



## **AGENDA**

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

**16 MARCH 2020 AT 6:30 PM**

**IN LITTLE PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY**

### **MEMBERS**

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

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
General Manager City Development, Mr T Sutcliffe  
General Manager City Infrastructure, Mr J Devine  
A/General Manager Community Development, Ms V Haracic  
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 17 February 2020.

**REPORTS**

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**OTHER BUSINESS**

**CLOSE**



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN LITTLE  
PARA CONFERENCE ROOMS, 34 CHURCH STREET, SALISBURY ON**

**17 FEBRUARY 2020**

**MEMBERS PRESENT**

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

**STAFF**

Chief Executive Officer, Mr J Harry  
General Manager Business Excellence, Mr C Mansueto  
A/General Manager City Development, Mr G Ratsch  
A/General Manager Community Development, Ms J Cooper  
General Manager City Infrastructure, Mr J Devine  
Manager Governance, Mr M Petrovski  
Risk and Governance Program Manager, Ms J Crook  
Senior Policy Planner, Mr P Jansen  
Governance Support Officer, Ms K Boyd

The meeting commenced at 6.34 pm.

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

**APOLOGIES**

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

## LEAVE OF ABSENCE

Nil

## PRESENTATION OF MINUTES

Moved Cr L Braun  
Seconded Cr G Reynolds

The Minutes of the Policy and Planning Committee Meeting held on 20 January 2020, be taken and read as confirmed.

**CARRIED**

Moved Cr K Grenfell  
Seconded Cr M Blackmore

The Minutes of the Confidential Policy and Planning Committee Meeting held on 20 January 2020, be taken and read as confirmed.

**CARRIED**

## REPORTS

### *Administration*

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

Moved Cr N Henningsen  
Seconded Cr D Proleta

1. The information be received.

**CARRIED**

#### **1.0.2 Minutes of the Tourism and Visitor Sub Committee meeting held on Monday 10 February 2020**

Moved Cr J Woodman  
Seconded Cr D Proleta

The information contained in the Tourism and Visitor Sub Committee of the meeting held on 10 February 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

**1.0.2-TVSC1 Future Reports for the Tourism and Visitor Sub Committee**

Moved Cr J Woodman  
Seconded Cr D Proleta

1. The information be received.

**CARRIED**

**1.0.2-TVSC2 Accommodation Availability in Salisbury and Surrounds**

Moved Cr J Woodman  
Seconded Cr D Proleta

1. Receive and note the information

**CARRIED**

*Community Development*

**1.1.1 Minutes of the Youth Council Sub Committee meeting held on Tuesday 11 February 2020**

Moved Cr G Reynolds  
Seconded Cr M Blackmore

The information contained in the Youth Council Sub Committee of the meeting held on 11 February 2020 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

**CARRIED**

**1.1.1-YC1 Appointment of Youth Council Sub Committee Chairman and Deputy Chairman - 2020**

Moved Cr G Reynolds  
Seconded Cr M Blackmore

That Luke Hall be appointed to the position of Deputy Chairman of the Youth Council Sub Committee for 2020.

**CARRIED**

### **1.1.1-YC2 Future Reports for the Youth Council Sub Committee**

Moved Cr G Reynolds  
Seconded Cr M Blackmore

That the information be received.

**CARRIED**

### **1.1.1-YC3 Youth Council Project Teams 2020**

Moved Cr G Reynolds  
Seconded Cr M Blackmore

That:

1. The following project teams to be endorsed to be undertaken in 2020 by the Youth Council:
  - a. Cultural Awareness
  - b. Environmental Project
2. Braden Thompson be appointed to the position of Team Leader, Cultural Awareness Project.
3. Emily Williams be appointed to the position of Team Leader, Environmental Project.

**CARRIED**

### **1.1.1-YC4 Youth Programs and Events Update February 2020**

Moved Cr G Reynolds  
Seconded Cr M Blackmore

That the information be received and noted.

**CARRIED**

## *Urban Development*

### **1.3.1 Planning and Design Code**

Moved Mayor G Aldridge  
Seconded Cr J Woodman

1. Council endorse the submission to the State Planning Commission on the draft Planning and Design Code contained in Attachments 2, 3 and 4 to the Policy and Planning Committee Agenda 17 February 2020 Item 1.3.1.
2. The General Manager City Development be authorised to make further minor editorial changes to the submission as required that do not change the intent of the submission.
3. Council welcomes the State Government's three month deferral of implementation of the Planning and Design Code.

**CARRIED**

**OTHER BUSINESS**

Nil

The meeting closed at 6.53 pm.

CHAIRMAN.....

DATE.....





<b>ITEM</b>	1.0.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 March 2020
<b>HEADING</b>	Future Reports for the Policy and Planning Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

**RECOMMENDATION**

1. The information be received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

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

**2. CONSULTATION / COMMUNICATION**

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

### 3. REPORT

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

<b>Meeting Item</b>	<b>Heading and Resolution</b>	<b>Officer</b>
19/12/2016 P&P-OB1	<b>RAAF AP-3C Tailfin for Purposes of Display</b> That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade. <b>Due:</b> July 2020	Julie Kushnir
28/05/2018 1.2.1	<b>Cities Power Partnership Program</b> 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. <b>Due:</b> July 2020	Andrew Le Grand
24/06/2019 12.1	<b>Motion without Notice: Upgrades to Current Sporting Facilities</b> That staff provide a report for costings for upgrades to our current major sporting centres, excluding Ingle Farm Recreation Centre, to support our community over the coming 40+ years. <b>Due:</b> March 2020 <b>Deferred to:</b> June 2020 <b>Reason:</b> This item is being researched by staff and is expected to require further time than anticipated to complete.	Adam Trottman
26/08/2019 1.5.1	<b>Salisbury Community Hub - Project and Construction Progress Report</b> 3. An assessment of the demand for increased Customer Services and other council services outside core business hours is conducted early 2020. 4. A report is brought back to Council on the assessment of this demand and any implications of increasing the service levels should the demand support an increase in service levels. <b>Due:</b> April 2020	Charles Mansueto
23/09/2019 1.5.1	<b>Heritage</b> 1. Subject to budget approval by Council, the General Manager City Development be authorised to engage a heritage expert to undertake a Local Heritage first stage study, a Thematic Heritage Framework, for the City of Salisbury area, and report back to Council on the findings. <b>Due:</b> October 2020	Peter Jansen

25/11/2019 MON7.1	<b>Motion on Notice - Shelter for the Homeless</b> That the administration: 1. Investigate opportunities for temporary shelter for people experiencing homelessness, including potential use of appropriate Council owned buildings, religious centres and other not-for-profit sites in the Salisbury City Centre and greater City of Salisbury, through the Northern Homeless co-collaboration group.	Julie Douglas
<b>Due:</b>	April 2020	
25/11/2019 1.1.2	<b>Community Safety Strategy</b> 3. Staff develop an implementation strategy with detailed resource allocations and assign lead responsibilities, and staging of the actions for council consideration.	Julie Douglas
<b>Due:</b>	March 2020	
<b>Deferred to:</b>	July 2020	
<b>Reason:</b>	This item is being researched by staff and is expected to require further time than anticipated to complete.	
25/11/2019 AMSC2	<b>Street Tree Asset Management Plan and Policy</b> 2. That a report be presented to the February 2020 Policy and Planning Committee as part of a plan to consider a range of tree types in the tree palette options, including flowering	Craig Johansen
<b>Due:</b>	May 2020	
25/11/2019 3.6.2	<b>Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin</b> 3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of: a. strategies and opportunities for Council to engage in the “Direct Democracy” (Citizens Jury), identifying areas where this can be used e.g. Neales Green;	Jo Cooper
<b>Due:</b>	March 2020	
<b>Deferred to:</b>	July 2020	
<b>Reason:</b>	This item is being researched by staff and is expected to require further time than anticipated to complete.	

25/11/2019	<b>Summary Report for Attendance at Training and Development Activity - 2019 Local Government Professionals Australia National Congress and Business Expo, Darwin</b>	Jo Cooper
3.6.2	3. That staff prepare and bring back to the relevant Council Committees, a report/s that considers the prospective implementation of: <ul style="list-style-type: none"> <li>b. the creation of a “Fun Bus” service as provided by the City of Darwin;</li> </ul>	
<b>Due:</b>	March 2020	
<b>Deferred to:</b>	July 2020	
<b>Reason:</b>	This item is being researched by staff and is expected to require further time than anticipated to complete.	
16/12/2019	<b>Public Art – Feature Artwork</b>	Julie Kushnir
1.1.2	4. Staff to continue to work with the Public Art Panel to identify suitable locations with a further report to be brought back to Council in March 2020 with recommendations that can be incorporated into the 2020/21 budget.	
<b>Due:</b>	March 2020	
<b>Deferred to:</b>	August 2020	
<b>Reason:</b>	A budget bid has been prepared. The investigation of sites is continuing, which will potentially include consultation with DPTI.	
28/01/2020	<b>Bridgestone Athletics Centre – Sponsorship Opportunities</b>	Adam Trottman
1.10.1	Council has previously resolved this resolution to be confidential.	
<b>Due:</b>	March 2020	
<b>Deferred to:</b>	June 2020	
<b>Reason:</b>	Staff are in the process of organising the negotiated agreement with lawyers and intend to report in June 2020.	

#### 4. CONCLUSION / PROPOSAL

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

#### CO-ORDINATION

Officer:	EXECUTIVE GROUP	A/GMCD	GMBE	A/GMCID	GMCI
Date:	10/03/2020	04/03/2020	04/03/2020	04/03/2020	05/03/2020

<b>ITEM</b>	1.0.2
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>HEADING</b>	Minutes of the Tourism and Visitor Sub Committee meeting held on Tuesday 10 March 2020
<b>AUTHOR</b>	Mechelle Potter, Administrative Coordinator - Business Excellence, Business Excellence
<b>CITY PLAN LINKS</b>	4.2 Develop strong capability and commitment to continually improve Council's performance. 4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	The minutes and recommendations of the Tourism and Visitor Sub Committee meeting held on Tuesday 10 March 2020 are presented for Policy and Planning Committee's consideration.
<b>RECOMMENDATION</b>	
1.	The information contained in the Tourism and Visitor Sub Committee Minutes of the meeting held on 10 March 2020 be received and noted and that the following recommendations contained therein be adopted by Council:
<b>TVSC1</b>	<b>Future Reports for the Tourism and Visitor Sub Committee</b> 1. The information be received.
<b>TVSC2</b>	<b>Promotion of Salisbury Community Hub and Council Area</b> 1. That the report and information is noted. 2. The Tourism and Visitor Sub Committee support the proposed strategy as set out in this report (Item TVSC2, Tourism and Visitor Sub Committee, 10/03/2020), with a review to be conducted of the strategy by June 2021.
<b>TVSC-OB1</b>	<b>Tourism Strategy</b> 1. That a report be brought back to the Tourism and Visitor Sub-Committee on the remaining elements of the Tourism Strategy that are yet to be completed and their associated costings. 2. This report consider the need to develop a revised Tourism Strategy addressing future tourism projects and initiatives.

**ATTACHMENTS**

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

1. Minutes Tourism and Visitor Sub Committee - 10 March 2020

**CO-ORDINATION**

Officer: CEO  
Date: 12.3.2020



**MINUTES OF TOURISM AND VISITOR SUB COMMITTEE MEETING HELD IN  
WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB, 34 CHURCH  
STREET, SALISBURY ON**

**10 MARCH 2020**

**MEMBERS PRESENT**

Cr M Blackmore (Chairman)  
Mayor G Aldridge (ex officio)  
Cr K Grenfell  
Mr J Pinney (*from 5.13pm*)  
Cr D Proleta  
Cr S Reardon  
Mr L Virgo  
Mr D Waylen  
Cr J Woodman (Deputy Chairman)

**OBSERVERS**

Nil

**STAFF**

General Manager Business Excellence, Mr C Mansueto  
Manager Community Experience and Relationships, Ms J Kushnir  
Administrative Coordinator - Business Excellence, Mrs M Potter

The meeting commenced at 5.05pm

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

**APOLOGIES**

Nil.

**LEAVE OF ABSENCE**

Nil

## **PRESENTATION OF MINUTES**

Moved Cr D Proleta  
Seconded Mr L Virgo

The Minutes of the Tourism and Visitor Sub Committee Meeting held on 10 February 2020, be taken and read as confirmed.

**CARRIED**

## **REPORTS**

### **TVSC1 Future Reports for the Tourism and Visitor Sub Committee**

Moved Cr K Grenfell  
Seconded Cr S Reardon

1. The information be received.

**CARRIED**

*Mr J Pinney entered the meeting at 5.13 pm.*

### **TVSC2 Promotion of Salisbury Community Hub and Council Area**

*Mr D Waylen declared a perceived conflict of interest on the basis of being the Executive Officer of the Salisbury Business Association. Mr Waylen managed the conflict by remaining in the meeting and voting in the best interest of the community.*

Moved Mr D Waylen  
Seconded Cr J Woodman

1. That the report and information is noted.
2. The Tourism and Visitor Sub Committee support the proposed strategy as set out in this report (Item TVSC2, Tourism and Visitor Sub Committee, 10/03/2020), with a review to be conducted of the strategy by June 2021.

**CARRIED**

### **TVSC3 Verbal Update – Pokemon Stops**

The General Manager Business Excellence, Mr C Mansueto and the Manager Community Experience and Relationships, Ms J Kushnir provided a verbal update on the position of the Pokemon Stops report status.



**OTHER BUSINESS**

**TVSC-OB1 Tourism Strategy**

Moved Mr D Waylen  
Seconded Mr L Virgo

1. That a report be brought back to the Tourism and Visitor Sub-Committee on the remaining elements of the Tourism Strategy that are yet to be completed and their associated costings.
2. This report consider the need to develop a revised Tourism Strategy addressing future tourism projects and initiatives.

**CARRIED**

**CLOSE**

The meeting closed at 6.16 pm.

CHAIRMAN.....

DATE.....



<b>ITEM</b>	1.1.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>HEADING</b>	Minutes of the Strategic and International Partnerships Sub Committee meeting held on Wednesday 11 March 2020
<b>AUTHOR</b>	Bronwyn Hatswell, PA to General Manager, Community Development
<b>CITY PLAN LINKS</b>	4.3 Have robust processes that support consistent service delivery and informed decision making.
<b>SUMMARY</b>	The minutes and recommendations of the Strategic and International Partnerships Sub Committee meeting held on Wednesday, 11 March 2020 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 11 March 2020 be received and noted and that the following recommendations contained therein be adopted by Council:

**SIPSC2 Future Reports for the Strategic and International Partnerships Sub Committee**

1. The information be received.

**SIPSC3 Civic Management - Review of the Sister City and Friendship City Selection and Maintenance Policy and Procedure**

1. That this report be received.
2. That the Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 4 and 5 to this report (Item No. SIPSC3, Resources and Governance Committee, 11/03/2020) be endorsed, subject to the preamble being amended to include “businesses” and read as follows:

*The City of Salisbury enters into Sister City and Friendship City relationships to promote economic development, educational, cultural, knowledge and friendship exchanges between cities. This enables the citizens and businesses of the City of Salisbury to participate in, and benefit from, such exchanges.*

**ATTACHMENTS**

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

1. Minutes Strategic and International Partnerships Sub Committee - 11 March 2020

**CO-ORDINATION**

Officer: A/GMCD  
Date: 12/03/2020





**MINUTES OF STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB  
COMMITTEE MEETING HELD IN WITTBER & DR RUBY DAVY ROOMS,  
SALISBURY COMMUNITY HUB, 34 CHURCH STREET, SALISBURY ON**

**11 MARCH 2020**

**MEMBERS PRESENT**

Cr G Reynolds (Chairman)  
Mayor G Aldridge (ex officio)  
Cr K Grenfell  
Cr N Henningsen  
Cr P Jensen  
Cr D Proleta (Deputy Chairman)  
Cr J Woodman (6.34 pm)

**OBSERVERS**

Cr M Blackmore and Cr C Buchanan.

**STAFF**

Chief Executive Officer, Mr J Harry  
Acting General Manager Community Development, Ms V Haracic  
Manager Governance, Mr M Petrovski  
Manager Economic Development & Urban Policy, Mr G Ratsch  
Senior Social Planner, Ms J Douglas  
PA to General Manager Community Development, Mrs B Hatswell

The meeting commenced at 6.33 pm

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

**APOLOGIES**

Nil.

**LEAVE OF ABSENCE**

Nil

## PRESENTATION OF MINUTES

Moved Cr D Proleta  
Seconded Cr K Grenfell

The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 18 November 2019, be taken and read as confirmed.

**CARRIED**

## REPORTS

### **SIPSC1 Presentation: Opportunities Identified from Linyi Visit 2019 - Adam Faulkner, Chief Executive Officer, NAWMA**

*Cr J Woodman entered the meeting at 6:34 pm.*

Mr Adam Faulkner, Chief Executive Officer, NAWMA provided a presentation regarding the opportunities identified from the 2019 Linyi visit.

### **SIPSC2 Future Reports for the Strategic and International Partnerships Sub Committee**

Moved Cr N Henningsen  
Seconded Cr K Grenfell

1. The information be received.

**CARRIED**

### **SIPSC3 Civic Management - Review of the Sister City and Friendship City Selection and Maintenance Policy and Procedure**

Moved Mayor G Aldridge  
Seconded Cr N Henningsen

1. That this report be received.
2. That the Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 4 and 5 to this report (Item No. SIPSC3, Resources and Governance Committee, 11/03/2020) be endorsed, subject to the preamble being amended to include “businesses” and read as follows:

*The City of Salisbury enters into Sister City and Friendship City relationships to promote economic development, educational, cultural, knowledge and friendship exchanges between cities. This enables the citizens and businesses of the City of Salisbury to participate in, and benefit from, such exchanges.*

**CARRIED**

## OTHER BUSINESS

Nil.

**CLOSE**

The meeting closed at 7.25 pm.

CHAIRMAN.....

DATE.....





<b>ITEM</b>	1.1.2  <b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 March 2020
<b>HEADING</b>	Duke of Edinburgh International Award Program
<b>AUTHORS</b>	Jo Cooper, Manager Community Capacity & Learning, Community Development Jodi Farley, Team Leader Twelve 25 Salisbury Youth Enterprise Centre, Community Development
<b>CITY PLAN LINKS</b>	3.1 Be an adaptive community that embraces change and opportunities. 3.3 Be a connected city where all people have opportunities to participate. 4.2 Develop strong capability and commitment to continually improve Council's performance.
<b>SUMMARY</b>	<p>At the Council meeting held on 28 January 2020, Council resolved (0405/2020) that:</p> <p><i>Council reaffirm its commitment to partner with Parafield Gardens High and our youth services area to administer the program and;</i></p> <p><i>Staff provide a draft budget and demonstrate how Parafield Gardens High School will administer the program with support provided by City of Salisbury.</i></p> <p>This report provides an update on the Duke of Edinburgh International Award program delivered by Twelve25 Youth Enterprise Centre, and an overview of the 2020/21 program expansion and partnership with Parafield Gardens High School.</p>

## **RECOMMENDATION**

1. That the information be received.

## **ATTACHMENTS**

There are no attachments to this report.

## **1. BACKGROUND**

- 1.1 The Duke of Edinburgh's International Award (Duke of Ed) is a leading youth development program that empowers young people to explore their full potential. The Award presents young people with a program of voluntary activities that encourage personal discovery and growth, self-reliance, perseverance, responsibility and service to the community. This is a rare and valuable opportunity for young people to develop vital skills and connect with other like-minded young people in their community.

- 1.2 Twelve25 Youth Enterprise Centre has been delivering the Duke of Ed program alongside Parafield Gardens High School (PGHS) for the past 5 years with over 130 young people participating in the program since inception.
- 1.3 Whilst reviewing the Duke of Ed program as part of an annual process, Twelve25 staff identified a number of deficiencies and opportunities for improvement for the program.
- 1.4 Discussions took place with Duke of Ed staff to gain their insight and recommendations to better align with best practice program design and delivery.
- 1.5 Regular communication took place between City of Salisbury (CoS) and PGHS staff to keep all parties informed of the program's challenges and evolution.

## **2. CONSULTATION / COMMUNICATION**

### **2.1 Internal**

- 2.1.1 Youth Service Project Officer – Twelve25
- 2.1.2 Human Resources Business Partner – Learning & Development
- 2.1.3 Senior Management Accountant – Business Excellence

### **2.2 External**

- 2.2.1 Multicultural Youth Worker – Parafield Gardens High School
- 2.2.2 Assistant Principal, Wellbeing & Intercultural Education – Parafield Gardens High School
- 2.2.3 Principal – Parafield Gardens High School
- 2.2.4 Development Manager – Duke of Edinburgh International Award, South Australia
- 2.2.5 CEO – Duke of Edinburgh International Award

## **3. REPORT**

- 3.1 Twelve25 Youth Enterprise Centre has been delivering The Duke of Ed alongside PGHS for the past 5 years with over 130 young people participating in the Award since inception.
- 3.2 Twelve25, and therefore City of Salisbury is a registered award centre (licensed operator) and is responsible for delivering the award to participants of the program. Twelve25 staff apply for funding, administer, implement and complete the grant acquittal for the funders, the Duke of Edinburgh's International Award.
- 3.3 Whilst reviewing the Duke of Ed program as part of an annual process, Twelve25 staff identified some deficiencies and gaps where the existing program failed to align with Duke of Ed core principles as well as how the program consistently operated above budgetary grant limitations. Over-spend was shared between Twelve25 and PGHS, with Twelve25's allocation offset by under spend in an additional budget line.
- 3.4 Discussions took place with Duke of Ed staff and it was agreed that the program delivery model evolve to better align with the Duke of Ed program philosophy.

- 3.5 The City of Salisbury were successful in securing funding from Duke of Edinburgh to evolve and improve the program as an Open Award, allowing Twelve25 to offer the program to all young people aged 14-24 who live, work, study or volunteer within the City of Salisbury council area.
- 3.6 As a result of the program expanding, it is estimated the reach will increase by approximately 300% over a 2 year period. This enables an additional 190 young people to participate in the Award (on top of existing registration numbers) and embark on an independent, tailored journey of self-development and discovery.
- 3.7 Operating an Open Award enables the City of Salisbury to deliver a flexible participant-centred model tailored to participant's needs and passions.
- 3.8 Young people will apply to participate in the Award and be empowered to take the lead with their activities and goal setting.
- 3.9 Grant funding will wholly cover participant registration fees and associated program costs (subject to criteria associated with disadvantage). This allows the Award to invest in young people from all backgrounds and ensure that finances are not a barrier to participation in the program.
- 3.10 Due to the funding agreement between the City of Salisbury and Duke of Ed, the mode of delivering the program will no longer exclusively sit with PGHS.
- 3.11 PGHS remain a key partner of the Duke of Ed program. Regular conversations have taken place with staff to ensure the valued relationship continues and that PGHS students remain part of the new Duke of Ed offering.
- 3.12 PGHS have expressed their support of the program changes, particularly in relation to the lack of resourcing they have to deliver the program. Senior leaders at the school have stated they are looking forward to continuing to work with the City of Salisbury. Although PGHS have expressed their support of the program changes, PGHS could choose to apply to administrator the program independently as an award centre. This would require PGHS to apply directly with Duke of Ed organisation.
- 3.13 To ensure the program's success and sustainability, Twelve25 are in the final stages of recruiting a dedicated contractual (grant funded) part-time position to oversee the implementation of the program. This project role will enable meaningful relationships to be developed between local high schools, service organisations and businesses.
- 3.14 Key stakeholders will promote the program and refer young people to Twelve25 to express their interest.
- 3.15 Program budget

Expense	Notes	Yr 1	Yr 2	Total
<b>Number or participants</b>		100	140	240
<b>Project Coordinator (.4FTE)</b>		\$12,000	\$12,000	
<b>Registration fees</b>	\$169pp	\$16,900	\$20,840	
<b>Adventurous Journey</b>	\$350pp	\$35,000	\$42,400	
<b>Training/Recognition support</b>		\$1,100	\$760	
<b>Sub total</b>		\$65,000	\$76,000	\$141,000

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

- 4.1 This report provides an update on the Duke of Edinburgh International Award delivered by Twelve25 Youth Enterprise Centre, and an overview of the 2020/21 program expansion and relationship with Parafield Gardens High School.
- 4.2 The City of Salisbury were successful in securing funding from Duke of Ed to run an Open Award, allowing Twelve25 to offer the program to all young people aged 14-24 who live, work, study or volunteer within the Council area.
- 4.3 Parafield Gardens High School remain a key partner of the Duke of Ed program and have expressed their support of the program changes.
- 4.4 As a result of the program expanding, it is estimated the reach will increase by approximately 300% over a 2 year period. This enables an additional 190 young people to participate in the Award and embark on an independent, tailored journey of self-development and discovery.
- 4.5 To ensure the program's success and sustainability, Twelve25 are in the final stages of recruiting a dedicated contractual (grant funded) part-time position to oversee the implementation of the program. This project role will enable meaningful relationships to be developed between local high schools, service organisations and businesses.
- 4.6 The Duke of Edinburgh International Award closely aligns with the key youth agenda outlined in the CoS Youth Action Plan.

#### **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 10/03/2020

<b>ITEM</b>	1.1.3
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 March 2020
<b>HEADING</b>	Public Art - Stobie Poles
<b>AUTHOR</b>	Tabatha Pettigrew, Community Planner Arts & Culture, Business Excellence
<b>CITY PLAN LINKS</b>	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.
<b>SUMMARY</b>	This report provides information and recommendations regarding the further information requested – 9 December 2019.

**RECOMMENDATION**

1. That Council endorse:
  - a. The promotion of SA Power networks procedure on the City of Salisbury website.
  - b. The eligibility of community groups and local schools to apply for the Create a Place – Public Art Project funding.

**ATTACHMENTS**

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

1. Guidelines to be promoted on the City of Salisbury Website
2. Proposal of Stobie Pole Application and Guidelines
3. Example Letter to Residents

**1. BACKGROUND**

- 1.1 Community street and public art programs are used throughout the world to enliven areas, create a sense of belonging, generate economic activity, improve amenity and provide upskilling opportunities within the community.
- 1.2 At the Council Meeting on 24 June 2019, Council resolved:
 

*“That a report be prepared by December 2019 providing advice on the establishment of a ‘stobie pole painting’ policy, as part of our street art program, including operational rules and guidelines, and potential for funding/grant options that provide residents with the opportunity to make proposals to decorate stobie poles, to support Salisbury’s Liveable City agenda”.*
- 1.3 At the Council Meeting on 9 December 2019 following consideration of a report, further information was requested:
  - *Cost benefit analysis of painting a stobie using paint and anti-graffiti coating.*

- *To further examine copyright rules pertaining to the owner of stobie pole infrastructure between SA Power Networks and City of Salisbury.*
- *Copyright rules regarding multiple artists*
- *The definition of “individual” and “artist”.*
- *Public liability options beyond an individual/artist paying this cost.*

1.4 This report provides Council with an update on the information requested and seeks endorsement of the SA Power networks procedure to be promoted on the City of Salisbury Website.

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

2.1 The City Plan Vision outlines the following outcomes if the plan is achieved. These outcomes include:

- Well designed and maintained neighbourhoods and places that are inclusive and accessible.
- New communities and a regeneration of existing urban areas.
- Increased investment and a wider range of job opportunities.

2.2 Under the heading “the Liveable City” the following actions are relevant:

- Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected.
- Provide experiences that make our places livelier and more interesting.
- Provide opportunities for the community to engage in learning.

## **3. CONSULTATION / COMMUNICATION**

3.1 Internal

3.1.1 Public Art Panel

3.1.2 Coordinator Urban Policy, City Development

3.1.3 Team Leader Parks and Open Space Assets, City Infrastructure

3.2 External

3.2.1 SA Power Networks

3.2.2 Croydon Paint Bank

3.2.3 Creative Communities Network

3.2.4 City of West Torrens, City of Charles Sturt, City of Marion, City of Port Adelaide Enfield.

## **4. REPORT**

4.1 The aim is to provide opportunities for creative contributions from community groups and local schools in the form of community and public art installations for SA Power Networks stobie poles.

- 4.2 The application process ensures that relevant stakeholders within proximity of the infrastructure are consulted with and that the proposed artwork is both safe and reflective of City of Salisbury and community values.
- 4.3 Stobie poles are the property of SA Power Networks. Applicants must first obtain written approval from SA Power Networks.
- 4.4 As part of the Public Art Framework, staff have adapted the SA Power Networks process around artwork on stobie poles which includes;
  - Guidelines for public art on stobie poles. Refer Attachment 1 to this report.
  - Application form for artwork on stobie poles. Refer Attachment 2 to this report.
  - Template letter for neighbouring property owners. Refer Attachment 3 to this report.
- 4.5 The process is to assist in the streamlining of the SA Power Networks process for community groups or local schools that may wish to explore this as an opportunity.
- 4.6 SA Power Networks do not require individuals to take out public liability insurance in relation to the pole. However SA Power Networks state the applicant will agree to indemnify SA Power Networks against any actions resulting from the painting and the applicant will need to take full responsibility for any safety considerations related to the painting of the pole. Particularly drawing attention to the use of high visibility clothing and providing enough traffic control for the situation with the use of an attentive observer and other considerations deemed necessary for working within close proximity to a roadway. There is not normally the need for actual traffic managers as most poles are off the road. This is more a case of people management. In addition SA Power Networks does not accept any liability for replacing the artwork on painted the poles when the poles are repaired or replaced in the normal course of system operating requirements.
- 4.7 SA Power Networks are the owner of the infrastructure. Where no formal agreement between the artist/s and owner of the infrastructure is in place copyright of the artwork resides with the artist/s.
- 4.8 Applicants are responsible for the preparation, maintenance and removal of any authorised artwork. This includes the application of suitable durable and safe paint product or equivalent and anti-graffiti coating. Please Note: Anti-graffiti coating is not a requirement from SA Power Networks as stobie poles are seen as a minimal risk.
- 4.9 A cost benefit analysis identified four stobie poles could be painted with a can of Prep coat and a can of Undercoat. This cost would not change if you reduce the amount of poles painted. It is recommended that the Create a Place – Public Art Project funding covers the cost of supplies up to the value of up to \$1000 per project, with a project consisting of four or more poles. It should be noted that no more than \$5,000 is expended annually on stobie pole art applications from the current Create a Place – Public Art funding.

- 4.10 An application to apply stobie pole art is not an assurance of approval of funding, and that any application still must meet associated guidelines and budgetary requirements, where Council choose at its absolute discretion to assist with funding an application.

**Promotion**

- 4.11 This information will be hosted on the City of Salisbury website with appropriate guidelines; further enquiries can be directed to Community Planner Arts & Culture.
- 4.12 Additional promotion on Facebook via a post with a link back to the website will be scheduled once information has been loaded on the website. There is also the opportunity to align the promotion to coincide with Neighbour Day to encourage Neighborhoods to come together and beautify their street – noting that it is too late for the most imminent date of late March 2020. Any alignment with Neighbour Day (2021 potentially) will be the subject of a greater assessment of City of Salisbury events, due to Council in May 2020.

**5. CONCLUSION / PROPOSAL**

- 5.1 Promotion of the SA Power networks process around the painting of stobie poles will assist in streamlining of the process, and provide templates for community groups or local schools that may wish to explore this.
- 5.2 The process ensures that relevant stakeholders within proximity of the infrastructure (the pole) are consulted with and that the proposed artwork is both safe and reflective of the City of Salisbury and community values.
- 5.3 It is recommended that these groups are eligible to apply for the Create a Place – Public Art Project funding to cover the cost of supplies up to the value of \$1000 for projects consisting of four or more poles.
- 5.4 The following documents are attached for your consideration and endorsement:
- 5.4.1 Guidelines to be promoted on the City of Salisbury website.
  - 5.4.2 Proposal of stobie pole application and guidelines.
  - 5.4.3 Example letter to residents.

**CO-ORDINATION**

Officer: EXECUTIVE GROUP

Date: 10/03/2020



Width  Height

Version To Compare:

▶ [Learn](#) ▶ [Arts and Culture](#)

## Stobie Pole Art Guidelines



The City of Salisbury understands the benefits of public art and is committed to the development of public art that enhances the landscape throughout the neighbourhoods, retail centres, civic places and green spaces across the City.

The City of Salisbury encourages creative opportunities for individuals and community groups where they look to express this creativity on stobie poles. This application process ensures that relevant stakeholders within proximity of the infrastructure are consulted with and that the proposed artwork is both safe and reflective of City of Salisbury and community values.

Stobie Poles are the property of SA Power Networks, applicants must first obtain approval from SA Power networks.

Email applications can be sent to [stobiepoleart@groups.sapowernetworks.com.au](mailto:stobiepoleart@groups.sapowernetworks.com.au) and should include the following information:

- Your full name and contact details
- The location of the stobie pole
- Information on what you intend to do

### *Before you start consider*

- That the painted image shall not be higher than 2 metres from ground level.
- That the artwork being placed on the poles may not constitute commercial advertising e.g. business name or logo, political material, local messages or directions or any other material likely to offend.
- That permission has been obtained from SA Power networks.
- That you consult with the residents directly adjacent the proposed stobie pole site before commencement and gain their approval to paint - they may want to have input into the theme of the work.
- That you are responsible for any ongoing maintenance of the artwork and understand that if the artwork is tagged, SA Power Networks will paint over the work at their discretion. The use of an anti-graffiti coating should be considered once completed (especially if the work is to be on display long-term).
- That during the painting process, consideration be given to the safety of the participants and the public, e.g. use of orange cones, high visibility vests etc. where appropriate.
- That you supply the City of Salisbury with images of the finished works, artists names and other relevant information such as date and location for our records.

### *Further Information*

Further information can be found on the [SA Power Networks](#) website.

For council approvals and enquiries about public art funding please contact Community Planner Arts & Culture on 8406 8469 or [email](#)





## City of Salisbury Proposal of Stobie Application and Guidelines

The City of Salisbury understands the benefits of public art and is committed to the development of public art that enhances the landscape throughout the neighbourhoods, retail centres, civic places and green spaces across the City.

The City of Salisbury encourages creative opportunities for individuals and community groups where they look to express this creativity on stobie poles. This application process ensures that relevant stakeholders within proximity of the infrastructure are consulted with and that the proposed artwork is both safe and reflective of City of Salisbury and community values.

Stobie-Poles are the property of SA Power Networks. Applicants must first obtain written approval from SA Power Networks.

Before seeking Council approval to place artwork on a stobie or light pole the artist must consider:

- That the painted image shall not be higher than 2 metres from ground level.
- That the artwork being placed on the poles may not constitute commercial advertising e.g. business name or logo, political material, local messages or directions or any other material likely to offend.
- That permission has been obtained from SA Power networks.
- That you consult with the residents directly adjacent the proposed stobie pole site before commencement and gain their approval to paint - they may want to have input into the theme of the work.
- That you are responsible for any ongoing maintenance of the artwork and understand that if the artwork is tagged, SA Power Networks will paint over the work at their discretion. The use of an anti-graffiti coating should be considered once completed (especially if the work is to be on display long-term).
- That during the painting process, consideration be given to the safety of the participants and the public, e.g. use of orange cones, high visibility vests etc. where appropriate.
- That you supply the City of Salisbury with images of the finished works, artists names and other relevant information such as date and location for our records

If you have any queries or would like assistance in completing this Proposal of Stobie-Pole Application Form please contact the Community Planner, Arts & Culture on 8406 8469 or email at [arts@salisbury.sa.gov.au](mailto:arts@salisbury.sa.gov.au)



**City of Salisbury  
Proposal of Stobie Application and Guidelines**

<b>Contact Details</b>			
<b>Artist Name</b>			
<b>Contact Person</b>			
<b>Postal Address</b>			
<b>Email</b>		<b>Phone Number</b>	
<b>Website / Social Media</b>			
<b>Location / Title &amp; Description of Proposed Artwork</b>			
<b>Precise Location of Proposed Artwork</b> <i>(provide google map reference)</i>			
<b>Title</b>			
<b>Description of Proposed Artwork</b>			
<b>Consultation Method</b> <i>(how do you propose to consult with effected stakeholders? You must provide evidence of their support)</i>			
<b>Description of Proposed Materials and Method of Application</b>			
<b>Maintenance of Proposed Artwork</b> <i>(Are you prepared to maintain the proposed artwork? How will you do this?)</i>			
<b>Documentation Required with this Application</b>			
<ul style="list-style-type: none"> <li>- Copy of the Proposed Artwork – electronic or hardcopy;</li> <li>- Copies of all support or objection letters / correspondence from affected stakeholders.</li> </ul>			

Name of Authorised Officer of City of Salisbury: \_\_\_\_\_

Date: \_\_\_/\_\_\_/\_\_\_

Signature of Authorised Officer of City of Salisbury: \_\_\_\_\_

Dear Resident,

I am writing to you regarding a proposal I plan to submit to the City of Salisbury regarding artwork on the stobie poles/ light poles located at **SITE**.

As part of the application process I am required to consult with local residents and provide letters of support or objection from affected residents.

The artwork I propose for the site above is – **DESCRIPTION (attach design)**

More information on the process behind proposals for artwork on stobie poles, can be found on the City of Salisbury website [www.salisbury.sa.gov.au/](http://www.salisbury.sa.gov.au/)----

If you have any questions please feel free to contact me on **PHONE NUMBER** or **EMAIL**

Kind Regards

**NAME**

---

I \_\_\_\_\_ of \_\_\_\_\_ do /do not support the above proposal for artwork.

Comments



<b>ITEM</b>	1.5.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 March 2020
<b>HEADING</b>	The Paddocks Masterplan - Forward Works Plan
<b>AUTHOR</b>	Craig Johansen, Team Leader Parks and Open Space Assets, City Infrastructure
<b>CITY PLAN LINKS</b>	3.2 Have interesting places where people want to be. 3.3 Be a connected city where all people have opportunities to participate.
<b>SUMMARY</b>	Council has requested that a scoping study of works be brought back to Council with an implementation plan for year three onwards. This report presents the future scope of works as endorsed in July 2018 with the endorsement of the Masterplan for the site.

**RECOMMENDATION**

1. That Council note the future works implementation plan.
2. That funding for the future works implementation plan be continued unchanged in the Long Term Financial Plan.

**ATTACHMENTS**

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

1. Endorsed Masterplan July 2018

**1. BACKGROUND**

- 1.1 Council has requested that a scoping study of works be brought back to Council with an implementation plan for year three onwards.

**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.*

2562/2018

- 1.2 The Paddocks masterplan implementation flows out of significant public consultation and engagement around this reserve, which is a major destination for summer and winter sports as well as passive recreation activities surrounding the wetland a critical link in the local stormwater network.
- 1.3 The endorsed masterplan, as attached, has for the first number of years focused on the southern edge of the reserve undertaking works within and around the wetland to increase public use of this area through increased public safety.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

2.1.1 N/A

### 2.2 External

2.2.1 N/A

## 3. REPORT

### 3.1 To date staff have delivered the following:

- Wetland Improvements;
- Improved safety in the wetlands;
- Carpark establishment off Maxwell Road and
- Design for the new internal access way and the Parkland area establishment.

3.2 The majority of works have been delivered in the summer months, as this is the period when the fauna which can be found within the wetland during winter and spring have migrated away from the location and the wetland has dried out significantly to allow earthwork equipment easy access to undertake works.

3.3 The future scope of works as per the endorsed masterplan and which is included in the Long Term Financial Plan is as follows:

#### Year 3 (20/21)

- Playspace – nature and adventure;
- Waterbody interface with Playspace;
- New Public toilets adjacent the playspace; and
- Lighting and CCTV installation.

#### Year 4 (21/22)

- Shared Use trail stage 1a and 1b;
- Fitness Loop;
- Boundary screen tidy; and
- Small Dog Park.

#### Year 5 (22/23)

- Improved connection residential and recreational spaces;
- Youth playspace; and
- Upgrade Codd St local reserve.

#### Year 6 (23/24)

- Upgrade existing carpark;
- Construct carpark to support additional recreation areas; and
- New sports pitches.



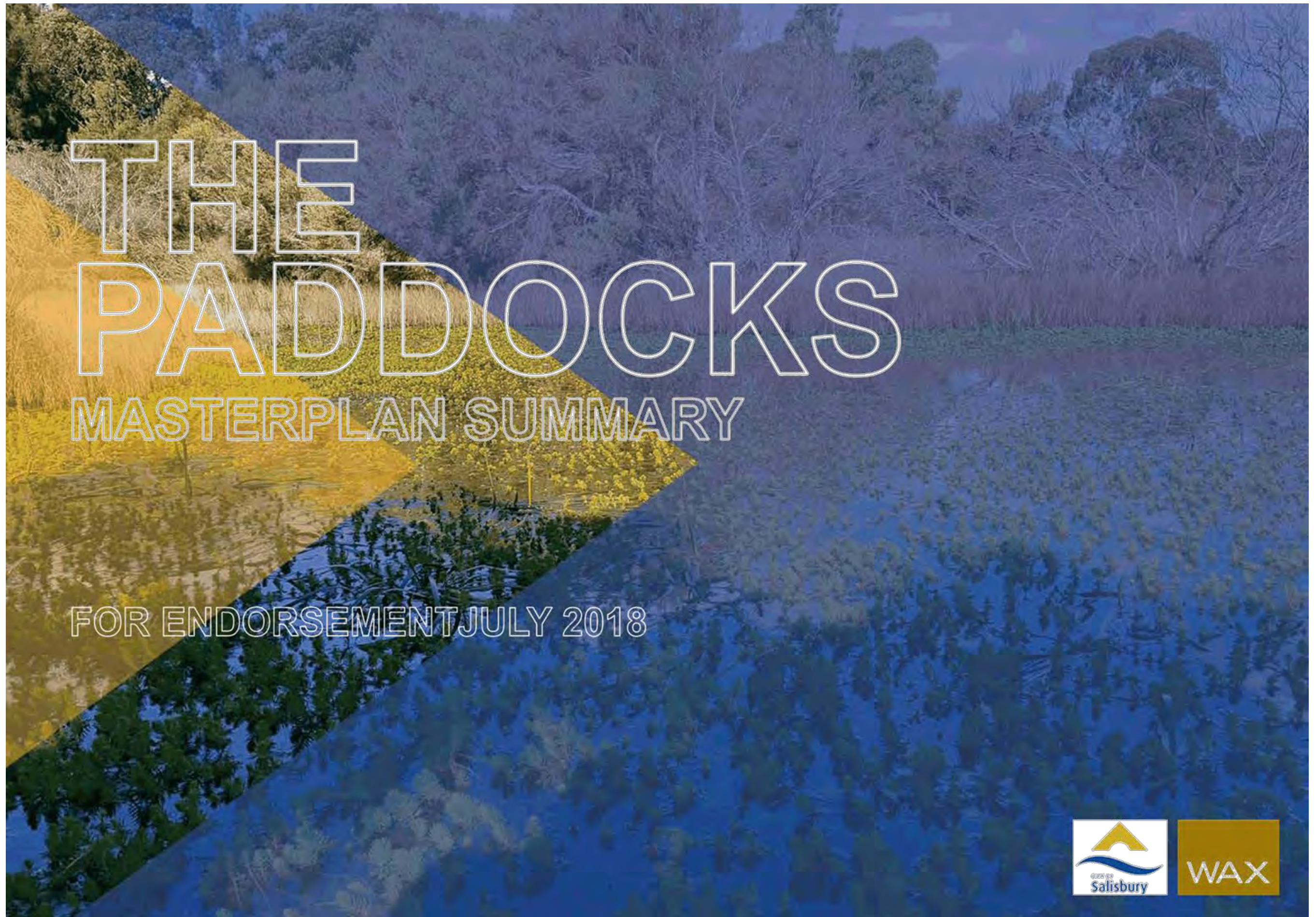
- 3.4 Club facility upgrades have not been allocated a year of delivery in the above scope of works as these are considered to be delivered in the years following the above scope.
- 3.5 Consultation with the clubs associated with the area has been ongoing. The main topics of discussion have been the access road and clubrooms.
- 3.6 Current works have taken longer to design and deliver than planned due to consideration of site requirements (stormwater), consultation with the clubs, and the impact upon the mature vegetation on site. Further public engagement is required for the establishment of new facilities within the site which will require mature vegetation clearance to establish facilities such as the Youth playspace and other large scale development within the site.
- 3.7 Consequently, the delivery of the Master Plan is currently about half a year behind schedule. However, it is expected that the existing slippage in schedule will be caught up during 20/21 and as a result the current project schedule and funding provisions should be retained.

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

- 4.1 Implementation of the Paddocks Master Plan is progressing as planned, with some delays being experienced, due to detail design development, ongoing consultation with the clubs and site constraints related to seasonal conditions.
- 4.2 However, the current implementation schedule and funding should continue, as the slippage in the current years proposed works is expected to be picked up during 20/21.

#### **CO-ORDINATION**

Officer: EXECUTIVE GROUP  
Date: 10.03.2020



# 1 | INTRODUCTION

The Paddocks is situated in Para Hills West in the City of Salisbury approximately 13 kilometres north east of Adelaide. The area is a large 92 hectare site bounded by Maxwell Road in the south west, Bridge Road to the south east, Kesters Road in the north east and with industrial development to the north west. Within the precinct is an existing residential population, sports and recreation facilities, playgrounds, wetlands and a fully enclosed dog park. The Paddocks is a significant parcel of land, not only due to its size, but also its contribution to both the sport and recreation provision and the stormwater management for the council area.

Within the wider context the Paddocks is well connected by main arterial roads, Main North Road and Bridge Road. This precinct is located close to Mawson Lakes, the Parafield Airport, a large industrial area and residential suburbs.

The Paddocks attracts visitor from a local and regional catchment for a range of activities including sporting, recreation, and leisure.

The need to develop a comprehensive strategic masterplan for the Paddocks was driven by:

- The age and condition of existing assets and infrastructure within the precinct;
- The imminent relocation of the Para Hills Community Centre to Wilkinson Road, Para Hills;
- Community safety concerns;
- The identification of the southern suburbs of the City as a future growth area in Council's Growth Action Plan;
- Changing requirements of sporting clubs utilising the precinct; and
- The need to guide and coordinate Council and community investment in the precinct (e.g. grant funding opportunities).

The masterplan for The Paddocks has incorporated detailed demand and supply analysis, site analysis and review of current stormwater requirements and capacity now and in the future. An extensive community consultation process has also been undertaken to capture the potential supply and demand requirements for the precinct.

This information has been incorporated into the Background Report which provides recommendations for the development of the masterplan to ensure that future needs in relation to community sport, recreation and environments are met.

The Paddocks Precinct Masterplan consists of four linked documents:

- **The Paddocks Masterplan Summary (Council endorsed)**
- **The Paddocks Masterplan Poster**
- **Detailed Masterplan (includes engagement outcomes, objectives, precinct plans, functional plans and detailed staging plans)**
- **Background Report (including analysis, key recommendations and reference material)**



## 2 | MASTERPLAN OBJECTIVES

A series of objectives were developed to inform the key elements and actions of the masterplan. These objectives reflect community and stakeholder feedback during consultation and Council's strategic agenda. The nine objectives are;



### A One of a Kind Place

The Paddocks offers a unique range of landscape setting, recreational activities and sports facilities. The diversity of open space makes it a special destination that attracts people, locally and regionally.



### A Safe Place

The Paddocks is welcoming and a place in which all the community can feel safe. Best practice design and landscape management principles will be a key aspect to encouraging people to enjoy and return to the Paddocks.



### An Accessible and Easy to Navigate Place

Well defined path networks, car parks and signage provide a sense of convenience and safety that encourages people to visit the open spaces, landscapes and facilities.



### Sporting Facilities that support regional clubs and growth

The Paddocks is a place that promotes a diversity of sports. It provides access to well-designed, quality facilities that reflect the various levels and codes played.



### A Healthy Place

The Paddocks is a healthy environment that promotes activity, fitness, sustainability through high quality landscape systems and relevant community and visitor assets.



### A Place for Families and Communities – A Grand Park

The open spaces, activities and facilities of the Paddocks combine to create a park for everyone. An excellent place for the community, set within a unique recreational landscape.



### Great Wetlands and Open Water – Viability and amenity

The wetlands, ponds and creeklines create wildlife habitats, manage stormwater and provide an amenity for users of the Paddocks.



### A Memorable Place

The Paddocks is a place that creates great memories. It encourages people to visit and discover new experiences that build the community's sense of attachment to the Paddocks.



### A Well-Managed Landscape

The open space management of the Paddocks contains landscape diversity, high-quality sports fields and healthy woodlands and wetlands habitats.






### 3 | MASTERPLAN

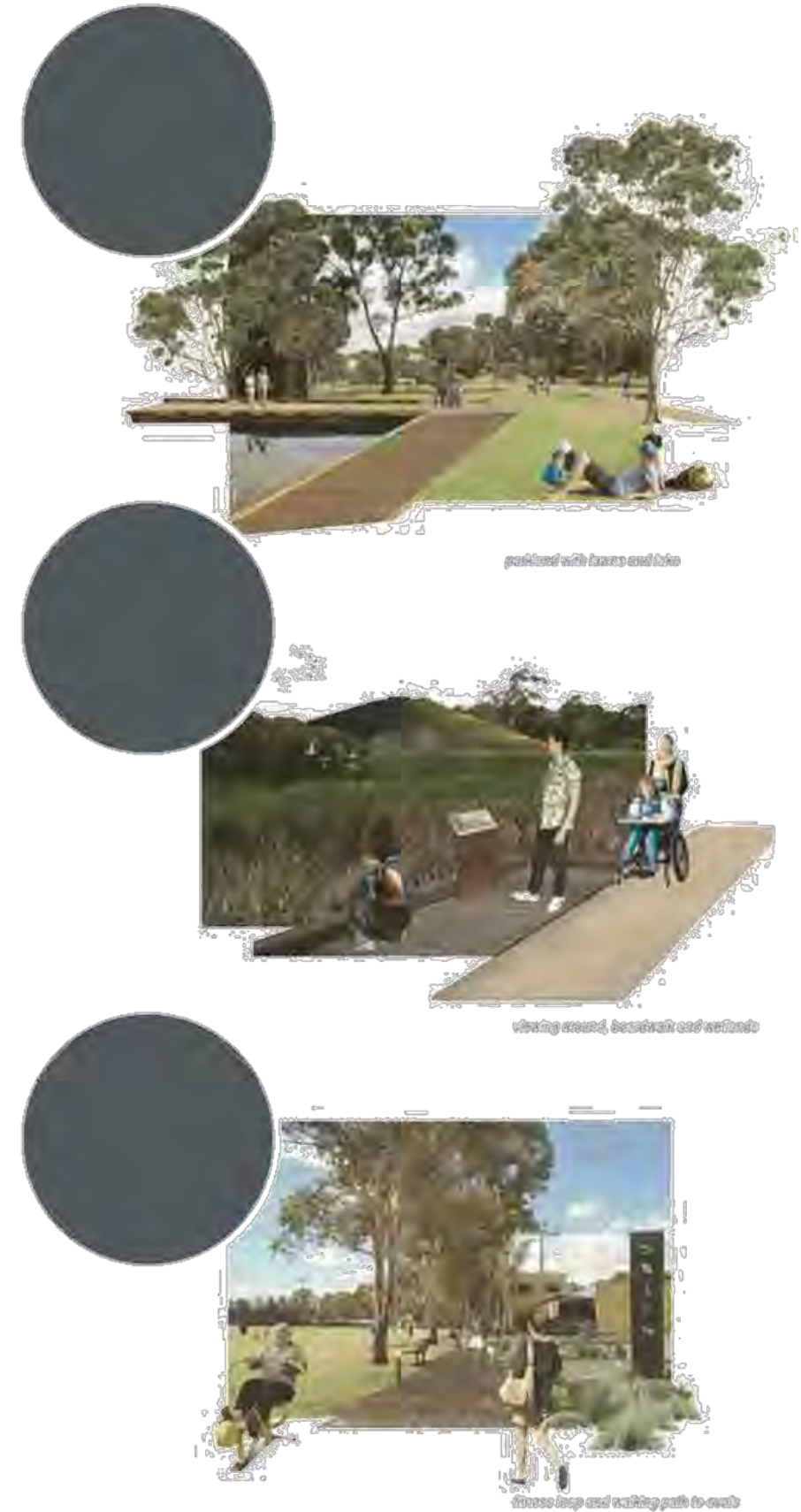
Masterplan elements represent an 11+ year program of capital investment and improvements which caters for the future needs of the community and visitors. The masterplan seeks to improve safety within the Paddocks, creating parklands and picnic areas, linking areas with shared pathways, investing in new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



### 3 | MASTERPLAN

-  Proposed Vegetation
-  Existing Vegetation
-  Playground
-  Building
-  Sports Fields (pitches, ovals and greens)
-  Path
-  Wetland
-  Turf
-  Grassland
-  Car Park
-  Signalised Crossing

- 1 Expansion of wetlands if required as housing densities change.
- 2 Improve amenity within wetlands by removing/trimming landscape and enhancing wetland ponds.
- 3 Off street parking, entry signage, and improved landscape amenity.
- 4 Viewing mound to improve passive surveillance and activation of the wetlands.
- 5 Re-establish water body as permanent pond with boardwalk.
- 6 Car park with direct access to the park & Dog Park.
- 7 'Small dogs' dog park (if required).
- 8 Existing dog park (no change proposed).
- 9 BMX and cycle cross within woodland setting.
- 10 Improve existing woodlands with trails and tidy landscape.
- 11 Parkland picnic area with new irrigated lawn areas, clear sight lines, large trees, and areas to relax.
- 12 New Playground (adventure and nature play).
- 13 New youth play and skate area adjacent to car park.
- 14 Construct car parks to support passive recreation area.
- 15 New soccer pitches
- 16 Upgraded car parking and access to soccer facility
- 17 New shared soccer clubroom with undercover spectator seating.
- 18 New seating nodes, footpath connections, and clear sight lines between housing and sports areas.
- 19 New playground next to Para Hills Community Club and new football/cricket club rooms.
- 20 Upgrade Codd Street local park with lawn, irrigation and new playground equipment.
- 21 Potential private sector redevelopment opportunities to improve interface with open space.
- 22 New football and cricket shared clubrooms.
- 23 New turf cricket practice wickets
- 24 Minor expansion of bowling club to accommodate netball clubrooms (if new health, wellness and recreation facility is developed).
- 25 New car park (if required).
- 26 Improve public access to existing gardens.
- 27 Existing netball courts (no change proposed).
- 28 Potential health, wellness and recreation facility.
- 29 Tree lined pedestrian connection.
- 30 Existing Community Club (no change proposed).
- 31 New shared path trail (stage 1 & 2).
- 32 Install new fitness loop with fitness equipment.
- 33 Maxwell and Bridge Road signalised intersection upgrade by DPTI.
- 34 Improve landscaping and pedestrian connections within residential area.
- 35 Work with property owners to improve interface between housing and open space.
- 36 Investigate future use of underutilised open space.
- 37 Upgraded car parking to football and cricket facility.
- 38 Additional mounding to edge of oval to improve stormwater management and capacity.
- 39 Upgrade existing swale to increase amenity and function.
- 40 Improve landscaping next to housing.
- 41 CCTV and Lighting
- 42 Improve safety in wetlands by removing landscape that attracts antisocial behaviour
- 43 Vehicle access way with parking.
- 44 New Public Toilets in highly visible location
- 45 Shared path trail stage 3



# 4 | STAGING PLAN



- Early Investment (1-4 Years)
- Medium Term Investment (5-7 Years)
- Long Term Investment (8-11 Years)
- Future Investment (if required)
- Loop Path (Stage 1 and 2)
- Fitness loop
- Loop Path (Stage 3)

## 4 | STAGING PLAN

EARLY INVESTMENT (1-4 YEARS)	MEDIUM TERM INVESTMENT (5-7 YEARS)	LONG TERM (8-11 YEARS)	FUTURE INVESTMENT (IF REQUIRED)
<ul style="list-style-type: none"> <li>② Improve amenity within wetlands by removing/trimming landscape and enhancing wetland ponds.</li> <li>③ Off street parking, entry signage, and improved landscape amenity.</li> <li>④ Viewing mound to improve passive surveillance and activation of the wetlands.</li> <li>⑤ Re-establish water body as permanent pond with boardwalk.</li> <li>⑥ Car park with access to the park &amp; Dog park.</li> <li>⑪ Parkland picnic area with new irrigated lawn areas, clear sign lines, large trees, and areas to relax.</li> <li>⑫ New Playground (adventure and nature play).</li> <li>⑬ New seating node, footpath connections and pitches between residential and sports areas.</li> <li>⑳ Upgrade Codd Street local park with lawn, irrigation and new playground equipment.</li> <li>㉑ New shared loop path trail (stage 1 &amp; 2).</li> <li>㉒ Install new fitness loop with fitness equipment.</li> <li>㉓ Maxwell and Bridge Road signalised intersection upgrade by DPTI.</li> <li>㉔ Improve landscaping next to housing.</li> <li>㉕ CCTV and Lighting.</li> <li>㉖ Improve safety in wetlands by removing landscape that attracts antisocial behaviour.</li> <li>㉗ Vehicle access way with parking.</li> <li>㉘ New Public Toilets in highly visible location.</li> </ul>	<ul style="list-style-type: none"> <li>⑨ BMX and cyclocross within existing woodland setting.</li> <li>⑬ New youth play and skate area adjacent to car park.</li> <li>⑭ Construct car parks to support passive recreation area.</li> <li>⑮ New soccer pitches.</li> <li>⑯ Upgraded car parking and access to soccer facility.</li> <li>⑰ New shared soccer clubroom with undercover spectator seating.</li> <li>⑱ New playground next to Para Hills Community Club and new football/ cricket club rooms.</li> <li>㉒ New football and cricket shared clubrooms.</li> <li>㉓ New turf cricket practice wickets</li> <li>㉔ Improve public access to existing gardens.</li> <li>㉕ Upgraded car parking for football and cricket facility.</li> <li>㉖ Upgrade existing swale to increase amenity and function.</li> </ul>	<ul style="list-style-type: none"> <li>⑩ Improve woodlands with trails and manage landscape.</li> <li>㉔ Minor expansion of bowling club to accommodate netball clubrooms (if new health, wellness and recreation facility is developed).</li> <li>㉕ New car park (if required).</li> <li>㉖ Potential health, wellness and recreation facility.</li> <li>㉗ Tree lined pedestrian connection.</li> <li>㉘ Improve landscaping and pedestrian connections within residential area.</li> <li>㉙ Additional mounding to edge of oval to improve stormwater management and capacity.</li> <li>㉚ Shared loop path trail stage 3.</li> </ul>	<ul style="list-style-type: none"> <li>① Additional mounding to edge of oval to improve stormwater management and capacity.</li> <li>⑦ "Small dogs" dog park (if required).</li> </ul>





<b>ITEM</b>	1.7.1
	<b>POLICY AND PLANNING COMMITTEE</b>
<b>DATE</b>	16 March 2020
<b>PREV REFS</b>	Policy and Planning Committee      1.7.1      15/07/2019
<b>HEADING</b>	City Plan
<b>AUTHOR</b>	Amanda Berry, Policy Planner, City Development
<b>CITY PLAN LINKS</b>	4.4 Embed long term thinking, planning and innovation across the organisation.
<b>SUMMARY</b>	<p>Council is required to update its City Plan on a regular basis. In addition to a demographic analysis and assessment of existing policies, Elected Members and staff have had an opportunity to identify a longer term vision and directions for the City as well as identify priority actions to progress towards that vision. Preliminary consultation with community members to better understand their priorities has also occurred. This has led to the development of a new vision, directions and critical actions. It is timely to now test these with the community. The importance of these items is they form the core of the City Plan by providing a longer term perspective on the desired future nature of Salisbury as well as the immediate and medium term actions required to support that. The feedback from the community will inform the content of the City Plan to be considered by Council in June 2020.</p>

**RECOMMENDATION**

1. That Council endorse the draft Foundations, Critical Actions and associated City Plan mapping, contained within Attachments 1 through to 4 of this report, for the purposes of public consultation.
2. Council endorse the draft Salisbury vision of “*A sustainable, connected and progressive community*” for the purposes of public consultation.
3. Staff report back to the Policy and Planning Committee in June 2020 on the outcomes of public consultation for final approval of the new City Plan.
4. That Council note the intention to update Council’s economic growth strategy utilising the work undertaken by Deloitte as a basis.

**ATTACHMENTS**

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

1. Attachment 1: Draft City Plan Directions
2. Attachment 2: Critical Action Justification
3. Attachment 3: City Shaping Activities Map

4. Attachment 4: City Plan map
5. Attachment 5: Economic Vision for City of Salisbury Report

## 1. BACKGROUND

- 1.1 Section 122 of the *Local Government Act (1999)* requires councils to develop and adopt plans for the management of its area, to be called collectively the “strategic management plans”. Council’s suite of strategic management plans are the Long Term Financial Plan, Asset Management Plan and City Plan 2030. While a council can review its strategic management plans at any time, it must undertake a comprehensive review within the two years following a general election.
- 1.2 Among the requirements of Section 122 are the strategic management plans must identify the council's objectives for the area over a period of at least four years, the principal activities that the council intends to undertake to achieve its objectives, the measures (financial and non-financial) that are to be used to monitor and assess the performance of the council against its objectives, and identify the means by which its activities are to be carried out and its objectives achieved.
- 1.3 Council adopted its current City Plan, *City Plan 2030*, in April 2016 after an extensive review process including significant stakeholder and community engagement.
- 1.4 The project brief for this City Plan review was endorsed by Council at its meeting in July 2019. Subsequently, at the November 2019 Council meeting, Administration was asked to review the City of Darwin’s Strategic Plan as part of the current review process.

## 2. CONSULTATION / COMMUNICATION

### 2.1 Internal

- 2.1.1 Two workshops were held with Elected Members in September 2019 and February 2020. Elected Members also workshopped and provided feedback on the proposed foundations, critical actions and vision at the Elected Member weekend on 29 February 2020.
- 2.1.2 Two staff workshops were held in October 2019.
- 2.1.3 Engagement with Council interest groups such as the Intercultural Community Alliance, Youth Council, Disability and Inclusion Network and Seniors Alliance. Key themes raised by these groups included:
  - The need for increased recognition of inclusive design and improved accessibility throughout the City, recognising the increasingly diverse demographics and abilities of the population;
  - Diverse job creation that provide opportunities for our whole population;
  - Maintenance and appearance of public spaces, including streets and open space; and
  - Better promotion of services and opportunities in Salisbury, and the range of projects and initiatives that Council is working on

## 2.2 External

- 2.2.1 Two community pop-up sessions were held at Parabanks and Mawson Central in late November 2019 to obtain some preliminary feedback on what community members consider to be priorities. That feedback highlighted the importance our community places on parks and public spaces; maintenance of roads, footpaths and verges; the need for job creation; climate change adaptation measures; and waste management and recycling. This is generally consistent with the priorities identified in the consultation process for the current City Plan and matters highlighted in the 2018 Community Perception Survey..
- 2.2.2 Broad ranging community consultation of the draft City Plan, to meet the legislative requirements of the *Local Government Act (1999)*, is proposed to be conducted in April 2020 (see discussion in section 4 of this report).

## 3. REPORT

- 3.1 The philosophy underpinning the development of this City Plan has been to be more action oriented than its predecessor, more community-focused, written in everyday language and provide a closer alignment between Council's objectives for the City and priority actions. The revised Plan is intended to more clearly outline Council's key commitments and deliverables in the short to medium term, and identify the longer term strategies required to make the most of future opportunities and address emerging challenges facing our community.
- 3.2 The above approach is consistent with the City of Darwin's Strategic Plan. That plan creates a direct link between that Council's objectives and priority actions by stripping out a layer of strategic statements. The revision of Salisbury's City Plan seeks to replicate this, while also providing high level strategies to guide decision making. It also seeks to identify which actions we are primarily responsible for delivering, and those that are best delivered or resourced by others.
- 3.3 The draft foundations and actions draw on a range of information including:
  - 3.3.1 An assessment of economic, environmental, social and demographic trends.
  - 3.3.2 An assessment of State Government policies and directions (as required under the Act), noting several key documents such as the State Infrastructure Strategy, Growth Plan and the Planning and Design Code have not yet been finalised.
  - 3.3.3 Previous strategies endorsed by Council since the adoption of the current City Plan as well as work that is currently underway such as the draft Place Activation Strategy, Ability Inclusion Strategic Plan, Intercultural Plan, Youth Action Plan and the Adapting Northern Adelaide Climate Adaptation Plan.
  - 3.3.4 Internal initiatives and research such as the organisational values review, community perception survey and smart cities/digital agenda.

- 3.3.5 A background paper prepared by Deloitte (provided as Attachment 5) that:
- i. Analysed economic, demographic and socio-economic indicators, with a discussion about the opportunities that lie before us;
  - ii. Defined how Salisbury can better position for growth including identification of the building blocks and key metrics we can use to measure the effect of our actions; and
  - iii. Identified specific opportunities and actions to grow Salisbury as part of the global economy, and where that growth delivers more of that prosperity for people who live here.
- 3.3.6 The paper clearly highlights the link between economic activity, good urban planning, the skills and wellbeing of our residents, infrastructure and the quality of urban amenity. It is noted that a priority action identified in the draft list of critical actions is to review Council's economic growth strategy and the Deloitte report will provide the basis to inform that review.
- 3.4 The approach for this revision of the City Plan has resulted in a number of changes being proposed:
- 3.4.1 A new vision statement that articulates what we want Salisbury to be. The existing vision "*Salisbury: A flourishing City with opportunity for all*" was discussed by Elected Members at the weekend workshop in February 2020.
- 3.4.2 Several alternative vision statements were discussed by Elected Members, and for the purpose of consultation it is proposed that the draft vision statement "***A sustainable, connected and progressive community***" be tested.
- 3.4.3 Words such as sustainable, progressive and connected were seen as desirable traits, as was the distinction between the term community and city:
- **Sustainable:** Consideration of environmental, social and economic factors so that the way we meet the needs of the present does not compromise the ability of future generations to meet their own needs and expectations.
  - **Connected:** Salisbury is made up of 32 suburbs, 143,000 people, 7,200 actively trading businesses and significant amounts of open space. The importance of connectivity is increasingly recognised as a determinant of community wellbeing. This takes many forms – connections between people and nature, connections residents have with job opportunities, the physical connections between our suburbs, the social connections fostered through organisations such as clubs and schools and economic connections our businesses have with each other and global markets (state, national and global).

- **Progressive:** Our residents and businesses are forward looking and willing to try new things. We take pride in our past, but recognise this is a foundation on which to build new opportunities and respond to challenges.
  - **Community:** Community is a broad reference to the elements that make up our City – our residents, businesses and workers, community groups, natural spaces, our neighborhoods and streets. This provides a framework for targeting our actions.
- 3.4.4 While the four key directions that have formed the organising framework for successive City Plans are proposed to be retained, it is suggested that several be renamed as follows:
- **A welcoming and liveable City:** the foundations that underpin this direction deal with the attractiveness of our neighbourhoods and their upkeep, health and wellbeing, safety and social connectivity, pride in our achievements and diversity and the resilience and adaptability of our people.
  - **A sustainable City:** the foundations that underpin this direction are striking a balance between our useable green space and the natural environments that support our biodiversity, making best use of our limited resources and ensuring that our community, environment and infrastructure are adaptive to a changing climate.
  - **A growing City that creates opportunities:** the foundations that underpin this direction are the success and growth of our businesses, jobs for our residents, attracting investment, infrastructure that supports economic activity, well planned urban growth and active centres.
  - **Innovation and Business Development:** The foundations that underpin this direction include the quality of the experience people have when interacting with Council, the delivery of quality outcomes, effective planning and for our Council to attract and retain staff with the appropriate culture, mindset and skills.
- 3.4.5 The need for a clearer line of sight between the City’s vision, objectives and Council deliverables has been identified by both Elected Members and staff. This has resulted in a revised format being proposed which seeks to simplify the overarching goals of the City (to be called Foundations) and closely link with the City Plan deliverables (critical actions).
- 3.4.6 A new way of categorising Council’s priority actions is proposed:
- **Strategic Projects:** Significant stand-alone projects that Council is responsible for delivering within the next four years.
  - **Operational Focus:** Day to day services that Council has identified as priorities through feedback from our community.

- **Strategy Development:** This set of actions deals with the preparation of policies, strategies and plans this Council will develop or review that are important for delivering our City Vision in the medium to longer term.
  - **Advocacy Priorities:** Priorities that Council considers to be important but which need to be delivered or resourced by other organisations.
- 3.5. A copy of the draft foundations and critical actions for each of the four key directions, which will form the content of the public consultation materials, is provided as **Attachment 1**. The table provided as **Attachment 2** identifies why each of these critical actions has been proposed to be included in the City Plan (i.e. community priority identified in Community Perception Survey, Council priority from previous resolution of Council, an action from a Council strategy etc).
- 3.6. It is also proposed that the revised City Plan contain two maps to improve visual appeal and show the extent to which the priority actions are spread across the City as well as a geographical representation of broader activities that are shaping/influencing our community. (see **Attachments 3** and **4**).
- 3.7. Indicators to report on progress of the City towards the foundations and actions of the City Plan will be developed following consultation feedback, noting the desire for indicators to be more closely linked to the deliverables of the City Plan than the current suite of indicators.

#### 4. CONCLUSION / PROPOSAL

- 4.1 The Local Government Act 1999 requires Council to consult during preparation of their City Plans, however Councils have discretion regarding the level of engagement that they undertake.
- 4.2 Intermethod has been engaged to undertake public consultation which is scheduled to occur throughout April. This will include promotion via Council's website, social media and local Messenger. Feedback will be sought primarily through an online survey, with a hard copy available if required. A consultation display will be set up at the Salisbury Community Hub, and several community pop-up sessions will be scheduled (with details to be communicated to Elected Members and the community once confirmed).
- 4.3 The focus of consultation will be to get community feedback on the draft vision, foundations and critical actions (noting that the strategies are generally of more internal/organisational interest).
- 4.4 A further report will be presented to Council in June 2020 that will summarise the feedback and seek endorsement of a new City Plan.

#### CO-ORDINATION

Officer: EXECUTIVE GROUP  
Date: 10.03.2020

## A welcoming and liveable City

Foundations:

1. Our City is attractive and well maintained
2. The health and wellbeing of our community is a priority
3. People are valued and they feel safe, included and connected
4. We are proud of our strengths, achievements and cultural diversity
5. Our community is resilient and adaptive to change

Critical Actions	
Strategic Projects	Operational Focus:
<ul style="list-style-type: none"> <li>• Upgrade the community hubs at Burton &amp; Ingle Farm</li> <li>• Implement St Kilda and Paddocks Masterplans</li> <li>• Complete Bridgestone Athletics facility and maximise its use</li> <li>• Provide at least 15% affordable Housing through Council's development projects</li> <li>• Implement the Regional Public Health Plan and wellbeing agenda</li> <li>• Enhance visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and increased greening of reserves</li> </ul>	<p>Improve quality and cleanliness of residential areas</p> <p>Promptly remove rubbish dumped on public land</p> <p>Implement Council's community safety strategy</p> <p>Ensure our public spaces are accessible and sporting facilities are maintained and well used</p> <p>Provide support and grants to sporting and community groups</p> <p>Work closely with our Community Centres to deliver community programs</p> <p>Deliver programs to support intercultural partnerships, build connections and increase collaboration among community groups and service providers.</p>
Future Planning	Advocacy Priorities
<p>Develop a Place Activation Strategy</p> <p>Assess future social infrastructure needs</p> <p>Update the City Pride strategy</p>	<p>Resourcing and services to make our community a safer place</p> <p>Improved public transport options that better connect our community with services, recreation and job opportunities</p> <p>Improved infill development policies and better urban design</p> <p>Programs and services to address mental health, housing and income inequality issues</p>

These critical actions support our strategic approach to:



1. Deliver and support programs that promote active living, health and wellbeing throughout the community
2. Continue to deliver and maintain community and sporting facilities that cater for a diverse range of interests and needs, and support clubs and community groups to increase participation
3. Connect our community to information, people and programs that help them achieve their goals
4. Celebrate and cater to our community's diversity, in all its forms
5. Design services, places and programs that are safe and inclusive of the whole community
6. Inform, connect and empower our community and neighbourhoods to increase their self-reliance
7. Provide experiences that make our places lively and interesting
8. Facilitating provision of a range of housing choices
9. Encourage business to become more involved in our community

## A Sustainable City

### Foundations:

1. We have a balance of green spaces for our residents and natural environments that support biodiversity
2. We make the most of our resources including water, waste and energy
3. Our community, environment and infrastructure are adaptive to a changing climate

Critical Actions	
Strategic Projects	Operational Focus
<ul style="list-style-type: none"> <li>• Replace all Council-owned street lights in the city with appropriate energy efficient lighting</li> <li>• Improve environmental performance of Council's buildings</li> <li>• Enhance biodiversity of corridors along Dry Creek and Little Para and in environmentally sensitive areas such as our coastal mangroves</li> <li>• Deploy sensors and pilot community programs to better monitor our environment's health</li> <li>• Develop new markets for recyclable materials through the Northern Adelaide Waste Management Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Utilise recycled or re-used materials where possible in Council's construction and maintenance programs</li> <li>• Maintain weekly rubbish collection for residents and promote initiatives that reduce waste to landfill</li> <li>• Adopt practices and infrastructure to make our City a cooler place in an increasingly warm climate</li> <li>• Stabilise major creek lines and banks to improve biodiversity and reduce scour and silting</li> <li>• Asset management and planning is responsive to the needs arising from a changing climate</li> </ul>
Future Planning	Advocacy Priorities
<ul style="list-style-type: none"> <li>• Review Council's sustainability strategy to include a focus on waste and energy management, cooler suburbs and water</li> <li>• Complete the Dry Creek Stormwater Management Plan to protect our City from flooding</li> <li>• Identify potential projects to showcase good design techniques that improve the environmental performance of housing and streets</li> </ul>	<ul style="list-style-type: none"> <li>• Investment into programs that reduce waste to landfill such as incentives to increase recycling and "circular economy" initiatives</li> <li>• Integrated urban water planning and associated funding to address catchment wide issues</li> </ul>

These critical actions support our strategic approach to:

1. Explore and support opportunities to improve community and industry efficiencies
2. Assist the community and businesses to reduce waste, water and energy usage and the cost of living
3. Improve energy and cost efficiencies in Council operations
4. Continue to promote and support the establishment of a circular economy to eliminate or reduce usage of water, waste and energy.
5. Manage impacts of increased heat, flooding, intense storms and bushfires throughout the City
6. Educate and empower our community to ensure they are ready and able to adapt to extreme weather events
7. Support our community to better understand and be actively involved in caring for and enjoying the environment
8. Understand, protect and support the restoration of our biodiversity, including management of our coastal environments, to ensure their future natural, economic and recreational value

**A growing City that creates new opportunities**

Foundations:

1. Salisbury’s businesses are successful and a part of our community
2. Salisbury is a place of choice for businesses to start, invest and grow
3. Infrastructure supports investment and business activity
4. Our urban growth is well planned and our centres are active

Critical Actions	
Strategic Projects	Operational Focus
<ul style="list-style-type: none"> <li>• Enhance the Salisbury City Centre by upgrading Church and John Streets and attract private sector investment and development into surplus Council sites</li> <li>• Attract new firms into Salisbury providing job opportunities for our residents</li> <li>• Link Technology Park and Edinburgh Parks with other innovation precincts in Adelaide</li> <li>• Deliver a residential development program through utilising Council land</li> </ul>	<ul style="list-style-type: none"> <li>• Support new and existing businesses and industries to grow and create jobs</li> <li>• Improve infrastructure, signage, safety, streetscapes and upkeep of our commercial and industrial areas to directly support economic sustainability and growth</li> <li>• Improve access and parking in Salisbury City Centre, Mawson Lakes Central, business and recreation precincts</li> <li>• Streamline processes to improve the way we work with businesses</li> </ul>
Future Planning	Advocacy Priorities
<ul style="list-style-type: none"> <li>• Develop a structure plan for the land west of Port Wakefield Road to open up new development opportunities while preserving the existing character of Globe Derby and St Kilda</li> <li>• Review the existing economic growth strategy</li> <li>• Review Council's Growth Action Plan</li> <li>• Develop guidelines and polices to improve quality of infill development with an initial focus on Ingle Farm</li> <li>• Develop investment plans for Technology Park and Edinburgh Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Redevelopment of the Salisbury and Mawson Lakes Interchanges</li> <li>• Improvement to east-west roads including Kings Road and Waterloo Corner Road, duplication of Elder Smith Road and road/rail grade separation of Park Terrace &amp; Kings Road</li> <li>• Appropriate and well planned development of the Dry Creek Salt Fields</li> <li>• Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and alternative energy sources and recycled water</li> </ul>

These critical actions support our strategic approach to:

1. Grow jobs and investment
2. Building work readiness in our community to respond to the needs of industry
3. Raise community aspirations and increase awareness of emerging job opportunities
4. Be a business friendly Council
5. Shape and reposition perceptions of Salisbury's economic strengths
6. Provide services and infrastructure that support entrepreneurs and emerging industry sectors,
7. Provide a safe transport network that enables efficient freight and commuter movements
8. Enhance and capitalise on Salisbury's digital connectivity
9. Ensure activity centres throughout the City are interesting places to visit, attractive places to invest and great locations to work
10. Have modern, well maintained commercial areas
11. Ensure that new development enhances our community

## Innovation and Business Development

Foundations:

1. Our community receives an exceptional experience when interacting with Council
2. We deliver quality outcomes that meet the needs of our community
3. The City of Salisbury is recognised as a great place to work
4. We plan effectively to address community needs and proactively identify new opportunities

Critical Actions	
Strategic Projects	Operational Focus
<ul style="list-style-type: none"> <li>• Use technology so our community can better access Council services</li> <li>• Implement a change plan so Council provides an exceptional community experience, delivers quality outcomes and is a great place to work</li> <li>• Upgrade Council's Operations Centre on Cross Keys Road to facilitate the business transformation of Field/Operations Services</li> </ul>	<ul style="list-style-type: none"> <li>• Improve how we use data to better inform our decision making</li> <li>• Buy locally and sustainably, with an emphasis on reuse and recycled materials, where appropriate</li> <li>• Deliver the commitments made in our Annual Plan</li> <li>• Continuous improvement program</li> <li>• Enhance our engagement with, and understanding of, our community so we can better anticipate and respond to needs</li> <li>• Communicate more effectively with our community to increase awareness of Council initiatives, investment and services</li> </ul>
Future Planning	Advocacy Priorities
<ul style="list-style-type: none"> <li>• A City of Salisbury digital strategy and a framework to implement technology-based initiatives to improve the management of the city</li> <li>• Review our community engagement strategy so we better respond to and anticipate our community's needs</li> <li>• Review Council's Strategic Assessment Plan</li> <li>• Enable our community to monitor our progress in implementing this Plan and compare our performance with other Councils</li> </ul>	<ul style="list-style-type: none"> <li>• Develop deeper and more effective relationships with government agencies, and other organisations, to progress the priorities identified in this City Plan and its supporting strategies</li> </ul>

- Identify opportunities to increase non-rates revenue
- Council governance practices and processes

In addition to these critical actions, Council will continue to deliver on our foundations by:

1. Facilitating collaborative and effective interactions and putting our community first
2. Meaningfully engaging with our community and stakeholders in decision making and planning
3. Embedding long term thinking, planning and innovation across the organisation
4. Improving the use of data to inform decision making and understand what our community values
5. Ensuring efficiencies and support continuous improvement of our processes and technology to deliver high quality outcomes driven by the needs of our community
6. Working in partnership to deliver facilities, services, programs and infrastructure to meet community needs
7. Working together to promote the City and advocate for our priorities
8. Strengthening and promoting the Salisbury brand
9. Developing an agile and empowered workforce that is committed to delivering outcomes and lives the organisational values
10. Investing in the development of Council staff and Elected Members
11. Maintaining sustainable financial management and a reputation as a transparent and accountable organisation

	<b>Proposed Critical Action</b>	<b>Why is this proposed to be included in City Plan 2035?</b>
<b>A welcoming and liveable City</b>	1. Upgrade community hubs at Burton and Ingle Farm	Council priority based on projected population growth/changing demographics and aging facilities (Future Directions for Indoor Facilities report)
	2. Implement St Kilda and Paddocks Masterplans	Approved Masterplans with significant community interest
	3. Complete Bridgestone Athletics Facility and maximise its use	Council priority, demand for regional level athletics facility
	4. Provide at least 15% affordable housing through Council's development projects	Council priority (supported by endorsed Council and State policy)
	5. Programs to develop intercultural partnerships, build connections and increase collaboration among community groups and service providers.	Intercultural Strategy
	6. Implement the Regional Public Health Plan and wellbeing agenda	Legislative requirement, strong links with Liveable and Welcoming City foundations
	7. Enhance visual appearance and amenity of public spaces through an expanded verge maintenance program, appropriate lighting and increased greening of reserves	Community Perception Survey priority
	8. Improve quality and cleanliness of residential areas	Community Perception Survey priority
	9. Promptly remove rubbish dumped on public land	City Pride agenda
	10. Implement Council's community safety strategy	Community Perception Survey priority
	11. Ensure our public spaces are accessible and sporting facilities are maintained and well used	Community Perception Survey priority
	12. Provide support and grants to sporting and community groups	Council priority
	13. Work closely with our Community Centres to deliver community programs	Council and community priority, Intercultural Strategy
	14. Develop a Place Activation Strategy	Council priority driven by need for coordinated and strategic review of Council's approach to service provision of open spaces, sport and recreation facilities and links and activation of these spaces with other areas of activity within the City
	15. Assess future social infrastructure needs	Council and community priority to address changing demographics, aging facilities and projected population growth
	16. Update the City Pride Strategy	Council priority
	17. Resourcing and services to make our community a safer place	Community Safety Strategy
	18. Improved public transport options that better connect our community with services, recreation and job opportunities	Council and Community priority
	19. Improved infill development policies and better urban design	Community feedback priority,



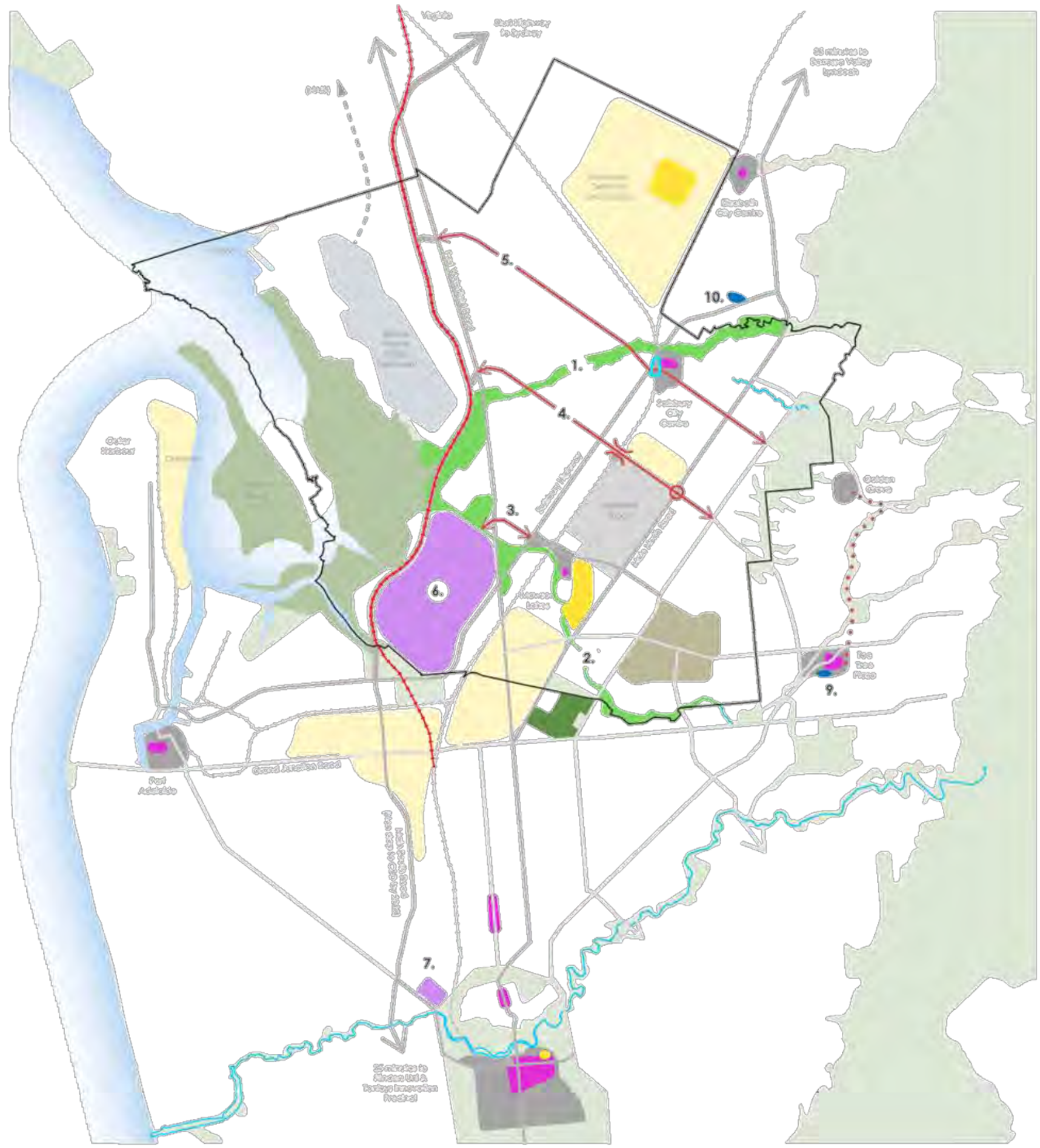
		Growth Action Plan
20.	Programs and services to address mental health, housing and income inequality issues	Stakeholder feedback

Proposed Critical Action		Why is this proposed to be included in City Plan 2035?	
<b>A sustainable City</b>	1.	Replace all Council-owned street lights and public realm lighting in the City with energy efficient lighting	Council priority for improved energy efficiency and cost savings
	2.	Improve environmental performance of Council’s buildings	Adapting Northern Adelaide Climate Change Adaptation Plan
	3.	Enhance biodiversity corridors along Dry Creek and Little Para and in environmentally sensitive areas such as our coastal mangroves	Council priority
	4.	Deploy sensors and pilot programs to better understand our environment’s health	Council priority, Adapting Northern Adelaide Climate Change Adaptation Plan
	5.	Develop new markets for recyclable material through the Northern Adelaide Waste Management Authority	Desire to reduce costs (in response to waste levy increases) and sustainability initiative
	6.	Utilise recycled or re-used materials where possible in Council’s construction and maintenance programs	As above
	7.	Maintain weekly rubbish collection for residents	Community feedback
	8.	Adopt practices and infrastructure to make our City a cooler place in an increasingly warm climate	Adapting Northern Adelaide Climate Adaptation Plan, Northern Adelaide Heat Mapping (2018), community feedback priority
	9.	Stabilising major creek lines and banks to improve biodiversity and reduce scour and silting	Adapting Northern Adelaide Climate Adaptation Plan
	10.	Asset management and planning is responsive to the needs arising from a changing climate	Adapting Northern Adelaide Climate Adaptation Plan
	11.	Review Council’s sustainability strategy to include a focus on waste and energy management, cooler suburbs and water	Adapting Northern Adelaide Climate Change Adaptation Plan, community feedback
	12.	Complete the Dry Creek Stormwater Management Plan to protect our City from flooding	Adapting Northern Adelaide Climate Change Adaptation Plan
	13.	Identify potential projects to showcase good design techniques that improve the environmental performance of housing and streets	Adapting Northern Adelaide Climate Change Adaptation Plan, Council involvement in CRC for Water Sensitive Cities
	14.	Investment into programs that reduce waste to landfill such as incentives to increase recycling and “circular economy” initiatives	Desire to reduce costs (in response to waste levy increases) and sustainability initiative
	15.	Integrated urban water planning and associated funding to address catchment wide issues	Adapting Northern Adelaide Climate Change Adaptation Plan

<b>Proposed Critical Action</b>		<b>Why is this proposed to be included in City Plan 2035?</b>
1.	Enhance the Salisbury City Centre by upgrading Church and John Streets and attract private sector investment and development into surplus Council sites	Council priority, Economic Vision Report
2.	Attract new firms into Salisbury, providing job opportunities for our residents	Economic Vision Report, Community feedback priority
3.	Link Technology Park with other innovation precincts in Adelaide	Economic Vision Report
4.	Deliver a residential development program through utilising Council land	Council priority
5.	Support new and existing business to grow and create jobs	Preliminary engagement feedback Economic Vision Report
6.	Improve infrastructure, signage, safety, streetscapes and upkeep of our commercial and industrial areas to directly support economic sustainability and growth	Economic Vision Report, business feedback
7.	Improve access and parking in Salisbury City Centre, Mawson Lakes Central, business and recreation precincts	Council and Community priority
8.	Streamline processes to improve the way we work with business	Economic Vision report
9.	Review the existing economic growth strategy	Council priority to guide economic development, foster greater investment and grow businesses and jobs in the City
10.	Review Council's growth action plan	Council priority to guide future development and growth of the City
11.	Develop a structure plan for the land west of Port Wakefield Road to open up new development opportunities while preserving the existing character of Globe Derby and St Kilda	Growth Action Plan, significant growth opportunity with major infrastructure and environmental implications that need to be appropriately managed
12.	Develop guidelines and policies to improve quality of infill development, with an initial focus on Ingle Farm	Growth Action Plan
13.	Develop investment plans for Technology Park and Edinburgh Parks	Economic Vision report
14.	Redevelopment of the Salisbury and Mawson Lakes Interchanges	Council and community priority
15.	Improvements to east-west roads including Kings Road and Waterloo Corner Road, duplication of Elder Smith Road and road/rail grade separation of Park Terrace and Kings Road	Council's Integrated Transport Plan, Community feedback priority
16.	Appropriate and well planned development of the Dry Creek Salt Fields	Council priority, significant growth opportunity with major infrastructure and environmental implications that need to be appropriately managed.
17.	Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and access to alternative energy sources and recycled water	Economic Vision report

**Growth that creates new opportunities**
**Item 1.7.1 - Attachment 2 - Attachment 2: Critical Action Justification**

<b>An innovative Council that supports business development</b>	<b>Proposed Critical Action</b>		<b>Why is this proposed to be included in City Plan 2035?</b>
	1.	Enhance digital services to improve community access to Council services	Council and community priority
	2.	Implement a change plan so Council provides an exceptional community experience, delivers quality outcomes and is a great place to work	Council and community priority
	3.	Upgrade Council's Operation Centre on Cross Keys Road to facilitate the business transformation of Field/Operations Services	Council priority to transform service delivery
	4.	Improve how we use data to better inform our decision making	Council and community priority
	5.	Buy locally and sustainably, with an emphasis on reuse and recycled materials, where appropriate	Council priority, Industry Advocate, Adapting Northern Adelaide Climate Change Adaptation Plan
	6.	Deliver the commitments made in our Annual Plan	Council and community priority
	7.	Continual improvement program	Council priority (Exceptional Community Experience agenda)
	8.	Enhance our engagement and understanding of or community so we can better anticipate and respond to needs	Council priority (Exceptional Community Experience agenda)
	9.	Communicate more effectively with our community to increase awareness of Council initiatives, investment and services	Council priority (Exceptional Community Experience agenda)
	10.	A City of Salisbury digital strategy and a framework to implement technology-based initiatives to improve the management of the City	Council priority (Exceptional Community Experience agenda)
	11.	Review our community engagement strategy so we better respond and anticipate our community's needs	Council priority (Exceptional Community Experience agenda)
	12.	Review Council's Strategic Asset Management Plan	Legislative requirement
	13.	Enable our community to monitor our progress in implementing this Plan and compare our performance with other Councils	Council and community priority, links with recommendations from SA Productivity Commission report into efficiency of Local Government
	14.	Identify opportunities to increase non-rates revenue	Council priority
	15.	Council governance practices and processes	Council and community priority
16.	Develop deeper and more effective relationships with government agencies, and other organisations, to progress the priorities identified in this City Plan and its supporting strategies	Council and community priority	



# City Shaping Activities

## Major Infrastructure Projects

- Major Regional Greenways Enhancement \*
  1. Little Para River
  2. Dry Creek
- Major East west connections:
  3. Elder Smith Extension
  4. Kings and McIntyre Upgrade
  5. Waterloo Corner Road and Park Terrace Upgrade
- Kings Road Rail Overpass
- Kings and McIntyre Intersection Upgrade
- Realigned National Freight Rail Line
- O-bahn Extension
- Protect and Enhance the Adelaide International Bird Sanctuary and Mangroves
- Major Masterplanned communities
  6. Dry Creek Saltfields (Planning - estimated 25,000 residents)
  7. Bowden Urban Village (Active project - expected 3,500 residents)
- Salisbury City Centre Station Precinct Redevelopment \*\*:
  - Rail Line & Park Terrace Grade Separation
  - Station Upgrade
  - Mixed Use Development
  - Station Car Parking
- State Sports Park (Home of Soccer, \$19m 2020)
- Ingle Farm - Model for Infill, Renewal and Planning \*
- Regional Health Care
  9. Modbury Hospital Upgrades (\$96 mil 2019)
  10. Lyell McEwin Hospital (\$58mil Emergency Dpt, Mental Health, \$25mil Aged facility)
- Northern Adelaide Irrigation Scheme (Commitment TBA)

## Significant Landuses

- City of Salisbury Council Boundary
- Major Employment Areas
- State Innovation Precincts
- Major Places (Activity Hubs)

\*\* Council Led with State and Private Partners

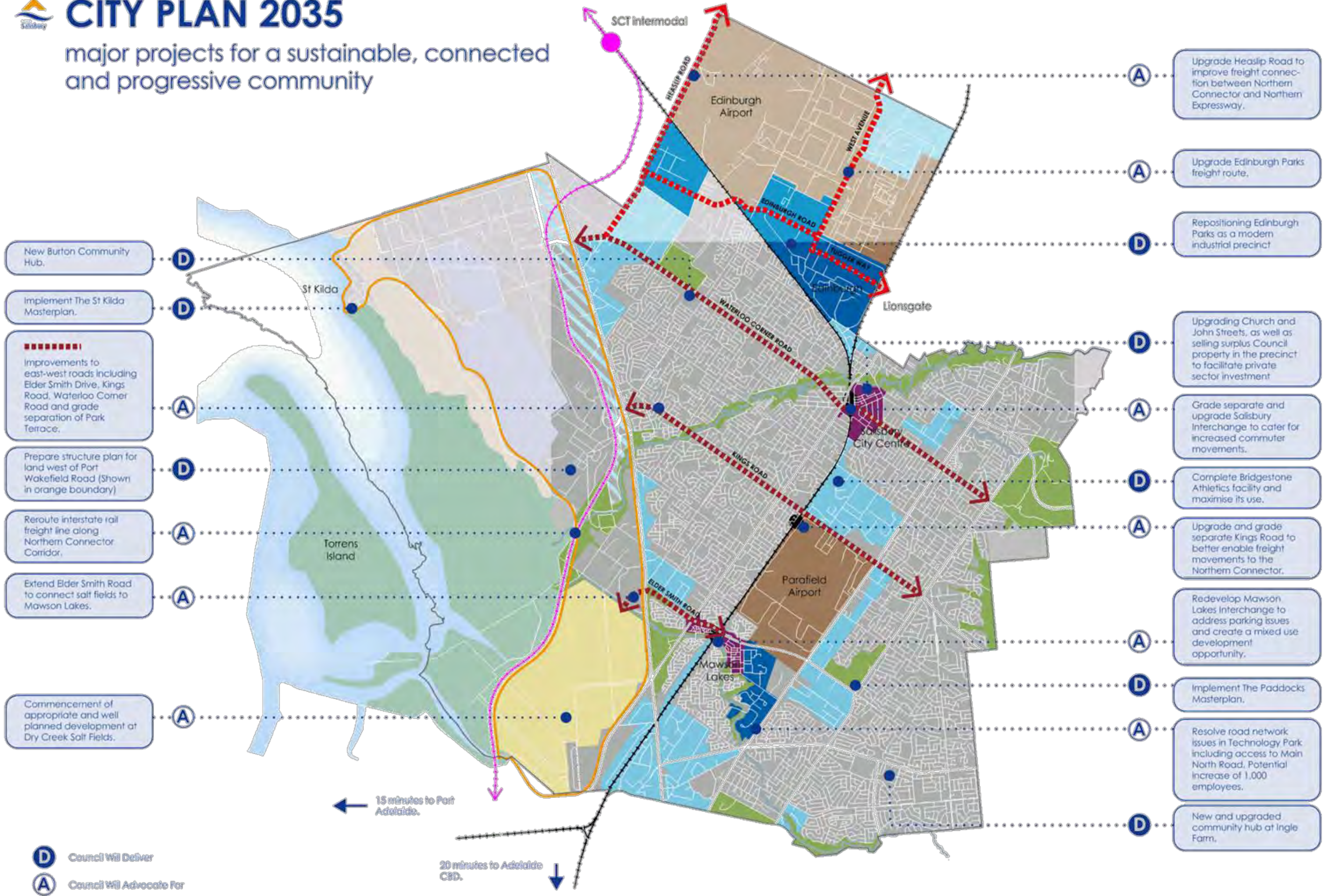
\* Council Led Projects





# CITY PLAN 2035

major projects for a sustainable, connected and progressive community

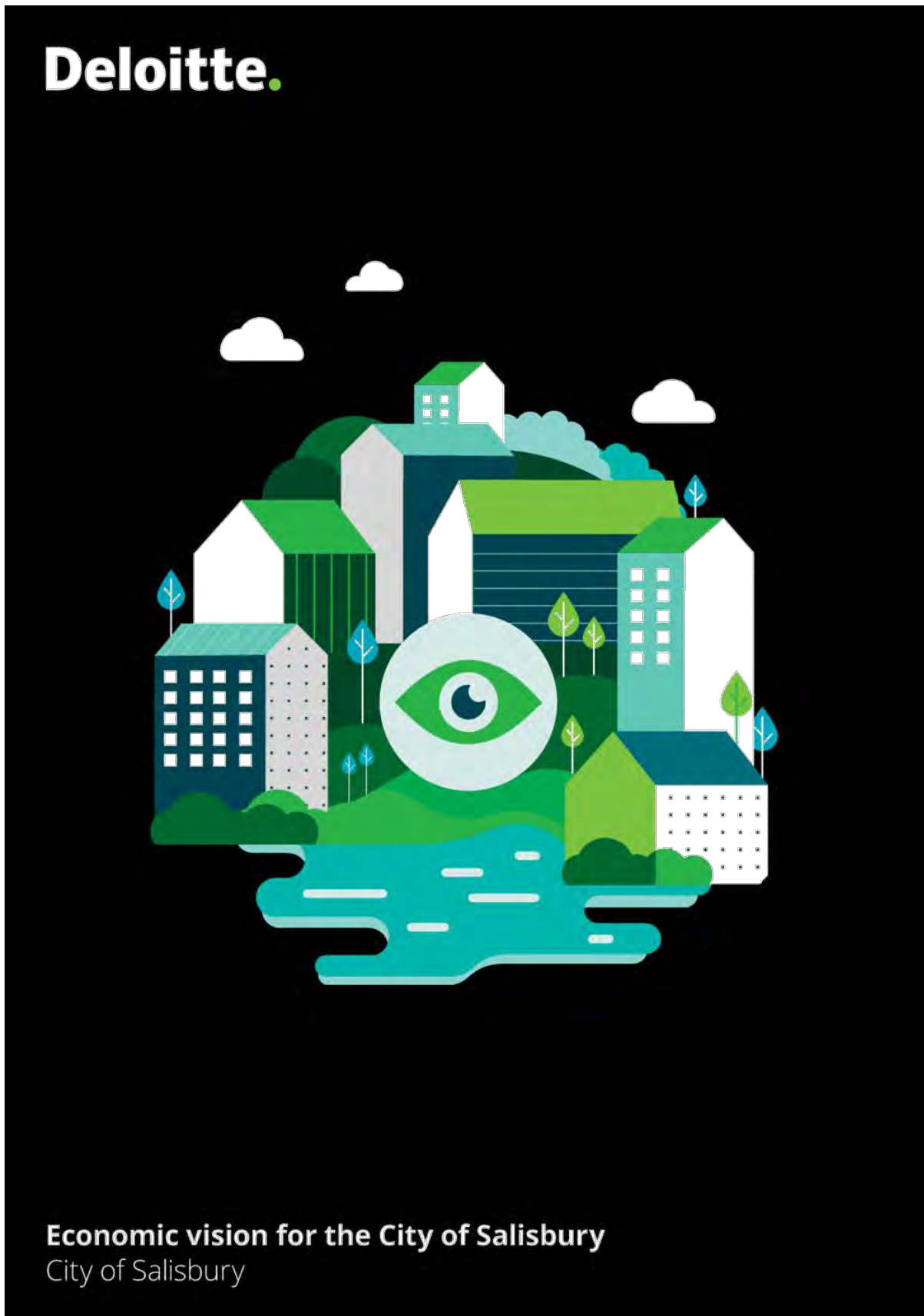


February 2020



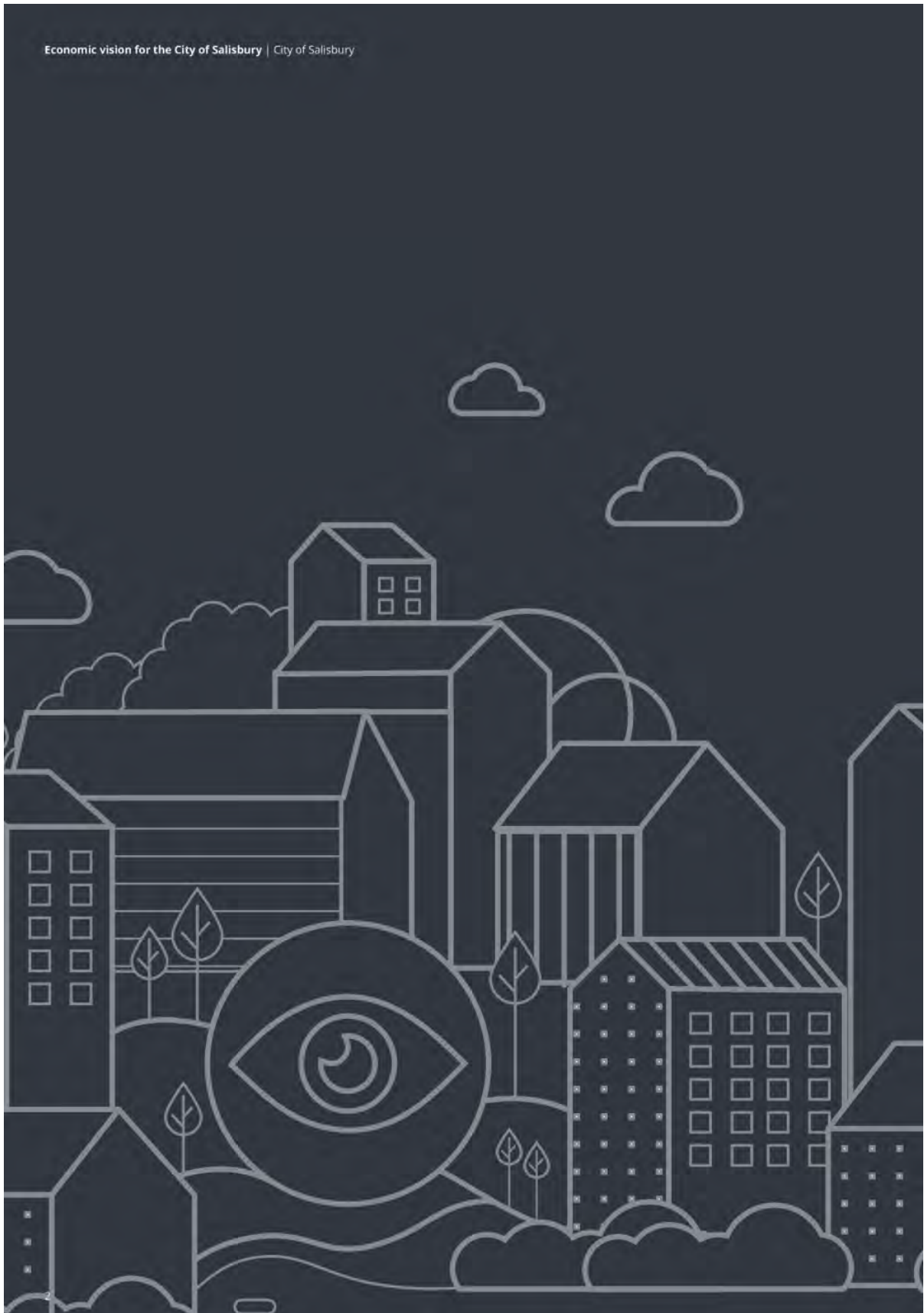






**Economic vision for the City of Salisbury**  
City of Salisbury

Item 1.7.1 - Attachment 5 - Attachment 5: Economic Vision for City of Salisbury Report



Economic vision for the City of Salisbury | City of Salisbury

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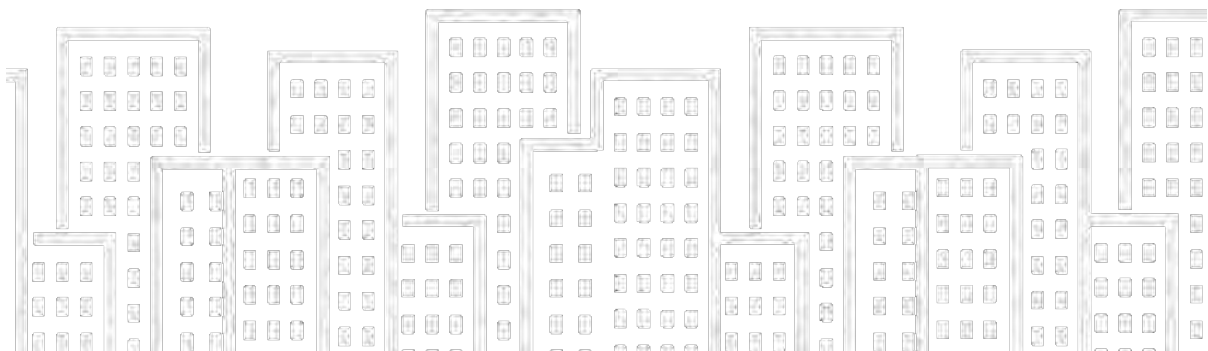
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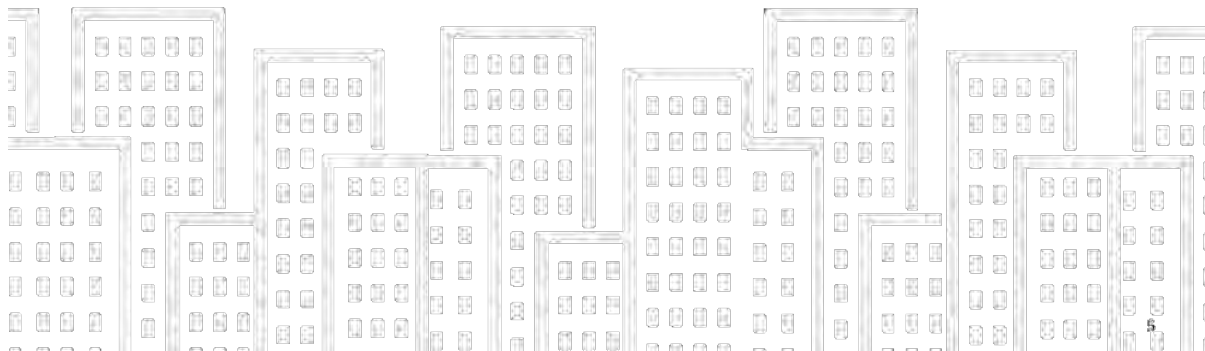
# Acknowledgements

Deloitte and the City of Salisbury would like to thank the stakeholders, across government departments and agencies, service providers, education institutions, firms and industry organisations that offered their insights to this report and participated in the development of the economic vision for the City of Salisbury.



# Glossary

Acronym	Full name
ABS	Australian Bureau of Statistics (Australian Government)
CBD	Central business district
CRC	Cooperative research centre
DPTI	South Australian Department of Planning, Transport and Infrastructure
DSTG	Defence Science and Technology Group (Australian Government)
GRP	Gross regional product
LGA	Local government area
NBN	National Broadband Network
NESB	Non-English speaking background
OCESA	Office of the Chief Entrepreneur for South Australia
SABRENet	South Australian Broadband Research, Education and Innovation Network
SEIFA	Socio-Economic Indexes for Areas
UniSA	University of South Australia
VET	Vocational education and training



# Executive summary

The City of Salisbury is home to a strong and growing regional economy, contributing some \$6.5 billion to South Australia's gross state product. The economic success of Salisbury is driven by some 7,200 active businesses, which, in turn, generate some 45,000 jobs for locals and residents of other parts of the metropolitan (and even regional) area. In many respects, Salisbury is a key engine room of economic growth for the South Australian economy, often setting a path for the state to follow.

Key to the city's success is the richness of its strategic assets and endowments. These have helped to attract business investment activity, anchor certain industry sectors, and attract high skill workers. Unlike any other place in South Australia (and most likely Australia), Salisbury is home to two airports, one of Australia's largest defence establishments, as well as TAFE and university campuses. Salisbury also boasts excellent physical and digital connectivity, with key road and rail transport corridors as well as high-speed fibre internet infrastructure straddling the region. As a result, these strategic assets also act as an anchor for several important industry sectors, placing Salisbury at the economic centre of the broader northern Adelaide region.

These assets and talent pools underpin a series of key sectors in the local economy that comprise substantial shares of employment and activity today and which offer significant growth opportunities in the future.

Salisbury's key sectors	
Defence industries	Higher education and knowledge intensive services
Advanced manufacturing	Health care and social assistance services
Food processing and product manufacturing	Retail and consumer services
Transport, storage and distribution	

Some 143,000 people – 8.2 per cent of South Australia's population – also call the City of Salisbury home. A relatively youthful population, Salisbury is home to a large intergenerational migrant population drawn from a diverse range of countries and cultures – including England, Italy, Vietnam, China and India. The skills and potential human-capital of Salisbury's population is also one of the city's greatest assets and contributor towards its future economic growth.

The strength of Salisbury's economy is not reflected in the socioeconomic outcomes achieved by its resident population, however. With high unemployment and poor educational outcomes, there remains a disconnect with the socioeconomic outcomes and the level of prosperity experienced by its resident population. It is necessary, therefore, that future economic growth and the measures taken to stimulate growth are inclusive of the local population, and place the economic welfare and prosperity of Salisbury's people at its centre.

With this challenge in mind, this report outlines Deloitte's vision for the future growth of Salisbury's economy – one that looks to lift the trajectory of Salisbury's future economy and works to benefit the existing resident population. Informed by extensive consultations and conversations with local businesses, government policymakers and community leaders, our vision is a distillation of their views and the ideas expressed for Salisbury's future growth.

This document sets a blueprint for economic growth – outlining the key building blocks for this growth – and then attempts to pencil in the steps to be taken to achieve this growth. In addition to outlining four key building blocks, Deloitte also identifies almost 20 opportunities and 39 action points to be undertaken by both the City of Salisbury and other key stakeholders in the short and longer terms.

The proposed set of actions embrace the regions strategic assets and competitive advantages with the aim of increasing investment attraction and promoting the development of wealth generating

industries.

Adopted effectively, these actions will increase the productive capacity of the local economy by growing (and improving) the capabilities and capacity of the local labour force and industry. This will create better labour market opportunities for residents, a stronger and more profitable operating environment for businesses, and a more dynamic economy for the community at large.

The actions include both bold aspirational initiatives that have the potential to transform the urban landscape and lift the economic welfare of the City of Salisbury over the longer term, as well as short-term 'low-hanging fruit' opportunities that are achievable immediately and have the potential to make significant gains for relatively minor investment.

A selection of the opportunities across each of the four building blocks are highlighted to provide a flavour of the types of actions where Salisbury can continue to champion the economic development of South Australia in an inclusive manner. Some actions will require minimal effort and are easily achievable in the short-run. Others are more substantive and will require greater consideration and effort to implement. Change will not be instantaneous, either; and, in many instances there are no quick fixes – some of actions, for example, respond to deeply ingrained socioeconomic challenges that may take a generation to unwind and overcome. By taking steps to exact change across each of the four building blocks, however, Salisbury will have taken steps to a brighter future.

**Opportunities for action - the highlights**

**Leveraging Salisbury's existing endowments and strategic assets**

- **Grow Salisbury's existing industry base** by ensuring that Salisbury's investment attraction plan targets industries and activities that complement and intensify existing activities in the region.
- **Create commercial spin-offs from the defence industry** by striking a Memorandum of Understanding between key defence stakeholders, government, the local vocational and higher education institutions, and local industry to progress local defence industry development and facilitate the cross-pollination of ideas and expertise.
- **Develop a 30 Year Development Plan** to prepare for the future development of the area west of Port Wakefield Road, taking a whole-of-region approach to planning future infrastructure needs.

**Growing Salisbury's people**

- **Address barriers to post-school education and workforce participation** by strengthening non-school and post-school pathways to vocational and higher education, creating new credit transfer agreements locally between the vocational and higher education sectors to promote up-skilling, facilitating workforce readiness programs for high-school students, and developing a skills map of local industry to improve awareness among teachers, students, and parents of the education pathways from school to vocational and university and then into the workplace.
- **Promote the strengths of Salisbury's migrant population** to better capitalise on the diverse range of migrants' skills and experiences, improve labour market outcomes, and help local employers with their skills needs.
- **Strengthen the connectivity between local industry and university and vocational education institutions** to improve the responsiveness of training to the skills needs of local industry, and to improve the accessibility of local industry to facilities, expertise, and resources embedded within local tertiary education campuses.
- **Improve the quality of vocational education infrastructure in northern Adelaide** through the establishment of a new future focussed TAFE campus at Mawson Lakes.

**Strengthening Salisbury's connectivity**

- **Link Salisbury's Technology Park with Adelaide's other technology and innovation precincts** into a cohesive network to develop an integrated precinct platform which complement the activities of each other and be a part of something bigger.
- **Activate the Technology Park Precinct eco system** to champion innovation-led economic growth across northern Adelaide by establishing a curation function at the precinct and improving the quality of facilities available.
- **Expand Salisbury's digital connectivity and Industry 4.0 capabilities** by expanding and opening up existing SABRENet nodes for private sector use, trialing embedded 5G networks, and establishing a secure high-speed network to create 'virtual defence technology precinct'.
- **Connect Salisbury's centres of activity** by improving east-west transport infrastructure linkages, upgrading public transport infrastructure and linkages between education training site, testing innovative on-demand and 'last mile' transport solutions.

**Developing places and perceptions**

- **Lift the quality of Salisbury's urban amenity** through increased investment in streetscaping and urban landscaping to improve safety and accessibility, as well as shift perceptions to enhance the attractiveness of the region to prospective residents, workers, businesses and visitors.
- **Activate the renewal of Salisbury's CBD** by accelerating existing redevelopment plans and by placing the transformation of the Salisbury Interchange at its centre.



Item 1.7.1 - Attachment 5 - Attachment 5: Economic Vision for City of Salisbury Report



# 1. Designing a vision

## 1.1 The purpose and scope of the report

The City of Salisbury and the broader northern region of Adelaide are experiencing a period of economic transition, having recently undergone a significant structural change. Where automotive manufacturing used to dominate the economic landscape, industries such as health, defence and services now provide a breadth of economic diversity. The area has also seen considerable population growth.

This transition and growth supports a range of opportunities for the area, and provides the perfect opportunity for the City of Salisbury to define their economic vision for decades to come.

In this report, we look at developing this vision through three steps:

- First we look at **Salisbury today** – an analysis of the current composition of the local economy and socio-economic factors of the people who live there, with a discussion about the opportunities which lie before us.
- Secondly we define how **Salisbury can position for growth**, identifying building blocks for growth and key metrics for how we can measure the effect of our action for locals.
- Finally, we analyse each of these **building blocks** in details – identifying specific opportunities, and then actions on how they might be delivered.

## 1.2 The framework for 'inclusive and welfare enhancing' growth

This economic vision is not just a framework to plan for the growth of Salisbury in terms of raw economic activity and output. It's about how we can use that activity to drive improvement in people's lives in terms of their economic welfare.

For the purpose of developing this vision, welfare is defined as the ability to consume that which improves an individual's material wellbeing, but also to actively participate in society.

Deloitte's report *The Purpose of Place Reconsidered* dissects the role of place in determining and enhancing human prosperity. In this context, place is defined by the physical attributes of an area like climate, geology, topography and accessibility, as well as the indirect effects created, such as the activities, attitudes and character of the people who live there.<sup>1</sup>

As the knowledge economy grows and technology and connectivity becomes increasingly important, the purpose of place changes. Contrary to the belief that place will become less relevant, it is actually becoming more and more important. Economies of agglomeration are occurring and people are choosing to live and work in close proximity to each other. Knowledge workers are congregating in offices or technology precincts.<sup>2</sup> Place is particularly important in facilitating the interaction of these knowledge workers.<sup>3</sup>

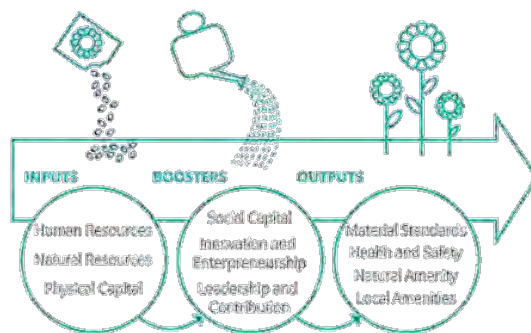
Deloitte's report *The Purpose of Place Reconsidered* identified ten dimensions of prosperity. This set of measures work together to improve economic welfare and the potential for place to generate prosperity, as identified in Figure 1.1.<sup>4</sup>

The first three dimensions are considered 'inputs'; these include human resources, natural resources and physical capital. These operate as building blocks for prosperity.

The second set of dimensions, referred to as 'boosters' include social capital, innovation and entrepreneurship, and leadership and contribution. These factors test the effectiveness of the inputs in how they create prosperity.

The final four dimensions are referred to as 'outputs'. These include material standards, health and safety, natural amenity and local amenities. These are the aspects of place that ultimately create prosperous and flourishing lives for residents.<sup>5</sup>

Figure 1.1 The Prosperity Production Function



Sources: Deloitte<sup>6</sup>

1. Deloitte, *Building the Lucky Country: the purpose of place reconsidered* (2018) <<https://www2.deloitte.com/au/en/pages/building-lucky-country/articles/purpose-of-place-reconsidered.html>>  
 2. Ibid.  
 3. Ibid.  
 4. Ibid.  
 5. Ibid.  
 6. Ibid.

With this in mind, the economic vision for Salisbury has been informed by the analysis of the current state of the local community and economy, including the people who live in the region and their economic activities. These features act as inputs which determine the potential for the City of Salisbury. Further, we identified the fundamental aspects of the community that can be leveraged to achieve welfare enhancing growth. These are considered the building blocks of growth and prosperity. These building blocks, that are either existing strengths or opportunities for greater improvement for the region, enable a range of strategic opportunities for the City of Salisbury. Lastly, we identify the actions that need to be taken by local, state and federal government and the private sector to capitalise on these opportunities.

This framework is summarised in Figure 1.2 below.

Figure 1.2 The framework of the economic vision



**1.3 Our approach**

To inform the economic vision for the City of Salisbury, Deloitte undertook a range of statistical analysis to understand the current and emerging economic trends in the City of Salisbury to better understand its growing trajectory, competitive advantages and structural challenges.

Deloitte then undertook a series of consultations with local organisations, including private firms, service providers and government agencies. In addition, a workshop was held with key business leaders. These consultations aimed to capture the insights of businesses and stakeholders across the City of Salisbury, and to test the findings that emerged from the data.

Together, these analysis and conversations informed the building blocks, opportunities actions comprising the economic vision.



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## 2. Salisbury today

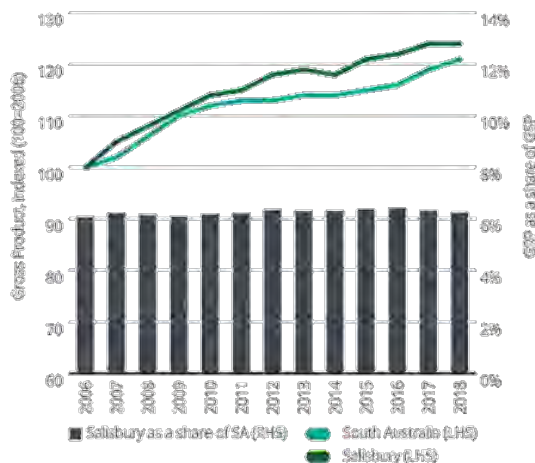
### 2.1 A changing economy

#### 2.1.1 A significant region, growing faster than the state as a whole

Salisbury's economy is worth approximately \$6.5 billion in gross regional product (GRP) terms, equating to approximately 6.2 per cent of the South Australian economy as shown in Chart 2.1. Salisbury is the fourth largest regional economy in the state, trailing only Adelaide, Port Adelaide Enfield and West Torrens. Salisbury's growth in GRP is outpacing South Australia as a whole, growing at an average annual rate of 1.8 per cent – consistently faster than the state average of 1.6 per cent per annum. Salisbury's GRP has increased by 25 per cent since 2006.

Closely associated with the positive trend in regional economic growth has been strong workforce growth. In 2017, approximately 62,000 Salisbury residents worked, accounting for 66 per cent of the working-age population.<sup>7</sup> Chart 2.2 shows that the number of residents employed in 2017 was 14 per cent greater than in 2006, representing an average annual growth in employment of 1.1 per cent over the decade. Jobs growth in Salisbury is in line with the state more broadly, which averaged a slightly lower rate of 1 per cent per annum.

**Chart 2.1. Gross economic product (indexed) – Salisbury and South Australia, 2006 to 2018**



Source: National Institute of Economic and Industry Research (NIEIR)  
 Deloitte Access Economics  
 Notes: Underlying values of past years are adjusted to 2018 values

**Chart 2.2. Employment (indexed) – Salisbury and South Australia resident populations, 2006 to 2018**



Source: Department of Employment, Skills, Small and Family Business, ABS, Deloitte Access Economics  
 Notes: Based on annualised and trend estimates

7. The working age population is considered to be residents aged 15-64 years.  
 Department of Employment, Skills, Small and Family Business, Small Area Labour Market - LSA Data Tables, Australian Government <<http://sa.gov.au/documents/lsa-data-tables-and-area-labour-market-data-quarter-2018>>  
 Australian Bureau of Statistics, Regional Population Growth, Australia, 2017-18 - ABS Statistical Release, cat. no. 3218.0  
 8. Department of Employment, Skills, Small and Family Business, Small Area Labour Market - LSA Data Tables, Australian Government <<http://sa.gov.au/documents/lsa-data-tables-and-area-labour-market-data-quarter-2018>>  
 9. Australian Bureau of Statistics, Labour Force, Australia, Detailed - Extract, Deloitte Access Economics, Apr 2019 - Data code LFL, cat. no. 6291.0.55.001

**2.1.2 Shifting Industries and demand for workers**

The industries which underpin this economic performance have shifted considerably over the last few decades, reflecting the sort of changes that have occurred in industrial economies in Australia and around the world.

Originally a country town, Salisbury experienced significant development in the mid-20th century around traditional manufacturing – although, agribusiness and services have always played a significant role. At that same time the establishment of the Salisbury Explosives Factory in 1940, the Long Range Weapons Establishment in 1947 and the Edinburgh Defence Base in 1955 laid the foundation for today's defence industry.

The dual effects of trade liberalisation and automation have since shrunk the role that manufacturing plays in Salisbury, as it has in most industrialised countries. Manufacturing accounted for 16 per cent of local jobs in 2016, down from 23 per cent a decade earlier – as shown in Chart 2.3. However, that does not mean that Salisbury's economy has shifted away from 'making things' entirely – rather developments in technology and processes has meant that manufacturing requires fewer, but more skilled workers. The manufacturing industry which continues largely in sectors where Australia and South Australia have a competitive advantage – advanced manufacturing comprises 28 per cent of Salisbury's broader manufacturing sector, while food processing and product manufacturing accounts for 32 per cent.

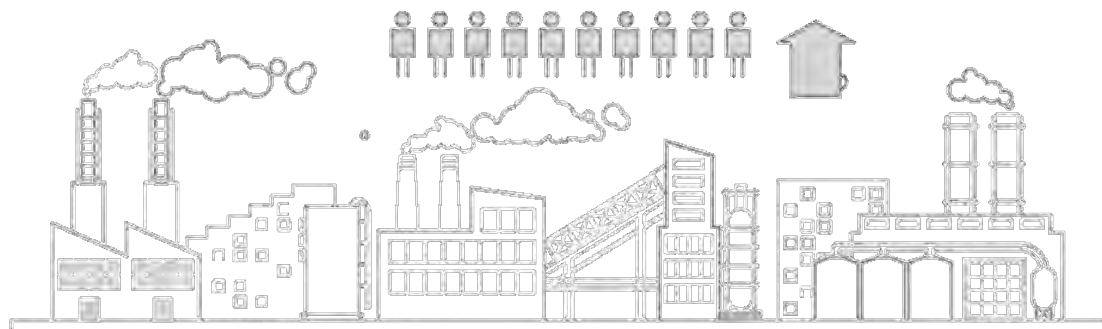
In addition to manufacturing, the industry sectors most closely related to the defence sector – 'Public Administration and Safety' and 'Professional, Scientific and Technical Services' – together account for approximately 17 per cent of local employment in 2016.

The structural shift in the decade between 2006 and 2016 also resulted in significant growth for a number of industry sectors. Most notable is the growth in the 'Construction', the 'Transport, Postal and Warehousing', and the 'Health Care and Social Assistance' industries, which together contributed some additional 3,800 jobs – approximately two-thirds of the additional jobs created.

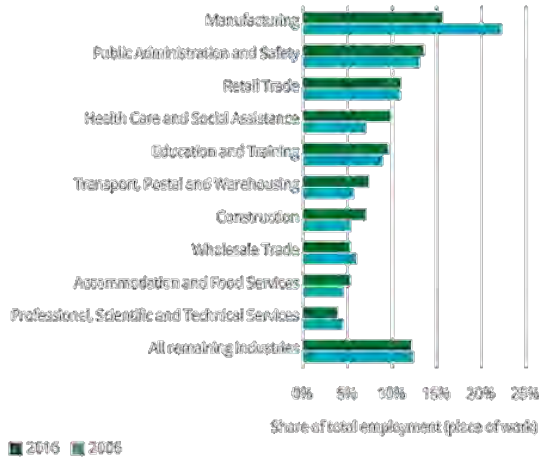
On the one hand, growth in construction reflects an increase in economic and infrastructure activity in the region. The growth in transport, postal and warehousing also reflects Salisbury's growing competitive advantage in the logistics sector and value proposition created by its geographic proximity and accessibility to major transport routes. On the other hand, growth in the health care and social assistance sector reflects shifts in the underlying demographics of the area, along with increased public spending on services in this sector.

These economic shifts have meant that the types of jobs which the Salisbury economy creates locally have shifted. Most notable is the slight decline in the share of jobs involving skilled occupations – 'Managers', 'Professionals', and 'Technicians and Trades Workers'. Chart 2.4 shows that while skilled occupations, particularly the professional and technician and trades jobs, still account for a significant share of local employment – approximately 44 per cent or 19,500 jobs in 2016 – each of these categories experienced a slight decline in share over the decade.

Significant growth has been concentrated in the semi-skilled and unskilled occupations. Those within the 'Community and Personal Service Workers' category, for example, increased by an additional 1,900 jobs (a 59 per cent increase), while those within the 'Machinery Operators and Drivers' category, increased by an additional 1,000 jobs (a 28 per cent increase) between 2006 and 2016. This reflects the rapid growth in the 'Construction', the 'Transport, Postal and Warehousing', and the 'Health Care and Social Assistance' industry categories over the decade.

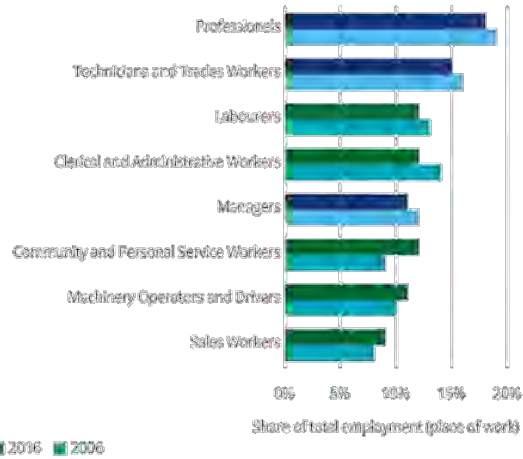


**Chart 2.3. Industry composition of the Salisbury economy, 2006 and 2016**



Source: ABS<sup>10</sup>, Deloitte Access Economics

**Chart 2.4. Occupational composition of the Salisbury economy, 2006 and 2016**



Source: ABS<sup>11</sup>, Deloitte Access Economics  
 Note: Blue bars indicate 'skilled' occupation categories

**2.1.3 Business formation is strong, but strongest for small businesses**

Salisbury is currently home to some 7,200 active businesses, which account for some 5 per cent of the businesses in South Australia.<sup>12</sup> In 2016, for example, local businesses generated some 45,000 jobs – averaging approximately 6.9 workers per business, greater than the state average of 5.1 workers.<sup>13</sup>

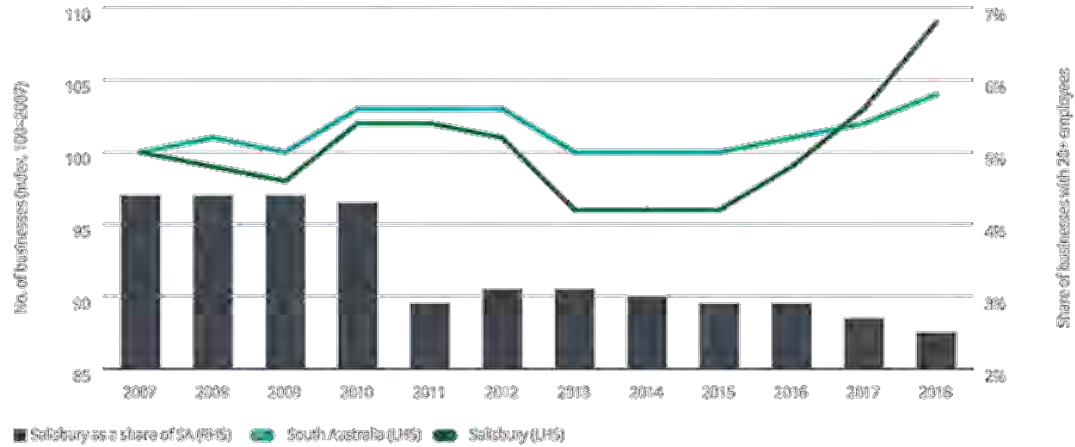
In recent years, Salisbury has experienced strong (net) business formation. As Chart 2.5 illustrates, growth of business formation in Salisbury over the last decade closely mirrored the broader trend in South Australia. Since 2014, however, net business formation in Salisbury has increased rapidly, recovering from a decade low, and outpaced growth at the state level. Between 2014 and 2018, the number of businesses located in Salisbury increased at an average annual rate of 3.3 per cent, triple the state average of 1.1 per cent per annum.

The recent growth in business formation, however, disguises an inverse trend toward smaller and single owner-operator businesses. Chart 2.5 shows that where medium to large businesses (i.e. those with 20 or more employees) once accounted for a 4.5 per cent share of businesses within Salisbury, the number of larger businesses has gradually declined – particularly following 2011. Since 2007, the number of medium to large active businesses in Salisbury has fallen from 291 to 180 in 2018.<sup>14</sup> Today, the share of larger businesses account for only 2.5 per cent of total businesses – almost half of what it was in 2007.

While rapid increases in business formation is indicative of a positive economic trend, the loss of large employers place downward pressure on local employment opportunities for Salisbury residents.

10. Australian Bureau of Statistics, 2006 Census of Population and Housing: Total(After Tax) for Australia, cat. no. 2073.0  
 11. Ibid  
 12. Australian Bureau of Statistics, Counts of Australian Businesses, cat. no. 8165.0, 2014-18, 2010-14, 2007-2011  
 13. Ibid  
 14. Australian Bureau of Statistics, 2006 Census of Population and Housing: Total(After Tax) for Australia, cat. no. 2073.0  
 15. Australian Bureau of Statistics, Counts of Australian Businesses, cat. no. 8165.0, 2014-18, 2010-14, 2007-2011

Chart 2.5. Count of businesses (indexed) – Salisbury and South Australia, 2007 to 2018



Source: ABS, Gelatin Access Economics

**2.1.4 Persistent socioeconomic challenges**

Despite Salisbury’s economic strengths, there remains a disconnect with the socioeconomic outcomes and prosperity experienced by its resident population, with Salisbury facing a number of socioeconomic challenges as demonstrated across a variety of measures of disadvantage.

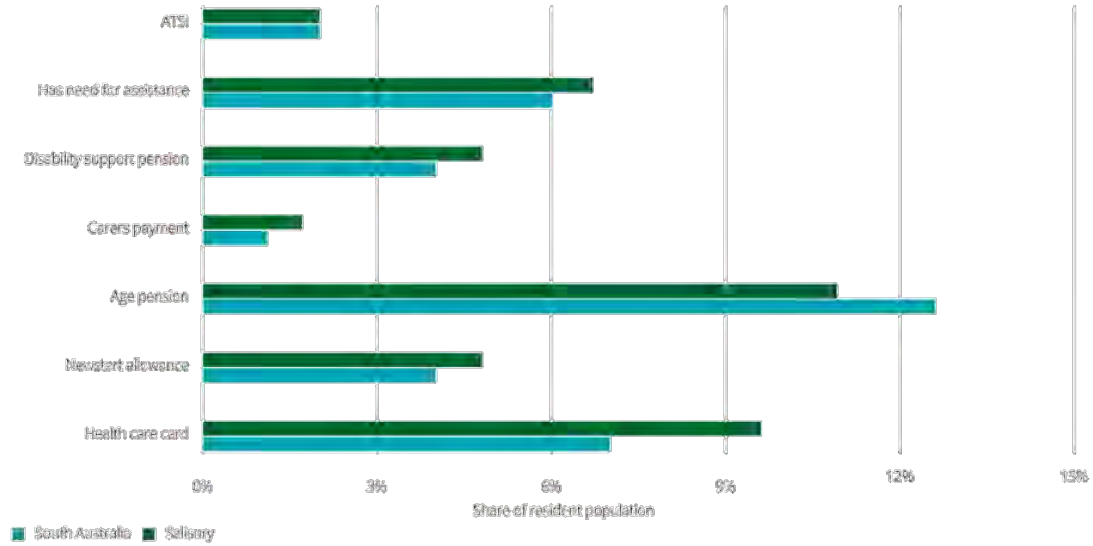
Salisbury has a greater concentration of residents receiving government benefits, particularly benefits associated with disability and labour market marginalisation, relative to South Australia more broadly (Chart 2.6). In 2016, Salisbury had a SEIFA Index score of 917, ranking it 12th out of South Australia’s 70 LGAs and placing it in the second worst decile for disadvantage.<sup>16</sup> This score, however, disguises the fact that within Salisbury the severity of disadvantage is limited and contained to pockets of the local population. While there are disadvantaged pockets of the population living within Salisbury – the lowest index score being 622 –, it is not at the extreme relative to the lower-bound score for South Australia (397).<sup>17</sup> There are also certain pockets with very little disadvantage within Salisbury, the highest score within Salisbury being 1,117 and close to the upper-bound score for South Australia (1,153).<sup>18</sup>

The disconnect between the economic strength of Salisbury as a place and the experiences of segments of the local population is also evident in the higher than average unemployment rate. Chart 2.7 illustrates that rate of unemployment for Salisbury has broadly mirrored the economic fortunes of South Australia over the last decade. The key difference, however, is that the unemployment rate for Salisbury consistently sits about 2 percentage points above the state average. A positive trend to emerge since 2015-16 is the falling rate of unemployment, both in Salisbury and South Australia more broadly.

16. Australian Bureau of Statistics, *State of Australia Indicators*, cat. no. 8163.0, 2014-16, 2015-14, 2009-2011  
 17. The level of disadvantage within Salisbury relative to other local government areas in South Australia is also summarised using the ABS’ SEIFA Index of Disadvantage, which is a composite index of different measures of disadvantage.  
 Australian Bureau of Statistics, *Socio-Economic Indexes for Areas (SEIFA) Australia, 2016*, cat. no. 3339.0.55.001 – Data Cube: Local Government Area, Indicators, SEIFA 2016, Table 2  
 18. Pockets of disadvantage are SEIFA measures taken at the Statistical Area level 1 (SA1) classification.  
 Australian Bureau of Statistics, *Socio-Economic Indexes for Areas (SEIFA) Australia, 2016*, cat. no. 3339.0.55.001 – Data Cube: Local Government Area, Indicators, SEIFA 2016, Table 2.  
 19. *Ibid.*

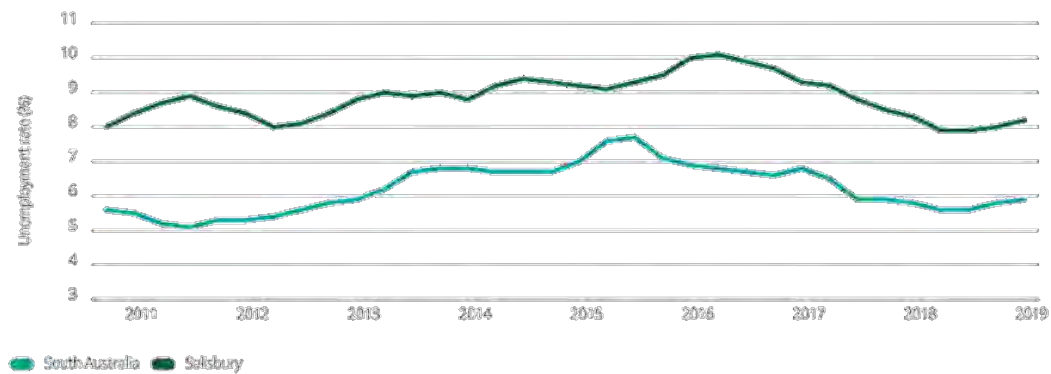


**Chart 2.6. Indicators of disadvantage – Salisbury and South Australia, 2016**



Source: FHIDA<sup>19</sup>, Deloitte Access Economics

**Chart 2.7. Unemployment rate – Salisbury and South Australia, 2010 to 2019**



Source: Department of Employment, Skills, Small and Family Business, *South Australia Labour Market - JSA Data notes*, Australian Government  
 Notes: Based on smoothed and trend estimates

19. Public Health Information Development Unit (PHIDU), *Social Health Atlas of Australia's Local Government Areas* <<http://www.phidu.com.au/su2016-17-social-health-atlas>>  
 20. Department of Employment, Skills, Small and Family Business, *South Australia Labour Market - JSA Data notes*, Australian Government <<http://www.jobs.gov.au/documents/ja-data-tables-small-area-labour-market-december-quarter-2019>>  
 21. Australian Bureau of Statistics, *Labour Force, Australia, Dec 2016 - Table 3 cat. no. 6302.0*

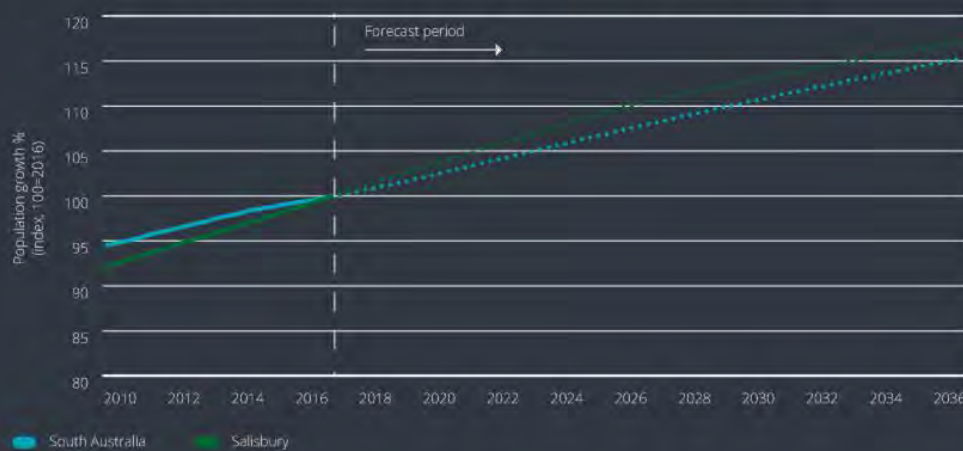
**2.2 The need for local employment opportunities**

Salisbury is home to a large and growing population. With a current resident population of 143,000 people, the City of Salisbury accounts for approximately 8.2 per cent of the South Australian population.<sup>22</sup> It is important Salisbury's future economic growth benefit the lives of residents by increasing the overall number (and quality) of jobs in our community by improving the skills and broad capacity of residents to obtain secure, high skilled jobs, as well as implementing measures to improve the connection of residents to those types of jobs.

**2.2.1 A growing population**

Over the next 20 years, Salisbury economy is set to continue to grow at a faster rate than the state average. Where the South Australian population is projected to grow at an average annual rate of 0.75 per cent, Salisbury's population is set to grow at an average rate of 0.86 per cent per annum, and is forecast to reach approximately 166,000 people by 2036.<sup>23</sup>

**Chart 2.8. Forecast population size (indexed) – Salisbury and South Australia, 2010 to 2036**



Source: ABS, Economic Outlook, Economic

22. Australian Bureau of Statistics, *Regional Population Growth*, 2016 (12/06), no. 3218, D.  
 23. The baseline population growth assumptions for this forecast period (between December 2017 onwards) are built from the same parameters as the South Australian Department of Planning, Transport and Infrastructure (DPTI) medium series and ABS long-term population forecasts, but updated to reflect South Australia's most recent population performance.  
 24. Australian Bureau of Statistics, *2016 Census: Population and Housing*, Table Builder, <http://www.abs.gov.au>.

**Chart 2.9. Age distribution (broad): Salisbury and South Australia, 2016**

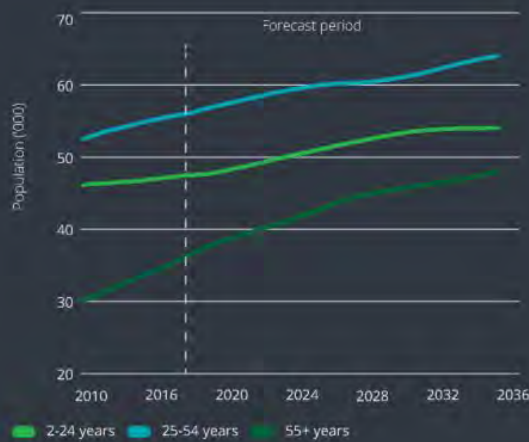


**2.2.2 Young today, but ageing quickly**

Salisbury is also in the advantageous position of having a relatively youthful population in comparison to South Australia. Chart 2.9 shows that Salisbury has higher proportions of both young (0-24 years) and prime-working age (25-54 years) people, as well as a lower share of older and retired residents (55 years or more), than the state more broadly. In 2016, the average age of Salisbury residents was 37 years, 3 years younger than the state average of 40 years.<sup>25</sup>

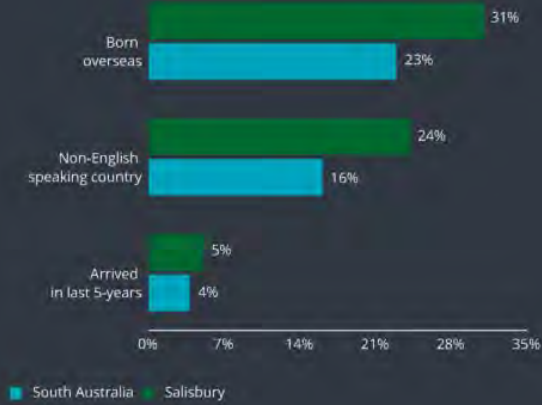
However, over the next 20-years, Salisbury's population is projected to age at a faster rate. Chart 2.10 shows that the difference in the number old and young people is expected to narrow as the number of people aged 55 years or more increases at an average annual rate of 1.4 per cent, while those aged 24 years or less increases at 0.6 per cent per annum. In 2036, the number of older and retired residents (those aged 55 years or more) are expected to account for 48,000 people or 29 per cent of the population.

**Chart 2.10. Population size by age demographic – Salisbury, 2010 to 2036**



<sup>25</sup> Australian Bureau of Statistics, *2016 Census of Population and Housing: Salisbury (SA2) - QuickStats*, Canberra, 2017, p. 14.  
<sup>26</sup> Ibid.  
<sup>27</sup> Australian Bureau of Statistics, *Population Projections, Australia, 2017 (base) - 2036 (series: 32991)*. The baseline population growth assumptions for the forecast period (September quarter 2017 onwards) are built from the same parameters as the South Australian Department of Planning, Transport and Infrastructure (DPTI) medium-term and LTP - series 3 population forecasts, plus adjustments to reflect South Australia's most recent population performance.

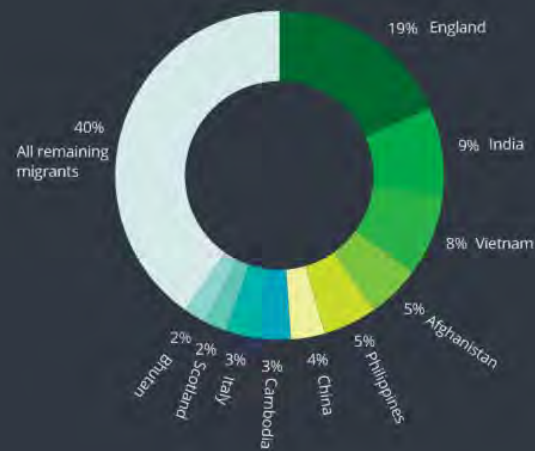
**Chart 2.11. Shares of migration, country of birth (NESB), and recent arrivals – Salisbury and South Australia, 2016**



**2.2.3 A migrant population**

Salisbury has a culturally diverse resident population having attracted a disproportionate share of South Australia's permanent overseas arrivals for several decades. Chart 2.11 shows that first generation migrants account for some 31 per cent of Salisbury's resident population, considerably larger than the state average of 23 per cent - a trend that is set to continue, as the share of recent arrivals continues to outpace the state average. Further, the majority of Salisbury's migrant population arrived from non-English speaking background (NESB) countries. Chart 2.12 shows that permanent migrants to Salisbury are from a diverse range of countries – such as, England, Italy, Vietnam, China and India.

**Chart 2.12: Top ten migrant countries of birth – Salisbury, 2016**



Source: Australian Bureau of Statistics (2016) Census of Population and Housing: Migration, 2016. Canberra: ABS. (2017) 2016 Census of Population and Housing: Migration, 2016. Canberra: ABS.

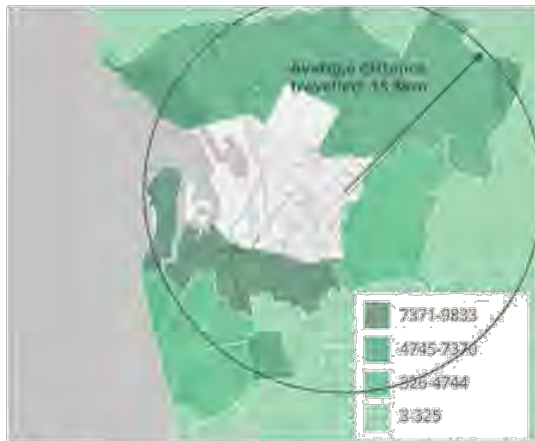
**2.2.4 Working closer to home**

The Salisbury economy is relatively ‘self-sufficient’ and ‘self-contained’ in terms of many of its labour demand and skills needs in comparison to other local government areas across the Adelaide metro area. Approximately 36 per cent of the 45,000 workers employed within Salisbury in 2016 were also local residents, only slightly below the state average of 38 per cent.<sup>30</sup> Likewise, a significant minority of employed local residents, approximately 29 per cent (or 16,500 residents), worked locally within Salisbury.

The Salisbury economy and its resident population is also heavily dependent on the skills and employment opportunities within close proximity to Salisbury across the adjacent local government areas – i.e. the cities of Playford, Tea Tree Gully, and Port Adelaide Enfield. Figure 2.1 highlights that in 2016 approximately 43 per cent of employed Salisbury residents (or 17,600 workers) travelled to work within the northern Adelaide region. Another 8 per cent (or 7,400) commuted to the Adelaide CBD. Likewise, the Salisbury economy drew heavily on skills of workers from the surrounding northern suburbs – particularly from the cities of Playford and Tea Tree Gully – attracting some 16,000 workers and accounting for 36 per cent of employment within Salisbury. To this end, the Salisbury economy is an engine of growth and employment opportunities for both Salisbury residents and those living across the broader northern Adelaide metropolitan region.

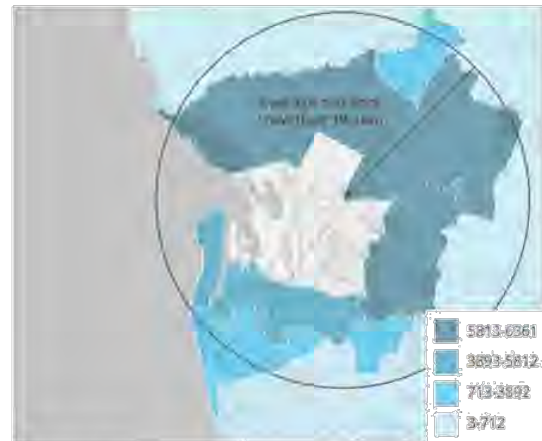
Despite the proximity of residents to their place of work, Salisbury is one of the most car dependent local government areas in South Australia. In 2016, for example, there were approximately 86,000 trips to and from Salisbury involving both Salisbury residents and those travelling to Salisbury for work. Of these trips, 81 per cent was by car, motorbike, or truck, equating to some 66,000 vehicles on the roads to and from Salisbury on a daily basis. Only 6 per cent or 5,000 commuters used public transport, of which one-third were Salisbury residents catching the train to the Adelaide CBD. Even fewer (1.2 per cent or 1,000 commuters) used ‘active’ forms of transport, such as walking and cycling.

**Figure 2.1. Places of work for Salisbury residents working elsewhere, 2016**



Source: ABS<sup>31</sup>, Deloitte Access Economics

**Figure 2.2. Places of residence of Salisbury based worked living elsewhere, 2016**



Source: ABS<sup>32</sup>, Deloitte Access Economics

30. Australian Bureau of Statistics, 2016 Census of Population and Housing: Table Builder Plus, Australia, cat. no. 2079.0  
 31. Ibid.  
 32. Ibid.

**2.3 The need for improved education and skills outcomes**

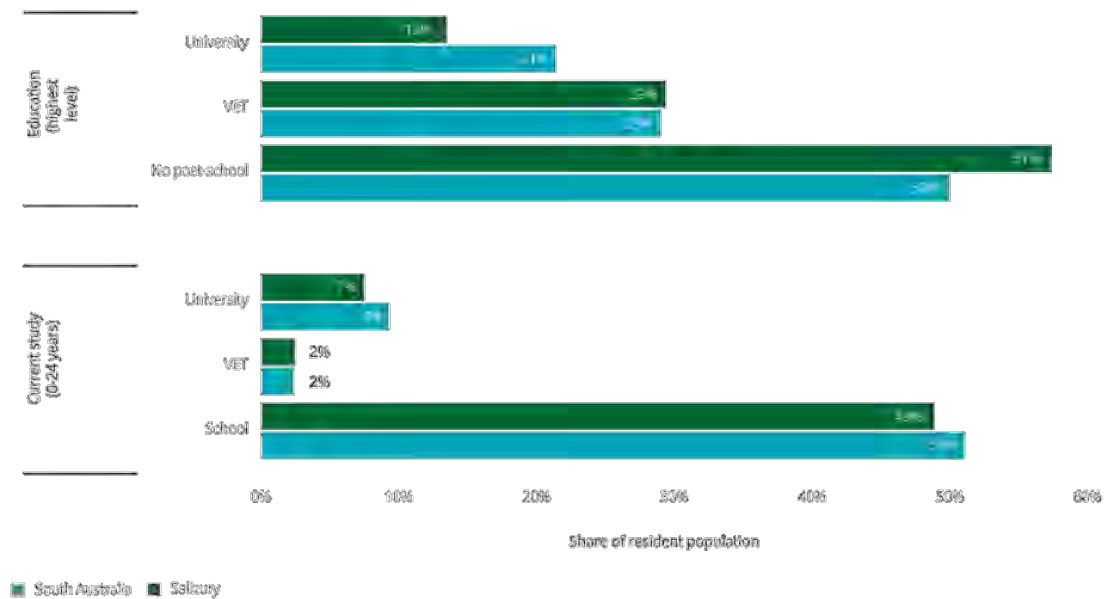
Education and skills are at the heart of a highly productive and high value-add economy. In an increasingly competitive global environment, investment by communities and individuals in post-school education – both vocational and university level education – is key to unlocking employment opportunities that offer individuals a pathway to more secure and higher skilled jobs. Likewise, a more educated and skilled population increases the potential productive value of the local economy for firms and entrepreneurs to tap into and establish new businesses.

**2.3.1 Preparing for a skilled future**

Currently, the rates of post-school education attainment among Salisbury residents are relatively poor in comparison to the state average – particularly at the university level. Chart 2.13 shows that more than half of the local population have not completed a university or vocational level qualification since either completing or dropping-out of school. Further, while the share of Salisbury residents with a vocational level qualification is comparable to the state average, the share of residents with a university level qualification is well-below the South Australian average.

Without significant change, relatively poor education outcomes are also set to continue for the foreseeable future. Chart 2.13 also shows the rates of enrolment in school and post-school education among Salisbury's young (those aged 0-24 years) in 2016. Enrolments at the school and post-school levels remain below the state average.

**Chart 2.13 Rates of education attainment (highest level) and enrolment in study – Salisbury, 2016**



Source: ABS, Outline Access Economics

38. Australian Bureau of Statistics, 2016 Census of Population and Housing: Table Builder Pro, Australia, cat. no. 2019.0.

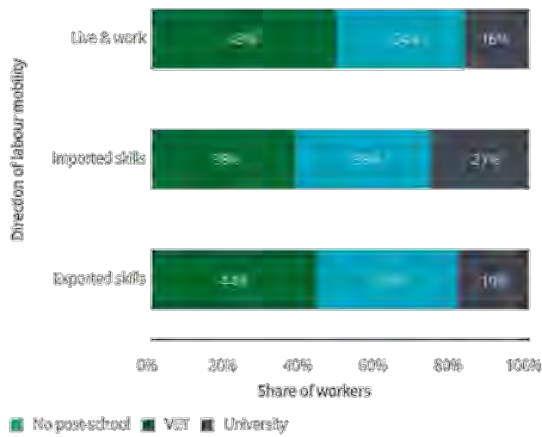
**2.3.2 Minimising the 'skills mismatch'**

The relatively poor education outcomes among Salisbury residents are in stark contrast to the high proportion of professional, managerial and technician and trades occupations that comprise the local economy described above. This disparity begins to explain why the proportions of skilled occupations in the local economy have slipped over the last decade, and also why a disconnect exists between Salisbury's relative economic strength and the relatively poor socioeconomic and employment outcomes observed amongst its residents.

Chart 2.14 highlights the level of mismatch between the local demand for skills by employers and the type of labour supplied locally. Chart 2.14 shows that the Salisbury economy draws disproportionately on workers living elsewhere for high-skilled workers (based on levels of education attainment), relative to the education distribution of residents who both live and work locally. The practical implication of this is that Salisbury imports more educated workers.

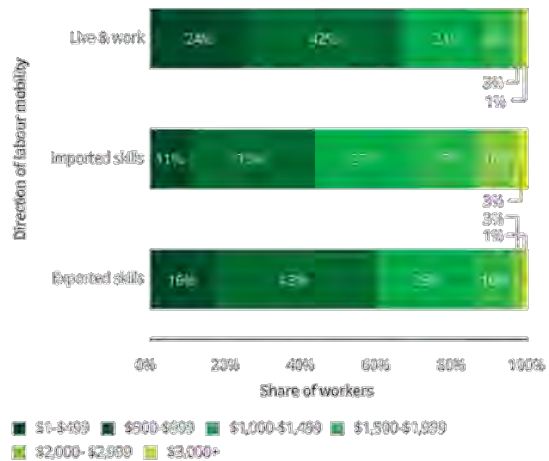
Likewise, Chart 2.15 shows that earnings distribution for imported workers is considerably higher than for residents that live and work locally, as well as those that work elsewhere, reflecting the better employment outcomes for those with higher levels of education and also by working in higher skilled jobs.

**Chart 2.14 Education attainment (highest level) of workers by place of work – Salisbury, 2016**



Source: ABS<sup>34</sup>, Datafile Access Economics

**Chart 2.15 Weekly personal income (gross) of workers by place of work – Salisbury, 2016**



Source: ABS<sup>35</sup>, Datafile Access Economics

34. Australian Bureau of Statistics, 2006 Census of Population and Housing: Table Builder For Access, cat. no. 3373.0.  
35. Ibid.



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### 3. Positioning for growth

Salisbury is well positioned to take advantage of growth opportunities which South Australia as a whole. As detailed previously, it is a growing city with economic performance which has run ahead of South Australia as a whole for some time.

At the same time, it has real socioeconomic challenges. There is a disconnect between Salisbury's strong economic outcomes in terms of industries and jobs – and the social outcomes of relatively high unemployment and higher than average levels of disadvantage.

There is an opportunity to act to make the most of the economic opportunities created by the future and to use these gains to address some of the challenges faced by the local community.

This will require:

- Building a growing economy that draws upon the strength of Salisbury's existing industrial base to make the most of the future.
- Training a skilled workforce to meet the future skills needs of local industry and that will drive growth as well as give residents the opportunity to connect to jobs wherever they may be.
- Deepening the connections between Salisbury, the rest of Adelaide and the world through greater integration and strengthening of Salisbury's existing precinct eco systems.
- Developing the city and the urban environment to make Salisbury a more attractive and more accessible place to live – and to challenge the perceptions of what can be achieved here.

Each of these ideas forms a building block for Salisbury's future which we explore in more detail in the remainder of this report. These ideas are developed into opportunities for action – by Council, Government and most importantly by business and the community.

Each chapter examines a building block in close detail, exploring the opportunities created and the actions to be taken to realise these opportunities.

The vision for delivering on these objectives would be to build a more prosperous, more outward looking city which has the industries it needs to grow as part of a global economy – but also **a city where the economy delivers more of that prosperity for people who live here.**

#### 3.1.1 How will we know how we are going?

Achieving the objectives identified in this report are likely to deliver outcomes that will manifest physically - new businesses open, an upgraded town centre and new infrastructure. Other outcomes will occur over long periods and be less observable, but nonetheless important - more and better job opportunities, higher incomes and better education outcomes.

To track how progress flows through to the local community, it is important that Salisbury **set benchmarks**. These benchmarks should be used to measure progress relative to comparable population cohorts rather than arbitrary economic growth or production targets. These are measures of progress that capture the improved circumstance of Salisbury's resident population over the short and longer terms, and will inevitably drive inclusive economic growth in the region.

To complement the objectives set out in this report, Deloitte has identified a set of metrics for Salisbury to benchmark their progress against. Each of these metrics deal with a particular aspect of prosperity for local residents in both the short and longer terms. These metrics are also purposefully benchmarked against regions and population cohorts to which Salisbury should aspire to match – or, better still, outperform!

Rather than match each of the opportunities identified in this report to a specific benchmark, we instead take a whole of economy approach to measuring change and improvement. Realising the opportunities identified in this report should close the 'gaps' on these metrics, and ensure that Salisbury continues to lead the state. Of course, it is not in the power of Council alone to move the dial on these gaps – we need to mobilise the whole community to take action to address progress on each of these fronts. That is why many of the actions which have been identified involve mobilising different decision-makers across the community to act.

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In the short-run, the three key metrics are proposed to measure progress amongst factors that will contribute to improved outcomes for Salisbury residents in the short-term. These include:

- **Growing business activity:** measured as increased growth in business revenues across Salisbury's key industry sectors (demonstrating growth in strategically important industries and the creation of new opportunities).
- **Creating a skilled workforce:** measured as an improvement in the rate of enrolments in vocational and higher education amongst Salisbury's young population (demonstrating an increase in the skills base and capacity to participate in higher skilled jobs).<sup>36</sup>
- **Improving labour productivity:** measured as an increase in the value of output produced per unit of labour effort.<sup>37</sup>

In the longer term, three different metrics are proposed to measure progress amongst factors that will improve outcomes over the longer-term – those taking greater investment or more time for results to manifest (likely between generations). These include:

- **Creating job opportunities:** measured as an increase in Salisbury's employment rate.<sup>38</sup>
- **Improving education outcomes:** measured as an increase in the share of post-school education outcomes across Salisbury's resident population.
- **Increasing prosperity:** measured as an increase in the (gross personal) median income of Salisbury's residents.

These short-term indicators will provide a signal of the factors that will create change, while the longer-term indicators will capture the outcome of those changes and, in-turn, the economic fortunes of residents of the City of Salisbury.

The types of actions identified in the subsequent sections of this report will contribute towards this change, building the capacity and capability of local residents and business successfully participate in a dynamic modern economy and improve their welfare in the process.



<sup>36</sup>. Young people are defined as residents aged 18-19 years.

<sup>37</sup>. Labour productivity is measured in dollar terms and is defined as the aggregate gross value added (GVA) of local industry divided by the aggregate hours worked locally.

<sup>38</sup>. Employment rate is defined as the number of employed residents as a share of the eligible working age resident population (15-64 years).

Growing business activity

Chart 3.1: Growth in business revenues across selected industry categories (indexed, 100 = 2016)

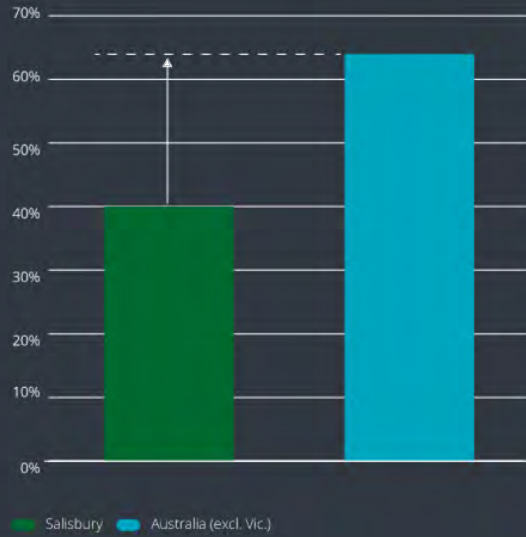


Source: ABS<sup>39</sup>, Deloitte Access Economics

Notes: Aggregate business revenue is taken as the total of the subtotals in revenue categories in ABS data, duplicated as \$10m collected industry sectors include ANZSIC (1-digit) Agriculture, Forestry and Fishing; Manufacturing; Retail Trade; Transport, Postal and Warehousing; Public Administration and safety; Education and Training; Health Care and Social Assistance.

Creating a skilled workforce

Chart 3.2: Share of young people enrolled in tertiary education (VET & HE), 2017

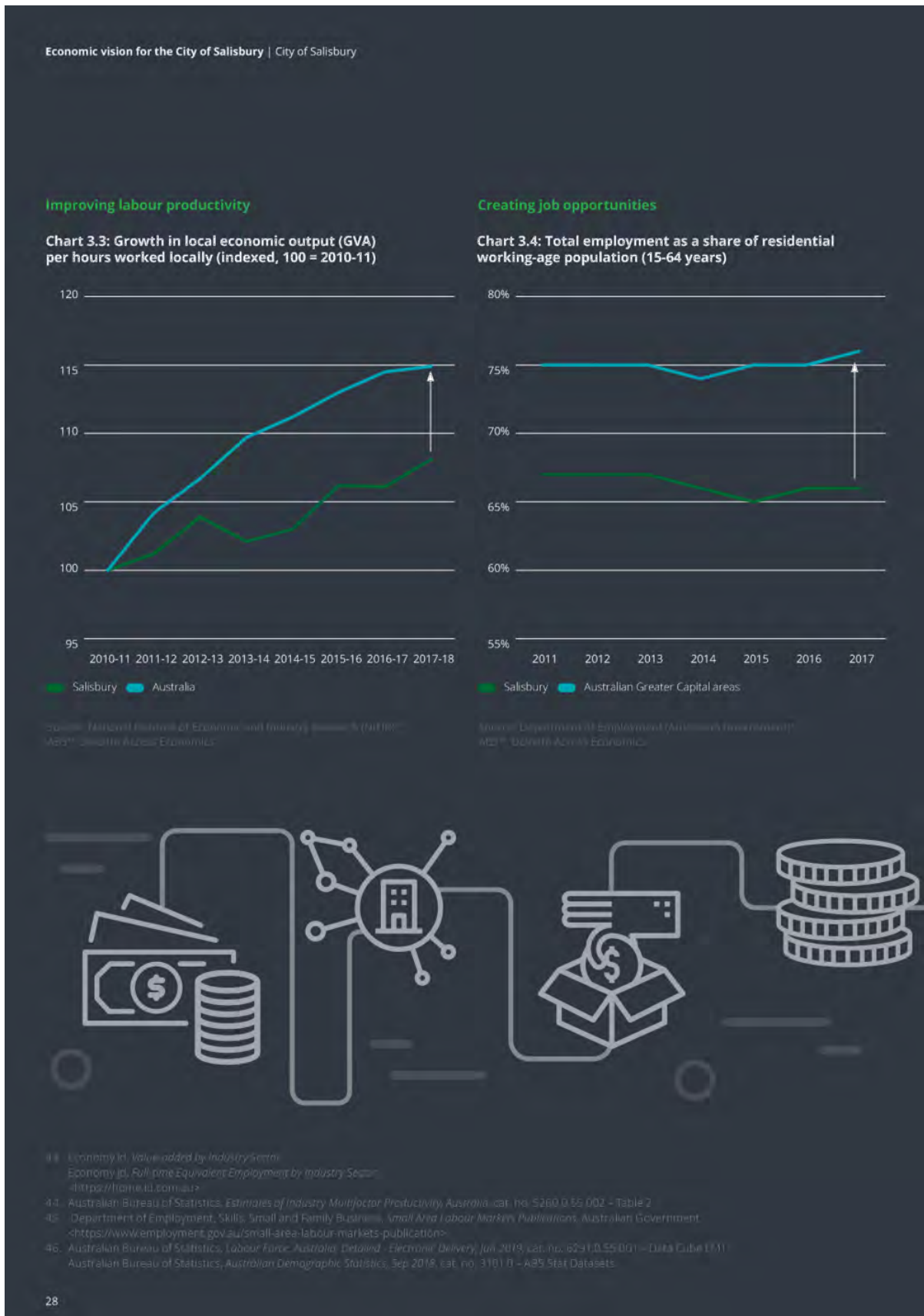


Source: SalisburyPHDU<sup>40</sup>, INCEVER<sup>41</sup>, ABS<sup>42</sup>, Deloitte Access Economics

Notes: Enrolments in tertiary education is calculated as Year 12 completion in 2017. Enrolments in VET includes all 15-19 years olds in 2017 enrolled in an AQF-qual. Australia includes all Victorian enrolments and 15-19 year old population sector.



39. Australian Bureau of Statistics, *Counts of Australian Businesses, including Entries and Exits: Jun 2014 to Jun 2018*, cat. no. 8165.0  
 40. Public Health Information Development Unit (PHIDU), *Social Health Atlas - South Australia, Data by Local Government Area*, June 2019  
 41. National Centre for Vocational Education Research (NCVER), *VOCSTATS - TAFE program enrolments 2014-2017*  
 42. Australian Bureau of Statistics, *Australian Demographic Statistics*, Sep 2018, cat. no. 3101.0 - ABS Star Datasets



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Improving education outcomes

Chart 3.5: Share of local residents (aged 24-64 years) with a post-school education qualification (i.e. VET or University qual.)



Increasing prosperity

Chart 3.6: Growth in the median personal income (all sources, 2015-16 values) of residents (indexed, 2010-11 = 100)



Source: ABS, Census of Population and Housing, Time Series Profile, 2006, cat. no. 2001.0 - ABS Stat Datasets

Source: ABS, Estimates of Personal Income for Small Areas, 2011-2016, cat. no. 6574.0.55.000 - Table 1 & Table 3



37. Australian Bureau of Statistics, Census of Population and Housing, Time Series Profile, 2006, cat. no. 2001.0 - ABS Stat Datasets  
 Australian Bureau of Statistics, Census of Population and Housing, Time Series Profile, 2006, cat. no. 2003.0 - ABS Stat Datasets  
 Australian Bureau of Statistics, Australian Demographic Statistics, Sep 2016, cat. no. 1101.0 - ABS Stat Datasets  
 38. Australian Bureau of Statistics, Estimates of Personal Income for Small Areas, 2011-2016, cat. no. 6574.0.55.000 - Table 1 & Table 3

Economic vision for the City of Salisbury | City of Salisbury

# Leveraging existing endowments



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## 4. Leveraging existing endowments

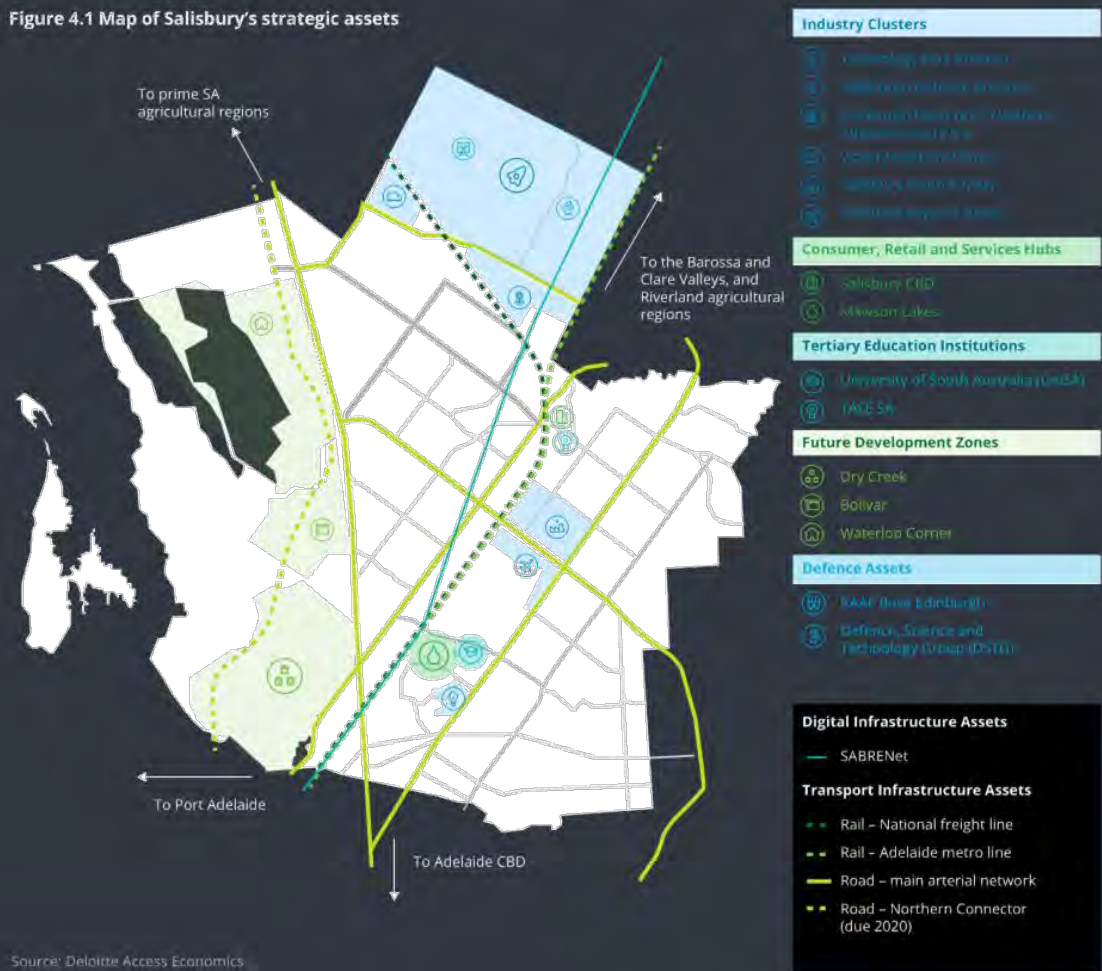
### 4.1 Salisbury's strategic assets

A key competitive advantage for Salisbury are the significant 'strategic assets' that underpin the local economy. Unlike most other local government areas in Australia, Salisbury boasts an array of assets spanning tertiary education institutions, military infrastructure and institutions, transport and digital infrastructure, as well as several industrial and urban precincts, with several of these assets identified in Figure 4.1 below.

In addition to the strategic assets located across the region, Salisbury itself is located at geographically advantageous junction within the South Australian economy – proximate to South Australia's largest seaport at Port Adelaide, the Adelaide CBD, as well as several prime South Australian agricultural regions (i.e. the Barossa and Clare Valleys, the Riverland, and the Adelaide Hills).

These assets and how they are utilised provide a solid foundation for the local economy to continue to grow from.

Figure 4.1 Map of Salisbury's strategic assets

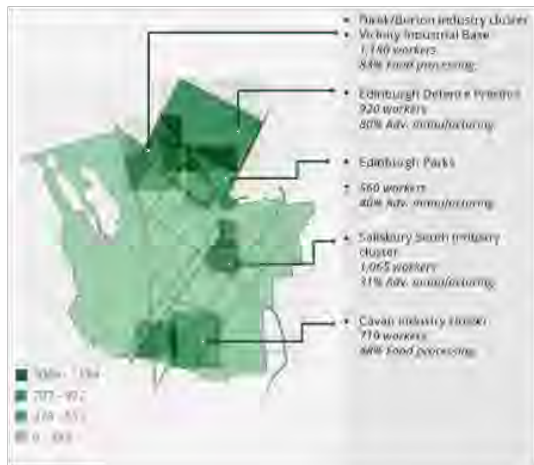


**4.2 Salisbury's existing industry base**

A key advantage of the City of Salisbury is its existing industry base and vibrant private sector economy – home to some 7,200 active businesses. The existing industry base are shaped by many of the businesses that operate in the area – particularly the 180 larger businesses – as well as anchored by the strategic assets located across the region.

These industries provide a strong basis for future economic growth in the local region. The key industries (in terms of the number of businesses and proportion of employment contributed) are:

- Manufacturing
- Public administration and safety (namely defence)
- Retail trade
- Education and training
- Health care and social assistance
- Transport, postal and warehousing



**Manufacturing**

In 2016, there were approximately 6,790 manufacturing jobs located across Salisbury, accounting for some 15 per cent of employment in the local economy.

Salisbury's manufacturing industry is centred around **Advanced manufacturing**<sup>49</sup> (28 per cent), as well as **Food processing and product manufacturing**<sup>50</sup> (32 per cent).

The advanced manufacturing located at Edinburgh Defence Precinct relate primarily to defence activities at RAAF Base Edinburgh and the Defence Science and Technology Group (DSTG), while the activity at Salisbury South relate to the manufacture of medical and pharmaceuticals products, and automotive parts.

Food processing and product manufacturing located at the Direk/ Burton industry clusters includes large national food businesses, such as Ingham's, while the Cavan industry cluster includes SA Produce Markets.

49. Advanced manufacturing is based on the custom Advanced Manufacturing sector classification defined by the Australian Bureau of Statistics in cat. no. 8176.4, *Characteristics of Business in Selected Growth Sectors, Australia, 2013-14*  
 50. Food processing and product manufacturing is based on the custom Food and Ag/Business sector classification defined by the Australian Bureau of Statistics in cat. no. 8170.0, *Characteristics of Business in Selected Growth Sectors, Australia, 2013-14*





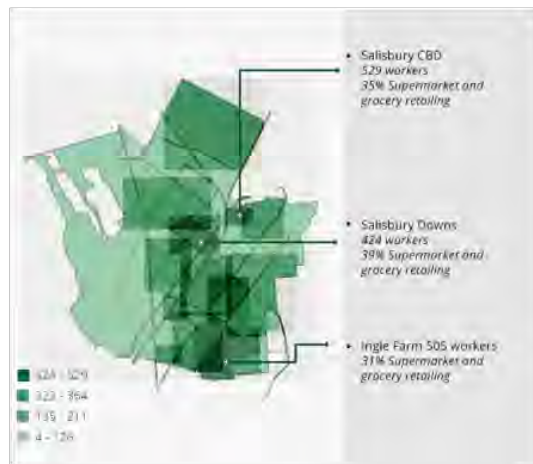
**Public administration and safety**

In 2016, there were approximately 5,860 public administration and safety type jobs located across Salisbury, representing some 13 per cent of employment locally.

The vast majority of this employment (70 per cent) centres around **military defence activities** located at within the Edinburgh Defence Precinct, which includes:

- RAAF Base Edinburgh
- DSTG
- Australian Army 1st Armoured Regiment and 7th Battalion RAR of the 1st Brigade.

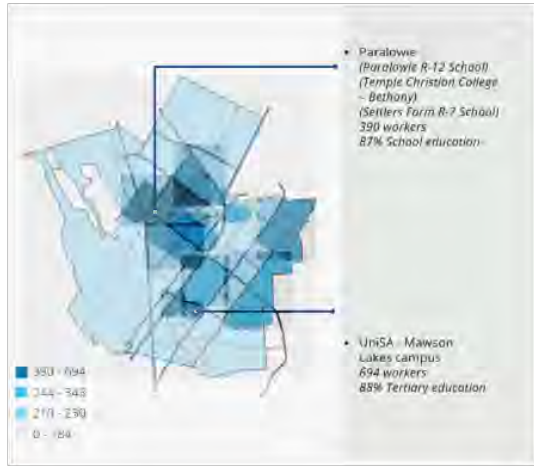
There is also a concentration of local and state government employment (10 per cent) within the Salisbury CBD. This area is a public services hub, and is the location of the City of Salisbury’s administration centre.



**Retail trade**

In 2016, there were some 4,730 retail trade jobs located across Salisbury, accounting for some 11 per cent of employment locally.

Although widely distributed across Salisbury, there are concentrations of employment at retail and consumer services hubs located at Salisbury’s CBD (11 per cent of retail employment), Ingle Farm (11 per cent), and Salisbury Downs (9 per cent) and Mawson Lakes (6 per cent – not shown). This employment is primarily comprised of supermarket and grocery type retailing (35 per cent).

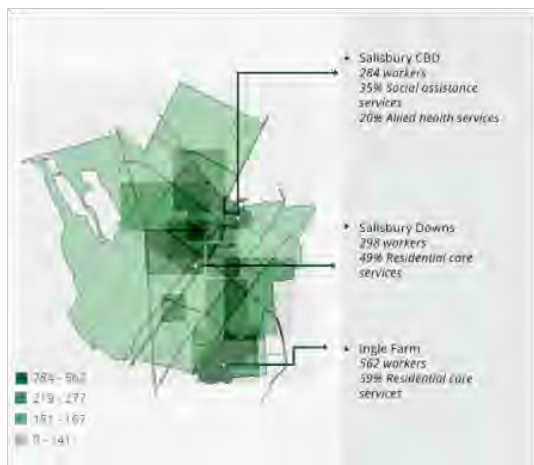


**Education and training**

In 2016, there were approximately 4,140 jobs related to education and training located across Salisbury, representing some 9 per cent of employment locally.

Education and training employment includes early, primary, secondary and tertiary levels of education. These jobs are widely distributed across Salisbury reflecting the residential population distribution and the location of schools.

There is a large concentration of almost 700 jobs (or 17 per cent of education and training jobs) relating to tertiary education activities at UniSA's Mawson Lakes campus.

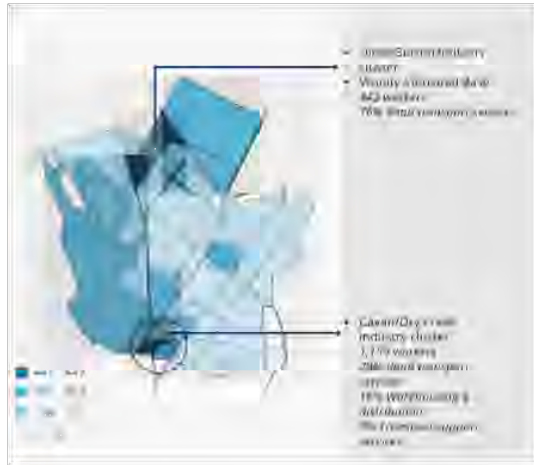


**Health care and social assistance**

In 2016, health and social assistance jobs represented some 9 per cent (4,050 jobs) of employment within the local economy.

This employment includes activities such as hospital, medical, and allied health services, disability and aged care services, as well as child care and social assistance services. These services are also broadly distributed across Salisbury reflecting the population distribution.

Concentrations of employment located at Ingle Farm (14 per cent) and Salisbury Downs (7 per cent) relate to **residential (aged) care services** and facilities, whereas those concentrated around the Salisbury CBD (7 per cent) relate to **allied health and social services**, further reflecting the nature of Salisbury's CBD as public services, and retail and consumer hub.



**Transport, postal and warehousing**

In 2016 the transport, postal and warehousing industry employed some 3,160 people within Salisbury, representing 7 per cent of employment in the local economy.

This employment is concentrated around industry clusters at Cavan/Dry Creek (37 per cent), and to a lesser extent at Direk/ Burton (14 per cent).

Employment in this sector primarily relate to **road transport activities (49%)**, but also includes **warehousing (13%)** and **logistics and distribution (9%)** activities.

The location of these clusters reflect their proximity and access to major arterial road transport corridors, as well as recent greenfield industrial precinct developments (such as the Vicinity Industrial Base at Direk).

**4.1 Land and space to grow**

Salisbury has historically benefited from an abundance of affordable and readily developed land, both for residential and industrial/commercial purposes. This has afforded Salisbury a competitive advantage in attracting business investment and increasing its residential population.

Currently, the stock of prepared 'greenfield' land available for development across the City of Salisbury remains significant, with land available for commercial and industrial allotments at:

- **Technology Park** (at Mawson Lakes)
- **Edinburgh Parks** (including the Northern Adelaide Food Park) (adjacent to the Edinburgh Defence Precinct)
- **Vicinity Industrial Base** (at Direk, adjacent to Edinburgh Defence Precinct)
- **Parafield Airport** commercial and industrial land development.

There is also a significant stock of latent 'brownfield' sites located throughout the region – such as large allotments around the former Holden General Motors site, as well as along the existing rail corridors and around the Edinburgh Defence Precinct.

Although typically more expensive to remediate and prepare, brownfield sites are already connected to infrastructure networks such as electricity, gas and water, and are located in areas that are set to become increasingly built-up. Brownfield sites will become increasingly cost-competitive in the longer term, as the availability of existing and affordable greenfield sites are developed and suitable assets, which can be reused with minimal conversion costs, come on to the market.

Looking to the future, there are also large tracts of undeveloped low-lying land along Salisbury's west. These include: Dry Creek, Bolivar, Waterloo Corner and St. Kilda. These areas sit along the key arterial road corridors connecting the prime agricultural regions to Adelaide and Port Adelaide. While unlikely to be developed within the next few years, this huge area has the potential for residential development as well as be attractive for large-scale commercial/ industrial development – particularly for transport, logistics and distribution activities along the Northern Connector corridor, as well as food processing and manufacturing industries.

**4.2 Business friendly**

The City of Salisbury itself is also perceived as having an excellent reputation among the business and public-sector communities for its proactive approach to supporting investment activity through the development and planning approvals process, and for its service and support to ensure this process is as timely as possible. These perceptions were evident in the consultations with stakeholders undertaken in preparing this report.

The commitment of the City of Salisbury to business development is also evident through the business support services offered at the Council's Polaris Business and Innovation Centre, located at Technology Park, as well as through programs to promote entrepreneurial activity, stimulate innovation, and encourage networking between businesses - particularly targeting small businesses and start-ups.

These attributes are highly valued by those looking for certainty when allocating capital and making large investment decisions. This competitive advantage is an important point-of-difference from other local government jurisdictions in South Australia.

4.3 Opportunities for action



Grow Salisbury's existing industry base



Create commercial spin-offs from the defence industry



Activate brownfield sites



Roll back 'buffer zones'



30 year development plan



Ensure infrastructure continues to serve industry and community needs



Maintain Salisbury's relative competitiveness and value proposition

**Grow Salisbury's existing industry base**

The City of Salisbury has a strong and diverse industry base. There is an opportunity for Salisbury to build on this existing base to promote the creation of skilled jobs in both white and blue collar occupations, and to help ensure that future economic growth is both inclusive and welfare enhancing.

Rather than focus on developing a new industry sector from scratch, a more efficient and effective allocation of resources would involve a focus on growing the key industry clusters already located within Salisbury. This involves targeting and attracting new firms from both interstate and overseas within the industry sectors identified and that would benefit from Salisbury's other strategic assets, as well as supporting growth of existing businesses.

The concept of current economic strengths and attributes laying the foundation for future industry development is well established in economic development literature. In the case of Salisbury, the defence sector and research at UniSA underpin future potential growth in the space and cybersecurity sector. The high level of trade qualifications and the UniSAs Future Industries Institute support future growth in advanced manufacturing including health manufacturing & distribution, building on existing firms operating locally. The existing road network and upcoming opening of the Northern Connector will underpin future investment in transport and logistics.

**Action:** Evolve and maintain Salisbury's investment attraction plan to target complementary investment  
Salisbury's investment attraction plan needs to evolve and become a guide for businesses looking to invest in Salisbury, and a tool for the Council to monitor its engagement with these businesses. Effective implementation of this plan will focus efforts, coordinate activities and enable evaluation of progress.

The purpose of an attraction plan should be twofold. First, it should target prospective firms that align with Salisbury's existing industry base or would benefit from the numerous strategic assets. Second, it should target Salisbury's existing business community, and highlight investment opportunities for these businesses to expand their operations in Salisbury. Recent examples of the latter include:

- the expansion of RM Williams' operations through the relocation of its design and corporate functions to Salisbury from interstate
- the expansion of Bickfords beverage manufacturing production facilities.

Investment attraction targets should be selected based on their alignment with the areas of competitive advantage identified for the City of Salisbury, and the extent to which their activities complement those of existing businesses in the area, such as addressing gaps in supply chains, servicing existing businesses, or bringing new capabilities to the local area.

The investment attraction plan should also center around the strategic assets and key infrastructure located across the region. An example is the Northern Connector, and the potential value of this key piece of road infrastructure to prospective freight transport and logistic businesses.

Case management functions should be incorporated into these plans to smooth the path for investment by the private sector by aiding facilitation and addressing barriers. Additional actions such as land use planning and zoning, which are explored next in greater details, should also be considered as a part of the investment attraction planning as a way to support varying industry uses and more intensive activities.

These plans would represent an extension of the activities currently performed by the Council.

**Timing objective**



Economic vision for the City of Salisbury | City of Salisbury

**Action: Prepare a scoping study to identify infrastructure and services gaps for the local food processing industry**  
 A common view to be expressed by industry stakeholders is more should be done to support the growth of the food manufacturing industry across the northern Adelaide region. Salisbury and the neighbouring local government areas are home to several large food processing and manufacturing businesses. The firms leverage the region's proximity to transport corridors and export terminals, population centres, and South Australia's prime agricultural regions. A current perception among stakeholders, however, is that beyond these strategic assets, there is very little else anchoring these firms at Salisbury. That is to say, these manufacturers and producers do not perceive there to be any additional benefits or cost savings from being co-located.

More needs to be done to understand what could be done to create a point-of-difference to improve the attractiveness of Salisbury as a destination for food manufacturers. A first step is to prepare a scoping study to identify the existing infrastructure and services gaps, through broad consultation with stakeholders from across the local and national food processing industry. Ideally, this investigation would also seek to identify the emerging needs of this industry, as well as understand what types of shared facilities and infrastructure could stimulate private-sector investment.

The development of a waste-to-energy plant has already received approval, and is expected to reduce both the waste and energy costs of producers located at Salisbury. However, other examples of the types of shared facilities and infrastructure could include a phytosanitary facility for the treatment of fresh fruits and vegetables for export. A scoping study should consider the appetite of producers to share in the investment of the development of such projects.

Timing objective



**Create commercial spin-offs from the defence industry**

As highlighted earlier, the Edinburgh Defence Precinct located in Salisbury is home to 4,000 defence and military jobs. As a result, Salisbury is also home to a number of private-sector 'defence primes' that provide professional and technical support services in the advanced manufacturing sector, as well as supply goods and equipment to the military. These defence primes include large global names, such as Lockheed Martin, BAE Systems, SAAB Australia, Northrop Grumman and Boeing. These firms employ high-skill workers – particularly STEM workers – to design, build, operate and support the latest in advanced technologies that are developed for the military.

However, there are few firms leveraging these relationships and advanced technical knowledge to apply these technologies to civilian purposes for commercial gain. Many of the innovations and technologies that we take for granted and use in everyday life were initially funded and developed for military purposes. There is an opportunity to encourage the key local defence stakeholders to collaborate with private-sector firms and entrepreneurs to develop and commercialise defence technologies and innovations for civilian use. This could involve the establishment of a new 'secure' innovation precinct at either the existing Edinburgh Defence Precinct or Technology Park at Mawson Lakes, as well as leveraging the local digital infrastructure (such as SABRENet and other secure fibre networks) and university research facilities and capabilities at the UniSA Mawson Lakes campus.

Similar opportunities exist to support the commercialisation of research being undertaken by various Cooperative Research Centres (CRCs) and research institutions at Mawson Lakes such as the Future Industries Institute, the Institute for Telecommunications Research, and research functions of the SmartSat CRC.

**Action: Facilitate cross pollination of ideas and expertise between defence companies, UniSA, DSTG and local businesses**

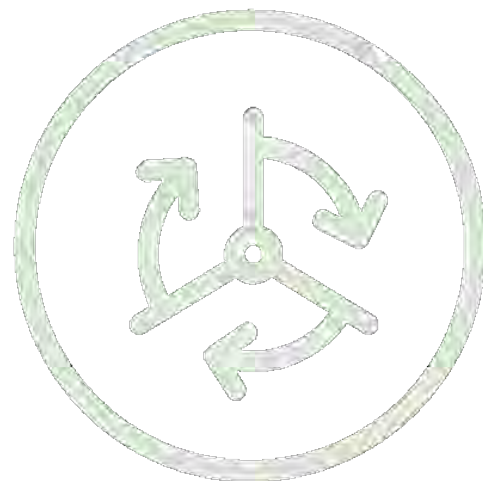
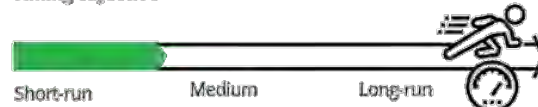
Better use can be made of the technical and industry expertise which exists within the extensive range of organisations engaged in the defence and aerospace industry in the area City of Salisbury through better sharing of information and experience.

While there are a range of considerations that need to be had with respect to security and commercial confidentiality, arrangements can be made to address these matters appropriately.

Specific actions that could be taken to facilitate this cross pollination include:

- Making short-term collaboration spaces available (within secure settings) for project work across organisations, potentially at Endeavour House, Innovation House or the (proposed) Industry Focus Research Hub at UniSA Mawson Lakes campus.
- Working with organisations such as the Defence Teaming Centre to explore opportunities for developing secondment programs across organisations.
- Supporting small-scale and early-stage defence industry businesses in developing their products and capability to participate in larger defence project supply chains.

**Timing objective**



**Economic vision for the City of Salisbury | City of Salisbury**

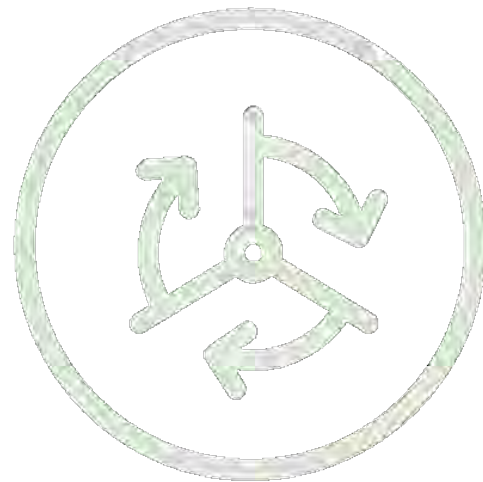
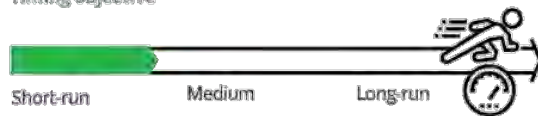
**Action: Strike a Memorandum of Understanding to progress local defence industry development**

A Memorandum of Understanding (MoU) should be struck between the key defence stakeholders, government, the local vocational and higher education institutions, and local industry to articulate a common commitment and vision, as well as shared responsibilities, for developing the defence and aerospace industry in the local area aligning with the emerging 'defence triangle' concept - i.e. the concept referred to by the State and Australian Government's under the recent City Deal which encompasses both the Edinburgh Defence Precinct and Technology Park, Lot Fourteen and TechPort at Osborne.

Ideally, an MoU would identify and formalise the common priorities between each of the parties, their areas of concern, and set out a pathway for greater collaboration. In doing so, the MoU should reflect and describe signatories' intent and approach across the areas of common interest, where these could potentially include:

- Emerging skills gaps, and how these might be addressed through the creation of local training opportunities.
- Areas of interest in collaborative research, and how these might be prioritised and facilitated.
- The establishment of a network mechanism to facilitate the cross pollination of ideas and expertise across each of the parties, and to encourage an ongoing dialogue and engagement between the parties.
- Planning for future land use requirements across agencies to support growth and development of defence related activities within the defence triangle.

**Timing objective**





**Activate brownfield sites**

Historically, a key advantage for Salisbury has been its abundant supply of relatively cheap and easily developed land. This advantage will inevitably decline over time, as areas for new greenfield development become increasingly scarce and more costly to develop, relative to development opportunities in other areas (particularly further to the north).

Although not a cost-competitive option in the immediate future, many former industrial sites or 'brownfield' sites, are likely to become increasingly attractive in the longer term, as well as for specific developments in the near term. These sites present good opportunities, particularly to businesses in certain industry sectors, because of their existing connections to industry-grade utilities infrastructure, as well as their proximity to densely populated areas and existing transport networks.

These sites offer development opportunities as commercial and retail service precincts, to manufacturing industries with large energy requirements, or digital and IT businesses that require a combination of space, energy and proximity to infrastructure such as SABRENet. Brownfield sites may also be particularly attractive to entrepreneurs or small-to-medium enterprises looking for commercial or industrial spaces to quickly upscale production without needing a large capital outlay. They also offer opportunities for transport and logistics companies to temporarily scale-up their storage capacity in build-up areas with close proximity to road transport corridors, such as the nexus around the Northern Connector, the Port River Expressway and South Road, and Port Wakefield Road and Main North Road.

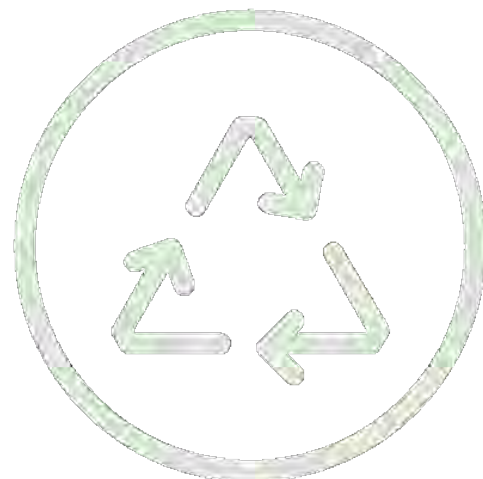
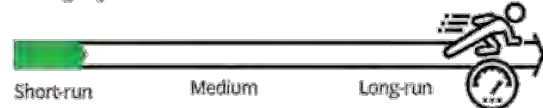
**Action: Develop investment attraction plan to activate brownfield sites**

While the commercial attractiveness of development uses for brownfield sites should be considered relative to the cost of undertaking greenfield developments (including various connection and fit-out costs), the attractiveness will inevitably begin to shift over time as the supply of available (and suitable) land becomes tighter relative to demand. It is important that the City of Salisbury be prepared to take advantage of these opportunities as they arise, and be just as proactive in attracting investment in brownfield developments as greenfield ones.

A detailed understanding of the brownfield development opportunities in Salisbury is required. This includes identifying sites suitable for re-development, as well as the potential advantages of these sites – including the proximity to strategic assets, and the potential savings on infrastructure capital costs. This should also consider the re-zoning of brownfield site areas for different industrial uses (e.g. to support growth opportunities in the road transport and logistics sector), or for commercial and retail uses. It also necessitates enhancing the current approach of working with property owners and commercial property agents to facilitate investment and job outcomes.

The advantages of brownfields sites and their availability should then be promoted as part of an investment attraction plan or included as a part a broader investment prospectus – such as, 'Salisbury. The Destination to do business' – and target leasing agents and property developers.

**Timing objective**



**Roll back 'buffer zones'**

Currently, there are significant land reserves along road and rail transport corridors - such as the national freight line and the forthcoming Northern Connector at Dry Creek - as well as large protection zones around strategic assets - such as around the Bolivar Wastewater Treatment Plant, Edinburgh Defence Precinct and Parafield Airport. While there may be valid safety, security, or environmental reasons for such 'buffer zones' to exist, particularly around RAAF Base Edinburgh, there is an opportunity to revisit the continuing need for buffer zones, the extent of these zones, and to investigate the possible rezoning of these lands for more productive uses.

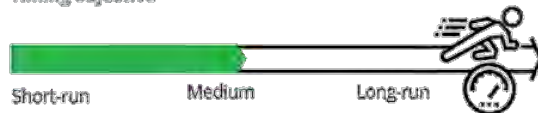
**Action: Investigate land use opportunities within buffer zones**

An investigation of options for alternate land use within existing buffer zones should be undertaken to identify the potential for more productive industrial and commercial uses, as well as to gauge the appetite among existing stakeholders and market participants.

This investigative process would need to involve key landholders including the Commonwealth and State Government stakeholders, as well as non-government and private sector infrastructure and utilities stakeholders. This process should seek to determine the willingness or appetite of these landholders for rezoning and development, as well as consider current safety, security, or environmental regulatory settings. Importantly, the implications for the local residential and business community - for whom 'buffer zones' exist to protect - would also need to be considered.

This process should also test the market to determine the level of demand for these lands from prospective private-sector investors or developers.

Timing objective



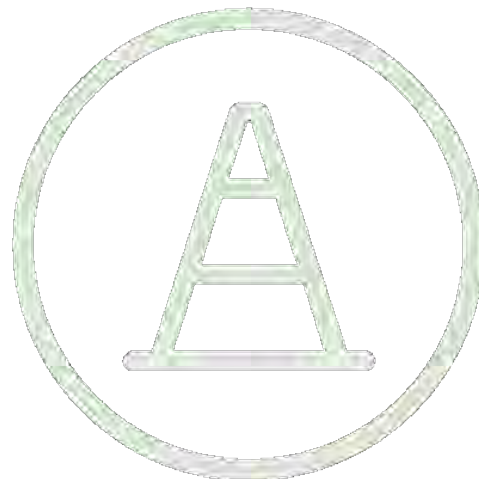
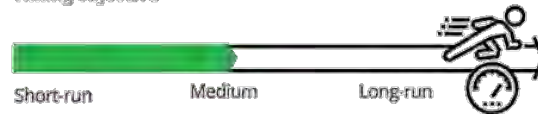
**Action: Investigate land swaps and strategic sales to make land available to new and growing defence companies**  
 Land swaps and strategic sales of land should be considered to attract new and innovative businesses. Targeting specific parcels of land would complement the implementation of a broader industry investment strategy and tie in with the investigative process for alternative land use within 'buffer zones'. Notwithstanding the safety, security and environmental considerations, land currently embargoed around the Edinburgh Defence Precinct, for example, could be further leveraged to attract high skilled advanced manufacturing firms looking to locate a R&D or production facility immediately adjacent to these defence assets.

Further sites where land swaps and strategic sales could be possible include:

- Vacant land and ageing building assets proximate to Technology Park and the Mawson Lakes UniSA campus could be repurposed for commercialisation and advanced manufacturing activities.
- Several sites owned by the City of Salisbury located adjacent to Edinburgh Defence Precinct.

The City of Salisbury's role should be to catalyse land swaps and strategic sales as part of a broader industry investment attraction strategy and as a facilitator, but have limited direct involvement.

Timing objective



**30 year development plan**

One of Salisbury's greatest advantages is the strategic assets located in the region, particularly the road network, as well as its proximity to other major centres of commerce – e.g. Port Adelaide, the Adelaide CBD, and the agricultural production regions to Salisbury's north. The development of low-lying lands at Dry Creek has the potential to be 1.5 times the size of Mawson lakes<sup>91</sup>, and the Northern Connector corridor is well placed from a transport infrastructure perspective to house transport and logistics activity in the medium to longer term. This has the potential to vastly increase both the residential population and commercial activity within the City of Salisbury.

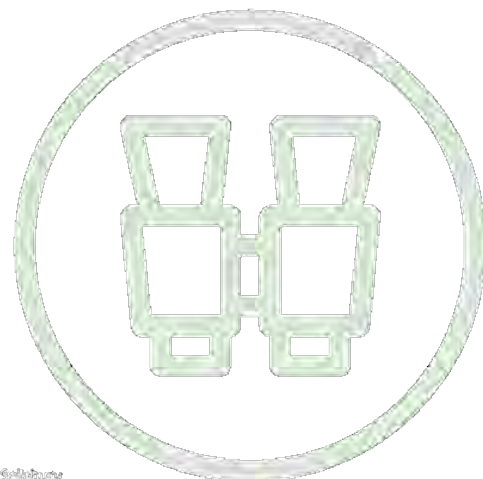
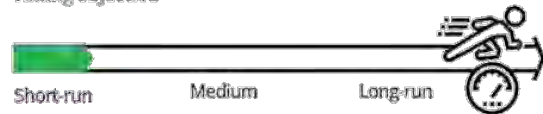
While there is an opportunity for this to drive value creation and employment growth for Salisbury's residents, there is significant downside risk that large-scale development, if poorly planned and delivered, will detract from the elements that currently make the area so attractive to business, adversely affecting the operations of the businesses already located in Salisbury.

**Action: Undertake structure planning for the area west of Port Wakefield Road**

It is vital that future large-scale development west of Port Wakefield Road is planned for and managed effectively. It is important that appropriate investment in road infrastructure is developed in parallel with land releases to ensure that accessibility to key transport corridors for local industry is maintained. Likewise, it is equally important that transport linkages between new residential developments, employment and economic clusters, and retail and consumer hubs are considered. It is not just about the additional number of people likely to move around, but where they will want to travel for work, to shop, to go to school, and how they choose to get there – car, public transport, bike or walk.

The development, planning and infrastructure investment decisions made about these development areas over the next 10 years will determine the locations of economic activity of the local economy for the next 30 years. Taking an active and forward looking approach to long-term planning will ensure that Salisbury maximises its future economic prosperity and deliver higher amenity values to its residents. There is a need to fill in the detail with subsequent planning - such as, precinct development plans and transport corridor planning - and to align these with existing planning processes already underway for other areas across Salisbury.

**Timing objective**



<sup>91</sup> This estimate is based on advice provided to Greater Adelaide Economics from the City of Salisbury

**Ensure infrastructure continues to serve industry and community needs**

Other strategic assets featuring in the Salisbury region are the key road and rail transport infrastructure assets that connect Salisbury to some of South Australia's prime agricultural and food producing regions, the state's key export terminal at Port Adelaide and the Adelaide CBD. Road infrastructure connecting Salisbury is considered by local industry and stakeholders as one of Salisbury's most valuable strategic assets.

Maintaining the quality and effectiveness of these assets as Salisbury's population and economy grow – in terms of suitability, capacity and access for heavy trucks and vehicles – is particularly important to the future growth of local industry. It is also important to existing industry – particularly firms involved in the transport, logistics and distribution industry sectors – that planning for the future growth of the City of Salisbury, and northern Adelaide more broadly, takes into consideration the impact of growth on road and rail assets.

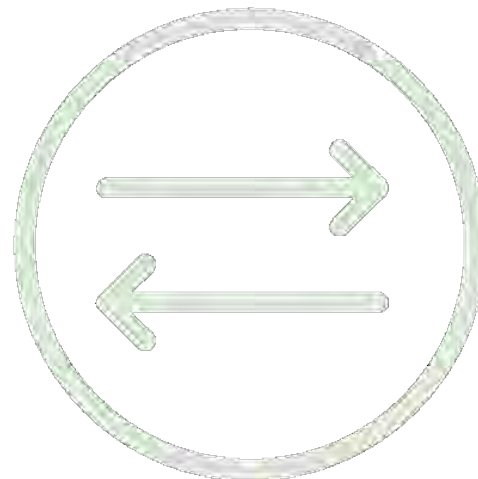
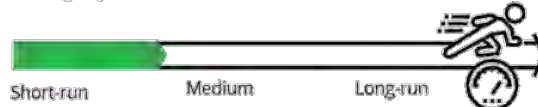
**Action: Prepare corridor and precinct plans for strategically important areas and land parcels**

Areas within the City of Salisbury have the potential to become medium density, high amenity centres of activity. To support added density and capacity in the region, adequate planning needs to occur.

Potential projects that could create efficiencies or open up new development opportunities, either directly or by facilitating connections to certain parcels of land, include:

- Park Terrace rail-crossing grade separation
- Elder Smith Road duplication (Port Wakefield Road to Salisbury Highway)
- Rail corridor adjacent to Salisbury and Mawson Interchanges
- Kings Road rail-crossing grade separation proximate to Parafield Airport and Salisbury South
- Dry Creek railyards and potential interstate rail realignment along the Northern Connector corridor
- Improving connectors to the potential O-Bahn extension via The Grove Way and Saints Road
- Increasing density at sites adjacent to existing railway stations
- Improving connections to the Northern Connector at Waterloo Corner.

**Timing objective**



**Maintain Salisbury’s relative competitiveness and value proposition**

Salisbury has a strong reputation among the business and investor community for being ‘business friendly’, as evident through consultations undertaken in preparing this report. There are opportunities for the City of Salisbury to improve and leverage its reputation to support economic growth into the future.

These opportunities include:

- Continuing to remain competitive on council rates and costs and maintain (and improving) cost competitiveness for other other ongoing costs incurred by landowners and occupiers.
- Continuing to promote and highlight the inherent strengths and unique value proposition of the area – e.g. Salisbury’s ‘strategic assets’, access to key road and rail transport corridors, and its proximity to local agricultural and food producing regions, Adelaide city centre, as well as Port Adelaide.

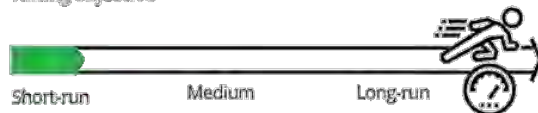
Most importantly, the City of Salisbury needs to demonstrate its ‘business friendly’ credentials to existing and prospective investors.

**Actions: Benchmark local government rates, fees and charges to track competitiveness**

One potential action is for Council to expand and publish a dashboard of benchmarking tools that demonstrate the cost-competitiveness and the value proposition of the City of Salisbury relative to neighbouring local government areas in Adelaide northern suburbs. Benchmarks could comprise existing information and compare:

- council rates, land tax burden, as well as utility costs
- development application approval times
- the value of other services provided by Council to industry, such as infrastructure services, waste management, advocacy and marketing of the region.

Timing objective



**Actions: Continue, maintain and promote council-led development approvals**

Another potential action is for Council to build on the existing efficiency, timeliness and transparency of the planning and development approvals process. Not only is a more efficient and transparent planning and development approvals process likely to create confidence and certainty for prospective businesses and investors, it is also likely to further enhance Salisbury’s reputation as an attractive place to invest.

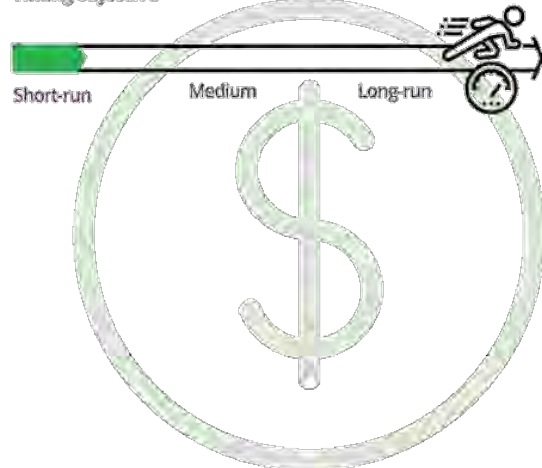
Given the current implementation of the *Planning, Development and Infrastructure Act (2016)* across the state and the imminent release of the Planning and Design Code, actions could include improving the information about:

- the steps involved in the approvals process in a clear and accessible manner
- the rules by which the approvals will be assessed
- the types of information that will need to be provided by applicants
- the costs involved and the timeframes that should be expected based on the complexity of the application.

In addition, real-time status updates about their submissions as it moves through the approvals process, and benchmarked against comparable timeframes, would also help provide greater transparency and certainty.

Further changes to processes for lodging (and approving) applications occur under reforms relating to the Planning and Design Code should contribute towards further improvements in the timing and clarity of submission processes. The City of Salisbury should continue to assist applicants through these processes in order to attract and secure development opportunities in the local area.

Timing objective





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Item 1.7.1 - Attachment 5 - Attachment 5: Economic Vision for City of Salisbury Report



### 5.2 The value of education and skills

The relationship between post-school education attainment, both VET and university qualifications, and economic development is well understood. The education sector in itself is also now a key driver of economic growth, with the international education sector contributing some \$1.29 billion to South Australia's economy in 2016-17.<sup>60</sup>

Not only are tertiary-education institutions themselves employers of high-skill workers, they are also essential for generating a skilled and knowledgeable workforce. Tertiary education institutions are instrumental in developing a skilled workforce that is *innovative*, *adaptive* and more *productive* – the types of workers that are increasingly sought by businesses and that drive modern and developed economies.

Salisbury is home to both VET and university education institutions:

**UniSA Mawson Lakes** – is one of three University of South Australia (UniSA) campuses located across metropolitan Adelaide. It is also UniSA's fastest growing campus, with enrolments of approximately 6,000 students and employing about 500 full-time academic staff. Located adjacent to Technology Park and Mawson Lakes consumer and retail precincts, the campus and its facilities have a science, maths and engineering focus, with industry linkages to the defence and renewable energy sectors.

The Mawson Lakes campus is also home to two research institutes and seven research centres. These include the:

- Barbara Hardy Institute
- Future Industries Institute
- Advanced Computing Research Centre
- Centre for Industrial and Applied Mathematics
- Defence and Systems Institute
- Natural and Built Environments Research Centre
- Institute for Telecommunications Research
- Phenomics and Bioinformatics Research Centre
- Australian Research Centre for Interactive and Virtual Environments.

The 'Material and Mineral Sciences' and 'Sir Charles Todd' buildings also house world-leading laboratory facilities, exponential technologies and equipment, as well as experiential learning spaces.

**TAFE SA Salisbury** – is the smallest of three TAFE campuses located across Adelaide's northern suburbs. Located in the Salisbury CBD, the Salisbury campus has capacity for 1,000 students, and is currently at approximately 90 per cent capacity. The Salisbury campus is proximate to two significantly larger TAFE SA campuses located at Elizabeth (7km north of the Salisbury CBD) and Gilles Plains (12km south of the Salisbury CBD).

The principal focus of the Salisbury campus is educating new migrants English language skills, as well as courses focussed around aged and disability care services. A larger offering of technical and vocational courses are available at the neighbouring Elizabeth and Gilles Plains campuses.

Increasingly, the distinction between VET and university education in terms the education pathways from one to the other, and the differences in the employment and occupational outcomes between both, is becoming blurred. TAFE SA and UniSA, for example, currently have 530 credit transfer agreements to provide Diploma and Advanced Diploma graduates with a pathway into a Bachelor degree program.<sup>61</sup> Only two of these agreements currently apply to courses taught at Mawson Lakes. However, as we explore later, this is an initiative that should be expanded.

The number of university qualified South Australians undertaking further study in VET is also increasing, as workers re-skill or employers demand workers broaden their skills. According to the 2016 Census, the number of university graduates in South Australia undertaking further study at the VET level had increased from 2,457 in 2006 to 4,198 – a 71 per cent increase.<sup>62</sup>

### 5.3 Connecting local university assets and local industry

The contribution of the tertiary education sector to economic growth becomes further amplified as local institutions and industry engage with one another. While traditionally limited to VET institutions tailoring their vocational training programs to meet the skills needs of local industry and employers, engagement between universities and the private sector is increasingly considered an engine of economic growth that goes beyond the provision of training.

Universities are repositories of knowledge and resources, including specialist equipment and infrastructure facilities. Developed economies, such as the U.S., the U.K., Japan and Germany, have had success leveraging their university sectors to generate new ideas and innovations and solve problems for the private sector. While Australia performs relatively poorly by international standards, a recent emphasis on encouraging collaboration between the university and private sectors has had some early success.

UniSA, for example, has had a number of successful commercial 'spinoffs' come out of innovations developed at its Mawson Lakes campus. Most notable of these are Myriota, a satellite communications venture that aims to provide a low-cost global Internet of Things (IoT) connectivity platform.<sup>63</sup> UniSA also offers fee-for-service access to its laboratory facilities at its Mawson Lakes campus to private firms. As we explore later, however, there are differing views about the current level of benefits for industry being derived from these initiatives.



5.4 Opportunities for action



Address barriers to post-school education and workforce participation



Promote the strengths of Salisbury's migrant populations



Attract businesses that require growing workforces



Strengthen connectivity between local industry and university and vocational education institutions



Foster a culture of entrepreneurship and upscaling



Improve the quality of vocational education infrastructure in northern Adelaide

61. Deloitte Access Economics, *International education in South Australia* (report commissioned by Department for Trade, Tourism and Investment [SA], July 2018). <<https://www2.deloitte.com/au/en/pages/economics/articles/international-education-in-south-australia.html>>

62. TAFE SA, unpublished data (provided through consultation).

63. Australian Bureau of Statistics, *2016 Census of Population and Housing: TableBuilder Pro, Australia*, cat. no. 2017.5.0

64. UniSA, Media Release, *UniSA spin-out, Myriota, named best new business at Telstra 2017 SA Business Awards*, July 12 2017. <[http://www.unisa.edu.au/Media\\_Centre/Releases/2017/Media\\_Releases/UniSA\\_spin-out/Myriota\\_named\\_best\\_new\\_business\\_at\\_Telstra-2017\\_SA\\_Business\\_Awards/#:~:qj1U86RBWUk](http://www.unisa.edu.au/Media_Centre/Releases/2017/Media_Releases/UniSA_spin-out/Myriota_named_best_new_business_at_Telstra-2017_SA_Business_Awards/#:~:qj1U86RBWUk)>

**Address barriers to post-school education and workforce participation**

The rates of school completion and subsequent post-school education in the Salisbury area are well below the State average. For a large minority of Salisbury's young, completing Year 10 remains a challenge, let alone to complete Year 12 or to go on to aspire to further education.

Education and skills are essential elements to participation in a modern economy. The high incidence of school non-completion is also likely a symptom of deeper socioeconomic problems, such as intergenerational unemployment and a lack of strong familial support networks. Continuing to resolve deeper social issues through broader government intervention remains important.

But there is a further opportunity to provide more targeted interventions at the school-level to ensure that teachers, parents, and students are adequately informed, resourced and supported through their post-school education pathways and the types of employment opportunities that education leads to.

**Actions: Strengthen non-school and post-school pathways to vocational and higher education**

The poor education outcomes observed among Salisbury's residents are not through a lack of education infrastructure. More needs to be done to strengthen the non-school and post-school pathways to vocational and university level education locally.

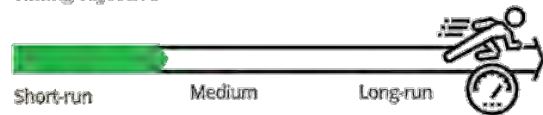
For the younger generation, greater support is required to ensure that children complete Year 12 so that they are adequately prepared, in terms of literacy and numeracy, for either vocational or university level education. This could include:

- Ensuring that schools are adequately resourced in terms of equipment and facilities, and that these are readily accessible to students from disadvantaged backgrounds.
- Provide additional free or low-cost tutoring services, particularly to children from disadvantaged households.
- Broaden course offerings in high-schools, including STEM subjects, but also creative arts, music and languages.
- Increase engagement between local industry, tertiary education providers and schools to increase awareness of amongst school students, teachers and parents about the variety of employment opportunities available locally, the skill requirements of jobs and occupations, and the educational pathways necessary to attain certain jobs and occupations.

For older generations, more should be done to increase the availability and accessibility of bridging courses to prepare residents for study at university or TAFE. This should involve local vocational and higher education institutions, as well as local job network agencies and industry to ensure that people learn skills with employment opportunities attached.

While there is limited scope for the City of Salisbury to take direct action, there is scope for the Council to act as catalyst in bringing together the local education institutions and training providers, to continue to monitor and benchmark outcomes, and as an advocate for improved funding and support from both the Commonwealth and State Governments.

**Timing objective**



**Action: Create new credit transfer pathways between vocational and tertiary qualifications to improve skills transferability development in growth sectors**

The linkage across Adelaide's northern suburbs between the vocational and higher education sectors should be strengthened by increasing the number of pathway (credit transfer) agreements available locally. Despite there being strong relations between TAFE SA and UniSA (as well as other university institutions) elsewhere in South Australia, there are currently only two formal agreements that provide a structured education pathway between the vocational courses offered at the Salisbury, Elizabeth and Gilles Plains TAFE SA campuses and the UniSA campus at Mawson Lakes.

Ideally, these agreements would also be expanded and formulated with industry and employment outcomes for students in mind. Not only would this assist with skilling and up-skilling residents, it will also help to meet the skills demand of local employers. Formalising education pathways would also help to make visible to school age children and their teachers and school counselors the types of education opportunities available and their prospective employment outcomes.

**Timing objective**



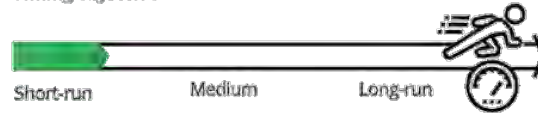
**Action: Facilitate workforce readiness programs** In addition to strengthening the educational outcomes and pathways of school leavers and completers, more should be done to improve to the work-readiness of these new labour market participants. The first years in the labour market for new labour market entrants are some of the most important. These provide valuable on-the-job learnings and formative experiences that are subsequently sought by employers in prospective higher paying jobs.

A reoccurring theme throughout our consultations with local employers, however, is the difficulty that employers have in finding workers with 'work-ready' skills. The types of soft skills necessary for functioning within a workplace, and essential when searching for and then holding-down a job. These include traits such as politeness, punctuality, and personal hygiene, as well as interpersonal and communication skills, and organisational skills.

Failure to master these skills can be a significant, yet poorly acknowledged, barrier for many job seekers, particularly young and new labour market entrants. If not addressed early, may contribute to factors that further diminish a worker's employment prospects – such as, long-term unemployment or, worse still, serious socioeconomic issues such as intergenerational unemployment, drug or alcohol abuse, or criminal activity.

There is an opportunity for local schools and employers to work with job-network and workplace training providers, to help educate high-school students and their parents about appropriate workplace behaviour and norms, and of the expectations of employers. This could include better engagement between local high-schools and employers to provide on-the-job 'work-experience' programs, as well as more formal training related to ethical and professional workplace behaviours, anti-bullying and harassment, and information on worker rights.

**Timing objective**



**Action: Develop a skills map of local industry to identify training opportunities for residents**

Employment and occupation-demand forecasting is meaningless without understanding both the skill requirements of these jobs and employers. Skills are so much more than achieving a VET diploma or university degree. While credentials are important for securing a job interview, employers then judge candidates on their human capital – that is, general and technical knowhow, and cognitive abilities used to learn, think and create - as well as their non-cognitive abilities to build social networks and to interact with co-workers and customers. Greater understanding is required about how these skill requirements map to occupations, and then outlining the education pathways most relevant for acquiring these skills.

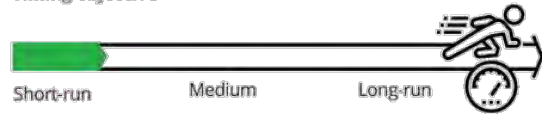
There is scope to improve the information and awareness about the education pathways and skills required in certain occupations, and the emerging skill demands of employers within the region. This includes:

- Utilising the Council's relationship network with local industry and job-network providers to understand the skill requirements of local employers, and to monitor the regional skill demands on a regular basis.
- Working with the Department of Innovation and Skills and the Department of Jobs and Small Business (Commonwealth) to access data on local job vacancy opportunities and employment forecasts.

- Communicate with local schools - teachers, students, and parents - tertiary education institutions, and job-network providers information about the local employment opportunities available and the skills needs of local employers, and the skill formation pathways required to attain these jobs.

This will help to improve awareness among individuals of the education pathways from school to vocational and university and then into the workplace, particularly for professional occupations where the education pathways are more opaque. It will also help local education providers shape their training and courses to better target the skills sought by local employers.

**Timing objective**



**Promote the strengths of Salisbury’s migrant populations**

New migrants to Australia are often highly skilled and experienced workers who frequently go under-utilised in the labour market. Salisbury’s disproportionately large migrant population has the potential to provide an economic advantage by making better use of the existing skills base of its migrant population.

While much is already being done locally to prepare new migrants for the labour force – such as, through English language training at the Salisbury TAFE SA - industry stakeholders in the region still express having difficulty when hiring new migrants. The challenges identified by employers include:

- inadequate English-language skills for roles being applied for
- lack of understanding about appropriate workplace behaviour and norms
- a reluctance among migrant employees to accept low-skill entry-level employment.

What is not frequently acknowledged by employers is the mismatch that exists between the high-level of education and qualifications attained by migrants prior to their arrival in Australia and the lack of recognition of this education under Australian accreditation frameworks. Just as there is the expectation amongst local employers for recent migrants to adjust to their new circumstance, there is also scope for local employers to also adjust their expectations about the skills and abilities of migrant workers.

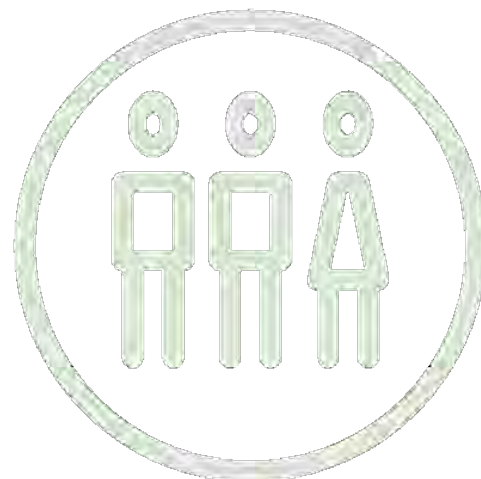
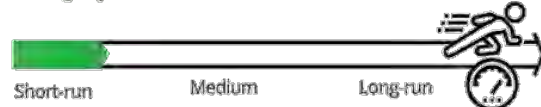
**Action: Remove barriers to labour market opportunities for new migrants**

There is an opportunity for Salisbury to better capitalise on the diverse range of migrants’ skills and experiences by educating employers as to some of the cultural differences which may exist and assisting both migrants and employers to develop strategies to bridge these differences. This could involve educating workers regarding employers’ expectations, and employers about the need to assist workers in adjusting to meet these expectations.

Likewise, local employers and tertiary education institutions should support recently arrived migrants with pre-existing education qualifications to obtain recognition for their prior learning, opening competency based pathways to accreditations and qualifications recognised under the Australian Qualifications Framework.

There is also an opportunity for employers to work more closely with local training providers and job-network agencies to better prepare new migrants for the workplace. This could be an extension of existing English-language training programs offered locally, and incorporate the learnings of local employers about workplace behaviours and expectations.

**Timing objective**



**Attract businesses that require a growing workforces**

Salisbury has a relatively large and youthful population, as well as having many experienced workers with existing skill sets. This mix has the potential to be a drawcard for large firms looking to invest in, and retain, a workforce for years to come. The creation of employment opportunities also has the broader social benefit of minimising the incidence of long-term unemployment locally. There is an opportunity to target and attract firms looking for a mix of skilled and unskilled workers.

*Action:* Target businesses with growing workforce needs  
 As explored in Section 4, a potential action for the City of Salisbury is to develop an investment attraction plan targeting businesses that complement and expand the existing industry activities within Salisbury. A further refinement of this plan could also consider targeting businesses that have significant labour requirements and are looking to engage larger workforces with a mix of skills.

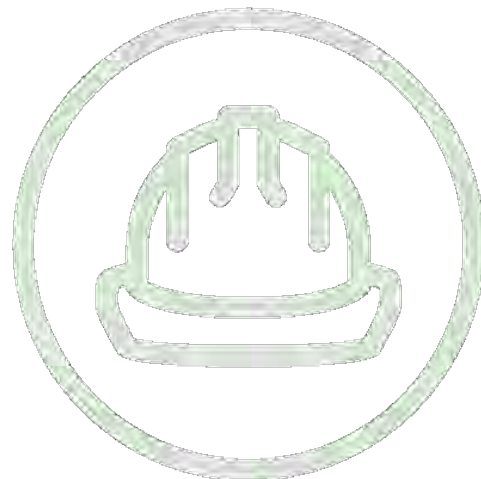
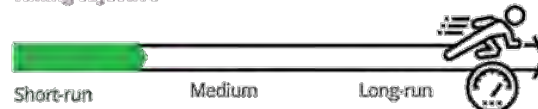
Examples of the types of businesses likely to be strong candidates include those which are:

- firms undertaking activities servicing the broader northern Adelaide regional population (e.g. health and social assistance services providing in-home care)
- firms bidding for substantial defence and related supply-chain contracts, which require a large and skilled workforces rapidly
- food processors and manufacturers, and firms associated with the food manufacturing production supply-chain (e.g. transport, logistics and storage; scientific and biosecurity services; marketing and design services)
- firms seeking to relocate or consolidate their operations on one large site.

This action and the development of an investment attraction plan more broadly, begin to tie in with several other actions that, when undertaken together, will be complementary to one another. These actions include:

- The activation of brownfield sites and, potentially, land currently held within buffer zones.
- improving the value proposition of Salisbury as a location for business through the benchmarking of council rates and the improved transparency and efficiency of the development approvals process.
- The development of long-term development and infrastructure plans.
- improved access to suitable work-ready training programs.

Timing objective



**Strengthen connectivity between local industry and university and vocational education institutions**

Local tertiary education institutions and industry stakeholders share a common view that there is currently a disconnect in their engagement with one another. There is a strong desire among local vocational and higher education providers to better connect with local businesses, particularly in the advanced manufacturing and food manufacturing sectors, while local industry expressed a desire to see the local education institutions offer courses and research services that are more relevant to their needs, as well as more accessible. There is a consensus that the upside potential from working more closely together is significant.

It is important to acknowledge that certain initiatives are already in place. UniSA's Future Industries Accelerator program, for example, aims to connect businesses with the university's researchers and facilities to accelerate company growth through R&D. Further, UniSA has partnered with DXC Technology – one of the world's largest IT companies – to develop a tailored graduate training program. While an important step in the right direction, there remain opportunities for greater engagement between the private-sector and local education institutions, both vocational and university, to deliver both tailored training and research services.

**Action: Improve the responsiveness to the training and skill needs of local industry**

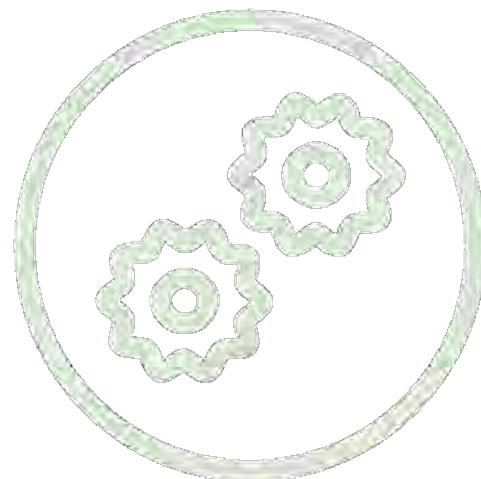
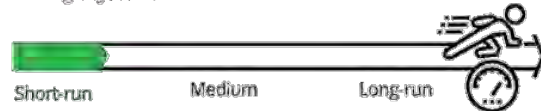
There is scope for local vocational and higher education institutions to develop and flexibly deliver courses and training packages that are tailored to meet the skill demands of local industry, and that enhance the employability of local residents, particularly those struggling to find work. In particular, this should be targeted toward Salisbury's key industry sectors – such as, the defence, advanced manufacturing, and food manufacturing sectors – and its emerging high-growth sectors, specifically the health and social assistance sector.

The City of Salisbury should continue to lobby the State Government to improve the breadth of vocational courses offered at Salisbury and to encourage the development of training packages that engage with local industry. The City of Salisbury should also lobby the Commonwealth Government to better resolve current funding arrangements that limit the use of the Salisbury TAFE SA campus almost exclusively to English language training.

There is also scope for higher education providers to deliver vocational courses and qualifications and expand the range of offerings available in Salisbury. For the university sector, this offers the potential to expand and deepen its existing industry network, as well as complement its tertiary qualification offerings by further developing educational pathways between vocational and university education.

Local industry needs to engage with both vocational and higher education providers to effectively articulate what their training and skills requirements actually are to ensure the programs and courses being offered locally meet their needs. This action also links back to the earlier action about developing a skills map linking industry skill needs with education ways.

**Timing objective**



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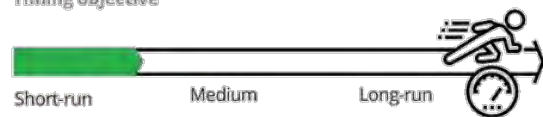
**Action: Improve accessibility of facilities and resources located at local tertiary-education campuses**  
 There is scope for local vocational and higher education institutions to increase their engagement with local industry by improving certain commercial aspects of their operations.

The 'Material and Mineral Sciences' and 'Sir Charles Todd' buildings at UniSA's Mawson Lakes campus, for example, are purpose built research and learning spaces, housing world-leading laboratory facilities and specialist equipment. UniSA at Mawson Lakes is also home to two research institutes and seven research centres with a science, maths and engineering focus, and industry linkages to the defence and renewable energy sectors. These institutes and centres are repositories of knowledge and resources, employing many hundreds of highly-skilled researchers with expertise and capabilities that are not readily available to private-sector firms.

Aligning the research focus and output of research centres at Mawson Lakes to generate knowledge and expertise that complements and further enhances the activities and value-add of local industries, particularly in the defence and manufacturing sectors, is one example of how the university sector could increase its relevance to local industry. The development of a Defence TestLab and future plans for an Industry Engagement Hub at the Mawson Lakes campus could further provide a physical setting for this to occur, enabling activities such as rapid prototyping and pilot scale manufacturing of technologies like augmented and virtual reality, IoT and digital twins.

Likewise, improving the cost-competitiveness and commercialisation of facilities and R&D services would allow for greater private-sector engagement. Allowing private-RTO's third-party access to use the infrastructure and facilities at local vocational and higher education institutions during evenings or weekends, for example, could help meet the local skill needs of both industry and workers. Similarly, there is potential for local industry to take greater advantage of existing university research knowledge and capabilities, as well as utilise the specialist equipment and facilities available locally to assist with the testing and commercialisation of new innovations.

Timing objective





**Foster a culture of entrepreneurship and upscaling**

Salisbury is at the heart of northern Adelaide's regional economy, and home to 5 per cent of the active businesses within South Australia. The proximity to commercial activity across a diverse range of industry sectors is fertile ground for entrepreneurial activity and the development of new and innovative businesses, as well as small business formation providing retail and service offerings to the growing local population and workforce.

There is also an opportunity to further leverage the recent trend in small and owner-operator business formation within Salisbury, and offer support services aimed at helping small businesses make the leap to medium sized firms – those with over 5 employees or revenues above \$1 million.

Salisbury's large migrant population – particularly the recently arrived population – could also complement efforts to develop an entrepreneurial culture and innovative business culture within Salisbury. A common and well-worn path for migrants to achieve upward social mobility in their adopted countries is through entrepreneurship and small business – a pattern that has held true at most points in human history. In 2016, for example, almost two-thirds of the self-employed workers with businesses located within Salisbury were either born overseas or a first generation Australian.<sup>64</sup>

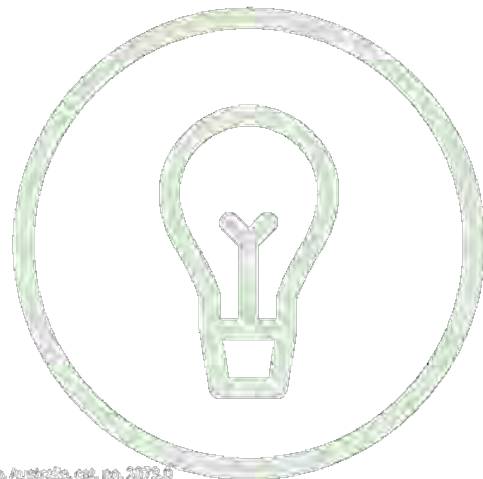
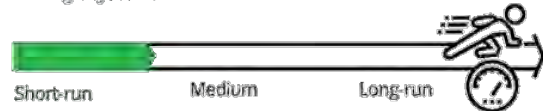
**Action:** Developing entrepreneurial and business support services available via the Polaris Centre  
 Developing the support services offered by the City of Salisbury's Polaris Centre could foster an environment of entrepreneurship and innovation within Salisbury, as well as help small businesses scale-up to medium sized firms. This could involve improving the quality of the facilities available to nascent entrepreneurs and start-ups at Polaris, as well as expand the training, business start-up and growth support offerings run by Polaris.

The training and business support services offered by Polaris should continue to service residents and local businesses in various locations across the region, with greater focus on raising awareness of these services within migrant and small business communities. Greater utilisation of digital web and virtual resources to deliver training, networking and assistance services should also be considered, alongside the face-to-face services currently available.

Noting the changing needs of industry and communities over time, periodic reviews of the services being offered via the Polaris Centre should continue to ensure the types and models of service delivery remain relevant and effective for the communities being serviced.

Training and support services should also be developed and expanded in collaboration with similar centres across Adelaide. As we explore in the next section, there are several hubs and precincts across metropolitan Adelaide with a focus on entrepreneurship and innovation. In addition to the City of Salisbury, there is scope to link in with the efforts of other state government agencies to help coordinate, disseminate, and leverage the efforts and resources that currently exist and are being developed across South Australia.

**Timing objective**



64. Australian Bureau of Statistics, 2016 Census of Population and Housing: TableBuilder Pro, Australia, cat. no. 3339.0

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**Action: Facilitate the ‘commercialisation’ of university R&D at Mawson Lakes**

Building on the earlier call for greater engagement between the university sector and local industry, there is also an opportunity for universities to better utilise the expertise of industry and the facilities at Technology Park, for example, to commercialise innovations and products developed from the research undertaken at UniSA.

As identified earlier, UniSA at Mawson Lakes is home to several research institutions and CRCs with an emphasis on engineering, telecommunications and defence. These disciplines strongly align with some of Salisbury’s key local industries – specifically, advanced manufacturing, defence, and food manufacturing – and by their very nature are disciplines with high incidences of patent and product development.

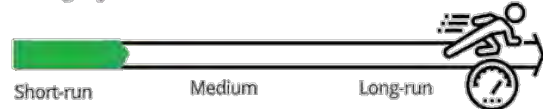
As identified earlier, UniSA has already had some success creating commercial ‘spinoffs’ from innovations developed at its Mawson Lakes campus. While the creation of spinoffs such as Myriota are rightly applauded, more needs to be done to facilitate the transition of academic or direct R&D activities into commercial and other practical applications.

There are significant examples globally (such as University City Science Center in Philadelphia, and Adlershof Science City in Berlin), where the establishment and growth of spin-off companies from universities has deepened opportunities for graduate employment pathways, facilitated business placements into universities (and vice versa) and fuelled a virtuous cycle of entrepreneurship by having highly visible business success stories.

Ensuring ready and functional access to the commercialisation and entrepreneurial programs currently operated by universities (including those located at campuses within Adelaide’s CBD) is critical in this regard.

Efforts to foster an entrepreneurial environment and culture within Salisbury should tie in with and complement the efforts being made within the university sector, as well as the innovation strategies and initiatives being developed and delivered by state government agencies. Again, there is a role for the Polaris Centre to bridge the gap between universities and industry in terms of networking and expertise, and to help academic researchers and students the next steps involved the commercialisation process.

Timing objective



**Improve the quality of vocational education infrastructure in northern Adelaide**

Despite having three TAFE SA institutions located across Adelaide's northern suburbs, there is a view among local stakeholders that these facilities are inadequate to the training needs of both local industry and the local population.

As reported earlier, the TAFE SA campus at Salisbury is relatively small in comparison to its neighbouring campuses at Elizabeth and Gilles Plains, and capacity constraints are a perennial problem. The campus is used almost exclusively for English language training, forcing many local residents wishing to undertake further vocational studies to travel to the neighbouring campuses or to the Adelaide CBD. For many residents, particularly those who are disadvantaged or disabled, this is yet another barrier to further education. There is also a view among local industry stakeholders that the vocational training facilities across the northern suburbs are ageing and now out of step with industry skill needs following the withdrawal of the automotive manufacturing sector from the region.

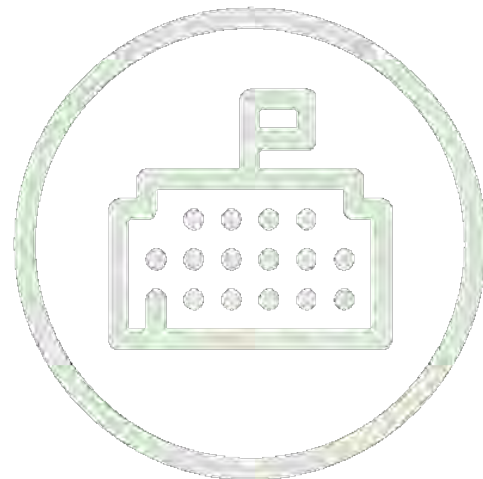
**Action: Establish a new future focused TAFE campus at Mawson Lakes**

There is a case to be made for a new TAFE campus to be established at Mawson Lakes within the next 10-15 years. A new facility at Mawson Lakes could consolidate the Salisbury campus, and should be purpose built with the future economy in mind - i.e. focus on providing advanced technical skills, alongside the traditional trades training and adult education offering.

Such a facility should be purpose built to assist in the development of technical skills in how to operate and maintain emerging digital, robotic, and electronic technologies that are increasingly used in advanced manufacturing and food manufacturing production processes, as well as systems used in the defence sector. It could also assist the transport and logistics industry to train workers in the use of complex globally integrated operations platforms that are increasingly being used by multinational companies to control their entire distribution, supply and production chains.

The development of a new vocational training facility at Mawson Lakes could also facilitate greater connectivity with local university facilities, allowing for greater collaboration and assist an increase in accreditation pathways between the VET and university sectors. The development of a new vocational training facility is also an example of the type of long-term planning that would need to be integrated with planning of future urban and residential developments at Dry Creek.

**Timing objective**





Item 1.7.1 - Attachment 5 - Attachment 5: Economic Vision for City of Salisbury Report

## 6. Strengthening connectivity

### 6.1 Salisbury's activity precincts

As identified earlier, Salisbury has several distinguishable precincts where economic and employment activity is clustered. These are eco systems of businesses that have agglomerated to take advantage of the proximity to one another, to population centres and consumer activity, or to one of the many strategic assets located within Salisbury.

Within Salisbury, there are several categories of activity precincts that differ in their structure, their purpose, and in the types of businesses and industries they attract. The categories of precincts include:

**Formal industry precincts** – these are deliberately developed precincts established by the State Government to support industry development and economic growth in the region. These precincts include:

**Technology Park** is located adjacent to the Mawson Lakes campus of the UniSA and also the retail, consumer and residential hub at Mawson Lakes. Established in 1982 by the State Government as an industry cluster of technology related firms.<sup>65</sup> Today, Technology Park is home to over 100 businesses with global names such as Lockheed Martin, Saab Australia, Codan, Daronmont Technologies, and Tindo Solar.<sup>66</sup> Many of these companies are involved in defence and aerospace technologies, related to the activities at the Edinburgh Defence Precinct, as well as technologies relating to advanced manufacturing, such as IT and telecommunications. Technology Park also has shared collaboration and office spaces at its Innovation House and Endeavour House, suitable for networking conferences and meetings.

**Edinburgh Parks** is located adjacent to Edinburgh Defence Precinct (which includes RAAF Base Edinburgh and the Defence Science and Technology Group). Established by Renewal SA, Edinburgh Parks is South Australia's largest master planned industrial estate. It is also home to the **Northern Adelaide Food Park**, which is focussed on clustering businesses in food processing and manufacturing, packaging, storage and distribution.

**Consumer, retail and service hubs** – these are areas deliberately zoned to attract retail and commercial businesses to service the local resident and working populations. The key hubs include:

**Salisbury CBD** is home to the City of Salisbury council offices and chambers and located on the site of the original Salisbury Township. The CBD is a hub for retail and commercial activity, and connected to public transportation via rail and bus. The local TAFE SA campus along with other social welfare, State and Commonwealth Government service agencies are located within the CBD.

**Mawson Lakes** is a planned urban residential development with a mix of low and high-density living. Mawson Lakes is centred around an integrated retail and consumer services precinct and public transportation hub for rail and bus. Mawson Lakes is located adjacent to the Technology Park precinct and UniSA campus.

**Private-sector precincts** – these are private-sector developed areas zoned for commercial and industrial production activities, and are proximate to key infrastructure and transport corridors. The key precincts include:

- **SA Produce Market**, which is strategically located between Main North Road and Port Wakefield Road
- **Parafield Airport Kings Precinct** and Cross Keys Enterprise Park, which are proximate to the Salisbury South industry cluster, as well as key transport corridors
- **Vicinity Industrial Base** located at Direk, and adjacent to the Edinburgh Defence Precinct, and proximate to Edinburgh Parks and key road and rail transport corridors.

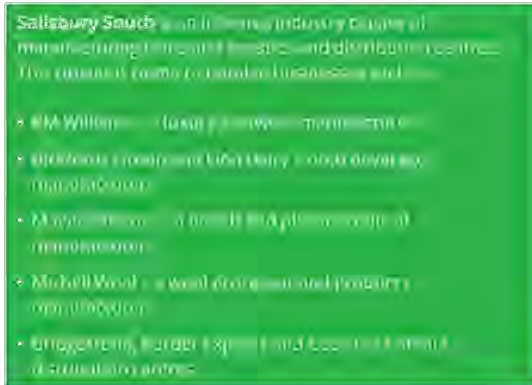
65. Technology Park Adelaide About

<http://techpark.sa.gov.au/about/>

66. Technology Park Adelaide Businesses

<http://techpark.sa.gov.au/about/businesses/>

**Informal industry clusters** – these are industrial zones where business eco systems have formed over time. An example of this cluster is found at Salisbury South;



**6.1.1 Industry precincts as engines of economic growth**

When done right, planned industry precincts have the potential to deliver significant economic results in terms of increased value adding and employment creation. Precincts should be integrated environments where businesses and people from numerous, sometimes disparate, sectors and specialisation can connect. Where creative collisions occur and collaboration is encouraged, increasing the likelihood of knowledge spillovers. And, where innovation and new products are generated, tested, and subsequently commercialised with market-based solutions.

Industry precincts may also host 'launching' and 'landing' pads for business, linking the local economy to external markets. Industry precincts provide a platform from which businesses can project themselves beyond the local economy into national and global markets, as well as provide business with linkages to other precincts interstate and overseas. Likewise, precincts have the potential to become the natural location for new firms and firms new to the local market to establish themselves and connect immediately into a mutually beneficial business ecosystem.

The existing industry and activity precincts within Salisbury can be developed as engines of future economic growth in the region. These precincts, particularly Technology Park and Edinburgh Parks, have the potential to generate accelerated growth through investment attraction, increase business formation and employment growth, and deliver higher value-add production through fostering innovation.

**6.2 Transport Infrastructure**

Connecting different regions allows for the efficient exchange of goods and services. Direct road and rail links create vital connections for businesses to access their markets, suppliers and human capital.<sup>67</sup> Improved transport linkages reduce the cost and times associated with travel, and provide individuals and businesses access to market and employment opportunities that would otherwise be unavailable.<sup>68</sup> Salisbury's transport infrastructure, therefore, is considered a crucial element to the future economic growth of the region.

A key competitive advantage of the Salisbury economy is the road and rail infrastructure and transport corridors that traverse the region. The quality of and accessibility to key road transport corridors, in particular, are considered by local industry stakeholders to be one of Salisbury's most valued strategic assets.

**6.2.1 Connecting people and places**

As identified earlier, Salisbury is one of the most car dependent local economies in South Australia. Only 6 per cent of commuters travelling to and from Salisbury for work use public transport. This is despite key centres within Salisbury – such as Mawson Lakes and the Salisbury CBD – being connected by the Adelaide-to-Gewler commuter rail line – a significant piece of public transport infrastructure. This runs north-south through Salisbury, and provides efficient and direct access to the Adelaide CBD.

Looking forward, the balance between private, public and active forms of transport will need to be recalibrated to ensure residents can access job opportunities, and minimise the downside risks of congestion as both the resident populations of Salisbury and the surrounding local government areas continue to grow.

**6.2.2 Connecting business and markets**

Fast and efficient rail and road connections are vital for commerce and movement of goods. The overlap between the national rail freight with key road freight transport corridors, place Salisbury at the perfect juncture for transport and logistics, as well as warehousing and distribution industries. The growing number of companies locating their state and national distribution centres at locations such as Direk, Edinburgh Parks, and Salisbury South, are evidence of this.

The completion of the Northern Connector road corridor, connecting the Northern Expressway, the South Road Superway, and the Port River Expressway, will further enhance the value proposition of Salisbury. This road will create a non-stop connection from the northern fringe of outer metropolitan Adelaide through to the inner north-west and northern suburbs, improving the efficiency of freight routes between Salisbury, Port Adelaide and South Australia's northern agricultural and food producing regions.

67. Standing Committee on Infrastructure, Transport and Cities, *Forecasting Note, Delivery Infrastructure (2016)* <[https://parliament.gov.au/parliament/committees/reports/0249080e\\_p01/forecasting-note-delivery-infrastructure](https://parliament.gov.au/parliament/committees/reports/0249080e_p01/forecasting-note-delivery-infrastructure)>

68. Vytasius Lypinskas and Gintaras Sirkaitis, *Researcher Transport by Railway: evaluation of economic and social phenomenon* (2013) Vol. 116 *Procedia - Social and Behavioral Sciences* 4-49-539

**6.3 Digital Infrastructure**

In addition to transport infrastructure assets, Salisbury is also connected by a significant digital infrastructure asset. As shown in Figure 4.1 (above), SABRENet runs directly through the City of Salisbury, offering businesses located along this network access to some of the fastest internet speeds in Australia. The SABRENet infrastructure provides part of the network for the GigCity network. The GigCity network is intended to connect businesses and startups located across Adelaide's 12 innovation and technology precincts – including at Technology Park<sup>69</sup> – with affordable and vastly faster internet connectivity.<sup>70</sup>

This digital infrastructure and the connectivity it affords to other precincts across Adelaide will be a significant drawcard for new and existing businesses wanting access to fibre networks to develop and deploy innovative and technologically advanced services or production process. The region's connectivity through SABRENet and GigCity provides the perfect landscape for businesses that require space to grow as well as connectivity.

**What is SABRENet?**  
 SABRENet (South Australian Broadband Research and Education Network) is a fibre optic 'backbone' network, connecting South Australia's education and research centres, as well as linking these centres with the rest of the world.<sup>71</sup> SABRENet is a not-for-profit company jointly owned by the University of Adelaide, Flinders University, the University of South Australia and the South Australian Government.  
 The network currently runs from the north to the south of Adelaide CBD. Precincts on the SABRENet line have the opportunity to access internet speeds of up to 100-times the national average and at least ten times the download speed of the National Broadband Network (NBN) for precincts.<sup>72</sup>  
 Within Salisbury, SABRENet currently connects:  
 x Mawson Lakes – including Technology Park, and the UniSA campus, Mawson Lakes Primary School, Endeavour College, Immersive data centre  
 x Parafield – including UniSA's Eight Academy, Flinders University's Airborne Research Unit, Flight Training Adelaide, as well as the Parafield Gardens R-7 and High Schools  
 x Salisbury CBD – including TATE SA, the City of Salisbury's Public Library network, and Salisbury High School  
 x Edinburgh Parks and Defence precincts – including DSTO and YourDC  
 SABRENet also provides the back-bone infrastructure for the 'GigCity' initiative. This initiative is intended to provide the private sector with affordable access to SABRENet. Within Salisbury, GigCity currently has a node at Technology Park in Mawson Lakes.<sup>73</sup> Another node is set to be established at Edinburgh Parks as part of Stage 2 of the initiative.<sup>74</sup>

**6.3.1 Embracing digital disruption and Industry 4.0**

Industry 4.0, also known as the Fourth Industrial Revolution, is changing the way business is conducted, particularly in the manufacturing industry. In 2013, Deloitte found that one-third of the Australian economy was likely to face substantial disruption by digital technologies over the next five years.<sup>75</sup> The economic change brought about by digital disruption adversely affected Salisbury more than other regional economies, accelerating the withdrawal of traditional heavy manufacturing from the region during this period.

However, with infrastructure such as SABRENet and GigCity, Salisbury also has much to gain from digital disruption. Digital technologies that enable connectivity and Industry 4.0 is expected to have its greatest impact in the manufacturing sector, particularly advanced manufacturing related to defence and food production and distribution.

**What is Industry 4.0?**  
 It refers to the transformation of the manufacturing industry driven by the integration of digital technologies, data analytics and specialised capabilities across the entire production process. This involves integrating and connecting discrete digital technologies – such as IoT, robotics and automation, artificial intelligence and machine learning, 3D printing, or augmented and virtual reality – to create more efficient operational, production, and distribution processes. Based on the currently available technologies alone, it is estimated that the digital economy and the application of the industry 4.0 agenda will contribute between \$140 billion and \$250 billion to the Australian economy by 2025.<sup>76</sup>

- 69. GigCity at Technology Parks limited to premises at Innovation House and Endeavour House.
- 70. GigCity: What is GigCity? <<https://gigcity.com.au/about/what-is-gigcity/>>
- 71. SABRENet: About <<http://www.sabrenet.edu.au/>>
- 72. Ibid.
- 73. SABRENet, 2018 Connected Sites <[www.sabrenet.edu.au/downloads/SABRENet%202018%20Connected%20Sites.pdf](http://www.sabrenet.edu.au/downloads/SABRENet%202018%20Connected%20Sites.pdf)>
- 74. GigCity: Locations <<https://gigcity.com.au/locations/>>
- 75. SABRENet, Access to GigCity expands across Adelaide - 15 additional precincts for GigCity Stage 2 <<https://www.sabrenet.edu.au/news/2018/2/14/access-to-gigcity-expands-across-adelaide-15-additional-precincts/>>
- 76. Deloitte, Building the Lucky Country: Digital disruption Start-ups, big bang! (2013) <<https://www2.deloitte.com/au/en/pages/building-lucky-country/articles/digital-disruption-increasing-the-bang-bang.html>>
- 77. McKinsey & Company, Digital Australia: Rising opportunities from the Fourth Industrial Revolution (May 2017) <<https://www.mckinsey.com/featured-insights/digital-australia-rising-opportunities-from-the-fourth-industrial-revolution>>

6.4 Opportunities for action



Be a part of something bigger



Strengthen the Technology Park Precinct eco systems



Expand Salisbury's digital connectivity and Industry 4.0 capabilities



Connecting Salisbury to centres of activity



**Be a part of something bigger**

Adelaide is now home to several innovation and technology related precincts. These include:

- **Technology Park**, located at Mawson Lakes in Salisbury
- **Lot Fourteen**, located in the Adelaide CBD
- **Tonsley Innovation Precinct**, located in Adelaide's southern suburbs
- **Techport and the naval defence precinct**, located at Outer Harbor
- **Thebarton Technology Precinct**, located at Thebarton in Adelaide's inner-west.

Despite their ostensible similarities, these precincts often operate as disparate, almost competitive entities. It should be acknowledged that efforts are already underway to get these precincts to work in concert with one another. These efforts include, for example:

- the 'defence triangle' concept being developed by the State and Australian Government's under the recent City Deal to link Edinburgh Defence Precinct, Technology Park, Lot Fourteen, and TechPort
- the 'hub-and-spoke' model being developed by the Office of the Chief Entrepreneur for South Australia, with Lot Fourteen as the hub.

There is an opportunity to build on these efforts and leverage the unique value proposition of each precinct to form an **'integrated precinct platform'** – a cohesive network that complements the activities of one another. Working together to perform different functions of the same production process will make South Australia an attractive proposition internationally to prospective large multinationals, particularly defence primes and industry firms.

**Action: Link with and attract businesses engaged at Lot Fourteen**

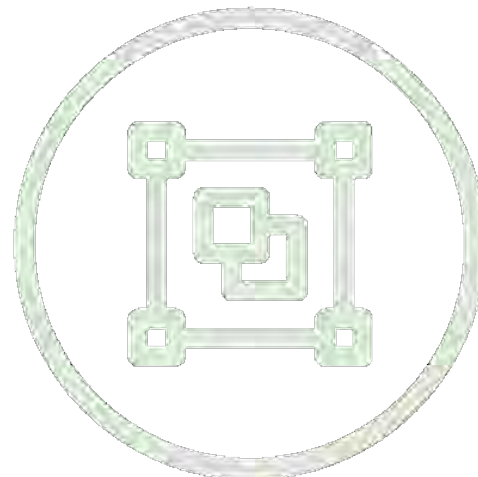
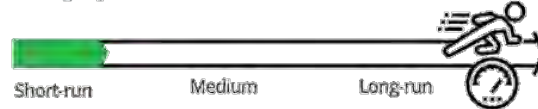
Technology Park should integrate its functions and capabilities to fit with the activities of other precincts located across Adelaide, particularly the newly established Lot Fourteen. Where particular functions – such as idea formation, design work, and corporate functions – will be best suited to Lot Fourteen, other testing and development functions – such as those that require space for large specialist equipment or machinery, or clean rooms and heavy laboratory facilities – are likely to be best located at Technology Park. The functions at Technology Park should be complementary to the entrepreneurial agenda of Lot Fourteen, and further support the development of innovations at the commercialisation stage and help start-ups to grow into medium to large businesses.

Specific opportunities may include researchers and workers at firms engaged with the SmartSat CRC, attracting firms making use of the Defence Launching Pad, and providing opportunities to interact with the Future Industry Exchange Program.

An investment attraction plan focussing on how Technology Park, with its larger and specialist facilities, can help entrepreneurs and start-ups at Lot Fourteen commercialise their innovations and grow into a sustainable business should be developed. This could involve:

- a negotiated Memorandum of Understanding between key defence stakeholders, state government agencies, and the City of Salisbury to formalise the integration between Technology Park and Lot Fourteen and specify the mechanics of this
- securing strategic partnerships between local university stakeholders, as well as Defence industry primes already located around Salisbury and relevant Commonwealth Government agencies.

**Timing objective**



**Strengthen the Technology Park Precinct eco system**

Industry precincts have the potential to deliver significant economic results in terms of welfare gains and employment creation. Business eco system deliver gains through lowering 'transaction costs' (i.e. the costs of doing business) by clustering production activity, as well as consumer and supply chain activities, into the one location. This agglomeration, in turn, generates a range of additional benefits derived from 'positive externalities'. These potential externalities include:

- Spillovers from interactions and sharing of knowledge, technology and collaborative activities that are less likely to have occurred.
- Innovation and the creation, testing, and commercialisation of new and original products and services.

In addition, formal and curated industry precincts can act as a catalyst for these types of benefits through the provision of shared infrastructure or services that benefit the operation of all businesses within the precinct, or help to further stimulate interaction between businesses. Shared infrastructure within a precinct can also contribute to precincts acting as launching or landing-pads by supporting business to project themselves beyond the precinct or acting as a drawcard to new business, respectively.

Local industry stakeholders perceive Technology Park and Edinburgh Parks (including the Northern Adelaide Food Park) as 'sleeping giants' of the Salisbury economy, and that the full potential of these precincts is not currently being realised. There are several opportunities to act to strengthen Salisbury's precinct eco systems to unlock their potential as engines of economic growth.

There is also a need to significantly improve Technology Park's market positioning. Relative to the Tonsley Innovation Precinct and Lot Fourteen, both of which are marketed and promoted as curated ecosystems with a central narrative and purpose, the promotion of Technology Park focuses heavily on land sales and office leases. The development of a more compelling value proposition is required to reflect the scale and depth of innovative capability within the precinct.

**Action: Activate Technology Park to champion innovation-led economic growth in northern Adelaide**

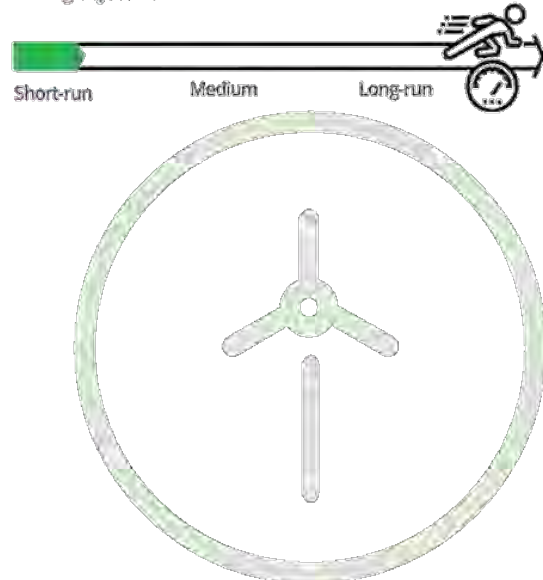
There is an opportunity to renew the purpose of Technology Park and to activate the precinct to become a centre of innovation-led economic growth for northern Adelaide.

Several stakeholders expressed a view that Technology Park lacks the intentional effort required for a successful precinct environment. Related to this is the fact that after 30-years since its establishment as an industrial park, there is now an opportunity for a renewed focus and coordination effort to truly become a contemporary precinct rather than simply a business park.

Activating Technology Park would involve several inter-related actions. These include:

- Integrate Technology Park within the functions of Adelaide's other innovation and technology precincts (explored previously).
- Establish a curation function at Technology Park to oversee the development of the precinct in-line with its guiding vision, to act as a catalyst for an interactive and collaborative environment, to promote the interests of the precinct, and to establish commercial/research relationships with other firms outside of the precinct (explored further below).
- Ensure Technology Park keeps pace with the expectations of what a world-leading contemporary innovation and technology precinct looks and feels like, and ensure that the precinct's infrastructure and facilities evolve accordingly (explored further below).

**Timing objective**

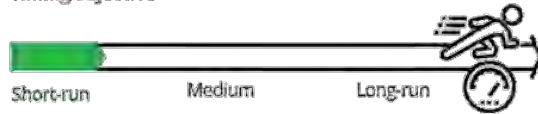


**Action: Establish a curation function at Technology Park**  
 Developing a curation function at Technology Park would help to strengthen the focus of the precinct's ecosystem. This curation function would set the vision for the site and then guide the development and evolution of the precinct.

Ideally, a curation function would bring together existing precinct residents, local industry, and government stakeholders to encourage interaction and activity at the precinct, and to improve the awareness about the skills, capabilities and technologies located in and around the precinct. A curation function would also serve to protect and promote the interests of the precinct and its residents with other precincts across Adelaide (such as Lot Fourteen and the Tonsley Innovation precincts), interstate and abroad.

The structure of the curation function at Technology Park could take several forms in terms of its governance and authority, with numerous examples internationally to use as templates. The form and suitability of these structures at Technology Park would need further investigation, and likely depend on the existing freehold nature of Technology Park. Further, the development of a curation function should also consider the existing role of the Polaris Centre at Technology Park, and how it could be incorporated with an expansion of its advocacy and entrepreneurial support services (explored as an earlier action).

Timing objective



**Action: Improve the quality of facilities Technology Park**  
 Increasing the relevance of Technology Park and better integrate with Adelaide's other innovation precincts (including Lot Fourteen and the Tonsley Innovation Precinct) and the surrounding defence assets (including the Edinburgh Defence Precinct and Techport) could also be achieved by improving the quality of the facilities at offerings available at Innovation House and Endeavour House.

More needs to be done to make innovation House a more flexible and responsive asset. This includes:

- offer shorter lease terms to allow business to 'bump-in' and 'out' on a project basis
- offer a suite of work-space alternatives - ranging from small and private, through to large, open and collaborative spaces
- improve the quality of shared services available at the site to support a temporary workforce, as well as encourage collaborative environment.

Greater investment is also required to improve the overall amenity of the buildings. While Innovation and Endeavour Houses have evolved over the decades, undergoing several renovations and expansions. The buildings are now almost 30 years old. Improvements to the buildings' digital, telecommunications, electrical, and heating and cooling infrastructure are required to bring it up to contemporary standards, make it an attractive location to workers, and to strengthen its general competitiveness as a place to conduct business.

Timing objective



**Expand Salisbury's digital connectivity and Industry 4.0 capabilities**

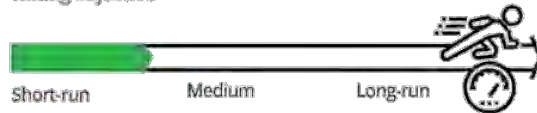
As identified, Salisbury already has excellent digital infrastructure credentials with access to the SABRENet and GigCity fibre networks at key precincts within Salisbury. However, there is enormous economic potential for Salisbury to further capitalise on its digital infrastructure assets to embrace the growth of industry 4.0 and attract businesses that engage in either advanced manufacturing, defence, food production, or distribution operations.

**Action:** Investigate expanding GigCity nodes along SABRENet within Salisbury  
Salisbury currently has several SABRENet nodes connecting Salisbury's schools, tertiary education institutions, public service centres, as well as key precinct sites and strategic assets. However, access to SABRENet for commercial purposes through the GigCity initiative remains limited, with only one node at Technology Park<sup>78</sup> and another node proposed at Edinburgh Parks.

There is scope to better leverage the existing SABRENet nodes – particularly at Mawson Lakes, Parafield, and Salisbury's CBD – as GigCity nodes. Opening these nodes to commercial use would increase the attractiveness of precincts to entrepreneurs and start-ups, as well as to local firms where industry 4.0 technologies are likely to be of increasing importance to the production process – such as, advanced manufacturing, food manufacturing, and transport and logistics industries.

The City of Salisbury should continue to advocate for increasing the number of GigCity access points across the region and lobby the South Australian Government and SABRENet. The Council should consider developing a business case or development plan to help to demonstrate and articulate the economic growth potential of private-sector access to high-speed Internet on the regional economy. The Council should also consider, as part of its longer-term planning, the potential expansion of SABRENet and GigCity to future development areas at Dry Creek and west Salisbury (previously explored).

**Timing objective**



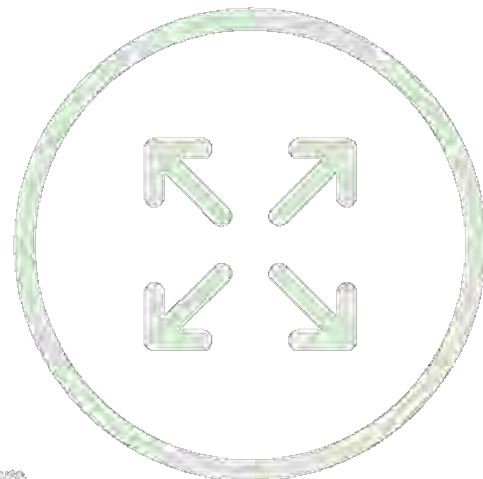
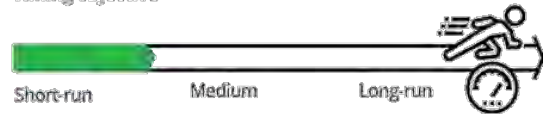
**Action:** Trial embedded 5G networks within Mawson Lakes and Salisbury CBD

Trialling 5G mobile network technology within Mawson Lakes, Edinburgh Parks and the Salisbury CBD would further enhance Salisbury's digital reputation and Industry 4.0 credentials, as well as increase the attractiveness of Salisbury to digitally intensive industry sectors. 5G at these sites would be complementary to the existing high-speed fibre optic SABRENet and potential GigCity connections.

One of the major benefits of 5G is the future potential it offers to industry to prepare for and adopt Industry 4.0 technologies. 5G, for example, improves the commercial use case for a range of exponential technologies, such as driverless cars in transport, and virtual and augmented reality in education and healthcare. 5G would also complement the broader network ecosystem, working with the latest mobile networks, and broadband infrastructure to create more seamless connectivity.

While large-scale investment in 5G infrastructure should be further investigated, and trialling this infrastructure will be the first step. This should be led by the City of Salisbury in collaboration with the State Government and one or more telecommunications service providers.

**Timing objective**



78. GigCity at Technology Park is limited to provision at Innovation Focus and Endeavour hubs.

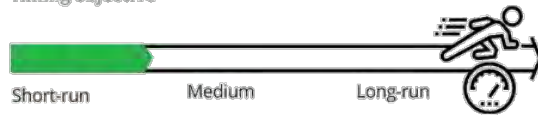
**Action: Prepare a business case for developing secure high speed networks within industry precincts**

There is also potential for investments in digital connectivity to deepen the capabilities of the defence sector in Salisbury, and to further engage the private sector both as suppliers to the military and as developers of civilian applications for military technologies.

Significant investment could be made in establishing a secure data network to create a 'virtual defence technology precinct' in Salisbury. This secure network would connect RAAF Base Edinburgh and DSTG located at the Edinburgh Defence Precinct to R&D and commercialisation sites at Technology Park, UniSA Mawson Lakes, as well as Lot Fourteen in the Adelaide CBD and Techport naval precinct at Outer Harbor.

This would be a standalone network running parallel to SABRENet, and would facilitate the sharing of large volumes of top-secret and sensitive data in a secure environment. It would also allow for greater integration of the unique capabilities between Adelaide's industry and innovation precincts. It would allow for the design and management functions of defence projects to be carried out at Lot Fourteen, and seamlessly combined with R&D and testing functions at sites in Salisbury.

**Timing objective**



**Connecting Salisbury to centres of activity**

A more prosperous population is dependent upon people accessing opportunities. Getting people to the places where such opportunities exist can be a barrier to participation and can be more difficult for certain people to overcome than others, particularly the disabled or those from disadvantaged backgrounds.

Salisbury, however, is a car-dependent region. Salisbury's road and rail transport corridors are oriented around the movement of people and goods north-south, with public-transport connections focussed on getting people to and from Adelaide's CBD. Consequently, Salisbury is poorly serviced with transport infrastructure connecting it to other key population centres, and centres of economic activity and employment, located in the neighbouring Port Adelaide Enfield and Tea Tree Gully local government areas.

The transport challenges for the region are threefold:

- Improve east-west transport corridors to facilitate lateral movements across the region.
- Improve the efficiency of existing public transport infrastructure to reduce car dependency.
- Improve the quality and safety of cycling and walking infrastructure to encourage the use of active and healthy transport options.

Creating better linkages between the centres of activity across the northern Adelaide region will encourage inclusive and welfare enhancing growth for the region by providing greater access to employment opportunities for Salisbury residents, as well as provide the businesses located in Salisbury access to a broader range of skills and consumers.

**Action: Improve east-west public transport linkages**

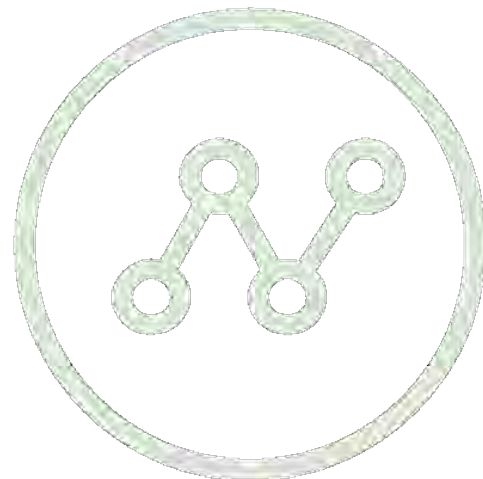
More people commute to and from Salisbury in an east-west direction than those commuting in a north-south direction. For example, in 2016 around 22,620 people commuted laterally between Salisbury and the cities of Port Adelaide Enfield (13,730) and Tea Tree Gully (8,890). By comparison, only 18,760 people commuted north-south between Salisbury and the City of Adelaide (7,660) and the City of Playford (11,100). Despite this, the road and rail commuter transport corridors running through Salisbury is oriented north-south.

More should be done to improve Salisbury's public and private transport connections between key employment hubs within Salisbury (such as Edinburgh Parks), in Port Adelaide Enfield and population centres in Tea Tree Gully. Several solutions should be considered for further investigation. These include:

- A dedicated bus rapid transit between Mawson Lakes and Tea Tree Gully.
- Increase in the direct services between City of Salisbury and key employment hubs including Port Adelaide, Osbourne and Wingfield.
- Improved bus connections along Saints Road and The Grove Way to better link Salisbury with Tea Tree Gully via the potential extension of the Adelaide O-Bahn.

These are obviously initiatives that would need be instigated and funded by the State Government, but the City of Salisbury has a key advocacy and facilitation role.

**Timing objective**



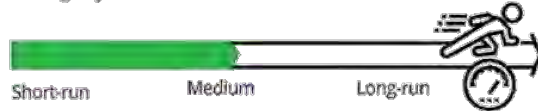
**Action: Upgrade existing public transport infrastructure**

A competitive advantage of Salisbury is its existing public transport infrastructure. The Gawler-to-Adelaide rail line, in particular, provides an efficient transport alternative to move between centres of civic and economic activity within Salisbury, as well as Elizabeth in the City of Playford and the Adelaide CBD.

As well as investing in new public transport connections, there is also an opportunity to further leverage the existing transport infrastructure. Better utilisation of this infrastructure could involve:

- The re-development of train and bus stations to make them more safe, inviting and purposeful spaces. Specifically, this includes installing new and better signage, security cameras and emergency stations, upgraded pedestrian crossing, and fencing for safety. These investments are 'low hanging fruit', but would go a long way to improving the perception and, hence, patronage of public transport options.
- Electrification of the Gawler-to-Adelaide rail line to improve the efficiency, safety and amenity of public train travel, as well as increase the patronage along this rail line. This upgrade has been touted for by the State Government for the last decade. It is about time it was just done.
- Ensuring land zoning in the immediate vicinity around key interchanges at Mawson Lakes and the Salisbury CDB remains supportive of medium to high-density mixed-use residential and commercial development. The importance of retaining appropriate zoning around the Salisbury interchange as part of the CBD development is explored in greater detail in the next section.
- Reserving (and in some cases acquiring) strategically important parcels of land to aggregate development blocks to accommodate these types of medium to high density developments.

**Timing objective**



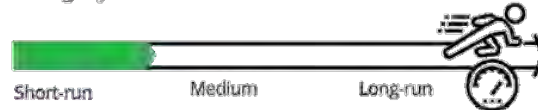
**Action: Improve public transport linkages between education training sites**

Improving public transport linkages between the vocational and university education institutions located both in Salisbury and across the northern suburbs would reduce the costs and barriers to post-school education, as well as support educational pathways between vocational and university level education - both explored as opportunities for action.

Improving the frequency and safety of train and bus services linking the Salisbury CBD, Elizabeth and Regency Park campuses of TAFE SA, as well the UniSA campus at Mawson Lakes during the day and night, and on weekends, would help to improve access to higher learning, and expand local course offerings.

The extent to which existing service provision are sufficient in terms of routes and frequency of service should be reviewed through time and movement studies. Passengers' experiences in using these services, and their perceptions of these services, must improve if the services' potential is to be realised and respective service requirements met.

**Timing objective**

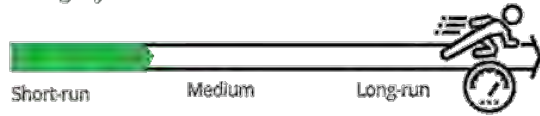


**Action: Undertake on-demand transport trials between activity centres**

A solution to improving public transport linkages between Salisbury's centres of education could be a trial of 'on-demand' bus services. This could be similar to the types of on-demand public transport bus services currently being trialled by the NSW Government in parts of Sydney. The success of on-demand bus services in NSW have seen the number of trial sites grow from one in 2017 to four in 2019.<sup>70</sup> These pilot programs have seen the NSW Government partner with private sector operators to deliver on-demand services.

Even more ambitious would be to combine on-demand services with a trial of autonomous bus services. This would also be a practical and worthy application of a trial of a 5G mobile network (explored earlier).

**Timing objective**



**Action: Investigate 'last mile' transport improvement projects**

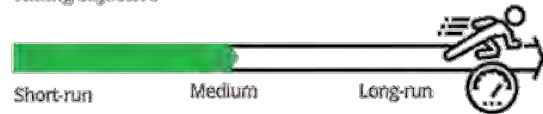
Investment in road infrastructure upgrades could be made to improve private transport options, particularly for freight transport, within Salisbury. While major road infrastructure projects, such as the soon to be completed Norther Connector, are necessary and worthy investments for the future of Salisbury, there are also equally important but smaller-scale improvements that could also be made.

For example, certain stakeholders from the local transport industry expressed a need for several 'last mile' road improvements. These include:

- The grade separation of the Park Terrace rail-crossing located at the Salisbury CBD.
- Duplication of Elder Smith Road, which runs east-west through Mawson Lakes, and connects two main north-south arterials (the Salisbury Highway to Main North Road).
- An extension of Elder Smith Road from the Salisbury Highway, where it currently terminates, through to Port Wakefield Road, with appropriate intersections to be installed.
- An upgrade of the intersection of Waterloo Corner Road and Heaslip Road as well as the intersection of Edinburgh Road and Heaslip Road.
- B-triple access to Edinburgh Parks and the Direk industry cluster from the Northern Expressway and Port Wakefield Road and associated upgrades within Edinburgh Parks to enable B-triple movements.
- Improving road freight access through Green Fields, particularly along Ryans Road, Burton Road and George Street.

These are also examples of the types of access issues that are likely to increasingly arise as Salisbury's economy and population grow. And, as identified earlier, further highlight the need for over the horizon preparation and infrastructure planning to future proof Salisbury's highly prized transport corridors.

**Timing objective**



70. Transport for NSW, On Demand p203 enter next phase (May 2019), NSW Government <<https://www.transport.nsw.gov.au/news-and-events/media-releases/on-demand-pilots-enter-next-phase>>





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Item 1.7.1 - Attachment 5 - Attachment 5: Economic Vision for City of Salisbury Report

## 7. Developing places and perceptions

### 7.1 Shaping perceptions

Although difficult to quantify, perception is one of the most important elements in investment decisions, and therefore economic development. The way in which a region or community is perceived by itself and by others influences all manner of decisions that affect the growth trajectory of an economy. Whether positive or negative, perception plays a vital role in how regions grow. For example, at an individual level perception plays a role in determining people's decision about where they live. For businesses, perception can determine where certain firms choose to invest, and the level of that investment.

Changing the attitudes of others is challenging, as prevailing perceptions are typically grounded in history. Negative perceptions are difficult to shake, even if the underpinning assumptions are no longer accurate. Conversely, positive perceptions can be challenging to cultivate. Perceptions and attitudes have a tendency to be self-fulfilling. Changing the attitudes of others, therefore, begins by improving a region or community's perception of itself.

Consultations undertaken in preparing this report revealed varying perceptions of Salisbury. At a broader Adelaide-level, Salisbury is synonymous with disadvantage. A somewhat parochial perception, this view tends to reflect Salisbury's working-class history more than current realities. More importantly, this view doesn't match the positive lived experience indicated by those who visit and migrate from interstate or overseas. Moreover, parochial viewpoints about Salisbury tend not to go beyond Adelaide. Perceptions held by interstate and overseas investors and decision-makers tend to be more objective in their assessment and based on the prevailing conditions relative to a national or global scale.

The City of Salisbury has a number of positive brand assets (with examples including the reputation of the Council, the Northern Connector, Edinburgh Defence Precinct, SA Produce Markets and Mawson Lakes (both the area and the UniSA campus)) which can be used to shape perceptions and attract investment in the area. To do this, a coordinated marketing strategy is required to target nuanced messages to different stakeholders at a range of different levels.

### 7.2 The importance of urban amenity

Inextricably linked with perception is the urban environment and amenity. The quality of local amenities, services, and street-scaping all feed in to how residents and businesses consider their local community and, in turn, determines the attractiveness of a region to new residents and firms. With this in mind, the improvement of urban amenity is critical to the economic growth of Salisbury.

Amenities such as quality roads and footpaths, street lights, trees and parks, have the ability to drastically change the experience of local residents and workers. Deloitte's report on reconsidering the purpose of place found that the natural amenity of an area must be a factor if place is to drive the prosperity in a region.<sup>80</sup>

Deloitte identified four dynamic forces that interact to flourish place:

- people
- community
- technology
- governance.

On paper at least, Salisbury currently ticks all the boxes in terms of the urban features required for successful place-making -- proximity to schools, shops and health services; access to a range of recreation and sporting facilities; the presence of footpaths, street lighting, and open natural spaces. However, it is not simply about the existence of these attributes at a location that contribute to the amenity of an area. It is about the quality of these attributes, how they interact with one another and their engagement with the local community to create a pleasant and safe environment where people want to live and work.

On the one hand, improving the quality of the urban environment has the ability to instil an increased sense of pride and opportunity among local residents and businesses about their local community. And, shift attitudes about Salisbury as the 'place to be', rather than as a stepping-stone on the way to somewhere else. On the other hand, attractive place-making has the potential to further attract skilled workers and investors to Salisbury. Businesses desire locations that not only benefit their operations but also benefit their workforce. Improving experiences within the physical environment of Salisbury will result in visitors valuing their experiences, potentially leading to investment in the region.

The challenge for the Salisbury region is to establish an urban structure that not only encourages industry development, but also contains attractive residential urban spaces.

80. Deloitte. *Building the lucky country: the purpose of place reconsidered (2016)*  
<https://www2.deloitte.com/au/en/issues/cities/Building%20the%20Lucky%20Country%20-%20purpose-of-place-to-be-001075.pdf>

7.3 Opportunities for action



Communicate the positive experiences and success stories



Lifting the quality of Salisbury's urban amenity



Activate Salisbury's CBD

**Communicate the positive experiences and success stories**

Salisbury is home to some 7,200 active businesses. Many of these are large and well-known global brands that have found success from being located at Salisbury. The positive stories of local firms and the experiences of their workers should be louder and heard more frequently. Of particular interest is how firms within Salisbury's key industry sectors are leveraging local strategic assets to further expand and grow their businesses. Recent examples include:

- The expansion of RM Williams' through the relocation and consolidation of their design and corporate functions with their existing manufacturing operations at Salisbury South.
- The expansion of Bickford's beverage manufacturing operations at Salisbury South.
- The establishment by YourDC of South Australia's most sophisticated Data Centre located at Edinburgh Parks.
- The establishment of Raytheon Australia's Centre for joint integration at Technology Park to leverage the local defence assets located at the Edinburgh Defence Precinct as well as at Techport in Port Adelaide.

These stories should be targeted toward the industry sectors where Salisbury has a competitive advantage, as well as those businesses that could benefit from Salisbury's many strategic assets and existing business ecosystems.

**Action: Review marketing strategy and media buy**

The City of Salisbury already engages in a range of activities to promote local industry and businesses. It produces an extensive range of marketing and promotional materials, along with sponsorships, showcasing the local economy.

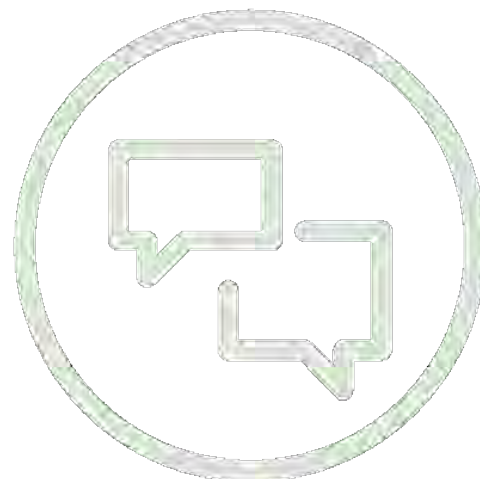
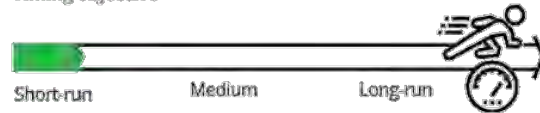
Deloitte has not undertaken a detailed review of the City of Salisbury's marketing strategy and the campaigns it undertakes to shape perceptions and attract investment. Consultations with the City of Salisbury suggested the strategy was moving into a second stage to not only focus on the local market but to also grow profile at a national level at the time this report was finalised.

In undertaking this review, considerations should be had regarding the targeting messages and messaging toward different stakeholder groups, with particular emphasis on differentiating between local investors and non-local (i.e. interstate and international) investors who are likely to be working from different sets of starting assumptions.

As an example, non-local investors are unlikely to have the same pre-conceived notions of the level of disadvantage in Salisbury as held by other investors, and may be less familiar with the strategic linkages between the Salisbury area, the Adelaide CBD and other key assets.

Consideration should also be had as to how the City of Salisbury engages digitally, and how it communicates and promotes its message online and through social media.

**Timing objective**

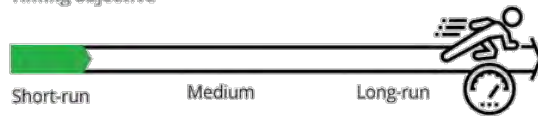


**Action: Promote the City of Salisbury's 'business friendly' reputation and credentials**

Consultations undertaken in preparing this report suggest the City of Salisbury has a strong reputation among the business community and public sector as being 'business friendly'. Its consultative, communicative, and efficient approach to development approvals, industry support and advocacy have elevated the reputation of the Council relative to other Adelaide local government jurisdictions, making it a key point-of-difference and drawcard to prospective investors.

There is an opportunity for the City of Salisbury to better leverage its positive reputation and promote the services it offers. This should be considered as part of a review of the Council's marketing and communications strategies (explored earlier). Promotion should target prospective investors and multinationals from interstate and overseas, as well as toward intrastate investors looking to invest in increased capacity in Salisbury (i.e. by businesses with an existing presence in the area) or to consolidate operations in some of the larger greenfield and brownfield developments available in the Council area.

**Timing objective**



**Lifting the quality of Salisbury’s urban amenity**

The perception among local community and industry stakeholders is that there are significant differences in the quality of urban amenity across the broader Salisbury region. While certain areas within Salisbury are perceived to have high urban amenity, specifically Mawson Lakes, there are many others that are considered as being unattractive and unsafe. Other areas are perceived to be associated with disadvantage, regardless of whether this is true or not. As a result, this acts as barrier for existing businesses and employers when attracting and retaining skilled workers, as well as a deterrent to new investment.

There are several opportunities for the City of Salisbury to improve the urban landscape, amenity, and liveability both in terms of lifting the level of quality, as well as the consistency of this quality across the Council area.

*Action: Improve streetscaping and urban landscaping*  
 Conversations with local industry and community stakeholders consistently identified the quality of streetscaping and the urban landscape across the City of Salisbury as suboptimal. Pleasant and safe urban landscapes were identified as being important for both:

- Firms, when attracting and retaining skilled workers, and when making an impression on visitors, customers, and investors.
- Workers, when determining their mode of transport to and from work (e.g. driving versus catching public transport or using other forms of active transport).

Particularly important is that improvements to streetscaping and urban landscaping extend to industrial areas, rather than just residential, transport, and retail activity precincts, and also consider the amenity and safety for shift workers and those working on weekends.

The type of streetscaping improvements that would be beneficial to particular areas largely depends on the type(s) of activity occurring in that particular precinct, with knowledge-intensive, mixed use precincts typically requiring higher levels of amenity improvements relative to single-use, industrial precincts, which typically require safety, wayfinding and signalling improvements.

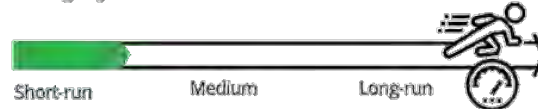
Ideally, improvements would be made to achieve consistent levels of streetscaping within precinct categories across the Salisbury area (i.e. a common level achieved by commercial precincts, and another for industrial precincts). This would require the adoption of service standards for amenity levels within different types of commercial and industrial precincts across the Council area.

Suggested improvements (that will be more or less suited to particular types of precinct) include

- Streetscaping to create pleasant urban landscapes and sense of arrival, particularly along key arterial roads.
- Enhanced street lighting and other safety and security features, particularly around public transport stops and industrial precincts.
- Footpaths and curbing to improve safety and accessibility, and to encourage walkability.
- Cycling infrastructure with bike lanes and dedicated bikeways to encourage active transport and recreation in a safe environment.

These improvements could be achieved by reprioritising existing allocations, as well as through existing maintenance programs. Input from local firms in the immediate vicinity and those who are most likely to be affected or benefit from streetscaping should also be sought well in advance.

**Timing objective**



Economic vision for the City of Salisbury | City of Salisbury

**Action: Investigate the use of "betterment" levies to fund urban upgrades**

The concept of using "betterment" levies to fund urban landscaping improvements is another possible solution to help lift the quality of urban amenity in Salisbury. The concept of a betterment levy could vary, ranging from additional funds raised from a specific industry cluster or residential suburb for the purpose of a specific urban project with relevance to that community, to simply identifying the share of funds in the Council rates already paid that go toward streetscaping and urban improvements.

Consultations undertaken in preparing this report noted historic examples of similar initiatives that had been used within the Council area (i.e. special rates levied on properties in the Globe Derby and the Salisbury CBD areas) to fund specific infrastructure and marketing initiatives.

While the concept of raising rates may conflict with efforts to maintain or improve cost competitiveness, certain communities within Salisbury, particularly businesses within the various activity clusters, may be attracted to the concept if it helped to overcome shared problems or to further common interest. Betterment levies would need to be targeted and purposeful, and best suited to communities with a commercial imperative and areas where urban amenity is perceived to be lowest and the ability of levy payers to accrue benefits is highest. Ideally, betterment levies would also be most useful when targeted toward funding projects that promote or facilitate growth in high value-add activities.

The implementation of betterment levies need to be consultative and well-communicated. This would involve Council working hand-in-hand with local industry and business clusters to identify their common and most pressing urban amenity challenges and beneficiaries' willingness to pay. Notwithstanding this, the introduction of such levies typically has the most chance of success when their adoption is championed by the business community that would directly benefit from the additional expenditure, rather than being perceived as imposed by Council.

**Timing objective**





### Activate Salisbury's CBD

In comparison to the more modern and cosmopolitan feel of Mawson Lakes, the Salisbury CBD currently does not contain the same amenity values. Despite this, the Salisbury CBD is the civic centre of the City of Salisbury, serving as an important public services and transport hub, with a range of retail and consumer outlets.

The transformation of the CBD is not dissimilar to other projects across Australia. The rapid population growth of South West Sydney led to the redevelopment of the Campbelltown CBD, with a focus on land use and urban structure. In a CBD redevelopment, public transport improvements must also be complemented by improvements to the road network. These improvements must have a focus on attractive place-making, to ensure walkability in the CBD.

**Action:** Accelerate the renewal of the Salisbury CBD, with the redevelopment of the Salisbury Interchange at its centre

The City of Salisbury recognises the current investment underperformance and future opportunity of the CBD, having commissioned a Renewal Strategy in 2012 to guide master planning and redevelopment. Early works have been undertaken in implementing this redevelopment strategy, with changes in planning requirements to support greater density, the adoption of an urban design framework to guide future investment, the construction of a new Community Hub and planning for upgrades to John and Church Streets.

Actively pursuing the redevelopment of the CBD should be an ongoing and long-run priority for the City of Salisbury as a mixed use precinct driving commercial, retail, civic and recreational activities amongst the local and surrounding populations.

The recent development of an investment attraction framework by the City of Salisbury is a prudent step towards implementing the broader renewal strategy. This identifies investment opportunities and assesses the market's appetite for a redevelopment. Most importantly it provides the Council with a roadmap detailing the steps that need to be taken and the decisions that need to be made. Progressing the framework and actioning the next steps should not be delayed.

Recent work undertaken by Jones Lang LaSalle (provided by the City of Salisbury and sighted by Deloitte) indicate market gaps exist in experiential retail, childcare, aged care and residential development (around the periphery) and this provides opportunities for future investment. Council has the opportunity to influence this by the release of some of its land holdings in the centre to market, either through the sale of individual parcels or

the requirement of a development partner for multiple sites.

Revisiting and refreshing the Renewal Strategy to develop a detailed and unified vision for the future direction of precinct should be developed as a priority. The recent development of urban centres interstate, such as Chatswood or Westmead in Sydney, provide excellent blueprints for building a dense urban residential and commercial environment integrated with public transport connections.

A similar opportunity exists with respect to the redevelopment of the Salisbury Interchange – possibly in conjunction with the Gawler electrification project and surrounding private sector landholders. Improvements to transport connectivity could help to make the Salisbury Interchange a focal point of the CBD redevelopment and a significant activity centre in its own right, as well as enabling the movement of people (via the intersection between north-south and east-west public transport corridors connected by bus and train public transport connections) as well as activities within the broader CBD precinct (via additional foot-traffic and activity that an improved interchange could generate).

Infrastructure improvements and service upgrades involving the interchange could include:

- the current Gawler-electrification project
- Improved coordination between bus and rail services to reduce waiting and travel times
- reviewing the frequency of non-stop rail services between the Salisbury CBD, Mawson Lakes and Adelaide's CBD, acknowledging potential implications for interactions with road networks
- the realignment of tracks and redevelopment at the Salisbury railway station incorporating:
  - realignment of freight rail lines along the Northern Connector corridor
  - removal of the level crossing at Park Terrace
  - upgrades to the general surrounds of the interchange to improve safety and amenity
  - staged development of multi-storey development adjacent to the Salisbury interchange, with initial stages designed and engineered to allow for subsequent stages
- improving the infrastructure connections from Tea Tree Gully and the proposed O-Bahn extension to the Salisbury CBD, and incorporate with the existing bus and rail interchange



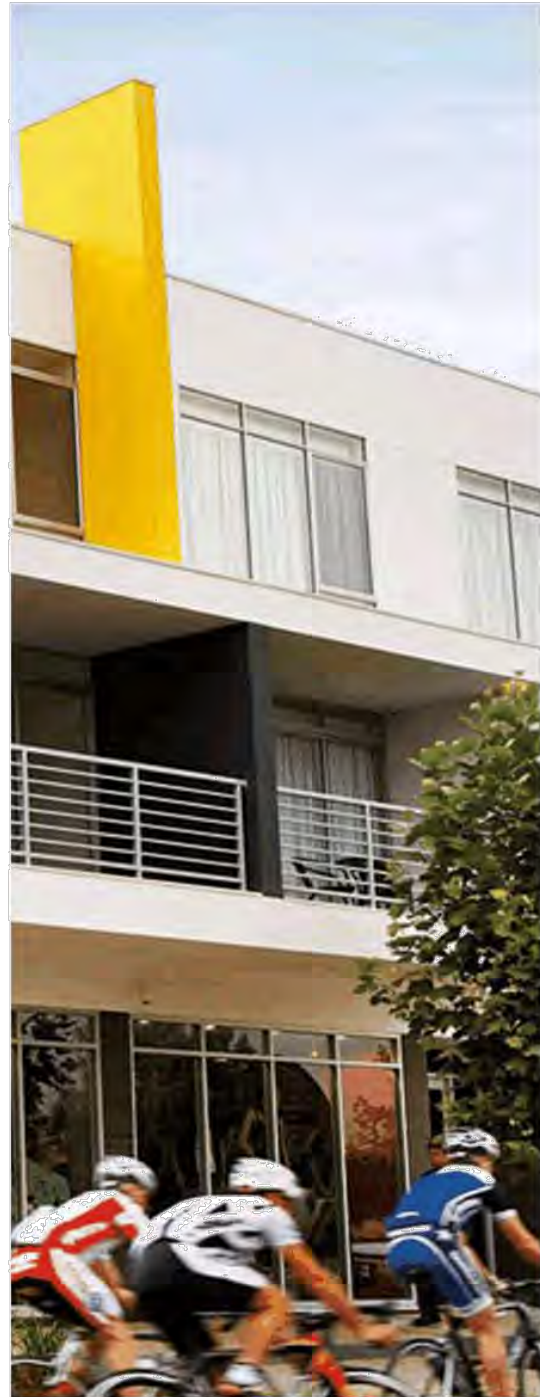
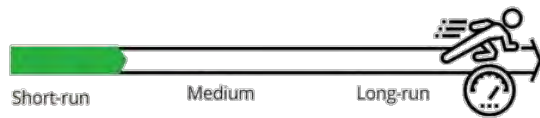
Greater density and amenity supported by this kind of redevelopment around the interchange will support retail and service outlets proximate to the interchange, further enhancing retail and commercial activities in the Salisbury CBD.

Other actions which could be taken to accommodate broader redevelopment in the Salisbury CBD include:

- Development of an agreed approach with the State Government on upgrades to Commercial Road, Park Terrace, existing TAFE and Police Station sites as well as the interchange (mentioned previously).
- Planning for and decisions to enable zoning, as well as the disposal and swaps of both Council and State Government land assets.
- Market sounding to test investor demand.

Extensive and inclusive consultations with existing local stakeholders, as well as marketing of 'the vision' to external and prospective stakeholders.

Timing objective





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**Item 1.7.1 - Attachment 5 - Attachment 5: Economic Vision for City of Salisbury Report**

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Item 1.7.1 - Attachment 5 - Attachment 5: Economic Vision for City of Salisbury Report

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