communities, to establish fit-for-purpose, multi-use, multi-tenant community spaces that met community needs. While the benefits of co-location appeared high, early examples resulted in places of stigma and disadvantage.

Contemporary understandings of the Hub model extends beyond co-location to service integration, and meets the significant challenges of:

- responding to community needs appropriately;
- managing the significant costs in establishing, maintaining and renewing infrastructure; and
- establishing governance structures the maximise operational efficiencies, and facilitate partnerships to deliver holistic services with the community without new funding or new staff. Already Council has adopted a principle of the “Hub” model in relation to Community Assets.

The Hub Model loosely defined is both a physical building requiring particular attributes, a mechanism to facilitate service collaboration and integration and a place-making opportunity to build cohesive communities.

The latest definition is provided by Rossiter (2007) who combines the three elements,

“A conveniently located public place that is recognised and valued in the local community as a gathering place for people and an access point for a wide range of community activities, programs, services and events. (Rossiter 2007 p2; Bond 2010 p1).”

Service integration is also a key element in creating and delivering on improved access for consumers; increased efficiency, achieving more from the use of limited resources; and enhanced effectiveness, resulting in enhanced outcomes. (Fine 1997 in Fine, Parncharatnam and Thomson 2000 p2).

For a Hub to work well, services should be complementary and not be in competition with each other. There must be the spectrum of services, from universal to specialised to ensure the space doesn't become a place of stigma and disadvantage.

History of Hub Development - The City of Salisbury

In 2013/2014 the City of Salisbury considered the future development of Libraries and Community Centres. The program review concentrated upon service levels and made some recommendations relating to the Governance arrangements for Community centres. It was recommended that Council entered in to Collaboration Agreements with the independent associations and continues to fund a Co-ordinator position at each Centre. During the review into Libraries there were a range of operational recommendations which related to the implementation of RFID, role of Volunteers in the provision of Home Library Services to name a few. In addition to this work a trends paper was delivered which outlined contemporary Social Infrastructure trends, which have been applied to the Community Hub development in the Salisbury City centre and Para Hills Community Hub.

A couple of key principles relating to the development of Community Hubs were noted in that report and are included in the table below.

Trends	Explanation
Number, size and scale	There is a trend in community facilities towards larger but fewer and better appointed facilities that are centrally located and multipurpose. Facility size can be a challenge in urban growth areas and models that are based on efficient floor areas such as co-location, mixed use and joint facilities become important.
Location	Leading practice favours the clustering of community facilities in centres to enhance accessibility and connectivity with related uses. Well used community facilities tend to be located in places that are readily accessible by public transport and where people already congregate, such as shopping centres and schools.
Co-location	Co-location usually involves bringing community services together in a single location. It is a response to the fragmentation and lack of integration of related services. It is intended to enhance both coordination among services and convenience for clients who can access multiple services from a single point. Co-location can also relate to the relationship between community facilities and other compatible uses such as open space.
Multipurpose and multifunction	To make the best use of limited resources, and ensure that facilities are utilised as much as possible (including night and at weekends), community buildings need to provide for multiple uses and serve a range of population groups, as well as being capable of adapting as needs change over time. Successful community centres tend to be those that offer a diversity of well organised and well attended services, programs and activities.
Placemaking and community identity	Community facilities provide important gathering places for people and can be focal points for community activity and social interaction. They are recognised as having the potential to contribute to the creation of vital public spaces that help engender a sense of place and distinctive community identity. It is important that community facilities have a civic quality, sense of stability and level of amenity that marks them as an important place in the community
Community building	Community facilities provide a focus for community building activities, enhancing the connections and relationships among people in order to strengthen common values

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and social gathering	and promote collective goals. Overcoming social isolation and engendering a sense of belonging will be an important contribution that social infrastructure can make to higher density communities where increasing numbers of people live alone and may be seeking social contact outside the home.
Sustainability	The increasing focus on all aspects of sustainability means that not only are sustainable design, materials, energy and water aspects of the design of community buildings important, so too is sustainability in terms of funding, management and maintenance arrangements. Commonly income from user charges, hire fees and from tenancy agreements is insufficient to cover the costs of maintenance of community buildings. Many local governments have been exploring other income generating activities, such as operating commercial cafes or fitness activities, running monthly markets or incorporating retail outlets.
Resourcing	Well used, active and vibrant community facilities tend to be those that are well resourced. Resourcing includes staffing and other funds. Well used centres often include staff who can identify community needs and organise and deliver services, activities and programs throughout the week. Staff can also be important in ensuring there is a good mix of activities that will appeal to a variety of people, and that the facility is not monopolised by particular groups. Planning for social infrastructure requires careful consideration of these ongoing operational costs in addition to the upfront capital requirements
Partnerships	In planning and provision, while local governments have been the traditional provider of community facilities, resource and practical constraints have combined to necessitate seeking partnership opportunities in the development of social infrastructure. A number of opportunities exist to partner with State Government, non-government organisations such as schools and universities, community organisations, service providers and the private sector.
Strategic asset management	Local government is increasingly recognising, and being required by legislation to recognise, the importance of strategically managing their asset portfolios to ensure continuing viability, long term financial stability and that community needs continue to be addressed. A strategic approach to asset planning ensure that government assets are maintained, renewed and continue to meet community needs in a way that is affordable and effective.
Technology	A community's social and economic development is increasingly dependent on its residents' access to, and use of, information and communications technology. Community facilities, especially libraries, play an important role in enhancing public access to computer and information technology resources and helping to overcome the 'digital divide'. By complementing traditional functions with new technologies, community facilities can provide greater access to, and new avenues for, knowledge and information.

Opportunities for the development of Hubs has recently formed a part of the City of Salisbury recent thinking in relation to community facilities. There are several examples of "Hub" like precincts with community facilities, as well as fully formed Hubs. As a part of program reviews for Libraries and Community Centres, a trends paper was delivered which outlined contemporary Social Infrastructure trends, in particular the development of community hubs which have been applied to

the City of Salisbury model for Community Hub developments at the Salisbury City Centre and Para Hills Community Hub. The development of these hubs has been informed by social infrastructure principles around Libraries and Community Centers integration and co-location.

The Para Hills Community Hub has been completed and in keeping the modern trends consolidates Community facilities at one location, and is the first site to integrate Community Centres, Seniors Centres and Libraries at one location and more importantly under one management model.

Service integration is a cornerstone of Hubs development and physical infrastructure whilst co-location can promote better service integration is not the only factor in a Community Hubs development. Consolidation of management models facilitates a reduction of duplication, and can lead to a seamless customer interface.

In order to assist in facilitating a reduction in service duplication the Review of Libraries and Community centres included the re-structure of the Libraries and Community Centres Division, to bring them under one Divisional Manager. Their rationale was to increase collaboration and reduces duplication of services. This model is in it's infancy however it has yielded some gains including strengthening to specialisation of services at some Community Centres.

The Salisbury Community Hub is perhaps the greatest example of the concept of service integration which has been developed by the City of Salisbury. The Community hub will bring together, traditional library functions, customer service gallery, community rooms and programs within one building.

Importantly service integration is a cornerstone of Hubs development and physical infrastructure whilst promoting better service integration is not the only factor in a Community Hubs development. Structure of Libraries and Community centres being in order to reduce service duplication

Since the Review a number of changes have taken place, including the re-structure of the Libraries and Community Centres to bring them under one Divisional Manager, which increases collaboration and reduces duplication of services.

Council's Roles in Hub Development

It is recognised that the provision of community infrastructure is not the sole responsibility of the City of Salisbury and should be a joint and collaborative effort from all levels of governments, non-government agencies, the private sector and the wider community.

The City's role in the delivery of community infrastructure involves both planning and provision and is dependent on the type of the community infrastructure involved. The various roles of the City of Salisbury in the delivery of community infrastructure are:

- As a **planning regulator** the City can encourage (but not require) the provision of community infrastructure through the Planning Scheme.
- As a **land and building owner**, the City has the potential to develop or use its holdings for community infrastructure (solely or as a joint venture).
- The City may also be a **developer** of community buildings in its own right, either solely or in partnership with others.

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- The City is also a community **service provider** delivering programs and initiatives for residents and workers, children, youth and aged.
- The City can also be an **advocate** by actively approaching other levels of government to deliver facilities and services required by the community.
- Finally, as a **facilitator/active partner**, the City can create enabling environments for partnership and collaboration, and coordinate integrated delivery of facilities and services across the community.

As a result each recommendation for the future addresses the potential role of Council in developing and improving Community Infrastructure.

City of Salisbury - Current Status existing infrastructure

Libraries

Currently the Library Service is provided through a network of 5 branches and a vehicular-based operation across the City that is very well patronised by an increasingly broad range of Salisbury residents. The administration and operational hub of the service is located centrally in the Len Beadel Library, Salisbury. The Community Hub will soon consolidate the Library, events, exhibitions and community services into one location in the heart of Salisbury.

The other four service centres are:

- Ingle Farm co-located with the Ingle Farm Recreation Centre
- Salisbury West collocated with the Northern Metropolitan Community Health Service
- Para Hill Community Hub co-located with the Para Hills Positive Ageing, Library and the Paddocks Community Centre
- Mawson Lakes Library and Community Centre co-located with the University of South Australia and Mawson Lakes Primary School

Prior to the merger the Community Centres were known as Youth and Neighbourhood Services. The Community Centres provide a range of services and programs that fit within a youth enterprise and adult learning framework. Service delivery is from 8 locations across the City.

Five of the centres are based on a model developed in 1977 that aimed to provide the community with services within walking or 'pusher' distance of homes. Each Centre has an incorporated Management Committee responsible for the Centre's policies and procedures, funding applications and has accountability for day-to-day Centre management. Council provides the buildings and 1.0fte centre based paid staff and professional support and advice. The responsibilities and obligations of each party is clearly articulated in a Collaboration agreement. These centres are:

- Bagster Road Community Centre
- Burton Community Centre

- Morella Community Centre
- Pooraka Farm Community Centre
- Salisbury East Neighbourhood Centre

In addition the Council provides a specific Centre with a Youth Focus called Twelve 25, Youth Enterprise Centre. This Centre is run by Council within the heritage listed institute building.

Hub Development strategic considerations for location

Well used community facilities tend to be located in places that are readily accessible by public transport and where people already congregate, such as shopping centres and schools. The development of community Hubs location across the City of Salisbury has been predicated upon the following elements which can be considered in the context of location. Community Hubs generally been located and defined by a mix of the following;

The selection of locations for Community Hubs across the City of Salisbury has been predicated upon the ability to integrate a combination of the following elements;

- Libraries
- Community centre
- Recreation
- Schools
- Health
- Schools
- Retail/shopping centre
- Cater for growth
- On or adjacent major transport routes
- Adjacent major private sector services/amenity

The combination of these elements is dependent upon the existing infrastructure and location. For example Para Hills Community Hub is located adjacent a shopping centre, opposite allied health services, adjacent a schools and enhances the integration of the positive ageing centre, library and community centre functions. The design is specific to cater for multifunctional uses and to ensure growth in demand is delivered. Community facilities which are more remote have smaller population catchments and/or are located within relatively short distances to larger more diverse centres would generally not be considered for Hub development.

Community Hubs Australia/Communities for Children

Community Hubs Australia has announced 7 schools in Adelaide will be Community Hubs Australia sites, 5 of these sites are within the City of Salisbury, namely:

- Paralowie R-12 School
- Para Vista Primary School
- Salisbury Primary School
- St Augustine's Parish School (Salisbury)
- Karrendi Primary School (Parafield Gardens)

The host schools will serve as gateways that connect families with each other, with their school, and with existing services to support their English language skills, vocational pathways, and early years.

Communities for Children Salisbury operate from the Ingle Farm Primary School Family Zone, with outreach to various schools.

Planning for Social Infrastructure

The term social infrastructure¹ is commonly used to describe the wide range of services and facilities that meet community needs for education, health, social support, recreation, cultural expression, social interaction and community development. It includes three broad and interrelated categories:

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

Community facilities generally operate within a hierarchy of provision, with different scales of infrastructure servicing varying sized catchments in terms of the area and number of people serviced. For example, local community halls generally service local catchments; youth centres and branch libraries larger. The following table summarises the hierarchy² of social infrastructure provision generally used within the local government context.

Table 1 Hierarchy of Social Infrastructure Provision

Level	Population Served	Facility Types
LGA Wide	100,000+	<ul style="list-style-type: none"> • Major cultural or civic facilities – civic centre,

¹ The definition of social infrastructure used in this paper is derived from City of Charles Sturt & Local Government Assoc. of SA, 2011, *Planning for Social Infrastructure and Community Services for Urban Growth Areas*.

² Definition derived from City of Charles Sturt & Local Government Assoc. of SA, 2011, *Planning for Social Infrastructure and Community Services for Urban Growth Areas*.

		performing arts, central library. <ul style="list-style-type: none"> • Major recreational and sporting facilities including major stadia. • Tertiary education such as TAFE, University • Health services. • Higher order entertainment or leisure facilities
District	20,000-50,000	<ul style="list-style-type: none"> • Civic and cultural facilities such as district library, community arts facility. • Multipurpose community centre. • High schools and other learning facilities. • Community health and medical services. • Individual and family support services. • Facilities and services for particular population groups including young people, older people, people from culturally and linguistically diverse backgrounds
Local	5,000-10,000	<ul style="list-style-type: none"> • Primary school • Community hall or small community centre • Child care centre or kindergarten • Access point for family support, health care and other forms of support services
Neighbourhood	2,000-3,000	<ul style="list-style-type: none"> • Space for informal meeting and gathering. • Space for local programs and activities such as playgroup, dance, classes etc

The rationale for social infrastructure planning at the local level recognises that population growth, changing demographic profiles and increasing infill development - in addition to the growth projections of the 30 Year Plan for Greater Adelaide – all place pressure on existing social infrastructure to accommodate increasing facility and service demand and new growth areas. Planning for the needs of a growing and increasingly diverse population requires an assessment of changing demographic trends, projected growth areas and asset lifecycle dynamics to ensure that social infrastructure remains adequate and relevant to evolving community needs.

Frameworks for Provision Thresholds for Social Infrastructure

A number of different sources have been drawn upon to identify appropriate and relevant social infrastructure thresholds, based on population count and characteristics – they are summarised in the following table. The selection of appropriate provision thresholds is based upon the following factors, in order:

- Appropriate South Australian thresholds;
- Most agreed upon thresholds applied nationally;
- Thresholds exhibiting the greatest detail (particularly in reference to site specifications); or

- The only thresholds located.

It is important to note that Community Hubs are designed in a way to promote flexible use of space and as a result these thresholds should not be read in isolation to the design and delivery principles for Community Hubs.

It is important to note that Community Hubs are designed in a way to promote the flexible usage of space and as a result these thresholds should not be read in isolation to the agreed design and delivery principles of hubs.

Table 2 Summary of Social Infrastructure framework for Provision Thresholds

Type of Program or Facility	Provision Benchmarks - Range	Site / Floor Area m ² (where available) - Range	Current Council's Role in Provision (not always exclusive Council domain)
Community Programs and Facilities			
Community Centre (<i>District</i>)	1:15,000 [®] - 50,000 ^{Δ‡}	Floor area=1,000m ^{Δ‡} - 2,400m [†] Site area = 10,000m [‡] - 1.5ha [‡]	Owner / custodian
Community Centre (<i>Local</i>)	1:5,000 [£] - 10,000 ^{Δ‡‡}	Floor area = 600- 800m ^{Δ‡} Site area = 5,000m [‡]	Owner / custodian
Neighbourhood House	1:2,000-3,000 ^{Δ‡}	Floor area = 200- 300m ^{Δ‡} Site area = 500-750m [‡]	Owner / custodian
Neighbourhood House/Community Centre Programs	1:10,000 [‡]	Floor area = 200-600m [‡]	Initiator/facilitator Agent Part funder
Community Meeting Spaces	1 x 200+ person venue:20,000 [‡] 1 x 1-200 person venue:8,000 [‡] 1 x 1-20 person venue:4,000 [‡]		Initiator/facilitator Owner / custodian
Community Hall	1:10,000-30,000 [®]		Initiator/facilitator Owner / custodian
Arts and Cultural Programs and Facilities			
Arts/Cultural Centre (<i>District</i>)	1:50,000-150,000 [£]	Floor area = 1,250m [‡] Site area = 2,750 [‡]	Owner / custodian

Type of Program or Facility	Provision Benchmarks - Range	Site / Floor Area m ² (where available) - Range	Current Council's Role in Provision (not always exclusive Council domain)
Arts/Cultural Centre (<i>Local</i>)	1:12,000-30,000 [®]	Site area = 800 [¥]	Owner / custodian
Performing Arts Spaces	1:30,000-50,000 [‡]	Min. Site area = 3,000m [‡]	No purpose built facility/retro fitted youth centre space
Art Gallery	1:30,000-50,000 ^Δ	Floor area = 400-1,500m ^{Δ‡} Site area = 1,000-5,000m [‡]	Owner / custodian
Exhibition / Convention Centre	1:50,000-200,000 [‡]		Advocate
Museum	1:30,000-120,000 [‡]		Advocate/funder
Regional Library	1:30,000-150,000 ^{Δ‡£}	Floor area = 1,200-6,000m ^Δ	Owner / custodian
Branch Library	1:15,000-30,000 ^{Δ‡}	Floor area = 630-1,260m ^Δ	Owner / custodian
Educational Services and Facilities			
Public Primary School	1:6,000-6,500 (<i>when school aged children 12-14% of population</i>) ^Δ	Floor area = 5,500m ² for 625 students [‡] Site area = 6.5-7ha [‡]	Advocate
Public Secondary School	1:15,000-25,000 (<i>Catchment of 4 Primary Schools</i>) ^Δ	Floor area = 16,870m ² for 1,500 students [‡] Site area = 12ha [‡]	Advocate
TAFE - District	1:50,000 [‡]	Site area = 3-12 ha [‡]	Advocate
Early Childhood Services and Facilities			
Early Childhood Centre	1:4,000-6,000 [®]		Advocate
Early Childhood Services	1.6 centres:10,000 (0-6yr olds) [¥]		Advocate
Kindergarten	1:7,500-10,000 [‡]	Floor area = 400m [¥] Site area = 1,500-2,000m [‡] /0.8ha [¥]	Advocate
Playgroup	1:5,000 [¥]		Advocate
Childcare Facility	1:4,000-8,000 ^{Δ‡£}	75 place centre – 3.25m ² indoor space & 7 m ² outdoor (per child) + food prep, admin ^{Δ‡}	Advocate

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Type of Program or Facility	Provision Benchmarks - Range	Site / Floor Area m ² (where available) - Range	Current Council's Role in Provision (not always exclusive Council domain)
		Site area = 120 place:0.25ha [¥]	
After School Care Facility & Vacation Care	1:4,000-6,000^{£@}	Combined play area + 15.25m ² p/child (3.25m ² indoor play space, 7m ² outdoor play area, additional 5m ² indoor/outdoor space) [‡]	Advocate
Occasional Child Care	1:12,000-15,000^{£@}		Advocate
Health Services and Facilities			
Hospital	1:100,000[‡] 2 beds:1,000⁺	Site area = 10-15ha [‡]	Advocate
Community Based Health Care (<i>Regional</i>)	1:200,000-250,000[¥]	Site area = 10-15ha [¥]	Advocate
Community Based Health Care (<i>LGA</i>)	1:100,000-200,000[¥]	Site area = 2-4ha [¥]	Advocate
Community Based Health Care (<i>District</i>)	1:30,000-100,000[‡]	Site area = 1ha [¥]	Advocate
Community Based Health Care (<i>Local</i>)	1:20,000-30,000^{Δ‡}	Floor area = 2,000-4,000m ^{Δ‡} Site area = 1.6ha [‡]	Advocate
Maternal & Child Health Service	1:16,000[¥]	Floor area = 90-100m [¥] Site area= 8,000m [¥]	Advocate
Aged Care and Disability Services and Facilities			
Aged Care Nursing Home (<i>High Care</i>)	40 beds:1,000 people 70+ yrs⁺	Floor area = 4,000-5,000m [¥] Site area = 5-10ha [¥]	Advocate
Aged Care Hostel Places (<i>Low Care</i>)	48 places:1,000 people 70+ yrs⁺	Floor area = 4,000-5,000m [¥] Site area = 5-10ha [¥]	Advocate
Aged Care Service / Respite Service (<i>District</i>)	1:20,000-100,000[‡]	Floor area = 1,000-1,500m [‡] Site area = 3,000-5,000m [‡]	Advocate

Type of Program or Facility	Provision Benchmarks - Range	Site / Floor Area m ² (where available) - Range	Current Council's Role in Provision (not always exclusive Council domain)
Aged Care Service / Respite Service <i>(Local)</i>	1:7,000-10,000 [‡]	Floor area = 500m [‡] Site area = 1,500-2,000m [‡]	Advocate
Aged Day Care <i>(District)</i>	1:30,000-40,000 [£]		Advocate Agent
Aged Care Housing	1:10,000 [‡]		Advocate
Home & Community Care – Delivered Meals Dispatch Facility	1:40,000-60,000 [‡]		Advocate
Seniors Centre <i>(District)</i>	1:15,000-20,000 [@]		Owner / custodian
Seniors Groups <i>(District)</i>	1:40,000-60,000 [‡]	Floor area = 400m [‡]	Agent Direct service provider Initiator / facilitator
Seniors Groups <i>(Local)</i>	1:8,000-10,000 [‡]	Floor area = 200m [‡]	Agent Direct service provider Initiator / facilitator
Home & Community Care – Planned Activity Group	1:40,000-60,000 [‡]	Floor Area = 400m [‡]	Agent Direct service provider Initiator / facilitator
Youth Services and Facilities			
Youth Centre <i>(District)</i>	1:20,000-50,000 [‡]	Floor area = 600-1,000m [‡] Site area = 5,000-10,000m [‡]	Owner / custodian
Youth Centre <i>(Local)</i>	1:10,000-20,000 ^{‡@}	Floor area = 200-400m [‡]	Owner / custodian
Emergency Services and Facilities			
Police Station	1:20,000-30,000 [‡]	Site area = 4,000-5,000m [‡]	Advocate

Type of Program or Facility	Provision Benchmarks - Range	Site / Floor Area m ² (where available) - Range	Current Council's Role in Provision (not always exclusive Council domain)
Fire Station	1:25,000 and over [‡]	<u>Auxiliary Station</u> Site area = 3,000-4,000m [‡] <u>Permanent Station</u> Site area = 3,000-6,000m [‡] <u>Permanent Station with Specialist Facilities</u> Site area = 10,000-20,000m [‡]	Advocate
Ambulance	1:25,000+ [‡]	Site area = 3,000m [‡]	Advocate
State Emergency Service	1:109,000 [‡]	Site area = 0.25ha [‡]	Advocate
Open Space and Recreation Services and Facilities			
Aquatic Facilities (<i>Regional</i>)	1:150,000 [£]	50m pool – FINA competition standard [£]	Owner / custodian Advocate
Aquatic Facilities (<i>District</i>)	1:75,000 [£]	<u>Aquatic Leisure Centre</u> 50 m Pool - Floor area=6,000-12,000m [‡] (dependent on component elements) Site area = 3-4ha [‡] <u>Aquatic Leisure Centre</u> 25 m Pool - Floor area = 4,000-6,000m [‡] (dependent on component elements) Site area = 2.5-3ha [‡]	Owner / custodian Advocate
Aquatic Facilities (<i>Neighbourhood</i>)	1:30,000 [£]	25m and leisure pool [£]	Owner / custodian Advocate
Sport/ Recreation Centre - Indoor (<i>Regional</i>)	1:50,000-100,000 [£]		Owner / custodian Advocate
Sport/Recreation Centre - Indoor (<i>District</i>)	1 x 4-6 courts:40,000-60,000 [‡]	Floor area = 4,000m [‡] Site area = 1.2-1.8ha [‡]	Owner / custodian Advocate

Type of Program or Facility	Provision Benchmarks - Range	Site / Floor Area m ² (where available) - Range	Current Council's Role in Provision (not always exclusive Council domain)
Sport/Recreation Centre - Indoor (Local)	1 x 2 courts:20,000-30,000[¥]	Floor area = 2,000m [¥] Site area = 0.6ha [¥]	Owner / custodian Advocate
Playspace (Regional)	1:50,000[£]		Owner / custodian
Playspace (District)	1:8,000-10,000[£]		Owner / custodian
Playspace (Neighbourhood)	1:2,000[£]		Owner / custodian
Active Open Space (Regional)	1:250,000[£] 2.43ha:1,000[£]	Size dependent on function but generally greater than 20ha to serve a regional population [£]	Owner / custodian
Active Open Space (District)	2.43ha:1,000[£]	1 x 3ha [£] Provided within 2kms of households served [£]	Owner / custodian
Active Open Space (Neighbourhood)	2.43ha:1,000[£]	1 x 0.5-1ha [£] Provided within 500m of households served [£]	Owner / custodian
Active Open Space (Local)	2.43ha:1,000[£]	1 x 0.3ha [£] Centrally located in residential area, close to schools, shops & within 300m of households served [£]	Owner / custodian
Active Open Space Pavilions (District)	1:50,000[¥]	Floor area = 600m [¥]	Owner / custodian Initiator / facilitator
Active Open Space Pavilions (Neighbourhood)	1:6,000[¥]	Floor area = 400m [¥]	Owner / custodian Initiator / facilitator
Netball Facilities Outdoor (District)	1 x 8 court facility:50,000[¥]	Site area = 7,200m ² for 8 courts (assumes 900m ² per court) [¥]	Owner / custodian Initiator / facilitator
Netball Facilities Outdoor (Local)	1 x 2 court facility:16,000[¥]	Site area =1,800m ² for 8 courts (assumes 900m ² per court) [¥]	Owner / custodian Initiator / facilitator

Type of Program or Facility	Provision Benchmarks - Range	Site / Floor Area m ² (where available) - Range	Current Council's Role in Provision (not always exclusive Council domain)
Netball Facilities Outdoor <i>(Neighbourhood)</i>	1:3,500 (overall) ^Δ		Owner / custodian Initiator / facilitator
Basketball Courts	1:3,000-4,000 [£] (indoor & outdoor)	4+ indoor courts for a Regional/Sub-Regional facility [£]	Owner / custodian Initiator / facilitator
Lawn Bowls <i>(District)</i>	1:40,000 ^Δ	1 facility = 4 greens ^Δ Floor area = 400m min ^Δ Site area = 1.5ha ^Δ	Owner / custodian Initiator / facilitator
Tennis Courts <i>(District/LGA)</i>	1 x 24 court facility (with pavilion):LGA ^Δ	Floor area = 600-1500m ^Δ Site area = 3ha ^Δ	Owner / custodian Initiator / facilitator
Tennis Courts <i>(Local)</i>	1 x 6-10 court facility:25,000-35,000 ^Δ	Floor area = 300m ^Δ Site area = 1-1.5ha ^Δ	Owner / custodian Initiator / facilitator
Tennis Courts <i>(Neighbourhood)</i>	1 x 2 courts:25,000-30,000 ^Δ	Site area = 0.2ha ^Δ	Owner / custodian Initiator / facilitator
Skate Park <i>(Regional)</i>	1:25,000-50,000 [£]		Owner / custodian
Skate Park <i>(District)</i>	1:10,000-25,000 [£]		Owner / custodian
Skate Park <i>(Neighbourhood)</i>	1:5,000-10,000 [£]		Owner / custodian

Source Key

- * Victorian Growth Areas Authority³
- + New South Wales Growth Centres Development Code⁴
- Δ City of Charles Sturt & Local Government Assoc. of SA⁵

³ **Victorian Growth Areas Authority** – *Guide to Social Infrastructure Planning*, 2009, <https://secure.ausport.gov.au/_data/assets/pdf_file/0018/531540/Guide_Social_Infrastructure_Planning_Oct091.pdf>

⁴ **New South Wales Growth Centres Development Code** – *Section 2: What Must Precinct Planning Address*, 2006, <<http://www.gcc.nsw.gov.au/media/Pdf/Corporate/DEVCODE/devcode2a2b.pdf>>

⁵ **City of Charles Sturt & Local Government Assoc. of SA** - *Planning for Social Infrastructure & Community Services for Urban Growth Areas – Service Planning Model*, 2011 <[http://www.lga.sa.gov.au/webdata/resources/files/2010_10_-_Project_Output_-_Charles_Sturt_-_Service_Planning_Mode_\(November_2011\)_-Development_of_Social_Infrastructure_in_Growth_Corridors.pdf](http://www.lga.sa.gov.au/webdata/resources/files/2010_10_-_Project_Output_-_Charles_Sturt_-_Service_Planning_Mode_(November_2011)_-Development_of_Social_Infrastructure_in_Growth_Corridors.pdf)>

- ‡ Queensland Department of Infrastructure⁶
- £ Parks and Leisure Australia⁷
- ¥ Australian Social and Recreation Research Pty Ltd⁸
- @ University of Queensland⁹
- Ω SA Department of Planning, Transport & Infrastructure (City of Salisbury Development Plan)¹⁰
- Θ UK National Playing Fields Association Open Space Assessment¹¹

⁶ **Queensland Department of Infrastructure** – *Implementation Guideline No. 5 Social Infrastructure Planning*, 2007, <<http://www.dip.qld.gov.au/resources/guideline/ImplementationGuideline5.pdf>>

⁷ **Parks & Leisure Australia** – *Benchmarks for Community Infrastructure*, 2012, <<http://www.parksleisure.com.au/documents/item/1280>>

⁸ **Australian Social and Recreation Research Pty Ltd** – *Planning for Community Infrastructure in Growth Areas*, 2008 <<http://www.wyndham.vic.gov.au/var/files/uploads/pdfs/50569eb0697c4.pdf>>

⁹ **University of Queensland** – *Establishing Standards for Social Infrastructure*, S. Casey 2005.

¹⁰ **SA Department of Planning, Transport and Infrastructure** - *Salisbury Council Development Plan*, 2014 <http://www.sa.gov.au/_data/assets/pdf_file/0005/16943/Salisbury_Council_Development_Plan.pdf>

¹¹ UK National Playing Fields Association Open Space Assessment outlined in Kellett & Rofo, 2009, *Creating Active Communities: How Can Open and Public Spaces in Urban and Suburban Environments Support Active Living?*

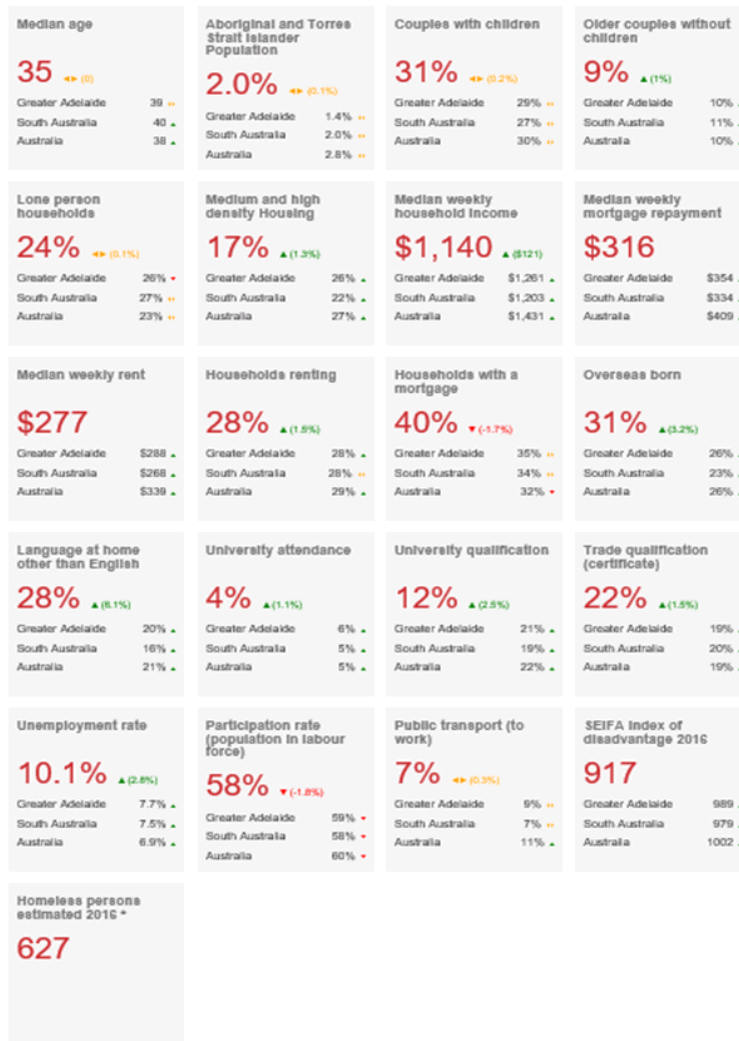
Community Profile

Key characteristics of the City of Salisbury are summarised in the following graphic, based on the 2016 Census of Population and Housing. In comparison to Greater Adelaide, South Australia and Australia – the main points of difference that characterise the City of Salisbury’s population are:

- A significantly younger median age, which has remained stable for the last 3 Census periods
- A much lower proportion of medium and high density housing
- A lower median weekly household income
- A higher proportion of households with a mortgage
- A significantly higher proportion of overseas born residents
- A significantly higher proportion of languages (other than English) spoken at home
- A significantly lower proportion of the population with university qualifications
- A higher proportion of the population with trade qualifications
- A significantly higher unemployment rate
- A higher level of relative disadvantage.

City of Salisbury 2016

↔ No significant change since previous Census (less than +/-0.5%) ▲ Increased since previous Census ▼ Decreased since previous Census



* Source: ABS, 2049.0 Estimating Homelessness, 2016

Demography Summary

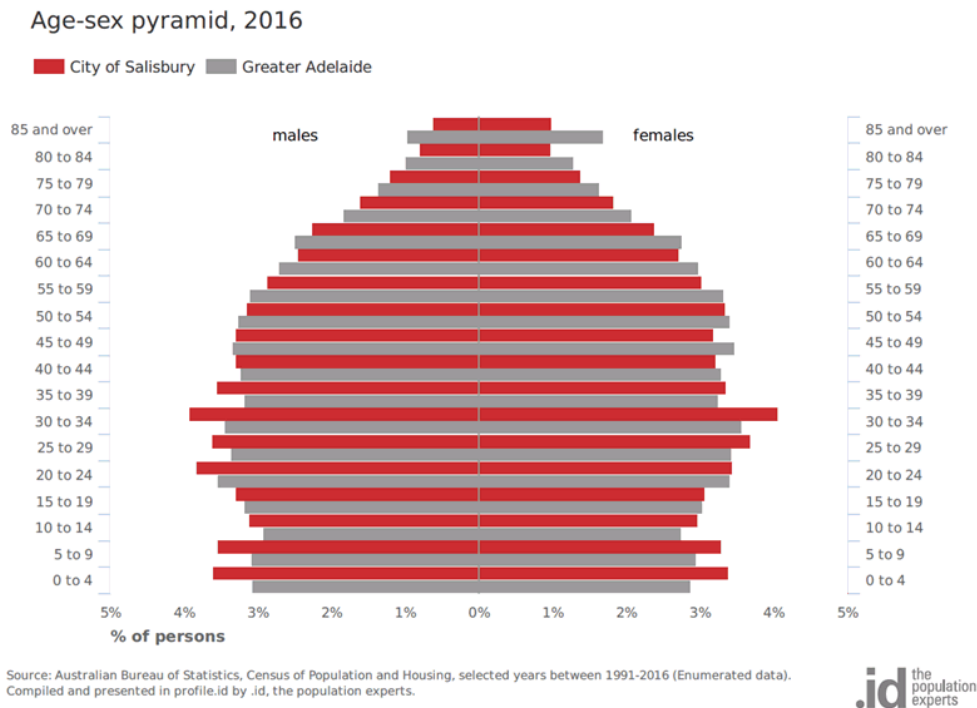
The demographic profile for the City of Salisbury and the local catchments highlighted a number of key implications for this study

- The population in the region is expected to age overtime (60 years and over), which will lead to a long term increase in the need for aged care services and facilities, as well as activities that promote healthy ageing and social interaction.

- The overall proportion of young children (0-9) has increased considerably over the last five years and the analysis conducted for this commission suggested that this age group is expected to increase overtime. The result is likely to be an increased requirement for appropriate children's and family services
- The dominance of 'lone person households' and 'one parent families' will see an increase in demand for social support services and social inclusion programs.
- The increase in the number of people requiring assistance for Core Activity Need for Assistance – measures the number of people with a profound or severe disability will mean a requirement for more services and facilities to support people with a disability, and is likely to also extend to access and inclusion principles.
- The Salisbury LGA is a culturally diverse community which includes people from Aboriginal backgrounds, Asian heritage and other cultures including a prominent Islamic community. This is likely to indicate that a high level of demand for culturally specific services will be present now and into the future.
- There is evidence of a high migrant population in the City of Salisbury including skilled migrants, family sponsored and humanitarian entrants. As such, consideration will need to be given to ensuring appropriate services and facilities are available such that migrants can smoothly transition into the community.
 - Consistent with the high number of people born overseas, there was a high proportion of people who speak a language other than English at home. This may indicate that there is a demand for interpreting and translation services.

Age Profile

In comparison to Greater Adelaide, the City of Salisbury has higher proportions of its population in all age groups to 39 years (55.4% of the total population of the City of Salisbury, compared to 50.7% for Greater Adelaide), and lower proportions from 40 years onwards (44.6% of the total population of the City of Salisbury, compared to 49.3% for Greater Adelaide).



SEIFA

The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. When targeting services to disadvantaged communities, it is important to also look at these underlying characteristics as they can differ markedly between areas with similar SEIFA scores and shed light on the type of disadvantage being experienced.

A higher score on the index means a *lower* level of disadvantage. A lower score on the index means a *higher* level of disadvantage. In the following table the percentile column indicates the approximate position of each suburb or small area in a ranked list of Australia’s suburbs and localities. It gives an indication of where the area sits within the whole nation. A higher number indicates a higher socio-economic status. For instance, a percentile of 72 indicates that approximately 72% of Australia’s suburbs have a SEIFA index lower than this area (more disadvantaged), while 28% are higher.

Table 3 Index of Relative Socio-economic Disadvantage by Suburb and Small Area

Index of Relative Socio-economic Disadvantage		
City of Salisbury's small areas and benchmark areas	2016 index	Percentile
Gulfview Heights	1,062.4	83
Mawson Lakes	1,048.2	75
Salisbury Heights	1,029.9	63
Australia	1,001.9	46

Greater Adelaide	989.0	39
Para Vista - Valley View - Walkley Heights	988.2	39
South Australia	979.0	33
Para Hills	957.7	24
Ingle Farm	923.4	14
Salisbury East	917.4	13
City of Salisbury	917.0	13
Pooraka	910.9	12
Paralowie	910.1	12
Burton - Non Urban West	908.6	11
Parafield Gardens - Green Fields	895.3	9
Para Hills West - Parafield - Salisbury South	881.0	8
Brahma Lodge - Salisbury Park - Salisbury Plain - Elizabeth Vale	851.4	5
Salisbury Downs	849.9	5
Salisbury North - Edinburgh	800.9	3
Salisbury	793.3	3

Existing Facilities

Currently the Library Service is provided through a network of 5 branches and a vehicular-based operation across the City that is very well patronised by an increasingly broad range of Salisbury residents. The administration and operational hub of the service is located centrally in the Len Beadell Library, Salisbury. The Salisbury Community Hub will soon consolidate the Library, events, exhibitions and community services into one location in the heart of Salisbury.

The other four service centres are:

- Ingle Farm co-located with the Ingle Farm Recreation Centre
- Para Hill Community Hub co-located with the Para Hills Positive Ageing, Library and the Paddocks Community Centre
- Mawson Lakes Library and Community Centre co-located with the University of South Australia and Mawson Lakes Primary School

Prior to the merger the Community Centres were known as Youth and Neighbourhood Services. The Community Centres provide a range of services and programs that fit within a youth enterprise and adult learning framework. Service delivery is from 8 locations across the City.

Five of the centres are based on a model developed in 1977 that aimed to provide the community with services within walking or 'pusher' distance of homes. Each Centre has an incorporated Management Committee responsible for the Centre's policies and procedures, funding applications and has accountability for day-to-day Centre management. Council provides the buildings and 1.0fte centre based paid staff and professional support and advice. The responsibilities and obligations of each party is clearly articulated in a Collaboration agreement. These centres are:

- Bagster Road Community Centre

- Burton Community Centre
- Morella Community Centre
- Pooraka Farm Community Centre
- Salisbury East Neighbourhood Centre

In addition the Council provides a specific Centre with a Youth Focus called Twelve 25 Youth Enterprise Centre. This Centre is run by Council within the heritage listed Salisbury Institute building.

A broad overview and categorisation of the services delivered is:

- Early literacy intervention, family literacy and reading for pleasure
- Digital literacy, digital divide, equity and access to online information
- Adult learning, adult community education, lifelong learning opportunities
- New Arrivals, CaLD communities, multicultural programs and resources
- Youth activities, programs, youth enterprise, homework help and information literacy
- Health literacy, social wellbeing, community support
- Places and spaces for the community to meet, learn and recreate
- Outreach programs and partnerships.

Population Growth and Change

The City of Salisbury, like other local government areas, will experience population growth and change over time which requires Council to plan for the needs of its future population. Population forecasts are developed based on a number of assumptions¹² but can also be affected by other events, such as mass migration or large scale development activity. The information provided in this section will contrast forecast growth under a normal development scenario and under a growth development scenario (to accommodate possible future development of the Dry Creek Salt Pans).

The table below provides an overview of the normal development forecast population growth for the City of Salisbury and each of its small areas from 2016 to 2036. This enables identification of how population change will affect different parts of the LGA in different ways. Some small areas may experience rapid growth whilst others will be stable or even decline in population.

¹² At the small area level, the key factors of population change are the age structure of the existing population, the housing markets attracted to and away from an area and their associated demographic characteristics (fertility patterns, household types etc.) and the supply of dwellings and mix of housing stock in the area.

Table 4 Population Forecast Summary – Normal Development Scenario

City of Salisbury	Forecast year					Change between 2016 and 2036	
Area	2016	2021	2026	2031	2036	Total change	Avg. annual % change
City of Salisbury	140,907	146,551	149,953	151,756	153,520	+12,613	+0.43
Brahma Lodge - Salisbury Park - Salisbury Plain - Elizabeth Vale	7,290	7,579	7,722	7,826	7,929	+639	+0.42
Burton - Non Urban West	8,177	8,725	9,344	9,835	10,402	+2,226	+1.21
Gulfview Heights	3,692	3,705	3,811	3,880	3,946	+254	+0.33
Ingle Farm	8,961	9,252	9,620	9,918	10,178	+1,217	+0.64
Mawson Lakes	13,754	14,296	14,020	13,761	13,524	-230	-0.08
Para Hills	6,700	6,904	7,084	7,257	7,409	+709	+0.50
Para Hills West - Parafield - Salisbury South	3,407	3,554	3,695	3,768	3,832	+425	+0.59
Para Vista - Valley View - Walkley Heights	8,875	8,997	9,189	9,431	9,673	+798	+0.43
Parafield Gardens - Green Fields	17,462	18,448	18,635	18,524	18,461	+999	+0.28
Paralowie	16,910	17,548	18,154	18,136	18,057	+1,147	+0.33
Pooraka	7,421	7,583	7,685	7,803	7,934	+513	+0.33
Salisbury	8,336	8,863	9,151	9,334	9,465	+1,129	+0.64
Salisbury Downs	6,052	6,479	6,696	6,729	6,788	+736	+0.58
Salisbury East	9,091	9,177	9,248	9,371	9,520	+429	+0.23
Salisbury Heights	4,346	4,578	4,791	4,965	5,116	+769	+0.82
Salisbury North -	10,433	10,864	11,107	11,217	11,285	+852	+0.39

Edinburgh							
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Under the normal development forecast the population for the City of Salisbury is forecast to increase by 12,613 persons (8.95% growth) between 2016 and 2036, at an average annual change of 0.43%. The largest population growth will occur in the Burton - Non Urban West area. The table below provides an overview of the growth development forecast for the City of Salisbury and the Burton – Non Urban West small area from 2016 to 2036.

Table 5 Population Forecast Summary - Growth Development Scenario

Burton - Non Urban West																					
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Total population	8,030	8,116	8,241	8,357	8,443	8,767	9,244	9,941	10,771	11,772	12,826	13,939	15,127	16,313	17,506	18,704	19,932	21,122	22,314	23,503	24,686
Structural Private Dwellings	2,891	2,935	2,985	3,035	3,075	3,194	3,373	3,627	3,926	4,280	4,654	5,049	5,469	5,889	6,309	6,729	7,149	7,569	7,989	8,409	8,829
Vacant Private Dwellings	105	107	108	110	112	116	124	135	149	164	181	199	218	237	254	271	288	305	322	339	356
Occupied Private Dwellings	2,786	2,828	2,877	2,925	2,963	3,078	3,249	3,492	3,778	4,116	4,473	4,850	5,251	5,652	6,055	6,458	6,861	7,264	7,667	8,070	8,473
Persons In Occupied Private Dwellings	7,948	8,034	8,159	8,275	8,361	8,685	9,162	9,859	10,688	11,690	12,743	13,857	15,045	16,230	17,424	18,622	19,820	21,010	22,202	23,391	24,574
Persons In Non-Private Dwellings	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	82	112	112	112	112	112
Average Household Size	2.85	2.84	2.84	2.83	2.82	2.82	2.82	2.82	2.83	2.84	2.85	2.86	2.87	2.87	2.88	2.88	2.89	2.89	2.90	2.90	2.90
Households by type																					
Couple families with children	1,042	1,049	1,061	1,073	1,082	1,122	1,188	1,287	1,403	1,543	1,690	1,847	2,013	2,178	2,342	2,505	2,668	2,829	2,989	3,147	3,303
Couples without children	708	725	742	760	775	809	853	912	981	1,064	1,146	1,236	1,331	1,426	1,522	1,623	1,721	1,821	1,923	2,027	2,132
One parent families	376	379	385	389	393	406	428	462	502	546	596	648	702	757	812	864	918	972	1,024	1,076	1,129
Other families	73	75	76	77	78	81	84	91	98	106	115	124	134	144	154	164	174	184	195	205	216
Lone person households	510	522	534	546	556	577	607	646	691	746	805	865	929	994	1,062	1,127	1,195	1,262	1,330	1,398	1,468
Group households	77	77	79	80	80	83	88	94	102	112	121	131	142	152	163	174	184	195	206	216	226
Total	2,786	2,828	2,877	2,925	2,963	3,078	3,249	3,492	3,778	4,116	4,473	4,850	5,251	5,652	6,055	6,458	6,861	7,264	7,667	8,070	8,473
City of Salisbury																					
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Total population	139,207	140,220	141,207	142,250	143,232	144,430	145,645	147,015	148,378	149,787	151,220	152,703	154,196	155,682	157,130	158,587	160,055	161,518	163,009	164,504	166,007
Structural Private Dwellings	55,108	55,584	56,064	56,566	57,044	57,572	58,137	58,748	59,352	59,968	60,584	61,211	61,850	62,481	63,103	63,719	64,335	64,951	65,567	66,183	66,799
Vacant Private Dwellings	2,006	2,020	2,038	2,057	2,076	2,094	2,122	2,145	2,168	2,194	2,219	2,255	2,282	2,308	2,333	2,357	2,387	2,410	2,432	2,455	2,478
Occupied Private Dwellings	53,101	53,564	54,025	54,509	54,968	55,478	56,015	56,603	57,184	57,774	58,365	58,955	59,567	60,172	60,770	61,362	61,948	62,541	63,135	63,728	64,321
Persons In Occupied Private Dwellings	137,539	138,534	139,521	140,564	141,545	142,743	143,958	145,329	146,691	148,100	149,534	150,956	152,450	153,936	155,384	156,840	158,279	159,742	161,232	162,727	164,231
Persons In Non-Private Dwellings	1,668	1,687	1,687	1,687	1,687	1,687	1,687	1,687	1,687	1,687	1,687	1,687	1,747	1,747	1,747	1,747	1,777	1,777	1,777	1,777	1,777
Average Household Size	2.59	2.59	2.58	2.58	2.58	2.57	2.57	2.57	2.57	2.56	2.56	2.56	2.56	2.56	2.56	2.56	2.56	2.55	2.55	2.55	2.55
Households by type																					
Couple families with children	16,409	16,474	16,553	16,639	16,718	16,815	16,927	17,068	17,205	17,350	17,495	17,646	17,811	17,973	18,131	18,287	18,444	18,608	18,776	18,945	19,114
Couples without children	13,701	13,878	14,056	14,221	14,384	14,557	14,718	14,889	15,066	15,246	15,427	15,600	15,778	15,956	16,126	16,297	16,461	16,628	16,798	16,969	17,139
One parent families	7,104	7,148	7,194	7,243	7,295	7,350	7,411	7,482	7,548	7,609	7,674	7,737	7,804	7,870	7,935	8,000	8,063	8,127	8,191	8,253	8,315
Other families	1,303	1,315	1,323	1,332	1,341	1,354	1,364	1,377	1,390	1,403	1,416	1,427	1,441	1,455	1,468	1,482	1,496	1,510	1,525	1,540	1,554
Lone person households	12,866	13,021	13,163	13,329	13,480	13,645	13,833	14,017	14,198	14,378	14,555	14,733	14,905	15,075	15,251	15,420	15,595	15,763	15,924	16,084	16,245
Group households	1,718	1,728	1,736	1,745	1,750	1,758	1,762	1,770	1,777	1,787	1,799	1,813	1,829	1,844	1,859	1,875	1,889	1,905	1,921	1,937	1,953
Total	53,101	53,564	54,025	54,509	54,968	55,478	56,015	56,603	57,184	57,774	58,365	58,955	59,567	60,172	60,770	61,362	61,948	62,541	63,135	63,728	64,321

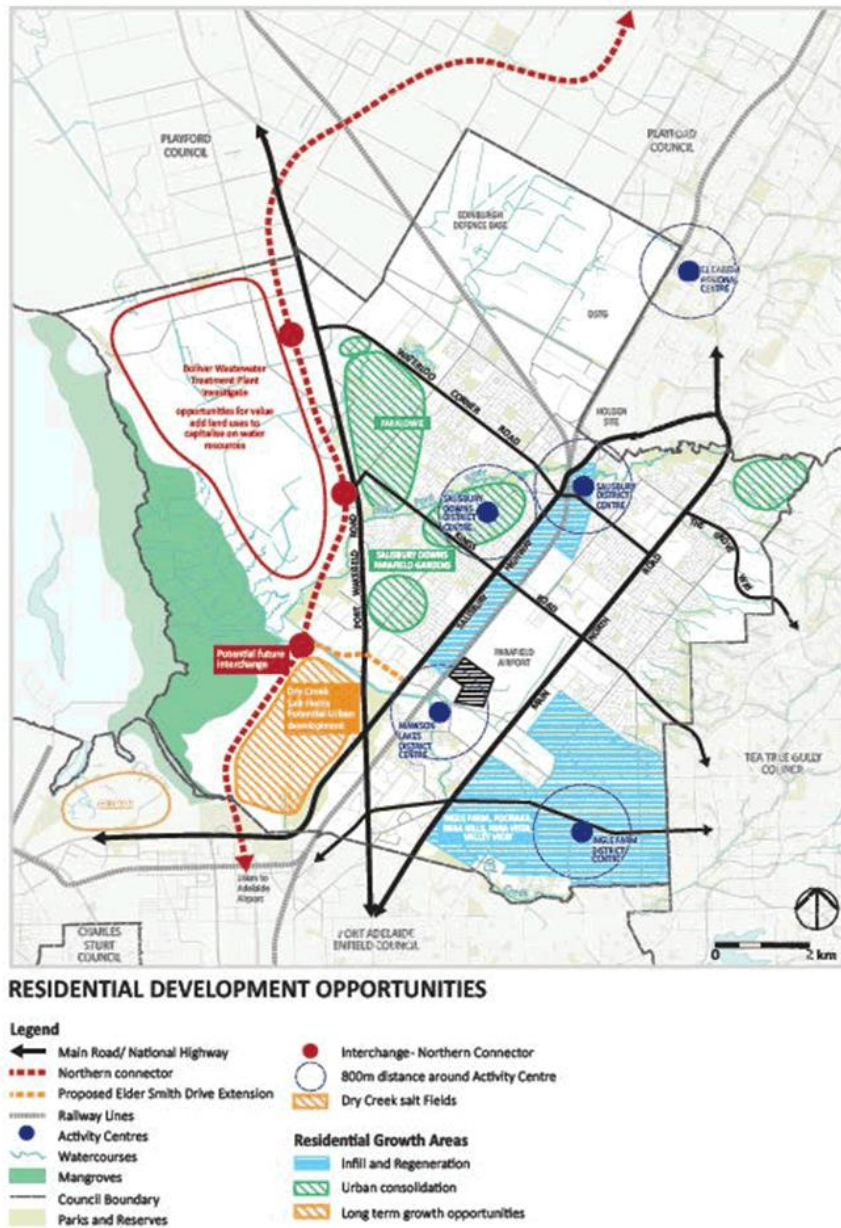
Growth Action Plan

To plan for the projected growth in population and dwellings over the next 30 years, Council has developed a *Growth Action Plan* which identifies growth priorities within the City of Salisbury, including the following:

- Support for activity centre and transit node development with facilitation of higher density housing opportunities in and surrounding these areas. This will largely be within the Salisbury City Centre and Mawson Lakes, with potential for integrated mixed use development of the area known as Elizabeth West which adjoins the Elizabeth interchange and activity centre;
- Consolidation and facilitation of coordinated development that maximises opportunities for remaining vacant and underutilised sites within the existing residential zone;
- Facilitation of a balance of infill and regeneration of appropriate areas, including areas adjoining Salisbury Downs and Ingle Farm activity centres, and areas within close proximity to quality open space including Salisbury's Linear Trail and river networks, with integrated provision of appropriate infrastructure;
- Maximising land use opportunities associated with provision of key infrastructure investments such as the construction of the Northern Connector and proposed electrification of the Adelaide-Gawler passenger rail line;
- Identifying long-term urban development opportunities and work in partnership with relevant stakeholders to facilitate further investigation into the potential for development of these sites.

The following map provides an overview of where significant residential growth areas are likely to occur across the City of Salisbury:

Figure 1 Growth Action Plan - Residential Development Growth Areas

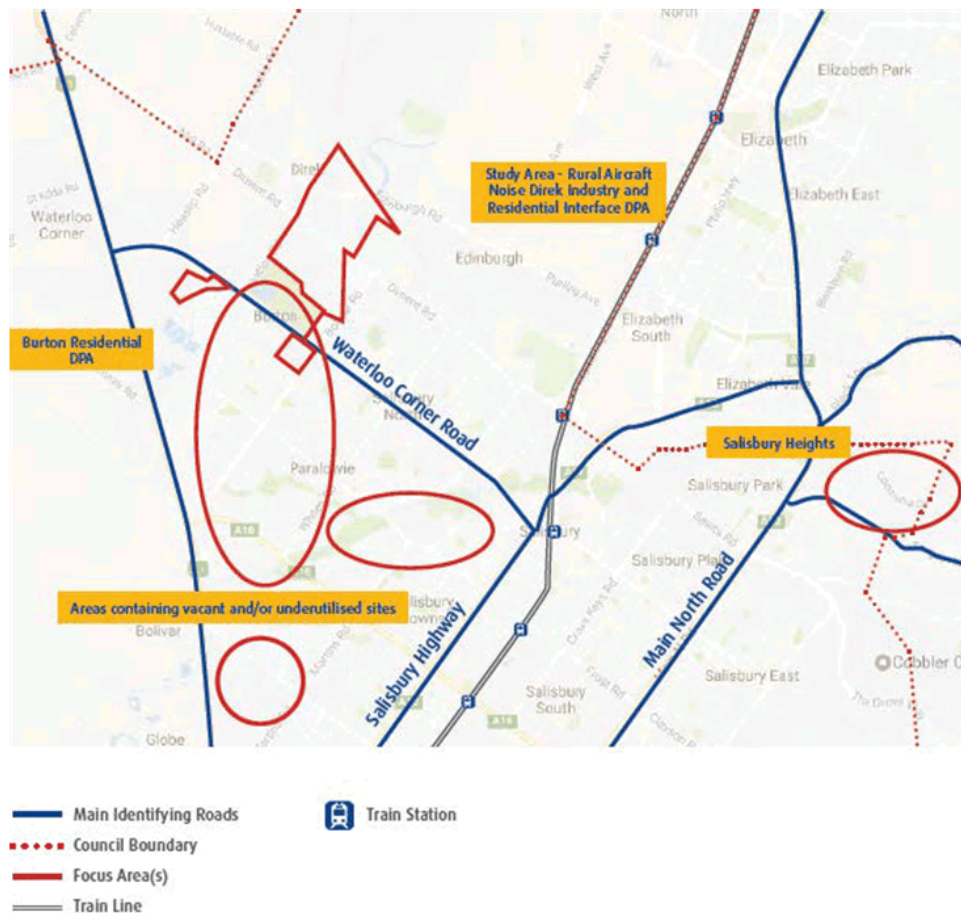


Urban Consolidation Areas

Urban consolidation is identified as a priority in the Growth Action Plan, with key areas of consolidation likely to occur in small pockets of vacant or largely vacant land within existing or proposed residential areas in the suburbs of Paralowie, Salisbury Downs, Parafield Gardens and Salisbury Heights. Many of these sites are ex-market gardens or recently rezoned land holdings. These areas are where much of private sector residential growth is expected to occur within the City over the next 10 years.

The following map provides an overview of the areas where urban consolidation is forecast to occur.

Figure 2 Growth Action Plan - Urban Consolidation Areas



Infill and Regeneration Areas

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

Areas with high potential for infill and regeneration in the short/medium term (1-20 years) include the following suburbs:

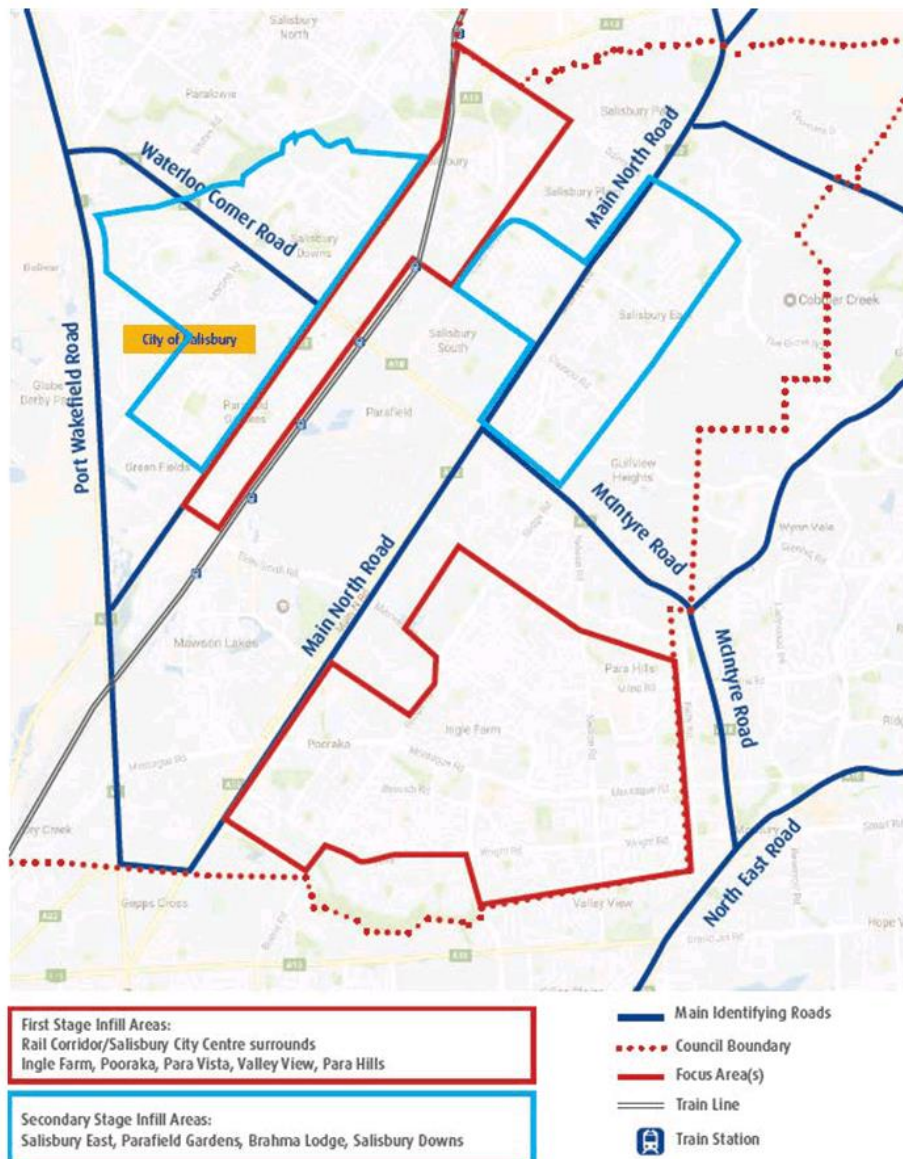
- Salisbury
- Ingle Farm
- Pooraka
- Para Hills
- Para Vista
- Valley View

Longer term infill and regeneration areas are include:

- Parafield Gardens
- Salisbury Downs
- Salisbury East
- Brahma Lodge.

The following map provides an overview of the areas where infill and regeneration is forecast to occur.

Figure 3 Growth Action Plan - Infill and Regeneration Areas

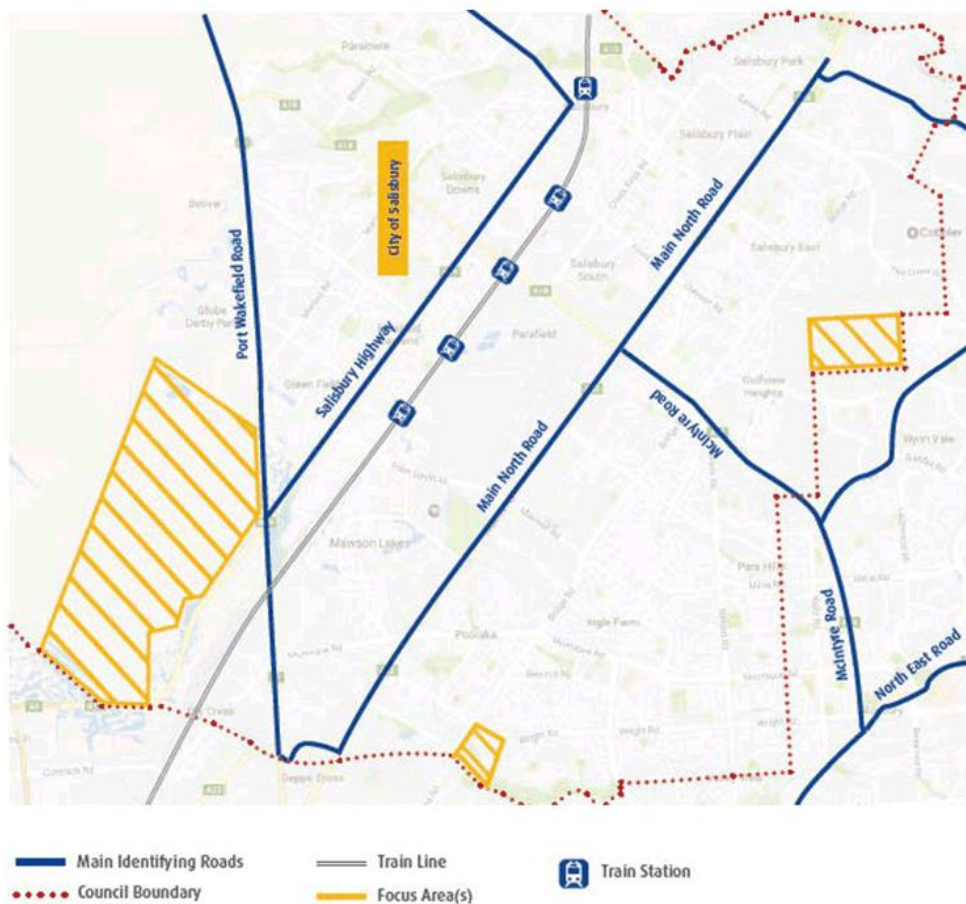


Long Term Growth Areas

Areas to the west of Port Wakefield Road present opportunity for large scale urban development. The development of the Northern Connector will further enhance connection through the northern Adelaide region and will support a range of development opportunities. However, the road will also reinforce existing “severance” issues, or east –west connectivity barriers, caused by existing major roads.

The closure and divestment of the Dry Creek Salt Pans land may open up opportunities for larger scale residential development in the longer term for this area. The following map provides an overview of the areas where long term growth is forecast to occur.

Figure 4 Growth Action Plan - Long Term Growth Areas



Application of Social Infrastructure Thresholds

This section has been organised to demonstrate the levels of social infrastructure provision required to meet the needs generated by increasing population in growth areas across the City of Salisbury, based on a ratio of selected social infrastructure thresholds to population for the forecast population at 5 yearly intervals to 2036. The following table contrasts low versus high rates of provision (when appropriate and/or available), which are based on the social infrastructure threshold provision table. Note that if social infrastructure provision is based on the lower threshold this will result in a higher rate of provision, whereas if provision is based on the upper threshold this will result in a lower rate of provision.

The second table takes the social infrastructure thresholds of provision data and provides a summary of current provision to determine surplus and shortfalls at 5 yearly intervals to 2036. Figures are depicted in green when provision meets, or is in surplus of, the provision standard – and red when there is a shortfall when measured against provision thresholds.

City of Salisbury

Table 6 Social Infrastructure Thresholds of Provision – City of Salisbury

City of Salisbury	2016		2021		2026		2031		2036	
	Forecast = 140,907		Forecast = 146,551		Forecast = 149,953		Forecast = 151,756		Forecast = 153,520	
	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision
Community Centres <ul style="list-style-type: none"> District 1:15,000 (high) -50,000 (low) Local 1:5,000 (high) – 10,000 (low) 	9 District Centres + 28 Local Centres	2 District Centres + 14 Local Centres	9 District Centres + 29 Local Centres	2 District Centres + 14 Local Centres	9 District Centres + 29 Local Centres	2 District Centres + 14 Local Centres	10 District Centres + 30 Local Centres	3 District Centres + 15 Local Centres	10 District Centres + 30 Local Centres	3 District Centres + 15 Local Centres
Community Hall <ul style="list-style-type: none"> 1:10,000 (high) – 30,000 (low) 	14 Halls	4 Halls	14 Halls	4 Halls	14 Halls	4 Halls	15 Halls	5 Halls	15 Halls	5 Halls
Library <ul style="list-style-type: none"> Regional 1:30,000 (high) -150,000 (low) Branch 1:15,000 (high) – 30,000 (low) 	4 Regional + 9 Branches	4 Branches	4 Regional + 9 Branches	4 Branches	4 Regional + 9 Branches	4 Branches	5 Regional + 10 Branches	1 Regional + 5 Branches	5 Regional + 10 Branches	1 Regional + 5 Branches
Public Primary School <ul style="list-style-type: none"> 1:6,000 (high) – 6,500 (low) (when school aged children = 12% of population) 	23 Schools	21 Schools	24 Schools	22 Schools	24 Schools	23 Schools	25 Schools	23 Schools	25 Schools	23 Schools
Public Secondary School <ul style="list-style-type: none"> 1:15,000 (high) – 25,000 (low) 	9 Schools	5 Schools	9 Schools	5 Schools	9 Schools	5 Schools	10 Schools	6 Schools	10 Schools	6 Schools
Early Childhood Centre <ul style="list-style-type: none"> 1:4,000 (high) – 6,000 (low) 	35 Centres	23 Centres	36 Centres	24 Centres	37 Centres	24 Centres	37 Centres	25 Centres	38 Centres	25 Centres
Kindergarten <ul style="list-style-type: none"> 1:7,500 (high) - 10,000 (low) 	18 Kindys	14 Kindys	19 Kindys	14 Kindys	19 Kindys	14 Kindys	20 Kindys	15 Kindys	20 Kindys	15 Kindys
Playgroups <ul style="list-style-type: none"> 1:5,000+ 	28 Groups	28 Groups	29 Groups	29 Groups	29 Groups	29 Groups	30 Groups	30 Groups	30 Groups	30 Groups
Childcare Facility <ul style="list-style-type: none"> 1:4,000 (high) – 8,000 (low) 	35 Facilities	17 Facilities	36 Facilities	18 Facilities	37 Facilities	18 Facilities	37 Facilities	18 Facilities	38 Facilities	19 Facilities
After School Care / Vacation Care Services <ul style="list-style-type: none"> 1:4,000 (high) – 6,000 (low) 	35 Services	23 Services	36 Services	24 Services	37 Services	24 Services	37 Services	25 Services	38 Services	25 Services
Community Based Health Care <ul style="list-style-type: none"> LGA - 1:100,000 (high) - 200,000 (low) District - 1:30,000 (high) - 100,000 (low) Local - 1:20,000 (high) – 30,000 (low) 	1 LGA Facility + 4 District Facilities + 7 Local Facilities	1 District Facility + 4 Local Facilities	1 LGA Facility + 4 District Facilities + 7 Local Facilities	1 District Facility + 4 Local Facilities	1 LGA Facility + 4 District Facilities + 7 Local Facilities	1 District Facility + 4 Local Facilities	1 LGA Facility + 5 District Facilities + 7 Local Facilities	1 District Facility + 5 Local Facilities	1 LGA Facility + 5 District Facilities + 7 Local Facilities	1 District Facility + 5 Local Facilities

City of Salisbury	2016 Forecast = 140,907		2021 Forecast = 146,551		2026 Forecast = 149,953		2031 Forecast = 151,756		2036 Forecast = 153,520	
	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision
Maternal & Child Health Service • 1:16,000+	8 Services	8 Services	9 Services	9 Services	9 Services	9 Services	9 Services	9 Services	9 Services	9 Services
Seniors Centre • 1:15,000 (high) – 20,000 (low)	9 Centres	7 Centres	9 Centres	7 Centres	9 Centres	7 Centres	10 Centres	7 Centres	10 Centres	7 Centres
Seniors Groups • District - 1:40,000 (high) - 60,000 (low) • Local - 1:8,000 (high) – 10,000 (low)	3 District Groups + 17 Local Groups	2 District Groups + 14 Local Groups	3 District Groups + 18 Local Groups	2 District Groups + 14 Local Groups	3 District Groups + 18 Local Groups	2 District Groups + 14 Local Groups	3 District Groups + 18 Local Groups	2 District Groups + 15 Local Groups	3 District Groups + 19 Local Groups	2 District Groups + 15 Local Groups
Aged Care Housing • 1:10,000+	14 Facilities	14 Facilities	14 Facilities	14 Facilities	14 Facilities	14 Facilities	15 Facilities	15 Facilities	15 Facilities	15 Facilities
Aged Care Nursing Home • 1:1,000 (70+years) ¹³	12 Nursing Homes	12 Nursing Homes	14 Nursing Homes	14 Nursing Homes	16 Nursing Homes	16 Nursing Homes	18 Nursing Homes	18 Nursing Homes	19 Nursing Homes	19 Nursing Homes
Aged Care Service • District – 1:20,000 (high) – 100,000 (low) • Local - 1:7,000 (high) – 10,000 (low)	7 District Services + 20 Local Services	1 District Services + 14 Local Services	7 District Services + 20 Local Services	1 District Services + 14 Local Services	7 District Services + 21 Local Services	1 District Services + 14 Local Services	7 District Services + 21 Local Services	1 District Services + 15 Local Services	7 District Services + 21 Local Services	1 District Services + 15 Local Services
Youth Centre • District – 1:20,000 (high) – 50,000 (low) • Local - 1:10,000 (high) – 20,000 (low)	7 District Centres + 14 Local Centres	2 District Centres + 7 Local Centres	7 District Centres + 14 Local Centres	2 District Centres + 7 Local Centres	7 District Centres + 14 Local Centres	2 District Centres + 7 Local Centres	7 District Centres + 15 Local Centres	3 District Centres + 7 Local Centres	7 District Centres + 15 Local Centres	3 District Centres + 7 Local Centres

Table 7 Social Infrastructure Provision and Shortfall Summary – City of Salisbury –

City of Salisbury	Current Provision	Shortfall / Surplus Against Thresholds (Low vs. High Scenario)									
		2016		2021		2026		2031		2036	
		High	Low	High	Low	High	Low	High	Low	High	Low
Community Centres	10 (1 Civic Centre + 1 school based)	-27 (8 district /19 local)	-6 (1 district /5 local)	-27 (8 district /19 local)	-6 (1 district /5 local)	-28 (8 district /20 local)	-6 (1 district /5 local)	-30 (9 district /21 local)	-8 (2 district /6 local)	-30 (9 district /21 local)	-8 (2 district /6 local)
Community Halls	6	-8	+2	-8	+2	-8	+2	-9	+1	-9	+1
Library	6 (1 Regional +1 University)	-7 (2 regional /5 branch)	+1 (branch)	-7 (2 regional /5 branch)	+1 (branch)	-7 (2 regional /5 branch)	+1 (branch)	-9 (3 regional /6 branch)	0	-9 (3 regional /6 branch)	0
Public Primary School	25	+2	+4	+1	+3	+1	+2	0	+2	0	+2
Public Secondary School	6	-3	+1	-3	+1	-3	+1	-4	0	-4	0
Early Childhood Centre	3	-32	-20	-33	-21	-34	-21	-34	-22	-35	-22
Kindergarten	24	+6	+10	+5	+10	+5	+10	+4	+9	+4	+9

¹³ Based on forecast population estimates for persons aged 70+ years in the City of Salisbury of 12,916 in 2016; 14,751 in 2021; 16,504 in 2026; 18,228 in 2031; 19,725 in 2036; compared with Salt Pan development scenario forecast estimates for persons aged 70+ years of 12,245 in 2016; 14,519 in 2021; 16,487 in 2026; 18,323 in 2031; 19,955 in 2036.

Playgroups	32	+4	+4	+3	+3	+3	+3	+2	+2	+2	+2
Childcare Facility	28	-7	+11	-8	+10	-9	+10	-9	+10	-10	+9
After School Care/ Vac Care Services	21	-14	-2	-15	-3	-16	-3	-16	-4	-17	-4
Community Based Health Care	7 (2 mental health + 1 child & family)	-5	+2	-5	+2	-5	+2	-6	+1	-6	+1
Maternal & Child Health Service	3	-5	-5	-6	-6	-6	-6	-6	-6	-6	-6
Seniors Centre	3	-6	-4	-6	-4	-6	-4	-7	-4	-7	-4
Seniors Groups	4	-16	-12	-17	-12	-17	-12	-17	-12	-18	-12
Aged Care Housing	12	-2	-2	-2	-2	-2	-2	-3	-3	-3	-3
Aged Care Nursing Home	15	+3	+3	+1	+1	-1	-1	-3	-3	-4	-4
Aged Care Service	10	-17	-5	-17	-5	-18	-5	-18	-6	-18	-6
Youth Centre	1	-20 (6 district / 14 local)	-8 (1 district / 7 local)	-20 (6 district / 14 local)	-8 (1 district / 7 local)	-20 (6 district / 14 local)	-8 (1 district / 7 local)	-21 (6 district / 15 local)	-9 (2 district / 7 local)	-21 (6 district / 15 local)	-9 (2 district / 7 local)

Urban Consolidation Growth Area

Table 8 Social Infrastructure Thresholds of Provision - Urban Consolidation Growth Area

Urban Consolidation Growth Area (Paralowie, Parafield Gardens/Greenfields, Salisbury Downs)	2016 40,424		2021 Forecast = 42,475		2026 Forecast = 43,485		2031 Forecast = 43,389		2036 Forecast = 43,306	
	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision
Community Centres • District 1:15,000 (high) -50,000 (low) • Local 1:5,000 (high) - 10,000 (low)	2 District Centres 8 Local Centres	4 Local Centres	2 District Centres 8 Local Centres	4 Local Centres	2 District Centres 8 Local Centres	4 Local Centres	2 District Centres 8 Local Centres	4 Local Centres	2 District Centres 8 Local Centres	4 Local Centres
Community Hall • 1:10,000 (high) - 30,000 (low)	4 Halls	1 Hall	4 Halls	1 Hall	4 Halls	1 Hall	4 Halls	1 Hall	4 Halls	1 Hall
Library • Branch 1:15,000 (high) - 30,000 (low)	2 Library Branches	1 Library Branch	2 Library Branches	1 Library Branch	2 Library Branches	1 Library Branch	2 Library Branches	1 Library Branch	2 Library Branches	1 Library Branch
Public Primary School • 1:6,000 (high) - 6,500 (low) (when school aged children = 12% of population)	6 Primary Schools	6 Primary Schools	6 Primary Schools	6 Primary Schools	7 Primary Schools	6 Primary Schools	7 Primary Schools	6 Primary Schools	7 Primary Schools	6 Primary Schools
Public Secondary School • 1:15,000 (high) - 25,000 (low)	2 High Schools	1 High School	2 High Schools	1 High School	2 High Schools	1 High School	2 High Schools	1 High School	2 High Schools	1 High School
Early Childhood Centre • 1:4,000 (high) - 6,000 (low)	10 Centres	6 Centres	10 Centres	7 Centres	10 Centres	7 Centres	10 Centres	7 Centres	10 Centres	7 Centres
Kindergarten • 1:7,500 (high) - 10,000 (low)	5 Kindergartens	4 Kindergartens	5 Kindergartens	4 Kindergartens	5 Kindergartens	4 Kindergartens	5 Kindergartens	4 Kindergartens	5 Kindergartens	4 Kindergartens
Playgroups • 1:5,000+	8 Playgroups	8 Playgroups	8 Playgroups	8 Playgroups	8 Playgroups	8 Playgroups	8 Playgroups	8 Playgroups	8 Playgroups	8 Playgroups
Childcare Facility • 1:4,000 (high) - 8,000 (low)	10 Childcare Facilities	5 Childcare Facilities	10 Childcare Facilities	5 Childcare Facilities	10 Childcare Facilities	5 Childcare Facilities	10 Childcare Facilities	5 Childcare Facilities	10 Childcare Facilities	5 Childcare Facilities
After School Care / Vacation Care Services • 1:4,000 (high) - 6,000 (low)	10 Services	6 Services	10 Services	7 Services	10 Services	7 Services	10 Services	7 Services	10 Services	7 Services
Community Based Health Care • Local - 1:20,000 (high) - 30,000 (low)	2 Local Health Facility/Service	1 Local Health Facility/Service	2 Local Health Facility/Service	1 Local Health Facility/Service	2 Local Health Facility/Service	1 Local Health Facility/Service	2 Local Health Facility/Service	1 Local Health Facility/Service	2 Local Health Facility/Service	1 Local Health Facility/Service
Maternal & Child Health Service • 1:16,000+	2 Services	2 Services	2 Services	2 Services	2 Services	2 Services	2 Services	2 Services	2 Services	2 Services
Seniors Centre	2 Seniors Centres	2 Seniors Centre	2 Seniors Centres	2 Seniors Centre	2 Seniors Centres	2 Seniors Centre	2 Seniors Centres	2 Seniors Centre	2 Seniors Centres	2 Seniors Centre

<ul style="list-style-type: none"> 1:15,000 (high) – 20,000 (low) 											
Seniors Groups <ul style="list-style-type: none"> Local - 1:8,000 (high) – 10,000 (low) 	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups	5 Seniors Groups
Aged Care Housing <ul style="list-style-type: none"> 1:10,000+ 	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities	4 Aged Care Housing Facilities
Aged Care Nursing Home <ul style="list-style-type: none"> 1:1,000 (70+years)¹⁴ 	2 Nursing Homes	2 Nursing Homes	3 Nursing Homes	3 Nursing Homes	3 Nursing Homes	3 Nursing Homes	4 Nursing Homes	4 Nursing Homes	5 Nursing Homes	5 Nursing Homes	5 Nursing Homes
Aged Care Service <ul style="list-style-type: none"> District – 1:20,000 (high) – 100,000 (low) Local - 1:7,000 (high) – 10,000 (low) 	2 District Service 5 Local Services	4 Local Services	2 District Service 6 Local Services	4 Local Services	2 District Service 6 Local Services	4 Local Services	2 District Service 6 Local Services	4 Local Services	2 District Service 6 Local Services	4 Local Services	4 Local Services
Youth Centre <ul style="list-style-type: none"> District – 1:20,000 (high) – 50,000 (low) Local - 1:10,000 (high) – 20,000 (low) 	2 District Centres 4 Local Centres	2 Local Centres	2 District Centres 4 Local Centres	2 Local Centres	2 District Centres 4 Local Centres	2 Local Centres	2 District Centres 4 Local Centres	2 Local Centres	2 District Centres 4 Local Centres	2 Local Centres	2 Local Centres

Infill and Regeneration Area

Table 9 Social Infrastructure Thresholds of Provision - Infill and Regeneration Growth Area

Infill and Regeneration Growth Area (Ingle Farm, Pooraka, Para Vista, Valley View, Para Hills)	2016 31,957		2021 Forecast = 32,736		2026 Forecast = 33,578		2031 Forecast = 34,409		2036 Forecast = 35,194	
	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision
Community Centres <ul style="list-style-type: none"> District 1:15,000 (high) -50,000 (low) Local 1:5,000 (high) – 10,000 (low) 	2 District Centres 6 Local Centres	3 Local Centres	2 District Centres 6 Local Centres	3 Local Centres	2 District Centres 6 Local Centres	3 Local Centres	2 District Centres 6 Local Centres	3 Local Centres	2 District Centres 7 Local Centres	3 Local Centres
Community Hall <ul style="list-style-type: none"> 1:10,000 (high) – 30,000 (low) 	3 Halls	1 Hall	3 Halls	1 Hall	3 Halls	1 Hall	3 Halls	1 Hall	3 Halls	1 Hall
Library <ul style="list-style-type: none"> Branch 1:15,000 (high) – 30,000 (low) 	2 Library Branches	1 Library Branch	2 Library Branches	1 Library Branch	2 Library Branches	1 Library Branch	2 Library Branches	1 Library Branch	2 Library Branches	1 Library Branch
Public Primary School <ul style="list-style-type: none"> 1:6,000 (high) – 6,500 (low) (when school aged children = 12% of population) 	5 Primary Schools	4 Primary Schools	5 Primary Schools	5 Primary Schools	5 Primary Schools	5 Primary Schools	5 Primary Schools	5 Primary Schools	5 Primary Schools	5 Primary Schools
Public Secondary School <ul style="list-style-type: none"> 1:15,000 (high) – 25,000 (low) 	2 High Schools	1 High School	2 High Schools	1 High School	2 High Schools	1 High School	2 High Schools	1 High School	2 High Schools	1 High School
Early Childhood Centre <ul style="list-style-type: none"> 1:4,000 (high) – 6,000 (low) 	7 Centres	5 Centres	8 Centres	5 Centres	8 Centres	5 Centres	8 Centres	5 Centres	8 Centres	5 Centres
Kindergarten <ul style="list-style-type: none"> 1:7,500 (high) - 10,000 (low) 	4 Kindergartens	3 Kindergartens	4 Kindergartens	3 Kindergartens	4 Kindergartens	3 Kindergartens	4 Kindergartens	3 Kindergartens	4 Kindergartens	3 Kindergartens
Playgroups <ul style="list-style-type: none"> 1:5,000+ 	6 Playgroups	6 Playgroups	6 Playgroups	6 Playgroups	6 Playgroups	6 Playgroups	6 Playgroups	6 Playgroups	7 Playgroups	7 Playgroups
Childcare Facility <ul style="list-style-type: none"> 1:4,000 (high) – 8,000 (low) 	7 Childcare Facilities	3 Childcare Facilities	8 Childcare Facilities	4 Childcare Facilities	8 Childcare Facilities	4 Childcare Facilities	8 Childcare Facilities	4 Childcare Facilities	8 Childcare Facilities	4 Childcare Facilities
After School Care / Vacation Care Services <ul style="list-style-type: none"> 1:4,000 (high) – 6,000 (low) 	7 Services	5 Services	8 Services	5 Services	8 Services	5 Services	8 Services	5 Services	8 Services	5 Services
Community Based Health Care <ul style="list-style-type: none"> Local - 1:20,000 (high) – 30,000 (low) 	1 Local Health Facility/Service	1 Local Health Facility/Service	1 Local Health Facility/Service	1 Local Health Facility/Service	1 Local Health Facility/Service	1 Local Health Facility/Service	1 Local Health Facility/Service	1 Local Health Facility/Service	1 Local Health Facility/Service	1 Local Health Facility/Service
Maternal & Child Health Service <ul style="list-style-type: none"> 1:16,000+ 	1 Service	1 Service	2 Services	2 Services	2 Services	2 Services	2 Services	2 Services	2 Services	2 Services
Seniors Centre	2 Seniors Centres	1 Seniors Centre	2 Seniors Centres	1 Seniors Centre	2 Seniors Centres	1 Seniors Centre	2 Seniors Centres	1 Seniors Centre	2 Seniors Centres	1 Seniors Centre

¹⁴ Based on a combined area forecast population estimate for people aged 70+ years in the Paralowie, Parafield Gardens/Greenfields, Salisbury Downs area of 2,649 in 2016; 3,292 in 2021; 3,977 in 2026; 4,610 in 2031; 5,176 in 2036.

<ul style="list-style-type: none"> 1:15,000 (high) – 20,000 (low) 										
Seniors Groups <ul style="list-style-type: none"> Local - 1:8,000 (high) – 10,000 (low) 	3 Seniors Groups	3 Seniors Groups	4 Seniors Groups	3 Seniors Groups	4 Seniors Groups	3 Seniors Groups	4 Seniors Groups	3 Seniors Groups	4 Seniors Groups	3 Seniors Groups
Aged Care Housing <ul style="list-style-type: none"> 1:10,000+ 	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities	3 Aged Care Housing Facilities
Aged Care Nursing Home <ul style="list-style-type: none"> 1:1,000 (70+years)¹⁵ 	3 Nursing Homes	3 Nursing Homes	4 Nursing Homes	4 Nursing Homes	4 Nursing Homes	4 Nursing Homes	4 Nursing Homes	4 Nursing Homes	4 Nursing Homes	4 Nursing Homes
Aged Care Service <ul style="list-style-type: none"> District – 1:20,000 (high) – 100,000 (low) Local - 1:7,000 (high) – 10,000 (low) 	1 District Service 4 Local Services	3 Local Services	1 District Service 4 Local Services	3 Local Services	1 District Service 4 Local Services	3 Local Services	1 District Service 4 Local Services	3 Local Services	1 District Service 5 Local Services	3 Local Services
Youth Centre <ul style="list-style-type: none"> District – 1:20,000 (high) – 50,000 (low) Local - 1:10,000 (high) – 20,000 (low) 	1 District Centre 3 Local Centres	1 Local Centre	1 District Centre 3 Local Centres	1 Local Centre	1 District Centre 3 Local Centres	1 Local Centre	1 District Centre 3 Local Centres	1 Local Centre	1 District Centre 3 Local Centres	1 Local Centre

Long Term Growth Area

Table 10 Social Infrastructure Thresholds of Provision - Long Term Growth Area / Salt Pans Development

Long Term Growth Area (West of Port Wakefield Rd – Salt Pans Development)	2016 8,030		2021 Forecast = 8,767		2026 Forecast = 12,826		2031 Forecast = 18,704		2036 Forecast = 24,686	
	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision	High Provision	Low Provision
Community Centres <ul style="list-style-type: none"> District 1:15,000 (high) -50,000 (low) Local 1:5,000 (high) – 10,000 (low) 	1 Local Centre		1 Local Centre		2 Local Centres	1 Local Centre	1 District Centre 3 Local Centres	1 Local Centre	1 District Centre 4 Local Centres	2 Local Centres
Community Hall <ul style="list-style-type: none"> 1:10,000 (high) – 30,000 (low) 					1 Hall		1 Hall		2 Halls	
Library <ul style="list-style-type: none"> Branch 1:15,000 (high) – 30,000 (low) 							1 Library Branch		1 Library Branch	
Public Primary School <ul style="list-style-type: none"> 1:6,000 (high) – 6,500 (low) (when school aged children = 12% of population) 	1 Primary School	1 Primary School	1 Primary School	1 Primary School	2 Primary Schools	1 Primary School	3 Primary Schools	2 Primary Schools	4 Primary Schools	3 Primary Schools
Public Secondary School <ul style="list-style-type: none"> 1:15,000 (high) – 25,000 (low) 							1 High School		1 High School	
Early Childhood Centre <ul style="list-style-type: none"> 1:4,000 (high) – 6,000 (low) 	2 Centres	1 Centre	2 Centres	1 Centre	3 Centres	2 Centres	4 Centres	3 Centres	6 Centres	4 Centres
Kindergarten <ul style="list-style-type: none"> 1:7,500 (high) - 10,000 (low) 	1 Kindergarten		1 Kindergarten		1 Kindergarten	1 Kindergarten	2 Kindergartens	1 Kindergarten	3 Kindergartens	2 Kindergartens
Playgroups <ul style="list-style-type: none"> 1:5,000+ 	1 Playgroup	1 Playgroup	1 Playgroup	1 Playgroup	2 Playgroups	2 Playgroups	3 Playgroups	3 Playgroups	4 Playgroups	4 Playgroups
Childcare Facility <ul style="list-style-type: none"> 1:4,000 (high) – 8,000 (low) 	2 Childcare Facilities	1 Childcare Facility	2 Childcare Facilities	1 Childcare Facility	3 Childcare Facilities	1 Childcare Facility	4 Childcare Facilities	2 Childcare Facilities	6 Childcare Facilities	3 Childcare Facilities
After School Care / Vacation Care Services <ul style="list-style-type: none"> 1:4,000 (high) – 6,000 (low) 	2 Services	1 Service	2 Services	1 Service	3 Services	2 Services	4 Services	3 Services	6 Services	4 Services
Community Based Health Care <ul style="list-style-type: none"> Local - 1:20,000 (high) – 30,000 (low) 									1 Local Health Facility/Service	
Maternal & Child Health Service <ul style="list-style-type: none"> 1:16,000+ 							1 Service	1 Service	1 Service	1 Service
Seniors Centre							1 Seniors Centre		1 Seniors Centre	1 Seniors Centre

¹⁵ Based on a combined area forecast population estimate for people aged 70+ years in the Ingle Farm, Pooraka, Para Vista, Valley View and Para Hills area of 3,964 in 2016; 4,300 in 2021; 4,378 in 2026; 4,467 in 2031; 4,635 in 2036.

<ul style="list-style-type: none"> 1:15,000 (high) – 20,000 (low) 										
Seniors Groups <ul style="list-style-type: none"> Local - 1:8,000 (high) – 10,000 (low) 	1 Seniors Group	1 Seniors Group	1 Seniors Group	1 Seniors Group	1 Seniors Group	1 Seniors Group	2 Seniors Groups	1 Seniors Group	3 Seniors Groups	2 Seniors Groups
Aged Care Housing <ul style="list-style-type: none"> 1:10,000+ 					1 Aged Care Housing Facility	1 Aged Care Housing Facility	1 Aged Care Housing Facility	1 Aged Care Housing Facility	2 Aged Care Housing Facilities	2 Aged Care Housing Facilities
Aged Care Nursing Home <ul style="list-style-type: none"> 1:1,000 (70+years)¹⁶ 									1 Nursing Home	1 Nursing Home
Aged Care Service <ul style="list-style-type: none"> District – 1:20,000 (high) – 100,000 (low) Local - 1:7,000 (high) – 10,000 (low) 	1 Local Service		1 Local Service		2 Local Services	1 Local Service	2 Local Services	1 Local Service	1 District Service 3 Local Services	2 Local Services
Youth Centre <ul style="list-style-type: none"> District – 1:20,000 (high) – 50,000 (low) Local - 1:10,000 (high) – 20,000 (low) 					1 Local Centre		1 Local Centre		1 District Centre 2 Local Centres	1 Local Centre

¹⁶ Based on a combined growth development area forecast population estimate for people aged 70+ years in the Burton Non-Urban West area of 443 in 2016; 544 in 2021; 728 in 2026; 983 in 2031; 1,308 in 2036.

Conclusion

The provision of social infrastructure is not the sole domain of Councils, however as noted in Table 2. Council should consider advocacy in relation to the following provisions, particularly with Growth areas.

In considering the frameworks, thresholds and the benchmark ranges for social infrastructure it is important to note that these have been generally based in the literature on floor areas and population. This methodology implies functional exclusive uses, which may not be accurate when considered in the context of Community Hubs. This is because Community Hubs are designed to maximise the flexible usage and therefore are not dedicated space but rather ensure maximum efficiencies, across a span of hours. The rationale for this is associated with a desire to ensure that the infrastructure is not latent particularly during some periods of the week (See executive summary page 1.). It is also designed to future proof infrastructure and cater for a broader range and diversity of uses.

For a Hub to work well, services should be complementary and not be in competition with each other. There must be the spectrum of services, from universal to specialised to ensure the space doesn't become a place of stigma, isolated from broader activity and disadvantage. Similarly where there are opportunities to decrease and decommission where there is over provision Council could seek to advocate and negotiate for alternative uses where conversions may meet other identified needs. For example the under provision of early childhood centres could be explored with the Private sector, the state government could be engaged to assist in developing strategies which link these facilities to schools/ and or support the development of private public partnerships in the provisioning of Community centres and early childhood centres.

The selection of locations for Community Hubs across the City of Salisbury has been predicated upon the ability to integrate a combination of the following elements;

- Libraries
- Community centre
- Recreation
- Schools
- Health
- Schools
- Retail/shopping centre
- Cater for growth
- On or adjacent major transport routes
- Adjacent major private sector services/amenity

This suggests that immediately there is scope for Council to consider the development of a Community Hub in the Burton Precinct, and Ingle farm based on the population forecasts as well as the opportunities presented at these locations. There is land available and a sporting complex adjacent a shopping centre all of which is conducive to the development of an integrate service hub.



Libraries

1. INGLE FARM LIBRARY - Beovich Road, Ingle Farm
Telephone: 8406 8595
2. LEN BEADELL LIBRARY - 55 John Street, Salisbury
Telephone: 8406 8283
3. MAWSON LAKES LIBRARY - 2-8 Main Street, Mawson Lakes
Telephone: 8302 5555
4. PARA HILLS LIBRARY - Wilkinson Road, Para Hills
Telephone: 8406 8530
5. SALISBURY WEST LIBRARY - Hollywood Boulevard, Salisbury Downs
Telephone: 8406 8489



Recreation Centres

6. INGLE FARM RECREATION CENTRE - Corner Beovich & Roopena Roads, Ingle Farm
Telephone: 8263 0411
7. PARAFIELD GARDENS RECREATION CENTRE - Corner Kings & Martins Roads, Parafield Gardens
Telephone: 8281 4888
8. SALISBURY RECREATION PRECINCT - Waterloo Corner Road, Salisbury North
Telephone: 8258 1713



Community Centres

9. BAGSTER ROAD COMMUNITY CENTRE - 17 Bagster Road, Salisbury North
Telephone: 8250 4167
10. BURTON COMMUNITY CENTRE - 386 Waterloo Corner Road, Burton
Telephone: 8280 8843
11. MORELLA COMMUNITY CENTRE - 90 Kings Road, Parafield Gardens
T. 8250 7786
12. POORAKA FARM COMMUNITY CENTRE - 126 Henderson Avenue, Pooraka
Telephone: 8262 5544
13. SALISBURY EAST NEIGHBOURHOOD CENTRE - 28 Smith Road, Salisbury
Telephone: 8285 2055
14. THE MAWSON CENTRE - 2-8 Main Street, Mawson Lakes
Telephone: 8302 5449
15. TWELVE25 SALISBURY YOUTH ENTERPRISE CENTRE - 17-19 Wiltshire Street, Salisbury
Telephone: 8253 9928
16. JACK YOUNG CENTRE - Orange Avenue, Salisbury
Telephone: 8258 7286
17. PARA HILLS COMMUNITY HUB/PADDOCKS CENTRE - Wilkinson Road, Para Hills
Telephone: 8406 8530

ITEM	1.1.5
	POLICY AND PLANNING COMMITTEE
DATE	21 January 2019
HEADING	Youth Council Membership 2019
AUTHOR	Jules Brett, Community Planner Youth Participation, Community Development
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides an update and recommendations for Youth Council membership for 2019.

RECOMMENDATION

1. That the information be received and noted.
2. That the resignation of youth members Taylor Sawtell and Sam Field be received and noted.
3. That the re-appointment of Youth Council members Reem Daou, Tyler Rutka-Hudson, Mon Maya Chamlagai and Tom Wood be endorsed for a further two year maximum term.
4. That the appointment of new Youth Council members; Hayley Williams, James Wood, Joseph Medcalf and Rahmatullah Tawassoli be endorsed for a two year maximum term.
5. That Taylor Sawtell, Eric Ngirimana, Damien Walker and Mimona Abdalla be appointed as Youth Council mentors for a maximum of a two year term.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Youth Council is a formal section 41 subcommittee of Council.
- 1.2 Youth Council serves as an advisory committee to Policy and Planning Standing Committee. Prior to the commencement of each calendar year of Youth Council meetings its membership is reviewed in accordance with the Terms of Reference.
- 1.3 A call for membership applications was made in mid-November 2018 to serve on Youth Council in 2019. Membership applications closed on 14th December 2018.
- 1.4 Applicants are interviewed by staff, and where possible a current Youth Council member, to clarify their suitability for appointment.

1.5 This report details the outcomes of the applications and interviews and seeks endorsement for appointments.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Manager Community Capacity and Learning

2.2 External

2.2.1 None

3. REPORT

RESIGNATIONS

3.1 Sam Field tendered his resignation on 4th December 2018 as he has growing commitments at school.

3.2 It is proposed that the resignation of the youth member Sam Field be received and noted.

3.3 Taylor Sawtell tendered her resignation on 3rd December 2018 as work commitments are increasing and she felt that she could commit more efficiently to Youth Council as a Mentor.

3.4 It is proposed that the resignation of the youth member Taylor Sawtell be received and noted.

CONTINUING MEMBERS

3.5 The following members of Youth Council have completed one year of a maximum two year term and are not required to re-apply for membership:

- Luke Hall
- Jarred Van Der Zee
- Nicolette Nedelcev
- Peta Hyde
- Stacey Williams
- Akon Dhel

COMPLETION OF MEMBERSHIP TERM - YOUTH MEMBERS

3.6 Mimona Abdalla has completed a maximum of two terms (4 years) of membership.

3.7 Eric Ngirimana has completed a maximum of two terms (4 years) of membership.

3.8 Reem Daou has completed her two year term and is re-applying for a second term.

3.9 Tyler Rutka-Hudson has completed his two year term and is re-applying for a second term.

3.10 Mon Maya Chamlagai has completed her two year term and is re- applying for a second term.

3.11 Tom Wood has completed his two year term and is re-applying for a second term.

- 3.12 It is proposed that the re-appointment of youth members Reem Daou, Tyler Rutka-Hudson, Mon Maya Chamlagai and Tom Wood be endorsed for a further two year maximum term of membership to Youth Council

CONTINUING MENTORS NOT NEEDING TO REAPPLY

- 3.13 The following Youth Council mentor has completed one year of a two year maximum term:

- Amanda O’Sullivan

NEW MEMBERS

- 3.14 The Terms of Reference provide that Youth Council membership consists of eighteen youth members, six mentors and three Elected Members.

- 3.15 Following a recruitment and interview process the new youth members for maximum two year term for Salisbury Youth Council are proposed as follows:

- Reem Daou (re-appointment)
- Tyler Rutka- Hudson (re-appointment)
- Mon Maya Chamlagai (re-appointment)
- Tom Wood (re-appointment)
- Hayley Williams
- James Wood
- Joseph Medcalf
- Rahmatullah Tawassoli

- 3.16 It is proposed that the appointment of new youth members Hayley Williams, James Wood, Joseph Medcalf and Rahmatullah Tawassoli be endorsed for a two year maximum term for Salisbury Youth Council.

NEW MENTORS

- 3.17 Taylor Sawtell was previously a Youth Council member and applied to become a mentor. It is proposed that Taylor Sawtell be appointed as a Youth Council mentor for a maximum of a two year term.

- 3.18 Eric Ngirimana was previously a Youth Council member and applied to become a mentor. It is proposed that Eric Ngirimana be appointed as a Youth Council mentor for a maximum of a two year term

- 3.19 Mimona Abdalla was previously a Youth Council member and applied to become a mentor. It is proposed that Mimona Abdalla be appointed as a Youth Council mentor for a maximum of a two year term

- 3.20 Damien Walker has submitted an application to be a mentor on Youth Council. It is proposed that Damien Walker be appointed as a Youth Council mentor for a maximum of a two year term.

4. CONCLUSION / PROPOSAL

- 4.1 Council approval is sought for the recommendations for the resignation, re-appointment and new members of Youth Council and that the outgoing members and mentors of Youth Council be thanked for their service.
- 4.2 Subject to Council's approval of these recommendations, the Youth Council will commence its 2019 term meetings and project teams with Seventeen members.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 14/01/2019

ITEM	1.3.1		
	POLICY AND PLANNING COMMITTEE		
DATE	21 January 2019		
PREV REFS	Policy and Planning Committee	1.10.1	20/07/2015
	Policy and Planning Committee	1.1.1	17/08/2015
	Policy and Planning Committee	1.3.1	18/01/2016
	Policy and Planning Committee	1.3.2	15/02/2016
	Policy and Planning Committee	1.3.1	15/02/2016
	Policy and Planning Committee	1.3.1	18/04/2016
	Policy and Planning Committee	1.3.1	20/06/2016
	Policy and Planning Committee	1.10.1	19/09/2016
	Policy and Planning Committee	1.1.2	19/09/2016
	Policy and Planning Committee	1.3.1	20/03/2017
	Works and Services Committee	2.5.2	19/06/2017
	Works and Services Committee	2.5.2	18/09/2017
	Works and Services Committee	2.9.1	16/10/2017
	Works and Services Committee	2.5.1	19/02/2018
	SPDSC	SPDSC3	09/07/2018
	Council	MON 7.2	22/10/2018
HEADING	Salisbury Oval - Property Dedication Investigations and Project Background Report		
AUTHORS	Chantal Milton, Manager Strategic Development Projects, City Development Tim Starr, Coordinator Property, City Infrastructure		

CITY PLAN LINKS

- 1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.
- 3.2 Have interesting places where people want to be.
- 3.3 Be a connected city where all people have opportunities to participate.

SUMMARY

Council endorsed an integrated recreation and residential masterplan for the development of Salisbury Oval as a key destination within the Salisbury City Centre Renewal (Item 1.3.1, Policy and Planning, 20/03/17 following extensive community engagement.

Having complied with all the legislative requirements under the community land revocation process and consideration of the submissions, Council resolved to submit the necessary report and documentation to the Minister for approval to revoke the community land classification pursuant to Section 194 (3) of the Local Government Act 1999. The final decision following Ministerial Approval of the process followed, including the required investigations on the land status was made by Council in 2018 (Item .5.1, Works and Services, 19/02/18).

As a result of the resolution of Council at its October 2018 meeting (Council, MON7.2, Resolution 2669/2018), and a petition (Item 3.1 – Resolution 0042/2018) and supporting deputation made to Council in December 2018 by a Mr Guiseppe (Joe) Bivone, a report was required to be presented by Council staff in January 2019 providing background information and context on the Salisbury Oval Master Plan. Further staff were requested to revisit property investigations to determine whether any trusts or dedications can be found based on the individual claims in the petition that were not identified as part of the revocation investigation process.

The further investigations have not found any information or evidence to support the claims made in the petition. While the petition suggests some community concern, it would appear following further confirmation of the history of Neales Green regarding its transfer to Council ownership the claims are not supported by the records of Lands Title. It should be noted that Council's process has been robust and in accord with extensive engagement throughout the various phases of the masterplan and subsequent implementation stages of the project.

It is acknowledged that there is a continued and significant level of community interest that exists in the future use of Neales Green. The master plan endorsed by Council proposes specific areas surrounding the Salisbury Oval to be used for residential development. In accord with the implementation of the masterplan an Expression of Interest (EOI) for the residential urban development was sought, with submissions closing on 17 December 2018. These are currently being assessed, as per the

process set out in Section 6 of this report. No decision on moving forward can be made until conclusion of the initial assessment process and consideration of the proposals is scheduled and on track for consideration by the Strategic Property Development sub-committee in March 2019.

Thus any consideration of the future of Neales Green other than for residential property development should be addressed within the report to the Strategic Property Development Sub-Committee as it will materially affect the overall delivery of the urban development aspects of the masterplan and in turn the integrated functionality of the oval precinct and business investment case.

Accordingly it is concluded that Council specifically direct the administration to examine options for the future use and development of Neales Green, including that already proposed in the Masterplan, that this be presented at the March 2019 Strategic Property Development Sub-Committee.

RECOMMENDATION

1. That the report be noted.
2. Council endorses the continued implementation of the projects within the Salisbury Oval Master Plan.
3. Administration consider future use options for Neales Green as part of the overall consideration of the REOI process and report to Council via the Strategic Property Development Sub-Committee in March 2019.
4. That the timing for consideration of the residential urban development proposals at Salisbury Oval, as set out in Section 6 of this report (Item 1.3.1, Policy and Planning, 21/01/19) be noted.

ATTACHMENTS

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

1. Salisbury Oval Masterplan - Endorsed
2. Portions of Land Revoked of the Community Land Classification
3. Salisbury Oval Masterplan - Vision and Principles - Endorsed

1. BACKGROUND

- 1.1 Council endorsed an integrated recreation and residential masterplan for the development of Salisbury Oval as a key destination within the Salisbury City Centre Renewal (Item 1.3.1, Policy and Planning, 20/03/17). This decision followed extensive community engagement informing both the masterplan and the associated Development Plan changes to the zoning of the precinct to support the residential housing form and Salisbury City Centre Renewal agenda. Further information on the engagement undertaken across the masterplan and revocation process is set out in Section 3.2.

- 1.2 At the Council meeting held on 26 June 2017 (item 2.5.2 resolution 1844/2017) council resolved that [Allotment 123 Deposited Plan 6430 known as Neales Green, Portion of Allotment 300 Deposited Plan 55257 known as Salisbury Oval and Allotment 303 Deposited Plan 55257 known as St Jays Recreation Centre] “the land” be revoked of the community land classification and that a public consultation program be implemented on this proposed change.
- 1.3 A further report was presented to the council meeting held on 18 September 2017 (item 2.5.2) considering community consultation submissions received. As a result Council resolved vide resolution 2023/2017 that staff provide a further report to Council addressing issues raised in relation to Neales Green at the September Council meeting and implications for the Master Plan.
- 1.4 A further report was presented to Council on the 23 October 2017 (Item 2.9.1 – Resolution 2140/2017) providing the additional information and Council considered the submissions raised and responses provided. Subsequently, Council resolved to proceed to declare the land surplus to Council’s requirements and resolving to proceed with the revocation process authorising the Manager Property and Buildings to prepare and submit the necessary report and related documentation to the Minister for approval pursuant to Section 194 (3) of the Local Government Act 1999.
- 1.5 Having complied with all the legislative requirements, following receipt of the Ministerial approval Council resolved to formalise the revocation of the community land classification of the land to implement the residential component of the Salisbury Oval Masterplan (Item 2.5.1 – Resolution 2302/2018). A residential request for expression of interest (REOI) was subsequently released to the market, with the submissions closing 17 December 2018.

2. CITY PLAN CRITICAL ACTION

- 2.1 Progress the revitalisation of the Salisbury City Centre including:
 - Upgrade of the Salisbury Interchange;
 - Improving traffic flow and safety on Park Terrace;
 - Resourcing place management and activation; and
 - Encourage and support private sector investment.
- 2.2 Develop Salisbury Oval to include an integrated recreation and residential precinct.

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Staff from Executive Group, Divisional Managers and key specialist disciplines across Council has been involved in the Salisbury Oval project. In recognition of the cross-organisational influence of the Salisbury Oval Project across all departments, and its position as a critical action in the City Plan 2030, a cross organisational project team working on the Salisbury City Centre Renewal Agenda reports monthly through a Strategic Executive Meeting.
- 3.2 External

- 3.2.1 The petition (Item 3.1 – Resolution 0042/2018) and supporting deputation made to Council in December 2018 by a Mr Guiseppe (Joe) Bivone, presented a number of assertions including claims that there was inadequate consultation conducted by Council in respect to the change of land status from ‘community land’ to residential and the potential impact on house values and loss of trees and habitat as a result of the Salisbury Oval Masterplan. The comprehensive engagement and community consultation informing the masterplan, Development Plan Amendment (DPA) and community land revocation process undertaken across the last four years, is summarised below for information
- 3.2.2 The Salisbury Oval Masterplan was developed through a two stage community engagement process. The first engagement occurred in October 2015 seeking feedback on what the community most valued in Salisbury Oval, any gaps in facilities and infrastructure, and any general concerns with the precinct. This feedback informed the development of the draft masterplan undertaken across 2016. This first stage of engagement was facilitated by independent engagement consultant company URPS and included:
- Distribution of a feedback flyer via direct mail box drop to local residents and property owners that live in or within proximity to the Salisbury Oval Precinct (approximately 1700 letters) with 28 completed responses received.
 - Two community café sessions held at St Jays Recreation Centre. These sessions were publicly advertised in the Messenger Newspaper, on the Council website, via social media and by direct letters of invitation to all residents/property owners that live in or within proximity to the Salisbury Oval Precinct. In total, seven community members attended.
- 3.2.3 A second phase of consultation, to test the draft masterplan with the community, which included an illustrated draft masterplan that clearly identified those areas of Salisbury Oval proposed for investigation for potential conversion to residential and the planned active sport and recreational upgrades was undertaken between October and December 2016 coordinated by URPS and the full findings were presented as Attachment 1 (Item 1.3.1, Policy and Planning 20/03/2017). The engagement activities included:
- Meetings with sporting club representatives;
 - Direct mail out of a comprehensive information flyer to all residents and landowners within 500 metres of the oval precinct, directly delivered to over 2500 properties within proximity of the Salisbury Oval precinct.;
 - An interactive community information café session was held supported by the consultation zone in Council’s James Street office and Len Beadell Library; and
 - Online survey;
 - In total 54 responses were received via the online survey and other written formats. Approximately 35-40 people attended the community

information session, which was advertised via a feedback flyer direct to all property owners/residents in or within proximity to the oval precinct.

- 3.2.4 A summary of key issues raised in the community consultation process was also included in the URPS report considered by Council in March 2017. Approximately 84% of respondents supported or were neutral to the Salisbury Oval Precinct masterplan, which included the delivery of residential on St Jays, Orange Avenue, Neales Green and Brown Terrace, consistent with the land area that is the subject of the Community Land revocation process.
- 3.2.5 Concurrent with the development of the masterplan broad consultation was undertaken for the Salisbury City Centre DPA and the supporting Salisbury City Centre Urban Design Framework, with formal consultation occurring across an eight week period between March and April 2016. Landowners within and adjoining the affected area, including those residents around Salisbury Oval that the DPA included as part of the transition area with the associated building height and density changes available within the Urban Core Zone, were directly notified of the consultation by mail, and notices placed in the Advertiser and Messenger newspapers. Individual meetings were held with key land owners in the Salisbury City Centre and staff hosted a drop-in session on 6 April 2016.
- 3.2.6 On 26 July 2017 a community consultation process in relation to the land revocation process was commenced, consisting of direct mail posted to 1,937 residents and property owners within the area bounded by Cross Keys Road to the east, Park Terrace to the North, Salisbury Highway to the west and Spains and Frost Road to the North, as shaded in blue in the attached plan (attachment 3). This mail out consisted of a letter explaining the proposal with a copy of the endorsed Section 194 report that set out the property investigations to inform the intent to revoke the community land classification. Advertisements were published in the Northern Weekly Messenger and State Government Gazette with notices published on Council's website and two signs placed on each portion of land to be revoked.
- 3.2.7 From the 1,937 direct notifications and the various public notices regarding the land revocation, five submissions were received, as reported to the Works and Services Committee at its September 2017 meeting.
- 3.2.8 An external communication and media plan has been in place to guide messaging and timing of project communication to external audiences at varying levels of detail. Fuller Brand and Communication have prepared the Salisbury City Centre Renewal – Marketing Communications Strategy 2017-2020. This was endorsed by Council on 26 June 2017, with the Salisbury Oval Precinct as a key destination and project within the overall Salisbury City Centre Renewal strategy communication plan.
- 3.2.9 During the development of the masterplan both the Sportsman Association and Salisbury Football Clubs confirmed support for the overall masterplan and have reconfirmed this position late in 2018 via

email to staff. Ongoing engagement and communication is occurring with the Sportsman Association relating to detail of the masterplan including storage areas, carpark and lighting design and layouts, management of parking and access for major events as the masterplan documentation and individual project components evolve to increasing levels of detail.

4. PROPERTY INVESTIGATIONS

4.1 At the October 2018 meeting of Council resolved as follows:

“7.2 Motion on Notice – Salisbury Oval Development and Neales Green Historical Information

1. That a report be provided to the new Council at its January 2019 meeting giving update advice on the Salisbury Oval development and historical information about Neales Green.

Resolution 2669/2018”

4.2 The petition (Item 3.1 – Resolution 0042/2018) and supporting deputation made to Council in December 2018 by a Mr Guiseppe (Joe) Bivone, presented a number of assertions relating to the donation of said land to the community from a range of benefactors that was claimed to have not been identified as part of the property investigations that informed the Minister for Planning and Council’s decision to revoke the identified land parcels.

4.3 Council staff has reviewed all investigations that were completed to inform the Council and Minister decisions relating to the revocation of the Community Land status at Salisbury Oval and the specific benefactor claims raised within the petition. Further, Council staff requested that Mellor Olsson Lawyers independently investigate the land tenure of the land identified as Allotment 123 in Deposited Plan 6430 (Neales Green), Allotment 300 in Deposited Plan 55257 (Salisbury Oval) and Allotment 303 Deposited Plan 55257 (15-21 Brown Terrace, previously St Jays).

4.4 These sites have been revoked of the Community Land Classification to facilitate the Salisbury Oval Masterplan and are delineated in the attached plan Attachment 2. A summary of these follow-up investigations is detailed below.

4.4.1 Neales Green;

It has been claimed that this land was donated to the Salisbury Cricket Club by a Mr. Banks in 1951. Council staff have revisited the records of the transfer of this land to the City of Salisbury and have determined that the land was in fact previously owned by Mr. William Edward Banks who divested his interest in the whole of the land on the 8th of November 1957 to Wakefield Land Company Proprietary Limited for the sum of thirty thousand pounds.

Wakefield Land Company subsequently proceeded to subdivide this land creating a number of residential allotments, roads and reserves.

Allotment 123 Deposited Plan 6430 which is now known as Neales Green and vests in the ownership of the City of Salisbury was a reserve

created as part of the subsequent land subdivision. There is no record of Mr. Banks transferring this land to the Cricket Club.

Staff have been requested to investigate why the park was named Neales Green. The Lands Titles Office Records do not record this type of information but rather record the allotment number within the Plan of Division. Other investigations have determined that J.B. Neales was the Government Auctioneer favoured by John Harvey but there is no definitive evidence that Neales Green was named after J.B. Neales.

4.4.2 Salisbury Oval;

It has been claimed that a Mr Heidenreich the owner of the Salisbury Flower Mill at one time owned this land and bequeathed the land which now comprises the Salisbury Oval to the Salisbury Football Club. The records of land ownership have been reviewed to determine whether there is any mention of Mr Heidenreich. There is no mention of this name in the records.

Records indicate that this land was originally owned by a Mr Henry Wedge Jago who owned all of the Salisbury Oval Land in two sections, west to the railway tracks from where the current mound sits and east to what looks like Cross Keys Road, and noted as Government Road in the documentation. Mr Jago sold the Salisbury oval land west of the mound to the railway tracks, to the District Council of Yatala North on the 25th of October 1910 for the sum of four hundred and ninety five pounds.

The district Councils of Yatala North and Munno Para West were united in an area to be known as the District Council of Salisbury, and this land transferred to the ownership of the District Council of Salisbury by application dated the ninth day of September 1933.

The land east of the current Salisbury Oval mound to Brown Terrace was sold to Mr Anthony Taylor who subsequently sold this land to the District Council of Salisbury on the 4th of February 1949 for the sum of one hundred and forty pounds.

The two portions of land purchased from Mr Jago and Mr Taylor have combined to comprise the portion of land now known as Salisbury Oval.

4.4.3 15-21 Brown Terrace, previously St Jays

The land now known as 15-21 Brown Terrace (previously St Jays and includes the Croquet Club carpark) This land was previously owned by the Commonwealth Government and was transferred to the City of Salisbury as part of a much larger parcel on the 26th of February 1957.

The land that was transferred to Council extended from 7 Park Terrace to East Terrace and incorporated land now owned by private landowners, Council, Housing SA, The Salisbury Bowling Club and The Minister for Education and Child Development.

When the land came to Council it came under the terms of an indenture which stated that the whole of this land be vested to Council under certain conditions which were satisfied. This is based on the fact that the majority of the land was subdivided shortly after the transfer of land achieved from the Commonwealth to Council.

- 4.5 The revisited property investigations, relating to the petition claims have not identified any validity to the claims. There are no further investigations recommended on the property ownership and benefactor claims made in the petition. It is considered that the property investigations set out in the endorsed Section 194 report that informed the community land revocation consultation and the associated decisions made by the Minister for Planning and Council were sound.

5. SALISBURY OVAL MASTERPLAN – CONTEXT AND BACKGROUND

- 5.1 Council endorsed the Salisbury Oval Masterplan in March 2017 (Item 1.3.1, Policy and Planning, 20/03/2017), a copy is provided as Attachment 1 for ease of reference.

- 5.2 A Salisbury Oval vision and set of guiding principles based around the themes of Open Space, Social and Economic, Built Form and Movement were prepared to guide the Salisbury Oval masterplan informed via the first round of community engagement in October 2015. The endorsed vision for the Salisbury Oval Masterplan sought to provide a:

“High quality integrated precinct that provides a complementary mix of amenities including a premier sporting facility, open space, community services and residential areas which are accessible and have strong links to the Salisbury City Centre and surrounding areas”

The detailed principles and individual sub-principles are provided in full for reference in Attachment 3.

- 5.3 The development of the Masterplan for Salisbury Oval adopted a 20 year planning horizon to guide the future demand, investment decisions and development of the Precinct seeking to:

5.3.1 Optimise usage of this precinct ensuring retention of open space areas required for both active structured sport and passive recreation for residential appropriate to meet the needs of the current and forecast future population growth.

5.3.2 Address the integration of the study area with other key activity nodes within the Salisbury City Centre and adjoining areas including the Little Para River, Salisbury City Centre including the Salisbury Interchange and Bridgestone Reserve as a critical linked group of nodal destinations.

5.3.3 Consider residential development opportunities within the broader Precinct including but not limited to the St Jays site and how this development could contribute to:

- improved amenity and safety of users within the Salisbury Oval Precinct through improved passive surveillance.
- contributing to the Salisbury City Centre Renewal Strategy key objective to increase the residential population in and around Salisbury City Centre in the next 10-20 years by construction of 500 new dwellings, including 250 medium density outcomes in the broader area (including Salisbury Oval).

- 5.4 In developing the masterplan a detailed analysis was undertaken of the open space needs for precinct (Item 1.1.2, Policy and Planning, 19/09/16), to ensure open

space land in and around the Salisbury Oval Precinct was retained to meet the needs for all identified sporting functions and current and forecast future population growth for passive recreation (parks, playgrounds, walking trails), prior to the identification of any land that may be surplus and available for revocation for an alternative use such as residential.

- 5.4.1 The analysis undertaken of the open space across the catchment demonstrates that, particularly with the new provision of passive recreation facilities at Bridgestone Park there is more than adequate provision of open space land when measured against accepted standards for open space provision. The analysis suggests there is a need to improve the facility provision and quality of both active sport and passive recreation facilities and reserves to meet the needs of the community and improve the linkages between the different open space nodes for walking and cycling.
- 5.4.2 The open space analysis for the planning unit containing Salisbury Oval identified the following:
- Current population 2011 of 2,665
 - Forecast population 2036 of 3,492
- 5.4.3 The area of the open space planning unit that incorporates Salisbury oval prior to the revocation had an open space provision of 25.92 Ha. Based on the “Forecast id” population growth plus the inclusion of Council’s strategic goal for 500 additional dwellings within the Salisbury City Centre, compared against standard benchmarks for open space of 4 hectares per 1000 people, the unit should provide a minimum of 11.95 Ha of open space.
- 5.4.4 The 4 hectares per 1000 people benchmark is considered best practice for this analysis identified through research from across Australia as part of a Local Government Research and Development Scheme project that researched best practice open space in higher density development projects completed in 2012.
- 5.4.5 Following the conversion of those areas identified for revocation at Salisbury Oval to an alternate residential development as currently identified in the endorsed masterplan, the area encompassing the open space planning unit retains an additional open space area of 8.4Ha over and above minimum benchmarks.
- 5.4.6 This calculation includes the return of new upgraded passive open space areas containing new grassed areas, landscape, playgrounds and retention of significant trees within the future residential development areas, and exceeds the recommended provision of 12.5% open space for new residential development required under the Development Regulations. By all accepted measures and standards, open space remaining after completion of the proposed residential development component within the Salisbury oval precinct as proposed under the Master Plan will exceed requirements with significantly improved quality of open space assets returned to the community.
- 5.4.7 It is acknowledged that there is a continued and significant level of community interest exists in the future use of Neales Green. The master

plan endorsed by Council proposes specific areas surrounding the Salisbury Oval to be used for residential development. In accord with the implementation of the masterplan an Expression of Interest (EOI) for the residential urban development was sought, with submissions closing on 17 December 2018. These are currently being assessed, as per the process set out in Section 6 of this report. No decision on moving forward can be made until conclusion of the initial assessment process and consideration of the proposals is scheduled and on track for consideration by the Strategic Property Development sub-committee in March 2019.

- 5.4.8 Thus any consideration of the future of Neales Green other than for residential property development should be addressed within the report to the Strategic Property Development Sub-Committee as it will materially affect the overall delivery of the urban development aspects of the masterplan and in turn the integrated functionality of the oval precinct and business investment case.

6. RESIDENTIAL DEVELOPMENT NEXT STEPS

- 6.1 All of Council's residential property projects, including Salisbury Oval, are subject to detailed investigations and evolving level of feasibilities to manage the project risk and maximise the community and commercial outcomes available. All residential projects have three designated Council "stop/go" decision points before a project is confirmed for delivery with an agreed scope, density, delivery budget and revenue targets. The Salisbury Oval residential project has passed through the first two "stop/go" decision points being the high level concept feasibility (Item 1.10.1, Policy and Planning, 19/09/2016) and the conclusion of the community land revocation (Item 2.5.1, Works and Services, 19/02/2018).
- 6.2 The final "stop/go" decision point will be the presentation of the Business Case following the evaluation of the request for expression of interest (REOI), targeted for March 2019 via the Strategic Property Development Sub-committee (SPDSC).
- 6.3 The REOI was released to the development industry with submissions closing 17 December 2018. The REOI was widely promoted through a range of marketing mediums across the developer and building industry in South Australia with online channels used to push the opportunity into the national market.
- 6.4 The REOI process endorsed by Council (Recommendation 2, Item 1.10.1, Policy and Planning, 19/09/16) was designed to:
- identify potential interested parties across a range of different development models that will best achieve the overall vision for residential at Salisbury Oval;
 - mitigate risks to Council and clarify our likely role in the delivery of the project including the potential for a range of different delivery approaches ranging from a straight land sale through to Council acting as the master developer in accordance with the role played on the previous property projects;
 - secure fair return for Council land holdings in a timing and dwelling density that will best align to the broader Salisbury City Centre Renewal Agenda as set and support a transition to medium to higher density residential outcomes

across the broader Salisbury City Centre towards the 500 dwelling outcome target set in the Salisbury City Centre Renewal Strategy.

- 6.5 The evaluation of the REOI submissions commenced in late December, with an independent Probity Advisor engaged as part of the assessment team to ensure all probity requirements are met during the evaluation.
- 6.6 As part of the March SPDSC report, the Strategic Development Project team will provide to Council additional information that includes informed consideration of the extent of the revoked land that is recommended for residential development, the percentage, location and type of new passive open space to be created as part the residential development, the road layout, density and staging for delivery. This detailed analysis and recommendation will be part of the detailed project Business Case, supported by detailed financial and revenue return forecasts for each individual parcel and the project as a whole at this final hold point. The decision of Council may require the masterplan to be updated and / or additional community consultation held to complete the refinement of the final residential project scope.
- 6.7 A recommendation as a result of the REOI will be reported to Council through the Strategic Property Development Sub-Committee meeting in March 2019. Due to the confidentiality of this pending process no further update can be provided until the evaluation is complete and the resultant impact on the project business case is refined for consideration of the SPDSC committee.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 14.01.19

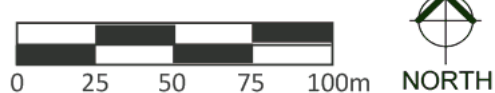
Breathing new life into the Salisbury Oval Precinct



Salisbury Oval Precinct Master Plan



- 1 Retain full sized oval and upgrade club facilities
- 2 Upgrade surrounding streetscapes as part of any future residential development, and improve connections and view lines from surrounding streets
- 3 New central park with upgraded playground, irrigated grass and shelter as part of any future residential development
- 4 Provide an area of an appropriate size to support future Multi-Use Game Area for court sports (subject to funding)
- 5 Remove sections of earth mounding around the oval to open up view lines, retaining sections for elevated spectator viewing
- 6 Preserve existing statement gum trees
- 7 Provide opportunities for development of 1-3 storey housing (detached, small lot housing, town houses and apartments) with integrated passive nodal parks
- 8 Improve quantity, quality and connectivity of car parking for sport and community events including exploring linking the Bowling Club and Oval car parking together
- 9 Construct a new change room facility for football and cricket, incorporating new public toilets
- 10 Upgrade the grandstand to incorporate new storage area and minor upgrades to existing clubrooms to improve disability access and mechanical services
- 11 Demolish existing public toilets and storage sheds
- 12 Plan for future location of an indoor training and function centre to be integrated with the new change rooms (subject to further funding and business case development)
- 13 Improve pathways surrounding the oval for walking, cycling and running
- 14 Create a new entrance at Brown Terrace including a new roundabout and link to sporting club facilities and car parking
- 15 Improve connections to surrounding streets, Salisbury Interchange, Chidda Rail Station and Salisbury City Centre through improved path networks and wayfinding signage
- 16 Improve functionality and surveillance of the war memorial at Orange Avenue
- 17 Improve community safety with installation of CCTV security, open fencing and improved surveillance
- 18 Implement Crime Prevention Through Environmental Design (CPTED) principles including delivery of open rail fence edge to the Salisbury Bowling Club and Croquet Club to improve surveillance



Council Endorsed 27 March 2017

Annexure A – Portions of Land Revoked of Community Land Classification



Breathing new life into the Salisbury Oval Precinct 

Salisbury Oval Precinct Master Plan

Endorsed Vision:

A high quality integrated precinct that provides a complementary mix of amenities including a premier sporting facility, open space, community services and residential areas which are accessible and have a strong link to the Salisbury City Centre and surrounding areas

Open Space

- To be a regional destination for sport;
- To encourage community interaction, recreation and congregation in passive open space and streets;
- To improve quality of facilities and open spaces;
- To provide a safe and accessible public realm; and
- To enhance the natural character of the oval.



Social and Economic

- To deliver open space that supports the community's health and well-being;
- To encourage broader investment in the City Centre across both private and public land;
- To ensure efficient use of open space; and
- To improve community safety within the precinct.



Built Form

- To create opportunities for vibrant, high quality mixed use and residential use;
- To promote high architectural standards which incorporate sustainability principles and quality urban design;
- To provide conveniently located car parking to support the Oval precinct; and
- To upgrade existing assets and better integrate them into the upgrade precinct.



Movement

- Creation of continuous, safe and easily accessible pathways for the public throughout the Oval Precinct;
- Creation of a road network that allows for easy access for traffic through and around the Oval Precinct;
- Provision of strong links to and from the City Centre to support walking and cycling; and
- Provision of connections to existing public transport services.



The photography above, is provided as a vision intent only

Council Endorsed 26 September 2016

ITEM	1.3.2
	POLICY AND PLANNING COMMITTEE
DATE	21 January 2019
PREV REFS	Policy and Planning Committee 1.3.2 10/12/2018
HEADING	Planning Reforms - Productive Economy Discussion Paper
AUTHORS	Peter Jansen, Strategic Planner, City Development Greg Ratsch, Manager Economic Development & Urban Policy, City Development
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This report provides information on the State Government's Planning Reform recently released Policy Discussion Paper – Productive Economy, which is on consultation until 22 February 2019.

RECOMMENDATION

1. The Submission on the Productive Economy Discussion Paper set out in Attachment 2 to this report (Policy and Planning 1.3.2, 21/01/2019) be endorsed for submission to the Department of Transport, Planning and Infrastructure.

ATTACHMENTS

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

1. Productive Economy Discussion Paper Summary
2. Draft Submission - Productive Economy Discussion Paper

1. BACKGROUND

- 1.1 In 2013 the State Government established an Expert Panel on Planning Reform. The ideas arising out of the Panel's findings in 2014 are being introduced in a reform process that is due to be completed by July 2020.
- 1.2 A key component of the Reform will be the development of a Planning and Design Code to replace the planning rules found within the 72 development plans currently in use across South Australia.
- 1.3 This report provides a response to the Department of Planning, Transport and Infrastructure's (DPTI) Productive Economy Discussion Paper. This is the third of four discussion papers prepared by DPTI with the responses to the previous two (that were released just ahead of the local government election) endorsed by Council in December 2018.

- 1.4 A summary of this discussion paper is attached to this report however the full discussion paper and supporting technical documentation can be accessed at <https://yoursay.sa.gov.au/decisions/productive-economy/about>.

2. REPORT

- 2.1 The Productive Economy Discussion Paper outlines the key issues and opportunities associated with enhancing South Australia's economic competitiveness. In particular, it focuses on the role the planning system can play in protecting and growing key industries, linking people to jobs, goods and services, providing infrastructure to enhance liveability, and facilitating greater opportunities for innovation.
- 2.2 This is of significant interest to the City of Salisbury given it is the third largest economy in the State (by job numbers) and the fourth largest economy (by Gross Regional Product). Additionally, Salisbury contains significant infrastructure, research capability and firms that are engaged in sectors that are important for the state's future economic performance. These include defence, space, food processing, cyber security, logistics and advanced manufacturing. In addition Salisbury's growing population will generate additional demands for goods and services that will support future growth of more locally-focussed sectors such as retail, personal services, restaurants/cafes and health services.
- 2.3 There is a certain complexity in considering this discussion paper as the government does not have a singular role in supporting economic growth. While the planning system is one mechanism, its industry policy, provision of infrastructure, investment attraction activity, workforce skills and training programs are all important contributors. Ultimately, however, the decisions of people to start businesses, locate, invest and create jobs are driven by market signals, changes in demand patterns and technologies. These may occur at a local level or within a national and global context.
- 2.4 As such, the Productive Economy Discussion Paper seeks to consider policy directions that should be in the new Planning and Design Code. It is not intended to be a state economic strategy, but rather identify the contribution planning and development of land can make to the economy. The Code's policies will need to deliver two essential functions. First, they must continue in their traditional role of managing negative external impacts of economic activities, that is, the potential conflicts between incompatible land uses. However they must also a planning environment that helps to foster innovation and enable new opportunities to be trialed or implemented as they arise.
- 2.5 There are four key policy areas identified, being:
- 2.5.1 Supporting and growing key industries: This theme will focus on matters such as ensuring sufficient land supply for the growth of key sectors, interface matters, hazard management zones and development regulations. Although the discussion paper focuses on primary industries, mining & exploration and tourism sectors, the background technical paper covers a broad range of job generating industry sectors. Key issues will include the strategic identification of suitably located land to accommodate new housing and employment linked to projected population and economic growth, the maintenance of an integrated land supply and release program and a need for the timely, coordinated

provision of infrastructure and services. Each of these matters are germane to development opportunities in Salisbury such as the Dry Creek Salt Fields and the area around the Northern Connector.

- 2.5.2 Linking people to jobs, goods and services: This theme deals largely with the distribution of employment across the metropolitan area. The Adelaide CBD has the largest concentration of jobs in South Australia but houses only a minority of jobs in the Greater Adelaide Metropolitan Area. The paper proposes that a “poly-centric urban structure,” is desirable to achieve travel and labour market efficiency because such an urban structure supports more efficient transport between concentrations of employment and their labour catchments.

Two other elements considered as part of this theme is the centres-hierarchy and employment lands. There has been a long-standing practice in Australian cities for land use regulation and policy to favour activity centres by establishing a hierarchy of centres, based on the size of the population the centre is expected to serve, supported by land use controls that curtail out-of-centre development, specifically retail activities. Recent policy directions have appeared to weaken the traditional hierarchy in an attempt to strike the right balance between achievement of the desired urban form and the maintenance of healthy competition and investment opportunities.

In relation to employment lands for manufacturing it is important to note that despite the background paper positioning manufacturing as a declining sector, it is still the largest contributor to Salisbury’s economy by output and jobs. Manufacturing is changing and a critical question that needs to be addressed is whether the existing zoning tools for industrial and commercial development adequately recognise the blurring of manufacturing and office functions in the modern economy.

- 2.5.3 Providing infrastructure to enhance our livability: This theme addresses renewable energy, adaptive reuse of buildings and infrastructure. There are still relatively few land use planning policies and guidelines dealing with renewable energy and each new technology that is introduced potentially provides challenges for the planning system to respond to. In particular, policy needs to be updated to support renewable energy generation, manage impacts from construction and operation; and potentially incentivise the uptake of renewable energy technologies within developments.

Key elements of the infrastructure component of this theme include protection of land and corridors to enable future service provision and planning for and retaining an adequate supply of ‘serviced industrial land’ across Adelaide. Given Salisbury has significant tracts of industrial land and potential future-industrial land any projections regarding industrial land requirements need to be based on up-to-date supply and demand analysis; consider the timing of release to ensure existing infrastructure is optimised and consider the role of advanced technology and its influence on planning.

- 2.5.4 Facilitating innovation and enabling investment: This theme examines the role of planning in a knowledge-based economy, innovation precincts

and the impact of disruptive technologies. The paper focuses on the role planning has in connecting the economic, physical and networking assets that make up innovation ecosystems and precincts. These precincts potentially allow firms to achieve economies of scale, specialise in a particular field and gain improved efficiencies accordingly. The discussion paper suggests that for areas identified as “innovation precincts” special zones or overlays may be justified to unlock the potential of the area in question or to prevent the loss of this potential through short-sighted development. Given the presence of the Mawson Lakes campus of University SA and the industry makeup of Technology Park, consideration should be given to designating that precinct for innovation purposes. Arguably Edinburgh Parks also meets many of the criteria for innovation precincts outlined in the discussion paper.

- 2.6 In considering the factors above, it is proposed that the following elements be highlighted in Council’s response to the discussion paper:
- 2.6.1 Balancing support for the continued operation and expansion of activities on airports with the impacts on communities and investment activity surrounding them;
 - 2.6.2 Recognition of the continuing importance of manufacturing but provision for the changing nature of advanced manufacturing activity;
 - 2.6.3 The need for employment land policy and provision to be based on updated employment land analysis and forecasts. Additionally the recommendation to consider “improved zoning to support industry and commercial clusters” be considered as a “Gen 1” reform rather than “Gen 2 and beyond.”
 - 2.6.4 The need for the Design Code to reconcile the tensions between the existing centres hierarchy and recent policy directions that have supported out of centre developments;
 - 2.6.5 Flexibility in assessing and trialing new rapidly-changing technologies including those relating to renewable energy;
 - 2.6.6 The desirability of the area around Technology Park and the University of SA’s Mawson Lakes campus to be identified as an innovation precinct should special zones or overlays be adopted for that purpose; and
 - 2.6.7 Increased recognition of the need to consider east-west transport linkages and associated public transport routes to support a poly-centric urban structure.

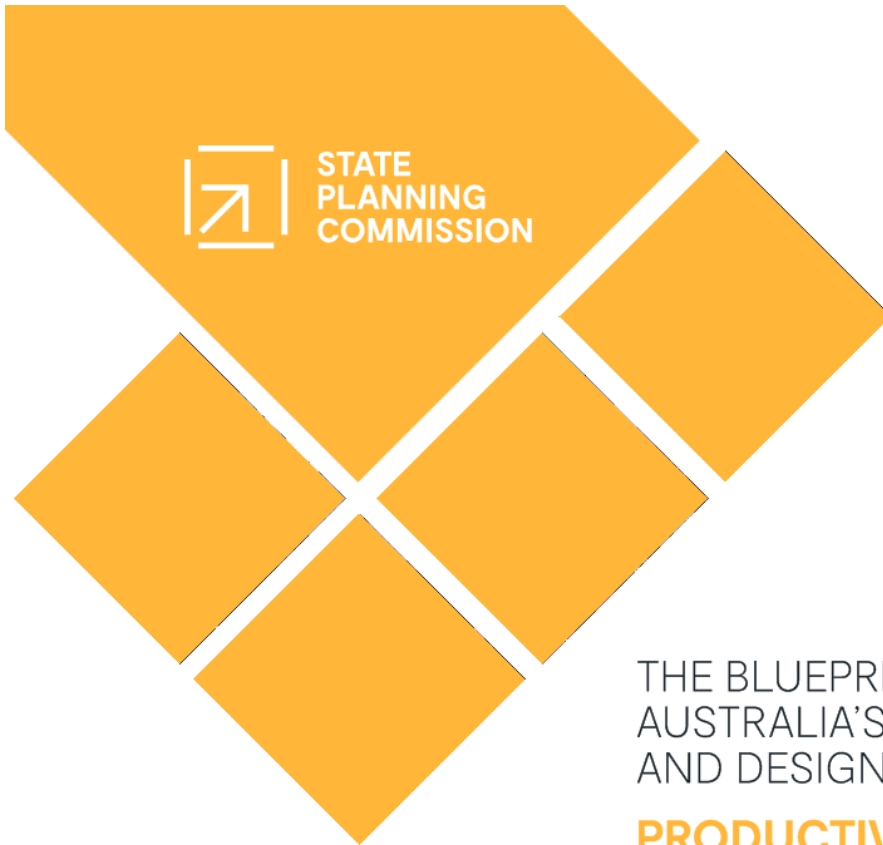
3. CONCLUSION / PROPOSAL

- 3.1 The Planning and Design Code is a key element of the planning reform process. At this stage the discussion papers remain at a high level. It is considered that the proposed submission on the Productive Economy Discussion Paper addresses the issues identified above.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 14.01.19



THE BLUEPRINT FOR SOUTH AUSTRALIA'S PLANNING AND DESIGN CODE

PRODUCTIVE ECONOMY POLICY DISCUSSION PAPER SUMMARY



AIM OF THE DISCUSSION PAPER

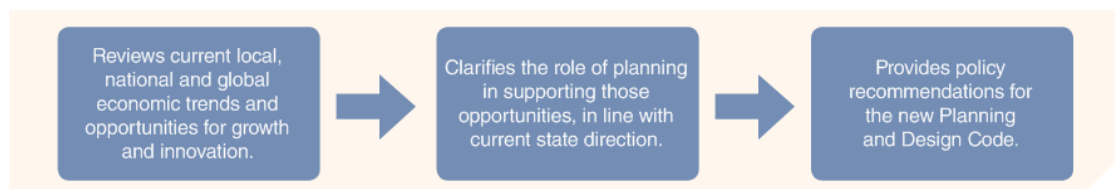
The Productive Economy discussion paper outlines the key issues and opportunities associated with enhancing South Australia's economic competitiveness as we move into our new planning system.

In particular, it focuses on the role the planning system can play in protecting and growing key industries, linking people to jobs, goods and services, providing infrastructure to enhance liveability, and facilitating greater opportunities for innovation.

We look forward to hearing your views on the recommendations put forward in the paper, and generally outlined in this summary, as we continue to work together to build a successful new planning system of which we can all be proud.

For the full discussion paper visit: www.saplanningportal.sa.gov.au

What the paper does



saplanningcommission.sa.gov.au



Government of South Australia
Department of Planning,
Transport and Infrastructure

The Productive Economy Policy Discussion Paper is one of four papers that explore land-use policies in South Australia.

The purpose of the paper is not to write state economic strategy, but to maximise the contribution planning and the development of land can make to the state's prospects.

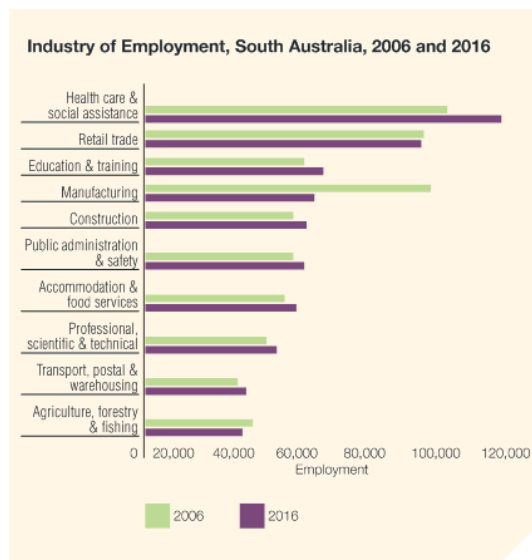
The foundation of this paper has been derived from work prepared by Deloitte Access Economics and SGS Economics and Planning.

KEY TRENDS AND PROSPECTS

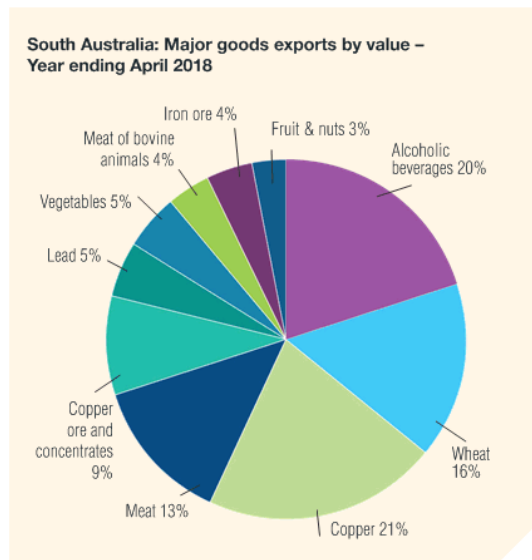
The South Australian economy has a rich history in agriculture, manufacturing and natural resources, but manufacturing has declined over the past two decades – decreasing from 16 per cent of gross value added (GVA) in 1990 to 8 per cent in 2017.

Influenced by advancements in technology, globalisation and environmental change, the base of the state's economy continues to move away from manufacturing to services. Some service industries have already begun to fill the gap left by manufacturing, in particular health care and financial services. However, there is more we can do to unlock the full potential of South Australia's economy.

The figures opposite illustrate changes in employment between different key sectors (between 2006 and 2016) and the major goods exported by value in the year ending June 2018.



Source: Australian Bureau of Statistics 2006 & 2016 Census of Population and Housing



Source: Australian Bureau of Statistics 5368.0

The following section sets out a range of global and local trends that will drive economic change in South Australia.

Global trends and influences

Globalisation and emerging markets

Globalisation is affecting both demand and supply in South Australia and across developed nations as a whole.

On the demand side, Australia's close proximity to Asia is providing access to new markets (eg. in agriculture), with more than 3 billion people in Asia becoming part of the middle class by 2030.

Globalisation and emerging markets are also affecting South Australia on the supply side, placing pressure on industries which are less competitive (eg. automotive manufacturing) compared to those in emerging economies with lower costs of production.

Environmental impacts

Climate change and the depletion of natural resources are expected to have significant effects on Australia's environment, placing pressure on water and food production systems.

These environmental impacts will have flow on effects for many parts of the economy. For South Australia, these effects may be particularly acute, given its large agricultural sector. At the same time new opportunities are created (eg. in renewable energies).

Emerging technologies

With the introduction of new technologies such as artificial intelligence (AI), automation and 3D printing, economies across the world are being transformed and are impacting both how goods are produced and how services are performed.

Changing consumer preferences

Consumer preferences are rapidly changing and what consumers are buying and how they are purchasing goods and services is being redefined by technology and globalisation. Recent times have seen the significant growth of e-commerce, which is driven by consumers seeking greater value, greater variety and increased use of mobile devices.

Local trends and influences

Population

South Australia's population (latest ABS estimates) is 1.73 million or 7 per cent of the Australian population.

The Government has foreshadowed an agenda to grow the state's population at a higher rate to help support our economy and provide more opportunities for South Australians.

As Adelaide's population increases, albeit slower than other cities, the planning system will need to facilitate development to accommodate this growing population and the industries that grow with them.

Urbanisation and shrinking rural population

From 2006 to 2016 the population of the Greater Adelaide Region grew by 11.9 per cent, while the population of country South Australia increased by only 3 per cent. As more people choose to live in urban areas this will affect the requirements for housing and other infrastructure in Adelaide and its surrounds.

Liveability and attracting labour

South Australia's challenge is to attract workers to our cities and regions by creating a more ideal lifestyle compared to other states. Land use planning plays an important role in enhancing liveability and attracting labour by creating the right conditions for housing affordability and ease of transportation.

Increased mobility

Workforce mobility is critical to finding the most suitable workers for a particular job. It also allows people to move to where employment is available or to work without having to relocate.

Ensuring the right conditions are in place to allow for transport infrastructure development will be crucial in enhancing mobility across our cities and towns for our labour force, and to regional areas for freight routes.

South Australia's Competitive Advantages

Based on the latest economic trends and evidence, the following sectors have the potential to offer South Australia opportunity to capitalise on a greater level of economic growth.

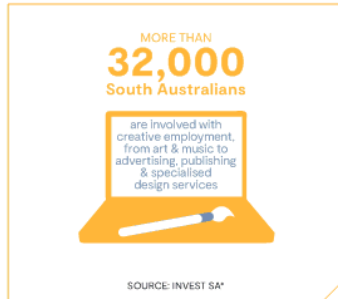
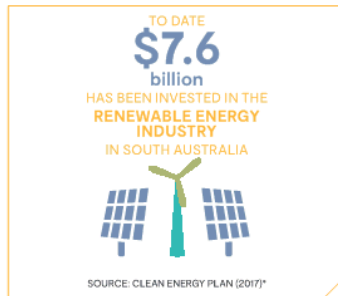
An efficient and effective planning system, as part of a supportive broader regulatory and policy environment, will enable these sectors of our economy to have significant positive influence on our state's future prosperity.

Areas of key competitive advantage include:

- International education** – our largest services sector export, worth \$1.5 billion annually; ensuring students have access to housing, transport and essential services is critical in supporting the growing education sector
- Energy and resources** – a productive economy is founded on a diverse, cost-effective and secure network of energy provision; Australia is forecast to experience a 35% growth in energy consumption over the next decade
- Tourism and visitor attraction** – the state's tourism expenditure has increased to a record \$6.6 billion, with the sector showing significant growth potential; currently around 36,000 people are employed in the industry
- Agribusiness and value-adding** – known as the 'wine capital', the state produces almost 80% of the nation's premium wine and is also renowned for high quality foodstuffs. The food processing industry has emerged as the state's largest manufacturing sector



- Defence industries** – home to three large defence industry precincts, South Australia has the only state-based defence agency (Defence SA) and around a quarter of the nation's specialist defence investment is concentrated here
- Health and medical industries** – there is significant potential in the healthcare and medical research sector; Adelaide is home to BioMed City, one of the largest health and life science clusters in the southern hemisphere
- Knowledge and creative industries** – cultural events attract a large number performers and visitors to the state; the Adelaide Fringe is the largest selling ticketed festival in Australia. There are also other creative industries pivotal to the economy, including theatre and film
- Professional and information technology services** – these contributed over \$14.7 billion to the economy as it transitions to one which is service-focused. Evolving technology continues to change the way business is done, how we live our lives and how urban and regional environments are shaped.



THE PLANNING SYSTEM AND ITS CONTRIBUTION TO THE STATE'S ECONOMY

Supporting our future economic prosperity through the new planning system

Investors and businesses seek clarity, opportunity and security and the planning system has an important role to play in this regard. This can be achieved through a strategically planned supply of land; the identification and provision of supporting infrastructure such as freight networks; and planning policy which is clearly articulated and flexible enough to respond to future challenges and opportunities.

How can the new system deliver a productive economy?

The planning and development system impacts on economic drivers and generally comprises four key elements (see page 7). The two blue circles relate to administration of planning process and the two yellow circles are concerned with making and applying policy. Together, they involve the creation of visions and plans for the development of neighbourhoods, towns, cities and regions and the formulation of policies to regulate land use and development to achieve these visions.

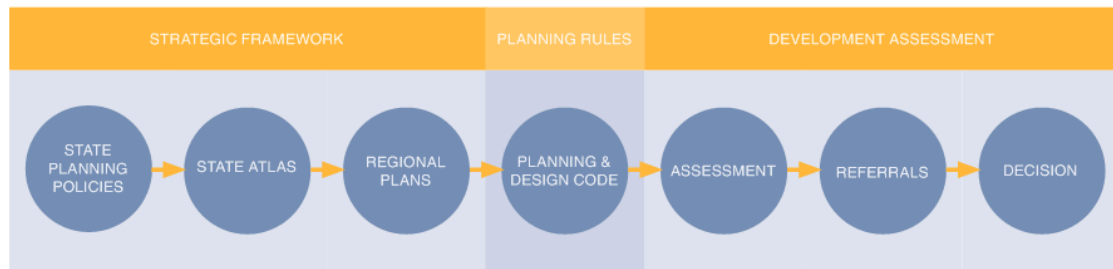
All four elements are important for a productive economy. Efficiency in regulatory process and review affects the risk profile of potential investments and the costs of doing business. The planning reform process is, in part, an effort to ensure these elements are more transparent, consistent and reliable and to ensure streamlined decision making.

Also motivating reform is the intention to better align the policy content of the system with the state's economic development imperatives and potential. The Code has a vital part to play in achieving this.

The zones, policies and particular requirements applying to various types of land use and construction activity including amongst other things buffers, set-backs, heritage, car parking, open space, development contributions and various amenity controls are tools to enable visions and strategic plans to be put into practice.

These provisions represent the building blocks with which the planning policies for neighbourhoods, towns, cities and regions will be constructed.

The creation of the Code represents a once-in-a-generation opportunity to comprehensively modernise land use and development regulation in South Australia in keeping with the new and emerging drivers of the contemporary economy.



An example of how the new planning system's strategic framework will guide the Planning and Design Code

The Code's policies will need to deliver two essential functions: they must continue in their traditional role of managing negative external impacts; that is, the potential conflicts between incompatible land uses. They must also provide the planning tools for the creation and reinforcement of opportunities and innovations as they arise. For example, where businesses can gain an advantage from access to skills and complementary services in industry clusters.

Managing potential conflicts

It has been recognised for decades that land use planning policies and regulations are necessary if markets are to do their best work. These regulations deal with, for example, noise emissions, traffic and overlooking issues that might otherwise accompany developments.

The planning system needs to support changes in how impacts are managed in cost-effective ways that minimise the need for traditional solutions such as the separation of uses. This means that planning regulation should be subject to continuous modernisation including, for example:

- improved controls to manage external impacts
- zoning models that support mixed use and diversification of business and industry
- planning controls that support emerging business practices and technology.



Elements of the planning system (Source: SGS Economics & Planning Pty Ltd)

Creating and reinforcing opportunities and innovations

Planning policy and regulations can have a significant impact on the enablers of productivity and competitiveness namely export industry performance, access to skills, infrastructure and innovation.

Planning can support key export industries by ensuring sufficient land supply for their expansion; managing the incursion of incompatible land uses (e.g. wine regions at the urban interface); and conserving the built form and public realm values that underpin the state's cultural tourism sector.

Good planning and land use regulations play an important part in creating flexible regional labour markets.

Planning and land use regulation also have a significant role in the formation of innovation precincts and clusters that can incubate creative start-ups and leverage the state's capabilities in knowledge generation and manufacturing.

KEY POLICY AREAS

Theme 1 - Supporting and growing key industries

Primary industries

Primary industries are a key driver of the state's economy; for example food and wine generated approximately \$20 billion annually in revenue and accounted for 50 per cent of the state's total merchandise exports in 2016-17.

With shifting economic patterns, environments and lifestyles, it is critical that land use planning includes strategies and policies that are flexible to support the diversification of compatible activities, encourage innovative land use planning and management, assist in implementing adjustment strategies, add value to activities, and respond to the effects of climate change.

Mining and exploration

Ongoing resource exploration and development of these resources is vital to the delivery of employment, infrastructure, skills and prosperity to the state.

Land use planning generally, and the Code in particular, must adapt to increasing exploration and production in the energy and resources industries, while also addressing environmental impacts.



Key planning themes critical to a productive economy

Tourism

A number of improvements have been made to the planning policy environment in recent years to better support the tourism sector and further recommendations are proposed in the development and implementation of the Code.

Continued growth of the state's tourism industry is dependent on the provision of infrastructure such as accommodation – particularly in Adelaide, but also in regional areas.

Nature-based tourism is a significant growth area for our state and managing development activities within these locations (such as Kangaroo Island and the Eyre Peninsula).

Where can the Code help?

Policies, zoning provisions and development regulations will continue to be needed to maintain sufficient land supply for the retention and expansion of land-intensive industries.

The Code will apply suitable buffers and hazard management zones to avoid compromising efficient industrial or agricultural operations.

Other critical factors of production for strategic exporters that need to be protected and enhanced include soils and landscapes for food producers and heritage buildings and streetscapes in Adelaide and other cultural tourism locations.

Theme 2 – Linking people to jobs, goods and services

This includes the capacity of businesses and individuals to build commercially valuable knowledge through ‘agglomeration’ – knowledge spill-overs from being able to connect and interact with complementary enterprises.

Centres, retail and mixed use activities

Activity centres have been one of the pillars of South Australia’s growth and development. They have contributed to the form and pattern of development and enabled a more equitable and convenient access to shopping, administrative, cultural, entertainment and other facilities that enable a number of activities in a single trip.

The challenge in realising the potential of centres policy is to strike the right balance between achievement of the desired urban form and the maintenance of healthy competition and investment in the retail sector, a major economic agent and employer in its own right.



Employment lands (industry, manufacturing and commercial)

Manufacturing in South Australia continues to provide a meaningful level of diversification. It comprises a significant share of the state’s economic activity and accounts for approximately 8 per cent of jobs.

Food and beverage product manufacturing has grown to account for approximately 30 per cent of manufacturing jobs (and continues to grow) and defence manufacturing is also strong, with a quarter of the nation’s specialist defence businesses located here.

However, uncertainty about the future of manufacturing as a result of economic instability and rising power, transport and labour costs provides a basis to review the role of land use planning policy in facilitating more innovative and competitive industrial and commercial sectors.

Theme 3 – Providing infrastructure to enhance our liveability

Renewable Energy

Nationally and locally, the renewable energy industry is undergoing significant change.

The Code will therefore need to be regularly updated to reflect new forms of energy generation, storage and distribution.

In particular, policy needs to be updated to:

- support renewable energy generation where it can co-exist with primary production activities

- manage impacts from their construction and operations (e.g. heat, dust and glare)
- incentivise the uptake of renewable energy technologies within developments.

Adaptive Reuse

Adaptive reuse is the process of repurposing buildings for viable new uses other than those originally intended.

Such reuse brings a range of benefits including energy conservation (avoiding demolition and dumping costs), environmental and public health benefits (remediation of contaminants), enhanced community character and amenity, increased economic investment and community vitality, and reduced costs and time. It can also enable the use of interesting design and innovative ideas.

Infrastructure

South Australia’s cities, towns and regions must have the transport, water, communications and energy infrastructure required by a modern economy. This requires careful strategic planning of infrastructure networks and the protection of land and corridors to enable future service provision.

A traditionally important function of zoning is to support the public acquisition of land for infrastructure provision and other community purposes. Zones and planning policies in the Code must ensure planners and policy makers can make appropriate provision for these lower-profile, but important, economic activities.

Theme 4 – Facilitating innovation and enabling investment

Planning also has a vital role to play in connecting the economic, physical and networking assets that make up innovation ecosystems and precincts. Economic assets refer to a grouping of larger and smaller businesses which have latent capacity for competitive collaboration. Physical assets refers to land and built assets to host this collaboration. Networking assets refer to the governance arrangements required which turn latent collaboration into actual joint value adding (see right).

Collaboration and clustering

The precinct level clustering of related economic activities is well known to boost the productivity of businesses. It can facilitate business networks and the sharing of knowledge and unlock economies of scope and scale.

If these innovation precinct criteria (outlined right) are evident or achievable, special zones or overlays may be justified to unlock the potential of the area in question or to prevent the loss of this potential through short-sighted development.

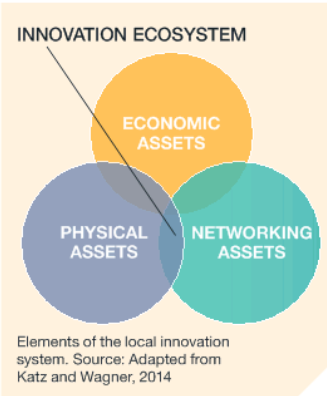
e-Commerce and the sharing economy

Advances in technology are beginning to significantly disrupt traditional businesses by enabling new competitors and activities to emerge via digital technologies rather than as a physical presence.

The scale, form, effects and development intensity of e-commerce impacts are still to fully manifest. However, existing policy which focuses on mixed uses and provides a good foundation for the changing economic and built environment must be made more flexible so that these new development formats can emerge and grow.

Innovation precinct criteria

- Critical mass
- Competitive advantage
- Quality of place
- Diversity and inclusion
- Collaboration.
- Affordability
- Infrastructure
- Accessibility
- Anchor institutions.



THE PLANNING AND DESIGN CODE

The Planning and Design Code (the Code) will be a single set of planning policies for assessing all development applications across the state, replacing the complex and at times inconsistent planning rules found within the 72 Development Plans currently in use. The Code will be a fully electronic system that enables you to quickly identify the planning policies that affect land, or that will be considered in assessing a development application.

The full discussion paper lists in detail the current state of the South Australian Planning Policy Library (SAPPL) and the work required across a range of areas to make the Planning and Design Code fit for purpose. The paper outlines three types of recommendations and their associated timing.

Transition ready	Current policy that requires minimal change and will be transitioned into the first generation (July 2020) of the Code Policy Library (Transitional)
Reform (Gen 1)	Current policy that is recommended for improvement before it is transitioned into the first generation (July 2020) of the Code Policy Library (reform which is minor based on research and engagement which is already well progressed or underway)
Reform (Gen 2 and beyond)	Gaps within existing policy that require further research and discussion before they can be considered for inclusion (Second generation and beyond) of the Code Policy Library (Reform in a new area)

Recommendations for the Code

The discussion paper provides a set of policy recommendations for the Code that are critical to helping facilitate the delivery of a productive economy, namely:

Transitioning what we do well (Transition ready)

A lot of good, contemporary policy currently exists which is proposed to be transitioned to the Planning and Design Code. For example the Environment and Food Production Areas and Barossa Valley and McLaren Vale Character Preservation Districts, bulk handling, mineral extraction, and mixed use and commercial activities.

Improvements we would like to make straight away (Reform – Gen 1)

There are a number of areas where we have identified opportunities to consolidate, rationalise and enhance a range of policies to ensure they perform at their best. Some key policy areas for general improvement include:

- Provide improved policy guidance in relation to renewable energy developments.

- Strengthen and improve policy to support tourism.
- Ensure on-site development activities complementary or ancillary to primary production are recognised in the Code.
- Undertake a review of retail policy to determine how it can be strengthened to respond to significant disruptors, including on-line retailing and international competitors.
- Strengthen zoning to protect industrial activities from encroachment by conflicting land uses.
- Identify further policy incentives to encourage the adaptive re-use of buildings.
- Identify opportunities for improved policies to support clustering specialist development within a zone and/or adoption of emerging technologies.

More significant reform (Reform – Gen 2 and beyond)

There are some important areas of reform that will require more comprehensive investigation and engagement to deliver.

Some key areas identified for more detailed reform include:

- Investigating anticipated impacts of e-commerce to ensure Code policy can respond.
- Policy to facilitate the adaptive re-use of disused farm dwellings, where appropriate.
- Review of centres and activity centres policy for urban and regional locations.
- Improved zoning to support industry and commercial clusters.
- A more standardised urban/rural interface buffer policy that can be applied across South Australia, with locational variation, where required.
- Updated policies relating to commercial and non-commercial animal keeping.
- Improved aquaculture policy that is consistent with current industry standards, including separation distances.
- Review definitions in order to keep pace with modern farming practices, requirements or directions as well as provide greater certainty in relation to tourism development.
- Strengthen and improve the consistency of policy governing mining activities.

NEXT STEPS

The Productive Economy Discussion Paper will be out for public consultation until 22 February 2019. The feedback received will inform the preparation of Generation 1 of the Code Policy Library and help prioritise future work and investigations for subsequent generations of the Code.

HAVE YOUR SAY

In recognition of the importance of collaboration in building a successful new planning system, the Commission is seeking feedback from planners, the community, industry professionals, educational institutions and other interested parties.

Your feedback is encouraged via:

- SA Planning Portal: Visit the Have Your Say webpage and lodge a submission at http://www.saplanningportal.sa.gov.au/have_your_say
- Email: DPTI.PlanningEngagement@sa.gov.au
- Post: PO Box 1815, Adelaide SA 5001



Government of South Australia
Department of Planning,
Transport and Infrastructure

saplanningcommission.sa.gov.au



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21 January 2019

Department of Planning Transport and Infrastructure
Via the Planning Reform Portal

Dear Sir/Madam

Re: City of Salisbury Submission on Productive Economy Discussion Paper

The City of Salisbury thanks you for the opportunity to make a submission on the Productive Economy Discussion Paper. Council considered this matter at its 28 January 2019 meeting and wishes to make the following comments.

This topic is of significant interest to the City of Salisbury given it is the third largest economy in the State (by job numbers) and the fourth largest economy (by Gross Regional Product). Salisbury is home to significant infrastructure, research capability and firms that are engaged in sectors that are important for the state's future economic performance. These include defence, space, food processing, cyber security, logistics and advanced manufacturing. In addition Salisbury's growing population will generate additional demands for goods and services that will support future growth of more locally-focussed sectors such as retail, personal services, restaurants/cafes and health services.

Linkage with Integrated Movement Systems Discussion Paper

There is a strong linkage between this discussion paper and the integrated movement discussion paper that Council previously provided comment on. As such this response should be read in conjunction with Council's response to that discussion paper. Three matters are of particular interest:

- Balancing support for the continued operation and expansion of activities on airports with the impacts on communities and investment activity surrounding them. The paper is silent on the role of civil and defence airport operations and their impact as economic drivers in their own right, and the impacts the airport operations have on the communities around them (which includes business and industries). Council's previous position is that a consistent approach to land use planning, which includes application of federal guidelines, around airports is desirable.
- Increased recognition of the need to consider east-west transport linkages and associated public transport routes to support a poly-centric urban structure. Council wishes to reiterate that to improve commuter and freight movement operations there is a need to significantly upgrade east west linkages (such as Elder Smith Road, Kings Road, Edinburgh Road and Park Terrace) that serve as connectors between north south routes.
- There is a need to consider the role of public transport interchange facilities as an anchor for locally focussed economic activity. While the term Transport Oriented Development is not used in the discussion paper, the principles of such developments (such as a focus on job-generating activities, mixed use, frequent transport movements, etc) remain robust and should be applied to the area around the Salisbury and Mawson Lakes Interchanges.

Industrial land and Innovation Precincts

- The paper takes a fairly pessimistic stance on the role of manufacturing. Manufacturing remains a significant part of Salisbury's economy, is being rapidly reshaped by technology and underpins many of the State's future industry drivers. Council's view is that the Planning and Design Code needs to recognise the changing nature of manufacturing and that it may be

appropriately located in places not originally thought of as industry. The ability to zone land in a manner which allows a wider range of uses and recognises the changing nature of many activities should be considered.

- However there are still manufacturing activities that have an impact on the surrounding community. Part of that policy consideration should be the interface treatments between land uses and identification of buffer distances, with an authoritative background and references for particular distances or treatments. The issue of new sensitive land uses near existing industry must be included in the Planning and Design Code so as to anticipate potential friction and impacts that may occur.
- There is a strong need for employment land policy and provision to be based on updated employment land supply-demand analysis and forecasts.
- The recommendation to consider "improved zoning to support industry and commercial clusters" should be considered as a "Gen 1" reform rather than "Gen 2 and beyond" given the importance of this to supporting and enabling the growth of future economic drivers for this State.
- Innovation precincts should be recognised in the Planning and Design Code policies with supportive policies that reflect the nature of the enterprises and their often rapid and differing growth needs. Technology Park, Edinburgh Parks and the Edinburgh Defence Precinct should be viewed as innovation precincts because of their research intensity and contribution to industry and employment.
- Allied to the broad themes of innovation and employment lands is the need for the Code to allow flexibility in assessing and trialing new rapidly-changing technologies including those relating to renewable energy.

Centres hierarchy and retail

- The nature of the retail policy and the State's approach to centres hierarchy needs be established especially when taken in the context of the competition policy reviews by the Federal Government and the structure of the State's transport network.
- The current approach provides significant uncertainty in the assessment of retail types and consideration of new retail formats entering or wishing to enter the market. Consequently, Councils and retailers can expend much effort, justification and expense in rezoning or assessment matters. This aspect must be settled in the Planning and Design Code preparation.
- The definition of retail and its relationship with 'Bulky Goods' retail has caused much confusion in land use planning, assessment and to the retailers and the general community. Consideration is required as to whether retail is to be deemed an employment generator which is linked to industry or urban employment zones, or in discrete zones such as centre zones. Other factors such as airport retail, commercial and employment development are of such a size and impact on the economy that they should be considered in reviewing retail policy settings, even if they come under Federal jurisdictions.

Should you require further information on the matters raised, please contact Peter Jansen, Senior Policy Planner, 8260 8148. Council looks forward to continuing to work with the State Government in the development of the Planning and Design Code.

Yours faithfully

Chris Zafiropolous

Acting General Manager, City Development
Phone: 08 8406 8279
Email: czafiropolous@salisbury.sa.gov.au

ITEM	1.3.3		
	POLICY AND PLANNING COMMITTEE		
DATE	21 January 2019		
PREV REFS	Salisbury Town Centre Sub-Committee	STCSC3	09/07/2012
	Salisbury Town Centre Sub-Committee	STCSC1	13/08/2012
	Program Review Sub Committee	PRSC3	10/02/2014
	Policy and Planning Committee	1.3.3	20/04/2015
	Policy and Planning Committee	1.10.2	20/07/2015
	Policy and Planning Committee	1.10.1	21/09/2015
	Policy and Planning Committee	1.10.1	20/06/2016
	Policy and Planning Committee	1.10.2	18/07/2016
	Policy and Planning Committee	1.3.1	15/08/2016
	Policy and Planning Committee	1.10.1	12/12/2016
	Policy and Planning Committee	1.10.1	20/02/2017
	Policy and Planning Committee	1.10.1	17/07/2017
	Policy and Planning Committee	1.10.2	17/07/2017
	Policy and Planning Committee	1.3.4	18/09/2017
	Policy and Planning Committee	1.3.1	16/10/2017
	Policy and Planning Committee	1.3.1	11/12/2017
	Policy and Planning Committee	1.10.1	11/12/2017
	Resources and Governance Committee	3.6.1	16/04/2018
	Council	GB01	23/04/2018

Policy and Planning Committee	1.7.1	21/08/2017
Policy and Planning Committee	1.3.4	18/09/2017
Policy and Planning Committee	1.3.1	16/10/2017
Policy and Planning Committee	1.3.3	21/05/2018
Council	GB6.1	28/05/2018
Council	GB13.2	28/05/2018
Policy and Planning Committee	1.3.3	18/06/2018
Policy and Planning Committee	1.3.4	20/08/2018
Policy and Planning Committee	1.3.3	10/12/2018

HEADING

Salisbury Community Hub - Room Naming

AUTHORS

Chantal Milton, Manager Strategic Development Projects, City Development
Jo Cooper, Manager Community Capacity & Learning, Community Development

CITY PLAN LINKS

01.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.
3.2 Have interesting places where people want to be.
4.4 Embed long term thinking, planning and innovation across the organisation.

SUMMARY

The Salisbury Community Hub is a significant strategic project that will redefine how we provide services and interact with our community while also contributing towards the delivery of Council's endorsed Salisbury City Centre renewal agenda.

As part of this report, a decision is required on naming for key rooms within the building, which is an opportunity to recognise City of Salisbury historical features / person(s) (Item 1.3.3, Policy and Planning 21/05/2018). Recommendation 2 has been prepared based on collated suggestions from Elected Members, Community Reference Groups and administration. Timing for this decision is critical so as not to delay the signage package and Principal Contractor.

RECOMMENDATION

1. That the report and principles that will inform the recognition of notable Salisbury Community members through both room naming and exhibition display and curation in the Salisbury Community Hub be noted
2. That the following room names be adopted for the Salisbury Community Hub and the associated signage included within the building:
 - John Harvey Community Hall and John Harvey Entry; and
 - Len Beadell Room - Multi-Purpose Room 1; and
 - Dr. Ruby Davy Room –Multi-Purpose Room 2; and
 - Helen Barnes Training Room.
3. That the Community Terrace and associated outdoor meeting space be given a name with associated signage:
 - Settlers Terrace.
4. That the community decision making rooms within the Salisbury Community Hub be named as follows and the associated signage included within the building:
 - The Wittber Room - Meeting Room 6 (Committee Room); and
 - The Pedler Room - Meeting Room 7 (Committee Room); and
 - Salisbury Community Conference Rooms - Conference Rooms 1 and 2; and
 - Kaurna Rooms - Flex Rooms 1 and 2.

ATTACHMENTS

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

1. Room Name Mark Ups (Ground and Level 1)

1. BACKGROUND

1.1 A regional community hub in the Salisbury City Centre is a strategic opportunity for Council to deliver on multiple strategic objectives including:

- Deliver improved community and civic services and facilities to meet the needs of Salisbury’s existing and future community and support increased community use and interactions.
- Offers opportunity for rationalisation of Council’s existing facilities to:
 - secure improved service and operational efficiencies;
 - optimise floor space usage; and
 - free up Council owned sites within the Salisbury City Centre for strategic outcomes aligned with Council’s objectives for the City Centre and return revenue, through new development and/or re-use on these sites.

- Address the forecast costs associated with the need, in the absence of an alternative, to upgrade the existing Civic Centre to ensure building code compliance in a financially sustainable manner that optimises community benefit from the investment.
 - Act as a catalyst for the Salisbury City Centre Renewal Project through attraction of private and government investment into the City centre.
- 1.2 Council endorsed the building name as the “Salisbury Community Hub” (Item 1.3.3, Policy and Planning, 21/05/2018) and the overall signage and wayfinding “look and feel” (Item 1.3.3, Policy and Planning, 18/06/2018). Subsequently, the signage and wayfinding designs have been completed by the Design Team to a detailed design level for release as a trade package for market testing, against the assigned budget allocation. An allowance was included in the tender package for lettering for room naming, subject to the final decision of Council. This decision is required by the end of January 2019, in order for the signage and wayfinding to be finalised in line with the construction program.

2. CITY PLAN CRITICAL ACTION

- 2.1 The Salisbury City Centre Community Hub project relates directly to the following City Plan critical actions:
- 2.1.1 Progress the revitalisation of the Salisbury City Centre including:
- resourcing place management and activation; and
 - encouraging and supporting private sector investment.
- 2.1.2 Deliver a new community hub in the Salisbury City Centre incorporating library, civic facilities, offices and commercial space to stimulate investment opportunities.

3. CONSULTATION / COMMUNICATION

3.1 Internal

- 3.1.1 An Informal Strategy was held with Elected Members on 7 January 2019 to discuss the Salisbury Community Hub Room Naming, following the deferral of the initial recommendation report presented to Council (Item 1.3.3, Policy and Planning, 10/12/18). The following feedback was provided by Elected Members that has informed the revised room naming recommendations presented as part of this report:
- Principles to recognise the breadth of the Salisbury Community including Kaurna, Settler/ Pioneers, Multicultural Arrivals, Salisbury Community members that have made a significant contribution as community leaders.
 - Any individuals that are proposed for recognition should typically be deceased.
 - Generally, the room naming should focus on groups of people / significant community members rather than environmental naming links that are better served by external Civic Square references and information signage relating to the adjacent cemetery and environmental corridors.

- Street signage that incorporates more details on the person that existing streets were named after in line with the Montague Farm signage could be considered as a separate project, outside the Community Hub room naming.
- Additional names provided to the administration for consideration in both the room naming and/or future exhibition curation display to increase awareness of contributions included:
 - Carl William Wittber – Parafield Airport first flight;
 - Edna May Purling – Munitions Factory explosion WW2 victim;
 - William Pedler;
 - Significant Families including but not limited to (Burdett, Rowe, Jeffries etc.); and
 - Recognition of those individuals who made significant land grants to the Salisbury Community.

3.2 External

- 3.2.1 Community interest and expectations around this project are high. This reflects the potential of the Community Hub to change how our communities use and access services in the Salisbury City Centre, in addition to the quantum of the required financial investment.
- 3.2.2 Ongoing engagement sessions have continued with Council’s Reference Groups (Salisbury Seniors Alliance, Disability, Access and Inclusion Network, Youth Council and Reconciliation Action Plan Working Group). All reference groups were provided the opportunity to put forward ideas relating to City of Salisbury historical / important community members/places, which could be considered by Council for recognition in room naming of key spaces in the Salisbury Community Hub (Item 1.3.3, Policy and Planning, 21/05/2018). The room name recommendations from the reference groups form part of the final list of potential names, contained within Attachment 1 of this report, and Recommendation 1, provided for a Council decision.
- 3.2.3 Across October and November 2018 the Reconciliation Action Plan (RAP) Working Group, worked to refine the acknowledgement to country statement at the building entry incorporating the use of the Kurna shield graphic, and worked with an artistic consultant to produce the “super-graphic” Kurna concept for the Community Hall glass operable wall, telling the Kurna story of Salisbury.

4. SIGNAGE & WAYFINDING

- 4.1 To meet the construction program, Council is required to provide final “copy edits” of all signage designs by late January 2019. As a result of this timeline final decisions are required from Council relating to naming of key community rooms as an opportunity to celebrate historical figures and/or the Salisbury environment/history. The recommendations received from the Council reference groups, along with historical research conducted by Council staff, feedback from

the January 2019 Elected Member Informal Strategy has been coordinated and the following recommendation for room naming presented for final endorsed approval.

- 4.2 Naming of spaces and rooms within existing Council buildings has historically occurred at the time of a launch of a new or refurbished space. As a preference was expressed by Members to ensure that the existing historical commemoration naming used within the 12 James Street Civic Centre and Len Beadell Library be carried across to the new facility, both the Len Beadell and John Harvey names are to be retained (Item 7.9, Policy & Planning, 21/05/2018). It is further proposed that the Helen Barnes name (existing historical commemoration) also be retained.
- 4.3 The following list of key rooms contained within the Salisbury Community Hub were previously endorsed to be given a functional, historical or geographical name as the pre-eminent meeting and gathering spaces within the building (Item 7.0, Policy & Planning, 21/05/2018). In the section below recommended naming for each room is provided for Council consideration and approval, the location of the room is identified within Attachment 1:

- Community Halls (Ground Floor)

Name Proposed – John Harvey Community Hall

The current ‘John Harvey Gallery’ was launched as an art gallery and community meeting space in the James Street Civic Centre building after refurbishment of the space in October 1999. The gallery was named in recognition of John Harvey as the founder of the Town of Salisbury. Many of the streets in Salisbury are named after John and his family. The John Harvey name is integrally linked with the history of Salisbury and it is considered appropriate for the name to continue as the principal community meeting space in the Salisbury Community Hub, supported by the John Harvey Hall Entrance assigned to the immediately adjacent secondary entrance for evening events that will service this room.

- Multi-Purpose Rooms – Level 1

Name Proposed – Multi-Purpose Room 1 – Len Beadell Room

In 1998 the Salisbury Library moved from the James Street Civic Centre building to the current site at 55 John Street. The ‘Len Beadell Library’ was named in memory of Len Beadell OAM. Prior to his death in 1995, Len Beadell was a resident of City of Salisbury and a prominent surveyor, road builder, bushman and artist. There has been strong community feedback through the consultation of the importance of the Len Beadell name and its allocated to a major community space within the Community Hub is considered appropriate recognition and continuation of this legacy.

Name Proposed – Multi-Purpose Room 2 – Dr. Ruby Davy Room

Dr. Ruby Davy was born in Salisbury in 1883. Ruby was Australia’s first female doctorate of music. Many of the music teachers in the northern suburbs were taught by her or someone who was taught by her. Ruby taught other subjects, including elocution. Dr. Ruby Davy is recognised in the current Len Beadell Library and the sharing of the multi-purpose rooms between these two historical figures, retains this connection.

- Training Room – Level 1

Name Proposed – Helen Barnes Training Room

The Helen Barnes Room is proposed to be relocated from Len Beadell Library to a room with similar functionality in the Salisbury Community Hub. The ‘Helen Barnes Room’ is located to the east of the ‘Len Beadell Library’ and is utilised for digital training and other learning programs. This room was refurbished and officially opened by His Worship, Mayor Tony Zappia on 16 October 2002. The refurbishment was made possible through a generous donation at the time from the Friends of the Salisbury Public Library.

- Conference Rooms (Council Chamber) – Level 1

Salisbury Community Conference Rooms –Conference Room

As the premier room for community decision making, a room name that reflects this function and the intent that all decisions that are made within the rooms are for the good of the Salisbury Community is to be represented. As a result it is recommended that the rooms do not receive an individual name after a person/place but rather a name that reflects the purpose.

- Committee Rooms (Meeting Room 6 & 7) – Level 1

The Wittber Room – Meeting Room 6 – Committee Room

In 1910 the first powered flight in South Australia was made in a Bleriot monoplane. The engineer, a C.W. Wittber was conducting taxi tests ahead of the first official flight when the plane unexpectedly became airborne from a gust of wind on the 13th of March. Argument says that this was the first powered, controlled flight in Australia.

The Pedler Room – Meeting Room 7 –Committee Room

Named in recognition of early settlers of the Salisbury region, with William Pedler and family arriving in 1838, and took up land east of Salisbury along Cobbler Creek and made boots and shoes. It is said that Cobbler Creek derived its name from his occupation.

- 4.4 As a result of the discussion at Informal Strategy on 7 January 2019, it is proposed to give the Community Terrace that fronts the Civic Square a formal name recognising the collective group of early Salisbury settlers’ in preference to selecting any individual person. As a result, Recommendation 3 proposes to formally name the community terrace **“Settlers Terrace”** and include signage to reflect this naming for both the terrace and the individual outdoor meeting space.
- 4.5 Further it is proposed to provide a collective name for both Flex Room 1 and 2 below the stairs on the Ground Floor, named the **“Kaurna Rooms”** reflective of the Kaurna’s tie to the Salisbury Area. This location also ties into the History of Salisbury Super graphic on the Community Hall glass operable wall and Kaurna ‘Acknowledgement to Country’ graphic that have a strong presence on the ground floor. This proposal will be part of ongoing discussions with the Reconciliation Action Plan Working Group.
- 4.6 To align with the broader Salisbury Community Hub principles relating to flexibility, use of digital information and regular curation of exhibition and gallery spaces across the community spaces. It is not proposed to use an individual static

fixed plaque to explain the history behind a room name. Instead this information will be part of a digital guide produced for the building. As part of the opening event curation strategy it is proposed that a curated event relating to the room naming and recognition be hosted in the building as people are first learning to navigate the new facility to share the stories and traditions.

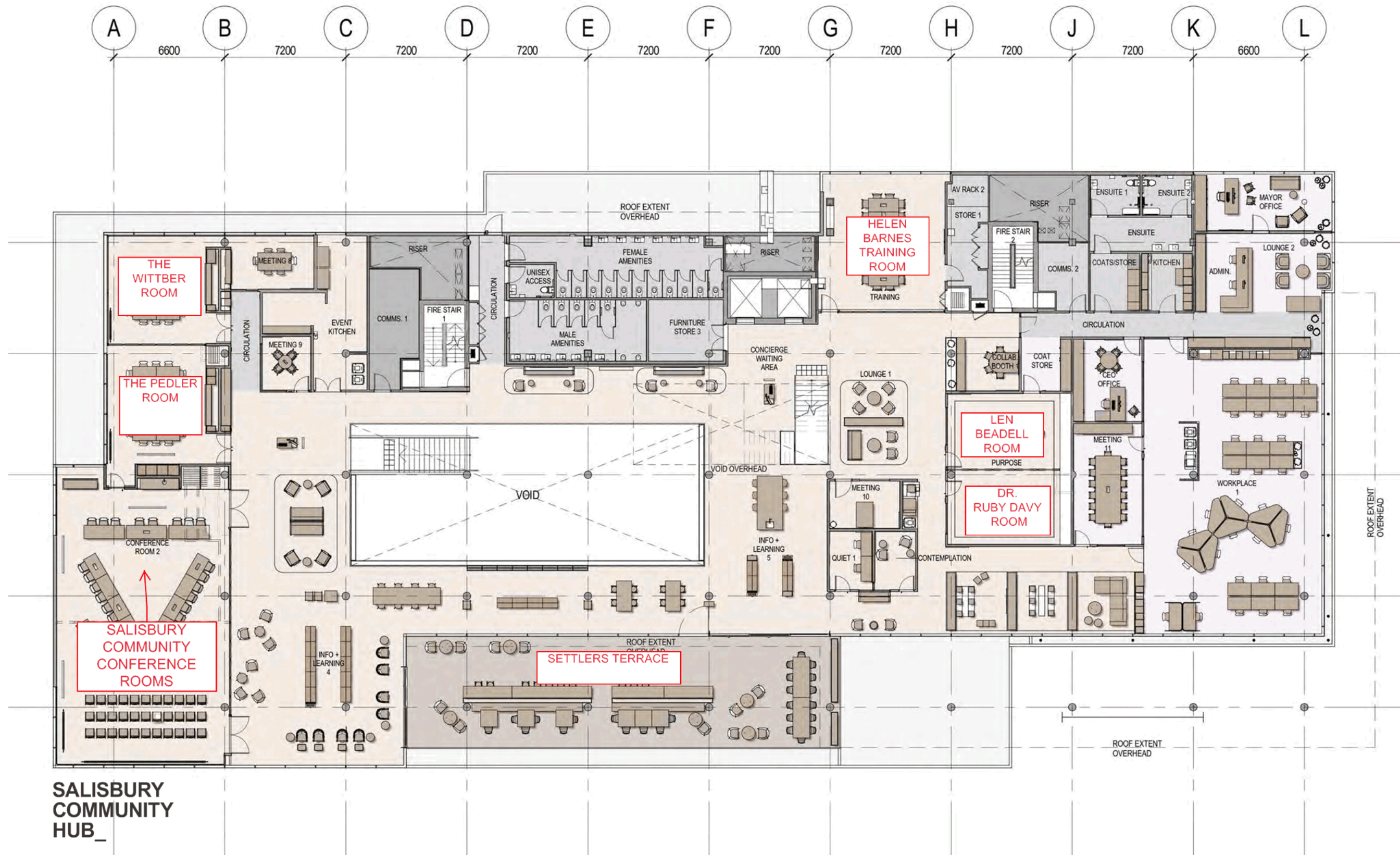
CONCLUSION / NEXT STEPS

- 1.1 As part of this report, a decision is required on room naming to key rooms within the building, which is an identified opportunity to recognise City of Salisbury historical features/person(s) (Item 1.3.3, Policy and Planning 21/05/2018). Recommendation 2, 3 and 4 have been prepared based on collated suggestions from Elected Members, Community Reference Groups and administration for consideration of Council. Timing for this decision is critical so as not to delay the signage package design completion and risk delay notices from the Contractor.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 14.01.2019



**SALISBURY
COMMUNITY
HUB_**



Revision
A_DA Submission

Date
01 December 2017

Scale
1:200@A3
1:100@A1

Client
City of Salisbury

Project Name
Salisbury Community Hub
John Street Salisbury
South Australia

Drawing
SK-06
Level 1 Plan

HASSELL

Indicative layout only - not for construction.

\\adproj\fs02\012426-61A-PI\Presentation\DA\InDesign\171201_SCH_HSL_DA.indd