



AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

18 FEBRUARY 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) (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
General Manager City Development, Mr T Sutcliffe
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

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 21 January 2019.

REPORTS

Administration

- 1.0.1 Future Reports for the Policy and Planning Committee..... 13

Community Development

- 1.1.1 Minutes of the Youth Council Sub Committee meeting held on Tuesday 12 February 2019..... 17
- 1.1.2 Minutes of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 12 February 2019 23
- 1.1.3 Project to Develop a Coordinated Local Government Sector Approach to Disability Access and Inclusion Planning 29
- 1.1.4 Northern Workforce Blueprint 37
- 1.1.5 Safety in the City of Salisbury 41
- 1.1.6 City of Salisbury Events..... 79
- 1.1.7 Future Directions Indoor Recreation Facilities 89
- 1.1.8 Future Directions Community Hubs 169

Economic Development

- 1.2.1 Approach to Supporting Business Networking 231

Urban Development

- 1.3.1 Salisbury Community Hub - Civic Square Placemaking Lighting and Methodist Historical Cemetery Improvements 235
- 1.3.2 Mawson Lakes Indented Car Parking Bays and Trader Car Parking..... 273

OTHER BUSINESS

CLOSE



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

21 JANUARY 2019

MEMBERS PRESENT

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 P Jensen
Cr S Ouk
Cr D Proleta
Cr S Reardon
Cr G Reynolds
Cr J Woodman

STAFF

General Manager Business Excellence, Mr C Mansueto
Chief Executive Officer, Mr J Harry
A/General Manager City Development, Mr C Zafiropoulos
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

The meeting commenced at 6:31 pm.

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

APOLOGIES

Apologies were received from Cr N Henningsen and Cr D Hood.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr L Braun
Seconded Cr K Grenfell

The Minutes of the Policy and Planning Committee Meeting held on 10 December 2018, be taken and read as confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Cr M Blackmore
Seconded Cr D Proleta

1. The information be received.

CARRIED

Community Development

1.1.1 Sport and Recreation Network

Moved Mayor G Aldridge
Seconded Cr G Reynolds

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

CARRIED

1.1.2 Single Use Straws

Moved Mayor G Aldridge
Seconded Cr G Reynolds

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.

CARRIED

1.1.3 Future Directions Indoor Recreation Facilities

Moved Cr A Duncan
Seconded Cr G Reynolds

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.

CARRIED

1.1.4 Future Directions Community Hubs

Cr C Buchanan declared a perceived conflict of interest on the basis of being Chair of the Burton Community Centre. Cr Buchanan managed the conflict by remaining in the meeting, seconding the motion, and voting in the best interest of the community.

Cr J Woodman declared a perceived conflict of interest on the basis of being a member of the Committee of the Burton Community Centre Committee. Cr Woodman managed the conflict by remaining in the meeting and voting in the best interest of the community.

Cr D Proleta declared a perceived conflict of interest on the basis of being a member of the Burton Community House Committee. Cr Proleta managed the conflict by remaining in the meeting and voting in the best interest of the community.

Cr G Reynolds declared a perceived conflict of interest on the basis of being a member of the Committee of the Bagster Road Community Centre. Cr Reynolds managed the conflict by remaining in the meeting and voting in the best interest of the community.

Cr M Blackmore declared a perceived conflict of interest on the basis of being appointed to Twleve25 Youth Enterprise Centre. Cr Blackmore managed the conflict by remaining in the meeting and voting in the best interest of the community.

Moved Cr D Proleta

Seconded Cr C Buchanan

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.

CARRIED
UNANIMOUSLY

1.1.5 Youth Council Membership 2019

Moved Cr M Blackmore
Seconded Mayor G Aldridge

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 Ngrimana, Damien Walker and Mimona Abdalla be appointed as Youth Council mentors for a maximum of a two year term.

CARRIED
UNANIMOUSLY

*Urban Development***1.3.1 Salisbury Oval - Property Dedication Investigations and Project Background Report**

Cr S Reardon declared a perceived conflict of interest on the basis of signing a petition against the development. Cr Reardon managed the conflict by remaining in the meeting and not voting on the item.

Cr G Reynolds sought leave to speak for a second time and leave was granted.

Moved Mayor G Aldridge
Seconded Cr G Reynolds

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.

CARRIED
UNANIMOUSLY

*The members present voted IN FAVOUR of the MOTION.
Cr S Reardon DID NOT VOTE on the MOTION.*

1.3.2 Planning Reforms - Productive Economy Discussion Paper

Moved Cr K Grenfell
Seconded Cr G Reynolds

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.

CARRIED

1.3.3 Salisbury Community Hub - Room Naming

Cr B Brug left the meeting at 07:47 pm.
Cr B Brug returned to the meeting at 07:50 pm.

Moved Cr M Blackmore
Seconded Cr J Woodman

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.

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

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
 - The Pedler 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
 - Dr Ruby Davy Room - Meeting Room 7 (Committee Room); and
 - Little Para Conference Rooms - Conference Rooms 1 and 2; and
 - Kaurna Rooms - Flex Rooms 1 and 2.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 7:50 pm.

CHAIRMAN.....

DATE.....

ITEM	1.0.1
	POLICY AND PLANNING COMMITTEE
DATE	18 February 2019
HEADING	Future Reports for the Policy and Planning Committee
AUTHOR	Joy Rowett, Governance Coordinator, 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 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 Deferred to: March 2019 Reason: Being considered as part of Place Activation Plan to be presented in March 2019	Adam Trottman

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 Deferred to: May 2019 Reason: Delayed by Caretaker Period – requires consultation with Tourism and Visitor Sub-Committee - first meeting since election is in March 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 Deferred to: May 2019 Reason: Awaiting endorsement of Energy Plan – currently in draft form	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: March 2019	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 Deferred to: March 2019 Reason: Awaiting updated report from Consultant.	Adam Trottman
25/06/2018 MWON2	Cultural Advisory Committee 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 Deferred to: March 2019 Reason: Awaiting updated report from Consultant.	Adam Trottman

23/07/2018 MON1	Basketball Court - Cascade Estate, Mawson Lakes 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	Adam Trottman / Craig Johansen
23/07/2018 1.5.1	The Paddocks Masterplan 3. That a scoping study of works be brought back to Council with an implementation plan for year three onward. Due: April 2019	Clint Watchman
27/08/2018 MON7.10	Recognition of Benefactors of Salisbury Oval 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: April 2019	Adam Trottman
27/08/2018 P&P-OB1	Community Hub for South Ward 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	Pippa Webb

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: 11/02/2019

ITEM	1.1.1
	POLICY AND PLANNING COMMITTEE
HEADING	Minutes of the Youth Council Sub Committee meeting held on Tuesday 12 February 2019
AUTHOR	Bronwyn Hatswell, PA to General Manager, Community Development
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The minutes and recommendations of the Youth Council Sub Committee meeting held on Tuesday 12 February 2019 are presented for Policy and Planning Committee's consideration.
RECOMMENDATION	
	1. The information contained in the Youth Council Sub Committee Minutes of the meeting held on 12 February 2019 be received and noted and that the following recommendations contained therein be adopted by Council:
YC1	Appointment of Youth Council Sub Committee Chairperson and Deputy Chairperson - 2019
	1. Rebecca Etienne be appointed to the position of Chairperson of the Youth Council Sub Committee for 2019.
	2. Mon Maya Chamlagai be appointed to the position of Deputy Chairperson of the Youth Council Sub Committee for 2019.
YC2	Future Reports for the Youth Council Sub Committee
	1. The information be received.
YC3	Youth Council Project Teams 2019
	1. The following project teams be endorsed to be undertaken in 2019 by the Youth Council:
	a. Domestic & Family Violence Project Team
	b. Life Beyond 18
	2. Luke Hall be appointed to the position of Team Leader, Domestic & Family Violence Project Team.
	3. Thomas Wood be appointed to the position of Team Leader, Life Beyond 18 Project Team.

YC4 Youth Programs and Events Update Jan - April 2019

1. That the information be received and noted.

YC5 Salisbury North Skate Park Upgrade

1. The information within the report be received and noted.
2. Staff to work with Youth Council members to develop a business case for social programs that focus on recreation and education, in alignment with and not isolation of other Community Development activities
3. The other listed upgrades (excluding maintenance) to Salisbury North skate park to be investigated after the development of a business case for social programs.

YC6 Judd Street Laneway Status

1. That the information update be received and noted.
2. It is proposed that Youth Council provide input into the Salisbury City Centre re-development.

YC7 University Partnership Project Update

1. That the information be received and noted.

ATTACHMENTS

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

1. Minutes Youth Council Sub Committee - 12 February 2019

CO-ORDINATION

Officer: GMCD MG
Date: 14/02/2019 14/02/2019



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

12 FEBRUARY 2019

MEMBERS PRESENT

Rebecca Etienne
Megan Anderson
Mon-Maya Chamlagai
Reem Daou
Luke Hall
Nicollette Nedelcev
Tyler Rutka-Hudson
Joseph Medcalf
Rahmatullah Tawassoli
Jared van der Zee
Hayley Williams
Stacey Williams
James Wood
Thomas Wood
Cr S Ouk
Cr G Reynolds
Eric Ngirimana (Mentor)
Amanda O'Sullivan (Mentor)
Damien Walker (Mentor)

OBSERVERS

Nil.

STAFF

General Manager Community Development, Ms P Webb
Manager Community Capacity and Learning, Ms J Cooper
PA to General Manager Community Development, Mrs B Hatswell
Community Planner Youth Participation, Ms J Brett

The meeting commenced at 5.44 pm

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

APOLOGIES

Apologies have been received from Mayor G Aldridge, M Verdini and T Sawtell.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Moved L Hall
Seconded T Wood

The Minutes of the Youth Council Sub Committee Meeting held on 09 October 2018, be taken and read as confirmed.

CARRIED

REPORTS

YC1 Appointment of Youth Council Sub Committee Chairperson and Deputy Chairperson - 2019

Moved T Rutka-Hudson
Seconded L Hall

1. Rebecca Etienne be appointed to the position of Chairperson of the Youth Council Sub Committee for 2019.
2. Mon Maya Chamlagai be appointed to the position of Deputy Chairperson of the Youth Council Sub Committee for 2019.

CARRIED

YC2 Future Reports for the Youth Council Sub Committee

Moved T Rutka-Hudson
Seconded R Daou

1. The information be received.

CARRIED

YC3 Youth Council Project Teams 2019

Moved J Wood
Seconded S Williams

1. The following project teams be endorsed to be undertaken in 2019 by the Youth Council:
 - a. Domestic & Family Violence Project Team
 - b. Life Beyond 18
2. Luke Hall be appointed to the position of Team Leader, Domestic & Family Violence Project Team.
3. Thomas Wood be appointed to the position of Team Leader, Life Beyond 18 Project Team.

CARRIED

YC4 Youth Programs and Events Update Jan - April 2019

Moved T Rutka-Hudson
Seconded T Wood

1. That the information be received and noted.

CARRIED

YC5 Salisbury North Skate Park Upgrade

Moved L Hall
Seconded M Chamlagai

1. The information within the report be received and noted.
2. Staff to work with Youth Council members to develop a business case for social programs that focus on recreation and education, in alignment with and not isolation of other Community Development activities
3. The other listed upgrades (excluding maintenance) to Salisbury North skate park to be investigated after the development of a business case for social programs.

CARRIED

YC6 Judd Street Laneway Status

Moved M Chamlagai
Seconded T Rutka-Hudson

1. That the information update be received and noted.
2. It is proposed that Youth Council provide input into the Salisbury City Centre re-development.

CARRIED

YC7 University Partnership Project Update

Moved T Rutka-Hudson
Seconded N Nedelcev

1. That the information be received and noted.

CARRIED

OTHER BUSINESS

Nil.

CLOSE

The meeting closed at 6.15 pm.

CHAIRMAN.....

DATE.....

ITEM	1.1.2
	POLICY AND PLANNING COMMITTEE
HEADING	Minutes of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 12 February 2019
AUTHOR	Bronwyn Hatswell, PA to General Manager, Community Development
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The minutes and recommendations of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 12 February 2019 are presented for Policy and Planning Committee's consideration.
RECOMMENDATION	
	1. The information contained in the Strategic and International Partnerships Sub Committee Minutes of the meeting held on 12 February 2019 be received and noted and that the following recommendations contained therein be adopted by Council:
SIPSC1	Future Reports for the Strategic and International Partnerships Sub Committee
	1. The information be received.
SIPSC2	Appointment of Deputy Chair - Strategic and International Partnerships Sub Committee
	1. Cr Donna Proleta be appointed as Deputy Chair of the Strategic and International Partnerships Sub Committee for a term of two years.
SIPSC3	Background Context for Civic Relationships
	1. That this report be received and noted.
SIPSC4	Update on the 2018 Mobara Delegation
	1. That the information report be received and noted.
	2. Staff communicate with representatives of Mobara Delegates to investigate opportunities to change the cycle of visits to take place outside the year of our Local Government Elections.

SIPSC5 Linyi Background and Update

1. That this report be noted.
2. That Council take no further action on visiting Linyi this financial year but continue to liaise with Linyi regarding the direction of its international program to identify complementary opportunities.

OB1 Strategic and International Partnerships Sub Committee Terms of Reference Review

1. That staff review the Strategic and International Partnerships Sub Committee Terms of Reference for the purpose of providing a strategic focus that encourages and enables the identification of opportunities for the City of Salisbury to encourage knowledge transfer across economic, community, cultural and environmental themes, including any budget implications.
2. That staff identify preliminary opportunities for Sub Committee consideration with potential for further assessment and pursuit.
3. That a report be provided to the Sub Committee discussing these matters at its May 2019 meeting, and include advice on cost implications of any changed approach.

ATTACHMENTS

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

1. Minutes Strategic and International Partnerships Sub Committee - 12 February 2019

CO-ORDINATION

Officer:	GMCD	MG
Date:	14/02/2019	14/02/2019



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

12 FEBRUARY 2019

MEMBERS PRESENT

Cr G Reynolds (Chairman)
Cr L Braun
Cr P Jensen
Cr N Henningsen
Cr D Proleta
Cr J Woodman

OBSERVERS

Nil

STAFF

Chief Executive Officer, Mr J Harry
General Manager City Development, Mr T Sutcliffe
General Manager Community Development, Ms P Webb
Manager Economic Development & Urban Policy, Mr G Ratsch
PA to General Manager Community Development, Mrs B Hatswell

The meeting commenced at 9.00 pm

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

APOLOGIES

An apology has been received from Mayor G Aldridge.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr J Woodman
Seconded Cr P Jensen

The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 15 May 2018, be taken and read as confirmed.

CARRIED

REPORTS

SIPSC1 Future Reports for the Strategic and International Partnerships Sub Committee

Moved Cr D Proleta
Seconded Cr J Woodman

1. The information be received.

CARRIED

SIPSC2 Appointment of Deputy Chair - Strategic and International Partnerships Sub Committee

Moved Cr N Henningsen
Seconded Cr L Braun

1. Cr Donna Proleta be appointed as Deputy Chair of the Strategic and International Partnerships Sub Committee for a term of two years.

CARRIED

SIPSC3 Background Context for Civic Relationships

Moved Cr D Proleta
Seconded Cr N Henningsen

1. That this report be received and noted.

CARRIED

SIPSC4 Update on the 2018 Mobara Delegation

Moved Cr D Proleta
Seconded Cr N Henningsen

1. That the information report be received and noted.

With leave of the meeting and consent of the seconder Cr D Proleta
VARIED the RECOMMENDATION as follows:

1. That the information report be received and noted.
2. Staff communicate with representatives of Mobara Delegates to investigate opportunities to change the cycle of visits to take place outside the year of our Local Government Elections.

CARRIED

SIPSC5 Linyi Background and Update

Moved Cr L Braun
Seconded Cr P Jensen

1. That this report be noted.
2. That Council take no further action on visiting Linyi this financial year but continue to liaise with Linyi regarding the direction of its international program to identify complementary opportunities.

CARRIED

OTHER BUSINESS

OB1 Strategic and International Partnerships Sub Committee Terms of Reference Review

Moved Cr N Henningsen

Seconded Cr D Proleta

1. That staff review the Strategic and International Partnerships Sub Committee Terms of Reference for the purpose of providing a strategic focus that encourages and enables the identification of opportunities for the City of Salisbury to encourage knowledge transfer across economic, community, cultural and environmental themes, including any budget implications.
2. That staff identify preliminary opportunities for Sub Committee consideration with potential for further assessment and pursuit.
3. That a report be provided to the Sub Committee discussing these matters at its May 2019 meeting, and include advice on cost implications of any changed approach.

CARRIED

CLOSE

The meeting closed at 9.42 pm.

CHAIRMAN.....

DATE.....

ITEM	1.1.3
	POLICY AND PLANNING COMMITTEE
DATE	18 February 2019
HEADING	Project to Develop a Coordinated Local Government Sector Approach to Disability Access and Inclusion Planning
AUTHORS	Vesna Haracic, Manager Community Health & Wellbeing, Community Development Michael Taggart, Inclusion Project Officer, Community Development
CITY PLAN LINKS	3.3 Be a connected city where all people have opportunities to participate. 3.4 Be a proud, accessible and welcoming community. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	<p>The SA Disability Inclusion Act 2018 requires all Councils to develop Disability Access and Inclusion Plans (DAIP) every 4 years in consultation with people with disability. The first plan is to be published by 31st October 2020.</p> <p>The Inclusion Project Officer and his counterpart at the City of Adelaide propose a project (see attached) to coordinate a response across the Local Government sector. This will benefit all Councils and their communities.</p> <p>Council can support this project by requesting the Greater Adelaide Region of Councils to recommend that the Local Government Association allocate staff time to this project. The project is dependent on funding from the March 2019 internal round of the LGA Research and Development Scheme. It will also be assisted by a \$5,000 contribution from up to 8 Councils which choose to join the Project Reference Group.</p>
RECOMMENDATION	<ol style="list-style-type: none"> 1. The Mayor, through the Greater Adelaide Region of Councils, requests the Local Government Association Board to support and resource the Disability Access and Inclusion Plan Project. 2. Staff apply for an internal LGA Research and Development Scheme grant for the Disability Access and Inclusion Plan Project in collaboration with other members of the Greater Adelaide Region of Councils.
ATTACHMENTS	<p>This document should be read in conjunction with the following attachments:</p> <ol style="list-style-type: none"> 1. DAIP-Local Government Project Scope

1. BACKGROUND

- 1.1 SA Disability Inclusion Act 2018 – requirement for Councils to develop and report on Disability Access and Inclusion Plans (DAIP).
- 1.2 On 14 November 2018 the Mayor and CEO received a letter from the Hon. Michelle Lensink MLC, SA Minister for Human Services, informing Council that all State authorities in South Australia, including Local Government Authorities, are now required to prepare (Disability) Access and Inclusion Plans (DAIP).
- 1.3 This is legislated in Part 5 of the Disability Inclusion Act which came into effect on 1 July 2018.
- 1.4 Council's must prepare a 4-year plan in consultation with community members with disability. The Plans must:
 - 1.4.1 Set out the measures that the Council intends to put in place to ensure that people with disability can access the mainstream supports and services provided by or on behalf of the Council;
 - 1.4.2 Explain how the Council proposes to give effect to the objects and principles set out in Part 2;
 - 1.4.3 Explain how the Council proposes to give effect to the State Disability Inclusion Plan (consultation to develop this Plan is expected in the first half of 2019);
 - 1.4.4 Include strategies to support people with disability in the following areas:
 - access to the built environs, events and facilities;
 - access to information and communications;
 - addressing the specific needs of people with disability in its programs and services;
 - employment
 - 1.4.5 Contain any other provisions in the Guidelines (yet to be developed) and the Regulations (being developed at present)
- 1.5 The first DAIP is due to be published in an accessible format on Council's website by 31 October 2020. The first report on the DAIP is due to be received by the Chief Executive – SA Department of Human Services on 31 October 2021.

Local government - Disability Access and Inclusion Plans

- 1.6 Only the City of Salisbury has been engaged continuously in access and inclusion plan development and implementation over the past two decades. Seven of the other 68 SA Councils have been engaged for a significant part of the past two decades (Adelaide, Barossa, Campbelltown, Onkaparinga, Playford, Port Adelaide Enfield, Tea Tree Gully).
- 1.7 Nine other Councils have completed a DAIP since 2001. Seven more councils are developing either their first DAIP or their first since 2001.
- 1.8 This legislation will prompt new activity in the other 44 Councils but they may have limited internal resource capacity and relevant experience.

Existing resources

1.9 There is a Local government Access and Inclusion Network for staff (from 17 Councils), about 10 Councils with disability access and inclusion advisory bodies and two published resources:

- Australian Local government Association “Disability Inclusion Planning Guide” (2016)
- University of Technology Sydney “How local government can increase the social and economic participation of people with disability” (2017)

2. CONSULTATION / COMMUNICATION**2.1 Internal**

- 2.1.1 Mick Petrovski, Manager Governance
- 2.1.2 Pippa Webb, GM Community Development

2.2 External

- 2.2.1 Staff /members of the Local Government Access and Inclusion Network
- 2.2.2 Senior Social Planner, City of Adelaide
- 2.2.3 Team Leader, Community Care, City of Charles Sturt
- 2.2.4 Strategic Project Officer. City of Onkaparinga
- 2.2.5 Service Coordinator - Community Inclusion, City of Playford
- 2.2.6 Team Leader - Community Care, City of Marion
- 2.2.7 Manager Community Services & Social Development, City of Campbelltown
- 2.2.8 Senior Policy Adviser, Local Government Association of SA

3. REPORT

- 3.1 Disability Access and Inclusion Plans (DAIPs) are mandatory under the SA Disability Inclusion Act 2018. Many Councils are unaware of what a DAIP requires and how to develop and implement it. Without a coordinated approach many Councils will rely on consultants to develop initial and subsequent compliant DAIPs.
- 3.2 This dependence on consultants will minimise the development of staff capability in access and inclusion. This will limit the whole sector’s capability in DAIP development and implementation putting excessive demands for information on the few Councils with access and inclusion planning staff.
- 3.3 Staff from the City of Salisbury and the City of Adelaide have developed a project proposal for a coordinated local government sector-wide response to this legislation (see attached DAIP Project Scope document). Salisbury Council can offer leadership through the Greater Adelaide Region of Councils to support this project.

- 3.4 Outcomes 1 and 2 of the project require the Local Government Association to allocate staff time and depend on funding from:
- March 2019 internal round of the LGA Research and Development Scheme
 - Contribution from participating councils of in kind support and of \$5,000 if the project is approved by the LGA Board and is funded through the LGA Research and Development Scheme.
- 3.5 Additional funding for Outcome (3) “Leadership development for citizens with disability” will be sought through an NDIS (National Disability Insurance Scheme) Information, Linkages and Capacity Building grant round expected in April – June 2019.

Costs and benefits of contributing to a coordinated sector response to the SA Disability Inclusion Act 2018

- 3.6 While the project will cost Council a \$5,000 contribution and 2-3 weeks of Inclusion Project Officer staff time over 12 months, it will also provide a significant benefit to the City of Salisbury and its community. LGs will be able to develop a more strategic approach to access and inclusion across the local government sector as a result of this coordinated approach.
- 3.7 Council will benefit from:
- 3.7.1 a richer pool of high quality access and inclusion experience across the Local government sector
 - 3.7.2 a coordinated access and inclusion specialisation across the Local Government sector avoiding many Councils giving priority to similar access and inclusion challenges
 - 3.7.3 leadership development for some of Salisbury’s citizens with disability beyond Council’s current capacity which will enable them to contribute more strategically to sector-wide and local consultations;
 - 3.7.4 the establishment of Council credentials as access and inclusion leaders which will facilitate successful NDIS Information Linkages and Capacity Building (ILC) grant applications

4. CONCLUSION / PROPOSAL

- 4.1 This is a unique opportunity to strengthen access and inclusion planning across the Local Government sector. The City of Salisbury and the community will benefit as more Councils develop quality access and inclusion plans enabling specialisation among Councils and developing the leadership capability among local leaders with disability.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11.02.19

Project Scoping Document as at 12 December 2018

Title: Disability Access and Inclusion Plans Local Government Sector Collaboration

Objective:

To support Local Government (LG) to deliver effective, sustainable disability inclusion planning outcomes across the state, with reference to the requirements of the new *Disability Inclusion Act 2018 (SA)*.

Background:

All State authorities in South Australia are now required to prepare Disability Access and Inclusion Plans (DAIP), as a requirement of the *Disability Inclusion Act* which came into effect 1 July 2018. This legislation requires that Council's prepare a 4-year plan in consultation with the community. The DAIP must include strategies to support people with disability in the following areas:

- (1) access to the built environs, events and facilities;
- (2) access to information and communications;
- (3) addressing the specific needs of people with disability in its programs and services;
- (4) employment.

Many Councils across SA have been engaged in disability planning and policy for many years e.g. City of Salisbury, City of Adelaide etc. For others this legislation will prompt new action and activity, likely in the context of limited experience and capacity to respond. A coordinated response reduces financial, resource and reputational risks. The first DAIP is due to be published in an accessible format on each Council's website by 31 October 2020. The first report on the DAIP is due to be received by the Chief Executive – SA Dept of Human Services on 31 October 2021.

Outcomes:

- (1) All Councils are prepared and supported to undertake meaningful engagement with the community in the preparation of their DAIP through:
 - 1.1 Development of a community of practice supported by the LGA through the allocation of LGA staff time and resources
 - 1.2 Sharing of information, contacts and lessons learned across the sector in preparation of DAIPs

Project Scoping Document as at 12 December 2018

1.3 The development of tools and facilitation of workshops to guide this process through the employment of a Project Officer to be based at LGA and with project consultant (disability led).

1.4. *Fee for service professional development for designated Council staff in access and inclusion planning provided by the LGPSA. This will be detailed in a separate project scoping document in consultation with LGPSA at a later date.*

(2) Establishment of a sector-wide engagement medium and approach, to facilitate a deliberative process that can influence meaningful outcomes across the state and over a longer period of time e.g. LG Access and Inclusion Advisory Panel or similar. This would help LG determine priorities and coordinate responses through DAIP development and implementation.

(3) Identify a model for leadership development that can support people with disability to be actively engaged in their local community; and provide information and support regarding pathways to participation in LG including employment, volunteering and Elected Membership.

Timeframe:

June 2019 to June 2020

Outputs:

(1) Regional coordination, workshop delivery and resource development - Project Officer based at LGA and project partner (disability led) to coordinate regions and facilitate workshops with LG, to increase awareness and capacity to meaningfully engage the community in the development of their DAIP. Engagement tools developed which reflect the process undertaken and can be used for future DAIP development after the initial 2020-2024 period.

(2) LG Access and Inclusion Advisory Panel or similar established to provide a medium for deliberative engagement at a LG sector level.

(3) Leadership development program scoped.

Process:

November 2018: CMN and LGAIN feedback on draft project scoping document.

December 2018 to January 2019: Seek project reference group participants through expression of interest process.

February 2019: Project reference group participants seek their Elected Members support and commitment to the project via a Council report.

Project Scoping Document as at 12 December 2018

March 2019: LGA Board feedback sought on the LG Research and Development Scheme application submitted.

TBC (possibly April) – Apply for ILC Grant in partnership with disability led organisation.

May 2019: R&D Scheme outcome known.

June/July 2019: Project commences.

October 2019: Workshops with LG begin.

RAPID model:

Recommend: Victoria Brown (Senior Policy Officer, LGA), Michael Taggart (Salisbury), Sarah Cleggett (Adelaide).

Agree: LGA Board, GAROC, SAROC and project reference group

Perform: Project Officer, project reference group and project partner (TBC).

Input: Local Government Access and Inclusion Network (LGAIN), project reference group and Community Manager's Network.

Decision: LGAIN and the project reference group.

Investment:

Item	Detail	Amount
LGA staff and resources	Allocate LGA staff time (Senior Policy Officer) and resources to support the onboarding, coordination and daily supervision of the Project Officer and project partner for the duration of the project	In-kind
LGA Research and Development Scheme	Application to fund the employment of a Project Officer (1.0FTE Level 7)	\$126K - \$40K council contributions = \$86K
Council project reference group	Each project reference group participant to contribute \$5K plus staff	\$40K

3

Project Scoping Document as at 12 December 2018

contributions	time and council resources including venue and catering for workshops. Aim for at least 8.	
ILC Grant Round for 2019/20	Outcomes 2 and 3 of the project, supporting the engagement of people with disability and recommending best practice approach to developing a leadership model and pathway. Engagement of project partner as a consultant to the project (600 hours at \$150ph)	\$90K (TBC)
	Total	\$216K

Project Reference Group (TBC):

	Council	Mayor	CEO	Staff Nominee
1	Adelaide	Sandy Verschoor	Mark Goldstone	Sarah Cleggett
2	Salisbury	Gillian Aldridge	John Harry	Michael Taggart
3	TBC			
4	TBC			
5	TBC			
6	TBC			
7	TBC			
8	TBC			

ITEM	1.1.4
	POLICY AND PLANNING COMMITTEE
DATE	18 February 2019
HEADING	Northern Workforce Blueprint
AUTHOR	Pippa Webb, General Manager Community Development, Community Development
CITY PLAN LINKS	1.2 Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally. 1.1 Have a community with the skills, knowledge and agility to participate in a rapidly changing economy.
SUMMARY	Northern Futures has approached Community Development to participate in a refresh of the 2011 Northern Adelaide Skills, Workforce and Employment Blueprint. This report outlines the project outcomes being sought by Northern Futures and the benefits anticipated for residents of the City of Salisbury.

RECOMMENDATION

1. That this report be received and noted.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 In 2011 Northern Futures released the Northern Adelaide Skills, Workforce and Employment Blueprint, a comprehensive plan for improving the skills and employment potential for residents of Northern Adelaide.
- 1.2 The Blueprint provided clear regional priorities, informed through comprehensive consultation plus expertise and substantive data. These priorities were summarised through six Pillars:
 - Engagement and aspirations;
 - Learning and literacy;
 - Coordinated career development;
 - Links between industry, education, training and employment providers;
 - An accessible evidence base; and an
 - Regional governance body.
- 1.3 The vision behind the Blueprint was highly aspirational and over the past 7 years, there has been significant work by all levels of government, local providers, schools and other institutions with varying degrees of success.

- 1.4 Working groups were established and co-ordinated via the former Office of Northern Connections, and resulted in a range of work mapping business needs across key industry sectors, generating and strengthening schools access to industry intelligence as well as service providers understanding of workforce needs.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Economic Development and Urban Policy
- 2.2 External
 - 2.2.1 Northern Futures Inc.

3. REPORT

- 3.1 Northern Futures Inc. is proposing to revisit the Blueprint, and has sought assistance from major partners, including the City of Salisbury , Playford and Tree Gully. The Blueprint clearly articulated the underlying issues at the time and barriers faced by the northern community around employment. Since the launch of the Blueprint in 2011, the region has undergone significant disruption because of the announcement in 2013 by GM Holden and subsequent closure of the Elizabeth manufacturing plant. This announcement has had a flow on effect across the component sector resulting in closure of automotive manufacturing in October 2017 with the loss of thousands of jobs.
- 3.2 At the same time there is a transition in the workforce economy with advanced manufacturing, food and space industries re-locating and establishing themselves throughout the region.
- 3.3 Support for the Blueprint was strong as the document development and implementation had significant buy-in from major partners. Northern Futures is proposing to build on this past credibility, and to use it as the basis for facilitating forums and workshops, and collaboration should be forthcoming.
- 3.4 It is proposed that a series of forums and focus group audiences consisting of community representatives, unemployed, underemployed, disadvantaged people from our community be engaged. Further forums and focus groups could include attendees from all levels of government, agencies, service providers and key stakeholders.
- 3.5 As a result of the community engagement, a co-designed strategy will form a future direction for Northern Adelaide in workforce development, education, training and employment.
- 3.6 The proposed public launch of the new Blueprint, entitled Our North, Our Future - a focus on workforce development and skills, is scheduled for May 2019.
- 3.7 By revisiting the Blueprint, and rebranding it, Northern Futures will have a sound position to launch its strategic direction through advocacy, targeted media and positioning the organisation as the regional leader on workforce development.
- 3.8 Through engaging the community in this journey, more so than making it an academic project, the community will assist in the co-design of solutions and strategies.

- 3.9 Building community ownership, engagement and awareness for future change will ensure the strategies have higher probability of adoption, implementation and being of greater political relevance to influence policy change.

Champions

- 3.10 John Harry has agreed to become a Champion of the project upon the request by Northern Futures. The concept behind having Champions is that people who were very engaged or drove the original Blueprint be able to tell their story in short video clips of 1-3 minutes that can be used on social media and at community forums.
- 3.11 John Harry was a Board Member of Northern Futures at the time the original Blueprint was developed and was highly engaged in the process. Northern Futures has engaged a communications consultant, Michele Prak, and video professionals to work with each Champion to ensure a small snippet of their thoughts are recorded and captured to save each individual's time. Recording is due to occur in January and February 2019.

Northern Futures Contribution

- 3.12 As a project of significant interest to the region, Northern Futures will contribute the majority of funding and project management. Northern Futures has established a meaningful partnership with the City of Salisbury that includes:
- Logo on event banners;
 - Logo on all promotional material, merchandise and publications;
 - Acknowledgement within all publications;
 - Opportunity for Guest speakers at Regional Summit;
 - Members invited to events; and
 - Opportunity for input into event programs.
- 3.13 Possible Project Timeline
- Desktop Research on outcomes of original Blueprint - Current
 - Survey or base line collection of Blueprint usage and learning – Current
 - Possible community Forums – February - April
 - Focus Groups to analyse Blueprint - January – March
 - Collate data collection - January- March
 - Produce Outcome from data collection - March - April
 - Public launch – May- June
 - Regional Summit – August-September
- 3.14 In order to support this activity Northern Futures have requested \$15,000 investment from the City of Salisbury. This has been provided via existing budgets.

4. CONCLUSION / PROPOSAL

- 4.1 The concept of re-visiting the blueprint is timely given the immediate changes within the local economy and need to support local businesses gain local labour supply through a well defined thoughtful strategy, involving multiple service providers. The document would provide significant strategic direction in this area, thus improving the capacity of the Northern Region to advocate with Government and the private sector requirements and needs.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11/02/2019

ITEM	1.1.5		
	POLICY AND PLANNING COMMITTEE		
DATE	18 February 2019		
PREV REFS	Policy and Planning Committee	1.1.2	17/09/2018
HEADING	Safety in the City of Salisbury		
AUTHOR	Julie Douglas, Senior Social Planner, Community Development		
CITY PLAN LINKS	<p>4.1 Strengthen partnerships that enable us to better address our community's priorities.</p> <p>4.2 Develop strong capability and commitment to continually improve Council's performance.</p> <p>3.2 Have interesting places where people want to be.</p>		
SUMMARY	This report provides an overview and further information on community safety across the City of Salisbury and advice from SAPol on community safety issues and measures for improving safety.		

RECOMMENDATION

1. That this report be received and noted.

ATTACHMENTS

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

1. Safer Salisbury Strategy

1. BACKGROUND

- 1.1 At Council's September 2018 meeting the following resolution was passed:

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 (2638/2018).

- 1.2 This report responds to that resolution by providing additional information on community safety across the City of Salisbury, and recommendations for improving community safety.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal

- 2.1.1 The City of Salisbury Community Safety Coordination Group was consulted on community safety issues across the City of Salisbury.

2.2 External

- 2.2.1 SAPol was consulted on safety issues across the City of Salisbury and measures to improve safety.

3. REPORT

3.1 The City of Salisbury is committed to ensuring our City is a safe community and has taken an active role in community safety and crime prevention through the development of partnerships, projects and initiatives that seek to address a range of crime and safety concerns. Council's approach recognises that community safety is a shared responsibility, with different agencies playing different roles.

3.2 Council's role in supporting community safety is outlined in our existing community safety plan, the Safer Salisbury Strategy (attachment 1), which provides a framework for Council to promote and support community safety and amenity. Actions in the Safer Salisbury Strategy are structured around the key themes of:

- **Places** - encouraging public space design and amenity that increases community safety and people's sense of safety, which includes:
 - enhancement of Salisbury's CCTV network to increase public realm security and discourage property damage, graffiti and anti-social behaviours;
 - provision of safe places through the application of Crime Prevention Through Environmental Design (CPTED) principals to Council developments and major projects;
 - encouraging community ownership of public spaces through place activation to reduce vandalism and antisocial behaviours;
 - removal of graffiti in public places; and
 - management and implementation of the Salisbury Dry Zone as per the Office of Liquor & Gaming Commissioner requirements.
- **Partnerships** - fostering robust community safety partnerships that ensure effective coordination and delivery of community safety initiatives and maximise the sharing of knowledge, data and resources, which includes:
 - fostering robust community safety partnerships to share knowledge, data and resources;
 - enhancing communication and information delivery between council, community safety partners and the community; and
 - working with partners to reduce alcohol and other drug related crime and injuries.
- **People** - linking people to places through initiatives that support community members, address anti-social behaviours, promote community capacity building and provide a range of inclusive and enjoyable activities, which includes:

- minimising the risks to the community associated with alcohol and other drug use;
 - minimising the risks to the community associated with anti-social behaviours;
 - supporting vulnerable senior community members;
 - supporting vulnerable younger community members; and
 - providing crime prevention and safety information to the community.
- 3.3 The status of implementation of actions within the Safer Salisbury Strategy is as follows:
- The majority of actions (28 of the 57 actions) are identified as ongoing and are generally incorporated into standard business practices;
 - Expansion of Council's CCTV network has progressed in line with the receipt of external funding, as well as Council initiated funding. This has seen CCTV expanded throughout the Salisbury CBD, at Community Centres and Libraries, St Kilda, Salisbury Oval (funding received pending implementation) and planned implementation throughout Mawson Lakes (subject to receipt of Federal Safer Communities funding)
 - Crime Prevention through Environmental Design (CPTED) principals and place activation principals are incorporated into the design and planning for public spaces throughout the City;
 - Maintenance and repair of public spaces, including graffiti removal and dumped rubbish clearing, is regularly undertaken to support community enjoyment of the public realm;
 - Regular security patrols are undertaken;
 - Community awareness campaigns;
 - Programs and activities are offered to vulnerable community members to build social connection and enhance personal wellbeing and safety;
 - Council has developed a Local Drug Action Team for Northern Adelaide with support of the Alcohol and Drug Foundation, with the aim to provide primary prevention approaches in the region.
- 3.4 A key aspect of a safe community is the creation of local partnerships between community, government and non-government organisations that aim to share information, combine resources, knowledge and capacities to address local concerns about the physical environment, antisocial behaviour and crime in a coordinated and sustained manner. Council is involved in a number of ongoing community safety partnerships, including (but not limited to):
- SA Police Regional Community Safety Committee;
 - Northern Adelaide Local Drug Action Team (of which the City of Salisbury is the principal partner); and
 - Northern Homelessness and Violence Against Women Collaboration.
- 3.5 Council staff actively seeks opportunities and funding initiatives that build upon Council's approach to community safety. This has included significant grants received in recent years, such as:

- SA Attorney General's funding to extend Council's CCTV network;
 - SA Attorney General's and Department of Social Services funding to provide early education, primary prevention and community awareness initiatives relating to domestic and family violence;
 - Alcohol and Drug Foundation funding to establish a regional Local Drug Action Team;
 - Alcohol and Drug Foundation funding to deliver drug and alcohol primary prevention in schools; and
 - National Motor Vehicle Theft Reduction Council funding to deliver community awareness campaigns relating to motor vehicle theft.
- 3.6 When criminal or anti-social issues arise Council staff members liaise and cooperate with relevant authorities to ensure that such issues are sensitively dealt with and responded to in a timely fashion. Developing and maintaining positive relationships between Council and SA Police is key to ensuring good communication and effective, collaborative responses when community safety issues arise.
- 3.7 SA Police statistics on reported offences reveals a declining trend in crime across the City of Salisbury over the past 5 years. Sometimes contrary to the crime statistics community perceptions may perceive areas to be unsafe. These are in larger public areas such as train stations, and areas where there may have been recent incidences of high profile, attracting media attention. The majority of SA Police reported offences in the City of Salisbury in 2017/2018 related to theft, property damage and serious criminal trespass.
- 3.8 Advice received from SA Police in relation to measures that Council could implement to improve safety respond to the offending profile outlined below. These could include initiatives aimed at informing residents of strategies to improve safety, and may include:
- Community safety information in Council publications and social media;
 - Community education and awareness campaigns, such as Operation Bounce Back, which seek to raise awareness related to motor vehicle theft and theft from motor vehicles; and
 - Continued provision of CCTV in public places.
- 3.9 Many of these activities are underway and a snapshot of some of these is contained in Section 3.4.

4. CONCLUSION / PROPOSAL

- 4.1 This report has provided an overview of Council's strategic framework in relation to community safety across the City of Salisbury. Councils have unique roles within the community in relation to safety, and many areas of Councils operations can contribute to community safety. Collaboration with other agencies is however an essential component of ensuring that Council continues work within its remit.

- 4.2 There is a comprehensive plan which has been delivered over a number of years and the plan is due for a refresh in 2019. Staff are working on presenting an update for consideration of council which will provide an opportunity for Council to consider it's current roles and responsibilities and how it may choose to work in the future in relation to Community Safety. The refresh of the plan is expected to be considered by Council in June.
- 4.3 Advice from SA Police on crime issues and measures to improve safety has identified that Council could implement measures to provide more information to the public on community safety issues; develop initiatives to raise community awareness relating to community safety; and continue providing CCTV infrastructure in public places.
- 4.4 Council staff will continue to work closely with SA Police and other community safety partners in relation to matters relating to community safety.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 11.02.19



SAFER SALISBURY STRATEGY AND ACTION PLAN



Salisbury, the **Living** city



“Community safety is an aspect of the quality of people’s lives in which the risk from a range of social harms such as crime, be it real or perceived, is minimised. It also refers to an increase in people’s capacity to cope should they experience these harms”

Introduction

The City of Salisbury takes an interest in the well-being of our community and is committed to promoting Salisbury as a safe place to live, work and play.

Feeling safe is a basic and fundamentally important need, Council recognises its importance in the growth and development of our community.

We recognise that achieving community safety outcomes that are relevant to local issues is important for the longer term development of our community. Research informs us that responding to those issues requires collaborative and holistic responses.

The Safer Salisbury Strategy and Action Plan 2013-2017 provides a strategic framework for crime prevention and community safety activities across the city that will assist in achieving this goal.

Aims

The Safer Salisbury Strategy and Action Plan responds to community concerns about crime and safety in the Salisbury community as identified in the 2012 Community Perceptions Survey.

It aims to provide an overview of current community safety issues in the Salisbury local government area, to draw together information about work done to date to address these issues by Council and other agencies, and present proposals for future work. In short, the Plan describes where we are now, and where we might go in the future.

It aims to enable Council to make informed decisions about priorities, and provide evidence that will enable Council to seek funds from sources such as the State and Federal Governments. The strategies and actions proposed build on the body of work done to date and draw on the capacity of prospective partners with the intention of using resources efficiently and effectively.

Guiding Principles

The Safer Salisbury Strategy and Action Plan is guided by the principles outlined in the Salisbury Living City Strategy, they are:

- Access and Equity;
- Social Justice and Social Inclusion;
- Consultation and Participation; and
- Collaboration and Cooperation.



What is Community Safety and Crime Prevention?

Safer Communities are ones where all individuals live without the fear of becoming a victim of crime or of feeling unsafe. Community safety tackles issues that are both real and perceived.

Crime prevention includes 'strategies and measures that seek to reduce the risk of crimes occurring, and their potential harmful effects on individuals and society, including fear of crime, by intervening to influence their multiple causes' .

Effective crime prevention involves:

- strong and committed leadership at all levels;
- collaboration between multiple stakeholders to address the wide-ranging causes of crime and to draw upon the skills, expertise, resources and responsibilities necessary to address those causes;¹
- the practical application of research and evaluation findings in the development and implementation of measures to reduce crime, targeted to areas of the greatest need and adapted to suit local conditions;
- a focus on outcomes and a commitment to demonstrating measurable results through evaluation and performance measurement, with clear lines of accountability;
- building and maintaining the capacity to implement effective crime prevention policies and interventions;
- promoting an active and engaged community, and being responsive to the diversity and changing nature of communities;
- long-term commitment to achieving sustainable reductions in crime and savings to the criminal justice system and the community; and
- coordination across sectors to embed crime prevention into relevant social and economic policies, including education, employment, health, and housing policies, particularly those directed towards at-risk communities, children, families and youth.²

There are a variety of different approaches to preventing crime, and programs frequently involve multiple interventions delivered at once.

Strategies may be directed towards:

- addressing the environmental conditions that promote and sustain crime;
- eliminating risk factors and enhancing protective factors to reduce the likelihood that individuals will engage in offending behaviour;
- strengthening communities by addressing social exclusion and promoting community cohesiveness; and
- enhancing the capacity of criminal justice agencies to prevent crime and reoffending .

Community safety and crime prevention go hand in hand. The Victorian Parliamentary Inquiry into Locally Based Approaches to Community Safety and Crime Prevention considered that the concept of crime prevention should not be narrowly circumscribed to traditional law and order approaches only. Community safety and community engagement are key aspects of any crime prevention agenda.

Community safety programs also have the potential to embrace a wider range of issues, including health, education and employment. Community safety, it is argued, is:

'an aspect of the quality of people's lives in which the risk from a range of social harms such as crime, be it real or perceived, is minimised. It also refers to an increase in people's capacity to cope should they experience these harms' .

¹United Nations Economic and Social Council (ECOSOC) 2002. Guidelines for the prevention of crime. 11th Commission on the prevention of crime and criminal justice. Resolution 2002/13, Annex. New York: UN ECOSOC.

²National Crime Prevention Framework, 2011, Australian Institute of Criminology.

³National Crime Prevention Framework, 2011, Australian Institute of Criminology.

⁴Ekblom and Wyvekens in Morgan, A & Homel, P 2011, 'A model performance framework for community based crime prevention', Technical and Background Paper no. 40, Australian Institute of Criminology, Canberra.



What is Council's Role in Community Safety?

Councils are responsible for a range of services related to community safety and crime prevention, including managing public space and building design, providing a range of community services and developing policies that affect local businesses⁵.

Community safety is a responsibility that sits across the three tiers of government and Councils are ideally positioned to provide a complimentary role in addressing community safety and crime prevention.

The City of Salisbury undertakes a broad variety of roles in relation to community safety which extends from the provision of infrastructure, program and service delivery, emergency responses, information provision and collaborative initiatives.

Our roles include:

- Leader;
- Service provider;
- Partner;
- Information provider;
- Facilitator;
- Coordinator;
- Funder;
- Broker;
- Owner;
- Custodian; and
- Advocate.

⁵Morgan, A, Boxall, H, Lindeman, K & Anderson, J 2012, Effective Crime Prevention Interventions for Implementation by Local Government, Australian Institute of Criminology, Canberra.

⁶Parliament of Victoria, 2012, Inquiry into Locally Based Approaches to Community Safety and Crime Prevention – Final Report, http://www.parliament.vic.gov.au/images/stories/committees/dpc/Locally_Based_Approach_Crime_Prevention/dpc.icp.finalreport.pdf

Recommendations for Local Governments from the Victorian parliamentary Inquiry into Locally Based Approaches to Community Safety and Crime Prevention⁶, includes the following points:

- In addressing crime prevention and community safety, evidence based strategies are essential;
- A 'one size fits all' approach to crime prevention does not address the specific issues, needs and requirements of individual local communities;
- Community capacity building and social capital are essential and integral aspects of addressing crime prevention and community safety issues in contemporary society;
- Effective crime prevention requires police to take a proactive community focused approach in addition to reactive policing;
- Research suggests that local government authorities are best placed to understand and reflect the particular needs and problems of their local community. As such they are best placed to generate and deliver the most appropriate prevention interventions for their local communities;
- Strategies should be tailored to local conditions and needs;
- Councils should conduct a crime prevention audit and/or needs analysis of community safety requirements in their municipality. Such an audit and needs analysis would provide useful data and information for local government areas to develop their crime prevention and community safety strategy plan;
- Each local government authority should ensure that its crime prevention and community safety strategy plan be based on evidence of current crime prevention and community safety issues and problems facing the local community; and
- Councils that do not presently have a community safety and crime prevention committee should establish one.

Salisbury



The Development Process

The development of the Safer Salisbury Strategy and Action Plan was based upon input and consultation with representatives in the groups mentioned on the previous page and premised on the following considerations:

- Sound demographic knowledge of the community;
- Strategic and tactical (operational) knowledge of the City and its environment;
- Analysis of crime statistics obtained from the Office of Crime Statistics and Research;
- Assessments of areas and issues of primary concern;
- Literature review of community safety and crime prevention research and practical models;
- Community Perceptions Survey; and
- Gathering and analyzing information on:
 - What the issues are in relation to community safety;
 - What the threats and risks are;
 - The nature of the crimes taking place;
 - The community perceptions on safety in Salisbury; and
 - The development of possible interventions and solutions and ongoing evaluation and adjustment of initiatives to achieve successful outcomes.

The literature review component included Council, State and Federal Government directions on Community Safety and Crime Prevention. Review of community safety plans within metropolitan councils in South Australia and interstate has assisted in guiding the format and development process. Relevant data and statistics were analysed to determine current crime trends relevant to City of Salisbury.

Data sources considered included:

- Australian Bureau of Statistics Census and Housing data;
- South Australian Office of Crime Statistics and Research;
- Australian Institute of Criminology;
- SAPOL; and
- Elizabeth Community Safety Committee.



Policy/Planning Integration

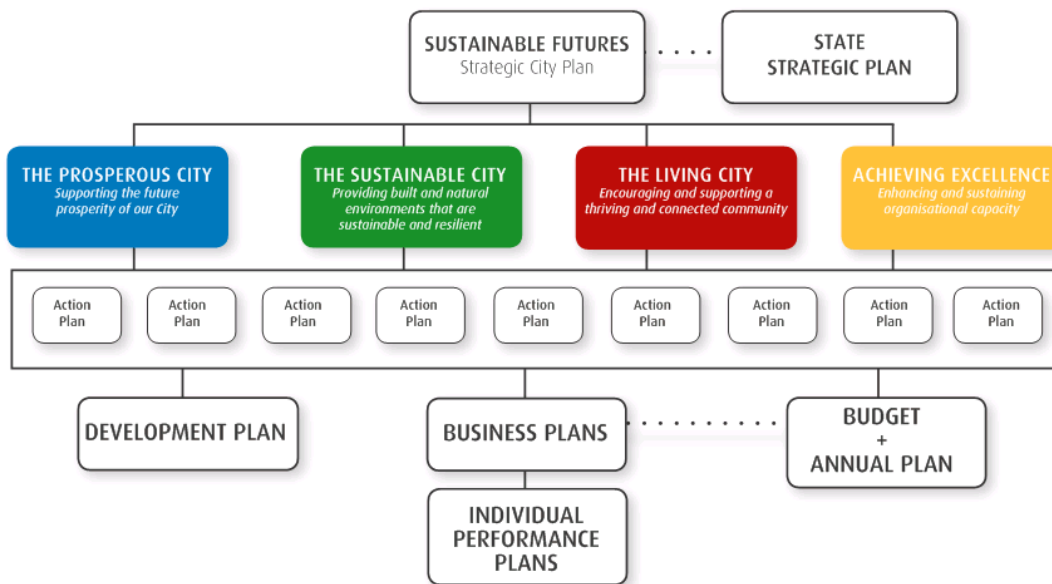
The Safer Salisbury Strategy and Action Plan is closely aligned to Salisbury’s Sustainable Futures City Plan 2020 and its Living City key direction.

The focus of Sustainable Futures is to build on our strengths and work together in shaping a sustainable future with *“excellence in building a community of opportunity and spirit in a quality environment.”* The focus of the Living City key direction is encouraging and supporting a thriving and connected community.

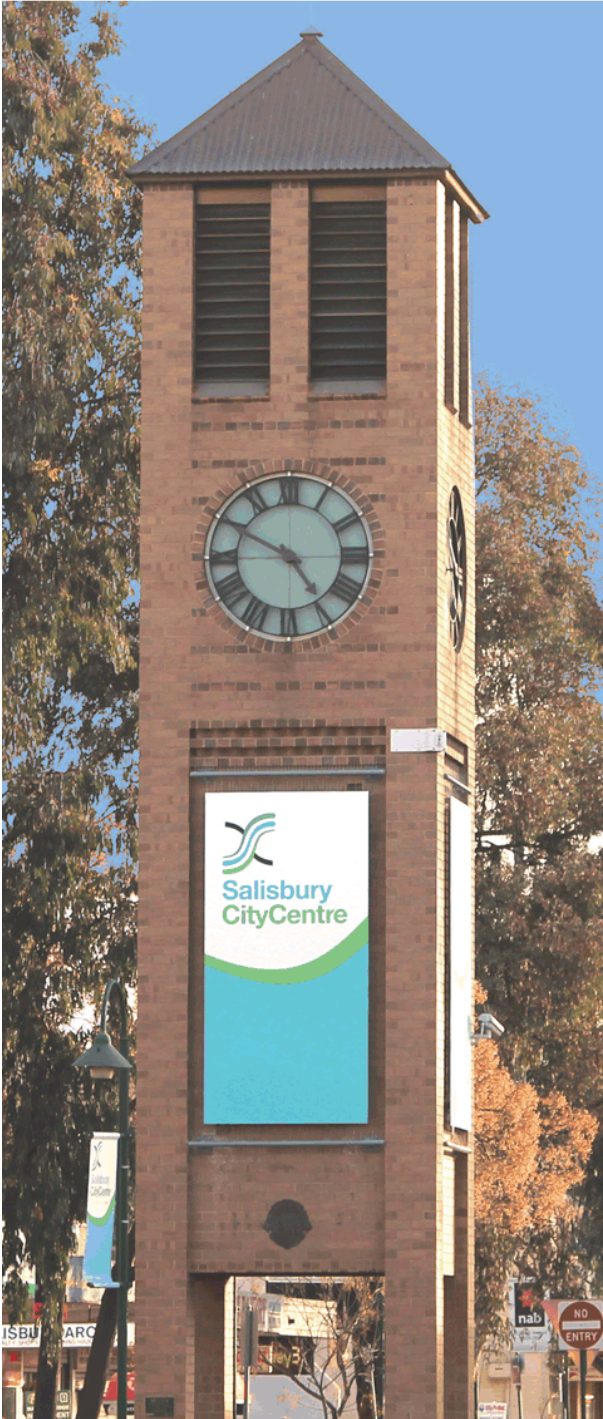
The Safer Salisbury Strategy and Action Plan directly relates to the following objectives in the Living City key direction:

- OBJECTIVE 1: to have a community that embraces healthy and active lifestyles;
- OBJECTIVE 2: To have an engaged community with a strong sense of vitality, pride and belonging; and
- OBJECTIVE 3: To have a city where a quality of life is achievable.

The following chart illustrates the relationship of the high level strategic directions and supporting action plans, which inform the setting of Council’s annual budget and priorities.



“Community safety is an aspect of the quality of people's lives in which the risk from a range of social harms such as crime, be it real or perceived, is minimised. It also refers to an increase in people's capacity to cope should they experience these harms”.



Federal and State Government Frameworks

The initiatives and strategies developed by both the State and Federal Government contribute to the strategic direction of community safety and crime prevention at a local level.

At a Federal level, the National Crime Prevention Framework, National Crime Prevention Fund and Safer Suburbs Program are designed to enhance community safety and crime prevention by preventing or reducing crime and anti-social behaviour, improving community safety and security, and reducing the fear of crime.

The State Government has stated its commitment to crime prevention through the South Australian Strategic Plan, particularly through the strategic priority of creating Safe Communities, Healthy Neighbourhoods, and the goals of addressing the causes of crime and reducing repeat offending.

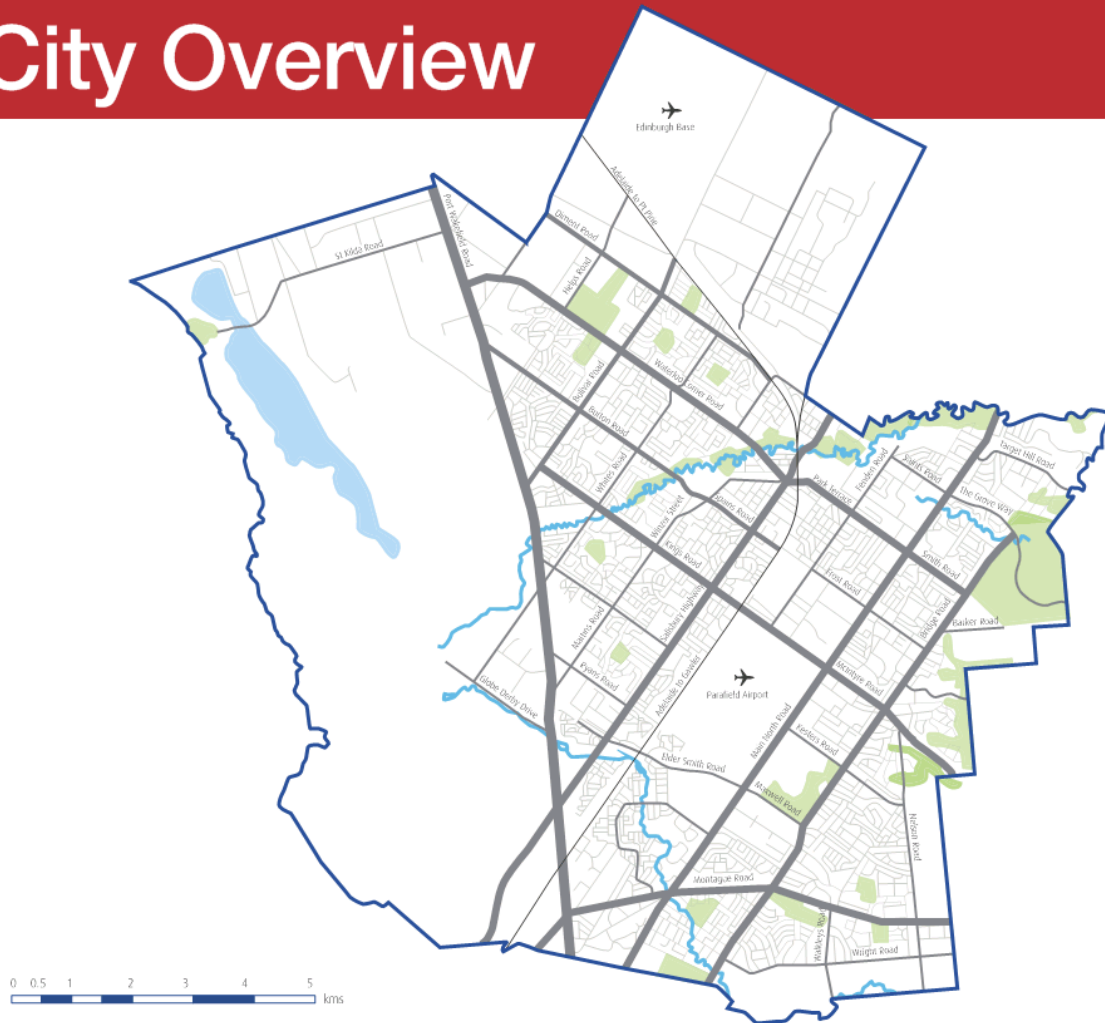
Key features at both State and Federal policy highlight the importance of prevention, multi-faceted approaches and the key role of local partnerships and initiatives.

The Safer Salisbury Strategy and Action Plan draws on these features.

CITY OF
Salisbury



City Overview



The City of Salisbury is located in Adelaide’s northern suburbs - about 25 kms from the Adelaide city centre. The City is bounded by the City of Playford in the north, the City of Tea Tree Gully in the east, the City of Port Adelaide Enfield in the south and Gulf St Vincent in the west.

The City of Salisbury includes the suburbs and rural localities of Bolivar, Brahma Lodge, Burton, Cavan, Direk, Dry Creek (part), Edinburgh, Elizabeth Vale (part), Globe Derby Park, Green Fields, Gulfview Heights, Ingle Farm, Mawson Lakes, Para Hills (part), Para Hills West, Para Vista, Parafield, Parafield Gardens, Paralowie, Pooraka, Salisbury, Salisbury Downs, Salisbury East, Salisbury Heights (part), Salisbury North, Salisbury Park, Salisbury Plain, Salisbury South, St Kilda, Valley View (part), Walkley Heights and Waterloo Corner (part).

The City of Salisbury is predominantly a residential area but also has substantial industrial, commercial and rural areas, encompassing a total land area of about 160 square kms, including an airport, many parks, reserves, walking trails and wetlands.

Horticultural enterprises (mainly vegetable growing) are located on the western fringes of the urban development.

In more recent years Salisbury has become known for its industry, technology and environmental endeavors.

It has gained international recognition for developing wetlands technology, especially at Parafield Airport and Edinburgh.



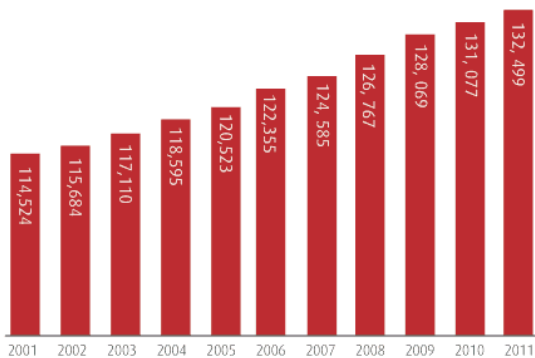
Community Profile

The estimated resident population of the City of Salisbury was 132,499 in 2011, increasing by 9% from the 2006 Census making it the local government area in South Australia with the largest growth.

Population growth has the potential to cause increases in the number of criminal offences reported to Police and while the number of offences reported by Police for Salisbury has been steadily declining since 2006, population growth is nevertheless a factor that needs to be considered in planning for community safety.

The following information provides a summary of the Salisbury population.

Estimated Resident Population, City of Salisbury



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts.

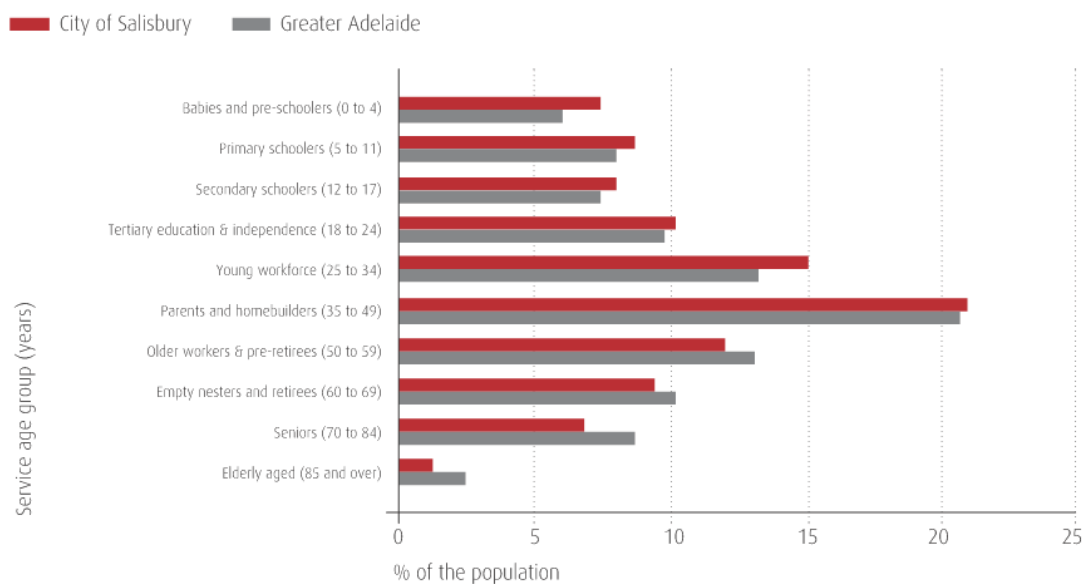


“ In Salisbury we have a high proportion of both younger residents and due to processes of a structurally ageing population, a growing proportion of older residents who are vulnerable to the impacts of crime.”

Analysis of age groups in the City of Salisbury in 2011 compared to Greater Adelaide shows that there was a higher proportion of people in the younger age groups (0 to 17 years) and a lower proportion of people in the older age groups (60+ years).

Overall, 24.0% of the population was aged between 0 and 17, and 17.7% were aged 60 years and over, compared with 21.5% and 21.3% respectively for Greater Adelaide.

Age Structure, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data) Compiled and presented in profile by id the population experts.

The major differences between the age structure of the City of Salisbury and Greater Adelaide are:

- A larger percentage of ‘Young workforce’ (15.1% compared to 13.4%);
- A larger percentage of ‘Babies and pre-schoolers’ (7.2% compared to 6.0%);
- A smaller percentage of ‘Seniors’ (6.9% compared to 8.7%); and
- A smaller percentage of ‘Frail aged’ (1.4% compared to 2.4%).

It is important to note that a documented candidate as lead indicator for crime is population growth in the age groups most prone to crime - for example those aged between 15 and 29⁷.

It is equally as important to appreciate the older people may be more vulnerable to certain forms of criminal activity and often report a greater perception of fear in relation to their safety⁸.

In Salisbury we have a high proportion of both younger residents and due to processes of a structurally ageing population, a growing proportion of older residents who are vulnerable to the impacts of crime.

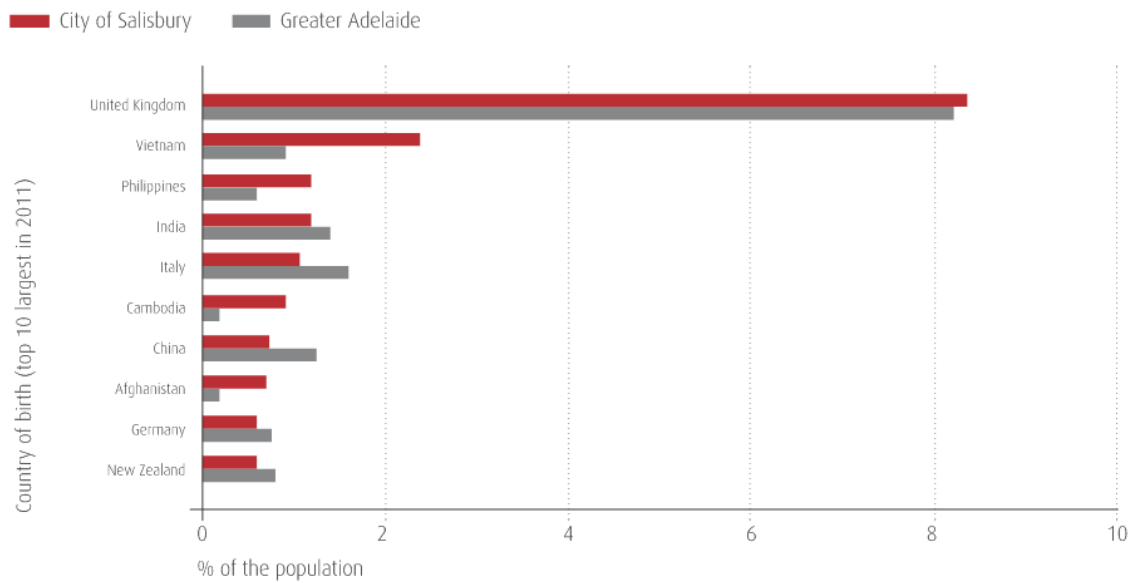
⁷Crime Research Centre, 1999, Mapping Crime, Offenders and Socio-Demographic Factors, University of Western Australia.; L Rosevear 2012, The impact of structural ageing on crime trends: A South Australian case study, Australian Institute of Criminology.

⁸A Graycar & M James 2000, Crime and Older Australians: Understanding and Responding to Crime and Older People, Australian Institute of Criminology.



The City of Salisbury has a larger proportion of people born overseas (27.8%), as well as a larger proportion of people from non-English speaking backgrounds (18.1%), compared with 25.3% and 15.1% respectively for Greater Adelaide.

Country of birth, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data) Compiled and presented in profile by id the population experts.

Between 2006 and 2011, the number of people born overseas increased by 5,483 or 18.0%, and the number of people from a non-English speaking background increased by 6,050 or 35.0%.

The largest changes in birthplace countries of the population between 2006 and 2011 were for those born in:

- India (+1,194 persons);
- United Kingdom (-857 persons);
- Afghanistan (+777 persons); and
- Philippines (+676 persons).

“Salisbury has a high proportion of people in the community who come from a diverse range of countries, who may have less ability to understand what assistance is available to them and what their rights are in relation to all aspects of crime and community safety.”

Analysis of the language spoken at home shows that there was a smaller proportion of people in Salisbury who spoke English only, and a larger proportion of those speaking a non-English language (either exclusively, or in addition to English).

Overall, 73.7% of the population spoke English only, and 21.9% spoke a non-English language, compared with 78.8% and 17.3% respectively for Greater Adelaide.

Language spoken at home, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data) Compiled and presented in profile by id the population experts.

The major differences between the languages spoken at home for the population of the City of Salisbury and Greater Adelaide in 2011 were:

- A larger percentage speaking Vietnamese at home (3.7% compared to 1.3%); and
- A larger percentage speaking Khmer at home (1.6% compared to 0.3%).

The largest changes in the spoken languages of the population

in the City of Salisbury between 2006 and 2011 were for those speaking:

- Persian/Dari (+1,087 persons);
- Vietnamese (+674 persons);
- Filipino/Tagalog (+620 persons); and
- Nepali (+587 persons).

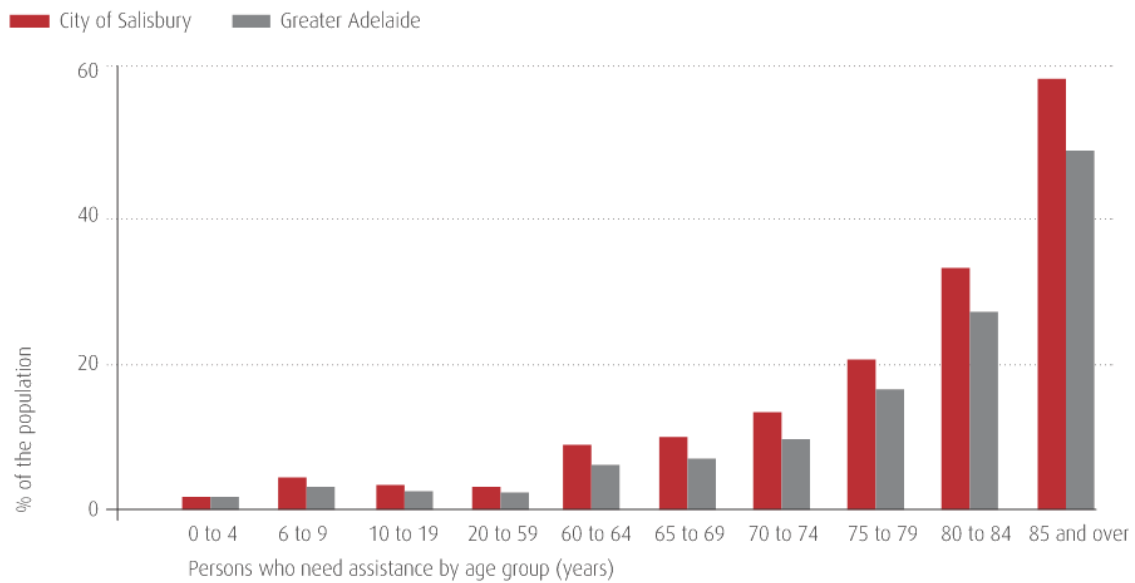
These figures demonstrate that Salisbury has a high proportion of people in the community who come from a diverse range of countries, who may have less ability to understand what assistance is available to them and what their rights are in relation to all aspects of crime and community safety.



Analysis of the need for assistance of persons in the City of Salisbury compared to Greater Adelaide shows that there was a similar proportion of persons who reported needing assistance with core activities.

Overall, 5.8% of the population reported needing assistance with core activities, compared with 5.4% for Greater Adelaide.

Need for assistance, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data) Compiled and presented in profile by .id the population experts.

The major differences in the age groups reporting a need for assistance in the City of Salisbury and Greater Adelaide were:

- A larger percentage of persons aged 85 and over (58.8% compared to 49.2%);
- A larger percentage of persons aged 80 to 84 (33.0% compared to 27.1%);
- A larger percentage of persons aged 75 to 79 (20.7% compared to 16.5%); and
- A larger percentage of persons aged 70 to 74 (13.4% compared to 9.8%).

These figures illustrate that Salisbury has a high proportion of people in the community who have a disability and who may be more vulnerable to the impacts of crime and the perception or fear of crime.

In turn, this impacts the capacity of residents with a disability to enjoy their community.

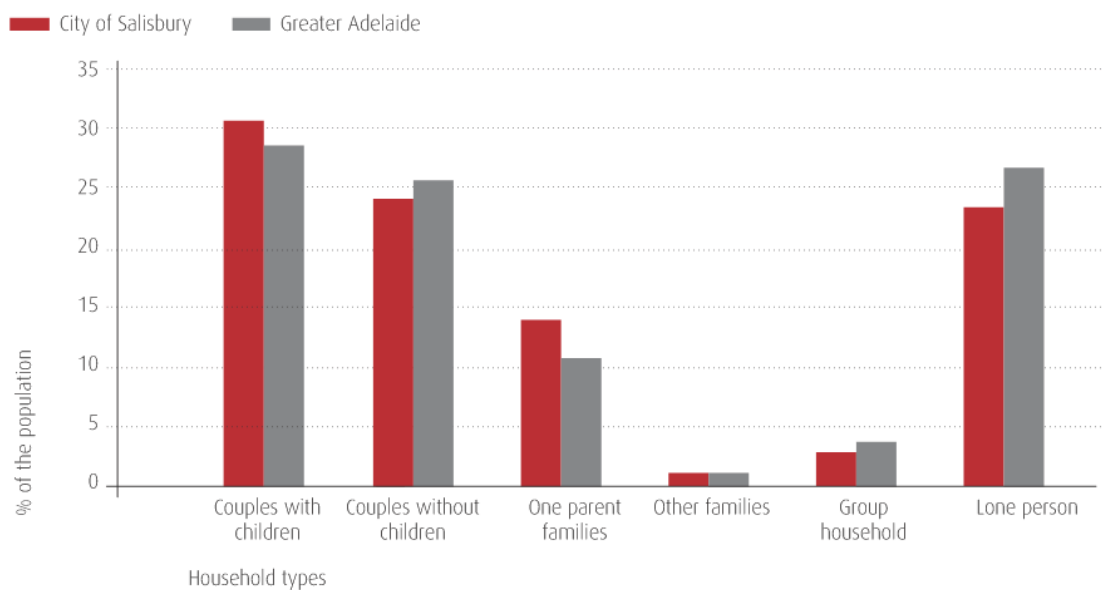
⁹Nocon, A, Iganski, P & Lagou, S 2011, Disabled people's experiences and concerns about crime, Equality and Human Rights Commission, London.

“Families with children may have concerns for the safety of children in the community. For those residents living in lone households there is an increased likelihood of a real or perceived threat of being targeted in their homes.”

Analysis of the household/family types in the City of Salisbury in 2011 compared to Greater Adelaide shows that there was a higher proportion of couple families with child(ren) as well as a higher proportion of one-parent families.

Overall, 30.7% of total families were couple families with child(ren), and 14.0% were one-parent families, compared with 28.5% and 11.0% respectively for Greater Adelaide.

Household types, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data) Compiled and presented in profile by .id the population experts.

There were a lower proportion of Lone Person Households and a lower proportion of Couples without Children. Overall, the proportion of Lone Person households was 23.5% compared to 26.7% in Greater Adelaide while the proportion of Couples without Children was 24.2% compared to 25.5% in Greater Adelaide.

In terms of the sense of community safety, this may mean that families with children may have concerns for the safety of children in the community. For those residents living in lone households there is an increased likelihood of a real or perceived threat of being targeted in their homes.

Crime Data¹⁰

The crime statistics presented here are the latest available from the Office of Crime Statistics and Research for the City of Salisbury. There were 19,275 recorded offences in 2010, down by 4.75% from 20,236 recorded offences in 2009.

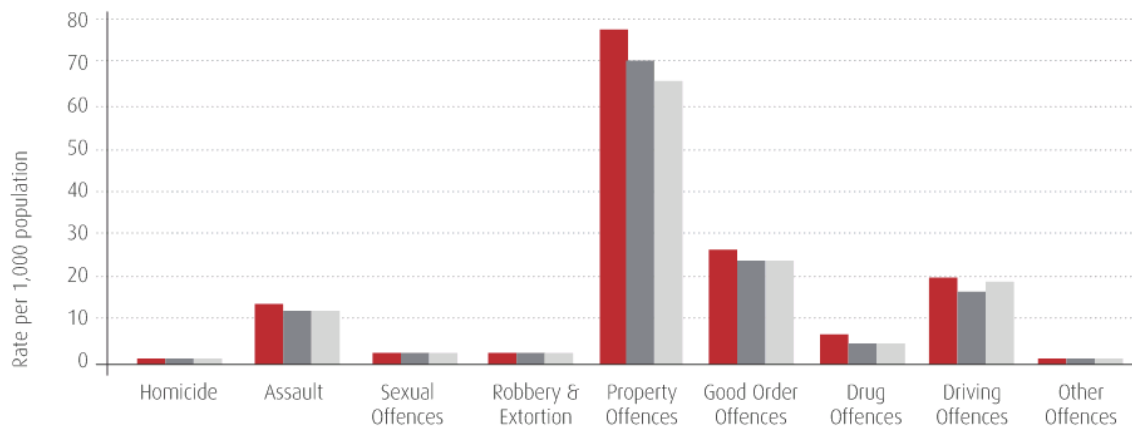
Offences against property, offences against the person and driving offences have declined when comparing 2009 to 2010. Offences against good order, drug offences, robbery and extortion, sexual offences and other offences all increased between 2009 and 2010.

The majority of offences in 2010 were against property or good order, representing 53.2% and 17.6% of the total respectively. 13.3% of offences were related to driving.

In 2010 the City of Salisbury ranked 3rd in terms of crime rates, compared to other Adelaide Local Government Areas.

Playford had the highest crime rate per 1,000 population, followed by Port Adelaide Enfield and the Adelaide Hills had the lowest.

2010 recorded offences



	Homicide	Assault	Sexual Offences	Robbery & Extortion	Property Offences	Good Order Offences	Drug Offences	Driving Offences	Other Offences
SALISBURY	0.05	13.22	1.24	1.39	77.41	25.58	6.55	19.3	0.77
ADELAIDE	0.04	11.2	1.18	0.93	69.87	22.93	3.2	15.54	0.74
SOUTH AUSTRALIA	0.04	11.23	1.15	0.73	65.48	23.17	3.08	16.66	0.79

In addition to these figures, Council receives the majority of its community safety complaints in relation to graffiti, vandalism, property damage and the illegal dumping of rubbish.

When combined, these figures illustrate that Salisbury experiences a significant community safety problem in relation to property offences.

Closer analysis of the crime statistics since 2006 (attached as Appendix 1), however, reveals that although property offences have been declining (although still unacceptably high), good order offences and drug offences have been steadily increasing.

This provides part of the rationale for developing community safety responses that target both people and places.

Challenges and Trends

The following factors in relation to safety present the greatest challenges to Salisbury Council in reducing crime and improving perceptions of safety:

- Property crimes, graffiti and vandalism;
- Alcohol and other drug consumption and related violence;
- Social and demographic factors;
- Promoting residential growth;
- Urban design and place-based planning; and
- Effective partnerships for better outcomes.

¹⁰Source: Office of Crime Statistics and Research, 2012
For explanatory notes and counting rules see <http://www.ocsar.sa.gov.au/maps.html>

Priority Areas and Actions

The City of Salisbury undertakes many roles and initiatives to ensure that our community is a safe one.

Our current annual expenditure is approximately \$4,123,000, in addition to the significant investment of staff involved in undertaking those various roles.

While this represents a significant investment we understand that there are additional actions that we can undertake, at little financial cost, that can strengthen our approach to community safety.

Over the next five years, the Safer Salisbury Strategy and Action Plan will prioritise the strategies and actions outlined in the following pages, which have been developed within a framework that focuses on the goal areas of:

- Places - to encourage public space design and amenity that increases community safety and people's sense of safety.
- Partnerships - to foster robust community safety partnerships that ensures effective coordination and delivery of community safety initiatives and maximise the sharing of knowledge, data and resources.
- People - to link people to places through initiatives that support community members, address anti-social behaviours, promote community capacity building and provide a range of inclusive and enjoyable activities.



GOAL AREA 1. Places

GOAL AREA: Places To encourage public space design and amenity that increases community safety and people's sense of safety.					
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe
1.1 Enhancement of Salisbury's CCTV network to increase public realm security and discourage property damage, graffiti and anti-social behaviours.	<p>Manage and maintain Salisbury's CCTV safety camera network in currently identified public space hotspots in the following locations:</p> <ul style="list-style-type: none"> John Street St Kilda Salisbury North Skate Park <p>With allowance for replacing and upgrading the system as necessary.</p>	Service Provider & Partner	City Infrastructure: Business Support Division	2013/14 budget implications \$12,000 for maintenance of cameras (already in existing budget allocations).	Short Term
	<p>Expand Salisbury's CCTV safety camera network into hotspots identified in the following locations:</p> <ul style="list-style-type: none"> John Street Church Street Civic Square Rear of Council Offices St Kilda Pooraka Transfer Station Judd Street & laneway to Sexton car park. <p>With allowance for replacing and upgrading the system as necessary.</p>	Service Provider & Partner	City Infrastructure: Business Support Division	<p>\$47,000 for St Kilda installation & maintenance</p> <p>\$20,000 for Transfer Station upgrade</p> <p>Additional funding via New Initiative Bids and external funding sources (i.e. National Crime Prevention Fund)</p>	Short/Medium Term
	Utilise mobile CCTV to discreetly target instances of anti-social behaviour, including illegally dumped rubbish.	Service Provider & Partner	City Infrastructure: Business Support Division	**Existing operating budgets	Ongoing

GOAL AREA: Places (continued)						
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe	
1.1 Enhancement of Salisbury's CCTV network to increase public realm security and discourage property damage, graffiti and anti-social behaviours.	NEW OPPORTUNITIES					
	<ul style="list-style-type: none"> Purchase and deployment of portable solar/battery back-up powered IP based CCTV for use at events and hotspots as identified. 	Service Provider & Partner	<ul style="list-style-type: none"> City Infrastructure: Business Support Division 	\$10,000 per device = \$20,000 (existing budget allocation).	Short Term	
	<ul style="list-style-type: none"> Auditing of existing CCTV Installations (including sites with dummy cameras). The audit will provide indicative costings and include site prioritisation for future budget consideration. An installation/upgrade / renewal program will also be developed. 	Service Provider & Partner	<ul style="list-style-type: none"> City Infrastructure: Business Support Division 	\$30,000 for audit via New Initiative Bid process	Short/ Medium Term	
	<ul style="list-style-type: none"> Increasing public awareness through media, signage and promotional activities, of CCTV and how to access assistance. 	Service Provider & Partner	<ul style="list-style-type: none"> City Infrastructure: Business Support Division 	Source external funding	Long Term	
	<ul style="list-style-type: none"> Renegotiation of the Memorandum of Understanding with SAPOL to improve the monitoring of CCTV live feed. 	Service Provider & Partner	<ul style="list-style-type: none"> City Infrastructure: Business Support Division 	**Existing operating budgets	Short/ Medium Term	
	<ul style="list-style-type: none"> Integration of private business operated CCTV cameras in the Salisbury City Centre via agreement with the Salisbury Town Centre Association. 	Service Provider & Partner	<ul style="list-style-type: none"> City Infrastructure: Business Support Division 	**Existing operating budgets	Short/ Medium Term	
	<ul style="list-style-type: none"> Preparation of MOU with public transport authorities – in particular road and rail to address better management of public spaces at public transport interchanges and facilities. 	Service Provider & Partner	<ul style="list-style-type: none"> City Infrastructure: Business Support Division 	**Existing operating budgets	Short/ Medium Term	
	1.2 Development of safe places through the application of CPTED principals to public spaces and major projects.	Incorporate Crime Prevention through Environmental Design (CPTED) principles where possible in public space improvements and developments, inclusive of:	Leader, Service Provider & Coordinator	<ul style="list-style-type: none"> City Infrastructure: Technical Services City Development Planning Urban Policy and Planning 	**Existing operating budget with 15% of project budget expenditure allocated to the incorporation of CPTED principles.	Ongoing
		<ul style="list-style-type: none"> input into the redesign and upgrade of reserves, play spaces and public toilet and public spaces; and undertaking safety audits of public spaces; undertaking audits of council owned facilities – in particular sporting clubrooms to address crime issues; St Kilda Masterplan; Salisbury City Centre Renewal Strategy; Paddocks Masterplan. 				

GOAL AREA: Places (continued)						
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe	
1.3 Encouraging greater community ownership of public spaces through the development and application of place activation initiatives.	Support and promote active modes of transport to promote better place activation and healthy lifestyles, which includes: <ul style="list-style-type: none"> Maintaining and extending the number of cycling paths in the City of Salisbury; Support for local walking groups; Programs utilising the Salisbury fitness loop; Delivery of Healthy Communities Initiative programs. 	Leader, Service Provider, Coordinator & Partner	City Development: <ul style="list-style-type: none"> Urban Policy & Planning City Infrastructure: <ul style="list-style-type: none"> Technical Services Community Development: <ul style="list-style-type: none"> OPAL Healthy Communities Initiative 	**Existing capital and operating budgets	Medium/Long Term	
	Provision of a range of safe, family friendly events throughout the City that encourage community cohesion and a sense of place, which includes: <ul style="list-style-type: none"> Australia Day; Matsuri on Mobara; Youth Week events; Reconciliation & NAIDOC events; St Kilda Biennial Picnic Event. 	Service Provider, Facilitator & Partner	Community Development: <ul style="list-style-type: none"> Libraries & Community Centres Community Planning & Vitality 	**Existing operating budgets	Ongoing	
	NEW OPPORTUNITIES					
	<ul style="list-style-type: none"> Redesign of the Salisbury Civic Square 	Leader, Partner, Facilitator & Service Provider	City Development: <ul style="list-style-type: none"> Urban Policy & Planning 	Stage 1: \$400,000 via Places for People \$100,000 allocated Council funding (already in existing budget allocations). Stage 2: \$200,000 via Places for People \$200,000 allocated Council funding (already in existing budget allocations).	Medium/Long Term	
	<ul style="list-style-type: none"> Improve the overall sense of safety and activation of the Salisbury Civic Square through the installation of enhanced lighting and CCTV. 	Leader, Partner, Facilitator & Service Provider	City Development: <ul style="list-style-type: none"> Urban Policy & Planning 	\$215,000 via Federal Attorney General's National Crime Prevention fund	Short/Medium Term	

GOAL AREA: Places (continued)						
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe	
1.3 Encouraging greater community ownership of public spaces through the development and application of place activation initiatives.	NEW OPPORTUNITIES					
	<ul style="list-style-type: none"> Development and activation of the Judd Street Laneway as a multi-use thoroughfare including CPTED design principles, lighting, community art, landscaping, seating, drinking fountain and active recreation facilities. 	Leader, Partner, Facilitator & Service Provider	<ul style="list-style-type: none"> City Development: Urban Policy & Planning 	\$35,000 via State Attorney General's Crime Prevention grant	Short Term	
	<ul style="list-style-type: none"> Encouraging greater residential occupancy in Salisbury City Centre through the Salisbury City Centre Renewal project. 	Leader & Partner	<ul style="list-style-type: none"> City Development: Urban Policy & Planning 	Source external funding opportunities	Long Term	
	<ul style="list-style-type: none"> Implementation of "way finding" strategies in the Salisbury City Centre as part of the Salisbury City Centre Renewal project. 	Leader & Partner	<ul style="list-style-type: none"> City Development: Urban Policy & Planning 	NIB for Stage 1 implementation \$45,000.	Medium/Long Term	
	<ul style="list-style-type: none"> Exploring new options for further place activation initiatives. 	Leader & Partner	<ul style="list-style-type: none"> City Development: Urban Policy & Planning 	Source external funding opportunities.	Long Term	
	<ul style="list-style-type: none"> St Kilda Master Plan will incorporate place activation in and around the adventure park focusing in on increased amenity, improved security and public safety, upgrading of play elements, improved access and connectivity with the car park, provision of seating, tables shelters etc. 	Leader & Partner	<ul style="list-style-type: none"> Community Development Community Planning & Vitality. 	Sourced through existing budget.	Medium/Long Term	
	1.4 Supporting and protecting community use of public spaces and places.	Provision of adequate lighting within public places (including streets, reserves, footpaths and car parks) to increase the level of safety for residents and reduce incidents of graffiti and property damage. This will include:	Service Provider	<ul style="list-style-type: none"> City Infrastructure: Technical Services 	Operating budget allocations per annum (already in existing budget allocations): <ul style="list-style-type: none"> Electrical consumption: \$1 million; and Maintenance: \$1.3 million Capital budget allocations per annum (already in existing budget allocations): <ul style="list-style-type: none"> Reserve lighting: \$70,000; and Minor street initiatives: \$80,000. 	Ongoing
		<ul style="list-style-type: none"> Reserve lighting; Walking and cycling trail lighting; Dog park lighting; Street lighting; Public building lighting. 				

GOAL AREA: Places (continued)					
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe
1.4 Supporting and protecting community use of public spaces and places.	Provision of security for Council physical assets:	Service Provider	City Infrastructure: • Business Support	Resourcing: • 2 security staff members (already in existing budget allocations). Budget allocations: • \$220,000 (already in existing budget allocations).	Ongoing
	• Provision of a 24 / 7 program of electronic surveillance, mobile patrols and reactive alarms / duress response to security incidents utilizing Council staff and contractors.				
1.5 Removal of graffiti in public places.	Under the provisions of the Dog and Cat Management Act 1995, Council has a responsibility for investigating reports of dog attacks and collecting roaming dogs.	Service Provider	City Development: • Environmental Health & Safety	\$1,010,000 in 2011/12 (already in existing budget allocations).	Ongoing
	NEW OPPORTUNITIES				
1.5 Removal of graffiti in public places.	Updating Safety Assist signage across the City of Salisbury to provide assistance to individuals who are lost or concerned about their safety.	Partner & Funder	City Infrastructure: • Civil & Waste	\$6000 for purchase of new signage. \$11,500 approximate cost of installation (plant, labour and brackets).	Short Term
	Continued commitment to the management of graffiti, including:	Leader, Coordinator, Service Deliverer & Partner	City Infrastructure: • Property & Building	Volunteer graffiti removal team. Detection cameras and equipment. Security patrols.	Ongoing
	• Responding to community concerns & complaints;				
	• Training and management of volunteer graffiti removal personnel;				
• Use of graffiti resistant applications to prevent and deter graffiti;					
• Reporting and removal of graffiti;					
• Identifying graffiti tags and hotspots;					
• Working in partnership with SAPOL to identify offenders;					
Using monitoring equipment to detect and identify taggers which Council's CCTV cameras.					
NEW OPPORTUNITIES					
• Explore new initiatives for graffiti management within Salisbury.	Leader, Coordinator, Service Deliverer & Partner	City Infrastructure: • Property & Building	Source external funding opportunities	Long Term	

GOAL AREA: Places (continued)						
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe	
1.6 Management and implementation of the Salisbury Dry Zone as per the Office of Liquor & Gaming Commissioner specifications.	<ul style="list-style-type: none"> Ongoing management and implementation of the Salisbury city centre dry zone as per the OLGCC specifications, including: <ul style="list-style-type: none"> Dry Zone and associated Family Friendly Zone initiatives; Addressing displacement issues – in particular antisocial behaviours within neighbouring parks (in particular Pitman and Pioneer Parks); Evaluation of existing dry zone; Application for the continuation of the Dry Zone; and Administration of the Dry Zone Management Group. 	Leader, Coordinator, Facilitator & Partner	<ul style="list-style-type: none"> Community Development: <ul style="list-style-type: none"> Community Planning & Vitality 	**Existing operating budgets	Ongoing	
1.7 Promoting Salisbury as a safe place to live.	<ul style="list-style-type: none"> Include positive stories and images in Councils publications and social media. 	Leader, Coordinator & Service Deliverer	<ul style="list-style-type: none"> Community Development: <ul style="list-style-type: none"> Marketing & Customer Relations 	**Existing operating budgets	Ongoing	
NEW OPPORTUNITIES						
	<ul style="list-style-type: none"> Work with local and regional media to present positive community images of Salisbury. 	Leader	<ul style="list-style-type: none"> Community Development: <ul style="list-style-type: none"> Marketing & Customer Relations 	**Existing operating budgets	Short/Medium Term	

Short Term = within 1 year
 Medium Term = 2-3 years
 Long Term = 5+ years

GOAL AREA

2. Partnerships

GOAL AREA: Partnerships					
To foster robust community safety partnerships that ensures effective coordination and delivery of community safety initiatives and maximise the sharing of knowledge, data and resources.					
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe
2.1 Fostering robust community safety partnerships to share knowledge, data and resources.	<ul style="list-style-type: none"> Continue active participation in the regional community safety committees, forums and networks, including: <ul style="list-style-type: none"> Elizabeth LSA Community Safety Committee; Drug Action Team Network; SAPOL/Blue Light partnership; Mawson Lakes Safe Community initiative; Salisbury Town Centre Association. 	Partner	<ul style="list-style-type: none"> Community Development: Community Planning & Vitality 	<ul style="list-style-type: none"> **Existing operating budget & \$2,000 accreditation fee for Safe Community recognition (potentially covered by available incentive grant). 	Ongoing
	Support for the 20 local Neighbourhood Watch groups through the provision of funding to assist and support running Neighbourhood Watch initiatives.	Funder	<ul style="list-style-type: none"> Business Excellence: Personal & Admin Support 	\$8,000 – allocation of \$400 per group (already within existing budget allocations).	Ongoing
NEW OPPORTUNITIES					
	<ul style="list-style-type: none"> Investigate opportunities to assist or further develop Salisbury's relationships with Neighbourhood Watch Groups. 	Partner			Short/Medium Term
NEW OPPORTUNITIES					
2.2 Enhancing communication and information delivery between council, community safety partners and the community.	<ul style="list-style-type: none"> Promote centralised online community safety information for the Salisbury community via Council's website and social media platforms. 	Service Provider & Coordinator	<ul style="list-style-type: none"> Community Development: Marketing & Customer Service 	<ul style="list-style-type: none"> **Existing operating budgets 	Short/Medium Term

GOAL AREA: Partnerships (continued)						
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe	
2.2 Enhancing communication and information delivery between council, community safety partners and the community.	NEW OPPORTUNITIES					
	<ul style="list-style-type: none"> Promote community safety initiatives and programs undertaken by partner organisations. 	Service Provider, Coordinator & Partner	<ul style="list-style-type: none"> Community Development: Marketing & Customer Service 	***Existing operating budgets	Medium/Long Term	
	<ul style="list-style-type: none"> Partner with other agencies to promote community safety and crime prevention research and initiatives. 	Partner	<ul style="list-style-type: none"> Community Development: Community Planning & Vitality 	***Existing operating budgets	Medium/Long Term	
	<p>Involvement of community safety partners in the management & monitoring of the Salisbury Dry Zone.</p>	Coordinator, Facilitator & Partner	<ul style="list-style-type: none"> Community Development: Community Planning & Vitality 	***Existing operating budgets	Ongoing	
2.3 Working with partners to reduce alcohol and other drug related crime and injuries	<p>In partnership with Good Sports Australia, develop and promote programs supporting alcohol management & responsible service of alcohol in sporting clubs within Salisbury.</p>	Partner	<ul style="list-style-type: none"> Community Development: Community Planning & Vitality 	***Existing operating budgets	Ongoing	
	<p>In partnership with Life Education, deliver drug awareness and education programs in local schools.</p>	Partner	<ul style="list-style-type: none"> Community Development: Community Planning & Vitality 	***Existing operating budgets	Ongoing	
	<p>Continued commitment to the Playford & Salisbury Drug Action Team</p>	Partner	<ul style="list-style-type: none"> Community Development: Community Planning & Vitality 	***Existing operating budgets	Ongoing	
	<p>Partnering in the Comorbidity Action in the North action research project to build the capacity of local services to respond to alcohol and other drug issues.</p>	Partner	<ul style="list-style-type: none"> Community Development: Community Planning & Vitality 	\$5,000 per annum from 2012-2014 (already within existing budget allocations)	Ongoing until 2014	
NEW OPPORTUNITIES						
2.4 Develop the City of Salisbury as an accredited Safe Community	<p>Utilise the existing framework and partnerships developed through the internationally accredited Mawson Lakes Safe Communities initiative to leverage a city-wide accreditation.</p>	Leader, Coordinator & Partner	<ul style="list-style-type: none"> Community Development: Community Planning & Vitality 	\$2,000 accreditation fee (current opportunity to have this reimbursed through the Australian Safe Communities Foundation Inc.)	Short/Medium Term	

GOAL AREA

3. People

GOAL AREA: People					
To link people to places through initiatives that support community members, address anti-social behaviours, promote community capacity building and provide a range of inclusive and enjoyable activities.					
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe
3.1 Minimising the risks to the community associated with alcohol and other drug use.	Delivery of alcohol and other drug programs in accordance with Salisbury's endorsed Drug and Alcohol Framework , including the following: <ul style="list-style-type: none"> • Direction 1: Prevention - indicative programs include: <ul style="list-style-type: none"> • Life Education program • Direction 2: Early Intervention - indicative programs include: <ul style="list-style-type: none"> • Drug and Alcohol Emergency Training • North on Target • Drug and Alcohol Prevention Programs in Sports (including Good Sports) • Youth resources/programs (Youth Council) • Direction 3: Intervention - indicative programs include: <ul style="list-style-type: none"> • Dry Zone Management • Comorbidity Action in the North partnership project Programs to be reviewed annually.	Leader, Partner, Facilitator & Advocate	Community Development: <ul style="list-style-type: none"> • Community Planning & Vitality 	\$25,000 project funding (already within existing budget allocations).	Ongoing

GOAL AREA: People (continued)						
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe	
3.2 Minimising the risks to the community associated with anti-social behaviours.	<p>Responding to community complaints about anti-social behaviours, including hoon driving, vandalism, graffiti and the illegal dumping of rubbish on Council owned land through the following initiatives:</p> <ul style="list-style-type: none"> • Graffiti removal; • The establishment of a taskforce to address dumped rubbish; • liaising with Police in relation to driving offences; • liaising with business owners, schools and community in relation to concerns; • Participation in regional road safety and community safety networks; • Use of CCTV technology. 	Service Provider, Facilitator, Coordinator & Partner	<p>City Infrastructure:</p> <ul style="list-style-type: none"> • Property & Buildings • Civil Design & Traffic • Business Support 	**Existing operating budgets	Ongoing	
3.3 Supporting vulnerable senior community members.	<p>Delivery of programs through Salisbury's Seniors Centres aimed increasing opportunities for social interaction, lifelong learning, recreation and leisure activities as well as support services.</p> <p>Provision of Home and Community Care (HACC) programs, including:</p> <ul style="list-style-type: none"> • Minor home maintenance ; • Minor home safety modifications, such as installation of handrails; • Support with shopping, social interaction and transport ; • Information on services and activities in the region. <p>Provision of cultural programs focusing on CALD populations to support social interaction and the participation of older CALD residents in the Salisbury community.</p> <p>Delivering opportunities for social interaction, lifelong learning, health and wellbeing programs through:</p> <ul style="list-style-type: none"> • Community and Seniors Centre programs; • The annual Aged to Perfection festival; • Healthy Communities Initiative programs. 	Service Provider, Facilitator & Coordinator	<p>Community Development:</p> <ul style="list-style-type: none"> • Healthy Ageing & Access • Libraries & Community Centres 	**Existing operating budgets	Ongoing	
		Service Provider	<p>Community Development:</p> <ul style="list-style-type: none"> • Healthy Ageing & Access 	\$1,693,261 annual external funding until 30-6-14.	Ongoing	
		Service Provider, Coordinator, Facilitator & Partner	<p>Community Development:</p> <ul style="list-style-type: none"> • Healthy Ageing & Access 	**Existing operating budgets	Ongoing	
		Coordinator, Facilitator, Partner & Service provider	<p>Community Development:</p> <ul style="list-style-type: none"> • Healthy Ageing & Access • Libraries & Community Centres 	Healthy Communities funding of \$703,607 over 3 years until June 2014. **Existing operating budgets	Ongoing	

GOAL AREA: People (continued)					
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe
3.3 Supporting vulnerable senior community members.	Provision of self defence programs in community centres.	Coordinator & Facilitator	Community Development: Libraries & Community Centres	**Existing operating budgets	Ongoing
NEW OPPORTUNITIES					
3.4 Supporting vulnerable younger community members.	<ul style="list-style-type: none"> Involvement of older persons in local community safety forums and workshops. Delivery of programs through Salisbury's Twelve25 Youth Enterprise Centre aimed at young people aged 12 to 25 who live, work, study or volunteer within the City of Salisbury, including: <ul style="list-style-type: none"> Education - Programs which have an education outcome including: <ul style="list-style-type: none"> Retention within school, programs which have SACE accreditation or are competency based. Employment - Program's which have a clear outcome to help young people move into employment. Enterprise - Programs which help young people develop business and enterprise skills. Provision and promotion of recreational, school holiday and term activities for children and young people at community centres, libraries and recreation centres, including: <ul style="list-style-type: none"> Growing for Gold; Midnight Basketball; National Youth Week events; Skate Park event; Self-defence classes; Homework Help clubs. 	Coordinator, Facilitator & Partner Service Provider, Coordinator, Facilitator & Partner	Community Development: Healthy Ageing & Access Community Development: Libraries & Community Centres	***Existing operating budgets ***Existing operating budgets	Short/Medium Term Ongoing
		Service Provider, Coordinator, Facilitator & Partner	Community Development: Libraries & Community Centres Community Planning & Vitality	**Existing operating budgets	Ongoing

GOAL AREA: People (continued)						
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe	
3.4 Supporting vulnerable younger community members.	<p>Provision and promotion of affordable and accessible learning and skill development programs, including:</p> <ul style="list-style-type: none"> • Flexible Learning Options (FLO); • Salisbury West Training Foundation Skills Opportunities; • Driver education programs; • Language and literacy programs; • Job search workshops; • Provision of Computer and Internet Access; • Basic Car Maintenance Courses; • First Aid courses; • Food safety training; • Volunteering opportunities <p>Provision of opportunities to undertake representative roles within the City of Salisbury, through:</p> <ul style="list-style-type: none"> • Salisbury Youth Council; • Salisbury North Youth Committee. 	Service Provider, Coordinator, Facilitator & Partner	<p>Community Development: Libraries & Community Centres</p>	**Existing operating budgets & external funding through DECD	Ongoing	
3.5 Provision of crime prevention and safety information to the community.	<p>Inclusion of Community safety and crime prevention information, including emergency contact numbers, in the annual Salisbury Community Directory.</p> <p>Provision of communication card packs, inclusive of community safety information, to non-English speaking community members.</p> <p>NEW OPPORTUNITIES</p> <p>Develop an online presence for Community Safety information using the Salisbury Council website and social media platforms. This will include the following indicative information:</p> <ul style="list-style-type: none"> • Crime prevention & safety factsheets; • Safety tip of the week; • Crime alerts; • Emergency contact information; • Community safety programs and workshops; • Community safety information. 	<p>Service Provider, Coordinator, Facilitator & Partner</p> <p>Information Provider & Facilitator</p> <p>Information Provider & Service Provider</p>	<p>Community Development: Libraries & Community Centres Community Planning & Vitality</p> <p>Community Development: Libraries & Community Centres</p> <p>Community Development: Healthy Ageing & Access</p>	<p>**Existing operating budgets</p> <p>**Existing operating budgets</p> <p>**Existing operating budgets</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
		Information Provider	Community Development: Marketing & Customer Service	**Existing operating budgets	Short/Medium Term	

Item 1.1.5 - Attachment 1 - Safer Salisbury Strategy

GOAL AREA: People (continued)					
Strategies	Actions	Council Roles	Key Responsibility	Resource Implications	Timeframe
3.5 Prevention of crime prevention and safety information to the community.	NEW OPPORTUNITIES				
	Redevelopment of the Salisbury Website as a responsive website to facilitate more effective integration with smartphone technology.	Service Provider	Community Development: Marketing & Customer Service	**Existing operating budgets	Short/Medium Term
	Provision of Community Safety cards at Council service points	Information provider	Community Development: Marketing & Customer Service	**Existing operating budgets	Short/Medium Term

Implementation & Reporting

Over the next five years Council, with support from partners, community groups and residents will undertake the actions that are set out in the Safer Salisbury Strategy and Action Plan.

It is vital that the community is informed of the progress of these actions to ensure that they remain engaged and included in the plan they helped to develop.

Council will monitor these actions and provide progress updates via an annual progress report to Council outlining levels of success and opportunities for improvements for the plan's priorities and actions.

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ITEM	1.1.6
	POLICY AND PLANNING COMMITTEE
DATE	18 February 2019
HEADING	City of Salisbury Events
AUTHOR	Adam Trottman, Manager Community Planning & Vitality, 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. 3.4 Be a proud, accessible and welcoming community.
SUMMARY	This report provides an update of events across the City of Salisbury and responds to Council resolution 2363/2018 for a future report be brought back discussing the potential to rotate location of events in future financial years, or contemplate alternating venues. The report also provides information about other event opportunities such as White Ribbon, and Remembrance Day and provides information regarding a successful funding application for a Marveloo (a mobile accessible toilet and change facility for people with a severe disability and their carers) is also contained.

RECOMMENDATION

1. The Salisbury Plays event schedule for Ingle Farm in May 2019 be rotated each year between Ingle Farm and the Paddocks in alternate years to provide equitable access for residents and community groups across the City.
2. The Salisbury Plays event scheduled for Bridgestone Reserve in September 2019 and 2020 be relocated in 2021 to the Burton/Paralowie area to provide equitable access for residents and community groups across the City.
3. Note that a budget bid for \$30,000 for a White Ribbon event has been prepared for consideration.
4. Note that a funding application has been successful through the State Government for purchase of a Marveloo (a mobile accessible restroom catering for people with a severe disability and their carers) and a budget bid will be prepared for \$23,500 for operating costs.

ATTACHMENTS

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

1. Marveloo Image

1. BACKGROUND

- 1.1 On 22 May 2017, Council endorsed the Community Planning & Vitality Review resulting in a number of changes to that division. Aligning with the recommendations of the review, a report was prepared for Council to consider the future of events delivered and supported by council.
- 1.2 A report was presented to Council on 26 March 2018 and the Council resolution 2363/2018 stated inter alia:
 1. *That it be noted that:*
 - a. *the existing events currently resourced in the Community Planning and Vitality Review (resolution number 1824/2017) in the Program Review are listed in Section 4.2 of this report.*
 - b. *budget savings of \$35,000 from Australia Day will be reported at the 3rd quarter budget review.*
 2. *That staff be authorised to prepare a three year New Initiative Bid for \$183,500 per year for consideration in the 2018/2019 Budget for the following:*
 - *Australia Day Picnic for \$59,500 each year.*
 - *Salisbury Food and Cultural Festival partnered event for \$20,000 each year*
 - *Salisbury Plays Bridgestone Reserve event for \$20,000 each year*
 - *Salisbury Plays at St Kilda event for \$22,500 each year*
 - *Salisbury Plays at Mawson Lakes event for \$22,500 each year*
 - *Salisbury Plays at Ingle Farm event for \$20,000 each year*
 - *Christmas Parade partnered event for \$9,000 each year*
 - *\$10,000 contingency for public safety, risk management and inclement weather associated with delivery of events.*
 3. *That staff prepare a further report to be brought to Council in May 2018 regarding future delivery of Salisbury Secret Garden following a review of the 2018 event.*
 4. *That an additional \$60,000 be made available to the Sport Recreation and Grants Committee to allow eight events per year with a maximum of \$5000 per event, and two \$10,000 events.*
 5. *That if recommendation 4 is endorsed that staff be authorised to prepare a three year New Initiative Bid for \$90,000 comprising of increased funding for events with \$60,000 per year made available through the Sport Recreation and Grants Committee and \$30,000 to ensure events are supported with risk management, internal coordination, additional field services (eg. ancillary works, additional mowing, additional clean up) to maintain Councils reputation.*
 6. *That a sponsorship policy, guidelines and application process for the new category of Grant consistent with funding criteria for events listed in Attachment 2 be prepared for Sport Recreation and Grants Committee consideration.*
 7. *That a future report be brought back discussing the potential to rotate location of events in future financial years, or contemplate alternating venues.*

- 1.3 The events listed above were subsequently funded through the budget process in line with the Council resolution.
- 1.4 A further report was presented to Council regarding the 2018 Salisbury Secret Garden event with a proposed new location for 2019 whilst the Salisbury Community Hub is under construction. Pitman Park was subsequently endorsed as the temporary location for 2019.
- 1.5 A new Community Event Sponsorship Program was established to administer the \$60,000 for community events, as a part of the Sport Recreation and Grants Committees terms of reference.
- 1.6 This report responds to Council resolution 2363/2018 for a future report to be brought back discussing the potential to rotate location of events in future financial years, or contemplate alternating venues.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Finance
 - 2.1.2 People & Culture
- 2.2 External
 - 2.2.1 Events SA

3. REPORT

- 3.1 Events form an important part of the cultural and economic fabric of the City of Salisbury. They are designed to stimulate activity, provide interesting places for people to engage, provide learning and healthy lifestyle opportunities. Events are also designed to introduce spaces to new activity and stimulate repeat visitation thus ensuring that the investments by council in maintaining buildings and open space is maximized, and enjoyment of those spaces is widespread across the community. The City plan 2030 contains the following commitment that we will:
 - Provide experiences that make our places livelier and more interesting
 - Encourage wellbeing through healthy lifestyles, sport, social and recreational opportunities
 - Develop a community where peoples' culture, ideas and their capacity to achieve is supported and valued
- 3.2 A core set of principles is used by staff to assess the impact and purpose of events for inclusion as part of the City of Salisbury Events calendar. These include:
 - Activation of spaces across the City
 - Broad community appeal
 - Showcasing new places and spaces
 - Future ability to grow and expand to increase impact
 - Relatively low cost with maximum impact, in terms of place activation and ongoing use of space (return on investment)

- 3.3 The following events form a part of the endorsed events for the City of Salisbury:
- Salisbury Secret Garden
 - Watershed Art Prize
 - Salisbury Writers' Festival
 - Growing for Gold
 - Matsuri on Mobara (coinciding with Japanese delegation visit in 2020)
 - 10 Art Exhibitions
 - Vietnam Veterans Day
 - Asbestos Victims Memorial Service
 - International Women's Day Breakfast
 - Australia Day Breakfast
 - Salisbury Food and Cultural Festival
 - Salisbury Plays Bridgestone Reserve
 - Salisbury Plays at St Kilda
 - Salisbury Plays at Mawson Lakes
 - Salisbury Plays at Ingle Farm
 - Christmas Parade partnered event (Primarily delivered by the Salisbury Business Association with some support from council with minor logistics and involvement)
- 3.4 Since the introduction of new events in 2018/2019, the City of Salisbury's calendar of events provides residents with numerous opportunities to attend events throughout the year. With the addition of the Community Event Sponsorship Program there are further opportunities for community groups to apply for and receive funding for events. This has contributed to the diversity of events throughout the city.
- 3.5 The attached list highlights the various City of Salisbury delivered or supported events held throughout the city in 2018/19. This shows a spread of events across the city with greater concentration in the Salisbury City Centre and Mawson Lakes.
- 3.6 In total, the staffing allocated to supporting and delivering all of the events above is 1.3 FTE. The staffing compliment is achieved through the timely application of support staff, contracting out coordination for some events and establishment of routines and support materials to streamline administrative processes. Administrative and communications support staff across council also continue to facilitate delivery at peak event times to assist to co-ordinate invitations/RSVP's and advertise and promote events.
- 3.7 An example of this approach is Salisbury Plays. This event that has been successful in attracting people to parks and places across the city and promoting opportunities to join local community groups and sporting clubs. Most Salisbury Plays events attract around 2,000 people and feedback from these events has been overwhelmingly positive.

- 3.8 Each Salisbury Plays event costs in the order of \$25,000 which is very cost effective. Staffs have benchmarked this event across similar events in other council areas which cost in excess of \$50,000.
- 3.9 It should be noted that each event requires significant marketing and promotion to attract residents and patrons to them, there is a risk if more events were added to the calendar that there would not be enough lead up promotion resulting in a dilution of numbers attending all events across the city. As a result a rotation of events is proposed rather than adding to the calendar.

Option to rotate events

- 3.1 In 2018/19, the four locations for Salisbury Plays events are Bridgestone Reserve in Salisbury South (September), St Kilda (October), Mawson Lakes (April), and Ingle Farm (May).
- 3.1 In 2019/20, there is the opportunity to rotate Salisbury Plays to other locations across the city as per council resolution 2363/2018.
- 3.2 In order to understand the current events geographic spread across the City a locations a map was produced.
- 3.3 The mapping shows that several areas across the city are less targeted for larger events. They include;
- Para Hills/Pooraka
 - Burton/Paralowie
- 3.4 In order to address this deficit of coverage across the city the following option is presented.
- The Salisbury Plays at Bridgestone Reserve could be rotated to the Burton/Paralowie area in alternate years to service residents in that area greater. Although the Salisbury Plays at St Kilda event is promoted to Burton/Paralowie residents, that event tends to have a more regional focus. Hosting a Salisbury Plays in Burton/Paralowie area in alternate years would support local sporting and community clubs, as well as showcasing parks and places in that area. This would be at no increased cost. The impact on Bridgestone Reserve longer term will be mitigated as the Athletics track will ensure activation most week nights and weekends.
- 3.5 Salisbury Plays at Ingle Farm is scheduled to take place in April/May 2019. There is the opportunity to rotate this event between The Paddocks and Ingle Farm in alternate years. Both events would be promoted to similar catchments but would showcase different parks and places whilst still supporting the same local sporting and community clubs. This would be at no increased cost.
- 3.6 If Council were to consider adding to the existing calendar the average cost for a Salisbury Plays type events in \$27,000.
- 3.7 Mawson Lakes and St Kilda are popular well patronised recreational areas so these have not been considered for rotation to other locations. In addition Mawson Lakes is a central location the city and is subject to a resolution of council to combine this activity with the Fishing Competition, currently under development.

Other Opportunities –

- 3.8 Other events that are not currently funded or resourced for delivery include:
- Remembrance Day (11 November annually)
 - White Ribbon Day (annually)
- 3.9 Should the above events be supported on an annual basis, budget would be required to fund staffing to support the delivery of these, logistics (including road closures for Remembrance Day), marketing, promotion, and event delivery.
- 3.10 In 2018 staff assisted the RSL with Remembrance Day and coordinate other activities such as installation of poppy's, military vehicle displays, and art exhibitions. Other assistance provided included assisting with preparation of funding applications for the RSL to secure funds to commemorate the day. Currently this activity is unbudgeted, and estimated to be in the order of \$12,000 including road closures, promotion, staffing and event advice/co-ordination.
- 3.11 The RSL has successfully hosted Remembrance Day ceremonies over a long period of time.
- 3.12 Council has previously committed to being a White Ribbon organization and a budget bid has been submitted to host an annual event to raise awareness of White Ribbon and preventing violence against women. An amount of \$30,000 has been requested through the budget process to deliver a suitable event across the city.

Events Accessibility

- 3.13 The City of Salisbury is committed to improving accessibility to services, facilities and events in line with its strategic inclusion planning framework Beyond the Ramp 2012-2018. Council is currently developing the next phase of its Access and Inclusion Strategic Plan.
- 3.14 Consistent with the Beyond the Ramp framework, council has been successful in receiving funding from State Government for the purchase of a new portable changing places toilet and change facility (see attached photo).
- 3.15 Commonly known as a Marveloo, the mobile accessible restroom caters for people with a severe disability and their carers.
- 3.16 The Marveloo includes:
- Overhead ceiling hoist for lifting people with a disability on to the toilet or change table
 - Height adjustable adult change table
 - A fully accessible toilet
 - Curtains for extra privacy
 - Accessible ramp and automatic door
 - Heating and cooling
 - An external sun shade

- 3.17 The Marveloo can be moved between sites and provides previously unseen services in South Australia. The City of Salisbury has been selected as the recipient of funding to purchase the facility on the condition that the facility can also be provided to other major events in South Australia (such as the Royal Adelaide Show, WomAdelaide) on a fee for service basis (eg. Cost recovery basis). The value of the grant is in excess of \$100,000.
- 3.18 When not being used for events, this facility can be temporarily located at other venues, locations and be made available at events and for hire. It will increase accessibility to those sites for people with a severe disability.
- 3.19 A separate budget bid in the order of \$23,500 per annum will be made for maintenance, delivery to and from City of Salisbury event sites/locations across the city, and for staff coordination of bookings and service.

4. CONCLUSION / PROPOSAL

- 4.1 Since the introduction of new events in 2018/2019, the City of Salisbury's calendar of events has numerous events spread throughout the year and throughout the city. This provides residents with numerous opportunities to attend events throughout the year whilst minimizing event clashes.
- 4.2 There is an opportunity to rotate the Salisbury Plays event between Ingle Farm and the Paddocks in alternate years to provide equitable access for residents and community groups in that area.
- 4.3 Once the Bridgestone Reserve Athletics Facility has been completed, the reserve will be activated throughout the year with numerous schools, club and association events attracting families from across the city and beyond. There is an opportunity to therefore relocate the Salisbury Plays at Bridgestone Reserve event in 2021 to the Burton/Paralowie area to also provide those residents and community groups equitable access to this style of event.
- 4.4 Council is committed to being a White Ribbon organisation and a budget bid of \$30,000 has been submitted to holding an event in 2019 to raise awareness of White Ribbon and domestic violence against women.
- 4.5 Council has been successful in receiving funding for a Marveloo, a mobile accessible restroom caters for people with a severe disability and their carers. A submission will be made for \$23,500 through the Budget process for ongoing maintenance, delivery to and from City of Salisbury event sites/locations across the city, and for staff coordination of bookings and service.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11/02/2019



Item 1.1.6 - Attachment 1 - Marveloo Image

ITEM	1.1.7
	POLICY AND PLANNING COMMITTEE
DATE	18 February 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. A detailed feasibility study be undertaken to determine the future provision of indoor recreation wellness and aquatic facilities in the City of Salisbury which considers any unique selling proposition (wellness, rehabilitation, hydrotherapy), focusing on the Community Hubs (Burton and Ingle Farm).

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: 11.02.19



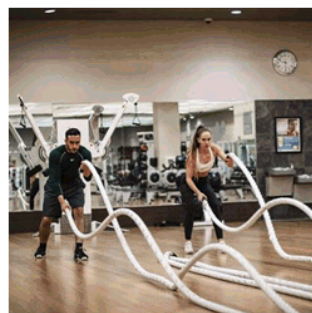
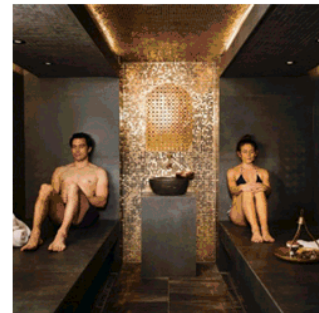
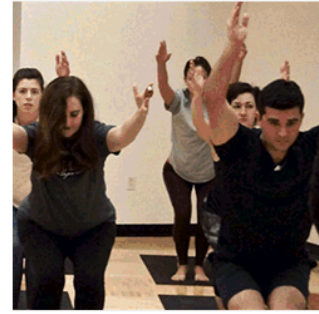
Future Directions for Indoor Facilities

Final Report

January 2019



TREDWELL
SPORT, RECREATION & OPEN SPACE SPECIALISTS



www.tredwell.com.au

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Belgravia Leisure and Centre Managers

Disclaimer

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Contents

Executive Summary	5
1. Overview	11
1.1 Introduction and Background	11
1.2 Project Requirements and Approach	12
2. Strategic Context	13
2.1 Overview of Existing Facilities	13
2.2 Background Review	15
2.3 Benefits of Community Recreation Centres	30
2.5 Wellness.....	33
3. Audit of Existing Facilities & Services.....	35
3.1 City of Salisbury	35
3.2 Neighbouring Councils	36
3.3 Key Audit Findings	40
4. Demographic and Trend Analysis	41
4.1 Population Profile	41
4.2 Leisure, Fitness and Aquatic Trends	42
4.3 Climate	47
4.5 Participation Trends	48
5. Benchmarking Analysis	51
5.1 Best Practice	51
5.2 Provision Analysis	54
5.3 Key Markets	56
5.4 Value Adding and Cross Subsidising.....	57
6. Spatial Analysis.....	59
6.1 Existing Provision	59
6.2 Gaps and Oversupply.....	64
7. Key Findings & Recommendations	65
7.1 Summary of Key Findings	65
7.2 Recommendations	70

Figures

Figure 1: Residential Development Opportunities	18
Figure 2: City of Salisbury Urban Design Framework.....	19
Figure 3: Salisbury Oval Precinct Master Plan	20
Figure 4: The Paddocks Master Plan	22
Figure 5: Bridgestone Reserve Development Master Plan.....	25
Figure 6: Snapshot of the City of Salisbury Population from City 2030.....	41
Figure 7: Regional overview of all indoor recreation (dry) and aquatic facilities.....	60
Figure 8: City of Salisbury Indoor Recreation (Dry) and Aquatic Facilities Provision	61
Figure 9: City of Salisbury Aquatic Facilities Provision	62
Figure 10: City of Salisbury Indoor Recreation (Dry) Facilities Provision	63

Tables

Table 1: Top 20 Worldwide Fitness Activities 2018	42
Table 2: Adult participation in physical activities.....	48
Table 3: Children participation in physical activities	49
Table 4: Most participated in activities in a purpose built venue	50
Table 5: Parks and Leisure Australia Benchmarks for Indoor Recreation and Aquatic Centres	55
Table 6: Indoor Recreation and Aquatic Facilities servicing the City of Salisbury	59

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.

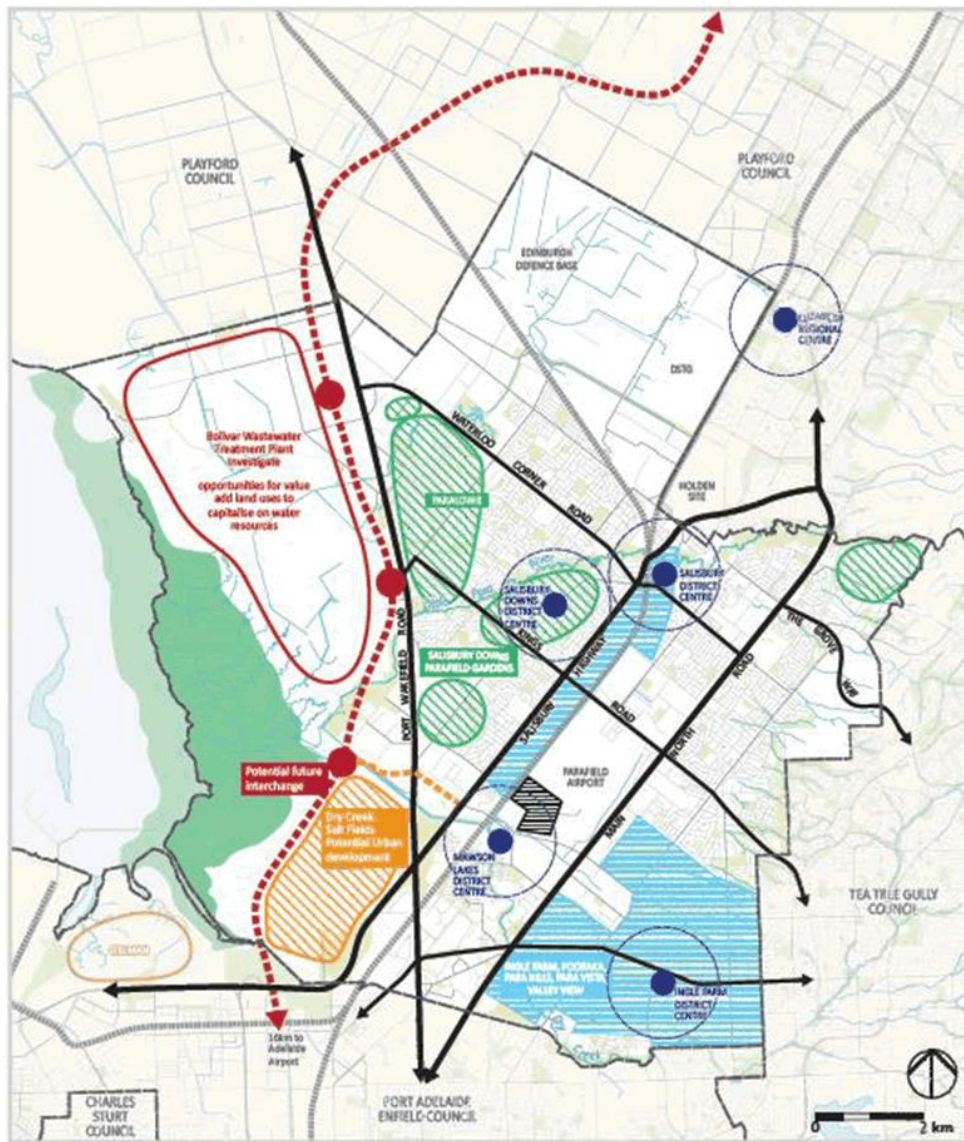
“...Clustering certain levels of industry, employment, recreation and cultural activities in areas with high accessibility to transport networks...crucial to achieving this policy, while protecting Adelaide’s built heritage and neighbourhood character, is good urban design and access to quality open 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.

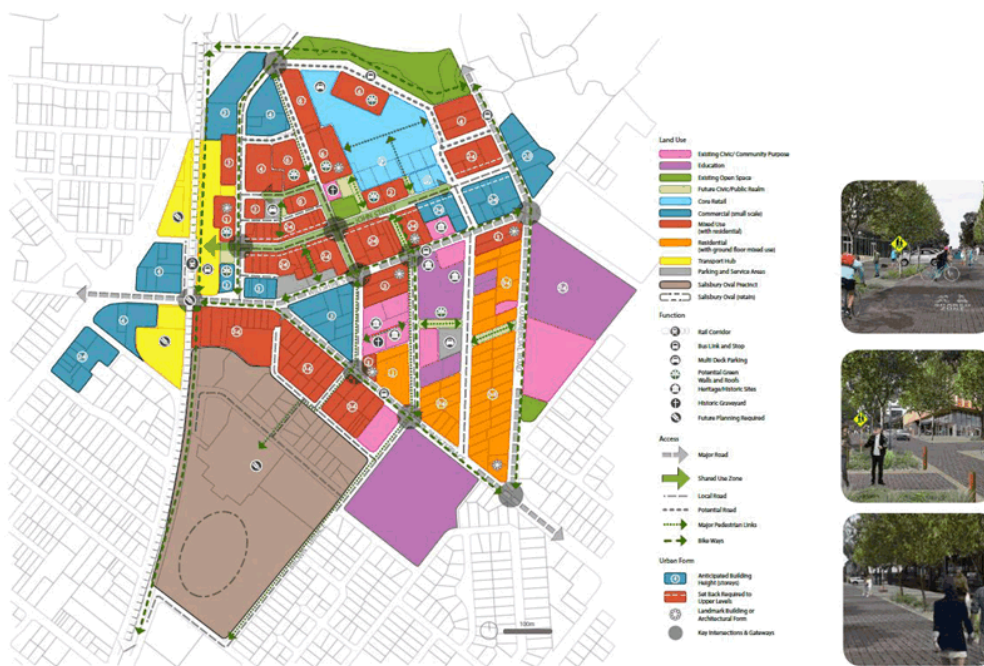


Figure 2: City of Salisbury Urban Design Framework

Salisbury Oval Master Plan

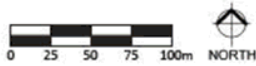
Breathing new life into the Salisbury Oval Precinct



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

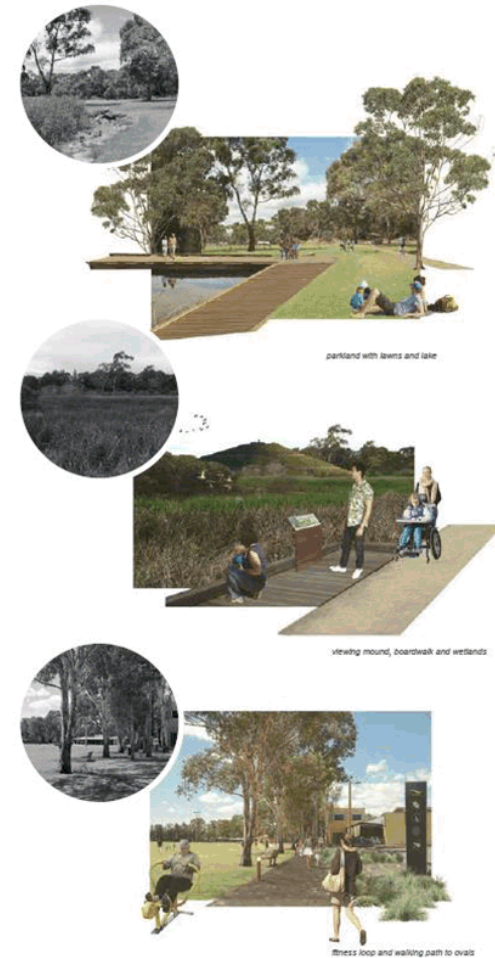


Figure 4: The Paddocks Master Plan

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

Bridgestone Park Upgrade Plan



Figure 5: Bridgestone Reserve Development Master Plan

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.

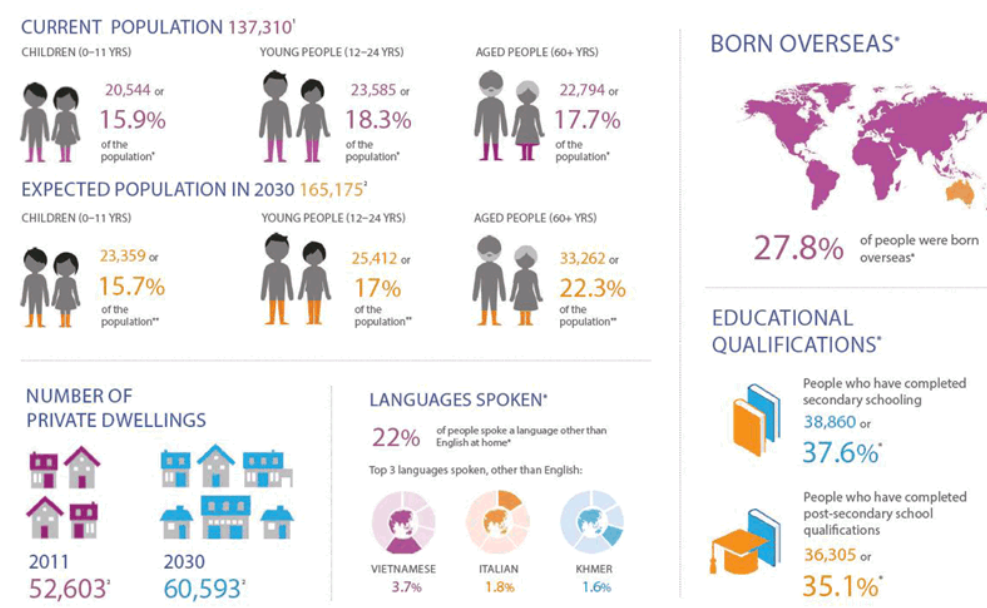


Figure 6: Snapshot of the City of Salisbury Population from City 2030

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

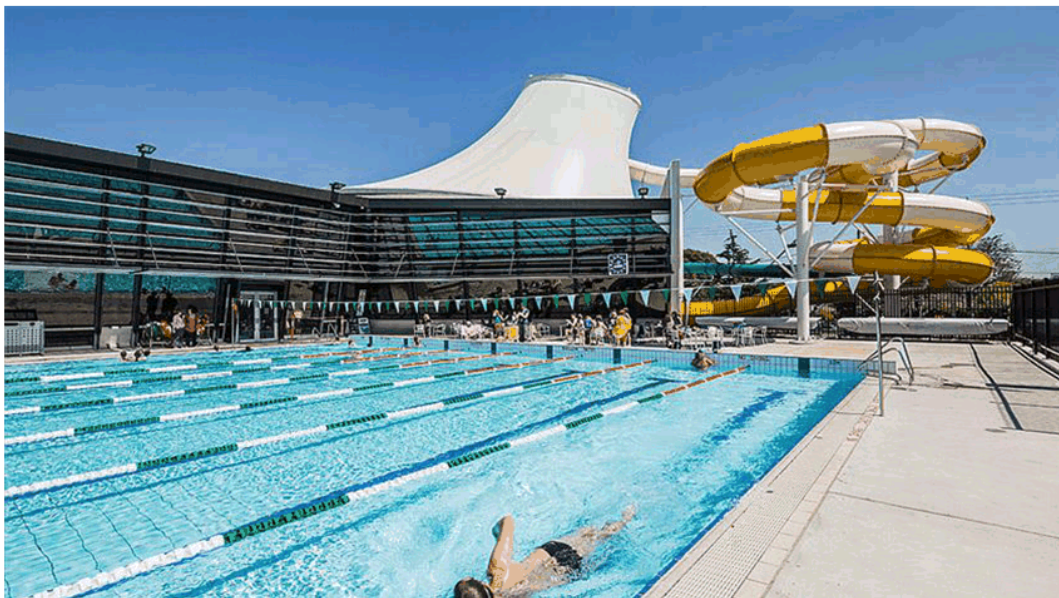
The Glen Eira Sports and Aquatic Centre (GESAC) is owned and operated by the City of Glen Eira and is one of Australia's premier sports and aquatic centres. It was built by the City in partnership with the Commonwealth and Victorian Governments.

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

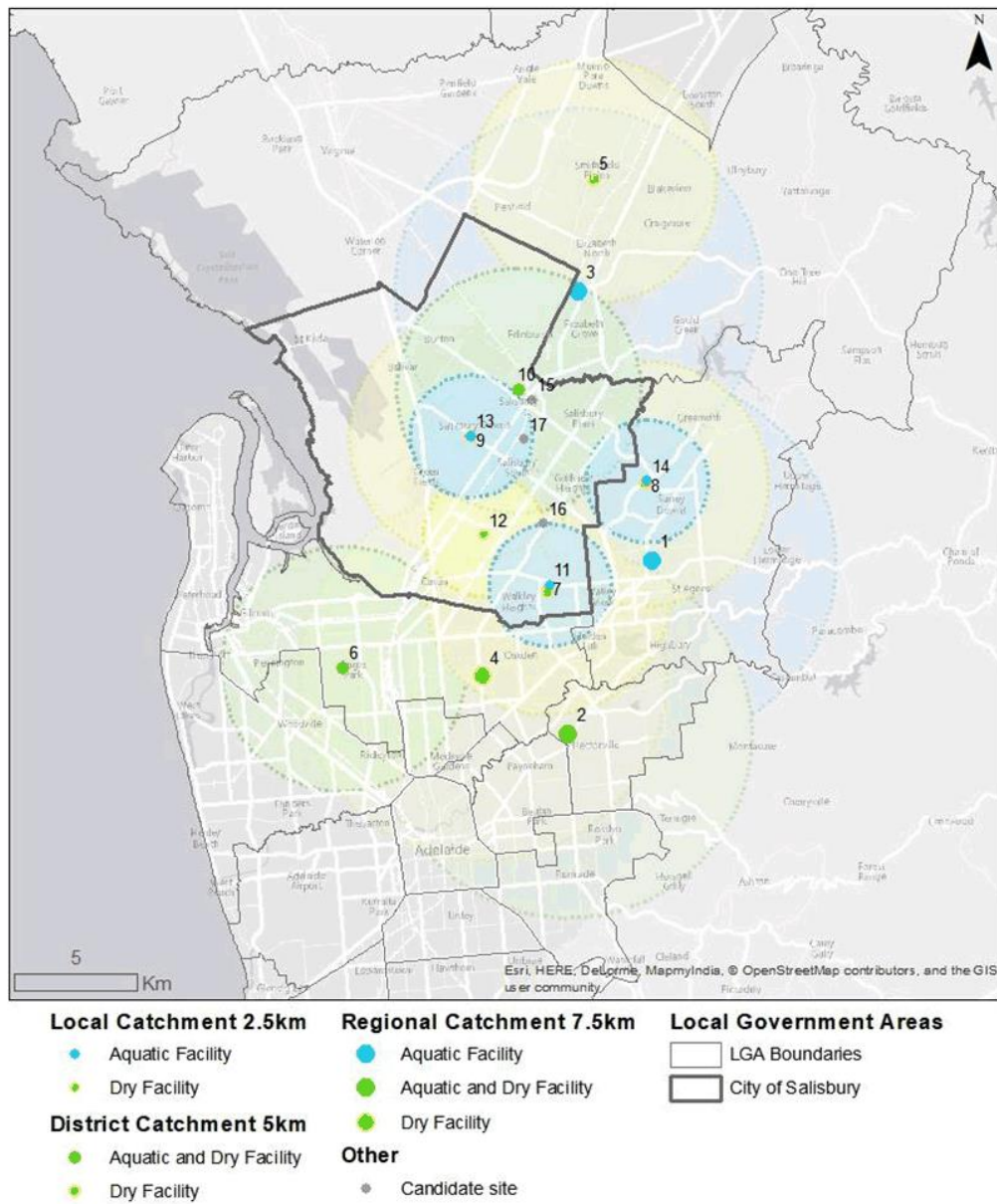


Figure 7: Regional overview of all indoor recreation (dry) and aquatic facilities

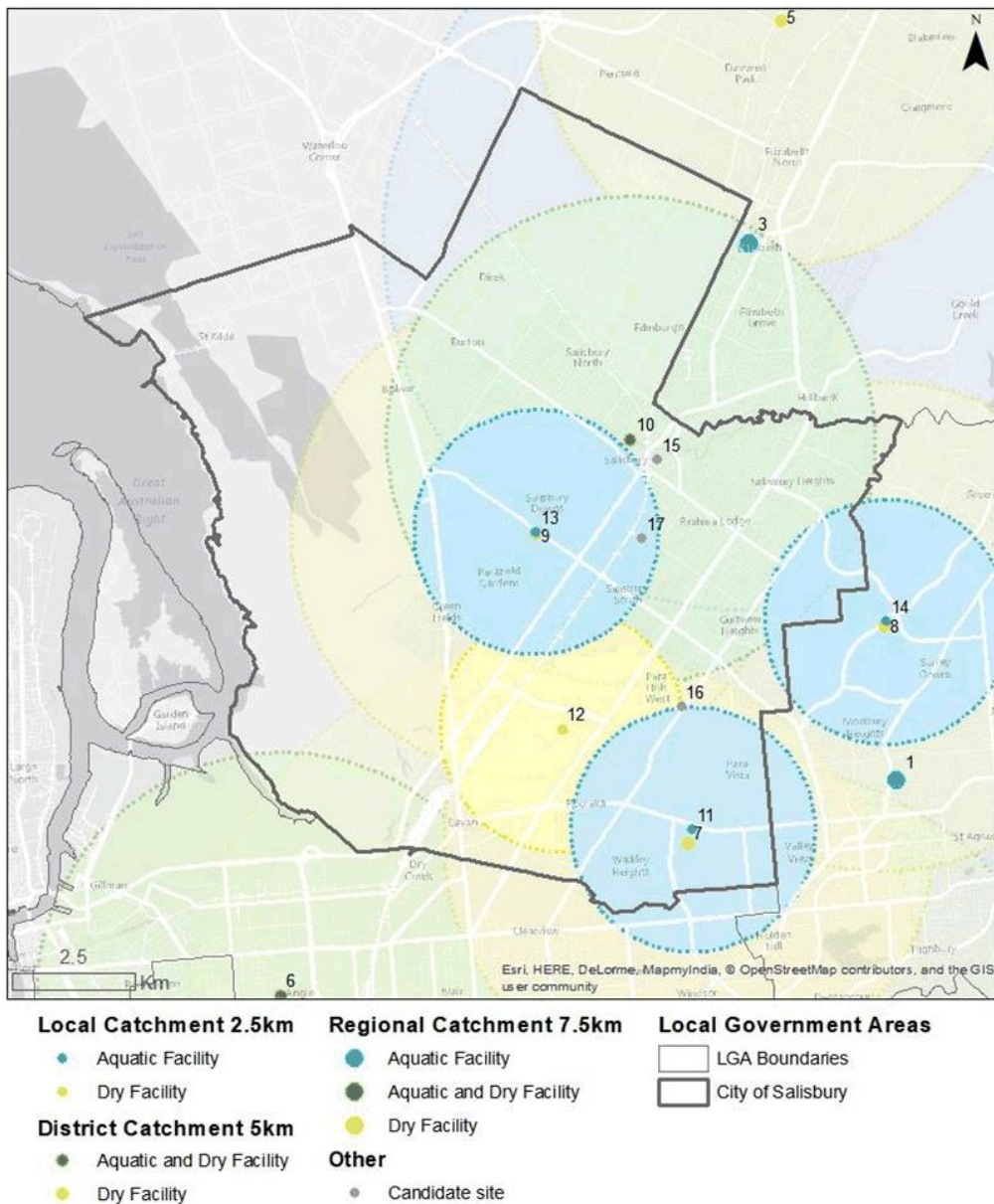


Figure 8: City of Salisbury Indoor Recreation (Dry) and Aquatic Facilities Provision

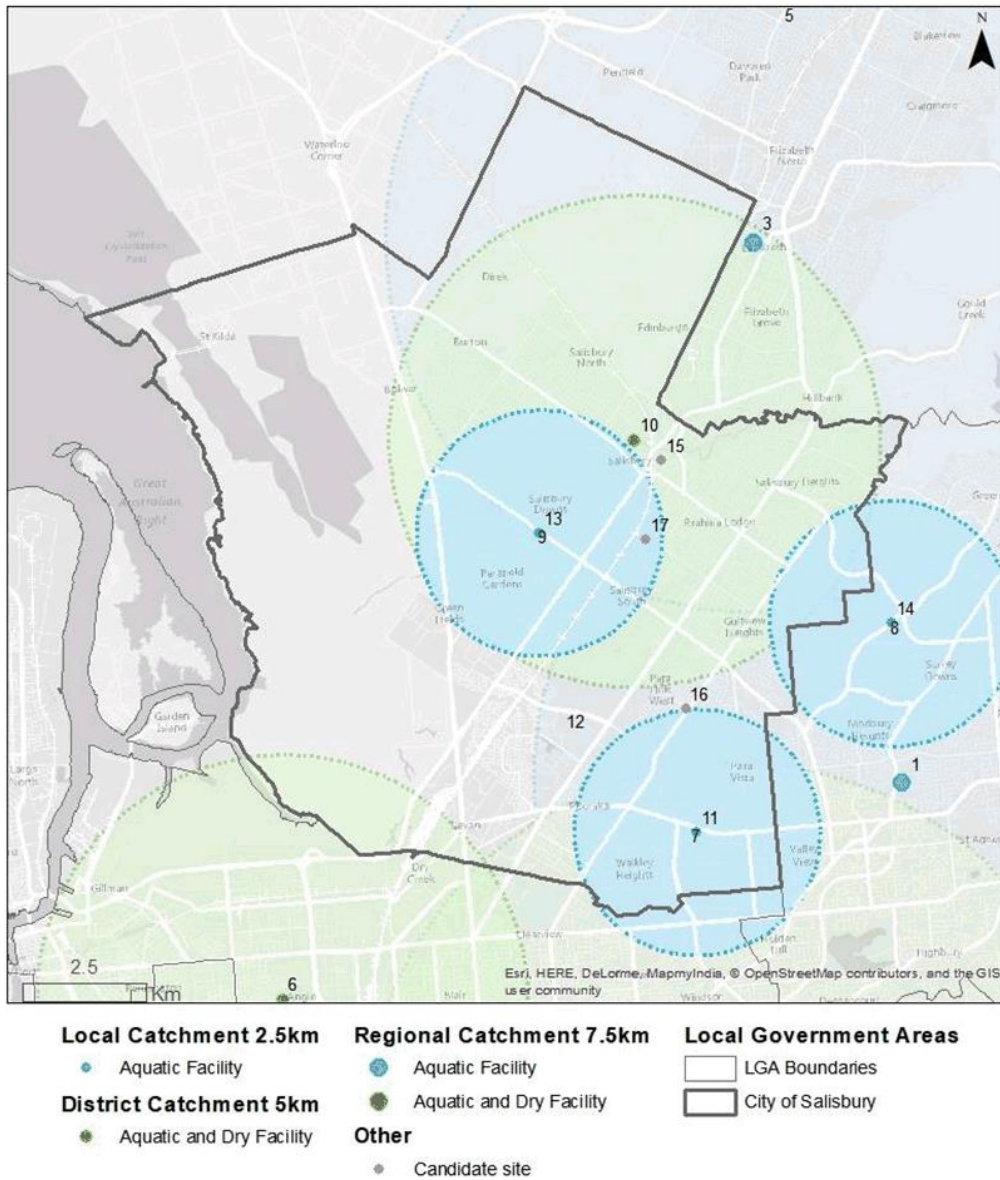


Figure 9: City of Salisbury Aquatic Facilities Provision

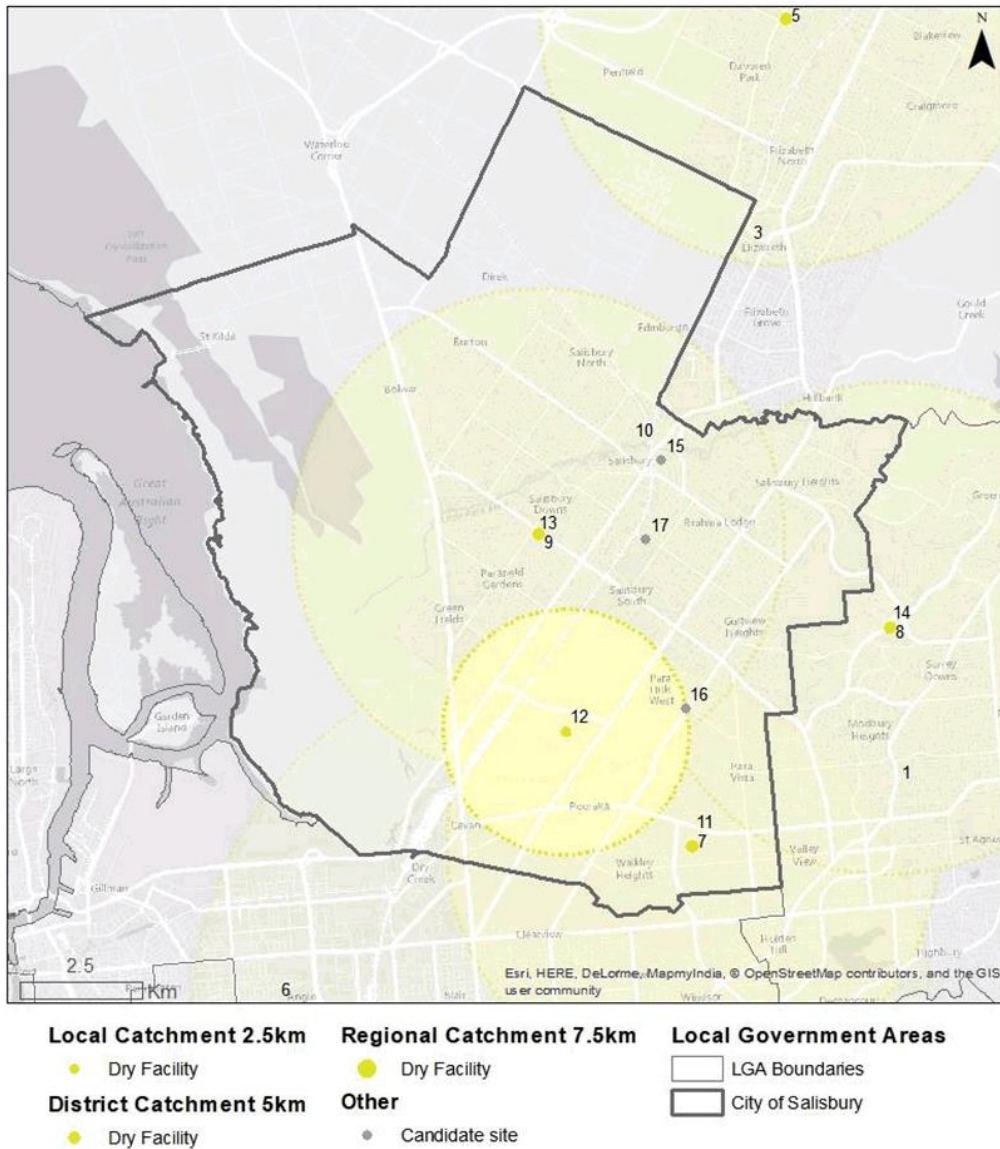


Figure 10: City of Salisbury Indoor Recreation (Dry) Facilities Provision

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, Kinderym, 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, Kinderym, 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 Lightview 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	1.1.8
	POLICY AND PLANNING COMMITTEE
DATE	18 February 2019
HEADING	Future Directions Community Hubs
AUTHOR	Pippa Webb, General Manager Community Development, Community Development
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

1. The report provided for information and discussion be received.
2. Community Hubs be developed as follows:
 - 2019/20 - Concurrent concept development for Burton and Ingle Farm wellness centre investigations (as recommended in the Indoor Recreation Centres future directions paper (Policy and Planning 1.1.8, 18/02/2019)), and detailed design development of Burton.
 - 2020/21 - Capital Delivery Burton and detailed design development Ingle Farm.
 - 2021/22 - Capital Delivery Ingle Farm.

ATTACHMENTS

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

1. Future Directions Social Infrastructure
2. Salisbury's Community Facilities

1. BACKGROUND

- 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: 11.02.19

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

Authors

- Pippa Webb - General Manager Community Development
- Julie Douglas - Senior Social Planner

Table of Contents	
Executive Summary.....	2
Background to Community Hubs	3
History of Hub Development - The City of Salisbury	4
Council’s Roles in Hub Development	6
City of Salisbury - Current Status existing infrastructure.....	7
Community Hubs Australia/Communities for Children	9
Planning for Social Infrastructure	9
Provision Thresholds for Social Infrastructure.....	10
Community Profile	19
Age Profile.....	21
SEIFA.....	22
Existing Facilities	23
Population Growth and Change.....	24
Growth Action Plan	28
Urban Consolidation Areas	29
Infill and Regeneration Areas.....	30
Long Term Growth Areas	32
Application of Social Infrastructure Thresholds.....	33
City of Salisbury.....	34
Urban Consolidation Growth Area.....	36
Infill and Regeneration Area	37
Long Term Growth Area.....	38
Conclusion.....	40
<i>Table 1 Hierarchy of Social Infrastructure Provision</i>	9
<i>Table 2 Summary of Social Infrastructure Provision Thresholds</i>	11
<i>Table 3 Index of Relative Socio-economic Disadvantage by Suburb and Small Area</i>	22
<i>Table 4 Population Forecast Summary – Normal Development Scenario</i>	25
<i>Table 5 Population Forecast Summary - Growth Development Scenario</i>	27
<i>Table 6 Social Infrastructure Thresholds of Provision – City of Salisbury</i>	34
<i>Table 7 Social Infrastructure Provision and Shortfall Summary – City of Salisbury</i>	35
<i>Table 8 Social Infrastructure Thresholds of Provision - Urban Consolidation Growth Area</i>	36
<i>Table 9 Social Infrastructure Thresholds of Provision - Infill and Regeneration Growth Area</i>	37
<i>Table 10 Social Infrastructure Thresholds of Provision - Long Term Growth Area / Salt Pans Development</i>	38

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

2

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 that 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

4

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.

6

- 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

12

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 (Regional)	1:200,000-250,000 [¥]	Site area = 10-15ha [¥]	Advocate
Community Based Health Care (LGA)	1:100,000-200,000 [¥]	Site area = 2-4ha [¥]	Advocate
Community Based Health Care (District)	1:30,000-100,000 [‡]	Site area = 1ha [¥]	Advocate
Community Based Health Care (Local)	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 (High Care)	40 beds:1,000 people 70+ yrs ⁺	Floor area = 4,000-5,000m [¥] Site area = 5-10ha [¥]	Advocate
Aged Care Hostel Places (Low Care)	48 places:1,000 people 70+ yrs ⁺	Floor area = 4,000-5,000m [¥] Site area = 5-10ha [¥]	Advocate
Aged Care Service / Respite Service (District)	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^º	Size dependent on function but generally greater than 20ha to serve a regional population [£]	Owner / custodian
Active Open Space (District)	2.43ha:1,000^º	1 x 3ha ^º Provided within 2kms of households served ^º	Owner / custodian
Active Open Space (Neighbourhood)	2.43ha:1,000^º	1 x 0.5-1ha ^º Provided within 500m of households served ^º	Owner / custodian
Active Open Space (Local)	2.43ha:1,000^º	1 x 0.3ha ^º Centrally located in residential area, close to schools, shops & within 300m of households served ^º	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

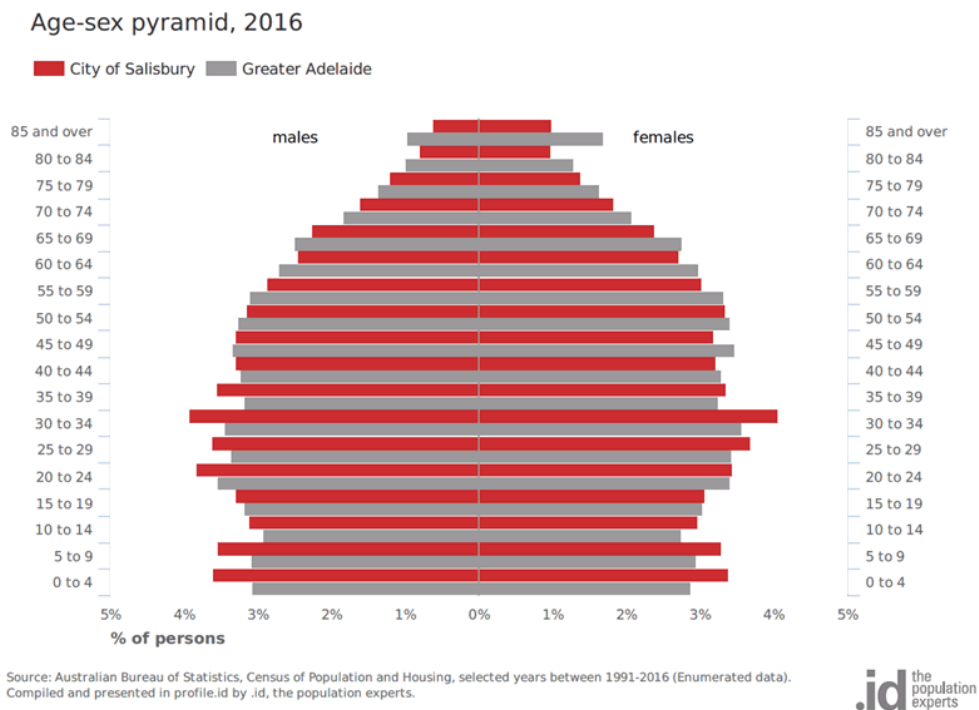
The demographic profile for the City of Salisbury and the local catchments highlighted a number of key implications for this study

- 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	1,747	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

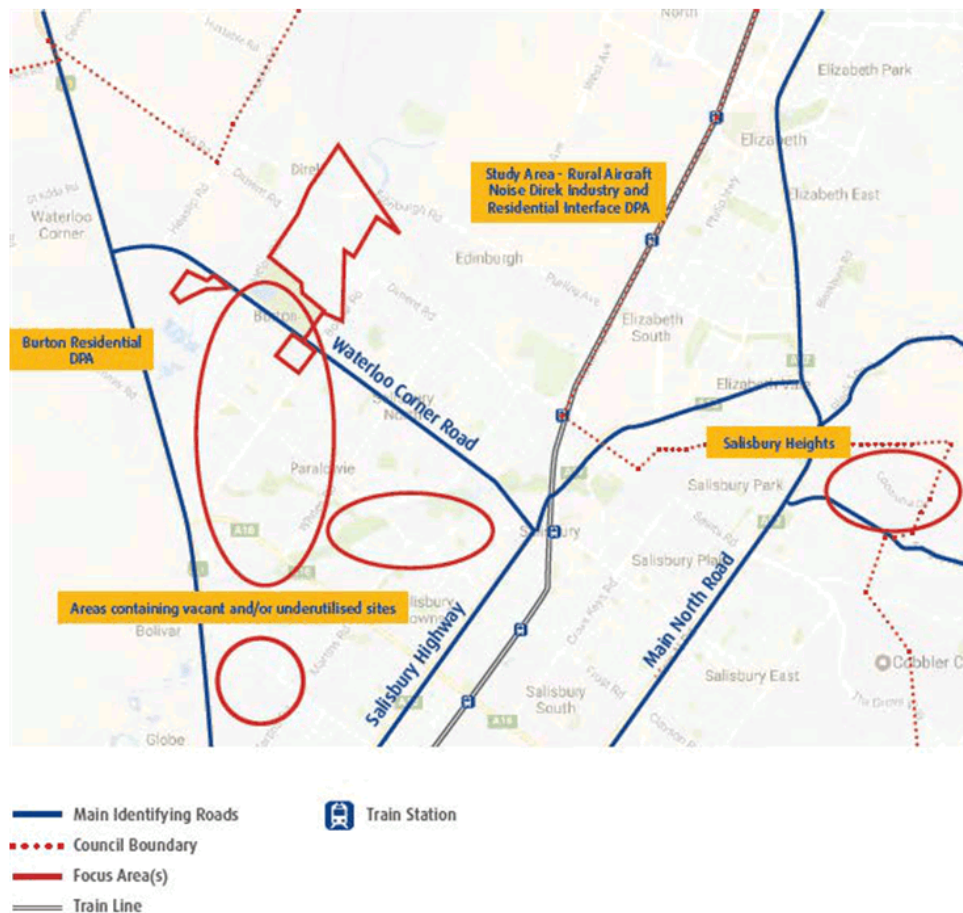


Urban Consolidation Areas

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:

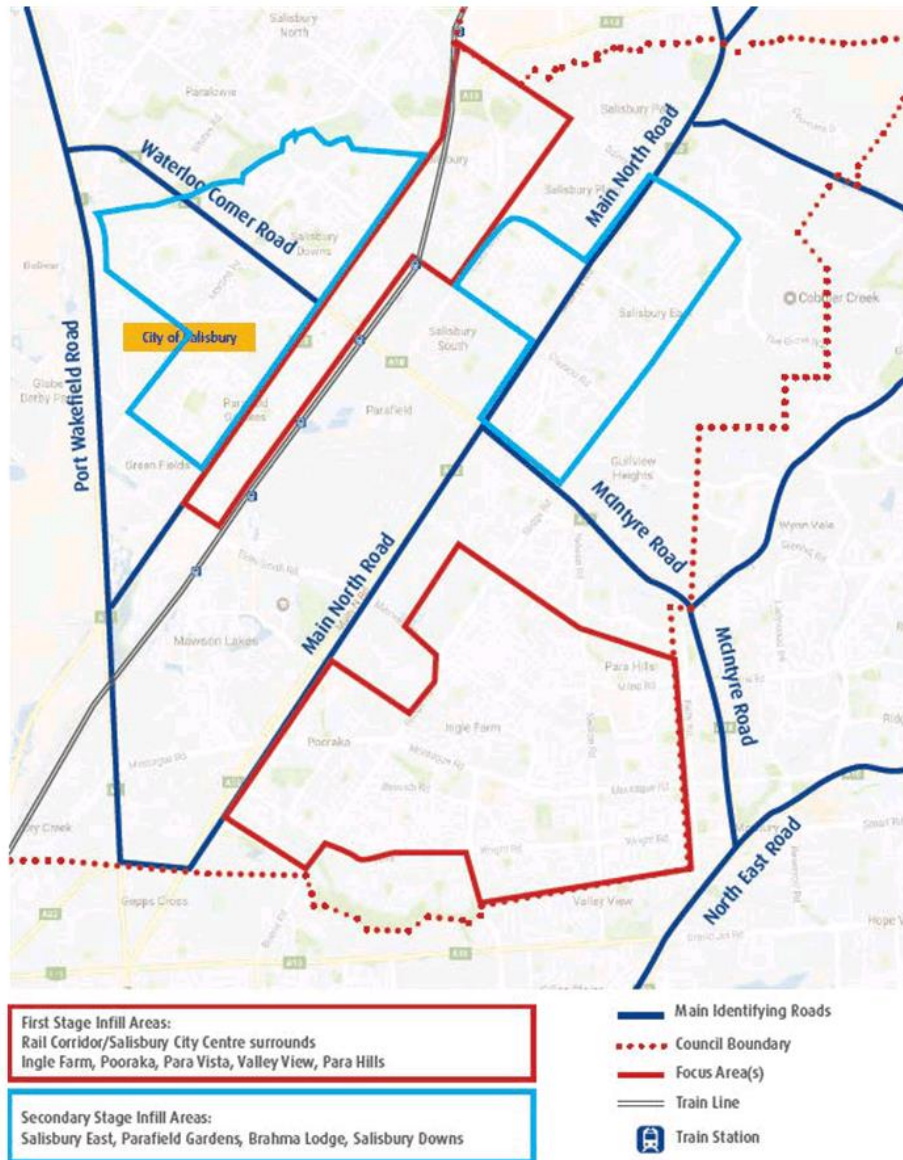
- Salisbury
- Ingle Farm
- Pooraka
- Para Hills
- Para Vista
- Valley View

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

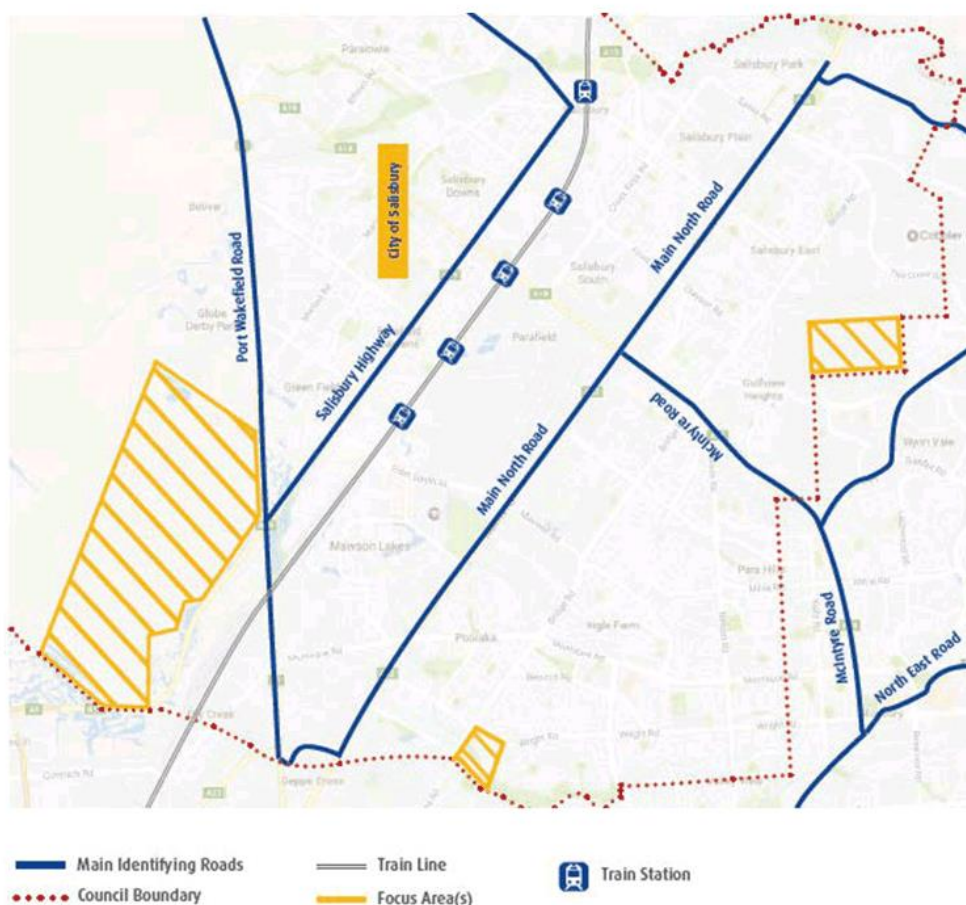


Long Term Growth Areas

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	1.2.1
	POLICY AND PLANNING COMMITTEE
DATE	18 February 2019
HEADING	Approach to Supporting Business Networking
AUTHOR	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
CITY PLAN LINKS	1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities.

SUMMARY This report provided an outline of a proposed approach for Council, through the Polaris Business and Innovation Centre, to support locally-focused networking events and programs. The proposed approach reflects a desire to support a range of high quality programs and events appropriate for a broader range of businesses. It also reflects the ability of Polaris to deliver its services in targeted manner consistent with program review recommendations, reduced staff resources and an increase in networking opportunities being delivered in the region and its surrounds.

RECOMMENDATION

1. That Council note this report
2. That Council support the proposed approach to supporting locally-focussed networking events.
3. That Council consider allocation of \$35k to support the establishment of a local business network program as part of the 2019-20 budget process.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 The Policy and Planning Committee considered a report on Council's approach to Supporting Business Growth at its meeting on 18 June 2018. That report provided an update on initiatives consistent with Council's 'business friendly' agenda. These initiatives included policy reviews (relating to procurement and business use of Council land), vegetation management in industrial precincts, approaches to investment attraction, refocusing of Polaris Business & Innovation Centre programs, business engagement and introduction of online development lodgment capability.

- 1.2 That report noted that there has been an increase in the range of networking activities in northern Adelaide and a consequent flow on of requests for Polaris to support those events. That report suggested that an equitable, standardised approach to dealing with these requests be adopted with the role of Polaris being to provide promotion and publicity, assist organisations in identifying speakers and providing advice to organisations so as to minimise the potential of events clashing. This would entail reducing the current level of Polaris involvement in the Northern Business Breakfast.
- 1.3 Subsequently, representatives from the Salisbury Rotary Club provided a delegation to the June 2018 Council meeting requesting the Polaris Centre's continued involvement. Council consequently resolved that a further report on the Northern Business be provided.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Chief Executive Officer
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 The City of Salisbury through the Polaris Centre provides information and advice to people thinking about starting a business and those in business. In an average year between 1,000 and 1,200 business owners make use of the service. The most recent Polaris customer satisfaction survey indicated a high positive client approval rating with 91% of clients willing to refer other business owners to Polaris.
- 3.2 Recommendation 6 of the Economic Development and Urban Policy program review was to "Continue to provide in-house business support services and continue to align those programs with the objectives sought by the City Plan. Specifically this requires supplementing generalist information and advisory programs with a suite of services focused on growth oriented firms or ambitious new business owners."
- 3.3 Since then the Polaris Centre has introduced a new advanced mentoring program for firms looking to grow and create jobs, restructured its programs for business intenders (those thinking about starting a business) including introducing a three month start-up support program and has introduced a broader range of workshops for firms with growth potential.
- 3.4 At the same time, the staffing cohort at Polaris focused on business support services has reduced by one team member due to changes in external funding with a further position uncertain beyond the expiration of a state government funding contract in mid-2019.
- 3.5 Approximately 90 events and workshops are provided by the Polaris Centre each year. While most of these provide an opportunity for networking to occur, the main networking programs are the Northern Business Womens Network (which is organized and delivered internally) and the Northern Business Breakfast (which is organized and delivered in partnership with the Rotary Clubs of Salisbury and Elizabeth). The Polaris Centre has no funds specifically budgeted for the delivery of networking events with all events supported through staff time and a user pays approach.

- 3.6 Over the past 18 months there has been a significant increase in business networking opportunities available in the region. These have included a new networking breakfast organized by the Mawson Lakes Lions Club, events organized by the Northern Economic Leaders, industry events held at the Stretton Centre, networking sessions organized by the University of South Australia's Future Industry Institute as well as other events held a little further afield in Port Adelaide.
- 3.7 As noted in the previous report to Council, the manner in which Polaris engages with these opportunities is inconsistent. In some cases Polaris operates in a formal partnership, in other instances Polaris assists in organising speakers or promoting activities, while in other instances the involvement is minimal. What is clear though is that there is now a mature market for business events, something which was not the case several years ago.
- 3.8 Council has had a long standing involvement with the Northern Business Breakfast. The initial involvement, through the former Salisbury Business and Export Centre, ran from approximately 2004 to 2009. The partnership at that stage was with the Salisbury Rotary Club. When the City of Playford contracted the Polaris Centre to provide business support services into that Council area, the opportunity was taken to re-engage with the breakfast and broaden the partnership to include the Elizabeth Rotary Club, thus creating a regional event. The City of Playford now delivers its business advisory services from within the Stretton Centre so the imprimatur for Polaris to deliver services into that area is no longer present.
- 3.9 The partnership has delivered a monthly event that is valued by those businesses that regularly attend. Peak attendance has been around 190 people with around 80 the current norm. The flow of businesses, particularly those seeking to grow and create jobs, into Polaris services is low.
- 3.10 Given the changing service model, funding environment and increase in requests for support, the case for actively partnering in one networking program over any others is not compelling. The value of engaging with multiple networking programs is that each program attracts a different group of businesses, thus broadening the range of businesses that Polaris is exposed to.
- 3.11 Moving forward it is proposed that the Polaris Centre continues to engage with organisers of locally-focussed networking programs with a standardized approach that would generally involve providing opportunities for publicity and promotion, assisting with the identification of speakers and providing advice to other organisations on avoiding clashes. To support the professionalism and quality of these programs, it is proposed that a business networking support budget be allocated by Council from which event organisers can seek funding for items such as logistics, promotion, speakers or subsidizing attendance costs. It is proposed that the initial allocation for this budget be \$20k with the distribution of this be on a per event basis up to a maximum of \$10k per organisation per year. Eligibility would be restricted to organisations based in Salisbury or with a substantial membership in Salisbury. The events would be required to have some alignment with the directions in Council's City Plan and a short statement of outcomes will need to be provided at the end of the funding period.

- 3.12 In addition to the preceding commentary regarding networking events being delivered through other organisations, the Polaris Centre will continue to deliver the Northern Business Womens Network, less frequent “thought leader” events and smaller industry-specific networking opportunities as part of its business engagement program. Currently this is unfunded however a budget allocation of \$15k would enable this activity to attract top quality speakers that aren’t necessarily located in the region.

4. CONCLUSION / PROPOSAL

- 4.1 This report provided an outline of a proposed approach for Council, through the Polaris Business and Innovation Centre, to supporting locally-focussed networking events and programs.
- 4.2 The proposed approach reflects a desire to support a range of high quality programs and events appropriate for a broader range of businesses. It also reflects the ability of Polaris to deliver its services in targeted manner consistent with program review recommendations, reduced staff resources and an increase in networking opportunities being delivered in the region and its surrounds.
- 4.3 This proposal seeks consideration of a New Initiative Bid as part of the 2019-20 budget process for \$35k funding, being \$20k to support locally-based organisations delivering locally-focused networking events and \$15k for networking and business engagement opportunities delivered through Polaris.
- 4.4 Should this not proceed, it is proposed that Council standardise its approach to supporting locally focused networking events by providing opportunities for publicity and promotion, assisting with the identification of speakers and providing advice to other organisations on avoiding clashes.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11.02.19

ITEM	1.3.1		
	POLICY AND PLANNING COMMITTEE		
DATE	18 February 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
Policy and Planning Committee	1.3.3	21/01/2019

HEADING	Salisbury Community Hub - Civic Square Placemaking Lighting and Methodist Historical Cemetery Improvements
AUTHOR	Chantal Milton, Manager Strategic Development Projects, City Development
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. 4.4 Embed long term thinking, planning and innovation across the organisation.
SUMMARY	<p>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.</p> <p>As reported in December 2017 (Item 1.3.2, Policy and Planning, 11/12/2017) a list of additional ideas for the Civic Square, outside the Hansen Yuncken contract scope of works, was identified by Elected Members and community feedback to further improve the major event capacity and evening activation in the Civic Square. A budget allocation was retained for potential future Civic Square works as part of Council's consideration of budgeted works (Item GB6.1 Confidential, Council, 28/05/2018).</p>

As a result, Council set aside approximately \$234k of the Civic Square additional funds as a provisional sum budget for the delivery of feature placemaking lighting to the Civic Square. The release of the funds was subject to completion of a concept by specialist lighting design consultants NDY Light incorporating the associated cost estimates to demonstrate the scope is within the assigned Provisional Sum. The completed report is provided to Council as Attachment 1 for endorsement to finalise the project as a variation to the Hansen Yuncken contract within the allocated reserve budget. Council endorsement is required on the placemaking lighting concept by the end of February 2019, to ensure detailed design and light fixture procurement can occur for delivery by Hansen Yuncken as part of the Principal Building Works by the project Practical Completion date.

Following Elected Member feedback and complementary to the placemaking lighting design, the administration has considered potential upgrades and improved maintenance opportunities for the Methodist Cemetery that sits immediately adjacent to the Salisbury Community Hub and Civic Square. This heritage cemetery is not owned by Council. Preliminary consultation has occurred with the land owner representatives including the Salisbury Uniting Church Minister and representative of the Uniting Church Head Office Property Section and a scope of works is included in this report for discussion. Subject to Council endorsement the administration can prepare a budget bid for Council consideration to undertake Phase 1 of works ahead of the opening of the Salisbury Community Hub as part of the 2019/20 Budget.

RECOMMENDATION

1. That the Civic Square placemaking lighting concept provided as Attachment 1 (Item 1.3.1, Policy and Planning, 18/02/2019) be endorsed and the administration proceed to finalise the variation to the Contract Sum with Hansen Yuncken.
2. That a new initiative operating bid be prepared for the 2019/20 Budget for Phase 1 of the Salisbury City Centre Methodist Cemetery Improvement Project for Council consideration.

ATTACHMENTS

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

1. Salisbury Community Hub – NDY Light Civic Square Placemaking Lighting Concept Design.
2. Original Hassell Studio - 2013 Cemetery Design Concept with mark up of proposed scope prepared by City of Salisbury (Feb 2019)

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 The original shaping principles for the Community Hub project included a core objective relating to supporting the use of the Civic Square for gatherings of all sizes and promoting activation and vibrancy. Further under the shaping principles Council were seeking the creation of a vibrant place that contributed to safety and security of the City Centre through transparent design, place activation and extended hours of use into the evening.
- 1.3 As a result of an Elected Member request, Council staff have undertaken preliminary investigations in respect to upgrade works that could be undertaken to the Methodist Cemetery that sits immediately adjacent to the Salisbury Community Hub and Civic Square. The preliminary review has included an initial stakeholder engagement with the Minister of the Salisbury Uniting Church and a representative of the Uniting Church Head Office.

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 Community Planning & Vitality Division members have worked on the scoping of the Cemetery works and stakeholder engagement with the landowners that has informed the proposal. City Infrastructure staff have informed irrigation and maintenance estimates for the proposal.

3.1.2 A range of ideas from Elected Members on additional works for the Civic Square were captured as part of Informal Strategy sessions held across 2017 as part of the design development of the Community Hub that have informed the placemaking lighting concept presented as part of Attachment 1.

3.2 External

3.2.1 Community feedback on the proposal included a range of ideas of upgrades to the Civic Square that were captured as part of the design development community engagement the outcomes of which were presented to Council (Item 1.3.4, Policy and Planning Committee, 18/09/2017).

3.2.2 The Salisbury Community Hub Project Control Group were provided a preliminary briefing on the draft placemaking lighting concept at the January 2019 meeting. All feedback from the PCG review is reflected in the final concept design provided in Attachment 1.

3.2.3 A preliminary stakeholder engagement session on potential improvements to the Methodist Historical Cemetery has occurred with President of the Salisbury & District Historical Society Desmond Brown, Salisbury Uniting Church Minister Nick Patselis and representative of the Uniting Church Property Section Matt Wilson and Trish Johnston Tuesday 12 February 2019. The feedback received from the stakeholder meeting is summarised below:

- General support offered for the concept for improvements to the cemetery, as per that set out in this report and the two phase program that seeks to partner to secure future grant funding for formal restoration following the initial improvement works.
- There are no funds available from the Church that can contribute to the improvement works at this time.
- Support the retention of the existing access and fence with no through access paths created.
- Encourage root barriers or other solutions to the new landscaped eastern edge of the cemetery.
- Would like to see any new path material to have a stable base that is suitable for frail aged, and a minimum width that can support a wheelchair. Agree that a change from gravel to cement treated granitic sand would be a preferable solution.

- A process will need to be followed to contact lease holders of burial sites ahead of work, this process should commence immediately pending any budget approvals and can be coordinated between the Church and Council's Cemetery Services.
- License arrangements from a Property perspective will be required along with the necessary insurances prior to any works on the Church property, but this will be able to be facilitated following confirmation of scope and timing.
- Requested that a gap on the existing grave sites that missed two cremations that occurred post the closure of the cemetery for burials should be added to the existing sign to ensure accuracy of the record.

4. CIVIC SQUARE - PLACEMAKING LIGHTING CONCEPT

- 4.1 As part of Council consideration of the Salisbury Community Hub and community consultation around the project that occurred across 2017, a number of additional scope items were identified for potential investigation for the Civic Square that are currently outside the Hansen Yuncken contract sum. A budget allowance outside the HY Contract for additional works was isolated, for future decision relating to commitment of these funds. The quantum of this budget allowance for the Civic Square was represented in the budget position presented to Council confidentially in May 2018 (Item 13.2, Council, 28/05/18) to protect Council's commercial negotiation position. Noting this fund is part of the overall project capital budget of \$43.82 million adopted in the 2016/17 Annual Plan.
- 4.2 The use of light as a feature in the square was first contemplated as part of the Salisbury Community Hub Signage & Wayfinding package with the external building signage lightboxes, and a cost effective solution was developed to create evening light activation through the Civic Square through the shrouding and back lighting of existing pedestrian light poles utilising exiting infrastructure and power provisions. These poles light the way to the building entry and contributes to the night activation in the Salisbury City Centre. There are a total of six existing staggered light poles through the Civic Square with the current committed signage and wayfinding scope only delivering three light shroud solutions.
- 4.3 Hansen Yuncken as part of their Contract Works are delivering in ground service and conduits for the data and power required for the current endorsed Civic Square scope including the Church Street wayfinding digital totem, Civic Square PA System and lighting upgrades to new path networks and crossing points. Given this in ground servicing work, it is considered an ideal time to install permanent placemaking lighting to support night time activation and events in the square. This lighting would be designed to be programmable (in respect to changing light colour/patterns) from a central building control system as part of the place activation.

- 4.4 An upper limit Provisional Sum for the Civic Square placemaking of \$234,000 (inclusive of all design fees and margins) has been established, with only the design fee component approved to date to produce the necessary concepts and cost opinions for a final decision to proceed to detailed design, procurement and implementation via Hansen Yuncken. Council's Cost Manager has reviewed the concept plan and confirms that based on the information presented the concept is within the established budget.
- 4.5 The placemaking lighting concept plan was prepared by a specialist lighting consultant *NDY Light* in consultation with Council and Hansen Yuncken. The draft concepts presents the following elements of placemaking lighting into the Civic Square:
- Additional light pole back lighting shrouds to the additional three light poles and inclusion of motion sensors to all six poles that would change the light colour/pattern when people walk in close proximity. This form of 'surprise and delight' factor for evening activation would provide additional community interest within the Civic Square for a minor cost if installed as part of the light pole upgrade solution.
 - Canopy uplighting to the cemetery tree canopy, to cast light into this area and create a respectful backdrop to the Civic Square and Salisbury Community Hub.
 - Uplighting and rope lighting to the existing trees within the Civic Square, with dynamic colour change that can be managed through the lighting control system in the building to match events.
 - Feature inlay dynamic strip lighting to the key pedestrian entrances that would be embedded into the pavers.
 - Feature lighting to existing elements in the Civic Square including the sculpture.
 - Selected light fixtures proposed are proprietary items that are proven in similar environments and that are able to be sourced within the lead times required to ensure installation prior to the building Practical Completion Date.
- 4.6 Following endorsement of the concept and release of the Provisional Sum final detailed design will be completed, informing light fixture selections and installation by Hansen Yuncken in line with the Salisbury Community Hub Practical Completion Date.

5. METHODIST HISTORICAL CEMETERY IMPROVEMENT

- 5.1 A unique feature of the Salisbury Community Hub site is the historic Methodist Cemetery that sits immediately adjacent to the building and the Civic Square. This cemetery was first burial registered in October 1864 and is one of the earliest landmarks within the Salisbury City Centre. Specific design consideration was given to the cemetery as part of the building design including a setback from the eastern edge to create a green landscape corridor and the inclusion of the Community Terrace to Level 1 that will enjoy views straight into the established tree canopy of the cemetery.

- 5.2 The existing endorsed signage and wayfinding package includes eight interpretive signage panels to tell the story of the cemetery and early Salisbury City Centre, to be positioned along the southern and eastern cemetery edge along the new grassed area and upgraded path networks. This signage will provide information to the community and share the stories to a new generation.
- 5.3 The Uniting Church owns the Methodist Historical Cemetery, with agreements in place with Council for basic rubbish pick-up to the cemetery as part of the Salisbury City Centre maintenance works. No funds have been spent within the cemetery for a significant period of time and as a result the ground surface and path networks and many of the historical graves and headstones require significant restoration to protect their cultural value and stabilise the monuments to ensure public safety.
- 5.4 In 2013, as part of the previous Civic Square upgrade when the playground was established, a concept plan was prepared for potential improvements to the cemetery to improve the visual amenity and accessibility. The concept is provided as Attachment 2. The Civic Square upgrade was successful in receiving grant funding and proceeded to be delivered however the cemetery upgrade works remained unfunded.
- 5.5 In response to an Elected Member request, the administration has reviewed the 2013 cemetery concept prepared by Hassell Studios and discussed phasing of works and responsibilities with the owner, the Uniting Church. The intent of this review was to identify phasing of works that could be delivered to improve the overall amenity of the cemetery ahead of the opening of the Salisbury Community Hub, and position the cemetery owners to successfully secure grant funding for longer term projects such as the grave site restorations.
- 5.6 From the discussions to date with the Church both the local minister and property representatives from the Uniting Church head office, confirmed that no existing funding is available for contribution to the cemetery upgrade. A report is in the process of being secured by staff from a qualified Stone Mason to review each individual grave site and provides an estimate of works required to preserve the memorials and stabilise for public safety. This report is of a quality and detail that would allow the Uniting Church to bid for Government Cemetery Restoration Grant Funding when it next becomes available with the support of City of Salisbury and the Salisbury and District Historical Association.
- 5.7 The Methodist Historical Cemetery Improvement project that has been developed by staff is proposed to be made up of a number elements with two distinct phases. It is recommended that Council consider a budget for the delivery of items in Phase 1 in line with the opening of the Salisbury Community Hub in late 2019, as part of its 2019/2020 Budget deliberations.

Phase 1 – Landscape Improvement

- No change to the existing cemetery fence and access arrangements is proposed, retaining the respectful separation between the active areas of the adjacent Civic Square and Community Hub and the more reflective spaces provided within the Cemetery when viewed from inside or the adjacent streetscapes.

- Re-establishment of an irrigation system in the cemetery site, to replace an existing system that is no longer operational, to be focused into the central square of the cemetery where there are limited grave sites and the current contemplation seat is located. Noting the layout of the irrigation and construction methodology would need to be considerate of the cemetery burials and undertaken in locations of existing ground disturbance such as along the base of the cemetery fence and/or via hand trenching.
- Retention of the contemplation seat and bin within the central area proposed to be grassed with irrigated turf, relocated to suit the new landscape.
- Creation of a feature landscaped garden to the corner of the cemetery at James and Church Street, along the entrance pathways and Civic Square edge.
- Re-instatement of a formal path network through installation of a cement treated gravel path to the walkways through the grave sites, to provide community access to visit the graves and better define their edges. Noting the only access into the cemetery is proposed to be retained at the James Street gate.
- Agreement to partner with the Uniting Church and Salisbury & District Historical Association to establish a ‘friends of the cemetery’ registration of interest for locals to contribute towards maintenance and tidy-up of the cemetery following upgrade, supported as required by Council’s Asset Maintenance Team.
- Staff have had a cost manager review the 2013 concept with the inclusion of the scope of works above and this is estimated to be a cost in the order of \$77k with an increase in annual maintenance anticipated at \$14k. This maintenance allowance would maintain the cemetery to the same schedule as the adjacent Civic Square. Should Council wish to reduce the expenditure a scaled back extent of path network and irrigation area/vegetation could be delivered to suit the allocated budget and the ongoing maintenance costs could be recast at a lower maintenance regime to the Civic Square.

Phase 2 – Cemetery Restoration)

- City of Salisbury and Uniting Church representatives partner to advocate to State and Commonwealth Governments to secure heritage restoration funding.

6. CONCLUSION / NEXT STEPS

- 6.1 Consideration of placemaking lighting has been identified as a high priority to ensure the Salisbury Community Hub and associated Civic Square is upgraded to meet the vision set for the project to become a central event space and drive improved evening activation within the City of Salisbury. As this form of placemaking lighting has a direct interface with the Hansen Yuncken works it is recommended that these items be added to the Hansen Yuncken contract scope of works as a variation, to be delivered prior to Practical Completion.

- 6.2 From the discussions to date with the Uniting Church, they confirmed that no existing funding is available for contribution to the cemetery upgrade. The initial works, if required to be completed in line with the Salisbury Community Hub opening, would need to be funded by Council and supported by an extended maintenance agreement between the Church and the City of Salisbury. Staff consider that this proposal would bring community benefit and is worthy of consideration by Council as part of the 2019/20 Budget Process as a New Initiative Operating Bid.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 11.02.19

NDYLIGHT
L I G H T I N G D E S I G N

**SALISBURY COMMUNITY HUB
CIVIC SQUARE LIGHTING DESIGN
CONCEPT DESIGN**

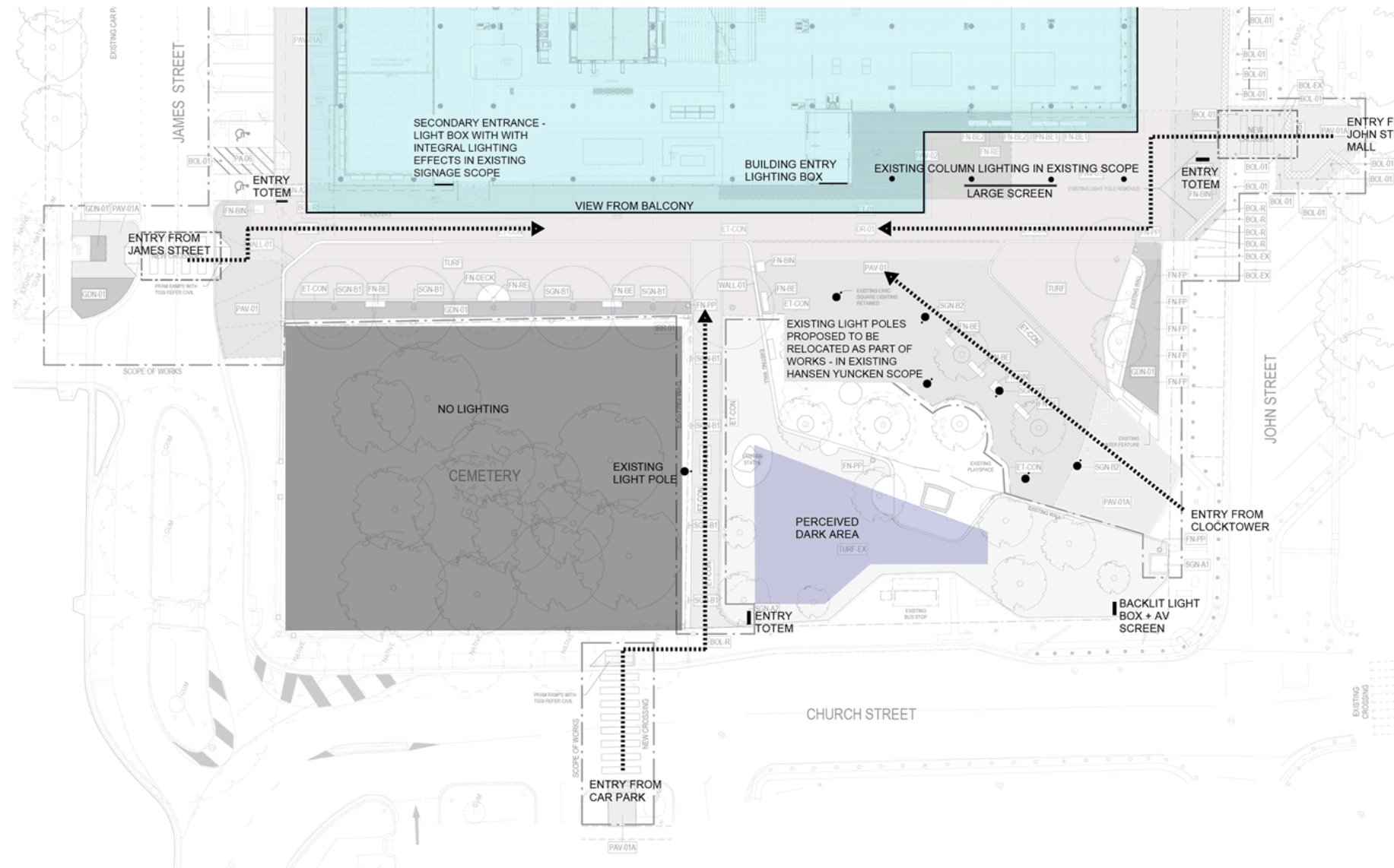
REVISION DATE: 07.02.2019

The lighting design depicted in this package is illustrative only and requires further development.



CONTEXT PLAN

- Existing site lighting is minimal and confined mainly to the 6 no. existing poles on the diagonal entry.
- The Cemetery is completely unlit.
- Entry totems and signs shown are in the existing Hansen Yuncken contract.



SALISBURY COMMUNITY HUB
CIVIC SQUARE LIGHTING DESIGN - CONCEPT
A09777_LC01[02]





Ability to dim lighting to allow brought in lighting elements to take centre stage.



Use of linear lighting to delineate surfaces, accompanied by colour to create impact on event nights.

REFERENCE IMAGES



Subtle lighting of event space integrated into the building form.



Use of gobo lighting to activate the ground plane.



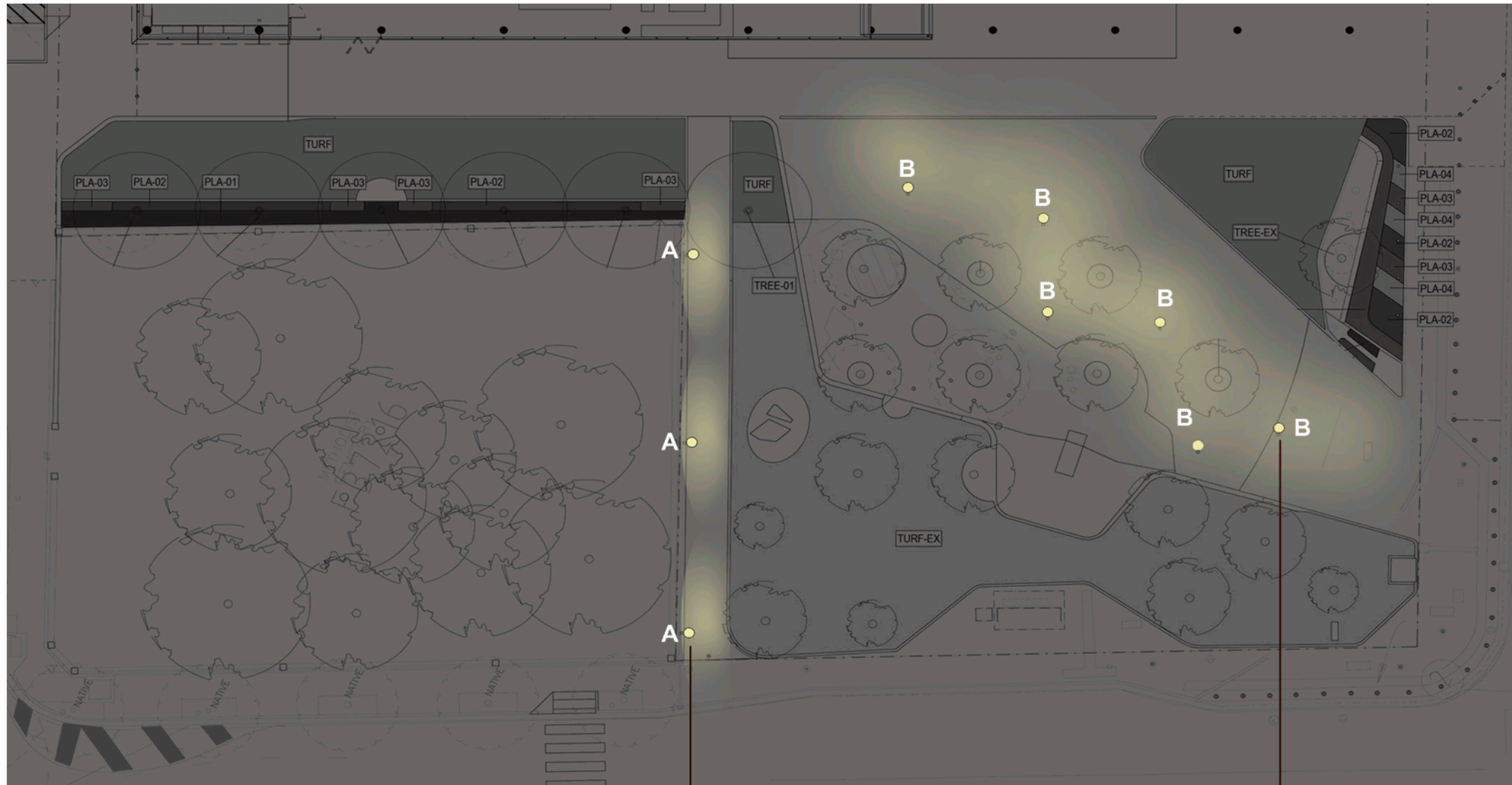
The building as a backdrop to a warm and inviting community plaza.



Integrated tree canopy lighting for use in event modes.

SALISBURY COMMUNITY HUB
CIVIC SQUARE LIGHTING DESIGN - CONCEPT
A09777_LC01[02]

NDYLIGHT
LIGHTING DESIGN



POLE LIGHTING STRATEGY

A. Three new pathway poles with low wattage pole top luminaires to match existing fittings, refer B. This scope will take the place of the HY contract scope to relocate old carpark light fittings in this area to provide an improved integration into the Civic Square lighting scheme.

B. Existing light poles in HY contract providing functional illumination.



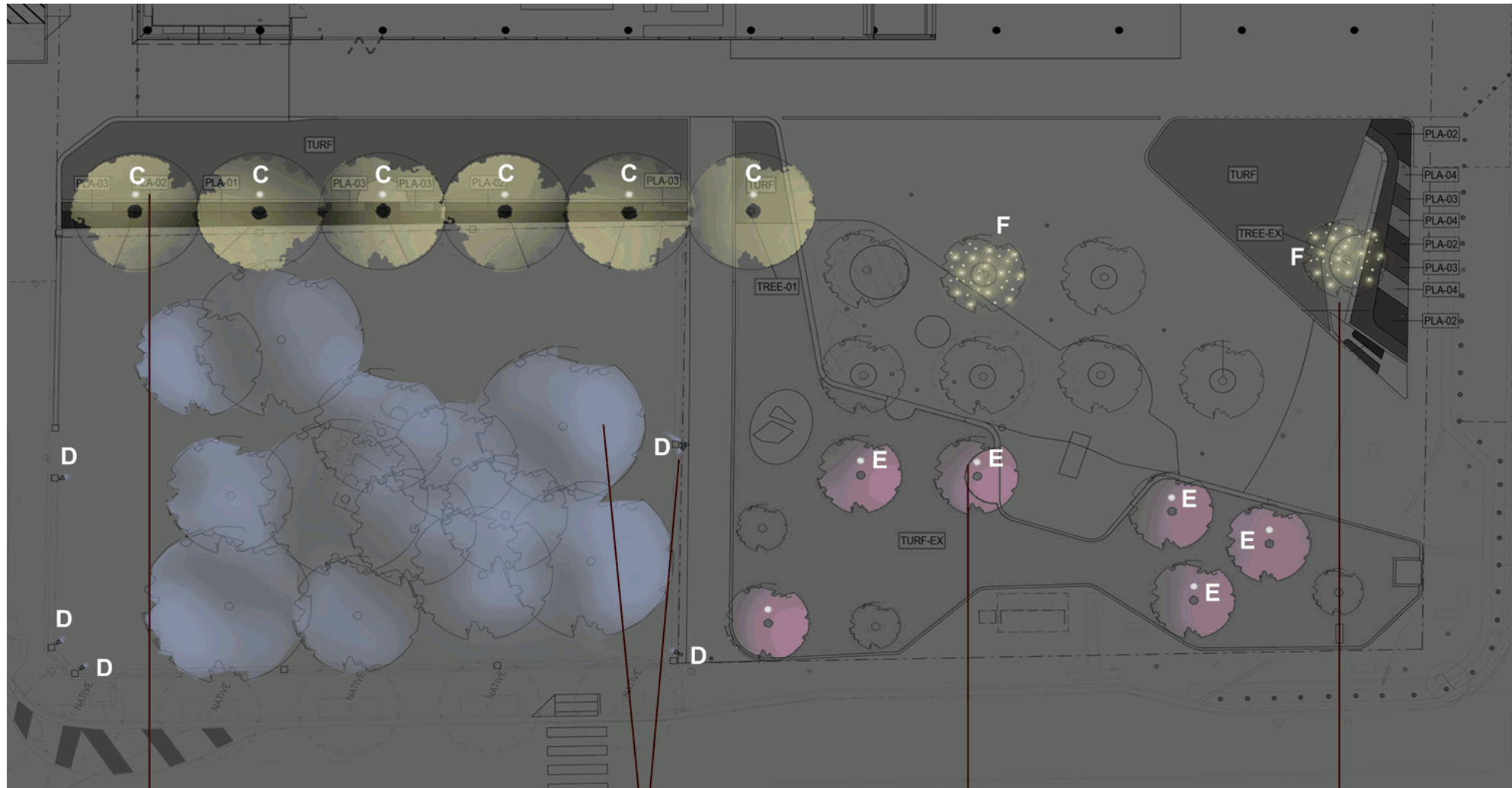
A. Providing functional illumination to the carpark entry footpath



B. Providing functional illumination to the Square circulation space

SALISBURY COMMUNITY HUB
CIVIC SQUARE LIGHTING DESIGN - CONCEPT
A09777_LC01[02]





TREE LIGHTING STRATEGY

C. In-ground uplighting to six trees along entry colonnade. The initial effect will be limited initially due to planted size of trees. Effect will be optimised when trees reach full maturity.

D. Low wattage single colour spotlights mounted on rear side of pole and brick piers, to provide subtle illumination of cemetery and major trees.

E. Dynamic colour changing in-ground uplighting to six trees between bus station and playground.

F. Node / Bud lighting to two central established trees within Square. Separate control to achieve selective use during various events (e.g. turned off during movie events).



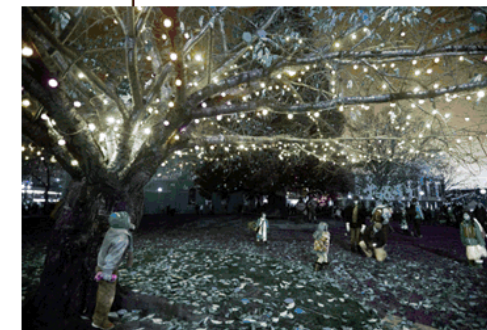
C. Define pathway edge and spacial extent.



D. Highlight vertical backdrop to space.



E. Playground forest is a fun and dynamic area that acts as an extension to the play ground.

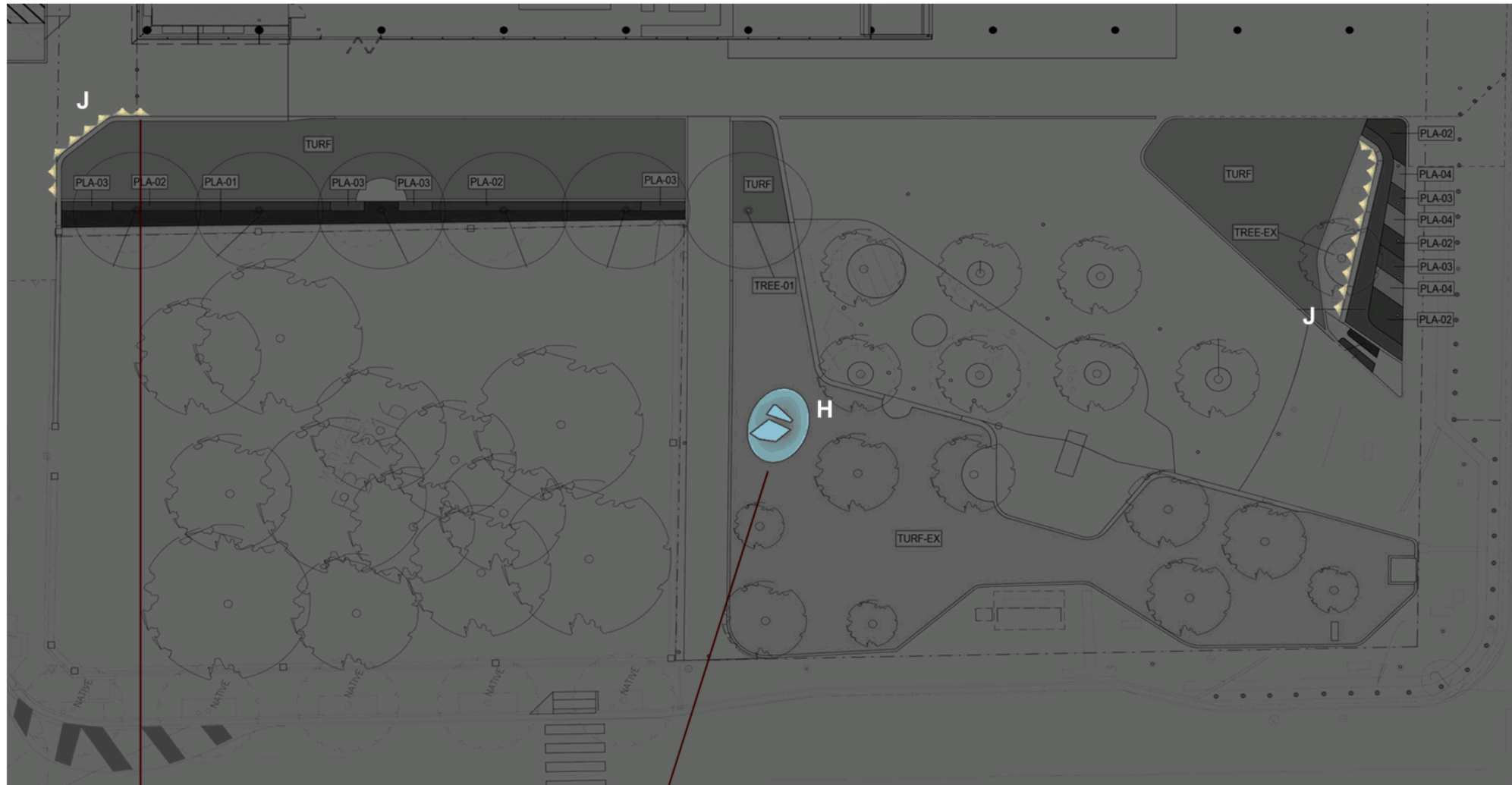


F. Feature trees within the Square act as alluring and dazzling three dimensional centre pieces within the space.



SALISBURY COMMUNITY HUB
CIVIC SQUARE LIGHTING DESIGN - CONCEPT
A09777_LC01[02]

NDYLIGHT
LIGHTING DESIGN



FEATURE LIGHTING STRATEGY

H. In-ground uplighting to existing sculptural feature within the square landscape.

J. Small inground low level wall washing along the base of north and south walls within the square.



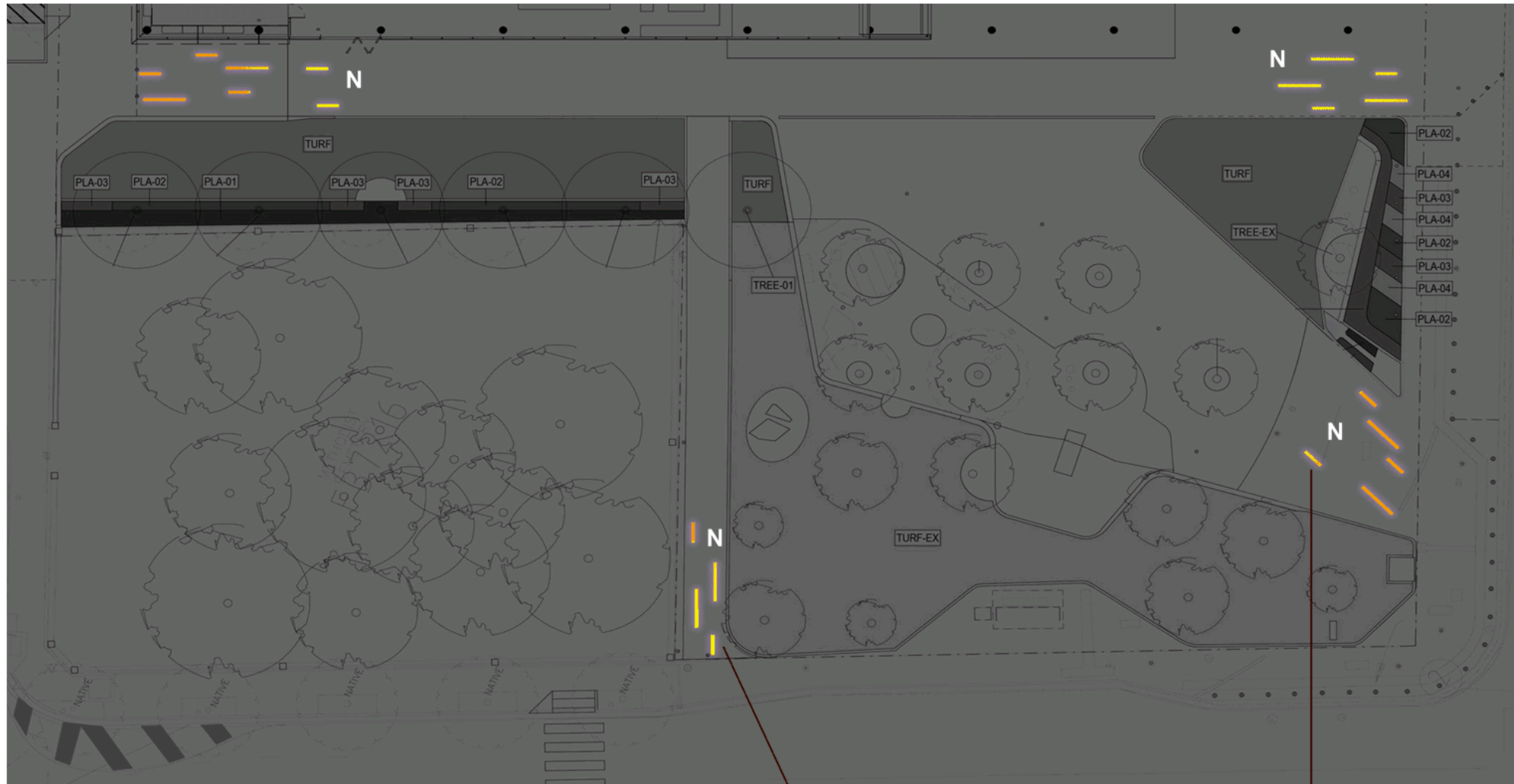
J. Defines the extents of the square through illumination of bookend walls.



H. Highlighting focal points within the journey of the Square.

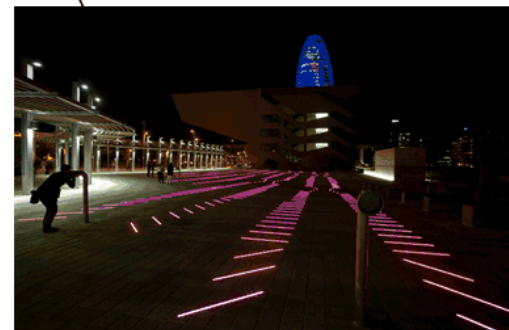
SALISBURY COMMUNITY HUB
CIVIC SQUARE LIGHTING DESIGN - CONCEPT
A09777_LC01[02]

NDYLIGHT
LIGHTING DESIGN



EVENT LIGHTING - OPTION 1B

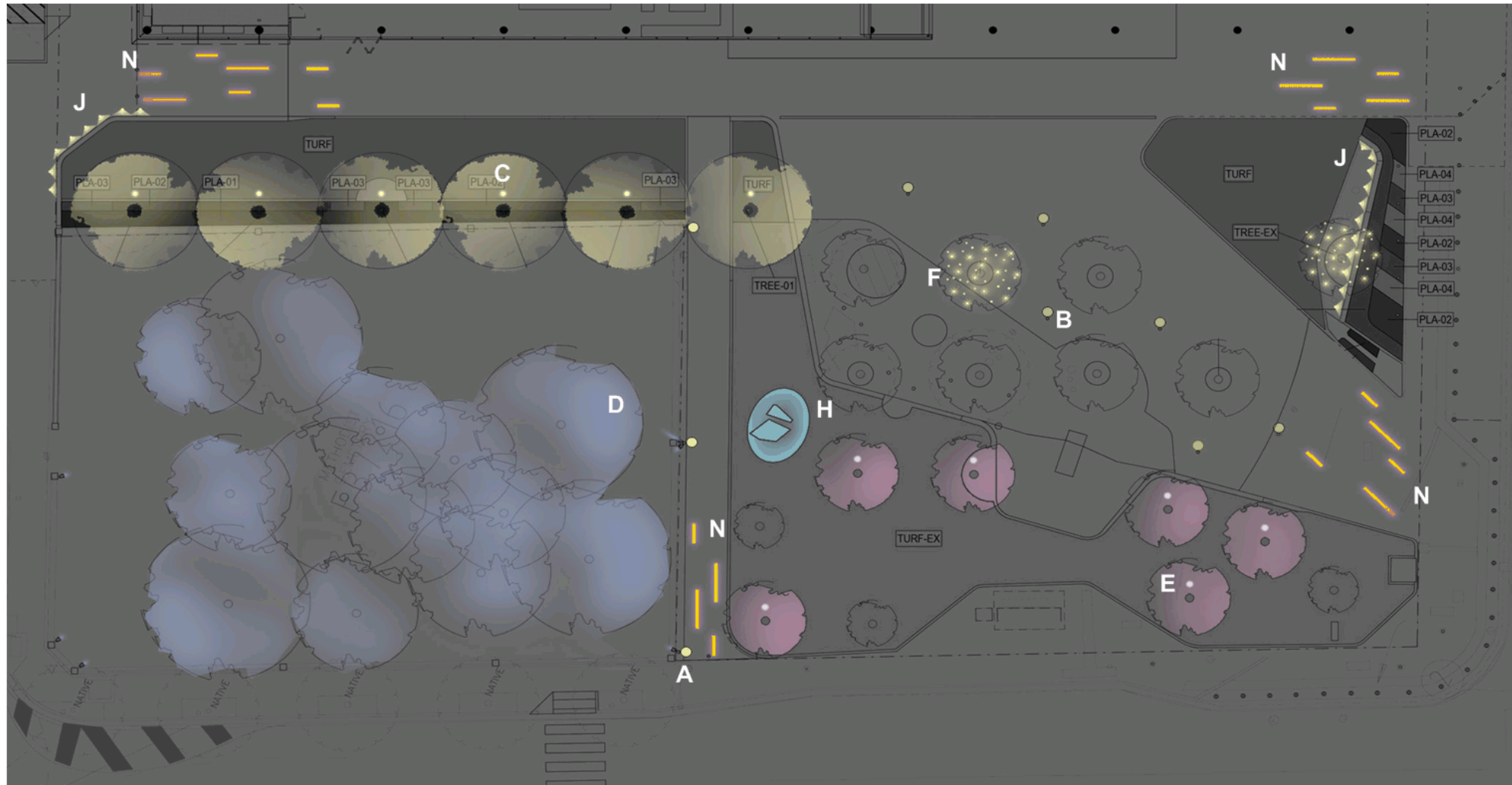
N. Dynamic ground recessed linear colour changing lighting array. Luminaires are load rated. Locations to be defined during Detailed Design phase to avoid heavy vehicle movement pathways.



N. Interactive and colour changing lighting feature recessed into the paving to highlight central gathering space.

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CIVIC SQUARE LIGHTING DESIGN - CONCEPT
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LIGHTING STRATEGY OPTION 1B

A. Three new pathway poles with low wattage pole top luminaires to match existing fittings, refer B. This scope will take the place of the HY contract scope to relocate old carpark light fittings in this area to provide an improved integration into the Civic Square lighting scheme.

B. Existing light poles in HY contract providing functional illumination.

C. In-ground uplighting to six trees along entry colonnade.

D. Low wattage single colour spotlights mounted on rear side of pole and brick piers, to provide subtle illumination of cemetery and major trees.

E. Dynamic colour changing in-ground uplighting to six trees between bus station and playground.

F. Node / Bud lighting to two central established trees within Square. Separate control to achieve selective use during various events (e.g. turned off during movie events).

H. In-ground uplighting to existing sculptural feature within the square landscape.

J. Small inground low level wall washing along the base of north and south walls within the square.

N. Dynamic ground recessed linear colour changing lighting array. Luminaires are load rated. Locations to be defined during Detailed Design phase to avoid heavy vehicle movement pathways.

SALISBURY COMMUNITY HUB
CIVIC SQUARE LIGHTING DESIGN - CONCEPT
A09777_LC01[02]

NDYLIGHT
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Item 1.3.1 - Attachment 1 - Salisbury Community Hub – NDY Light Civic Square Placemaking Lighting Concept Design.

Preliminary Light Equipment Cost Estimate
7.2.2019

SALISBURY COMMUNITY HUB
Civic Square

Lighting Element & Function	Quantity	Unit Supply \$	Total Supply \$	Install \$	Total Cost Estimate \$	Notes
A - East-west pathway - Pole top luminaires + pole - (uplift cost only)	3	\$3,300.00	\$9,900.00	\$6,600.00	\$16,500.00	
B - Existing light poles and luminaires in HY Scope, refer PT2. B.	0	\$0.00	\$0.00	\$0.00	\$0.00	
C - North-south pathway - Inground tree uplights	6	\$1,400.00	\$8,400.00	\$7,000.00	\$15,400.00	
D - Cemetery trees - Pole and brick pier mounted RGBW spotlights	6	\$1,300.00	\$7,800.00	\$3,900.00	\$11,700.00	
E - Playground forest - Inground tree uplights	6	\$1,400.00	\$8,400.00	\$7,000.00	\$15,400.00	
F - Tree bud lighting - LED nodes on chain	40	\$150.00	\$6,000.00	\$5,000.00	\$11,000.00	20m per tree
H - Sculpture - Inground adjustable uplights	2	\$2,000.00	\$4,000.00	\$2,666.67	\$6,666.67	
J - Bookend walls in Square - Small inground uplights	19	\$300.00	\$5,700.00	\$4,750.00	\$10,450.00	
M - Event lighting Option 1A - Inground square luminaires	35	\$950.00	\$33,250.00	\$27,708.33	\$60,958.33	
N - Event lighting Option 1B - Inground linear luminaires	20	\$1,650.00	\$33,000.00	\$27,500.00	\$60,500.00	
Total Lighting Equipment Cost + Installation Estimate - Option 1B					\$147,616.67	

General Notes

- All allowances are estimates only and have been based on the assumption of a 60/40 split between supply and installation cost (i.e. installation being 2/3 of supply cost).
- Estimates exclude professional fees and builder's margin.

LIGHT EQUIPMENT COST ESTIMATE

A. Three new pathway poles with low wattage pole top luminaires to match existing fittings, refer B. This scope will take the place of the HY contract scope to relocate old carpark light fittings in this area to provide an improved integration into the Civic Square lighting scheme.

B. Existing light poles in HY contract providing functional illumination.

C. In-ground uplighting to six trees along entry colonnade.

D. Low wattage single colour spotlights mounted on rear side of pole and brick piers, to provide subtle illumination of cemetery and major trees.

E. Dynamic colour changing in-ground uplighting to six trees between bus station and playground.

F. Node / Bud lighting to two central established trees within Square. Separate control to achieve selective use during various events (e.g. turned off during movie events).

H. In-ground uplighting to existing sculptural feature within the square landscape.

J. Small inground low level wall washing along the base of north and south walls within the square.

M. Dynamic ground recessed square colour changing diffused lighting array. (Option 1A)

N. Dynamic ground recessed linear colour changing lighting array. (Option 1B)

SALISBURY COMMUNITY HUB
CIVIC SQUARE LIGHTING DESIGN - CONCEPT
A09777_LC01[02]



DESIGN PRINCIPLES

Place Making vs Event Lighting

This scheme is focused upon lighting for Place Making, which is about personal experience at an intimate level and lighting with which people can interact. Event lighting would still be required to be bumped-in to suit events as required.

Architectural Lighting

Light can be used to evoke emotions and to create site identities. Light will be integrated into the architecture in order to reveal form and enhance the way in which the space is used and perceived.

Accent Lighting

Visual contrast (accent lighting) between focal areas and circulation provides a more interesting space to be in. Using variations in illuminance levels to support the varied activities that take place within the space.

Wayfinding

By identifying the key points of interest and the ways that the public will navigate the space these can be broken down into areas of importance; in terms of higher and lower interaction.

Sustainability

Ensuring that all lighting is designed in a sustainable manner, both with regard to the technology deployed, the associated controls and the ability to maintain the longevity of the systems over time.

Energy Efficiency

To provide energy efficiency lighting solutions to suit the space accordingly and to promote reduced energy consumption.

Flexibility

NDYLIGHT recommends the use of a dimmable lighting control system to allow luminaires to be dimmed to suit different requirements.

Budget

Ensuring the lighting solution is in line with the budget.

Function and Safety

The lighting scheme needs to deliver lighting levels which support the safety initiatives in the area, and navigation of people from one area to another in accordance with category P, AS 1158.3 (Lighting for roads and public spaces Pedestrian area). Ensuring lighting products with IP ratings for external applications are specified to ensure the longevity of lighting within the scope.

Management

Non-Event nights - lighting scheme to operate according to a static preset for dusk to dawn hours. Midnight to dawn may have a reduced mode, subject to discussion and agreement with council. Event nights - lighting scheme to ramp up to a higher level in the event space, RGBW presets to activate. For events where supplementary lighting is required, this can be hired and "bumped-in" utilising the Events Power supplies located throughout the Civic square, provided as part of the building works.

DESIGN CRITERIA

Lighting Levels

The proposed lighting levels are:
Pathways: Category P2 (3.5lux).
Event space: - Event nights: Category P7 (14 lux)
- Non-Event night: Category P8 (7 lux).

Note that the surrounding roadways and pedestrian crossings are probably designed to AS1158 P category levels, are static and not dimmable.

Lighting Control

Below is an overview of the initial requirements and expectations of the lighting control system:

In the interests of the aesthetic appearance, energy management and ease of use, a simple to operate lighting control system will be used to control all the lighting.

Architectural lighting will be controlled on a scene setting basis.

Lighting scenes will be preprogrammed and will be recalled either automatically or from photocell sensors (where applicable) and programmable time clocks.

Local control panels (secure) will be located at agreed locations to enable manual scene selection when required.

Colour Quality

NDYLIGHT recommend using light sources of 80+ CRI for general lighting (colour rendering) and 3 SDCM (colour consistency).

Colour Temperature

NDYLIGHT recommend using light sources with colour temperatures between 2700K (decorative) and 3000K (general lighting). Subjectively, Warm White. To be discussed and agreed with council.

Robustness

Luminaires will be selected with appropriate IP and IK ratings for a publicly accessible space.

Maintenance

CoS will be a long-term asset owner, and therefore the sustainability, ease of maintenance and availability of replacement parts will be a focus in selections.

Metering

The new lighting will be connected to the building and is therefore on a metered supply.

Northern Adelaide Economic Benefit

Specification will be considered on the basis of Local first, then National, then Global.

Indicative Budget

It is believed that this lighting scheme is in the region of \$150K.

Please note this budget estimate is based on NDYLIGHT's concept design and are approximate only. Further design development is required in order to produce tender documentation and achieve accurate quantities / prices.

Contact us

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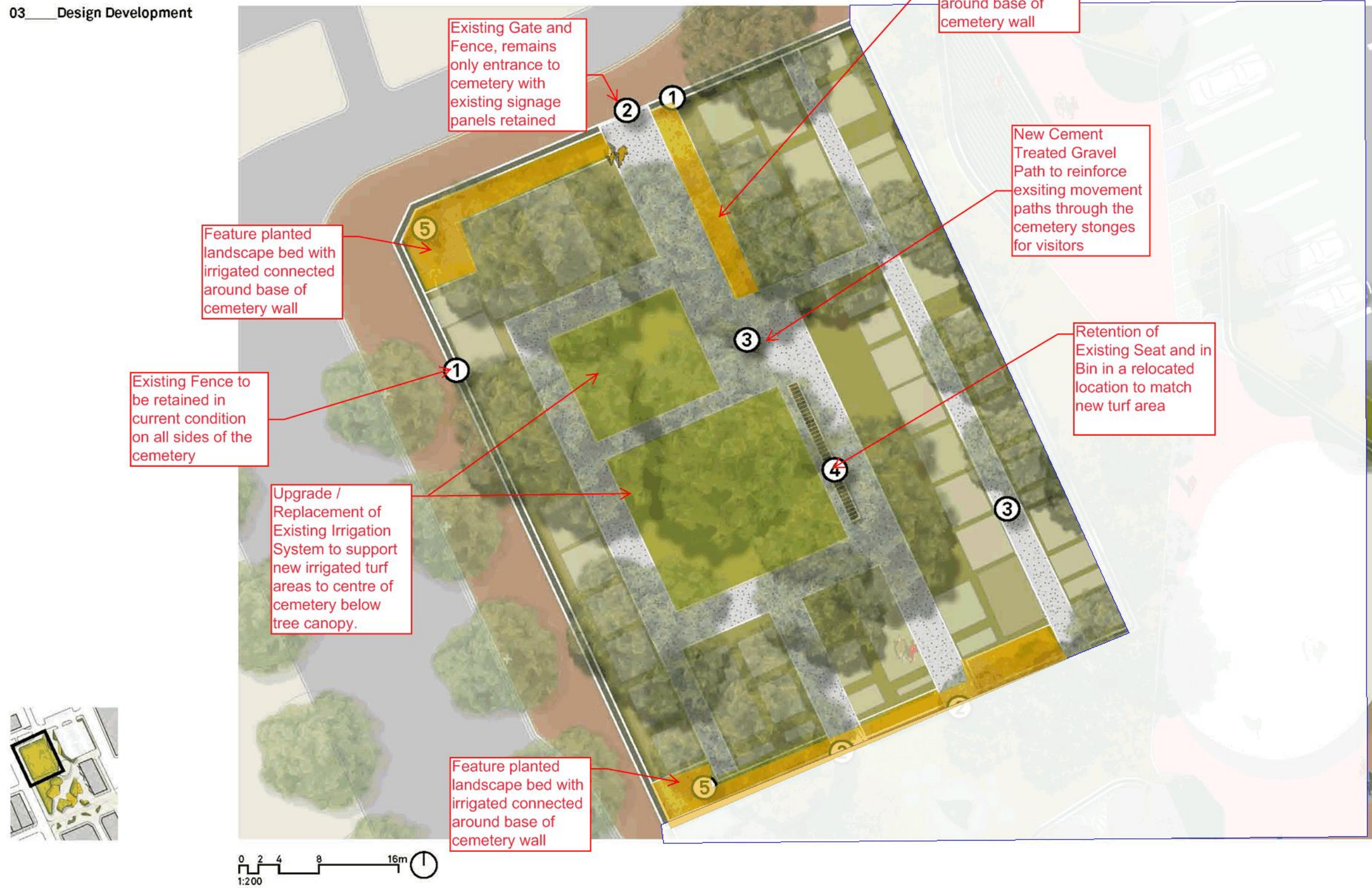
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NDYLIGHT-GEN V1.02

Salisbury Civic Square _Design Development Report

City of Salisbury - Mark-up Proposed Phase 1 Works
Methodist Cemetery Improvement Project - Feb 2019 Draft
Original Concept Hassell - 2013

03 Design Development



15

HASSELL

\\adl.work.hassell.linfo/sites/Projects/006182/Reports/DesignDevelopmentReport/DesignDevelopmentReport_31May2013.indd

ITEM	1.3.2		
	POLICY AND PLANNING COMMITTEE		
DATE	18 February 2019		
PREV REFS	Policy and Planning Committee	1.3.1	15/05/2017
	Resources and Governance Committee	3.3.1	19/06/2017
	Policy and Planning Committee	1.3.1	18/04/2017
	Policy and Planning Committee	1.3.2	21/05/2018
	Resources and Governance Committee	3.3.1	19/03/2018
HEADING	Mawson Lakes Indented Car Parking Bays and Trader Car Parking		
AUTHOR	Peter Jansen, Strategic Planner, City Development		
CITY PLAN LINKS	1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.		
SUMMARY	<p>Car parking provision has been a concern in the Mawson Lakes area, particularly for customer and commuter parking around the Interchange area. Commuter car parking has been overflowing into the areas around the Interchange which has been impacting on availability of the on-street parking. Additional time controls around the Interchange have been imposed, and the Parafield Station car park has been improved and increased in capacity by DPTI which will result in a transfer of some commuters away from the Mawson Lakes Interchange, but it is expected that the Interchange carpark will still continue to be heavily utilised.</p> <p>An investigation into indented car parking bays more broadly in the Mawson Lakes area has been requested as a solution to provide additional parking and overcome movement conflicts. Indentation is an expensive hard pave solution that does not increase the number of spaces in the street, but may improve movement issues. The application of designated verge parking allowances is considered to be a suitable solution on a case by case basis.</p>		
RECOMMENDATION	<ol style="list-style-type: none"> The information be received. 		
ATTACHMENTS	There are no attachments to this report.		

1. BACKGROUND

- 1.1 Car parking provision and its relationship with business prosperity in town and city centres is often at conflicting positions in terms of the needs of the multiple stakeholders and strategies. Local authorities are required to balance the various needs of customers, traders and residents; costs of maintaining and servicing carparks, access and transport flow; land costs; pedestrians and cyclists; existing physical limitations of a centre; and multiple land ownerships. Changing Government strategies for car parking provision are further overlays on the local community, and combined with activation strategies also add to the disparity of views and interests in managing the situation.
- 1.2 Council has been considering carparking policy through a:
 - 1.2.1 Submission to the Parliamentary Inquiry into the Regulation of Parking and Traffic Movement in South Australia, and investigations into parking;
 - 1.2.2 Salisbury, Mawson Lakes and Ingle Farm Car Park Review; and
 - 1.2.3 Submission to the Local Government Association on changes to the Australian Road Rules.
- 1.3 Car Parking in the Mawson Lakes area has been identified as an issue by Elected Members in response to concerns raised by residents and businesses for such matters as parking compliance, safety, volume of on street parking for occupiers, traders and customers, particularly around the Interchange area.
- 1.4 Notice of Motions were made which sought reports into:
 - 1.4.1 Areas around Mawson Lakes where indented car parking bays could be implemented to ease parking and traffic issues (26th March 2018 Minute 2349/2018); and
 - 1.4.2 Providing advice on options for maximising parking space available for customers to assist the traders of Mawson Lakes (23rd April 2018 Minute 2434/2018).
- 1.5 A current investigation – *the Salisbury Car Park Scenarios Report* - is building on the previous Car Park Review and seeks to identify a balanced strategy for the Park and Ride commuters, workers and visitors at Mawson Lakes Centre and Salisbury City Centre. A report is anticipated to be presented to Council in its April round of meetings.
- 1.6 The report in this agenda responds to Council's resolution of 26 March 2018(see 1.4.1 above), which relates to concerns over parking provision and the impact of on street parking in narrower streets upon traffic movement across Mawson Lakes, and not only in Mawson Lakes Centre.

2. CITY PLAN CRITICAL ACTION

- 2.1 N/A

3. CONSULTATION / COMMUNICATION

3.1 Internal

- 3.1.1 General Manager City Infrastructure
- 3.1.2 Manager Infrastructure Management
- 3.1.3 Manager Environmental Health and Safety
- 3.1.4 Acting General Manager City Development
- 3.1.5 Urban Policy

3.2 External

- 3.2.1 Nil

4. REPORT

4.1 Metropolitan Adelaide is experiencing significant growth in the rate of infill development and the updated 30 Year Plan for Greater Adelaide envisages continuation of this trend. This is having an impact on parking and challenges include:

- 4.1.1 New standards requiring less on-site car park provision for some forms of new developments such as apartments in designated centre zones, which is premised on creating walkable communities with improved access to services and public transport.
 - 4.1.2 Increased reliance on roads contributing to overflow parking on streets, coupled with reduced opportunities for on street parking spaces though an increasing number of driveways for access.
 - 4.1.3 Tension in providing spaces for disabled parking, loading zones, staff parking and customer parking within activity centres with a fixed supply of spaces.
 - 4.1.4 The trend to narrower road widths in infill development compared to the established areas when roads are created requires a higher degree of design integration. Without such integration, it may affect the ability to provide indented or on street parking, and the availability to accommodate service trenches for public utilities infrastructure. It also impacts on verge development, the provision of adequate footpath widths and cycling paths, and the installation of Disability Discrimination Act 1992 compliant bus stops and shelters, and may then affect the bus route movements.
 - 4.1.5 Pressure is placed on local authorities to provide additional parking with resultant costs and maintenance. Public realm may be detrimentally impacted as less landscaped area is provided.
- 4.2 Parking provision is considered in all development applications and provided at the nominated rates for each development.
- 4.3 Submissions to the Planning Reforms have highlighted the need for consideration of parking design and requirements in its policy settings given the parking rates are largely determined by the Minister for Planning and need to be set in the context of alternative transport modes available to the community in each locality.

- 4.4 Mawson Lakes has been master planned and designed as an “urban” rather than “suburban” environment. The central business area is more akin to Adelaide City with its mixed uses and intensity and as such parking will have a higher and differing demand to the typical suburban areas. The residential areas of Mawson Lakes have been developed at higher densities than traditional suburban areas, and include different road layouts such as rear laneway access for on-site parking with narrower roads for primary street access.
- 4.5 The parking provision in the Mawson Central area was shown to be 4700 spaces (including the University) in the 2017 study. The Interchange was at capacity for commuter parking and resulted in overflow use of the spaces in its proximity. Compounding the situation at the time was the use by construction workers for various sites in the locality Approaches to the Minister have been made about the Interchange capacity.
- 4.6 Indented car parking bay opportunities**
- 4.6.1 Indented parking bays do not generally provide additional car park spaces, but rather facilitate the traffic flow in narrow streets. Indenting requires consideration of driveway positions, hard pavement and potential relocation of services, trees and footpaths which is an added cost. There is likely to be a reduction of landscaping which may impact on street character.
- 4.6.2 Additional indented parking bays opportunities would only be likely in the primarily residential areas of Mawson Lakes because the Mawson Central locality has been designed to incorporate on street parking, including indented parking bays in many locations. In place of the higher cost solution, it is considered the potential exists to identify additional suitable areas for permitting verge parking in residential areas in Mawson Lakes.
- 4.6.3 In a previous report, (Item 3.3.1 19th March 2018 Resources and Governance Committee) it was established that amendments to the Road Traffic Act and Road Rules were not legally possible that would allow for verge parking. As a result, the procedure presented in that report to enforce verge parking on narrow streets was endorsed by Council and has been implemented.
- 4.6.4 This procedure is applicable to narrow streets in Mawson Lakes and facilitates access in those narrow streets but does not increase parking capacity – the procedure allows for parking to occur partially or wholly off the road pavement to allow easier passage of through traffic in narrow streets.
- 4.6.5 In developing the procedure it was acknowledged by Council that there is a risk in some instances of verge parking causing damage and additional maintenance to verges, and that parking on narrow streets does in some instances act as an informal traffic calming effect, slowing vehicles and changing driver behavior.

4.7 Options to Increase Customer Parking Spaces

- 4.7.1 The 2017 Car Park Review found that there was sufficient parking for the main retail area of Mawson Lakes, but there was high demand at the Interchange which overflowed into the surrounding area.
- 4.7.2 Compounding that finding was that there were some significant constructions occurring in the area of the Interchange which resulted in construction and trade vehicles occupying spaces and making movement difficult. Since then, some of the construction projects have been completed, such as the Foodland development with its undercroft carpark.
- 4.7.3 Parking management actions to alleviate the situation around the Interchange have included time controls on Capital Street and Metro Parade and other streets to provide capacity for the business customers, and restrictions on Augustine Street to ensure bus movement.
- 4.7.4 An additional four disability compliant parking spaces in the Mawson Lakes business areas were introduced late 2017.
- 4.7.5 Continued assessment occurs of the needs in the Goodall and Metro Parade area and the suitability for Disability Discrimination Act (DDA) parking bays, noting that Metro Parade has predominantly parallel parking which is not as suitable for compliance with the DDA.
- 4.7.6 It should be noted that there can be friction between the user groups as highlighted in a request for time controls along Euston Walk because of parking by commuters. Consultation responses did not support the proposal and did not proceed.
- 4.7.7 A current review – *the Salisbury Car Parking Scenarios Report* – is nearing finalisation and includes the Mawson Lakes Interchange and Mawson Lakes Central in its deliberations. Preliminary findings that will be considered include the continued advocacy to DPTI to build a mixed use multi-storey car park facility at the Interchange, and promote the expansion of the Parafield station parking to accommodate an additional 55- 250 commuters and reduce demand on the Mawson Lakes Interchange car park. This is scheduled for consideration by Council in April 2019.
- 4.7.8 The Parafield Rail Station car park has recently been upgraded and increased in capacity which should result in a shift in some commuters from Mawson Lakes.

5. CONCLUSION / PROPOSAL

- 5.1 It is considered that the identification of additional areas suitable for verge parking in accordance with Council's procedure is a cost effective means to overcome isolated parking and traffic conflicts in residential streets, and should be monitored for effectiveness following implementation.
- 5.2 Further consideration of the Mawson Lakes Central parking issues, including trader and Interchange parking, will be incorporated in the pending *Salisbury Car Parking Scenarios Report* in April 2019.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11.02.19