



AGENDA

**FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON
21 JULY 2025 AT 6.30PM
IN LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY**

MEMBERS

Deputy Mayor, Cr C Buchanan (Chairman)
Mayor G Aldridge
Cr B Brug
Cr L Brug
Cr J Chewparsad
Cr A Graham
Cr K Grenfell
Cr D Hood
Cr P Jensen (Deputy Chairman)
Cr M Mazzeo
Cr S McKell
Cr S Ouk
Cr S Reardon

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
Deputy Chief Executive Officer, Mr C Mansueto
General Manager City Infrastructure, Mr J Devine
General Manager City Development, Ms M English
General Manager Community Development, Ms B O'Brien
A/Manager Governance, Ms S Kinsella
Governance Support Officer, Ms M Prasad

APOLOGIES

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr M Mazzeo.

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 16 June 2025.

REPORTS

Administration

| | | |
|-------|--|----|
| 1.0.1 | Future Reports for the Policy and Planning Committee | 11 |
|-------|--|----|

For Decision

| | | |
|-------|---|-----|
| 1.1.1 | Strategic Asset Management Plan 2025/2026 Adoption..... | 13 |
| 1.1.2 | Economic Development and Growth Strategy | 61 |
| 1.1.3 | Mumford Road Code Amendment | 189 |
| 1.1.4 | State Government Design Standard - Engineering Requirements for Land Division [Technical Submission] | 209 |

QUESTIONS ON NOTICE

There are no Questions on Notice.

MOTIONS ON NOTICE

There are no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

ORDERS TO EXCLUDE THE PUBLIC

1.4.1 Bolivar Code Amendment, Minister's approval, conditions and next steps

Recommendation

That the Policy and Planning Committee:

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

*the public's interest is best served by not disclosing the **Bolivar Code Amendment, Minister's approval, conditions and next steps** item and discussion at this point in time.*

CLOSE



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN LITTLE
PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,**

34 CHURCH STREET, SALISBURY ON

16 JUNE 2025

MEMBERS PRESENT

Deputy Mayor, Cr C Buchanan (Chairman)
Cr B Brug
Cr L Brug
Cr J Chewparsad
Cr A Graham
Cr D Hood
Cr P Jensen (Deputy Chairman)
Cr M Mazzeo *via MS Teams*
Cr S McKell
Cr S Ouk

STAFF

Chief Executive Officer, Mr J Harry
Deputy Chief Executive Officer, Mr C Mansueto
A/General Manager City Infrastructure, Mr J Collins
General Manager City Development, Ms M English
A/General Manager Community Development, Ms C Giles
Manager Governance, Mr R Deco
Governance Support Officer, Ms M Prasad

The meeting commenced at 6.32pm.

The Chairman welcomed the Elected Members, members of the public and staff to the meeting.

APOLOGIES

Apologies have been received from Mayor G Aldridge, Cr K Grenfell and Cr S Reardon.

LEAVE OF ABSENCE

Nil.

PRESENTATION OF MINUTES

Moved Cr L Brug
Seconded Cr J Chewparsad

The Minutes of the Policy and Planning Committee Meeting held on 19 May 2025, be taken as read and confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Cr P Jensen
Seconded Cr D Hood

That Council:

1. Notes the report.

CARRIED

1.0.2 Recommendations of the Intercultural Strategy and Partnerships Sub Committee meeting held on Tuesday 10 June 2025

Moved Cr J Chewparsad
Seconded Cr S Ouk

That Council:

1. Receives and notes the information contained in the Intercultural Strategy and Partnerships Sub Committee of the meeting held on 10 June 2025 and that the following recommendations contained therein be adopted by Council:

CARRIED

1.0.2-ISPS1 Future Reports for the Intercultural Strategy and Partnerships Sub Committee

Moved Cr J Chewparsad
Seconded Cr S Ouk

That Council:

1. Notes the report.

CARRIED

**1.0.2-ISPS2 Update on SICA and SISA meetings -
Community Diversity and Inclusion Division**

Moved Cr J Chewparsad
Seconded Cr S Ouk

That Council:

1. Notes the report.

CARRIED

1.0.2-ISPS3 Diversitours project update

Moved Cr J Chewparsad
Seconded Cr S Ouk

That Council:

1. Notes the report.
2. Approves the cessation of the Diversitours Project.

CARRIED

For Decision

**1.1.1 Council Policy for Comments and Consultation on Private,
other Council and State-Led Code Amendments**

Moved Cr C Buchanan
Seconded Cr D Hood

That Council:

1. Adopts the Draft Code Amendment Comment Policy detailed in Attachment 1 of this report (Item 1.1.1, Policy and Planning Committee, 16 June 2025) that outlines the process for comments on private, other Council and State Government led Code Amendments.

CARRIED

**1.1.2 Request to Rename Joseph Street, Salisbury or Salisbury
East**

Moved Cr J Chewparsad
Seconded Cr D Hood

That Council:

1. Notes the request to rename one of the Joseph Streets in Salisbury or Salisbury East.
2. Approves the commencement of the process to rename Joseph Street, Salisbury subject to:

-
- a. Consultation with all the affected residents in Joseph Street, Salisbury.
 - b. The affected residents being invited to suggest a new street name for Council's consideration.
 - c. A further report being presented to Council for consideration following the consultation process.

CARRIED

QUESTIONS ON NOTICE

There were no Questions on Notice.

MOTIONS ON NOTICE

There were no Motions on Notice.

OTHER BUSINESS

(Questions Without Notice, Motions Without Notice, CEO Update)

There were no Other Business Items.

ORDERS TO EXCLUDE THE PUBLIC

1.4.1 Local Heritage Listing - Update & Next Steps

Moved Cr S Ouk

Seconded Cr S McKell

That the Policy and Planning Committee:

1. *Orders that pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, that it is appropriate and necessary to exclude the public for the consideration of Agenda Item 1.4.1 Local Heritage Listing – Update & Next Steps with the exception of the following persons:*
 - *Chief Executive Officer*
 - *Deputy Chief Executive Officer*
 - *A/General Manager City Infrastructure*
 - *General Manager City Development*
 - *A/ General Manager Community Development*
 - *Manager Governance*
 - *Governance Support Officer*
 - *Senior Strategic Planner*
 - *Team Leader Council Governance and Information Assets*
 - *Audit and Risk Manager*
 - *Manager Field Services*
 - *Manager People and Performance*
 - *Manager Community Experience*
 - *Team Leader Strategic Urban Planning*
 - *Assessment Manager*

On the basis:

- *it relates to information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
 - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non-disclosure of the matter and discussion of this item in confidence would protect commercial negotiations and Council's commercial position*

*the public's interest is best served by not disclosing the **Local Heritage Listing - Update & Next Steps** item and discussion at this point in time.*

CARRIED

The meeting moved into confidence at 6.35pm

The meeting moved out of confidence and closed at 6.36pm.

CHAIRMAN.....

DATE.....

| | |
|------------------------|---|
| ITEM | 1.0.1 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 21 July 2025 |
| HEADING | Future Reports for the Policy and Planning Committee |
| AUTHOR | Michelle Whibley, PA to General Manager, City Development |
| CITY PLAN LINKS | 4.2 We deliver quality outcomes that meet the needs of our community |
| SUMMARY | This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral. |

RECOMMENDATIONThat Council:

1. Notes the report.

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. REPORT

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

| Meeting Item | Heading and Resolution | Officer |
|----------------|---|---------------|
| 24/02/2025 | Body Worn Cameras | John Darzanos |
| 1.1.1 MONW3 | 2. Requests the Administration to undertake an evaluation of the Body Worn Cameras during the trial and provide a report to Council on the outcomes using an Evaluation Assessment Framework that will include an evaluation of: <ul style="list-style-type: none"> • Number of activations and type of use e.g. safety, compliance and enforcement, etc • Technical Features • Functionality and Performance • Durability and Build Quality • Ease of Use and Officer Experience • Impact on Safety and Community Interactions | |

| | | |
|---------------------|--|--------------------|
| | <ul style="list-style-type: none"> • Evidence Quality and Usability; and • Cost Analysis. <p>4. Notes that Administration will provide a report post-trial regarding the outcomes of the trial and recommendations for potential future use.</p> | |
| Due: | September 2025 | |
| 24/02/2025 1.1.2 | Accommodation Diversity Code Amendment 2. Notes the Administration is developing a housing strategy as part of the City Plan to be presented to the Policy and Planning Committee. | Kynan Mann |
| Due: | August 2025 | |
| 24/03/2025 1.1.3 | Planning, Development and Infrastructure (Vehicle Parking) Amendment Bill 2025 – Vehicle Parking Scheme 3. Notes that Administration will bring back a report in June 2025 on opportunities to utilise the remaining fund within the Mawson Lakes Carparking Fund should the Bill be passed. | Kynan Mann |
| Due: | June 2025 | |
| Revised: | August 2025 | |
| Reason: | To enable time to provide greater detail on the options to progress use of the fund. | |
| 17/03/2025 1.4.1 | Salisbury North Oval Precinct Plan This resolution is confidential. | Daryl Tian |
| Due: | August 2025 | |
| 23/06/2025 1.1.2 | Request to Rename Joseph Street, Salisbury or Salisbury East 2. Approves the commencement of the process to rename Joseph Street, Salisbury subject to: <ol style="list-style-type: none"> Consultation with all the affected residents in Joseph Street, Salisbury. The affected residents being invited to suggest a new street name for Council's consideration. A further report being presented to Council for consideration following the consultation process. | Chris Zafiropoulos |
| Due: | November 2025 | |

4. CONCLUSION / PROPOSAL

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

| | |
|------------------------|---|
| ITEM | 1.1.1 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 21 July 2025 |
| HEADING | Strategic Asset Management Plan 2025/2026 Adoption |
| AUTHOR | Chris Haskas, Manager Engineering Assets & Systems, City Infrastructure |
| CITY PLAN LINKS | 4.2 We deliver quality outcomes that meet the needs of our community 4.4 We plan effectively to address community needs and identify new opportunities |
| SUMMARY | This report seeks Council's adoption of the Strategic Asset Management Plan (SAMP) 2025/26, following the public consultation period. |

RECOMMENDATION

That Council:

1. Adopts the final Strategic Asset Management Plan 2025/26 as presented in Attachment 2 of the report (Item 1.1.1, Policy and Planning Committee, 21 July 2025).

ATTACHMENTS

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

1. Strategic Asset Management Plan - Public Consultation Feedback
2. Strategic Asset Management Plan SAMP 2025/26

1. BACKGROUND

- 1.1 The Strategic Asset Management Plan enables Council to consider what expenditure is required to manage, maintain and renew assets to deliver the approved levels of service and ensure that these requirements are tested for financial sustainability through the Long-Term Financial Plan.
- 1.2 The Draft 2025/26 SAMP has been developed through consideration of agreed service levels and known financial forecasts as part of the New Initiative Bid process, and has been amended and updated following the 2025/26 Council budget process.
- 1.3 At its meeting held on Monday, 28 April 2025, it was resolved that Council:
 1. *Notes that, in line with Section 126 (4)(b) of the Local Government Act 1999, the Audit and Risk Committee considered and reviewed the Draft Strategic Asset Management Plan 2025/26 as attached in the report (Item 7.1.3 - Draft Strategic Asset Management Plan 2025/26, Audit and Risk Committee – 15 April 2025).*

2. *Adopts the draft Strategic Asset Management Plan 2025/26 as presented in Attachment 1 of the report (Item 1.1.3, Policy and Planning Committee, 22 April 2025) for the purpose of public consultation.”*

2. CONSULTATION / COMMUNICATION

- 2.1 Council’s Audit and Risk Committee.
- 2.2 Members of the public via Council’s Website and through an advertisement in *The Advertiser*.

3. REPORT

- 3.1 An Engagement Plan was developed in consultation with the Manager Community Experience to guide consultation activity. Consultation undertaken was similar to previous years and included:
 - 3.1.1 Council’s Website page – Have your Say Consultation Zone
 - 3.1.2 Advertiser Public Notice Advertisement – promoting website, and email for feedback
- 3.2 Council received one written submission (attached) regarding the 2025/26 Strategic Asset Management Plan. A response letter (attached) has been provided to the resident as part of the Long Term Financial Plan and Annual Business Plan public consultation process. A response letter will be sent to the resident in response to their feedback.
- 3.3 The financial forecasts have been cross checked and reconciled with the Long-Term Financial Plan. No changes have been made to the financial forecasts in the Draft Plan presented for consultation.

4. CONCLUSION / PROPOSAL

- 4.1 That the final Strategic Asset Management Plan 2025/26 be adopted and placed on Councils website.

City of Salisbury
ABN 82 615 416 895
34 Church Street
PO Box 8
Salisbury SA 5108

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au



23 June 2025



Dear [REDACTED]

2025/26 Long Term Financial Plan and Annual Business Plan Public Consultation Response

Thank you for your recent feedback regarding the 2025/26 Long Term Financial Plan and Annual Business Plan (Draft LTFP&ABP). Please find below Council's responses to your submission.

Confidential Budget Bids

When matters are confidential, they are so for defined purposes in accordance with the Local Government Act, 1999 with this need balanced against public interest. We acknowledge that this does limit the ability to comment on these items, however, procedurally this is the correct process.

Confidential budget bids that are asset related have been included in the Draft 2025/26 Strategic Asset Management Plan

Confidentiality

All confidentiality orders are subject to an annual statutory review process. If the grounds and basis for confidentiality are still present, confidential items will remain confidential. Local Government is currently under no statutory obligation to create a register of lapsed confidentiality orders and associated reports and resolutions.

Assumptions

The City of Salisbury references several economic forecast publications to inform the financial assumptions made in developing the Long Term Financial Plan. As noted in the Draft 2025/26 Long Term Financial Plan and Annual Business Plan, Deloitte Access Economics was used in determining future interest rates, and this has been

City of Salisbury
ABN 82 615 416 895
34 Church Street
PO Box 8
Salisbury SA 5108

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au



the case for several years. Reference data used across the sector is not consistent as each Council determines its own set of references for forecast data, and this invariably produces assumptions across Councils that will vary.

City of Salisbury's interest rate assumption, based on sound and reliable economic data provides for prudent long term financial management.

Thank you again for taking the time to provide your feedback on the City of Salisbury 2024/25 Long Term Financial Plan and Annual Business Plan.

Yours sincerely,

John Harry
Chief Executive Officer
Phone: 8406 8212
Email: jharry@salisbury.sa.gov.au

Draft 2025/26 Long Term Financial Plan and Annual Business Plan
Public Consultation email submissions received from:

[REDACTED]

Email 1 - Copy of email sent 18 May 2025

From: [REDACTED]
Sent: Sunday, 18 May 2025 1:46 AM
To: 'Financial.Services@salisbury.sa.gov.au' <Financial.Services@salisbury.sa.gov.au>
Cc: 'city@salisbury.sa.gov.au' <city@salisbury.sa.gov.au>
Subject: Draft 2025/26 Long Term Financial Plan and Annual Business Plan and Draft 2025/26 Strategic Asset Management Plan

Hi,

I note that, as per some previous years, there are some confidential budget items, some items with significant budget amounts. It is difficult for me to provide feedback, for example, whether or not I support the Draft 2025/26 Long Term Financial Plan and Annual Business Plan when there are confidential items. Note, I have previously suggested the City of Salisbury provide a Register of Items released from Confidentiality, like some other Councils. Are confidential budget items from previous years still confidential?

Are 2025/26 confidential budget items, if asset related, included in the Draft 2025/26 Strategic Asset Management Plan?

Kind regards,

[REDACTED]

Email 2 – Copy of email sent 19 May 2025

From: [REDACTED]
Sent: Sunday, 19 May 2025 8:50 PM
To: 'Financial.Services@salisbury.sa.gov.au' <Financial.Services@salisbury.sa.gov.au>
Cc: 'city@salisbury.sa.gov.au' city@salisbury.sa.gov.au; Peter Jensen; Shiralee Reardon

Hi,

Further to below email, the City of Salisbury's assumed LTFP Interest Rate appears to be quite high; by comparison, the City of Playford and the City of Tea Tree Gully both appear to use a lower Interest Rate assumption, see below extracts from the respective draft plans.

If a lower Interest Rate assumption is applied would there be an opportunity for a lower average rate increase and/or a higher budgeted surplus?

City of Salisbury

City of Salisbury

Long Term Financial Plan 25/26 to 34/35

Assumptions Table

| Year Ending 30 June | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
|---------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Consumer Price Index (CPI) | 3.0% | 2.7% | 2.5% | 2.5% | 2.4% | 2.4% | 2.5% | 2.6% | 2.6% | 2.6% |
| Salary & Wages | 3.5% | 3.0% | 3.0% | 3.0% | 3.1% | 3.2% | 3.2% | 3.2% | 3.3% | 3.3% |
| Superannuation Guarantee Charge | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% |
| Interest Rate | 7.8% | 6.9% | 6.7% | 6.4% | 6.2% | 6.1% | 6.1% | 6.1% | 6.1% | 6.1% |

City of Playford

Key Assumptions

To ensure Council is responsibly planning for the delivery of infrastructure in line with continued growth and our commitments under the Growth Area Infrastructure Deeds, additional capacity through an additional resource is required. This resource will be required to deliver the planning of multiple growth area projects that are due to commence in 2025/26.

Cost Drivers

Several indices were used as cost drivers in preparing this Plan:

- Consumer Price Index (CPI)
- Estimates for wage escalation (Enterprise Agreement and WPI)
- Interest Rates

Using these indices shows the effect of inflationary pressures and economic conditions over time. Council will continue to closely monitor inflation forecasts, as projected inflation is likely higher in the short term before it returns to the longer-term average. Future LTFP documents will incorporate the latest inflationary estimates.

CPI is only applied to non-salary expenditure lines where the inflationary impact is unavoidable in the provision of Council services and to years 2-10 for asset revaluation. Council applies CPI sourced from the Australian Bureau of Statistics December 2024 release of 2.5%. The inflation index applied in the LTFP represents a decrease from the inflation assumption adopted in 2024/25 plan for 2025/26 of 2.58%.

Years 2-10 are based on the Deloitte Forecast Economics December 2024 Release with CPI reverting to more historic values of between 2.35% and 2.71% for the remainder of the Plan.

For salaries, Year 1 of this Plan is based on an estimate of 4.5% as negotiations are currently underway for the Enterprise Agreement. Years 2-10 are based on the WPI from the Deloitte Forecast Economics December 2024 release of between 3.26% and 3.40% per annum. The LTFP also includes the additional statutory Superannuation Guarantee Charge increase for 2025/26 of 0.5%.

Interest costs are based on projected debt levels. Existing interest rates are applied to fixed debt. The Deloitte Access Economics Business Outlook rates are applied to variable debt in years 1-10.

The table below summarises the indices included in the LTFP.

| Driver | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 | 33/34 | 34/35 |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Consumer Price Index | 2.50% | 2.71% | 2.55% | 2.49% | 2.35% | 2.39% | 2.50% | 2.58% | 2.59% | 2.58% |
| Enterprise Agreement/Wage Price Index | 4.50% | 3.40% | 3.26% | 3.37% | 3.36% | 3.35% | 3.36% | 3.35% | 3.34% | 3.34% |
| Interest Rates – variable | 5.25% | 4.42% | 4.14% | 3.92% | 3.66% | 3.56% | 3.54% | 3.54% | 3.54% | 3.54% |

City of Tea Tree Gully

Financing and Depreciation assumptions

Financing expenses will continue to increase on the previous years based on the current borrowing expectations and interest rates. This will need to be monitored throughout the year depending on the interest rate increases. Currently an average interest rate of 5% over the medium term has been used for finance expense projections.

City of Tea Tree Gully – Long Term Financial Plan 2026–2035

Kind regards,

A black rectangular redaction box covering the signature of the representative.



Strategic Asset Management Plan

2025/26




2

Acknowledgement of Country

The City of Salisbury acknowledges that we are on the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.



Salisbury City Centre Clock Tower Artwork by Paul Herzich

Strategic Asset Management Plan 2025/263

Table of contents

Executive Summary

1.

Introduction

2.

Strategic organisational context

3.

Asset portfolio

4.

Asset management objectives

5.

Asset management planning approach (action plan)

6.

Financial Summary

7.

Conclusion

8.

References

Executive summary

The City of Salisbury is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of \$2.3 billion of assets, which enable Council to provide a wide range of services to the community.

Major assets include land, buildings, parks, recreation areas, roads, footpaths, drainage systems and provide service essential to our community's quality of life.

The Strategic Asset Management Plan (SAMP) 2025/26 takes the organisational objectives in our overarching strategic plans, reviews how the community receives and uses the service and whether City of Salisbury is providing community value.

The SAMP considers key legislative and risk mitigation such as:

- universal access (Disability Discrimination Act)
- ability inclusion
- Road Safety Framework linking to the School Framework
- climate change.

The SAMP considers community expectations, Council directions and strategy with respect to improved levels of service in a number of areas, including:

- verges and street trees
- urban spaces (universal design)
- playspaces and facilities (inclusive design)
- path lighting (improved light levels to improve community safety)
- shade
- irrigation areas increased
- playing surfaces
- footpaths
- community and club room event spaces
- renewal of street lighting.

The SAMP builds on the 2024/25 plan, as Council has approved community-based levels of service and asset hierarchies for Roads, Drainage, Buildings and Playspaces (70% of the value of assets in the City). Council has adopted renewal expenditure across these asset classes to meet the endorsed levels of service, ensuring that the Council's renewal programs are financially sustainable, and deliver intergenerational equity.

Council has also reviewed footpath levels of services and implemented a renewal program for street lighting. Council has a significant number of asset classes still to be reviewed, such as sports lighting, irrigation, bridges, street trees and ornamental lakes to develop community-based levels of service and hierarchies and subsequent funding options to meet community expectations in a sustainable way. Council is engaged in an asset management improvement process to further review structure and hierarchy of key asset classes and subsequent community levels of service. It is expected that Council will review all levels of service and subsequent renewal expenditure across all asset classes late in 2024, once the further review work is undertaken.

Council builds infrastructure to provide a quality of service that the community needs, that Council can afford to maintain and renew and replace in years to come.

Strategic issues

Council has developed a Sustainability Strategy and is finalising a Place Activation Strategy and facilities management model that will set out the long-term investment in building and infrastructure across the City. Similarly, Council is developing Stormwater Management Plans and there will be significant investment in infrastructure, including regional drainage systems in the west of the City to support industry and community facilities.

This is particularly relevant for the development of up to 15,000 dwellings on the salt fields site, noting the need for complementary private and state government investment. Whilst not included in the SAMP, which focuses on service continuity, the total capability of Council to fund their component of new work needs to be considered together with the capacity of Council to fund the increases in levels of service. We aim to continuously improve the age friendliness and inclusiveness of our assets.

Community Fun Day at Salisbury Community Hub



Current situation

Asset Managers have been moving from condition based to service continuity based asset management planning. They have been working closely with Council to determine the community's expectations and levels of service for key asset classes, which will be reflected in the asset management operational plans and the subsequent projects currently under construction and in the budget for 2025/26. Council is working through a confirmation process of the asset structures and hierarchy and levels of service to ensure the upgrade component of the renewal program is financially affordable and sustainable in the long term, particularly with respect to current inflationary pressures, which is seeing the cost of construction and raw materials increase by in some cases over 20%.

Community based service levels and asset hierarchies have been approved for major asset classes with work to be undertaken over the next three years to assess further classes, together with the existing ones to ensure financial sustainability and service levels are achieved. These asset classes are detailed in the Asset Improvement Plan.

Financial implications

The SAMP is in line with the Long-Term Financial Plan (LTFP), however increases in levels of service in some classes developed over the last three years, working with the Council, have increased the cost of renewal. Costs have also increased as a result of inflation.

Council is required to manage its assets in a financially sustainable manner. This means Council must understand costs to maintain and renew its existing asset portfolios to continue to deliver the targeted levels of service and on top of these provide for growth and new services as identified by the Council to meet community needs and expectations.

Council has maintained the average expenditure for renewal of key assets over the 10-year period of the SAMP. However, for budget optimisation, a number of renewal programs are reduced in years one to three and increased in years four to 10 to maintain the average renewal spend, as outlined in the LTFP.

| Executive Summary Preliminary Cost Estimates (subject to confirmation of the budget and LTFP) | (\$000) |
|---|-------------|
| 10-year total cost [10 yr Ops, Maintenance, Renewal and Upgrade Project Expenses] | \$1,208,494 |
| 10-year average cost | \$120,849 |
| 10-year total LTFP budget [10 yr Ops, Maintenance, Renewal and Upgrade LTFP Budget] | \$1,208,494 |
| 10-year average LTFP budget | \$120,849 |
| 10-year AM financial indicator | 100% |
| 10-year average funding shortfall | \$0 |



Risks

Risks previously identified in the Asset Risk Register have been reviewed and updated with most risks having been mitigated or eliminated over the last four years, particularly with the improvement in asset data, through the introduction of Confirm Connect on tablets and asset-based costing in the field allowing Field Staff and asset managers real time data and analysis of the assets.

There is a significant challenge with balancing the community's expectation of service levels and Council's long term financial sustainability. This will be mitigated by increasing the level of understanding within the community regarding cost associated with changes in levels of services and balancing service levels between asset categories.

In undertaking the confirmation process of levels of service over the next three years, Council will strengthen the overarching view of the asset renewal program and consider the value of each service against another. Having completed sign off by Council of the first four asset classes, this has significantly mitigated the risk associated by considering each asset class independently of funding increases or reductions and expectations by the community with respect to the levels of service provided by the whole asset portfolio of \$2.3 billion.

Opportunities

Council has been working through an Asset Management Improvement Plan (AMIP) since 2018 with initial phases completed to improve the accuracy of the asset register and move to field mobility and electronic work orders. Future phases of the AMIP have been identified to further improve asset management with key objectives identified and reported to internal stakeholders.

Asset management approach

Council has introduced a new sub committee, the Asset Management Sub Committee, focused on asset management and progressing from asset centric based asset management to service-based asset management.

Council recognises the SAMP is an integral part of the strategic management plans of the Council including the City Plan and LTFP. The SAMP is also cognisant of other key Council strategies such as the Sustainability Strategy, Thrive Strategy, Place Activation Strategy and Integrated Transport Plan, Growth Action Plan, Age Friendly Strategy and the Ability and Inclusiveness Strategy.

The key outcomes from the SAMP include:

- increasing operating for buildings as Council continues to improve levels of service for its community facilities
- confirming community-based levels of service for roads, drainage and buildings and associated funding
- increasing operating for footpath maintenance to improve levels of service
- allocating renewal funding for street lighting
- maintaining existing renewal funding for other asset classes until audits and valuations are completed and discussed with Council through the Asset Management Sub Committee.



1. Introduction

The Strategic Asset Management Plan (SAMP) includes documented information that specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans and the role of the asset management system in supporting achievement of the asset management objectives¹.

The SAMP is an integral part of the City of Salisbury’s planning framework. This includes the Organisational Strategic Plan, Asset Management Policy, Strategic Asset Management Plan,

asset management (AM) plans for individual portfolios and operational plans and work programs. There is a clear alignment from the organisational vision and objectives, Asset Management Policy, AM objectives, AM plans, operational plans, work programs through to performance measures as shown in Figure 1.

The SAMP is defined as a Strategic Management Plan in accordance with the legislative requirement of Section 122 of the Local Government Act 1999.

Figure 1 – Asset Management Planning Framework



Source, IIMM Fig 4.2.2, p 4/22.
¹IPWEA, 2015, IIMM, Sec 4.2.3, p 4/28.

1.1 Scope of asset management system

The AM system is “the set of interacting elements of an organisation to establish AM policies and objectives, and processes to achieve those objectives”².

The AM system is applied to the delivery of AM objectives services/products from the following asset portfolios with additional detail in section 3.1, including:

- drainage and waterways
- urban assets — including parks and streetscapes
- street trees
- public lighting
- transpo rtation
- property and building
- Salisbury Water
- plant and fleet
- information technology (to be developed).

The AM system scope is determined after consideration of:

- AM objectives
- external and internal issues relevant to the purpose of the organisation
- community expectations and requirements
- interaction/linkages with other management systems
- criteria for AM decision making³.

1.2 Purpose and structure of asset management system

The AM system assists the organisation to achieve its AM objectives. It includes

“all the functions, people, processes, information and tools that deliver AM objectives”⁴. The AM objectives are the results to be achieved from the AM system. AM objectives are guided by organisational objectives and the AM

policy and drive AM practices undertaken by the organisation⁵.

The AM system structure includes:

- Asset Management Policy (developed and approved through the Asset Management
- Sub-Committee, or existing programs previously in place)
- AM operational plans for the asset portfolios
- Integration of AM processes, activities and data with other organisational functions including levels of service KPI’s and subsequent service delivery, quality, financial and asset accounting, risk management, safety and human resources
- reporting of AM objectives (levels of service) and resources needed to achieve the objectives in annual budgets
- reporting of AM objectives achievements in annual reports.

²IPWEA, 2015, IIMM, Sec 2.1.1, p 2/3.
³IPWEA, 2015, IIMM, Sec 2.1.1, p 2/3.
⁴IPWEA, 2015, IIMM, Sec 2.1.1, p 2/3.
⁵IPWEA, 2015, IIMM, Sec 2.1.3, p 2/13.

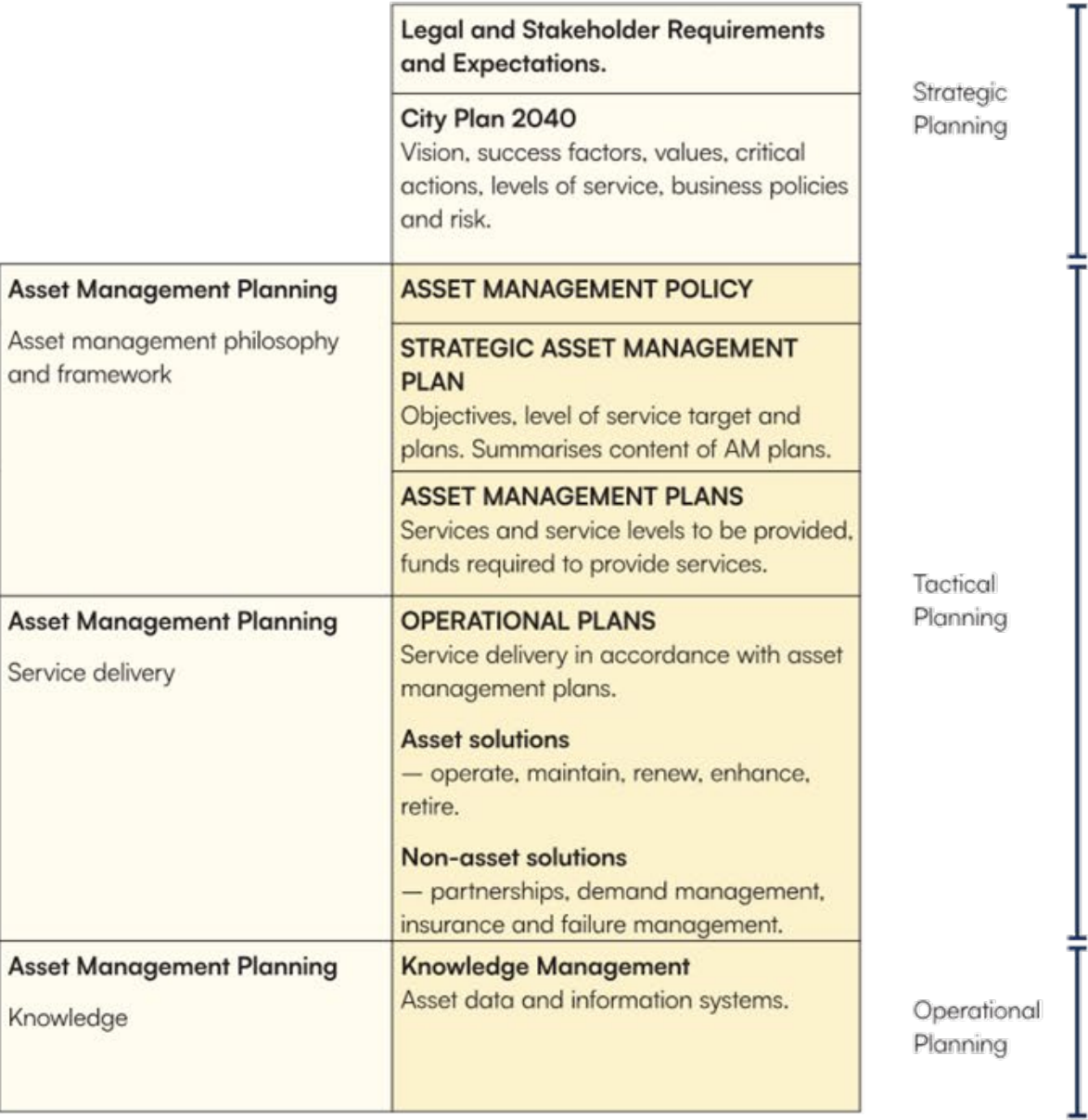


1.3 The SAMP and our Planning Framework

The SAMP is an integral component of our Planning Framework. It is linked to the City of Salisbury’s strategic documents, including the LTFP and City Plan 2040 and sets the structure for AM operational plans for included asset portfolios. The AM operational plans are linked to the SAMP which forms the basis for development of annual budgets to deliver agreed levels of service for available resources. The annual budget sets the framework for annual work plans and division and staff performance targets.

Figure 2 shows how the AM system integrates within our planning framework.

Figure 2 - Strategic asset management fit in asset planning process



1.4 Asset management objectives

The City of Salisbury's asset management objective is to deliver and manage assets to achieve the City Plan's vision of a progressive, sustainable and connected community.

The AM objectives are developed from our strategic plan and:

- review of risks including the potential impacts from failure of:
- assets from a material/structural perspective
- AM activities (quality or level of renewal and maintenance), which prevents Council from achieving their agreed to levels of service for the community, both individually or in combination.
- review of the importance of assets related to their intended outcomes, objectives and product or community experience levels of service requirements
- a check on the applicability of AM objectives during the AM planning process⁶.

AM objectives are specific, measurable, achievable, relevant and time bound. AM objectives are developed in Section 4.

AM plans are to be formulated and documented to achieve the AM objectives. This includes documentation of decision-making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications⁷.

Little Para River Trail



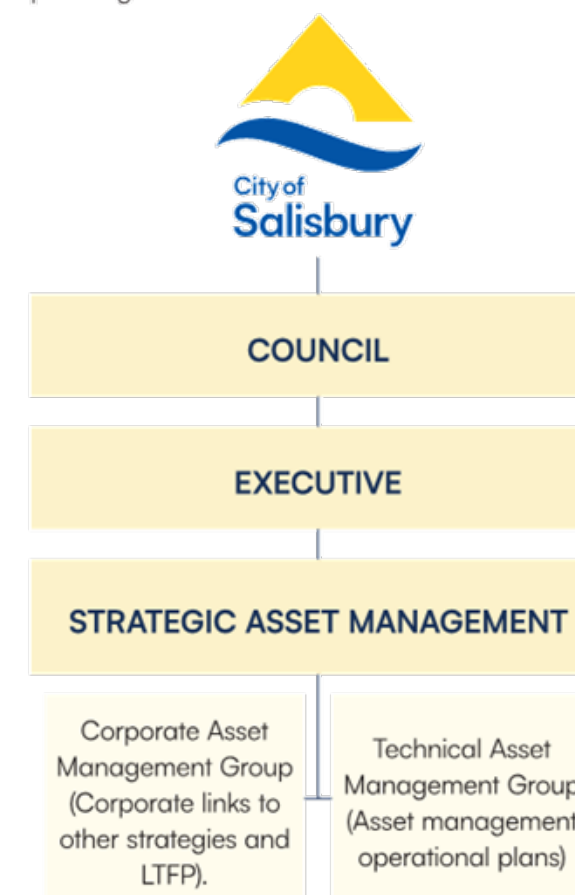
⁶ ISO 2014, ISO 55002, Sec 6.2.1, p 9
⁷ IPWEA, 2015, IMM, Sec 4.2.3, p 4129.

1.5 Responsibility for the SAMP

The General Manager City Infrastructure is responsible for development and maintenance of the SAMP. The SAMP is reviewed at regular intervals, to ensure alignment to the LTFP, and presented to the Strategic Asset Management Group (SAMG), Executive and Council.

The SAMG comprises of a select group of senior staff and reports directly to the Executive group. Additional internal working groups report to SAMG to deliver continuous improvement,

develop and review asset management operational plans, service levels, asset structures and ensure ongoing general asset management planning.



1.6. SAMP planning horizon

The SAMP has a planning horizon of 10 years, it is based on detail in asset management plans which has been updated and revised as part of the Asset Management Improvement Plan (AMIP).

Like the other strategic management plans of Council, the SAMP has a life of four years or as required when there is a major change in Strategy.

It is expected, that because of the significant number of asset classes to be reviewed and analysed, to determine community-based levels of service and hierarchies, the SAMP will be updated each year over the next four years.

2. Strategic organisational context

This section details the strategies of the organisation over the period of the plan and presents options for addressing those issues including those that cross all parts of the organisation as they are likely to impact on our ability to achieve our AM objectives.

2.1 Alignment to City Plan 2040

City Plan 2040 contains a vision for Salisbury to be a progressive, sustainable and connected community. It has three directions that capture the social, environmental and economic influences on the City, and one direction that addresses factors within the organisation itself.

Several ‘foundations’ are then identified for each of the four directions. Council has determined that these Foundations are the goals that we will seek to achieve for the City. They are supported by critical actions that outline the Council’s priority deliverables over the life of the plan.

Our critical actions range from operational and site-specific projects that will have immediate impact, to strategic objectives that will guide how and what Council achieves in the longer term.

Key critical actions that are linked to the SAMP are listed on the following page.

Aerial view looking southwest of the City of Salisbury



| A welcoming and liveable City | |
|--|---|
| Strategic projects <ul style="list-style-type: none">• Upgrade Lake Windemere Reserve and surrounds.• Implement St Kilda and Paddocks masterplans.• Enhance the visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and more greening of reserves.• Improve our playgrounds and sporting facilities and cycle paths.• Implement the Ability Inclusion Strategic Plan, including providing more equipment in our playgrounds that is able to be used by people with different abilities. | Operational focus <ul style="list-style-type: none">• Improve quality and cleanliness of residential areas.• Remove rubbish dumped on public land promptly.• Implement Council’s community safety strategy, including CCTV coverage.• Ensure public spaces are accessible and sporting facilities are maintained.• Provide support and grants to sporting and community groups.• Deliver Council’s intercultural Strategic Plan to build connections and increase collaboration among community groups and service providers. |
| Future planning <ul style="list-style-type: none">• Review a place activation strategy.• Assess future social infrastructure needs.• Update the ‘City Pride’ strategy. | Advocacy priorities <ul style="list-style-type: none">• Increase resourcing and services to make our community a safer place.• Improve public transport options. |

| A sustainable city | |
|--|--|
| Strategic projects <ul style="list-style-type: none"> Improve the environmental performance of Council buildings. Enhance our biodiversity corridors along Dry Creek and Little Para River and other environmentally sensitive areas such as coastal mangroves. | Operational focus <ul style="list-style-type: none"> Use recycled or re-used materials where possible in construction and maintenance programs. Adopt practices and infrastructure that make the City cooler in an increasingly warm climate. Stabilise major creek lines and banks to improve biodiversity and reduce scour and silting. Manage and plan assets so they are resilient to a changing climate. |
| Future planning <ul style="list-style-type: none"> Review Council's sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water. Complete the Dry Creek Stormwater Management Plan to protect the City from flooding. Develop a business case to showcase good design techniques that improve the environmental performance of housing and streets. | Advocacy priorities <ul style="list-style-type: none"> Integrate urban water planning. |

| A growing city that creates new opportunities | |
|--|--|
| Strategic projects <ul style="list-style-type: none"> Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites. Deliver a residential development program by using surplus Council land. | Operational focus <ul style="list-style-type: none"> Support new and existing businesses and industries to grow and create jobs. Improve infrastructure, signage, safety, streetscapes and upkeep of commercial and industrial areas to support economic sustainability and growth. Improve parking in Salisbury City Centre and Mawson Lakes Central, business and recreation precincts. |
| Future planning <ul style="list-style-type: none"> Coordinate the delivery of stormwater solutions and road network upgrades for growth areas on the west of Port Wakefield Road areas. | Advocacy priorities <ul style="list-style-type: none"> Redevelop the Salisbury and Mawson Lakes Interchanges Improve east-west roads, including increasing the capacity and safety of Kings Road and Waterloo Corner Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace and Kings Road. Prepare Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity access to alternative energy sources and recycled water. |

| Innovation and Business Development | |
|---|---|
| Strategic projects <ul style="list-style-type: none">Upgrade Council's Operations Centre at Cross Road to support business transformation. | Operational focus <ul style="list-style-type: none">Improve how we use data to better inform decision making.Implement continuous improvement program. |
| Future planning <ul style="list-style-type: none">Review Council's Strategic Asset Management Plan. | Advocacy priorities <ul style="list-style-type: none">Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in the City Plan and its supporting strategies. |

Salisbury Aquatic Centre



2.2 Services provided

We provide essential services to the 148,000 residents, visitors and businesses in the City of Salisbury community including:

- integrated traffic network of 900 km, including major off-road pedestrian cycling network in 50% of the City
- stormwater flood management network provides flood protection to 99% of residential dwellings.
- 165 local, 32 district and six regional reserve/ playspaces
- a hub model which is being implemented across the City, which will see a reduction in the number of facilities, but an increase in service offering at a district level, providing community services including locating of neighbourhood centres, libraries and senior services and wellbeing services
- 65 facilities leased to clubs and associations to deliver sports and recreation across the City.

These services are an essential component to the liveability and economic prosperity of the community.

2.3 Our community

We provide services to a range of customers and community users, including

- residents
- visitors staying in the area or passing through the area
- businesses and industry within the area or passing through the area.

Our challenge is to provide the services needed by the community at an appropriate level of service at optimum life cycle cost that are financially sustainable.

2.4 Strategic challenges and opportunities

As cities grow, so do challenges and opportunities. Councils are expected to go beyond 'roads, rates and rubbish' to cater for the needs of growing cities. Council plays a crucial role in leading, providing, facilitating and advocating for a wide range of infrastructure, services, utilities and facilities for the benefit of our resident, and those work and play in our city.

2.4.1 Climate change

Growing cities need to find a balance between urban development and the environment, especially in a warmer climate. This includes the loss of trees in our urban areas, that lead to higher temperatures and increased heat stress in the community.

The adaptation and resilience of our city's physical and environmental assets must be considered, as climate change impacts on their longevity. These include our buildings, roads and coastline.

The Australian Rainfall and Runoff Guidelines continue to be modified to include changes in weather patterns, particularly with the increase in intensity of storms and levels of storm surge.

Council is continuing to revise its models with respect to climate change, particularly in the drainage area. This has meant a continuation of the Major Flooding Program, as well as the implementation of our Stormwater Management Plans.

The extended duration of heat wave events (greater than 10 days above 38°C) also has a direct effect on the road condition, as the durability of asphalt is compromised during more regular high heat periods, and not allowing the road to rest, leading to higher levels of brittleness and cracking.

Building on a first pass assessment in 2024 of high-level physical and transitional climate risks to Council assets, operations and services, a Climate Change Adaptation Action Plan is being developed for finalisation in 2025. This will guide and prioritise risk controls and next steps relating to climate change adaptation.

2.4.2 Socio-economic conditions

With the reduction in yard size across the City, Council has recognised the need and increased the availability of public irrigated space and playgrounds. This is being realised through the inclusion of an additional two playspace renewals (Mario Reserve and Metala Reserve) on top of Councils ongoing commitment to playspace renewal through the Playground Renewal Program.

Similarly, Council has recognised the streetscape (street trees, verges and footpaths) are a key aspect of the community's recreational area. Understanding of the hierarchy of the community's destinations and links to these destinations has changed Council's approach to asset management. This has meant that Council has continued to increase the level of service for the community in these areas, particularly around the

improvement and upgrade of the quality of Council facilities, such as The Hive Community Resource Hub. Similarly, link infrastructure such as shared use paths, footpaths and associated lighting has also significantly increased, with \$5 million on the path networks over the last three years.

2.4.3 Housing growth

The State Government's Greater Adelaide Regional Plan stipulates that by 2050, the population of Greater Adelaide will grow by an additional 670,000. To meet this, an additional 43,000 dwellings is anticipated to be delivered in the Inner North region where the City of Salisbury is located.

The need for more housing supply and the provision of affordable housing is a critical issue in the City of Salisbury, especially as population growth continues to expand in the north, and to service our community that has an overall lower income compared to the rest of Greater Adelaide.

By 2046, our population is projected to increase by 8,000 residents through natural infill activity, strategic developments and green field growth in areas west of Port Wakefield Road, such as at Dry Creek.

Population and housing changes will create an increased demand for liveable, walkable, green and connected neighbourhoods. Through the SAMP, Council anticipates residential growth areas and provides the necessary physical infrastructure to support growth, including roads, footpaths, tree planting, reserves, stormwater infrastructure and landscaping.

With the reduction of housing allotment sizes and private green space, Council recognises the need for high quality, irrigated public spaces and playspaces to support our growing city, as well as landscaped and treed streetscapes, verges and reserves to facilitate liveable neighbourhoods.

Council is seeing a clear change in areas such as Para Hills and Salisbury North as the original landowners are aging and moving out, which is meaning that there is now becoming a significantly different suburb demographic. Similarly, the City's population continues to diversify with the ongoing increase in migrants into the area, which challenges how best to meet specific community services in the area. An excellent example of this is playgrounds in new estates 20 years ago were built for the young family, which now require upgrading to meet the needs across all ages, for example the inclusion of basketball courts for youth. Council has significantly improved the community level of service in this area to increase availability of playspaces but is also investing more to diversify the type of recreation elements. This is a major challenge with district and regional facilities to continue to be redeveloped to include Universal access and be suitable to meet a wider range of demographic needs.

2.4.4 Employment growth

In 2023, the City of Salisbury's Gross Regional Product was \$9.45 billion, representing around 7% of the state's economy. Our population also makes up around 10% of Greater Adelaide's workforce.

Nationally and in South Australia, there is a focus on delivering a smart, sustainable and inclusive future, facilitated through the allocation of sufficient land for current and future industries. The emergence of various commercial, manufacturing and defence industries also provide opportunities to support a circular economy that is carbon responsible.

The City of Salisbury holds a large amount of undeveloped future employment land supply for the Greater Adelaide region, particularly in areas west of Port Wakefield Road, such as at Waterloo Corner, Bolivar and St Kilda. Traditionally low-intensive rural, horticultural and agricultural areas, these lands offer great connection to key arterial routes and State-level infrastructure sites, and will require significant levels of investment into trunk infrastructure to bring them to market, meet employment land demands and support local employment opportunities.

The SAMP anticipates growth and development of these areas and collaborates with external partners and government to provide the necessary infrastructure, such as road and freight networks, stormwater solutions and utilities connection.

2.4.5 Social infrastructure demand

The development of land for residential and employment growth means there is an increase in residents and workers in the City of Salisbury. This leads to an increasing demand for social infrastructure, such as schools, shops and medical services. The increasing urban regeneration of our city centres and activity centres also play a key part in providing valuable employment, education and recreational opportunities for residents and visitors.

Whilst many social infrastructures cannot be provided by councils, the City of Salisbury can directly control the provision of various local assets such as playspaces, recreational facilities, libraries, and youth and senior centres.

Our city's increasingly diverse population also results in need to provide different services and facilities, such as types of sporting or recreational facilities sought out by various migrant communities. Other examples include facilitating and encouraging participation of women in sporting codes and the need to provide universal access to people of all abilities and backgrounds.

Over the last few years, Council has provided new or upgraded facilities to support a growing population, such as the Salisbury Aquatic Centre, Little Para Golf Course, the Paddocks Reserve and Lindblom Park.

The SAMP will continue to align to growth areas and demands to provide high quality services for all who live, work and play in the City of Salisbury.

2.4.6 Demographic change

Table 1 - Demographic change and demand impact

| Item | Present position | Expected position | Demand impact |
|-----------------------------|------------------|-------------------|---|
| Population and demographics | 147,634 | 155,611 by 2046 | <p>The City Plan 2040, initial expectations show no significant changes in Demographics, with the general trend being to an older population.</p> <p>This will have to be reassessed if and when the Salt Fields Development comes online as a major project.</p> <p>Current demographic modelling predicts a significant increase in the proportion of retirement age from 2025 to 2046.</p> <p>This highlights the need for increases in universal access and inclusion with an additional focus on the diversification of Salisbury's population.</p> <p>Participation particularly in women's sport is significantly increasing the requirements of Council's sporting facilities and functional requirements. Whilst the SAMP does not include new works it does include the upgrade of changerooms to modern equivalent, which often includes reconfiguration and increases in changeroom requirements. This increases the costs of renewal which has been allowed for in the Building Renewal Program.</p> |

Figure 3 — Population forecast

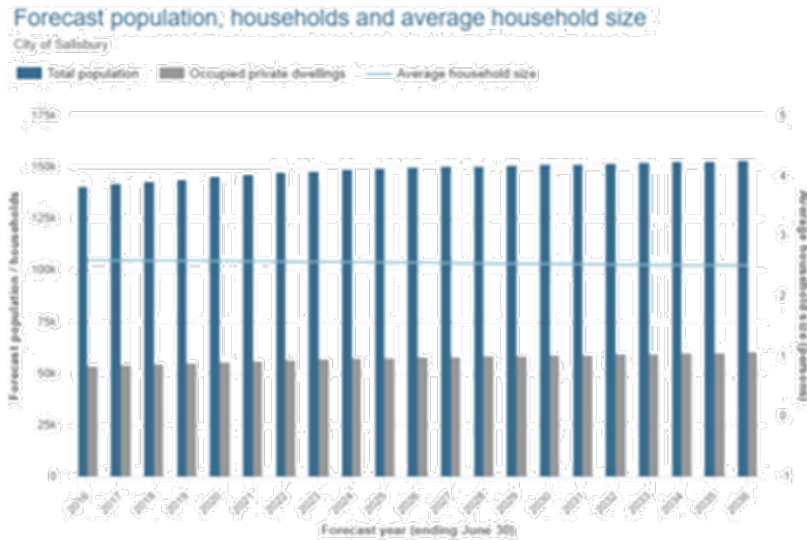
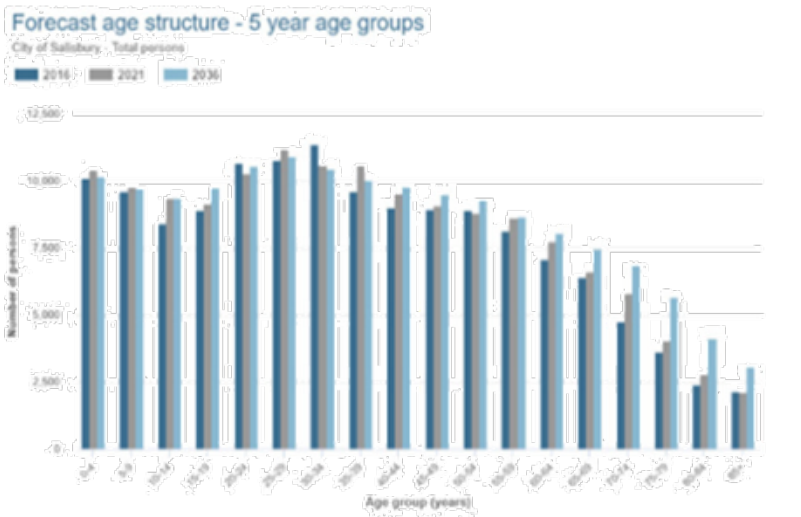


Figure 4 — Forecast age structure 2016 to 2036



2.4.7 Legislative requirements

Major legislative requirements are detailed in Table 2 together with expected changes that may impact future operations.

Table 2 - Legislative requirements

| Legislation/Regulation | Major requirement |
|--|---|
| All portfolios | |
| Planning Development and Infrastructure Act 2016 | The Act sets out planning instruments relating to the development and management of land and buildings, including the design, construction and land use, for the benefit of the community. It also establishes the Planning and Design Code, used for setting policies, rules and classifications relating to development assessment matters. |
| Local Government Act 1999 | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. Council is required to have an adopted plan covering a period of at least four years which meet the requirements of Section 122 of the Local Government Act 1999 for strategic management plans. |
| Australian Accounting Standards | Set out the financial reporting standards relating to, among other things, the (re)valuation and depreciation of assets. |
| Work Health and Safety Act 2012 | To secure the health, safety and welfare of persons at work. To eliminate, at their source, risks to the health, safety and welfare of persons at work. To protect the public against risks to health or safety arising out of or in connection with the activities of persons at work, or the use of operation of various types of plant. |
| Disability Discrimination Act 1992 (DDA) | To ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community. Council has adopted a more 'universal and inclusive' aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities. |

Table 2 - Legislative requirements continued

| Legislation/Regulation | Major requirement |
|---|--|
| Transportation | |
| Civil Liability Act 1936 | Liability of road authorities - Section 42, May 2004 inclusion in the Act to provide a replacement for the nonfeasance defence consequent to May 2001 High Court judgement. |
| Code of Technical Requirements for the Legal Use of Traffic Control Devices | Details the design and construction parameters to which traffic management devices installed by City of Salisbury must comply. |
| Highway Act 1926 | Sets out the Legislative framework for drainage of roads and road authorities' In South Australia. |
| Land Administration Act 2002 | Standard for land acquisition and management of land. |
| Road Traffic Act 1961 | Contains powers for City of Salisbury to install and remove traffic control devices. |
| Water Resources Act 1997 (Department of Environment and Water) | Regulates Resource Management, e.g. requires 'Water Effecting Activities' permits for Diversions (harvesting), dams, bores etc. |
| Urban assets | |
| Native Vegetation Act 1991 | The Governor considers regulation should be made in order to enhance the preservation or management of an area that includes significant native vegetation, or in order to assist in the provision of a significant environmental benefit. |
| Landscape Act 2019 | An Act to promote sustainable and integrated management of the State's landscapes. |
| Community Land Management Act 2021 | Section 194 The Act places obligations and responsibilities on City of Salisbury to manage community land for the current and future benefit of the community. |
| Land Administration Act 2002 | Standard for land acquisition and management of land. |
| Wastewater and electrical services | |
| Sewerage Act 1996 | The design and safety conditions to meet the Act. |
| Details species, location and damage responsibilities | Details species, location and damage responsibilities. |
| Electricity Act 1996 | The design and safety conditions to meet the Act. |

Table 2 - Legislative requirements continued

| Legislation/Regulation | Major requirement |
|--|--|
| Buildings | |
| Building Code Australia | The design and safety conditions to meet the Code. |
| Disability (Access to Premises - Buildings) Standards 2010 | These Standards set performance requirements and provide references to technical specifications to ensure dignified access to, and use of, buildings for people with disability. Council has adopted a more universal and inclusive aligned approach to infrastructure delivery. As per the discussion regarding adult change facilities this has significantly increase the cost to build and maintain Council's Regional facilities. |
| Plant, furniture and equipment | |
| Australian Design Rules (ADRs) | The Australian Design Rules (ADRs) are national standards for vehicle safety, anti-theft and emissions. The ADRs are generally performance based and cover issues such as occupant protection, structures, lighting, noise, engine exhaust emissions, braking and a range of miscellaneous items. |
| Salisbury Water | |
| The Water Industry Act 2012 (ESCOSA) (OTR) | The Act requires a Water Retail Licence to be held by the City of Salisbury. Salisbury Water is the Division tasked with meeting Council's obligations as a licenced retailer. Regulate water price setting, customer service standards and customer issues. Regulate technical standards and safety issues. |
| Environment Protection Act 1993 (EPA) | Regulates activities that have the potential to pollute the environment Requires a risk-based management approach including licences for Managed Aquifer Recharge (MAR) and brine disposal, with extensive monitoring and reporting. |
| Water Resources Act 1997 (DEW) | Requires 'Water Effecting Activity' permits for diversions (harvesting), dams, wells etc. The Water Allocation Plan for the Northern Adelaide Plains Prescribed Area requires Water Licences to for injection, extraction and trading of allocations. |
| National Water Quality Management Strategy Australian Govt. Dept. of Agriculture and Water Resources | Australian Guidelines for recycling and managing health and environmental risks, including: <ul style="list-style-type: none"> • augmentation of drinking water supplies • stormwater harvesting and reuse • managed aquifer recharge. |

2.4.8 Organisational opportunities

Asset management system

Council has made the appropriate structural changes to improve the focus on asset management planning. There are some challenges to keep level of service expectations in the community at sustainable levels in line with the LTFP, with financial implications of service level changes often only realised in the following year's budget cycle.

Asset management maturity

We have taken steps to improve our asset and associated financial management performance including assessing our asset management maturity against the three frameworks of the Local Government Financial Sustainability National Assessment Framework (NAF). Our target is to achieve core maturity with the frameworks. Figure 5 and Figure 6 show the current and target 'core' and 'advanced' maturity scores for the eleven elements of the National Frameworks for asset and financial management.

A NAF maturity assessment was undertaken internally in 2013 prior to development of asset management plans and a more recent internal maturity assessment undertaken using the NAF for comparison. In future, maturity assessments will be undertaken using the seven elements of ISO 55001 as the organisation aims to align to ISO 55001.

Council has undertaken a level of service review of key assets, including roads, drainage, buildings, playspaces, and footpaths which now achieves an intermediate maturity rating, and the longer-term strategy will be to achieve an advanced level over the next three years with the completion of community-based asset management.

Figure 5
- Maturity assessment 2013

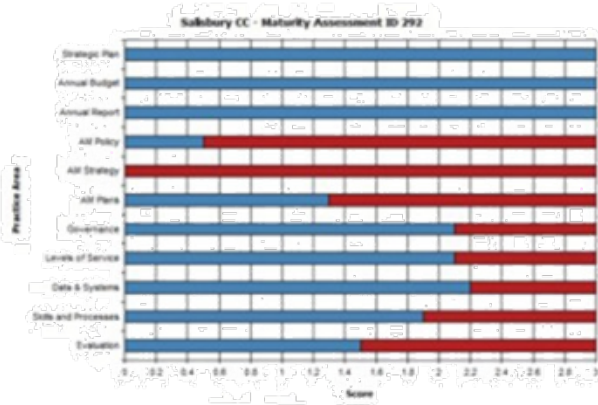
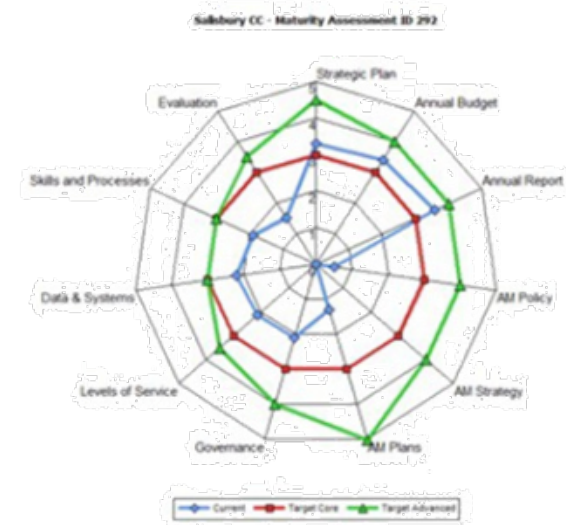
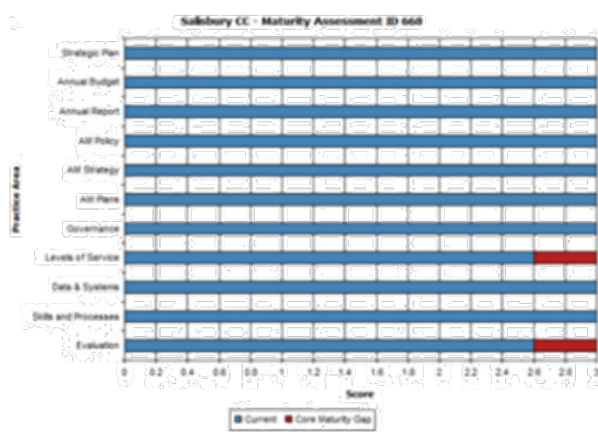
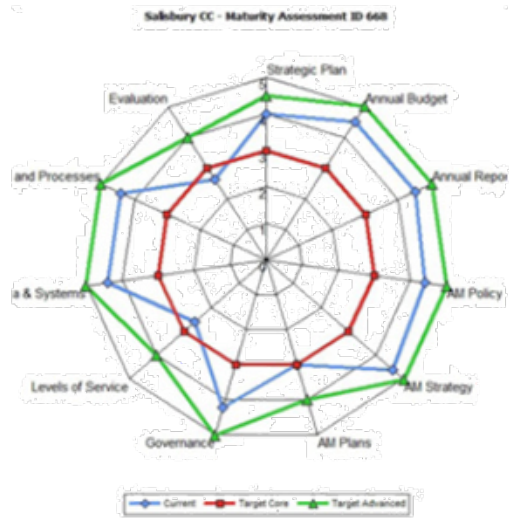


Figure 6
- Current maturity assessment



3. Asset portfolio

3.1 Asset dimensions and value

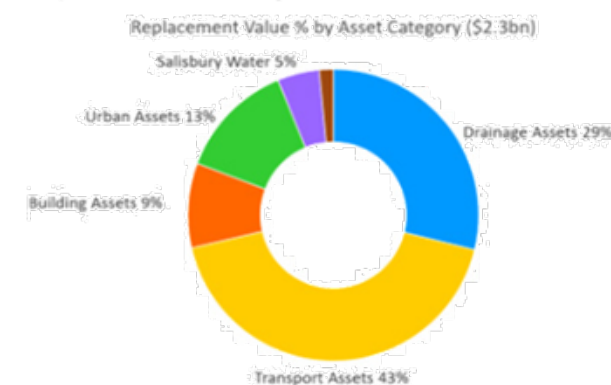
Council manages a large number and variety of assets to provide services to our community. The assets provide the foundation for the community to carry out everyday activities, while contributing to overall quality of life. Table 3 highlights key assets by asset management area with the breakdown replacement cost by area shown in Figure 7.

Table 3 - Asset portfolio

| Asset area | Asset summary |
|------------------------|---|
| Drainage and waterways | 18,000 stormwater pits 531km stormwater pipes 141km open channels 20 flood dams |
| Urban assets | 163 playspaces 50 fitness stations 395 irrigation systems 692 bins 1,517 seats/tables 10 dog parks 222 sports courts/grounds 71 pieces of artwork 85 historical monuments/plaques 298 shelters/gazebos |
| Streetscapes | 77,000 trees |
| Ornamental Lakes | 23 ornamental lakes |
| Public lighting | 3,846 public lights 146 solar lights 288 sports lights |
| Transportation | 812km roads 1,833km Kerbing 1,174km footpaths 11,493 kerb ramps 250 car parks 657 traffic control devices 20,000 signs 251 bridges |
| Property and building | 251 buildings 145 statement walls one swimming pool facility one golf course secure CCTV systems |

Figure 7 - Asset replacement values

Replacement Value by Asset Plan



Data trends are becoming available and valuable to increase the knowledge around function and capacity of assets in the field. Decision making is beginning to be made based on function and capacity and maintenance data rather than on condition assessment through audits alone. This is enabling asset managers to be more targeted and efficient in the renewal programs.

As the Council moves to digital cloud-based data management systems, it is expected that total integration between the council's geographic information system (ARC-GIS), the asset management system (CONFIRM), community management system and the financial system will allow further refinement and enable real time predictive modelling.

3.2 Asset register

The SAMP is based on information from our infrastructure asset register. Access to reliable asset information is critical to the success of good asset management in the organisation.

Council's asset register is continuously updated following the completion of capital works by Council or donation of assets from private developers or government departments. Asset structure and asset components are routinely reviewed with assets broken down into components where applicable to help manage asset accounting and asset reporting.

Council's asset register stores condition information against discrete assets and routine condition assessments are undertaken on various asset classes.

Asset performance information, particularly maintenance data, is being recorded at an individual asset level following the completion of the Asset Management Improvement Project in 2018/19.

4. Asset management objectives

The AM objectives, developed in the SAMP provide the essential link between the organisational objectives and the AM plan(s) that describe how those objectives are going to be achieved. The AM objectives are developed from our strategic plan and a range of requirements including corporate goals and stakeholder, regulatory and legislative requirements.

Council's asset management plans are modified as the Council's strategies and objectives are articulated and endorsed. A good example is the Place Activation Strategy, which led to significant modification of the footpath renewal standards. However, as with the case of the Sustainability Strategy, the Renewal program has already adopted the majority of the objectives in the strategy and therefore the renewal program will not be affected. A number of organisational objectives are included below but it is not a complete list.

The AM objectives incorporate our desire to ensure infrastructure assets are managed in an efficient and sustainable manner and asset cost is optimised over the asset's lifecycle. AM objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans.

Table 4 shows the AM objectives developed under each organisational objective with a performance target/timeline and responsible officer.

Table 4 - Asset management objectives

| Organisational objective | Action / strategy | Performance target / timeline |
|---|---|---|
| Financial sustainability | Ensure the SAMP is routinely reviewed/ updated and informs the LTFP to ensure service delivery is financially sustainable. | Within two years of a Council election and/or following significant changes to asset management planning strategies (currently reviewed on a yearly basis). |
| Environmental Sustainability Strategy | Continue to implement circular economy approach for delivery of capital and operational Programs. Improve environmental performance and climate resilience of infrastructure (reduction in heat island in roads, natural creek design, sustainable resource use). Increase the use of recyclables in key renewal programs (building, road, bridges, outdoor furniture). | Ongoing |
| Improved management and efficiency and capacity of public lighting | Replacing Council owned luminaires with LEDs. | 2021-2028 |
| Improved access to green space — increase irrigated areas in local playspaces | Implement program to increase supply of shaded playgrounds within a maximum of 800m walking distance of residents and irrigated open space areas within 400m walking of residential areas. | 2021 to 2030 |
| Flood management — reduce risk to residential and commercial premises to above one in 100 year events | Ongoing delivery of the Major Flood Mitigation Strategy. | 2018 to 2028 |
| Improve the universal design of our community and sporting facilities. | Implementation of the age friendly and ability and inclusiveness strategies through implementing universal design principles in our renewal and upgrade programs. | 2018 to 2028 |

5. Asset management planning approach (action plan)

The AM planning approach provides direction for AM plans to achieve the organisational objectives. This includes documentation of decision-making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications for Council.

5.1 Levels of service

We have defined service levels in two terms. **Community experience levels of service** measure how the community receives and uses the service and whether the organisation is providing community value.

The following measures are typically used in AM plans to monitor and report on asset performance against community experience levels of service.

These measures will be gathered from asset inspections, community satisfaction surveys and feedback from the community through Customer Relationship Management System (CRMs) and other communication methods.

Historically condition has been the primary focus for monitoring asset performance and improvement plans to include function, capacity and utilisation.

Our current and projected community levels of service for the services covered by this strategic asset management plan are summarised in this strategic asset management plan with future revisions of the Asset Management Operational Plans based on agreed structure, hierarchy and community experience levels of service.

| | |
|-----------------------------|--|
| Quality/condition | How good is the service? |
| Function | Does it meet users' needs? |
| Capacity/utilisation | Is the service usage appropriate to capacity? |

Council's community experience and subsequent technical levels of service have been reviewed and adjusted over the past twelve months following analysis, modelling and reported to Council for approval to be included in this SAMP.

Technical levels of service – supporting the community service levels are operational or technical measures of performance.

These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- operations — the regular activities to provide services such as utility costs (water/electricity), cleansing, mowing, etc.
- maintenance — the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g., road patching, unsealed road grading, building and structure repairs, cleaning fire hydrants)

- renewal — the activities that return the service capability of an asset similar to what it had originally (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)
- upgrade/new — the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g., a new library).

Asset managers plan, implement and monitor the achievement of technical service levels. Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current and projected technical levels of service for the services covered by this strategic asset management plan are being developed in the asset management operational plans and are summarised in Table 5.

Table 5 - Community experience service levels

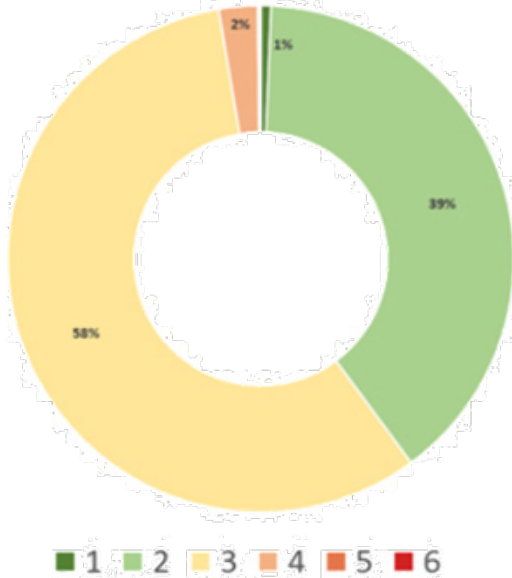
| Service area | Current level of service | Community experience level of service | Technical level of service | Key strategy/program to deliver | | | | | | | | | | | | | | |
|----------------------|--|---|--|---------------------------------|------------|---|----|---|-----|---|-----|---|----|---|----|---|----|--|
| Community facilities | <p>The overall condition of the building and its fit-for purpose requirements are based on the Place Activation Strategy for regional, district and local facilities hierarchies, including maintenance response times. Design of replacement facilities are through direct engagement with the users of the facilities.</p> | <p>The hierarchy agreed by Council is as follows:</p> <ul style="list-style-type: none">• bespoke (custom made)• community hubs• community centres/libraries• sporting clubrooms — local• sporting clubrooms — district/regional• public toilets• minor buildings• heritage/historic buildings. <p>The facilities are suitable for use, based on function and capacity developed through direct engagement during the design phase, with users of the facilities, clubs, and relevant state sporting bodies, based on the hierarchy and criticality of the facility. Facilities utilised universal and inclusive design principles where possible.</p> | <p>The technical level of service accepted as a minimum threshold for habitable and utilised Council buildings is a condition rating of '3 — Fair' with minor deterioration present and routine maintenance may be required.</p> <p>The assets are fit for purpose based on the Place Activation Strategy and hierarchy determining criticality, fit for purpose and condition criteria.</p> <p>All Building Assets Condition - Audit 2025</p>  <table><tr><th>Condition Rating</th><th>Percentage</th></tr><tr><td>1</td><td>1%</td></tr><tr><td>2</td><td>39%</td></tr><tr><td>3</td><td>58%</td></tr><tr><td>4</td><td>2%</td></tr><tr><td>5</td><td>1%</td></tr><tr><td>6</td><td>1%</td></tr></table> | Condition Rating | Percentage | 1 | 1% | 2 | 39% | 3 | 58% | 4 | 2% | 5 | 1% | 6 | 1% | <p>Strategy</p> <ul style="list-style-type: none">• Place Activation Strategy.• Building Renewal/Upgrade Program.• All new buildings or upgrades are funded through individual business cases and budget bids. <p>Operating/maintenance</p> <ul style="list-style-type: none">• Programmed and reactive maintenance. |
| Condition Rating | Percentage | | | | | | | | | | | | | | | | | |
| 1 | 1% | | | | | | | | | | | | | | | | | |
| 2 | 39% | | | | | | | | | | | | | | | | | |
| 3 | 58% | | | | | | | | | | | | | | | | | |
| 4 | 2% | | | | | | | | | | | | | | | | | |
| 5 | 1% | | | | | | | | | | | | | | | | | |
| 6 | 1% | | | | | | | | | | | | | | | | | |

Table 5 - Community experience service levels continued

| Service area | Current level of service | Community experience level of service | Technical level of service | Key strategy/program to deliver |
|------------------------------|--|---|--|---|
| Drainage and flooding | Residential dwellings will not have flood waters through their buildings in less than a one in 100-year flood event. | <p>The hierarchy for drainage infrastructure is based on two hierarchies, referred to as major and minor drainage.</p> <p>Major drainage assets criteria</p> <ul style="list-style-type: none"> • Maintain a maximum of 300 houses at risk of flooding in a one in 100-year event. • Maintain the existing average of 5,000 tonnes / year of sediment removal from Council's waterways and wetlands. <p>Minor drainage assets criteria</p> <ul style="list-style-type: none"> • Maintain current nuisance flooding levels of less than gutter height flow, unless designed so, and no ponding for longer than a day on a road surface. • Maintain current maintenance regimes of pits, pipes and gross pollution traps to ensure stormwater harvesting can occur. <p>In Practical terms, homes and businesses will be safe in significant storm events (under 100mm of rainfall in 24 hours).</p> <p>Transportation networks (roads, paths, bridges) will be accessible in a minor short duration storm event (under 20mm per hour).</p> <p>Underpasses and ford crossings will be closed above a minor, medium and long duration storm (above 20mm per hour) event to keep the community safe.</p> | <p>Flood dams and major waterways are designed to cater for a one in 100-year flood event.</p> <p>New underground stormwater network and overland flow paths and basins are designed to cater for a one in 10-year flood event.</p> <p>Council stormwater network is routinely cleaned on a four-year cycle.</p> <p>Key stormwater infrastructure (such as known high risk areas) are inspected and cleaned prior to key storm events.</p> <p>Flood maps are reviewed and updated routinely inspected on a four-year cycle where required.</p> <p>Routine inspections are undertaken on a routine basis for key assets such as:</p> <ul style="list-style-type: none"> • Side entry pits (SEP), trash racks and headwalls, gross pollution traps to ensure water quality is maintained in the network. • Council's stormwater pipe and pit network does not have a renewal program, but is based on a run to fail model, with a small renewal program for pumpstations and mechanical equipment. | <p>Strategy</p> <ul style="list-style-type: none"> • Flood Mitigation Strategy. • Stormwater Management Plans. • Capital Renewal. <p>There is no Renewal Program, with the Stormwater Network considered as Run to Fail Capital Upgrade/New</p> <ul style="list-style-type: none"> • Major Flood Mitigation Program. • Minor Flood Mitigation Program. • Dry Creek Stormwater Management Plan. <p>Operating/Maintenance</p> <ul style="list-style-type: none"> • SEP Cleaning Program. • Civil Maintenance Program. <p>Water Quality</p> <p>Water Quality is monitored to ensure Watercourse Management Plan works continue to reduce the pollution to the Barker Inlet.</p> |

Table 5 - Community experience service levels continued

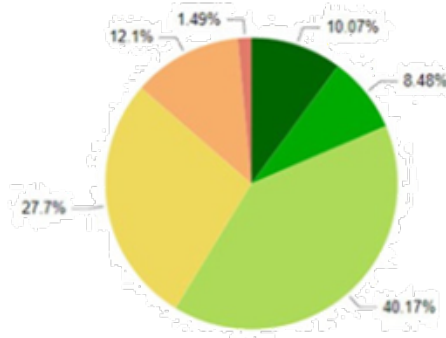
| Service area | Current level of service | Community experience level of service | Technical level of service | Key strategy/program to deliver |
|--------------------------------|--|---|--|--|
| Playspaces and reserves | <p>Irrigated areas are located within 400m walking distance of residents.</p> <p>Playgrounds are located with an 800m walking distance.</p> <p>Regional and district reserves deliver a higher community experience and are distributed within the City.</p> | <p>Council has adopted the following hierarchy for playgrounds:</p> <ul style="list-style-type: none"> • regional • district • local • landscaped amenity <p>community levels of service criteria include:</p> <ul style="list-style-type: none"> • usage numbers • length of stay • provision of play — demographics • provision of play — accessibility. <p>Practically this means playspaces are accessible by the community via walking.</p> <p>Playspaces will be renewed with universally accessible elements incorporated where applicable based on hierarchy and need.</p> <p>Playspaces and irrigated open spaces will be accessible within 400m of residences.</p> <p>Regional and district informal recreational areas will be designed to provide facilities for visits over one hour, in accordance with universal and inclusive design principles.</p> <p>Funding at this point in time is to maintain the current average condition. However, the playspace and irrigation asset management plans are identified in the SAMP to be revised, as part of the Asset Management Improvement Plan, through 2024/25, with further analysis of hierarchy, criteria and renewal strategy based on a revaluation and compliance Audit has been completed through 2024/25.</p> | <p>Council designs and manages informal recreational areas in accordance with the place activation strategy — informal recreation areas.</p> <p>Technical service level criteria:</p> <ul style="list-style-type: none"> • age • condition • compliance. <p>Council approved funding to maintain the current average condition of 3:</p>  <p>Routine inspections are undertaken on a routine basis for key assets, such as:</p> <ul style="list-style-type: none"> • playspaces • irrigated open space • sports court and equipment. <p>Council has approved the independent level three audits for playspaces on a yearly basis.</p> <p>Reserve turf is cut on a routine basis, in accordance with turf management requirements. Irrigation of Open Spaces (IPOS) condition assessments are undertaken on a regular basis.</p> | <p>Strategy</p> <ul style="list-style-type: none"> • Place Activation Strategy. <p>Capital renewal</p> <ul style="list-style-type: none"> • Playspace Program. • Irrigation Program. • Outdoor Furniture Program. <p>Operating/maintenance</p> <ul style="list-style-type: none"> • Parks maintenance program. |

Table 5 - Community experience service levels continued

| Service area | Current level of service | Community experience level of service | Technical level of service | Key strategy/program to deliver |
|--------------------|--|---|--|---|
| Streetscape | <p>Street trees are provided based on one per residential property.</p> <p>The number of street trees in the City is to be maintained at approximately 80,000 trees.</p> <p>Have a diverse variety of tree species throughout the City (target maximum 40% of any family, 30% of any genus, 15% of any species) for resilience and robustness.</p> | <p>Street trees provide amenity for the streetscape and are maintained to a safe level to reduce risk to property damage and infrastructure.</p> <p>The Street Tree Asset Management Plan is identified in the SAMP as part of the Asset Management Improvement Program, to be revised through 2025/26, with a revision of Hierarchy, Criteria and Tree Management Strategy to inform the 2026/27 SAMP.</p> | <p>Street trees are pruned on a five-year cycle.</p> <p>Street tree target zones are managed to minimise risk based on species and location.</p> <p>Verges are slashed and debris removed at a minimum eight times per year, subject to seasonal conditions.</p> <p>Broadleaf weed treatments are undertaken twice yearly.</p> | <p>Strategy</p> <ul style="list-style-type: none"> • Urban Forest Strategy. • Biodiversity Corridors Management Plan. <p>Capital renewal</p> <p>Street Tree Renewal Operating/Maintenance</p> <ul style="list-style-type: none"> • Tree Planting Program. • Tree Maintenance Program. • Verge Maintenance Program. |

Table 5 - Community experience service levels continued

| Service area | Current level of service | Community experience level of service | Technical level of service | Key strategy/program to deliver |
|----------------------------|---|---|---|--|
| Roads and transport | <p>Roads are maintained to an acceptable level with a focus on safety and rideability.</p> <p>Footpaths are provided on at least one side of residential streets and both sides of major roads where possible.</p> <p>Provision of a green trails ring route around the City for pedestrian and cycle movement.</p> <p>Bus stops and path linkages are designed to be universally accessible with bus shelters provided on high usage bus stops.</p> <p>Public lighting is provided on all road networks and key links with higher standards prioritised on risk.</p> | <p>Road hierarchies are as follows:</p> <ol style="list-style-type: none"> 1. High profile — These are roads located in and around main destinations, like John Street and Church Street, Salisbury City Centre. 2. Industrial roads — These are roads designed to carry heavy loads and withstand high shear forces caused by heavy load braking and taking corners by vehicles like B-Doubles (large truck and trailer) and A-Trains (large truck and two large trailers). 3. Collector roads— These roads are primarily bus routes and routes that carry lots of traffic. 4. Residential roads — These are roads that run through suburbs and feed the smaller roads like cul-de-sacs and crescents. 5. Minor roads — These are also residential roads but ones that are short and carry low volumes of traffic. The only trucks are the weekly refuse collection runs. <p>The Pavement Condition Index (PCI) for the whole Road Network will be maintained at the levels outlined below, (where 0 is perfect and 6 is failed):</p> <p>Practically this means that Council will:</p> <ul style="list-style-type: none"> • Provide safe and efficient commuter use travel across the City. Efficient and effective heavy vehicle/freight movement throughout the City. • Safe pedestrian and cycle movement through the City, with a significant portion off road. • Universally accessible public transport use between residential and business areas. • Safe pedestrian and cycle travel at night on streets and key links. | <p>Pavement Condition Index 3 or better, (on a condition rating scale where 1 is new and 6 is undriveable).</p> <p>Council streets are designed based on AustRoads Guidelines and incorporating the 'safe system approach'.</p> <p>New Council footpaths are designed with universal access principles with minimum widths of 1.5m on residential streets and 1.8m on major roads where possible.</p> <p>Road defects such as minor potholes and deformation will be completed within 10 days, with dangerous defects made safe within 24 hours.</p> <p>Public lighting is designed to comply with AS1158 and P3 Category for new developments.</p> <p>Routine inspections are undertaken on a routine basis for key assets, such as:</p> <ul style="list-style-type: none"> • roads • footpaths • kerbing • bus shelters • signage. <p>Overall Pavement Condition Index:</p> <p>Legend: 1 2 3 4 5</p> | <p>Strategy</p> <ul style="list-style-type: none"> • Integrated Transport Plan. <p>Capital renewal</p> <ul style="list-style-type: none"> • Road Reseal Program. • Bridge Program. • Bus Shelter Renewal Program. <p>Capital upgrade/new</p> <ul style="list-style-type: none"> • Footpath Program. • Minor and Major Traffic Improvement Programs. • School Framework Program. • City Wide Trails Program. • Kerb Ramp Upgrade Program. <p>Operating/maintenance</p> <ul style="list-style-type: none"> • Road Maintenance Program. • Footpath Maintenance Program. • Kerb Maintenance Program. • Bus Shelter Maintenance Program. • Signage Maintenance Program. |

5.2 Community experience levels of service review

Council's Asset Management Sub Committee are reviewing the service levels in the following areas, to be finalised over the next 12 months.

Playspaces (playgrounds)

- Revise the Playspace AMP based on the hierarchy including consideration of:
 - universal access, providing for change in demographics, provision of coverage across the city, modern functionality/design
 - the number of irrigated spaces and access to playgrounds which will require additional operating and maintenance budgets particularly for mowing, water usage and safety inspections and repairs
 - the provision of shade structures for playgrounds
 - the provision of universally accessible playgrounds
 - the provision of toilet and adult change room facilities.

Streetscapes (trees)

- Consider improvements to street trees range across the City engaging the community in decision making, including diversifying the tree pallet for the City.
- Canopy Cover, net neutral for street trees with increases in canopy cover in reserve open space.

Links and destinations

- Public lighting of destinations and level of lighting in key links as well as lighting standards for streets, urban environments and reserves where applicable, based on destination hierarchy
- Council will be continuing the Green Trails Project with improved lighting and upgrades in the existing green trails network, with a focus of improving and connected the next sections of the green trails, over the next 12 months in the Dry Creek area between Main North Road and Walkleys Heights.

Sports field lighting

- Review of sports field lighting service levels.

Irrigation

- Undertake audit and revaluation of irrigation systems and review service levels.

Drainage and waterways

- Council continues to support and deliver the flood mitigation strategy and has further reduced the number of properties at risk of flooding during significant flood events.
- Council will be looking to develop a Water Bodies Asset Management plan over the next 12 months to improve the community levels of service for the ornamental lakes and wetlands throughout the City.

Roads

- The Integrated Transport Plan is to be updated over the next 12 months with a focus on integration with the industrial areas west of Port Wakefield Road and Dry Creek (Salt Fields Development). Similarly, Council will have a focus on integrated transport planning in conjunction with the Department of Infrastructure and Transport, which has a focus on both active and public transport access. It is expected that there will be significant budget requirements for road upgrades and the associated linkages.
- A review of road safety will be undertaken and will be included in the revised and updated Integrated Transport Plan.
- Current maintenance regimes and feedback from the community has indicated that the community is satisfied with the current level of service being provided and Council is using new treatment strategies to improve financial and environmental sustainability with no impact to community experience.

Buildings

- Recent audit of buildings has shown the current condition of Council buildings are in a good state. However, through discussion with the Asset Management Sub Committee the community experience around the function and fit for purpose is not meeting the expectation. This has led to a service level review to define the required service level with a gap analysis being undertaken of Council's community and recreation facilities to identify future upgrades/ new projects.
- The creation of hubs has led to a significant increase in operating expenses and will continue to do so as additional hubs are developed as these have a higher level of service to the community compared to the existing facilities.

Bridges

- Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.
- Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.
- Council is currently undertaking a bridge modelling exercise to inform the bridges renewal program and to ensure accurate projection of bridge maintenance and renewal budget.
- The modelling will provide evidence and narrative through the bridges AMP so council can confidently justify investment needed to executive and the wider community.

5.3 Risk Management

Risks previously identified in the Strategic Asset Management Plan Risk Register have been reviewed and updated with 30 risks having been mitigated or eliminated. An updated risk register is attached in **Table 6** on the following page. Comments regarding updates on risk are included in bold.

Table 6 - Risk management plan

| Asset Providing the Service | What can happen | Risk Rating | Risk Treatment Plan | Residual Risk | Treatment Costs (\$) |
|-------------------------------|---|-------------|--|---------------|--|
| All assets | Premature asset failure. | High | Regular asset/condition inspections by dedicated full time/contracted employees. | Medium | 700,000 (p.a.) |
| All assets | Donated/gifted assets do not meet service levels. | High | Improve specification/handover process and relationships with Government Departments. | Medium | (Within existing budget) |
| All assets | Uninformed decision making for Asset Management Planning. | High | Ensure all staff undertake asset inspections in the AMIS (Confirm Connect) or ensure information is recorded in a compatible format that can be imported in a timely manner to ensure the AMIS and associated asset information is accurate and current. | Low | (Within existing budget) |
| Flood dams | Failure to dam resulting in major flooding, overtopping and upstream siltation. | High | Dam Survey Audit (every four years). | High | 150,000 |
| Flood levee banks | Flooding due to storm events. | High | Undertake review of Levee Banks in 2025/26 and seek appropriate budget for capital works in 2026/27. | Medium | 200,000 |
| Roads | Increase in heavy vehicle traffic. Roads may not be designed or structurally suitable for heavy vehicles. | Very high | conduct road audits every five years to monitor road conditions, conduct traffic counts periodically. | Medium | 250,000 every 5 years + 50kpa Traffic counts |
| Roads | Catastrophic Road failure. | Very high | conduct road audits every five years to monitor road conditions, formulate forward works programs in conjunction with captured data. | Medium | 250,000 every 5 years (as above) |
| Signage | Poor condition/function of asset could result in traffic accidents. | Very high | Complete audit via contractors and undertake analysis and development of renewal and maintenance programs every four years. | Medium | 40,000 (every 5 years) |
| Trees | Failure, injury, loss of amenity, damage to infrastructure. | High | Develop a reserve tree management renewal and maintenance programs and seek additional capital works budget in 2025/26. | High | 50,000 (p.a.) |
| Trees | Falling limbs — bodily harm. | Very high | Inspection of high-risk Trees near high traffic areas (playgrounds, Reserves etc) | High | Within existing budget |
| Council owned street lighting | Poor street lighting can lead to injuries to pedestrians, traffic accidents at traffic control devices and provide an unsafe environment. | High | Analysis of poor lighting areas has been completed and an upgrade program developed to be completed by 2025/26. | Medium | 0 (within existing capital works/ budget bids) |
| Dry Creek | Flooding from river system resulting in property damage and/or personal injury. | High | Undertake SMP study in 2024/25 with results to be used to determine future budget bids from 2025/26. | Low | 500,000 (p.a. for five years) |
| Buildings | Lack of maintenance can lead to unsafe occupancy; plumbing/electrical issues, structural issues etc. | High | Building Condition Audit Completed during 2024/2025 financial year. Minor defects to be remedied by field services, major defects for further investigation. | Medium | 150,000 every 5 years + Structural inspection |
| Playgrounds | Poorly maintained/damaged equipment can become a potential hazard to playground users. | High | Playgrounds are inspected by City of Salisbury staff at regular intervals. Externally Audited every year in compliance with Australian guidelines for level 3 playground audit specification. | Medium | Funded for 3 years currently |

Table 7 - Demand management plan

| Service impact | Demand management plan |
|----------------------------------|--|
| Sporting facilities | Where new facilities are considered, build joint use facilities enabling an increase in capacity for functional requirements but reducing the number of facilities needed to deliver that service (e.g. new Paddocks joint facility, replacing three buildings). |
| Sports field lighting management | <p>Council has moved to create a new renewal and maintenance program for sports field lighting, bringing the care and control of sports field lighting to maximise the efficiency of managing sports field lights across the City, rather than have each club individually supported to maintain their own lights.</p> <p>Council is reviewing the opportunity to have sports field lighting be able to be set to different lux levels, to enable clubs to minimise energy costs, whilst still meeting the club training and game needs.</p> |



5.4 Operations and maintenance strategies

Operations activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of streetlights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal.

Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the respective AM plan and service risks considered in the Infrastructure Risk Management Plan.

Council operates and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Proposed operations and maintenance strategies in the SAMP are:

- scheduling operations activities to deliver the defined level of service in the most efficient manner
- undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes
- undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 — 70% planned desirable as measured by cost)

- maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council/Board
- review current and required skills base and implement workforce acquisition, training and development to meet required operations and maintenance needs
- review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options
- maintain a current hierarchy of critical assets and required operations and maintenance activities
- develop and regularly review appropriate emergency response capability
- review management of operations and maintenance activities to ensure we are obtaining best value for resources used.

Council uses the Asset Management System to monitor Councils proactive and reactive maintenance programs and compliance to these programs.

Following the Asset Improvement Plan in 2018/19, maintenance managers and strategic assets staff have been automating the proactive maintenance programs, which has enabled resource efficiency to increase proactive inspections and scoping, with real time data being managed through tablets on site. This last year has seen significant inflation for consumables and labour, which could have had a dramatic effect on the cost of operational services, however because Council has developed better targeting of operational resources to asset maintenance strategies costs have been absorbed by the business, other than additional requirements for maintenance of new services and where there are unavoidable increases to Council's contracts.

Council is currently in the process of implementing an integrated business solution for the City which will significantly improve the links between the Community Request Management System and the Asset and Finance System which will further improve the real time understanding of Council's maintenance and operating services and the direct effect on Council's assets, to meet our goal of exceptional community experience.

5.5 Renewal/replacement strategies

Renewal from an asset management perspective is replacing an existing asset with an asset at the targeted service level. This may result in not only an upgrade due to modern equivalent, but also an upgrade due to changing functional standards.

Council plans capital renewal and replacement projects, in consultation with the Council and community, to meet community levels of service objectives and minimise infrastructure service risks.

This process will be managed as part of the capital works engagement framework, where Council will plan capital renewal and replacement projects to meet community level of service objectives and minimise infrastructure service risks by:

- planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- consulting with the community and Elected Members during the scoping and design for all capital renewal and replacement projects to identify:
- the service delivery expectation with respect to capacity or function, present risk and optimum time for renewal/replacement
- the project objectives to rectify the loss of function or capacity
- the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
- evaluate the options against evaluation criteria adopted by Council.

- select the best option to be included in capital renewal program.
- maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting very high and high risks and residual risks after treatment to management and Council.
- review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- review management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

Council continues to have shortages in some key areas, such as timber for buildings or play equipment supply, have delayed projects or modified designs to best achieve the most efficient project outcomes over the last two years. For major projects, Council has moved to a two-year process. The first year being for planning, consultation and design with the project constructed in the second year. This enables good consultation and invariably better design outcomes for major projects that meet the community's level of service expectations.

5.6 Renewal ranking criteria

Renewal ranking criteria was developed from consideration of renewal/replacement need for assets that:

- have a high consequence of failure
- have a high utilisation and subsequent impact on users would be greatest
- the total value represents the greatest net value to the organisation
- have the highest average age relative to their expected lives
- are identified in the AM plan as key cost factors
- have high operational or maintenance costs
- require replacement with modern equivalent assets triggered by material saving on the long-term maintenance expenditure.

Criteria used for ranking renewal and replacement proposals are documented in the applicable AM Plans.

The ranking has enabled council staff to determine to the most critical asset classes to be reviewed by Council over the last 12 months, based on the above criteria, this included roads, drainage, buildings and playspaces (stage one). It is proposed to now focus on completion of the Playspace AMP and update or complete AMP's for key urban asset classes — including footpaths, irrigation, street trees and public lighting.

5.7 New and upgraded assets strategies

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets (donated or gifted assets) may also be acquired at no cost to the organisation from land development or arising from government grants. Whilst having no initial cost, these new assets incur future maintenance and renewal costs.

Strategies for creation, acquisition of new assets and upgrade of existing assets proposed in the SAMP are:

Council plans capital upgrade and new projects, in consultation with the Council and community, to meet new levels of service objectives in the most efficient manner by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping and consulting with the community and Council to identify
- the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
- Rectification of the deficiency in the project objectives, including value management for major projects

- Addressing the service delivery deficiency through a range of options, estimated capital and life cycle costs for each option.
- managing risks associated with alternative options
- evaluating the options against evaluation criteria adopted by Council
- selecting the best option to be included in capital upgrade/new programs.
- review current and required skills base and implement staff acquisition, training and development to meet required construction and project management needs
- review management of capital project management activities to ensure we are obtaining best value for resources used.

This work is also managed through the capital works engagement process, with major projects being developed and delivered over a two-year process.

5.8 Proposal new/upgrade assets selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Proposals are inspected to verify need and to develop preliminary capital expenses (CAPEX) and operational expenses (OPEX) estimates.

5.9 Disposal plan

Verified proposals are ranked by priority and available funds and scheduled in future works programs. The SAMP does not include future disposal programs, however it does take into account current approved new/upgrade works proposed in the four-year budget cycle, which may include disposal of redundant assets.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

Assets identified for possible decommissioning and disposal are shown in the respective asset management plans summarised in this strategic asset management plan.

Harmony Week 2024 Intercultural Community Event



5.10 Alignment to other strategies and plans

In alignment to the City Plan, the SAMP operates in tandem with the City of Salisbury's Long-Term Financial Plan to provide a holistic and long-term approach to cater for our growing city and community.

The City of Salisbury also maintains and updates various legislated or discretionary strategies and plans that may influence and inform the SAMP.

Hard infrastructure, housing and physical services

- Integrated Transport Plan (in development).
- School Transport Framework.
- Shaping Salisbury Strategy (in development).
- Strategic Growth Framework for Waterloo Corner and Bolivar Corridor.
- Strategic Development Projects (various).
- Housing Strategy (in development).
- Homelessness Strategy (to be developed).
- Community Land Management Plans.

Green infrastructure and environmental sustainability

- Sustainability Strategy.
- Open Space Strategy (in development).
- Urban Greening and Cooling Strategy (in development).
- Biodiversity Corridors Action Plan (to be updated).
- Stormwater Management Plans (various).
- Resource Recovery Action Plan (in development).
- Organisational Energy Plan (to be developed).
- Organisational Carbon Emissions Reduction Action Plan (to be developed).

Social infrastructure, recreational assets and services

- Thrive Strategy.
- Future Social Infrastructure Strategy (in development).
- Place Activation Strategy for Formal Recreation.
- Place Activation Strategy for Social Infrastructure (in development).
- Community Safety Strategy (in development).
- Intercultural Strategy.
- Age-Friendly Strategy.
- Ability Inclusion Strategic Plan.
- Cost of Living Strategy.
- Youth Action Plan.
- Emergency Management Plan.
- Wellbeing Plan.

In addition, Council considers and endorses various local-level master plans, that typically contain quick wins or shorter-term actions that may impact on the SAMP and levels of service.

5.11 Assumptions and confidence levels

This section details the key assumptions made in presenting the information contained in this Strategic Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in Table 8.



Table 8 - Key assumptions made in Strategic Asset Management Plan

| Key assumptions | Risks of change to assumptions |
|--|--|
| Financial values have been forecast as current year costs. | Financial values in the SAMP will need to be adjusted should significant inflationary pressures occur in future annual and/or long-term planning. |
| Level of Service modifications will be within the current budgets where possible. | Level of Service at current asset lives in some asset classes are not financially sustainable in the long term, with either an increase in replacement lives for some assets and/or a reduction in levels of service for some assets required in the long term, or an adjustment to funding requirements is made. This will be addressed through the revision of the AMP's mentioned above. |
| The hub and new facilities operational costs will be offset by building and operational efficiencies. | The increased Levels of Service have seen an offset to the efficiency gains of the new facilities, and a reduction in total number of facilities, with a significant increase in operating cost being seen for new facilities, with operating increasing in the building area by \$500k moving forward. |
| Financing of future infrastructure for major new development (Salt Fields and West of Port Wakefield Road) will be funded through Infrastructure Agreements. | Council will potentially see a large increase in its infrastructure asset base over the next 20 years due to substantial new developments (Salt Fields/northwest industrial sector). This will directly affect depreciation and the renewal requirements for the SAMP. It is noted that the income from increased rate generation due to these developments, may not be realised in the first five to 10 years. This revenue will not be available initially to assist with financing the renewal, maintenance and operating costs of infrastructure assets in these new developments. |

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this strategic asset management plan is shown in Table 9.

Table 9 - Data confidence assessment for AM plans summarised in SAMP

| Asset management plan | Confidence assessment | Comment |
|------------------------|-----------------------|--|
| Drainage and waterways | Medium | Majority of assets have long lives and are only part way through lifecycle, high risk assets are routinely audited (dams), however Council is increasing the CCTV inspection frequency to further increase confidence levels in the understanding of the pipe network condition. |
| Playspaces | High | High confidence in data due to regular auditing. |
| Street trees | High | Detailed audit undertaken in 2019 and asset management strategies are being revised for implementation based on new Levels of Service. |
| Public lighting | High | Detailed audit undertaken in 2019 and asset management strategies are being revised to be reviewed as part of the Asset Management Improvement Plan. Further technical audit completed 2024 and will be undertaken every four years. |
| Transportation | High | Council has completed a detailed audit this year of its roads, (both PCI and SCI) which gives high confidence in the development of the Renewal Program for the City over the next five years and confidence in the longer 20-year estimation of asset condition. Council's footpaths and kerbs are currently being audited with the results to be used to develop a new AMP as part of the Asset Management Improvement Plan. |
| Property and building | High | Building condition data is up to date with an audit recently completed, with hierarchy, function and capacity now the key criteria based on customer service levels. |
| Salisbury Water | High | Assets are relatively new compared to other asset classes with planned reviews of asset data to revise asset management strategies. |
| Plant and fleet | High | Fleet assets are typically short lived compared to other asset classes and asset management strategies are in place. However, there will be new challenges around the type of vehicle (electric vehicle vs hybrid vs diesel) recommended moving forward, which will challenge the current valuations and levels of service. |

Overall data sources and confidence in that data is assessed as high, however the valuations of some asset classes, particularly playspaces and irrigation are of concern, with an expectation of revaluations significantly increasing, due to current

inflationary pressures. This inflationary pressure will significantly increase the cost to deliver the Renewal Program and increased funding requirements, should service levels not be reduced.

5.12 Improvement plan

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this Strategic Asset Management Plan are shown in Table 10.

These actions have been described above in the risk plan and the community experience service level sections. The improvement plan timelines have been prepared cognisant of available resources. It is noted that 70% (by value) of the assessment of assets (buildings, roads, drainage and playspace) has been undertaken. This next phase represents 15% to 20% of the remaining value of assets.

Table 10 - Improvement plan

| Task no. | Task | Responsibility | Resources required | Date |
|----------|---|---|--|----------|
| 1 | Revise Strategic Asset Management Plan for Council endorsement to undertake public consultation | Manager Engineering and Asset Systems / Team Leader (T/L) Asset Systems and Support | Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers | APR 2025 |
| 2 | Revise Strategic Asset Management Plan following public consultations for final Council endorsement | Manager Engineering and Asset Systems / T/L Asset Systems and Support | Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers | JUN 2025 |
| 3 | Drainage Asset Management Plan | Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 4 | Transport Asset Management Plan | Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 5 | Buildings Asset Management Plan | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 6 | Pathways Asset Management Plan | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |

| | | | | |
|----|--|---|---|----------|
| 7 | Sports Lighting - Revise Council Policy Settings, asset hierarchy, service levels | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 8 | Public Lighting Asset Management Plan | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 9 | Playspace Asset Management Plan | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 10 | Trees Asset Management Plan | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 11 | Bridges Asset Management Plan | Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 12 | Ornamental Lakes - Revise Council Policy Settings, asset hierarchy, service levels | Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |
| 13 | Ornamental Lakes Asset Management Plan | Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | JUN 2025 |

66

| | | | | |
|----|---|---|--|----------|
| 14 | Irrigation - Complete audit and valuation | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | AUG 2025 |
| 15 | Sports Courts - Revise Council policy settings, asset hierarchy, service levels | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | SEP 2025 |
| 16 | Trees - Undertake a review asset hierarchy and community levels of service for street trees and current tree management practices | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | OCT 2025 |
| 17 | Irrigation - Revise Council policy settings, asset hierarchy, service levels | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | OCT 2025 |
| 18 | Open Space Strategy | Manager Urban, Recreation and Natural Assets T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | DEC 2025 |
| 19 | Review and ensure asset register data is complete and current | Manager Engineering and Asset Systems T/L Asset Systems and Support Asset Managers | Asset Managers Asset Systems and Support Team | ON GOING |



67

Salisbury Community Hub

6. Financial Summary

This section contains the collective financial requirements resulting from all the information presented in the previous sections of the SAMP. The financial projections to provide the targeted levels of service will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial indicators and projections asset renewal funding ratio

The asset renewal funding ratio indicates to what extent asset renewal is funded in the LTFP. It is calculated by dividing the projected capital renewal expenditure provided in each year of the LTFP by the renewal expenditure contained within the SAMP. Over the next 10 years Council is forecasting it has 100% of the funds to renew and replace existing assets but it has reduced the asset ratio to 90% for the first four years in a number of asset classes to fund other City Plan projects. The average over the 10-year forecast period of the SAMP is still to maintain 100% renewal funding ratio.

This is based on service levels contained within this document, approved by Council. Where service levels are increased this may mean that assets are renewed on a short time frame, and/or it may require upgrade expenditure to improve the asset to the planned new higher service level.

As these decisions are taken, it requires consideration of trading off other asset service levels into, or accepting a need to increase funding for the service level increases. This must be done in a financially sustainable manner which is why the SAMP considers the asset portfolio, of over \$2.3 billion as a whole. The challenge will be for Council to balance the community-based levels of

service for the next phase of asset classes review, that includes public lighting, street trees, irrigation, bridges, ornamental lakes and playspaces, with the expenditure to meet the approved service levels, in light of a tightening Long Term Financial Plan.

Council has approved 70% of the asset classes, levels of service and subsequent expenditure, so any intention to increase service levels for other asset classes, and subsequent expenditure, will need to be considered in light of these changes to ensure any service level decisions are sustainable, including potentially a review of the asset classes already approved.

At this point in time, Council is balancing the cost of renewal with the available funding for new assets and services. It is proposed to balance the expenditure on renewal over the next five to seven years, with reductions in years one to four of renewal for buildings and roads, balanced with a significant increase in years four to eight, so that the 10-year average is not changed.

In analysis of the affects there is a slight reduction in the surface condition of roads with no net long term reduction effect, however there is no reduction in buildings condition, primarily because the building stock, whilst needing some improvements in function and capacity in some classes, is in very good condition, particularly with the four key largest buildings having been recently renewed.

The gap between service level experienced and the potential service level desired by the community but not funded, for example some local playspaces, requires careful consideration to ensure long term financial sustainability of the renewal programs based on community service

levels, ensuring this generation of rate payers are paying their fair share of the services they are consuming and not leaving unaffordable debt to renew assets to the next generation.

6.2 Funding strategy

The SAMP is consistent with Council's existing funding strategy and LTFP looking at both capital and operating costs.

The figures outlined below are preliminary in nature and will be updated on completion of the budget deliberations and the finalisation of the LTFP.

6.3 Expenditure forecasts - Operations and maintenance

The changes in operations and maintenance budgets as of 2025/26 are shown in **Figure 8**. Note that all costs are shown in current dollar values (i.e. real values). The SAMP includes an assessment of future operational and maintenance needs. Asset managers and maintenance managers reviewed operational changes with respect to infrastructure.

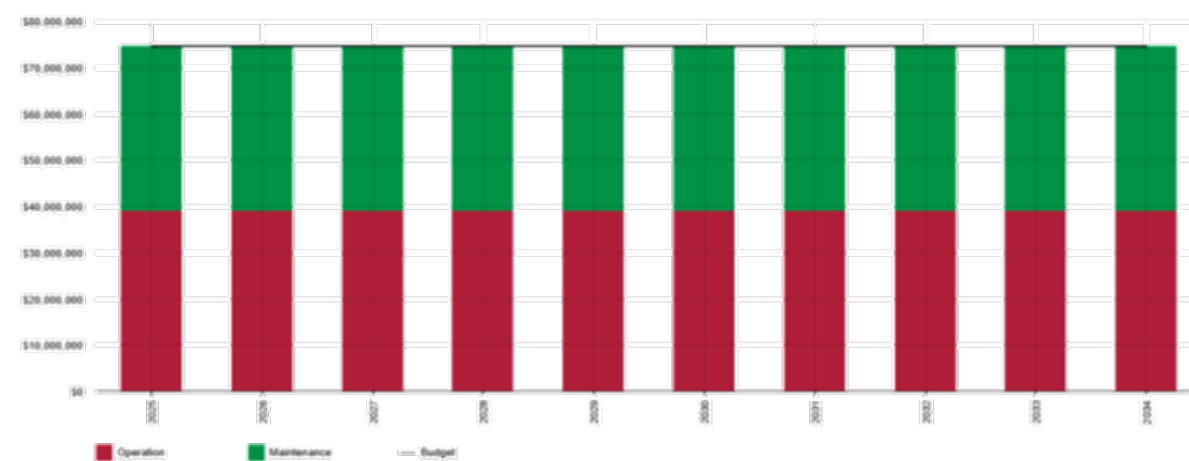
There are additional operating costs due to a number of factors including:

1. The growth of infrastructure assets handed to Council.
2. Improved levels of service including verge maintenance, The Hive Community Resource Hub, Church/John Street and Operations Centre management, and maintenance and safety needs.

3. The development of higher levels of service for district playspaces, such as Fairbanks Drive and Paddocks Reserve, including the improvement to safety aspects around CCTV and reserve lighting.
4. Resource Management Northern Adelaide Waste Management Services (NAWMA) collection contract increases.
5. Contractual cost increases linked to inflation.
6. Increased mowing and watering costs due to new irrigated spaces.
7. Footpath maintenance - changing renewal to operating to improve footpath maintenance service levels.

It is noted that increases due to revised contracts are undertaken at the time of the renewal of contracts and it is expected a number of these will be considered late 2025/26, that may significantly increase the operational budget, particularly around supply costs for energy, that is currently not included in the SAMP.

Figure 8 - 2025/26 Operations and maintenance expenditure projections (preliminary)

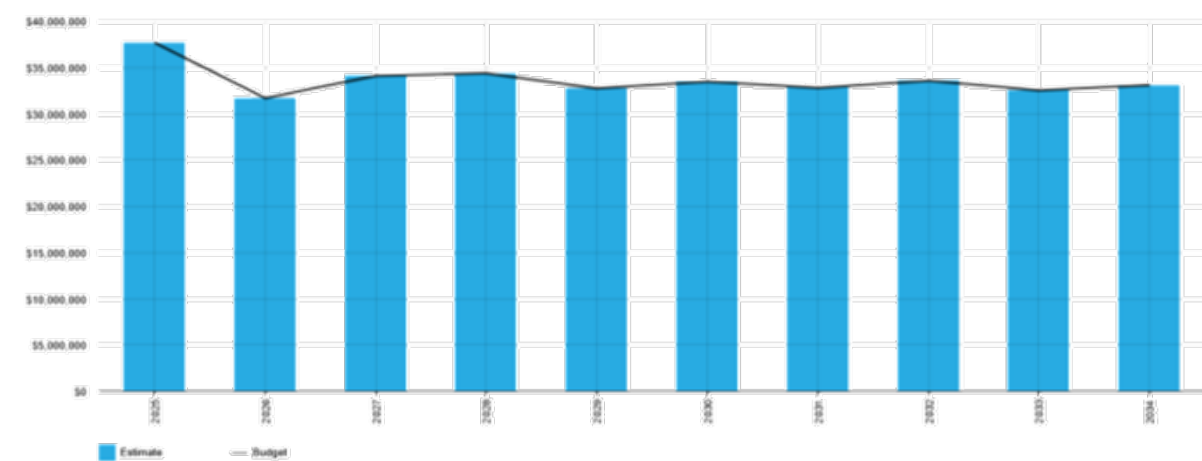


Capital renewal expenditure projections

Projected future renewal and replacement expenditures are forecast to increase over time as Council's assets reach the end of either their service or design lives.

This forecast expenditure need has been accommodated in the organisation's long-term financial plan as shown in Figure 9.

Figure 9 - 2025/26 Capital renewal projected expenditure (preliminary)

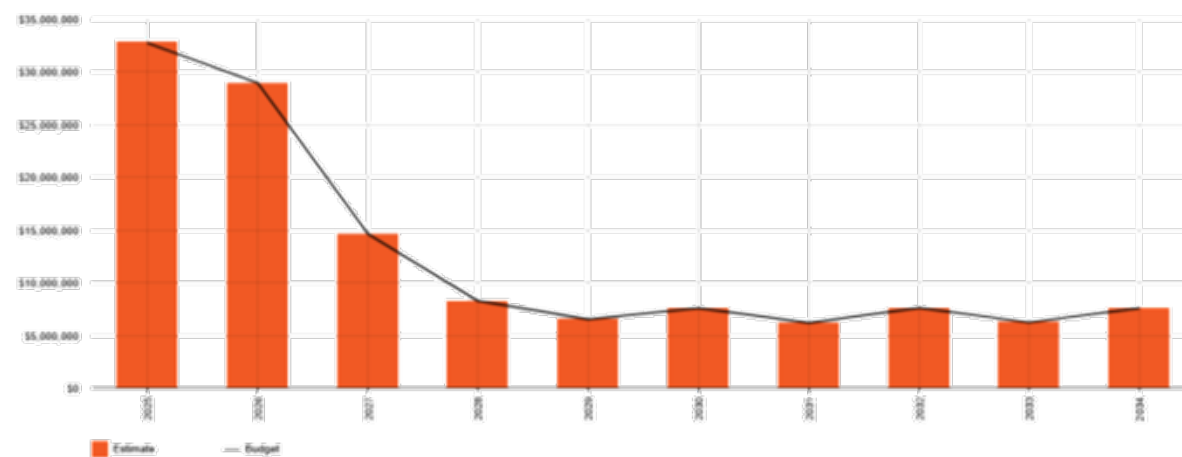


Where renewal projections take into account asset register estimates of asset useful lives, the useful lives are documented in the relevant asset management plan(s).

Capital new/upgrade projections

Projected upgrade/new asset expenditures and estimated long-term financial plan outlays are summarised in Figure 10. All amounts are shown in today's dollars.

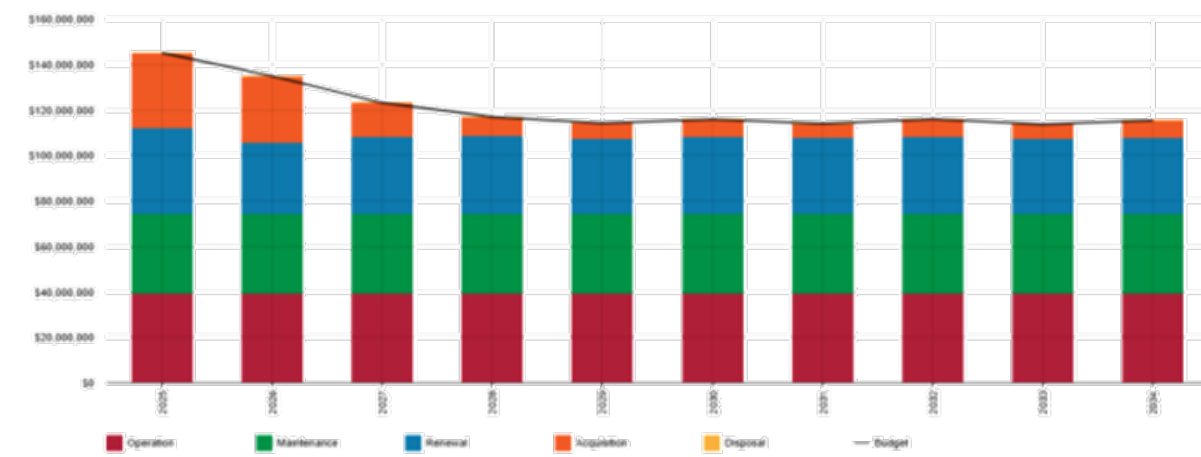
Figure 10 - 2025/26 Capital new/upgrade projected Expenditure (preliminary)



Expenditure Projections linked to Long-Term Financial Plan

Figure 11 shows the projected operations, maintenance, capital renewal, capital upgrade/new expenditure and these amounts have been accommodated in outlays shown in the long-term financial plan.

Figure 11 - 2025/26 Balanced position projected operating and capital expenditure (preliminary)



The purpose of this strategic asset management plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost and risk.

7. Conclusion

City of Salisbury is committed to delivering a progressive, sustainable, connected community, and providing excellent community experience through services in a financially affordable and sustainable manner. The asset management data has significantly improved over the last five years, particularly with tablets now in the field, enabling council to manage and maintain assets in a financially sustainable manner to deliver these services to agreed levels of service.

The SAMP is a significant step towards having a mature asset system, based on community endorsed service levels. Renewal expenditure across the asset classes meets the endorsed community-based levels of service for more than 70% of the asset classes, of roads, drainage, playspaces and buildings.

Footpath service levels and associated funding have been reviewed and renewal expenditure has been set aside for street public lighting.

The SAMP aligns with the LTFP, however some renewal expenditure has been reduced in the first three years, but significantly increased in years four to 10, which means the average renewal expenditure is the same. This aims to provide some capacity for Council to invest in other community needs.

The SAMP has continued the current funding of renewal of other asset classes, with a review, as part of the Asset Management Improvement Plan, to be undertaken in street trees, playspaces,

irrigation, ornamental lakes, bridges and sports lighting through late 2025, to inform the 2026/27 SAMP.

This will ensure that the Council's renewal programs are financially sustainable, intergenerational equity is maintained, and the preventative and reactive maintenance programs and associated costs meet the Council's agreed levels of service in future years.

Asset managers have been continuing the Asset Management Improvement Plan, re-evaluating assets based on place and community services rather than condition and useful life. This process will continue over the next 12 months to confirm useful lives, valuations, capitalisation, and function and capacity of assets to deliver services particularly in the urban assets area.

Council has set funding for renewal and upgrade of assets, based on service continuity rather than depreciation. The Asset Management Improvement Plan will complete the process of moving Council's Strategic Asset Management Plan from core maturity to nearing advanced maturity across all major asset classes, which will be a major and unique achievement for Salisbury compared to similar cities, both in Australia and in Organization for Economic Cooperation and Development (OECD) countries.

8. References

ISO, 2014, ISO 55000, Asset management — Overview, principles and terminology, International Organization for Standardization, Geneva.

ISO, 2014, ISO 55001, Asset management — Management systems - Requirements, International Organization for Standardization, Geneva.

ISO, 2014, ISO 55002, Asset management — Management systems — Guidelines for the application of ISO 55001, International Organization for Standardization, Geneva.

IPWEA, 2015, International Infrastructure Management Manual, Institute of Public Works Engineering Australia, Sydney www.ipwea.org/iimm.

IPWEA, 2014, 'NAMS+ Asset Management', Institute of Public Works Engineering Australia, Sydney, www.namsplus.org.

IPWEA, 2015, 'Australian Infrastructure Financial Management Manual, Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/aifmm.



| | |
|------------------------|---|
| ITEM | 1.1.2 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 21 July 2025 |
| PREV REFS | Policy and Planning Committee 1.1.4 19/05/2025 |
| HEADING | Economic Development and Growth Strategy |
| AUTHORS | Sally Jenkin, Team Leader Strategic Urban Planning, City Development Leandro Lopez Digon, Manager City Shaping, City Development |
| CITY PLAN LINKS | 1.1 Our city has a diversity of housing that meets the needs of our community 3.2 Our city's growth is well planned and supported by the integrated delivery of infrastructure 3.1 Our businesses are successful, and the community benefits from their success |
| SUMMARY | The draft Economic Development and Growth Strategy and Action Plan has now been refined for Council's final approval, ready for release at the event on 27 August 2025. |

RECOMMENDATION

That Council:

1. Approves the Economic Development and Growth Strategy (Strategy, Discussion Paper and Implementation Plan documents) and Communications Framework as attached in Attachments 1, 2, 3 and 4 to the report (Item 1.1.2, Policy and Planning Committee, 21 July 2025).
2. Approves the use of the Salisbury+ sub-brand as detailed in Attachment 5 to the report (Item 1.1.2, Policy and Planning Committee, 21 July 2025).
3. Authorises the Chief Executive Officer to undertake final editorial amendments to the Strategy documents as attached in Attachments 1, 2 and 3 to the report (Item 1.1.2, Policy and Planning Committee, 21 July 2025).
4. Notes the launch of the Strategy documents and associated material at the 27 August 2025 event.

ATTACHMENTS

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

1. Economic Development and Growth Strategy
2. Economic Development and Growth Strategy - Discussion Paper
3. Economic Development and Growth Strategy - Implementation Plan

4. Communications Framework - Economic Development and Growth Strategy
5. Economic Development Sub-brand

1. BACKGROUND

- 1.1 The Economic Development and Growth Strategy is outlined as a Critical Action in the City Plan 2040:

“Proactively facilitate coordinated growth.

Facilitate growth through supporting private and government-led Code Amendments that are consistent with Council’s Strategic Growth Framework for Waterloo Corner and Bolivar Corridor and Shaping Salisbury Strategy (to be completed in 2024/25).”

- 1.2 The draft Strategy is a review and combination of two City of Salisbury (CoS) strategies that required an update: the Growth Action Plan (2016) and Economic Development Plan (2008-2009); and the builds on the Economic Vision for the City of Salisbury prepared by Deloitte in 2018.
- 1.3 The draft Strategy builds on significant work that is already being undertaken across Council, including through the Polaris Business Development Centre, Strategic Development Projects, North-West Economic Corridor initiative and Code Amendments.
- 1.4 It incorporates relevant findings from other recent CoS-commissioned documents, and responds and aligns to various Federal and State Government strategies and initiatives.
- 1.5 The previous agenda (Item 1.1.4, Policy and Planning Committee, 19 May 2025) provides detailed information on the documents, strategies and initiatives that are relevant in preparing the economic development and growth strategy.

2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 The draft Strategy builds upon past consultation and ongoing communication with numerous external stakeholders, including but not limited to State Government departments, Local business organisations and leaders, adjacent local governments, educational institutions, and other key stakeholders.
- 2.2 The previous agenda (Item 1.1.4, Policy and Planning Committee, 19 May 2025) outlines the full list of engagement that has occurred to date.

3. DISCUSSION

- 3.1 Council previously approved the draft summary version of the Strategy and Action Plan to be refined and finalised at its May 2025 meeting.
- 3.2 The draft Strategy is based on the following formula for success:
“Productivity + liveability = prosperity”
- 3.3 Productivity enhances competitiveness of existing industry and businesses. Combined with efficient and productive state and local

infrastructure and services, it can help in attracting new industry, businesses, skilled people and promote wealth generation.

- 3.4 Liveable cities offer a high quality of life and housing choice, and are socially inclusive, affordable, accessible, healthy and safe.
- 3.5 When a city is productive and liveable, local prosperity improves, including financial, economic and community prosperity. When a community has access to housing, jobs, services, business and investment support, life-long learning and lifestyle opportunities, people can thrive in all aspects of their lives.
- 3.6 The draft Strategy outlines five focus areas for the next 30 years, as follows:
 - 3.6.1 Shaping a dynamic and complex local economy
 - 3.6.2 Building workforce and business potential
 - 3.6.3 Developing productive and vibrant places
 - 3.6.4 Housing a growing and diverse community
 - 3.6.5 Embracing a low carbon future.
- 3.7 A creative agency has been appointed to deliver the branding, messaging and graphic design for the Strategy's delivery. The communications framework and an economic development sub brand were presented to Council at the CEO Briefing on the 7 July 2025 and are attached for reference.
- 3.8 The Strategy documents have now been refined to include feedback and align with the communications framework.
- 3.9 The Strategy documents (see Attachment 1, 2 and 3) are now provided for Council's approval.
- 3.10 Once approved, the documents will be graphicly designed and prepared for public release.

How will the strategy be promoted?

- 3.11 A communications framework to support the launch of the draft Strategy and an updated economic development focused sub-brand and website, replacing [Invest in Salisbury](#), has been developed.
- 3.12 The strategy is planned to be formally launched at an event hosted by the Mayor on 27 August 2025, in conjunction with the celebration of the 25 years of providing business services currently being provided through the Polaris Centre. All key external stakeholders and partners have been invited to the event.
- 3.13 The website will outline a digital representation of the Strategy; and will strongly position the CoS as a place to live, work, play, do business and invest, supported by a robust plan that promotes productivity and liveability to achieve prosperity and will be further developed as the plan evolves.

3.14 Other communications for the launch will include a media release, video, FAQs and talking points. Ongoing communications will be established including EDMs, social media and targeted factsheets.

3.15 The Strategy will be provided in hard copy to participants at the event and the Discussion Paper and Implementation Plan will be available on Council's website.

4. FINANCIAL OVERVIEW

4.1 The draft Strategy builds on the significant work that is already being undertaken across Council.

4.2 The implementation of the draft Strategy and Action Plan is supported by the following budget bids in the Annual Business Plan 2025/26:

4.2.1 Economic development initiatives – \$110,000

4.2.2 City growth planning – \$500,000.

5. CONCLUSION

5.1 The Strategy documents have been prepared for Council's final consideration.

5.2 The Strategy and a refreshed sub-brand and website will be launched at an event hosted by the Mayor to be held at the Salisbury Community Hub on 27 August 2025.

5.3 The implementation plan is supported by budget bids approved as part of the City of Salisbury 2025/26 Annual Business Plan.

Economic development and growth strategy

Tagline

Acknowledgment of Country

(TBC)

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Mayor's message

(TBC)

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The Strategy

The northern region of Greater Adelaide, particularly the City of Salisbury, is entering a transformative era. Population growth, industrial change, and rising economic and environmental priorities present a unique opportunity to shape a resilient and future-focused community, but developing a long-term strategic vision is essential to make the most of this opportunity.

In 2018, Deloitte's Economic Vision for Salisbury provided a local blueprint for economic development in the city. With local, state and national priorities evolving, now is the time to renew this vision and develop a strategy for Salisbury and the broader northern region.

Salisbury is well positioned to lead this work. By aligning with national and state plans, the city can play a significant part in accelerating local job creation, housing delivery and promoting sustainable economic growth.

Council's new Economic Development and Growth Strategy outlines our aspirations across various sectors into a framework of five focus areas designed to guide us for the next 25 years.

Supported by our City Plan 2040, it builds on the Greater Adelaide Regional Plan with a local focus, aligns with State and Federal priorities, and leverages Council's existing initiatives.

The Strategy's core aim is to elevate productivity and enhance liveability— ultimately driving long-term prosperity for our community and contributing to the greater prosperity of South Australia. Underpinned by a comprehensive discussion paper and a detailed four-year action plan, it outlines clear, collaborative priorities in partnership with government and industry.

We have combined our economic development and strategic urban planning agendas into one strategic approach. This provides better direction and ensures we have an integrated approach for planning for the future of the city.

This approach supports Council's wider development and growth planning, informing strategic policies and delivery of trunk infrastructure, guiding grant applications, and unlocking partnership opportunities. Most importantly, it provides a long-term vision that brings clarity and direction to short-term initiatives ensuring continuity and resilience amid the challenges that modern cities face.

We want to build confidence in our city's future, encourage business investment, and assure our community that the future they envision is within reach. This Strategy delivers the vision and roadmap to further develop our city into a progressive, sustainable, and connected community, now and into the future.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Salisbury+ Where it all adds up

The City of Salisbury is uniquely placed to support state and national economic development and growth agendas. It is the place where opportunity, capability, and ambition intersect to create a significant opportunity for investment, growth and prosperity.

What sets Salisbury apart is not just one strength—it's the rare combination of multiple advantages together in the same place. The City of Salisbury can harness these advantages, shape a bold future, and take a leadership role in driving the economic and social success of the state.

Salisbury is more than a place — it is a complete ecosystem built for growth, innovation, and community wellbeing.

Strategically placed

Salisbury's enviable position—just 25 minutes from Adelaide's CBD, the airport, and the port—makes it a gateway for business, logistics, and advanced industry. The city boasts exceptional road, rail, freight, digital, energy, and water infrastructure, offering everything businesses need to grow, innovate, and compete globally.

Home to key industries such as defence, health, advanced manufacturing, food production, and logistics, Salisbury provides the physical access, connectivity, and scale that ambitious businesses require. With major infrastructure already in place or being developed, Salisbury is well-positioned to attract the next generation of high-value industries and workforce talent.

Built to lead

Innovation is embedded in Salisbury's DNA. From the renowned Technology Park—home to global defence leaders like BAE Systems, SAAB, Lockheed Martin, and Raytheon— to the Edinburgh Defence Precinct, Salisbury is at the heart of South Australia's innovation economy.

The city is a proven hub for advanced and food manufacturing, defence, systems integration, and emerging industries linked to sustainability and the circular economy. This concentration of future-focused businesses enables powerful partnerships, research collaboration, and supply chain development, driving both local and state economic strength.

Talent lives here

A growing diverse, and younger-than-average population gives Salisbury a unique advantage in workforce development and innovation. The city is home to a dynamic mix of cultures, skills, and aspirations, providing a strong pipeline of talent for industries old and new.

Access to education and training, through institutions like Adelaide University's Mawson Lakes campus and TAFE SA, ensures a steady supply of skilled workers, future leaders, and innovative thinkers. Salisbury's community reflects the future of South Australia: diverse, capable, and hungry for opportunity.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



This is a place where everyone can find opportunities—whether through traditional trades, advanced manufacturing, defence, entrepreneurship, or the emerging green economy.

Room to prosper

Unlike many other metropolitan areas, Salisbury has space for both businesses and communities to grow. With significant supply of commercial, industrial, and residential land, Salisbury offers unmatched opportunities for investment, expansion, and innovation.

Whether it's industrial lands west of the city, mixed-use urban renewal in activity centres, or affordable housing options for families and workers, Salisbury provides the physical space—and the policy environment—that allows businesses and people to prosper.

Lower operating costs, faster access to markets, and strong population growth underpin Salisbury's long-term appeal.

Backed for success

Salisbury is supported by a future-focused, ambitious, and pro-business Council that understands the importance of economic development and innovation. The City of Salisbury actively works to remove barriers, streamline approvals and create a business-friendly environment that attracts and retains investment.

Council's Polaris Business Development Centre is a strong example of how we support businesses to succeed and grow.

Salisbury businesses and investors also benefit from a range of State and Federal government incentives, infrastructure investment, and policy initiatives. This alignment of local and national ambition ensures that Salisbury is not just open for business—it is positioned to succeed.

Community first

The City of Salisbury's purpose is to make a positive difference for those living, working and visiting the city.

From the revitalisation of Salisbury City Centre to new parks, spaces and experiences, this is a city evolving with its diverse community front of mind.

Walkable neighbourhoods and well-connected precincts make daily life easier and more enjoyable for residents, workers, and visitors. A focus on liveability, inclusion, and wellbeing ensures that growth is balanced with quality of life—making Salisbury not just a place to work, but a place to live, connect, and thrive.

The city's investment in placemaking, community events, and community facilities reflects a genuine commitment to building a more connected and prosperous city for all.

Salisbury+ - Where it all adds up

All together, all in one place.

Salisbury's strength does not come from a single advantage—it comes from the unique convergence of all of them together:

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Access + Affordability + Support + Talent + Lifestyle + Industry

It's not that Salisbury has one of these things. It's that Salisbury has all of them together in one place. That's what makes Salisbury unique and gives it a real advantage.

Salisbury is where it all adds up.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Strategic context

The Economic Development and Growth Plan aligns closely with Federal and State Government and City of Salisbury plans and initiatives currently underway.

At the national level, there is a renewed ambition to strengthen Australia's sovereign capability, particularly in critical industries such as defence, advanced manufacturing, energy, and food production. The Federal Government's Future Made in Australia policy reinforces this direction, aiming to rebuild local industry, support strategic manufacturing, and drive clean energy innovation as part of a more self-reliant national economy. At the same time, there is an increasing emphasis on fostering innovation and accelerating productivity growth to ensure the country remains competitive in a rapidly changing global landscape.

Concurrently, the housing crisis remains a national concern, highlighting the urgent need for coordinated action across all levels of government to increase housing supply, improve affordability, and support inclusive urban growth – particularly in fast growing regions like Greater Adelaide.

At the state level, South Australia has a clear strategic direction focused on sustainable population growth and economic transformation. The Greater Adelaide Regional Plan 2025 outlines the vision for managing growth over the next 25 years with provision for over 300,000 new homes, protection of vital land reserves and alignment with infrastructure and environmental goals.

The South Australian Economic Statement 2023 emphasises the need to capitalise on the global green transition, become a partner of choice in an increasingly insecure world and build the state's talent base.

Meanwhile, the A Better Housing Future plan focuses on accelerating land release and boosting supply through the newly established Department for Housing and Urban Development, recognising housing as fundamental to economic inclusion and liveability.

The State Government is also advancing innovation, industry development, and small business growth. The Innovation Places Framework fosters collaboration among government, research institutions, and industry to drive investment, skills alignment, and job creation. The Advanced Manufacturing Strategy leverages local production capabilities to build a greener, more resilient, knowledge-based industrial economy. Complementing these is the Small Business Strategy, which supports small businesses to build capability, adopt new technologies and access government support to ensure they are well-placed to thrive in a net-zero and digitally connected future.

Within this strategic landscape, the northern region and Salisbury are exceptionally well-positioned.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108





Federal Government



South Australian Government

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108





City of Salisbury

The Economic Development and Growth Strategy is shaped by Council plans that support the vision of being a progressive, sustainable, and connected community.

1. The City Plan 2040 sets the overarching direction of the city and outlines critical actions to be delivered over the next four years to support the Council as it looks to the future.
2. The Affordable Housing Implementation Plan ensures 15–20% of housing on surplus Council land is affordable, priced below market benchmarks.
3. The Sustainability Strategy focuses on a balance of green spaces and natural environments; climate resilience and adaptability; being resourceful with waste and water resources; and ensuring all aspects of growth reflect sustainability principles.
4. The Strategic Growth Framework guides long-term commercial development in Waterloo Corner and the Bolivar Corridor.
5. The Thrive Strategy and Youth Action Plan, focus on fostering community wellbeing, safety, learning, and inclusive opportunities—particularly for young people—to grow, lead, and influence their city's future.

The Strategy integrates national ambitions, South Australian vision for housing, skills, and innovation and Salisbury plans to strategically connect all three levels of government, guiding regional economic development and sustainable growth.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Insights and opportunities

The global landscape is undergoing unprecedented disruption across political, economic, environmental and social dimensions.

The COVID-19 pandemic exposed deep vulnerabilities in global supply chains, triggered economic reconsiderations, and accelerated shifts in international trade and investment decisions. Ongoing geopolitical tensions, including the war in Ukraine, conflicts in the Middle East, and rising protectionism from major economies like the United States have added to this instability. Simultaneously, a slowing Chinese economy and the strategic repositioning of global powers continue to reshape the world.

In Australia, these global events are intersecting with long-standing structural challenges. The nation's manufacturing base has steadily declined, leading to weakened sovereign capabilities and increased reliance on imported goods—many sourced from geopolitically sensitive regions. Australia's economic complexity has diminished, with an over-reliance on raw commodity exports and underinvestment in high-value, knowledge-driven industries. This narrowing of industrial capacity has reduced the nation's resilience, constrained innovation, and made the economy more vulnerable to external influences and global price volatility.

These are challenges that we must look to address locally by leveraging the opportunities available to us in the northern region.

South Australia's productivity opportunity

Domestically, pressures such as severe labour and skills shortages, an ageing workforce, and gaps between education and industry needs present a challenge. These factors hinder productivity and dampen business confidence. While Adelaide has consistently been ranked as a top-performing capital city and an attractive place to do business, productivity growth has remained weak over the past decade. This underperformance has constrained growth in living standards, with average wages in South Australia approximately 10% below the national average.

Although sectors like mining and agriculture, and public investment in health and education have supported job creation, these industries typically generate lower productivity growth than knowledge-intensive sectors.

To build long-term economic resilience, South Australia must diversify its economy through greater investment in research and development, skills development, infrastructure, and advanced industries. Defence has emerged as a critical growth area, with large-scale federal investment through the AUKUS agreement and the nuclear submarine program. Maximising the benefits of this investment will depend on fostering local supply chains, advanced manufacturing, and workforce capability development.

Salisbury's role in the state's economy

The City of Salisbury plays a pivotal role in South Australia's economy, serving as a major industrial and economic hub.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



While manufacturing's share of the state's Gross State Product has contracted, Salisbury remains a manufacturing stronghold, particularly in defence-related industries. Over the past decade, defence and manufacturing exports from Salisbury have grown from \$3.7 billion to \$5.1 billion, with healthcare and manufacturing continuing to anchor local employment.

Salisbury is home to major South Australian brands such as Codan, Haigh's Chocolates, RM Williams, and Bickford's—businesses that not only contribute to local employment but also take South Australian products to global markets. The region's role as a defence hub is strengthened by the presence of major global defence firms, including SAAB Australia, BAE Systems, Lockheed Martin, and Raytheon, as well as the Edinburgh Defence Precinct and RAAF Base.

However, productivity challenges persist. To unlock its full economic potential, Salisbury must focus on fostering innovation, support the scaling of local businesses and attract globally competitive firms. Central to this strategy is the development of a skilled and adaptable workforce capable of meeting the evolving demands of these sectors.

Workforce pressures and skills gaps

Record-low unemployment and intense competition for talent are impacting multiple industries in South Australia. In Salisbury, only 58.6% of resident workers hold post-secondary qualifications, compared with 65.8% across the state. Skills mismatches, declining apprenticeship completions, and underutilisation of existing talent further constrain workforce development.

The region also faces significant exposure to automation and artificial intelligence, particularly in sectors such as manufacturing, logistics, and defence. This underscores the need for urgent investment in digital skills, micro-credentials, and lifelong learning to future-proof Salisbury's workforce.

The creation of Adelaide University with its Mawson Lakes campus and strong industry links provides a significant opportunity to boost higher education attainment locally. Additionally, targeted support for underrepresented groups, including those facing barriers to workforce participation, will be vital for building a more inclusive and resilient labour force.

Employment lands and industrial growth

Salisbury is strategically placed with freight and logistics connections and key infrastructure already in place, making it a prime location for a key industrial hub.

The City boasts three designated Innovation Places; Technology Park, the Mawson Lakes university precinct and the southern Edinburgh Defence Precinct, all of which are central to fostering high-value, knowledge-intensive industries.

The State's future industrial and employment growth will be anchored in northern Adelaide. Areas such as Greater Edinburgh Parks and land west of Port Wakefield Road have the potential to create over 37,000 jobs in advanced manufacturing, defence, logistics, minerals and food processing. However, shortages of development-ready employment land and infrastructure pose barriers to this growth. Unlocking these sites through rezoning, infrastructure investment, and coordinated planning is essential to attracting new investment and supporting South Australia's industrial transformation.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



City centres

Salisbury's economic vitality is tied to its dynamic activity centres, which serve as hubs for community life, retail, services, and employment. Key centres such as Salisbury City Centre, Mawson Lakes, and Ingle Farm are undergoing significant transformations to meet evolving community needs, including the demand for flexible workspaces, enhanced local services, and engaging destinations.

E-commerce is reshaping traditional retail, with over 35% of local expenditure in Salisbury now occurring online. To remain vibrant, city centres must focus on hospitality, health, entertainment, and experiences that cannot be replicated online. Ensuring safe, accessible, and engaging public spaces will be key to supporting foot-traffic, economic vitality, and social wellbeing.

Demographic changes, including population growth, ageing, and increasing cultural diversity, provide opportunities to tailor services, retail, and housing to meet evolving community needs.

Housing affordability and supply

Australia is experiencing a national housing crisis, and people in Salisbury are feeling the impact. Although housing remains more affordable in Salisbury compared to Greater Adelaide, many local households are under growing pressure. Rising property prices, rental stress, and ongoing construction delays—combined with broader cost-of-living challenges—are making it increasingly difficult for residents to secure and maintain stable housing.

To accommodate the anticipated population growth of over 70,000 new residents by 2050, Salisbury must accelerate housing supply, particularly through infill development in existing urban areas. The Greater Adelaide Regional Plan designates key infill areas around activity centres and public transport routes, with a focus on creating higher-density, walkable neighbourhoods.

Addressing the housing challenge will require improved planning processes, better infrastructure alignment, workforce development in construction trades, and adoption of innovative building techniques such as prefabrication and 3D printing. A more diverse housing mix including smaller dwellings, townhouses, and apartments will also be essential to meet the needs of single households, downsizers, and younger residents.

Council's Strategic Development Program will continue to play a critical role in this area. Partnering with housing providers and Federal and State governments will be essential to ensure that the city continues to offer access to housing to the whole community.

Climate change and the low-carbon transition

The global shift towards decarbonisation presents both risks and opportunities for Salisbury. Climate change, particularly the increasing frequency of extreme heat and droughts, poses health, economic, and infrastructure challenges. Salisbury is ranked among the most heat-vulnerable areas in South Australia, highlighting the urgency of adaptation measures.

The transition to a low-carbon economy is being driven by stricter environmental regulations, changing market demands, and technological advancements. For Salisbury businesses,

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

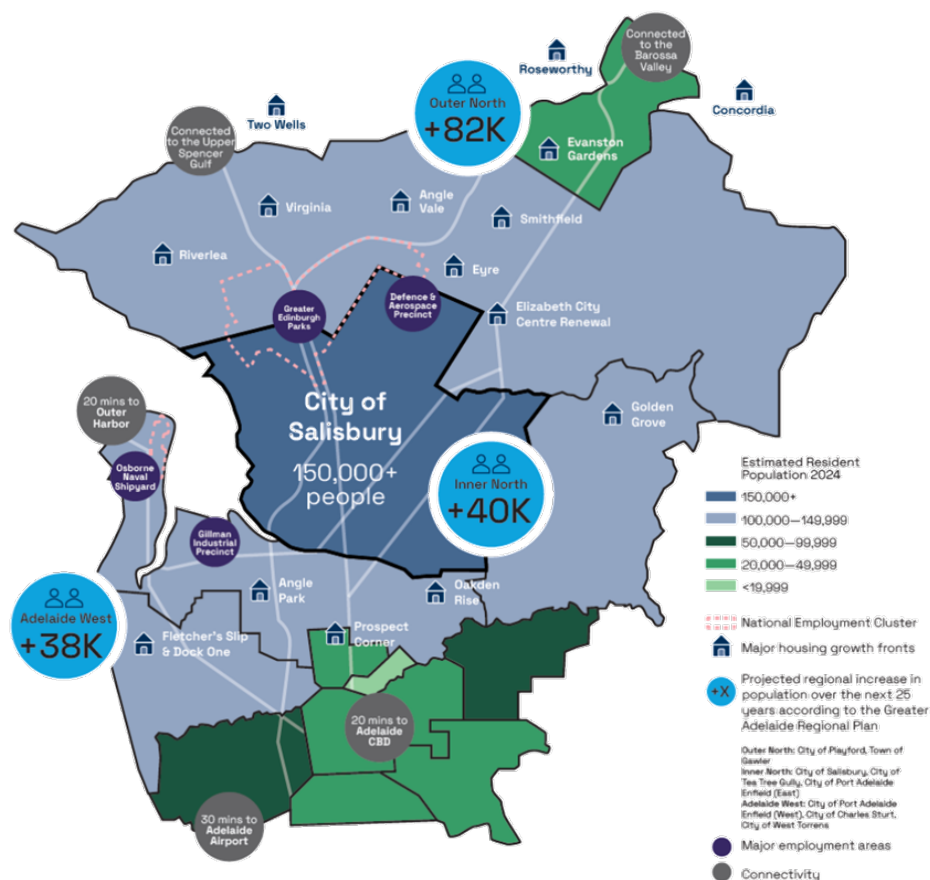
34 Church Street
Salisbury SA 5108



meeting new environmental standards will be key to maintaining competitiveness, particularly in export markets such as the European Union where sustainability is now central to trade.

Salisbury's strengths in water management, recycling, and innovation position it well to lead in green industries, renewable energy, and circular economy development. Opportunities exist to build on this reputation and create an eco-industrial precinct, attract clean technology businesses, and support new industries linked to critical minerals and sustainable manufacturing.

The shift to renewable energy is also reshaping business energy use and creating new jobs in sectors such as solar, battery storage, and energy efficiency. Businesses that innovate and embed sustainability in their operations will be best positioned to thrive in this new economy.



(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Our Plan

The Economic Development and Growth Strategy aims to build long-term prosperity for Salisbury by boosting productivity and enhancing liveability over the next 25 years.

Increasing productivity

Productivity is about how efficiently we produce goods and services using inputs like labour, capital, energy, and materials. By lifting productivity, local businesses and industries become more competitive. When supported by high-quality State and local infrastructure and services, the region becomes a more attractive environment for new industries, skilled workers, and investment. Greater productivity drives innovation, job creation, and long-term economic growth.

Enhancing liveability

A liveable city is one where people feel safe, connected, and empowered to live healthy, meaningful lives. Liveability goes beyond city design— it's about creating places that support active, independent living, encourage community interaction, and provide easy access to quality services, green spaces, and diverse housing options. Liveable cities are inclusive, affordable, and designed to support wellbeing for all residents.

Growing prosperity

Prosperity is more than economic success— it includes good health, happiness, and opportunities for a fulfilling life. A prosperous community ensures people can reach their full potential, with access to housing, education, healthcare, jobs, and recreation. It also means fostering lifelong learning and supporting business growth. When these foundations are strong, communities thrive socially, culturally, and economically.

Strategic focus areas for action

To realise our goal of a more prosperous, productive, and liveable Salisbury, five strategic focus areas have been identified. These areas reflect the city's unique strengths, emerging opportunities, and the key challenges that must be addressed to positively shape Salisbury's future.

Each focus area is supported by a targeted set of short-term actions, to be implemented over the next four years, providing a roadmap for progress and long-term impact.

Each focus area integrates environmental, social, and economic considerations. While longer-term directions will require further planning and flexibility to respond to change, shorter-term actions are more clearly defined and outlined in the action plan ([link](#)). This plan will guide initial implementation, with longer-term directions reviewed periodically to ensure continued relevance in a changing world.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



1. Shaping a dynamic and complex local economy

This focus area aims to diversify and grow Salisbury's economic base by strengthening existing businesses, attracting new investment, fostering innovation, and supporting export growth. By increasing economic complexity, we enhance resilience and future prosperity.

Key implementation actions include:

- **Salisbury Global:** Launching a new initiative to support investment attraction, market development, and export readiness for local businesses, linking them to regional and international opportunities.
- **Promoting Business-to-Business (B2B) Connections:** Refocusing Polaris Business Centre's networking programs to promote collaboration, knowledge-sharing, and joint ventures across and beyond city boundaries.
- **Building a Visitor Economy:** Leveraging assets such as the \$200 million Salisbury City Centre redevelopment, Little Para Reserve, and the unique coastal and mangrove environments of St Kilda to attract visitors and grow a visitor economy.
- **Fostering Innovation and Technology Adoption:** Supporting local uptake of emerging technologies, including AI, automation, and advanced manufacturing—by capitalising on assets such as Technology Park and the new Adelaide University.
- **Facilitating a Supportive Business Environment:** Continuing commitment to supporting the success of small business in the community by conducting regular business engagement and coordinating a business-friendly environment.

2. Building Workforce and Business Potential

This area focuses on human capital: supporting our diverse community to actively participate in and benefit from economic growth while building adaptability and long-term self-sufficiency.

Key implementation actions include:

- **Strengthening self-sufficiency:** A new Economic Futures program focused on expanding career development, structured work experience, and immersive technology experiences to build pathways into employment.
- **Fostering entrepreneurial thinking:** Launching the Polaris Entrepreneurship Program (PEP) to nurture an entrepreneurial ecosystem—particularly targeting young people and students.
- **Enhancing business mentoring:** Scaling up the Polaris Business Fundamentals Program and introducing Accelerator programs to support business development from start-up through growth.
- **Reskilling and upskilling the workforce:** Promoting micro-credentials and short courses and collaborating with TAFE and Adelaide University (Mawson Lakes) to deliver place-based, business-aligned learning, particularly in disadvantaged communities.

3. Developing Productive and Vibrant Places

We aim to ensure sufficient and well-located land is available for industrial, commercial, and residential development—and that our centres are vibrant, inclusive, and serve both residents and visitors.

Key implementations actions include:

- **Facilitating growth of the North-West Economic Corridor:** Code Amendments (including Council-led Code Amendments), and infrastructure investigations to respond to the urgent demand for new industrial and commercial land and providing areas for defence, innovation and circular economy growth and investment.
- **Creating vibrant centres:** Continuing revitalisation of the Salisbury City Centre, preparing structure plans for Ingle Farm, and the currently untapped village of St Kilda, to provide increased opportunities for the local community and attracting more visitors. Capitalising on the Elizabeth Regional Centre proposal (expansion to the west within the City of Salisbury).
- **Enabling diverse economic growth:** Supporting the evolution of existing employment precincts such as Technology Park, Mawson Lakes City Centre, and Parafield Airport to remain productive and attract high-value industries including defence, advanced manufacturing, and logistics. Ensuring key hubs remain connected by the appropriate transport infrastructure.
- **Planning for Dry Creek:** Coordinating long-term planning for a new, sustainable urban community of up to 35,000 people—featuring a quality activity centre and fast-to-market housing models that demonstrate resilience and innovation.

4. Housing a Growing and Diverse Community

Ensuring housing availability, diversity, and liveability remain the focus to accommodate population growth and changing household needs.

Key implementations actions include:

- **Enabling and facilitating housing choice:** Developing a Housing Strategy to provide detailed planning for a variety of housing types to meet our diverse community needs, and sustainable and liveable neighbourhoods with a focus on infill housing with greater density in walkable distance to centres, parks, and public transport.
- **Supporting innovative housing products:** Enabling development of housing that responds to life-stage needs and demographic change, while encouraging innovation in planning and construction to reduce delivery timeframes (e.g. Walkleys Corridor development and Salisbury City Centre redevelopment).
- **Delivering housing choice:** Continuing Council-led and partnership-based delivery of affordable housing options, while advocating for increased investment in social housing, particularly in areas like Salisbury North and Salisbury City Centre.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



5. Embracing a Low Carbon Future

The transition to a more sustainable and circular economy presents both challenges and opportunities for Salisbury's businesses, infrastructure, and communities.

Key implementation actions include:

- **Eco-Industrial Precinct:** Planning and developing a new precinct west of Port Wakefield Road that supports green industry attraction, circular economy practices, and industrial symbiosis.
- **Advancing a Complex and Green Economy:** Promoting circular economy principles across sectors; encouraging sustainable housing innovation; and increasing awareness of Environmental, Social, and Governance (ESG) reporting standards.
- **Sustainability Leadership:** Building on existing Council initiatives such as Salisbury Water and Northern Adelaide Waste Management Authority, reducing Council's carbon footprint, enhancing circular economy pathways, and protecting biodiversity.

Measuring success

A clear set of measures will be established to assess progress toward the Strategy's core outcomes: productivity, liveability, and prosperity.

While some of these areas can be difficult to quantify directly, we will use proxy indicators to track change and understand regional trends over time.

Potential metrics include the value of development applications, total exports from the region, workforce participation rates, and local spending activity.

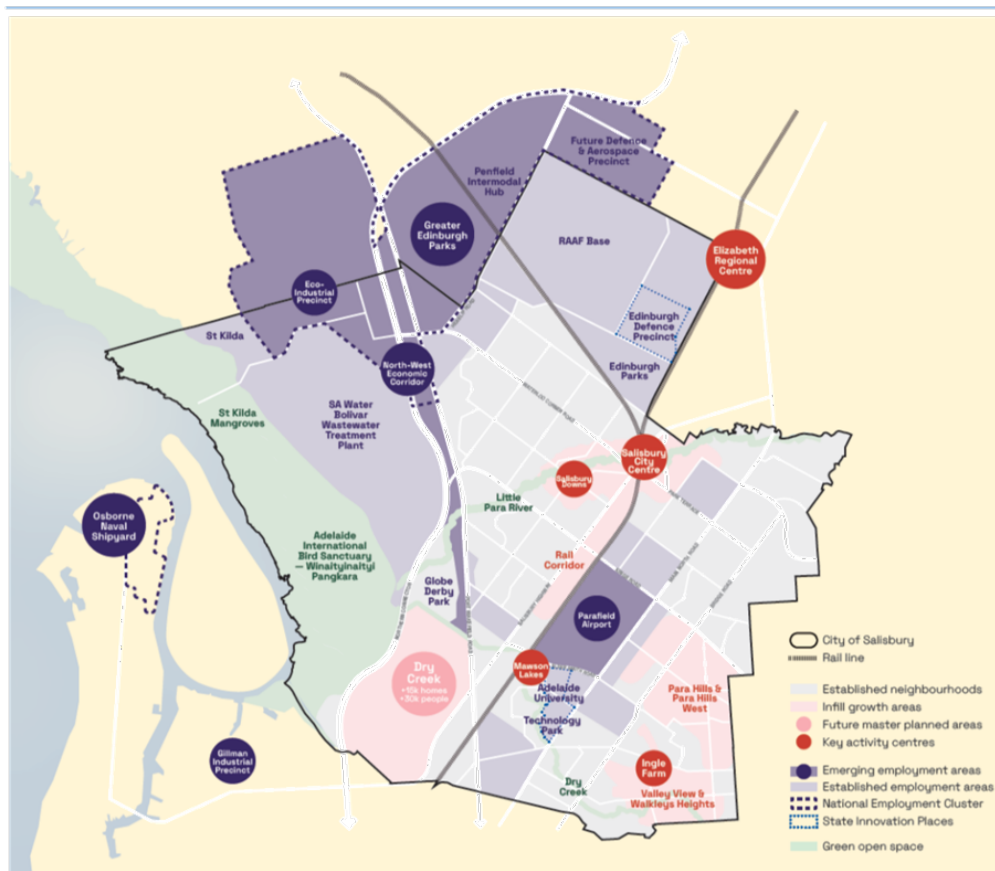
In addition, we will monitor delivery of the Implementation Plan and present a yearly report to Council outlining progress, achievements, and key actions delivered.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



MAP



(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Implementation Plan 2025-2028

| PRODUCTIVITY + LIVEABILITY = PROSPERITY | | | | | |
|---|---|---|---|---|---|
| Strategic focus | 1. Shaping a Dynamic and Complex Local Economy | 2. Building Workforce and Business Potential | 3. Developing Productive and Vibrant Places | 4. Housing a Growing and Diverse Community | 5. Embracing a Low Carbon Future |
| Priority | Salisbury Global Program <ul style="list-style-type: none"> - Deliver a bespoke Investment Attraction Plan - Develop and deliver an Export Ready program - Showcase services and programs available to link up businesses with new markets - Review and leverage International Relations - Sister/Friendly Cities / Business missions - Establishment of a Landing Pad to support businesses opening in Salisbury. Timeframe: 1-2 Years | Strengthening Self-Sufficiency Economic Futures Program <ul style="list-style-type: none"> - Develop career exploration programs and job ready programs. - Partner to deliver apprenticeships / cadetships / internships / volunteering opportunities, business open days, employer/jobseeker speed matching sessions and job fairs. - Explore establishment of a Tech-hub in Salisbury to increase awareness of STEMM/STEAM careers. (to deliver this program we will be looking for partners in the private sector and the State Government) - Support delivery of the Youth Action Plan to increase educational engagement and support education and employment pathways. Timeframe: 1-2 Years | Facilitating growth of the North-West Economic Corridor <ul style="list-style-type: none"> - Council Code Amendment - Facilitate developer ready land for employment uses by preparing a Council Code Amendment for Land West of Port Wakefield Road and infrastructure solutions. GEP Structure Plan <ul style="list-style-type: none"> - Deliver strategic employment land west of Port Wakefield Road and at Greater Edinburgh Parks by collaborating with the State Government, City of Playford and landowners to develop infrastructure solutions and complete private code amendments. Timeframe: 1-2 Years | Enabling and Facilitating Housing Choice Housing Strategy <ul style="list-style-type: none"> - Prepare a Housing Strategy to investigate infill yield from areas identified in the GARP and areas close to centres and public transport including infrastructure constraints and opportunities for rezoning options. Residential Code Amendments <ul style="list-style-type: none"> - Facilitate a code amendment/s for residential areas surrounding strategic large land parcels in the council area to enable greater diversity of housing products and increased density. Timeframe: 1-2 Years | Developing an Eco-Industrial Precinct <ul style="list-style-type: none"> - In collaboration with the City of Playford, industry and government, investigate the potential for an eco-industrial precinct across the area west of Port Wakefield Road. This could include structure planning, code amendments and development of new governance frameworks. Timeframe: 1-2 Years |
| | Promoting Business-to-Business (B2B) Connections <ul style="list-style-type: none"> - Connect Salisbury Program - Refocus and expansion of networking events - Women in Business / NEL / Polaris - Lead and support conferences and seminars - AI Summit / SIMPAC / SABDM / Smart Cities Council - Organise new 'CEO Roundtables' with key businesses in our region - Develop a new Polaris Alumni Network - Celebrate Salisbury businesses by organising a City of Salisbury Business Excellence Awards ceremony. Timeframe: 1-2 Years | Fostering Entrepreneurial Thinking <ul style="list-style-type: none"> - Polaris Entrepreneurship Program (The PEP) - Develop and launch The Polaris Entrepreneurship Program providing inspiring and informative entrepreneurial presentations and workshops that encourage participants to transform their ideas, concepts, inventions, innovations and hobbies into a startup or new business. <ul style="list-style-type: none"> a. Idea2Income Workshop b. Entrepreneurship - Make Awesome Happen Workshop c. YEP! - Youth Entrepreneurs Program <ul style="list-style-type: none"> - Develop The Starter's Block (Polaris Pre-Accelerator - Pilot) to support entrepreneurs develop their idea into a Minimum Viable Product (MVP). - Deliver Startup focus events in Northern Adelaide e.g. Startup Weekend. - Explore establishment of a Polaris Seed Fund. Timeframe: 1-2 Years | Creating Vibrant Centres <ul style="list-style-type: none"> - Salisbury City Centre and surrounds - Continue redevelopment of the Salisbury City Centre by facilitating private investment. - Investigate surrounding areas for infill housing considering active and public transport use through attractive and safe connections. - Consider ways that Council owned land and community centres can be used for maximum community benefit. - Work with key partners to identify opportunities for strengthening the governance model and place brand of the Salisbury City Centre. Ingle Farm Centre and surrounds <ul style="list-style-type: none"> - Prepare a Structure Plan to revitalise the area, increase mixed-use and higher density outcomes and increase accessibility. - Initiate a Code Amendment to change the zoning to reflect the Structure Plan outcomes. Timeframe: 1-2 Years | Supporting Innovative Housing Products <ul style="list-style-type: none"> - Explore opportunities to speed time to market of projects, including through planning and construction innovation. - Promote a diversity of housing products through Council's strategic development projects e.g. showcasing the attractiveness of 1-2-bedroom dwellings in locations such as Salisbury City Centre - Partner with industry to investigate sustainable housing products, and housing missing middle housing types (including aged care and retirement homes) that will meet the needs of our diverse community. Consider ways that make the costs of building cheaper and living costs cheaper and the role that Council can play in these issues. Timeframe: 1-2 Years | Advancing a Complex and Green Economy Low Carbon Future <ul style="list-style-type: none"> - Partner with industry to deliver events and workshops to raise the awareness of opportunities and challenges in the transition to a low carbon economy, including the circular economy. - Build the business community's capacity to be more environmentally sustainable through collaboration and partnerships with the Committee for Adelaide (SA Zero), Northern Economic Leaders, Sustainable Buildings Network and other partners. Timeframe: 1-2 Years |
| | Building a Visitor Economy <ul style="list-style-type: none"> - Visitor Economy Action Plan - Develop a new action plan to attract new experiences for visitors to the northern region - Partner with businesses and community organisations to improve the visitor experience in our activity centres and mainstreets - Explore opportunities to further develop the visitor experience at St Kilda. Timeframe: 2-4 Years | Enhancing Business Mentoring <ul style="list-style-type: none"> - Business Fundamentals Program - Deliver the Polaris Business Fundamentals Program to increase access to business mentoring to local businesses. This includes business fundamentals workshops, one-to-one mentoring programs and business consultations. Timeframe: 1-2 Years | Enabling Diverse Economic Growth <ul style="list-style-type: none"> - Employment Lands Review - Collaborate with Renewal SA in preparing additional employment land at Edinburgh North and Technology Park. - Review employment zones that have not been zoned correctly to reflect their current characteristics. Consider alternative employment zones to ensure that have a productive future. Parafield Airport <ul style="list-style-type: none"> - Collaborate with the State Government and Parafield Airport in relation to increasing development and growth occurring within | Delivering housing choice <ul style="list-style-type: none"> - Continue delivery of new housing products that meet needs of our local community. - Through the Strategic Land Review process, seek partnerships with housing providers to develop Council surplus land for the purposes of housing for homeless and vulnerable people. - Prepare a feasibility package that will assist housing providers for affordable and supportive housing to invest in the Council area. - Provide support for State-led Code Amendments that provide incentives and flexibility for a range of affordable housing types | Sustainability Leadership <ul style="list-style-type: none"> - Embed sustainability principles and consider the climate change adaptation report in strategic planning, structure planning and code amendments to protect the community from the impacts of climate change including heat. - Protect and enhance our natural environment including fauna and flora and ensure that design includes renewable energy options, recycled water and circular economy initiatives. - Prepare a communications plan to raise awareness with the community regarding |

Implementation Plan 2025-2028

| | | | | | |
|----------------------------|---|---|--|--|---|
| | | | Parafield Airport, and their subsequent impacts on surrounding road networks, especially on Kings Road and Elder Smith Road. Activity Centres - Undertake a review of local activity centres to ascertain their viability and future, which would inform development proposals in these areas. Timeframe: 2-4 Years | in locations where residents will have good access to public transport, shops and services. Timeframe: 1-2 Years | housing and living sustainably that also minimise the impact of climate change, including costs of energy and providing cooling environments. Timeframe: 1-2 Years |
| | Fostering Innovation and Technology Adoption Mawson Innovation Program - Partner with key external partners in academia and the private sector to improve engagement and help our business community to innovate, stay competitive and be more market ready. - Facilitate interactions and connections on both sides to pave the way to joint research projects, market validation and market entry for products and services. This will include the exploration of developing a research and innovation centre in collaboration with industry and academia. - Deliver a series of events to increase the awareness of AI by showcasing real examples of AI application in SMEs. - Partner with industry, academia and educational institutions to develop a program to increase technological capabilities in our SMEs. Timeframe: 2-4 Years | Reskilling and Upskilling the Workforce Skilling Salisbury - Develop a Skilling Salisbury program to support delivery of micro credentials and short courses to develop local learning opportunities. Timeframe: 2-4 Years | Planning for Dry Creek Dry Creek - Partner with the State Government and private sector to realise the sustainable development of the Dry Creek salt fields and support detailed investigations including: • Long-term economic outcomes for Council, private sectors and the community, including net zero goals • Climate resilient and adaptive development that is biodiverse • Future social needs of a diverse community that will be inclusive, connected and active. Globe Derby Park - Prepare an Urban Growth Strategy for Globe Derby Park to investigate the opportunities to transition into a new urban form that provide connections and continuity with the development of Dry Creek and surrounding communities. Timeframe: 1-2 Years | | |
| | Facilitating a Supportive Business Environment - Deliver a Business-Friendly Agenda - One stop shop for businesses - Conduct regular business engagement initiatives to inform reduction of red tape, look for efficiencies in interactions with businesses. - Working across Council to facilitate business engagement - Review procurement policies to ensure support for small businesses is central Timeframe: 1-2 Years | | | | |
| Key Partners | Department of State Development e.g. Office for Small and Family Business, Invest SA. South Australia Tourism Commission Department of Education Adelaide University TAFE Australian Institute of Machine Learning Northern Adelaide Secondary Schools Association National Reconstruction Fund Corporation Salisbury Business Association Department of Environment and Water | Department of State Development e.g. Office for Small and Family Business. Department of Education Adelaide University – ICC / ThinkLab Flinders University TAFE Northern Adelaide Secondary Schools Association | Office of the Coordinator General Department for Housing and Urban Development Department for Infrastructure and Transport Infrastructure SA Property Council Renewal SA SA Water SA Power Networks (SAPN) City of Playford National Reconstruction Fund Corporation Department for Environment and Water Adelaide University Parafield Airport (Adelaide Airport Limited) | Department for Housing and Urban Development Housing Providers Housing Trust Housing Developers ANWHA Department for Infrastructure and Transport Local Government Association Renewal SA | City of Playford Green Industries SA Northern Adelaide Waste Management Authority (NAWMA) Northern Economic Leaders SA Water Department of State Development Department for Infrastructure and Transport Committee for Adelaide Adelaide Sustainable Building Network Green Adelaide Department for Environment and Water |
| Measures | TBC (i.e. \$investment, \$exports) | TBC (i.e. workforce participation rate, youth unemployment, business entries) | TBC (i.e. Value DAs, \$spend) | TBC (i.e. Housing diversity, housing stock) | TBC (i.e. \$investment) |
| Support initiatives | Events and Networking - Facilitate and coordinate events to support delivery of the strategy. | | | | |
| | Marketing and Communications - Develop and deliver a marketing campaign to promote and showcase the City of Salisbury as a place to live, work, play, do business and invest. - Develop and deliver a communications plan to support delivery of the strategy. | | | | |
| | Data and Insights - Subscribe to external databases and platforms, such as the ID consulting tools and Spendmapp, to assist in the monitoring of population, housing and economic changes. - Analyse data and provide insights to key internal and external stakeholders to inform decision making. - Develop Council's GIS capabilities to provide a one stop shop for up-to-date information and projects. Provide access to data for the community. | | | | |

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Economic Development and Growth Strategy – Discussion paper

Tagline to come from Simple

Productivity + Liveability = Prosperity

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Contents

| | |
|--|----|
| Executive summary..... | 3 |
| Why a Strategy? | 4 |
| Strategic Context | 6 |
| The Context – Challenges and Opportunities | 10 |
| Global and National Disruption | 10 |
| South Australia's Productivity Challenge..... | 11 |
| Salisbury's Strategic Economic Role | 12 |
| Workforce Pressures and Skills Gaps..... | 14 |
| Employment Land and Industrial Growth | 18 |
| Housing Affordability and Supply | 22 |
| Climate Change and the Low-Carbon Transition | 28 |

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Executive summary

The City of Salisbury is strategically placed at the heart of South Australia's future population and industry growth. Just 25 minutes from the Adelaide CBD, airport and port, Salisbury offers direct access to major road, rail, and freight corridors—making it an ideal location to boost productivity, attract business investment, and support growth in logistics, advanced industries and liveability. With the right physical and digital infrastructure in place, Salisbury is a city built to lead.

Salisbury contributes more than \$10 billion to the South Australian economy each year and is home to almost 10,000 businesses and more than 66,000 workers. Key innovation precincts such as Technology Park and the Edinburgh Defence Precinct position the city as a national leader in defence, advanced manufacturing, technology and future industries. These co-located hubs enable collaboration and innovation that support Australia's shift toward a more sustainable, low-carbon economy.

The city is also experiencing strong, inclusive population growth, offering a diverse, skilled workforce and accessible pathways to education and training. In Salisbury, talent lives here—and so do the customers, suppliers, and collaborators that businesses need to thrive.

As global forces—from geopolitical instability and technological disruption to climate change and skills shortages—reshape national priorities, Salisbury is exceptionally well placed to respond. Capital is rapidly flowing toward clean energy and localised supply chains, and Salisbury offers room to prosper: an abundant supply of commercial and industrial land, lower operating costs, and the space to scale. It's a sustainable place to live, work and build a future for your family and your business.

The region is also a gateway to renewable energy generation and the processing of critical minerals essential to the low-carbon transition. Land west of Port Wakefield Road offers significant strategic advantage and potential for an eco-industrial precinct—attracting innovative industries, supporting industrial symbiosis, and reinforcing circular economy principles.

Salisbury is backed for success through Salisbury+, the City's future-focused, pro-business approach. The Council actively partners with business, government and community, connecting stakeholders to statewide initiatives, incentives, and major projects that drive growth. At the same time, revitalisation efforts like the Salisbury City Centre redevelopment, new visitor experiences, and a growing network of parks, trails and recreation destinations are helping build a vibrant and inclusive community.

The Greater Adelaide Regional Plan sets out ambitious targets to 2050—just 25 years away. For Salisbury, this means planning for 30,000 new homes, welcoming 70,000 additional residents, and enabling major industrial and infrastructure growth. It's a complex challenge—but one Salisbury is ready to meet.

This document discusses the key challenges and opportunities that the City of Salisbury will consider in developing a strategy that will aim to empower individuals, businesses and the wider community to succeed in an era of rapid change. By investing in infrastructure, services, innovation and inclusion, the City of Salisbury could shape a future where prosperity is shared and everyone has more to explore, enjoy and be part of.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Why a Strategy?

Our region is entering a period of significant change and development, driven by population growth, industrial transformation, and evolving economic and environmental priorities. This shift presents both challenges and opportunities to shape a more resilient, inclusive, innovative and future-focused community.

Nationally, there is a renewed ambition to strengthen Australia's sovereign capability—particularly in critical industries such as defence, advanced manufacturing, energy, and food production. The Federal Government's Future Made in Australia policy reinforces this direction, aiming to rebuild local industry, support strategic manufacturing, and drive clean energy innovation as part of a more self-reliant national economy. At the same time, there is an increasing emphasis on fostering innovation and accelerating productivity growth to ensure the country remains competitive in a rapidly changing global landscape.

In addition, the national housing crisis remains a central concern, highlighting the urgent need for coordinated action across all levels of government to increase housing supply, improve affordability, and support inclusive urban growth.

The South Australian Government has set a clear strategic direction focused on sustainable population growth, economic transformation, and improved wellbeing. The Greater Adelaide Regional Plan 2025 outlines the vision for managing growth over the next 25 years, supported by the South Australian Economic Statement 2023, which sets out three core missions: capitalising on the global green transition, becoming a partner of choice in an increasingly insecure world, and building the state's talent base. Complementing these priorities is a strong focus on housing through the A Better Housing Future plan, which aims to increase housing supply, improve affordability, and fast-track land releases via the newly established Department for Housing and Urban Development. This approach recognises housing as fundamental to economic inclusion and liveability.

The Government is also placing significant emphasis on innovation, industry development, and small business growth. The Innovation Places Framework supports place-based collaboration between government, industry, and research institutions to drive investment, job creation, and skills alignment. Meanwhile, the Advanced Manufacturing Strategy positions South Australia to leverage its capabilities in value-added production, enabling a transition to a greener, more resilient, and knowledge-based economy. The Small Business Strategy further reinforces this agenda by helping all small businesses build capability, adopt new technologies, and access streamlined government support—ensuring they are well-placed to thrive in a net-zero and digitally connected future.

These national and State priorities align closely with the strategic direction of our region, which is uniquely positioned to support this agenda.

However, this context raises a series of important questions, the most basic being where will all these additional people live and work, what kind of quality of life will they enjoy, and how will this growth and change impact our community and our built and natural environment?

We have a responsibility to consider these questions and to prepare in a planned, productive, and sustainable way.

The proposed population and economic growth in our City and region will require tens of thousands of new jobs and new homes and careful thinking about how we support and manage this in a way that minimises disruption and is beneficial for our community.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The Economic Vision for Salisbury prepared by Deloitte in 2018 set the blueprint for economic development, providing some of the building blocks for growth. Now is the time to review this vision and prepare a plan of action that within the current global, national and regional context, will shape the City in the direction we need.

A long-term strategy will ensure we can adapt to changing contexts by giving shape and direction to shorter-term programmes. Additionally, it will ensure continuity amidst the rapid change and uncertainties that all cities face.

This stability will inspire confidence in our City — making investors confident to invest and giving our communities assurance that they will see the future they want.

The strategy will also update the previous Growth Action Plan and Economic Vision documents bringing together our economic development and strategic urban planning agendas, and will inform other Council strategies and plans, guide our strategic objectives, directions, and actions, and provide guidance for applying for grants and seeking partnership opportunities.

It will help us create a City of Salisbury that we can all be proud of.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Strategic Context

Our approach is informed by significant Federal and State Government guidance in various strategy and policy documents.

Federal

National Wellbeing framework

Measuring What Matters is Australia's first national wellbeing framework tracking our progress towards a more healthy, secure, sustainable, cohesive, and prosperous Australia.

Economic Strategy

The Commonwealth has established the **Future Made in Australia 2024**. A \$22.7 billion Australian government initiative aimed at strengthening the economy, creating jobs, and securing Australia's place in a changing global landscape. It focuses on investing in renewable energy, adding value to natural resources, and attracting investment to foster new industries. The plan also emphasizes investing in people, communities, and services to drive national success.

National Workforce Strategy

The objective of the National Workforce Strategy is to guide targeted action on workforce development across the economy and realise a new vision for Australia's workforce through to 2027. Australia will need to fill more than one million new jobs by November 2026. In 2021, the National Skills Commission forecast employment growth in regional Australia would account for around one-quarter of new jobs over the five years to November 2025.⁸ Nine out of ten jobs are projected to require post-secondary school qualifications.⁹ Given the expected strong demand for workers, and resilience of the Australian labour market, full employment is within reach.

Industrial Policy

The Federal Government has established the **National Reconstruction Fund Corporation** to facilitate increased flows of finance into seven priority areas of the Australian economy.

1. Value-Add Resources
2. Value-Add Agriculture, forestry, and fisheries
3. Transport
4. Medical Science
5. Renewables and low emission technologies
6. Defence
7. Enabling Capabilities (e.g. engineering, data science)

Housing Strategy

The Australian Government has agreed to a **National Housing Accord** (2022) with states and territories, local government, institutional investors and the construction sector.

The updated targets for housing is 1.2 million new well-located homes over 5 years from mid-2024.

The Commonwealth will provide \$3.5 billion in payments to state, territory and local government to support the delivery of new homes towards this target.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



In addition, the delivery of a total of 20,000 affordable homes have been committed to. Half delivered through Commonwealth funding and half through states and territories. South Australia has agreed to deliver 700.

State

Greater Adelaide Regional Plan 2025

Plans for growth in the region are led by the Greater Adelaide Regional Plan (GARP), which outlines South Australia's projected growth over the next 25 years. The GARP sets ambitious targets for population growth, housing supply, job creation, and infrastructure delivery—aiming to accommodate an additional 700,000 people and 300,000 new homes. The plan promotes infill development, higher-density living near transport, services and jobs, while protecting environmental assets and supporting a transition to a low-carbon economy. It emphasises well-designed, connected communities that enhance liveability, resilience, and economic productivity across the region.

South Australian Economic Statement 2023

In March 2023, the State Government released the *South Australian Economic Statement - Smart. Sustainable. Inclusive: An economy fit for the future, improving the wellbeing of all South Australians* with the following missions:

- capitalise on the global green transition investment in hydrogen and renewables
- be a partner of choice in an insecure world
- build South Australia's talent.

A Better Housing Future

The State Government launched its 'A Better Housing Future' plan, which addresses the need to:

- Provide more housing (land supply, public housing, and affordable housing)
- Increase regional housing
- Provide tax incentives
- Improve rental opportunities.

This also included the Housing Roadmap and the establishment of the new Department for Housing and Urban Development, to fast-track land release to create more homes.

Innovation Places South Australia

South Australia is home to dynamic innovation places, where government, research, industry and business are collaborating to make significant global impact.

The Innovation Places South Australia Framework 2024-2034 positions innovation places to support essential economic growth, investment attraction, job creation, boosting regional connectivity and linking state-wide education, skills and workforce programs.

South Australia's Advanced Manufacturing Strategy

Manufacturing is a knowledge-intensive and value-adding capability that underpins 70 per cent of the world's trade. Building on our strong domestic manufacturing sector is fundamental to South Australia's continued participation in the global economy.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The Department for Industry, Innovation and Science (now Department of State Development) published the *South Australian Advanced Manufacturing Strategy* to guide future industry and government collaboration, grow manufacturing, and drive South Australia's economic transition towards a knowledge-based, resilient, and greener economy.

South Australia's Small Business Strategy 2023-2030

Small Businesses need to recognise and to be ready to take advantage of new opportunities as presented particularly as we move towards a net zero future and an increasingly connected and digitalised world.

South Australia's Small Business Strategy is designed to support small businesses to adopt, grow and succeed, now and into the future. It focuses on:

- Increasing skills, capability and capacity
- Driving jobs growth
- Providing easier access to South Australian Government services, supports and programs
- Helping to diversify the sector.

State Prosperity Project

South Australia has a unique combination of plentiful solar and wind resources, valuable minerals including copper and magnetite iron ore and steel manufacturing capability – all centred in and around the Upper Spencer Gulf.

The State Prosperity Project is a co-ordinated initiative by the State Government to unlock the full potential of renewable energy, critical minerals and green manufacturing to reindustrialise this region and herald a new era of prosperity for South Australia.

City of Salisbury

The City of Salisbury has several complementary and specific strategies already developed that reflect some of the issues raised in this Strategy. These include:

City Plan 2040

The *City Plan 2040* is the Council's strategic document, outlining specifically how the Council will help achieve the vision of the City being a "progressive, sustainable and connected community."

Affordable Housing Implementation Plan

The *Affordable Housing Implementation Plan* includes a minimum target of 15-20 per cent of housing being affordable when developing surplus Council-owned land for residential purposes, and it to be priced 15 per cent below the State's affordable housing price points.

Sustainability Strategy

The City of Salisbury's *Sustainability Strategy* focuses on a balance of green spaces and natural environments; climate resilience and adaptability; being resourceful with waste and water resources; and ensuring all aspects of growth reflect sustainability principles.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Strategic Growth Framework for Waterloo Corner and Bolivar Corridor

The *Strategic Growth Framework for Waterloo Corner and Bolivar Corridor* (SGF) presents a sequenced and consolidated plan for areas west of Port Wakefield Road suitable for commercial and economic development over the next 20 years.

Northern Adelaide Health and Wellbeing Partnership

Apart from the rapidly developing Playford Health and Wellbeing precinct (based around the Lyell McEwan Hospital), the partnership seeks to enhance co-delivery of health and wellbeing-related research, development, and education opportunities in the north.

Thrive Strategy & Action Plans

The *Thrive Strategy* and associated Action Plans outlines the way Council supports the health and wellbeing of our community through various projects, programs, and activities. Cities need to be safe and engaging for community interaction and promote physical activity, learning and cultural enrichment.

Of particular importance for this strategy is the Youth Action Plan (YAP). A strategic framework that outlines the City of Salisbury's commitment to supporting young people aged 12 to 25 to thrive, participate, and lead in their community. Developed in consultation with local youth, the YAP focuses on five key priority areas: health and wellbeing, learning and skill development, employment and enterprise, safety and inclusion, and youth voice and leadership. It aims to create inclusive, accessible opportunities for young people to connect, grow, and influence decisions that shape their future, while ensuring Council services and programs are responsive to their evolving needs

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The Context – Challenges and Opportunities

Global and National Disruption

Globally, we are witnessing a period of profound transformation and disruption across political, economic, environmental, and social dimensions. The COVID-19 pandemic fundamentally altered global supply chains, exposed vulnerabilities in international trade systems, and triggered a reassessment of economic dependencies and resilience. This uncertainty has been further compounded by the ongoing war in Ukraine, escalating conflict in the Middle East, deepening political polarisation in many nations, and the strategic repositioning of global powers, including a slowing Chinese economy and a more protectionist U.S. stance under new leadership with a focus on tariffs and reshoring.

In Australia, the external shocks have intersected with long-standing structural challenges. Our manufacturing base has continued to contract, weakening sovereign capabilities and increasing reliance on imported goods, often from geopolitically sensitive regions. These trends have coincided with a marked decline in Australia's economic complexity—a measure of the diversity and sophistication of a country's productive capabilities. Once a nation with a growing portfolio of technologically advanced exports, Australia has become increasingly reliant on the extraction and export of raw commodities, while underinvesting in high-value, knowledge-based industries. This narrowing of the industrial and export base has constrained innovation, diminished economic resilience, and made Australia more vulnerable to global price shocks and demand fluctuations.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108

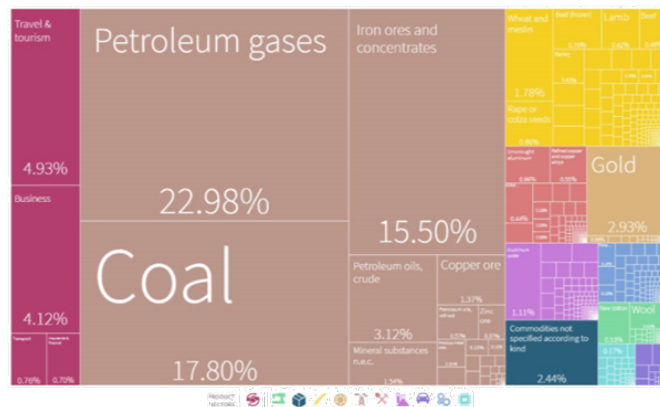


Economic complexity challenge

International evidence shows the importance to growth and living standards from greater economic complexity — the ability to produce a broader and more complex set of goods and services. Australia's level of complexity has been falling rapidly, from a ranking of 57 in 1995 to 102 of 146 countries in 2022, according to Harvard's Growth Lab's country rankings [The Atlas of Economic Complexity](#).

Our reliance on mining raw materials and to a lesser extent agricultural products for export has driven a high per-capita GDP, but a shrinking manufacturing sector and low levels of innovation and productivity have resulted in a sharp decline in industrial complexity where we are now ranked the equal of Senegal and Yemen.

Australia also has a significant trade reliance on China, which is the destination for 22.13 per cent of our exports and the source of 20.85 per cent of our imports.



Harvard's research confirms the degree of economic complexity is a predictor of economic growth. It forecasts that because of a lack of economic complexity Australia will be in the bottom 15 per cent of all countries in terms of growth in the coming years.

The Growth Lab identifies Australia as having the eighth-highest GDP per capita in the world, but our low level of economic complexity is associated with a low growth projection of 1.67 per cent per annum to 2031.

South Australia's Productivity Challenge

Domestically, multiple interrelated pressures continue to challenge Australia's ability to foster inclusive and sustainable growth. Severe labour and skills shortages—exacerbated by an aging workforce, lower immigration during the pandemic, and insufficient alignment between education and industry needs—are affecting productivity and dampening business confidence.

In South Australia, we face a range of economic challenges—but also have genuine reasons for optimism. Adelaide has consistently been recognised as one of Australia's strongest

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



performing capital cities, with CommSec ranking it among the top performers over the past five years. The Business Council of Australia has also named South Australia the best state in the country to do business, citing our lower payroll taxes, competitive property charges, and streamlined regulatory environment.

However, despite these advantages, productivity growth in South Australia has been persistently weak over the past decade—limiting growth in living standards and posing a significant constraint on long-term economic prosperity. While the labour market has performed relatively well, average wages in South Australia remain approximately 10% below the national average. This may provide short-term benefits for business competitiveness, but it comes at the cost of household purchasing power and quality of life—particularly as higher interest rates and inflation have placed growing pressure on family budgets.

One of the clearest indicators of South Australia's productivity challenge is the steady decline in business investment in research and development (R&D). While NSW and Victoria invest over 1% of Gross State Product (GSP) in R&D—already modest by international standards—South Australia's share has fallen from 0.8% in 2015–16 to just 0.5% in 2021–22. This decline in innovation investment, coupled with acute skills shortages in areas like engineering, advanced manufacturing, and cybersecurity, is limiting our capacity to grow more sophisticated and higher-value industries.

The decline in productivity is reflected in broader structural trends. Since 2010, growth in South Australians' living standards has slowed significantly, largely due to falling productivity rather than reductions in workforce participation or employment levels. Mining and agriculture continue to play a foundational role in the state's economy, and large-scale public sector investment—particularly in health, education, and administration—has supported job growth. However, these sectors typically have lower productivity growth potential compared to high-tech and knowledge-intensive industries.

Long-term productivity improvements will require sustained investment in skills, R&D, and infrastructure, as well as the development of a more complex and diversified industrial base. South Australia must move beyond a reliance on commodity exports and low-complexity manufacturing if we are to improve living standards and build a more resilient economy.

Defence has emerged as a significant and expanding pillar of South Australia's economy, supported by sustained Federal investment and new opportunities stemming from the AUKUS agreement and the nuclear submarine programme. While these investments are critical, the economic gains will be maximised only if they are supported by productivity-enhancing activities such as local supply chain development, advanced manufacturing, and workforce capability building.

Salisbury's Strategic Economic Role

Manufacturing, once a core strength of the South Australian economy, has contracted significantly as a share of Gross State Product. Nonetheless, it remains a vital contributor—particularly in Northern Adelaide—and continues to provide export and employment opportunities, particularly in defence-related manufacturing. Defence and manufacturing exports in Salisbury have increased from \$3.7 billion to \$5.1 billion over the past decade, and—along with healthcare—remain key employment sectors in the region. Yet, persistent

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



productivity challenges in these industries continue to inhibit sustained wage growth and broader improvements in economic wellbeing.

| Total exports by industry sector reset ↺ export ↻ | | | | | | | |
|--|--|---------|------|-----------------|---------|------|-----------------|
| City of Salisbury | | 2023/24 | | | 2013/14 | | Change |
| Industry | | \$m | % | South Australia | \$m | % | South Australia |
| Public Administration and Safety | | 2,703.9 | 32.9 | 8.3 | 1,557.7 | 27.2 | 6.3 |
| Manufacturing | | 2,444.9 | 29.8 | 16.1 | 2,228.5 | 38.9 | 21.9 |
| Transport, Postal and Warehousing | | 1,072.5 | 13.1 | 7.6 | 718.8 | 12.5 | 8.1 |
| Wholesale Trade | | 895.4 | 10.9 | 4.4 | 564.6 | 9.8 | 4.1 |

The region is home to a diverse and innovative business base that includes iconic South Australian brands such as Codan, Haigh's Chocolates, RM Williams and Bickford's. These businesses are not only major local employers but are also helping to take South Australian innovation, craftsmanship, and premium products to global markets. Salisbury's strong manufacturing heritage and capacity for advanced production continue to position it as a centre for business growth, export capability, and investment.

Salisbury also plays a vital role in Australia's sovereign defence industry, hosting the Australian operations of major global defence firms including SAAB Australia, BAE Systems, Kongsberg, Lockheed Martin and Raytheon. These organisations are at the forefront of critical national projects, driving innovation in advanced manufacturing, cyber technology, systems integration, and defence capability. The Edinburgh Defence Precinct and the RAAF Base Edinburgh further strengthens its role as a hub for defence and aerospace innovation.

If we are to drive meaningful productivity growth, we must foster an innovation-led culture and support more businesses to scale, export, and invest in capability. Growing the number of globally competitive businesses that choose to base themselves in Salisbury will be essential to achieving a more complex, resilient, and prosperous state economy. Achieving this vision, however, will depend not only on business ambition and innovation but also on

Map 1- Salisbury Strategic Economic Role

Map of key economic drivers in the region

Defence sites / Health - Lyall McEwin Health Precinct/ Companies mentioned in text / Sovereign defence industries (including AUKUS) / RAAF Base / Key infrastructure (Freight Roads, railway, intermodal, greenways)

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



access to a skilled and adaptable workforce. Without the right talent, businesses cannot thrive or expand.

Workforce Pressures and Skills Gaps

In a context of record-low unemployment, businesses across the country are facing intense competition for talent from a limited pool of suitably skilled workers. Labour shortages are being felt across multiple industries and regions, placing pressure on both current operations and future growth. At the same time, changing lifestyle expectations and evolving work aspirations—such as demand for flexible work, meaningful roles, and work-life balance—are making it more difficult to attract workers to certain sectors and occupations.

While the local workforce offers many strengths, educational attainment continues to lag. Just 58.6% of resident workers in the City of Salisbury hold post-secondary qualifications, compared with 65.8% across South Australia. This educational gap, combined with skills mismatches and declining apprenticeship completion rates, is constraining the development of a future-ready workforce. Although apprenticeships remain a critical pathway into trade and technical careers, South Australia has experienced a steady decline in completions, even as national and state governments seek to address priority skill shortages across more than 110 occupations identified on the Australian Apprenticeships Priority List.

There are also people within our community who possess the necessary skills and experience but remain underutilised due to barriers to workforce participation. These may include challenges related to transport, language, health, care responsibilities, or discrimination—highlighting the need for inclusive employment strategies and support services to unlock untapped potential.

Salisbury has a proud history of supporting manufacturing and complex industry. However, while the total number of people employed in manufacturing in Salisbury has grown by more than 1,200 in the last decade, the long-term contraction of the manufacturing sector at a national level has reduced both its economic footprint and the size of the skilled workforce associated with it. Many experienced workers have exited the sector or the labour force altogether, shrinking the available talent pool and reducing knowledge transfer to the next generation.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Unfilled roles are a direct constraint on local productivity, and the lack of a suitably skilled workforce may deter new investment—particularly in advanced manufacturing, defence, logistics, and other high-value sectors. To foster a more complex and competitive economy, Salisbury must actively support the development of new skills and capabilities aligned with emerging industries and technologies.

Incentives and Funding

Apprentices

The Australian Government is showing commitment to supporting the development of skilled labour across the country. It provides a range of financial incentives and benefits to employers and Australian Apprentices.

Since July 2024, the Incentive System provides financial support for employers and Australian Apprentices in priority occupations. It aims to sustain high levels of Australian Apprenticeship commencements and enhance retention rates in occupations experiencing national skill shortages.

Fee-Free TAFE Skills Agreement

Through the Fee-Free TAFE Skills Agreement (formerly known as the 12-Month Skills Agreement), the Commonwealth Government has partnered with states and territories to deliver over \$1.5 billion funding for 500,000 Fee-Free TAFE and vocational education and training (VET) places across Australia over 2023 to 2026.

The Commonwealth Government currently is considering recommendations from a major review of incentives for apprentices. The Strategic Review of the Australian Apprenticeship Incentive System found that incentives could be better targeted to support additional commencements and completions, and that action is needed to address the experiences of apprentices — including the cost-of-living pressures they face and the challenges of workplace cultures.

The initial response includes:

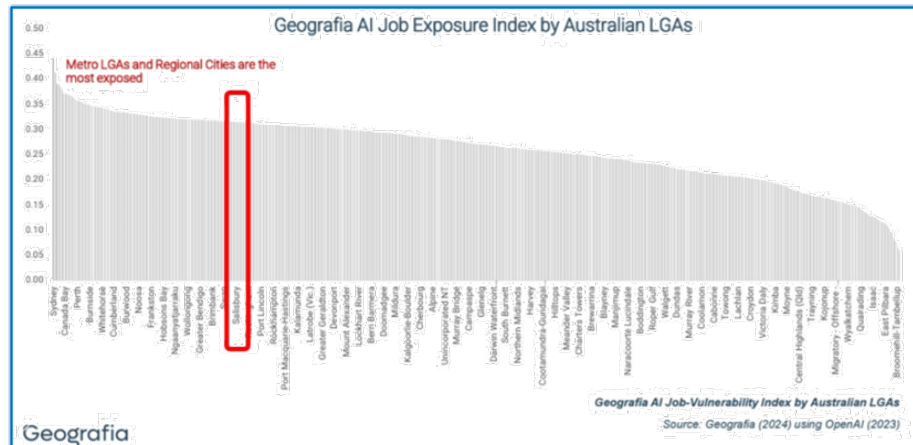
- Continuation and the additional funding to the Apprentice funding scheme
- Increase the living away from home allowance
- Increase the Disability Australian Apprentice Wage Support payment
- Introduce a new Key Apprenticeship Program with a Housing Construction Apprenticeship stream

According to Geografia's AI Job Exposure Index, the City of Salisbury is particularly exposed to automation and AI disruption. Salisbury has the highest level of AI job vulnerability in metropolitan Adelaide due to its economic reliance on manufacturing, defence, and logistics roles—many of which are susceptible to automation. While this presents significant risk, it also underscores the urgency of investment in future-facing skills.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108





Fortunately, Salisbury's younger-than-average workforce—median age 36 compared to 39 for South Australia—and its high proportion of workers with trade qualifications offer a strong foundation for workforce renewal. The area is also home to a culturally diverse and growing population, providing further opportunity to build a dynamic and adaptable labour force.

Training a new generation of workers will be a significant challenge, particularly amid global competition for talent. While skilled migration can help fill short-term gaps, it is not a standalone solution. It is essential to build strong domestic training pipelines, invest in education and apprenticeships, and create clear, flexible pathways for skill development in a fast-changing economy.

The creation of Adelaide University—with its Mawson Lakes campus and strong industry links—presents an exciting opportunity to grow the number of people undertaking post-secondary qualifications in Salisbury. In parallel, the rise of micro-credentials offers a flexible and fast-tracked approach for individuals and businesses to build capability, particularly in digital, technology, and AI-related fields.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The World Economic Forum's [Future of Jobs Report 2025](#) provides a comprehensive analysis of the interconnected trends shaping global and national labour markets. Drawing on insights from over 1,000 employers representing more than 14 million workers across 55 economies, the report identifies the major forces expected to redefine the global labour market by 2030.

According to the report, broadening digital access is predicted to be the most transformative trend, with 60 per cent of employers expecting it to impact their business by 2030. Within this trend, artificial intelligence (AI) and information processing are expected to be the most transformative technologies, with 86 per cent of businesses anticipating their influence to be significant, followed by robotics and automation at 58 per cent. These advancements will create demand for roles in AI, big data, and cybersecurity, with technological literacy emerging as one of the fastest-growing skills. However, for some roles about 40 per cent of existing skills could become outdated by 2030, underscoring the urgency of upskilling and reskilling initiatives.

Future of Jobs Survey respondents predominantly evaluate talent availability challenges as industry-level issues. However, employers across industries often exhibit different preferences over workforce strategies. The report found notable industry differences with regard to anticipated use of technologies to either fully automate processes and tasks or complement and augment the human workforce, as shown in Figure 5.2. The report provided an industry break down of how various sectors would adopt automation.

FIGURE 5.2 Workforce strategy: automation or augmentation, by industry
Share of employers surveyed planning to adopt the stated workforce strategies



To remain competitive and resilient, Salisbury must embrace a lifelong learning culture and foster stronger collaboration between industry, training providers, and government. A

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



coordinated effort is needed to ensure our workforce can adapt, grow, and thrive in an increasingly complex and technology-driven economy. Showing an appetite for learning, many in the area have taken the opportunity to enrol in free TAFE courses offered by the government and which are important stepping stones to work and career development.

Employment Land and Industrial Growth

The City of Salisbury has a substantial and diverse supply of employment lands that serve a wide range of sectors—including population-serving industries, high-tech and innovation, food manufacturing, logistics, and warehousing. Its strategic location as a logistics and industrial hub, supported by excellent access to major freight routes, and proximity to the port and airport, positions Salisbury as one of South Australia's key economic contributors.

This economic role is recognised in the Greater Adelaide Regional Plan (GARP) that designates many of Salisbury's employment areas as state significant and prime employment lands. The City is home to three of South Australia's 22 recognised Innovation Places: Technology Park, the Mawson Lakes university campus, and the southern portion of the Edinburgh Defence Precinct. These are critical assets for fostering knowledge-intensive industry, R&D, and collaboration between business and academia.

GARP also identifies future employment growth areas in Salisbury, including Greater Edinburgh Parks (GEP)—a nationally significant employment cluster shared with the City of Playford—and land west of Port Wakefield Road. These areas offer exceptional potential due to their scale, infrastructure capacity, and proximity to workforce catchments and freight corridors. When fully developed, Greater Edinburgh Parks alone could support more than 37,000 jobs across sectors such as advanced manufacturing, defence, food processing, logistics, and warehousing. These industries closely align with the Federal Government's Future Made in Australia policy, which aims to revitalise sovereign capability, strengthen supply chains, and build advanced industries that support national resilience and long-term economic growth.

The Property Council of Australia report: Land Locked- The economic potential of unlocking Adelaide's industrial land supply - 2024

Of the 1500 hectares of Adelaide's vacant employment lands identified by Plan SA in 2021 over 90% is no longer available or not development ready. Over the last few years, industrial land in Adelaide has been absorbed at over 60 hectares per year. Without immediate action currently zoned industrial land could disappear in just over two years.

Employment lands ready for development, however is emerging as a critical issue. Although the 2021 Land Supply Report for Greater Adelaide identified some short-term vacancies, there has since been a significant surge in employment lands development—driven by post-COVID supply chain diversification and the opening of the Northern Connector. As a result, there is now limited availability of large, development-ready sites, particularly those suited to strategic or high-volume users.

Across South Australia, there is a recognised shortage of development-ready industrial and employment land. The City of Salisbury and the broader northern region account for approximately 95% of Greater Adelaide's future employment land capacity, but much of this

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



land remains undeveloped due to zoning constraints and lack of infrastructure. Unlocking this land—through coordinated rezoning, infrastructure investment, and planning support—will be vital to supporting population growth, attracting investment, and enabling industry transformation.

An investment in well-integrated transport infrastructure is also required. Improvement to these east-west road networks will support the local and regional community by reducing travel times, improving freight access and connectivity to the Northern Connector and allowing for safe travels across the arterial network.

Currently the east-west connections at Waterloo Corner Road, Kings Road and Elder Smith Road are frequently congested and often bottlenecked due to the Gawler passenger and Australian Rails Track Corporation freight rail networks. Elder Smith Road benefits from a grade separated overpass, however this is at capacity, exacerbated by industrial growth at Green Fields and residential development in the general area.

Intensification of employment lands at Parafield Airport will increase traffic loads on Kings Road. Waterloo Corner Road will see increases in traffic due to growth of employment activities at Greater Edinburgh Parks and Edinburgh as well as the redevelopment of the Salisbury City Centre.

There will need to be upgrades to the roads across the National Employment Cluster. Heaslip Road will need to be duplicated to support growth as well as rebuilding local roads to support industrial vehicle movements.

Demand is strong and growing from a wide range of industries seeking to locate or expand within Salisbury, including:

- High-tech and innovation businesses aligned with defence and aerospace sectors.
- Food processing firms looking to be near growing regions and consumer markets.
- Logistics and warehousing companies seeking to leverage freight access and centralised location.
- Established manufacturers looking to expand close to their workforce and existing operations.
- Rare earths and circular economy ventures focused on sustainable resource use.
- Energy generation and storage enterprises driving South Australia's energy transition.

These businesses are drawn not only to Salisbury's location advantages but also to its access to a skilled workforce, diverse population, and proximity to research institutions.

The challenge now lies in ensuring the availability of well-serviced, affordable employment land to meet the varied and evolving needs of these industries. Strategic planning and infrastructure investment must enable businesses to grow, scale, and diversify. This includes creating conditions that support a higher share of manufacturing and increased economic complexity—essential for lifting productivity, wages, and long-term prosperity.

City Centres

Successful communities meet the full spectrum of needs for their residents and workforce. In the City of Salisbury, this means not only providing productive industrial and employment precincts but also maintaining a diverse and accessible network of activity centres that support businesses, services, community life, and social wellbeing.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Activity centres are places where people access essential services, shop, seek healthcare, dine, study, and connect with others. These centres are more than just commercial precincts—they are social and cultural hubs that bring people together and support the everyday rhythms of local life. When they are vibrant and well-used, activity centres drive local employment, attract visitation, and generate economic value. But they also foster a sense of place, belonging, and connection—key ingredients of a strong and resilient community.

In a changing urban landscape, densification around activity centres and key corridors is becoming more common, reflecting preferences for compact, connected living environments. These locations offer the amenity, convenience, and lifestyle that appeal to many demographic groups—particularly young professionals, single households, and retirees. In South Australia, this trend is visible in the revitalisation of areas such as Bowden, Kent Town, and Glenside on the Adelaide CBD fringe or Churchill Road with its proximity to Churchill Centre and key transport routes.

In Salisbury, the City's major centres, including Salisbury City Centre, Mawson Lakes, and Ingle Farm, are complemented by a broader network of neighbourhood and local centres across the suburbs. This hierarchical and spatially distributed network helps ensure that retail, services, and amenities are within easy reach of residents, supporting liveability, convenience, and local economic self-reliance.

Salisbury City Centre, as the civic and commercial heart of the city, plays a critical role. It is home to a growing mix of retail, government, cultural, and community facilities and is undergoing a period of transformation to become a more vibrant, walkable, and inclusive place, with significant private investment catalysed by Council's investment in its own assets and public realm already occurring.

Likewise, Mawson Lakes—anchored by the Adelaide University campus, Technology Park, and good public transport connectivity—demonstrates the potential of integrated, mixed-use development to support innovation, housing, and lifestyle amenity in one location. Whilst development is nearing completion there is a need to enhance the Mawson Lakes interchange for the benefits of all public transport users and the local community. This could be done through the redevelopment of the interchange to support a mixed-use precinct, improving commuter car parking and active transport access.

As a city with a younger-than-average population, cultural diversity, and an expanding resident and worker base, Salisbury's activity centres are increasingly important focal points. The growing trend toward remote and flexible work means more people are spending time closer to home, increasing demand for accessible local centres that offer services, co-working spaces, recreation, dining, and green space. These centres are becoming not only destinations for consumption, but also key contributors to daily life and wellbeing.

To remain productive and relevant, Salisbury's activity centres must adapt to a changing economic and social landscape. An example of this change is how the rise of e-commerce is reshaping the role of traditional retail. In the City of Salisbury Online Spend represents already more than 35% of total local expenditure conducted by residents (Source: Spendmapp by Geografia). This trend has been growing consistently over the last five years.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



While our retail sector is dynamic and ever evolving, online shopping is growing rapidly, accelerated by its convenience and the impact of the COVID pandemic.

*In 2022-23, eCommerce comprised a significant portion of the overall retail spend in Australia, amounting to \$64 billion in sales. SA had a 2.8 per cent growth in online spend, which now exceeds local shopping spend. In December 2024, \$226 million was spent by residents and visitors across the City of Salisbury area, while \$150 million was spent online. *Data source: Spendmapp by Geografia.*

Eight in ten households shopped online in 2023. All generations are spending online, with 'Gen Y' comprising 23 per cent of spend nationally. 'Baby Boomers' are increasing their spend at the fastest rate and were 14 per cent of online spend in 2023. Home and garden store purchases represented 23 per cent of Gen Y online purchases, 27 per cent for Gen X and 29 per cent for Baby Boomers

With more shopping going online and high costs of traditional brick and mortar stores we are likely to see some shop categories using pop ups and markets to maintain a physical presence according to Australia Post's 2024 report 'Inside Australian Online Shopping'

Centres will need to evolve by offering experiential attractions—such as hospitality, entertainment, health and wellbeing services, and community events—that cannot be replicated online. Creating safe, inclusive, and engaging spaces will be essential to attract foot traffic and maintain economic activity.

Demographic change, including an ageing population and increasing cultural diversity, presents an opportunity to tailor retail, services, and public spaces to better reflect the needs and preferences of local communities. This can stimulate business innovation and build centres that are authentically connected to place.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Map 2- Employment Land and Industrial Growth*Innovation Areas in GARP- Tech Park, Uni, Edinburgh Defence**National Employment Cluster**Other Council growth area NWECC**Major Centres with information provide**Regional Centres - Elizabeth City Centre (City of Playford)**District Centres**Salisbury City Centre (highest spend)**Ingle Farm -The third highest spend activity centre in the CoS.**Mawson Lakes -The second highest spend activity centre in the CoS.**Salisbury Downs City Centre - The fourth highest spend activity centre in the CoS.**Other centres:**Saints Shopping Centre- Anchor Saints Foodland, provides health services, dining and takeaway and retail**Parafield airport- Parafield airport provides alternative shopping products then the other main centres, including hardware, homewares, showrooms, and fashion outlets*

Housing Affordability and Supply

Housing is the foundation of family wellbeing, social participation, and good health. Without safe, secure, and affordable housing, individuals and families struggle to engage fully in education, employment, and community life.

Australia is facing a national housing crisis driven by an imbalance between supply and demand for both rental and home ownership. Population growth—particularly through increased migration—is fuelling this demand at a time when the construction industry is struggling to respond. Long-standing underinvestment in social and affordable housing, coupled with historically low housing supply, has led to unprecedented increases in house prices and rents. The existing housing stock also lacks the diversity needed to serve Australia's growing and varied population.

A key contributor to these challenges is the construction sector's limited capacity. The industry is constrained by low productivity, prolonged planning approvals, and extended construction timeframes. Recent data from the Australian Bureau of Statistics (ABS) indicates average build times in FY2024 were 13 months for houses, 16 months for townhouses, and 33 months for apartments—20% longer for apartments and townhouses compared to previous years. South Australia and Western Australia experienced the largest increases in build times.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



In South Australia, construction delays are further exacerbated by a lack of trunk infrastructure—especially water and sewerage services—needed to support new developments. Meanwhile, constraints on the supply of essential building materials, worsened by the pandemic, continue to drive up construction costs. Material input prices peaked at an annual growth rate of 17.3% in June 2022 and remain significantly higher than pre-pandemic levels, with lasting impacts projected into the future.

Rental Affordability Snapshot- Regional Reports 2025 – Anglicare Australia

South Australia is feeling the housing affordability crunch more acutely than many parts of the country. While every level of government has placed renewed focus on the housing issue in the state, this crisis demands more attention...without systemic reform, thousands will remain locked out of safe, secure housing.

On Snapshot Day 15 March 2025, in South Australia the number of rental homes that were affordable and appropriate for:

- Households on income support payments – 19 (1%)
- Households on a minimum wage – 234 (13%)
- Households on aged pension – 3 (0%)

Labour and skills shortages are another critical barrier. According to the Jobs and Skills Australia Occupation Shortage Report, the construction industry recorded the largest worker undersupply of any sector in the 12 months to June 2024—a trend that has persisted since 2021. A September 2024 report by Master Builders Australia estimates the sector must replace the 110,000 workers who leave each year and attract an additional 130,000 to grow the workforce from 1.37 million to 1.5 million, in order to meet the National Housing Accord targets.

These structural issues have direct consequences. To achieve the Federal Government's target of 1.2 million new homes by mid-2029, housing approvals would need to average 20,000 per month. Yet, since the start of the 2024–25 financial year, Australia has averaged just 14,800 monthly approvals. In South Australia, progress has been even slower, with an average of only 11,777 new dwellings constructed annually since 2003.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



City of Salisbury – Housing Story

| Medium Price | Salisbury | Greater Adelaide | % cheaper in Salisbury than Adelaide |
|---------------------|------------------|-------------------------|---|
| House | \$697,000 | \$860,000 | 19% |
| Unit | \$508,500 | \$576,000 | 12% |
| House Rental p/week | \$565 | \$600 | 6% |
| Unit Rental p/week | \$450 | \$510 | 12% |

Over the 12 months in 2024, 4.4% (115) of house sales and 10% (204) of rentals were affordable to low-income households in the City of Salisbury.

(Housing.id- December 2024)

In 2025, the Property Council reported that:

- A policy officer earning \$86,545 cannot afford to buy a medium-priced house (Over 50% of income) or unit (over 35% of income) in the City of Salisbury but can afford to rent either a medium-priced house or unit (less than 30% of income)
- A fulltime electrician and part time shop assistant on \$133,034 needs to spend over 35% of income to afford a medium-priced house and can afford to buy a medium-priced unit (less than 24% of income). They can afford medium priced houses and units for rent.

(Beyond Reach - The Key worker housing crisis in South Australia - Property Council of Australia SA Division - March 2025).

Meanwhile, housing affordability and supply remain pressing national concerns. These constraints have intensified cost-of-living pressures, with rising prices for housing, food, and essential services placing many households under stress. While the Reserve Bank has worked to curb inflation through monetary tightening, with the first official interest rate cut since 2020 only occurring in February 2025, economic conditions remain fragile. There is growing recognition that monetary policy alone cannot address the underlying structural challenges in Australia's housing and economic landscape.

Despite having relatively lower housing costs than other areas of Greater Adelaide, Salisbury residents face disproportionately high levels of mortgage and rental stress. In the 12 months to December 2024, only 4.4% of housing sales in Salisbury were considered affordable for low-income households, highlighting a significant affordability gap.

The South Australian Government has acknowledged these challenges in the Greater Adelaide Regional Plan (GARP). The plan anticipates over 70,000 new residents in Salisbury over the next 25 years, driven in part by industrial expansion. To support this growth, GARP sets housing targets and designates Local Infill Investigation Areas for each council. In Salisbury, these areas include locations around activity centres, frequent public transport routes, and ageing housing stock. The focus is on encouraging higher-density development in walkable neighbourhoods—particularly those close to irrigated parks and playgrounds—catering to people who may not require large backyards or private vehicles.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Councils are expected to prepare a local housing strategy within two years to identify how they will meet infill targets and determine suitable housing types and densities for their communities.

The GARP has also identified the Dry Creek Salt fields and Elizabeth City Centre as two Strategic Infill Areas. The planning for these areas will be led by the State Government.

To complement this, the State Government has introduced a Housing Roadmap, with key initiatives including:

- Fast-tracked land rezoning
- A faster planning approval process
- Strategic land releases for development
- A \$1.2 billion investment in new water and sewerage infrastructure
- Expanded training places and apprenticeships
- A reinvigorated SA Housing Trust
- Financial support and tax exemptions for home buyers and renters.

The government has also recognised the urgent need for more social and affordable housing. While public and community housing make up 6% of South Australia's housing mix—above the national average of 4.1%—more than 62,000 households remain on the waiting list. In the City of Salisbury, only 11 new Housing Trust dwellings were planned for construction in 2024–25, clearly falling short of what is needed to address local demand.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The **Productivity Commission** says increasing the productivity of the construction process would lower construction costs – even with no change in the size of the workforce, interest rates or the cost of materials.

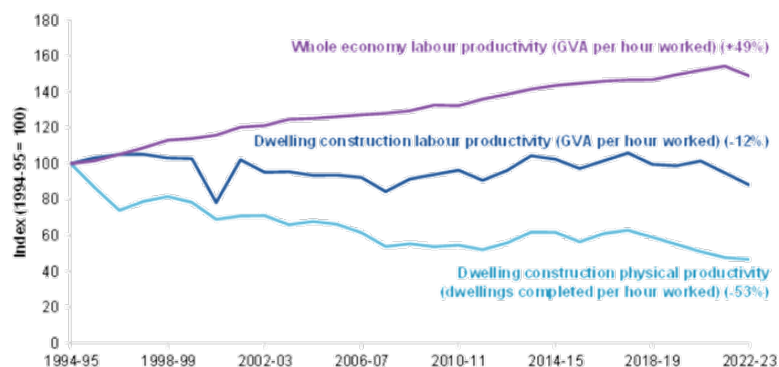
But it has found dwelling construction productivity has been stagnant at least for 30 years.

The Productivity Commission's new estimates of housing construction productivity tell a story of decades of poor performance.

This set of proxy measures for dwelling construction productivity encompass the entire homebuilding process, from site preparation and project management to the installation of fixtures and fittings. They indicate that over the past 30 years:

- the number of dwellings completed per hour worked by housing construction workers has declined by 53% (physical productivity)
- gross value added per hour worked – a more comprehensive measure that controls for quality improvements and increases in the size of housing – has declined by 12% (labour productivity) (figure 1).

Figure 1 – Dwelling construction productivity in decline



In contrast, labour productivity in the broader economy has increased by 49% over the same period. To put this 'productivity gap' in perspective, had labour productivity in the broader economy moved in line with the housing construction sector, average incomes in Australia would be about 41% lower than they are now.

Productivity performance varies by housing type. Labour productivity in house construction has fallen by 25% since 2001-02. In contrast, labour productivity in higher-density housing construction – townhouses, units, and apartments – increased by 5% over the period, including a short period of rapid productivity growth between 2005-06 and 2013-14."

Extract from: Housing construction productivity - Can we fix it? Productivity Commission January 2025

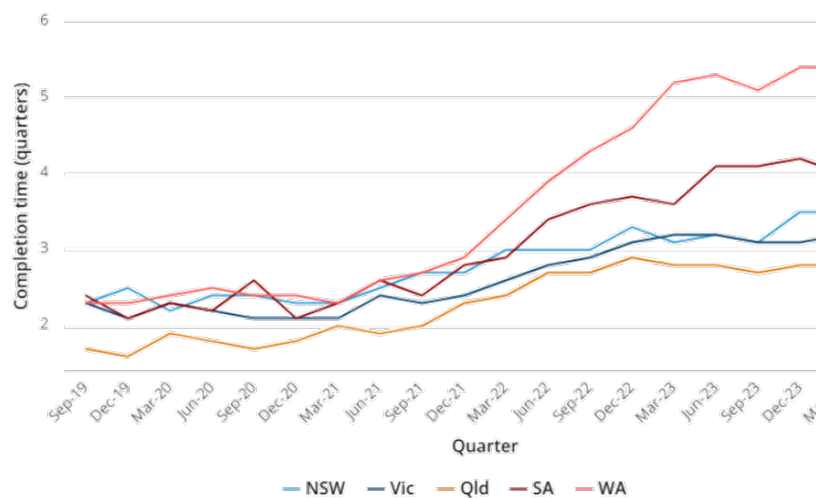
(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Infill development plays a vital role in increasing housing supply. It allows for the renewal of ageing housing stock in areas that already have infrastructure and services in place. Infill is generally more cost-effective than greenfield development and helps prevent the loss of land for food production, biodiversity, and recreation. In Salisbury, infill is already reshaping suburbs such as Ingle Farm, Walkley Heights, and Valley View, where homes built on large blocks in the 1950s–1970s are being replaced by two or more dwellings on a single site. These suburbs are now financially viable and attractive for redevelopment.

Average completion times of new houses, by state (Source ABS)



Home building through the pandemic | Australian Bureau of Statistics

Addressing the housing crisis also requires a shift in how we build. Present housing types do not reflect the needs of today's households. While most homes have three bedrooms, around 30% of Australian households are made up of single occupants. Older residents also need more suitable housing options to downsize—if the right designs and incentives are in place.

A greater diversity of housing types—including smaller dwellings, townhouses, and apartments—can better meet community needs and improve affordability.

The building industry also plays a critical role. Currently, the sector remains largely traditional in its methods, limiting its ability to meet demand quickly and affordably. Embracing innovative construction techniques such as prefabricated systems and 3D-printed housing could help reduce build times, improve quality, and cut waste. These approaches are being increasingly adopted internationally and offer strong potential to lift productivity and housing supply outcomes in South Australia.

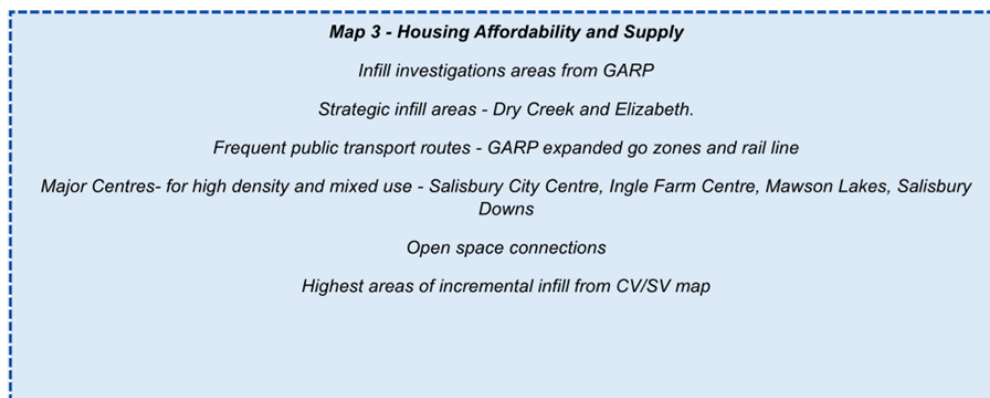
(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



To rapidly expand housing availability—the most effective way to address affordability—requires improvements across the entire system, including:

- Faster planning and rezoning processes
- Better alignment between infrastructure delivery and housing development timelines
- Increased training and attraction of skilled construction workers
- Adoption of faster, higher-quality construction techniques
- Housing design innovation that reflects the diverse needs of modern households



Climate Change and the Low-Carbon Transition

The energy transition, while necessary, remains complex to implement, especially as businesses and households contend with volatile energy prices, infrastructure lags, and growing expectations on environmental performance.

The transition to a low-carbon economy—accelerated by both geopolitical events like the Ukraine war and new regulatory frameworks such as the mandatory climate-related financial disclosures introduced in January 2025—has seen large corporations adopt more circular, sustainable practices to reduce emissions and resource use. However, the majority of small and medium businesses remain at the early stages of this shift. Many are struggling to identify the tools, capabilities, and investment pathways required to embed sustainability within their operations, further widening the performance gap between business sectors.

The South Australian Government has set goals to reduce South Australia's greenhouse gas emissions at least 60% below 2005 levels by 2030 and to achieve net zero emissions by 2050. The State is making good progress, in 2001-22 it recorded a decrease in the total net emission from 2004-5.

The shift to a low-carbon and more sustainable economy will affect all sectors of business and the community. It must be a central consideration in planning for Salisbury's long-term prosperity.

For decades, climate scientists have warned of both gradual global warming and the increasing frequency and severity of extreme weather events. While average global

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



temperatures continue to rise, it is the intensification of extreme weather—such as heatwaves, storms, and bushfires—that is already having direct and measurable impacts. In its Vulnerability to Extreme Heat report released in December 2024, The Australia Institute ranked Salisbury as the only metropolitan area among the ten most vulnerable to extreme heat in South Australia. This presents not only a risk to community wellbeing but also to economic productivity, infrastructure, and health systems.

Businesses are now operating in a landscape where global markets—particularly in Europe—are introducing stricter environmental regulations. The European Union's Corporate Sustainability Reporting Directive (CSRD), for example, is setting new standards for environmental, social, and governance (ESG) reporting. These requirements apply not only to EU-based companies but also to non-European exporters that form part of their supply chains. For businesses in Salisbury that export to these markets, or intend to in the future, meeting rigorous emissions accounting and environmental reporting standards is fast becoming essential to remain competitive and compliant.

Encouragingly, some Salisbury-based businesses are already leading in this space, demonstrating innovation in sustainable manufacturing, clean technologies, and low-waste operations. These firms can play a mentoring role in supporting others across the region to start or accelerate their sustainability journey.

With its strategic location, skilled workforce, and proximity to key transport infrastructure, the Salisbury region is well positioned to play a significant role in the energy transition. Opportunities exist to support renewable energy generation, value-added manufacturing, and the processing of critical minerals that are vital to the global decarbonisation agenda. Land west of Port Wakefield Road provides a unique opportunity to establish an eco-industrial precinct that supports industrial symbiosis, attracts green industries, and embeds circular economy principles. Salisbury's reputation for innovation in water management and recycling further strengthens its appeal as a hub for low-carbon industry.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



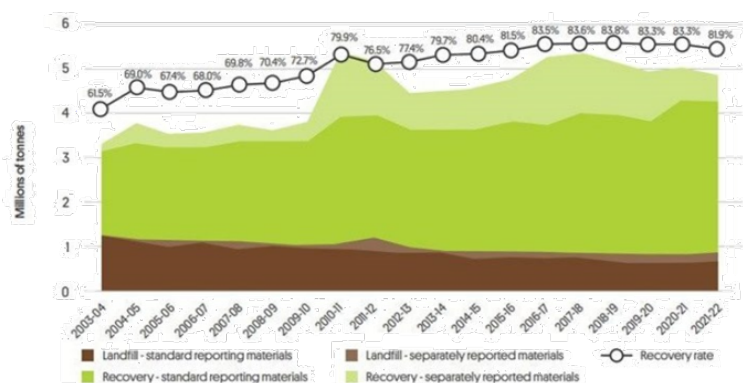
A Circular economy

A circular economy aims to avoid or reduce the amount of materials we use and is guided by three key principles: designing out waste and pollution; keeping products and materials in use for as long as possible; and regenerating natural systems through use of renewable energy, sustainable agricultural practices and restoration of natural habitats. Given the impact on our planet this growth in the use of the world's resources is unsustainable.

The Government of South Australia is supporting the transition to a circular economy through developing waste strategies, phasing out single-use plastic products, investing in new or upgraded infrastructure to divert materials from landfill, promoting sustainable procurement to boost local market demand, and supporting local councils to roll out recycling education.

The trend of South Australia's transition to a circular economy has improved in the resource recovery sector since 2003–04. To assess progress, South Australia annually evaluates recycling and resource recovery performance against waste strategy targets. According to the 2020–21 Circular Economy Resource Recovery Report, there has been an overall 35.3% reduction in waste sent to landfill since 2003–04.

The National Waste Report 2022 shows South Australia as the highest ranked jurisdiction in Australia for resource recovery and recycling rates. This makes South Australia a national leader in the transition to a circular economy from a resource recovery perspective. However, additional work is needed in some sectors to support the transition to a circular economy throughout the entire life cycle of products.



Trend in resource recovery and landfill disposal in SA since 2003–04 (GISA)

Businesses have taken up the opportunity including developing machinery that turns food waste into compost in 24 hours; developing organic-based takeaway cups, cutlery and straws; developing or utilising compostable packaging; heat and energy recovery from waste, etc

At the same time, recovered materials offer business opportunities, with businesses looking at how they can tap into the significant waste chain and develop enterprises that capture and recycle valuable materials and utilise others for waste-to-energy production.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The shift to renewable energy is also reshaping business energy use. Government policy is increasingly encouraging a transition away from fossil fuels, while changes to energy pricing structures are incentivising load shifting and off-peak consumption. Businesses that can adapt to these changes will benefit from cost efficiencies and reduced emissions.

This transition is also giving rise to new industries. The solar sector, for example, has grown dramatically—from only a few installations in 2008 to nearly 400,000 homes with rooftop solar in South Australia today. Businesses involved in solar installation, energy efficiency upgrades, and the construction of large-scale renewable infrastructure have rapidly expanded, contributing to jobs and economic resilience.

Salisbury Council is also committed to exploring more diverse and sustainable housing solutions. There is significant opportunity to adopt sustainable building materials, improve construction methods, and enhance design standards to deliver homes that are comfortable, energy-efficient, and less waste-intensive. These changes not only reduce long-term environmental impacts but can also lower household energy costs and improve quality of life for residents.

Ultimately, businesses that fail to innovate and adapt to a low-carbon future risk losing market share—driven not only by increased regulation and potential penalties, but by a rapidly evolving consumer landscape that favours sustainable, transparent, and future-focused brands.

Map 4- Sustainability

Renascor

Hydrogen Hub

NAWMA recycling hub

NAWMA gas and solar?

Bio recycling- new near NAWMA

Salisbury Water- intake network

University solar farm

SA Water-, recycling of water to horticulture

Mangroves, the Dolphin Sanctuary, Barker Inlet, wetlands, Dry Creek, and the International Bird Sanctuary.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Economic Development and Growth Strategy – 2025-28 Implementation Plan

Productivity + Liveability = Prosperity

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Contents

| | |
|--|----|
| Salisbury+ – Implementation Plan | 3 |
| Strategic focus areas for action | 3 |
| 1- Shaping a Dynamic and Complex Local Economy | 7 |
| 2- Building Workforce and Business Potential..... | 11 |
| 3- Developing Productive and Vibrant Places | 19 |
| 4- Housing a Growing and Diverse Community | 32 |
| 5- Embracing a Low Carbon Future | 37 |

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Salisbury+ – Implementation Plan

This implementation plan is focused on delivering on the strategic outcomes outlined in the Economic Development and Growth Strategy of improving prosperity through enhanced productivity and liveability over the next 25 to 30 years. But what do these outcomes really mean for our city and community?

Increasing Productivity

Productivity is about how efficiently we produce goods and services using inputs like labour, capital, energy, and materials. By lifting productivity, local businesses and industries become more competitive. When supported by high-quality State and local infrastructure and services, the region becomes a more attractive environment for new industries, skilled workers, and investment. Greater productivity drives innovation, job creation, and long-term economic growth.

Enhancing Liveability

A liveable city is one where people feel safe, connected, and empowered to live healthy, meaningful lives. Liveability goes beyond city design— it's about creating places that support active, independent living, encourage community interaction, and provide easy access to quality services, green spaces, and diverse housing options. Liveable cities are inclusive, affordable, and designed to support wellbeing for all residents.

Growing Local Prosperity

Prosperity is more than economic success— it includes good health, happiness, and opportunities for a fulfilling life. A prosperous community ensures people can reach their full potential, with access to housing, education, healthcare, jobs, and recreation. It also means fostering lifelong learning and supporting business growth. When these foundations are strong, communities thrive socially, culturally, and economically.

Strategic focus areas for action

To achieve our vision of a more prosperous, productive, and liveable Salisbury over the next 25–30 years, we have identified five strategic focus areas. These areas reflect local strengths, challenges, and the key opportunities shaping our future.

1. Shaping a Dynamic and Complex Local Economy

This focus area aims to diversify and grow Salisbury's economic base by strengthening existing businesses, attracting new investment, fostering innovation, and supporting export growth. By increasing economic complexity, we enhance resilience and future prosperity.

Key implementations actions include:

- **Salisbury Global:** Launching a new initiative to support investment attraction, market development, and export readiness for local businesses, linking them to regional and international opportunities.
- **Promoting Business-to-Business (B2B) Connections:** Refocusing Polaris Business Centre's networking programs to promote collaboration, knowledge-sharing, and joint ventures across and beyond city boundaries.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



- **Building a Visitor Economy:** Leveraging assets such as the \$200 million Salisbury City Centre redevelopment, Little Para Reserve, and the unique coastal and mangrove environments of St Kilda to attract visitors and grow a visitor economy.
- **Fostering Innovation and Technology Adoption:** Supporting local uptake of emerging technologies—including AI, automation, and advanced manufacturing—by capitalising on assets such as Technology Park and the new Adelaide University.
- **Facilitating a Supportive Business Environment:** Continuing commitment to supporting success of small business in the community by conducting regular business engagement and coordinating a business-friendly environment.

2. Building Workforce and Business Potential

This area focuses on human capital: supporting our diverse community to actively participate in and benefit from economic growth while building adaptability and long-term self-sufficiency.

Key implementation actions include:

- **Strengthening Self-Sufficiency:** A new Economic Futures program focused on expanding career development, structured work experience, and immersive technology experiences to build pathways into employment.
- **Fostering Entrepreneurial Thinking:** Launching the Polaris Entrepreneurship Program to nurture an entrepreneurial ecosystem—particularly targeting young people and students.
- **Enhancing Business Mentoring:** Scaling up the Polaris Business Fundamentals Program and introducing Accelerator programs to support business development from start-up through growth.
- **Reskilling and Upskilling the Workforce:** Promoting micro-credentials and short courses and collaborating with TAFE and Adelaide University (Mawson Lakes) to deliver place-based, business-aligned learning, particularly in disadvantaged communities.

3. Developing Productive and Vibrant Places

We aim to ensure sufficient and well-located land is available for industrial, commercial, and residential development—and that our centres are vibrant, inclusive, and serve both residents and visitors.

Key implementations actions include:

- **Facilitating growth of the North-West Economic Corridor:** Code Amendments (including Council-led Code Amendments), and infrastructure investigations to respond to the urgent demand for new industrial and commercial land and providing areas for defence, innovation and circular economy growth and investment.
- **Creating Vibrant Centres:** Continuing revitalisation of the Salisbury City Centre, preparing structure plans for Ingle Farm, and the currently untapped village of St Kilda, to provide increased opportunities for the local community and attracting more visitors. Capitalising on the Elizabeth Regional Centre proposal (expansion to the west within the City of Salisbury).

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



- **Enabling Diverse Economic Growth:** Supporting the evolution of existing employment precincts such as Technology Park, Mawson Lakes City Centre, and Parafield Airport to remain productive and attract high-value industries including defence, advanced manufacturing, and logistics. Ensuring key hubs remain connected by the appropriate transport infrastructure.
- **Planning for Dry Creek** – Coordinating long-term planning for a new, sustainable urban community of up to 35,000 people—featuring a quality activity centre and fast-to-market housing models that demonstrate resilience and innovation.

4. Housing a Growing and Diverse Community

Ensuring housing availability, diversity, and liveability remain the focus to accommodate population growth and changing household needs.

Key implementations actions include:

- **Enabling and facilitating housing choice:** Developing a Housing Strategy to provide detailed planning for a variety of housing types to meet our diverse community needs, and sustainable and liveable neighbourhoods with a focus on infill housing with greater density in walkable distance to centres, parks, and public transport.
- **Supporting innovative housing products:** Enabling development of housing that responds to life-stage needs and demographic change, while encouraging innovation in planning and construction to reduce delivery timeframes (e.g. Walkleys Corridor development, Salisbury City Centre redevelopment).
- **Delivering housing choice:** Continuing Council-led and partnership-based delivery of affordable housing options, while advocating for increased investment in social housing—particularly in areas like Salisbury North and the Salisbury City Centre.

5. Embracing a Low Carbon Future

The transition to a more sustainable and circular economy presents both challenges and opportunities for Salisbury's businesses, infrastructure, and communities.

Key implementations actions include:

- **Eco-Industrial Precinct:** Planning and developing a new precinct west of Port Wakefield Road that supports green industry attraction, circular economy practices, and industrial symbiosis.
- **Advancing a Complex and Green Economy:** Promoting circular economy principles across sectors; encouraging sustainable housing innovation; and increasing awareness of Environmental, Social, and Governance (ESG) reporting standards.
- **Sustainability Leadership:** Building on existing Council initiatives such as Salisbury Water and Northern Adelaide Waste Management Authority, reducing Council's carbon footprint, enhancing circular economy pathways, and protecting biodiversity.

Each focus area integrates environmental, social, and economic considerations from the Strategy's context. While longer-term directions will require further planning and flexibility to respond to change, shorter-term actions are more clearly defined and outlined in this

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



document. This plan will guide initial implementation, with longer-term directions reviewed periodically to ensure continued relevance in a changing world.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



1- Shaping a Dynamic and Complex Local Economy

Salisbury Global

Successful economic ecosystems around the world are built on creating new market opportunities for local businesses, enabling them to grow, innovate, and withstand future risks. Salisbury is already home to extraordinary examples of businesses that have taken their success to the world stage, such as Bickford's, RM Williams, Entech Electronics, Coiltek and Tindo Solar. To continue this momentum, it is imperative that we support more businesses on their global journey—empowering them to think globally and act locally.

This means leveraging Salisbury's and South Australia's existing global connections and forging new ones to showcase our local capabilities internationally, while also continuing our proactive approach to attract new businesses to our city. We will actively share the unique strengths of Salisbury's economy with local, interstate, and international audiences, bringing the world to Salisbury and creating new pathways for local prosperity.

With meaningful industry engagement, Council will continue to facilitate increased exports from the region in key sectors such as defence, space, aerospace, and advanced manufacturing. By supporting early-stage defence industry businesses to develop their capabilities and integrate into larger supply chains, Council can provide practical development advice and link businesses to valuable networks. This includes working collaboratively with other layers of government (e.g. Austrade, Invest SA, Defence SA) to leverage existing presence and ongoing and planned activities in international markets.

Council's International Relations

Sister City – On 25 May 2002 Mobara City and the City of Salisbury signed a Sister City agreement to promote cultural understanding and stimulate economic development. The agreement is an ongoing representation of the desire to build strong and lasting friendships. The Agreement between The City of Salisbury and Mobara City enables the exchange of friendship, culture, and information between two different environments that have enough similarities, common goals, and interests to maintain such a connection, benefiting not only the larger community but individual relationships across both cultures. Mobara City is located in the Chiba Prefecture, some 70km by train from Tokyo

Friendship City – City of Liny (Shandong Province, the People's Republic of China) and the City of Salisbury, entered into a Friendship City Agreement in 2015 to enhance mutual understanding, friendship, trade, and investment between the Chinese and Australian peoples and to further develop the cooperation between the two cities.

Further research will be conducted to explore opportunities to strengthen our engagement with other cities overseas, in particular with Salisbury's and Adelaide's sister and friendly cities to build deeper business and cultural ties.

Promoting business to business (B2B) connection

The City of Salisbury and the Polaris Business Development Centre offer an outcome-focused approach to networking and business support. For decades the Polaris Centre has been hosting networking events in the northern suburbs, supporting the business ecosystem

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



and creating new business connections. In addition, the Polaris Women in Business Network, with over 2,500 members, delivers regular networking dinners, business showcase events, and the annual SA Women in Business Conference. The Economic Leaders Forum (ELF), involving participants from multiple LGAs, the Office of the South Australian Chief Entrepreneur, and other key stakeholders, also exemplifies Salisbury's leadership in this space.

Despite these successes, businesses have stated there is a gap between mature businesses and those at the growth stage. To build a stronger business community, new platforms for dialogue and collaboration will need to be created—including launching CEO roundtables, establishing special interest groups (SIGs), and empowering existing business groups such as the Northern Economic Leaders and Salisbury Business Association. We will also continue working with other Councils, State and Federal Government departments and other key partners to expand our reach and offer new connections to our local business owners. By bringing businesses together to share experiences and challenges, we will foster a collective voice that strengthens advocacy and community resilience.

Strong business connections and networking are also fundamental to nurturing a thriving innovation ecosystem. When businesses, entrepreneurs, academia, and government come together, they create fertile ground for new ideas, cross-sector collaboration, and accelerated knowledge transfer. Networks help businesses access markets, talent, investment, and specialised expertise—enabling them to innovate faster, overcome challenges, and scale up. A well-connected business community is more resilient, more agile, and better equipped to seize emerging opportunities.

The formation of a Polaris Alumni Network will also be explored to connect the 15,000 plus business people that have received Polaris mentoring and services since 2001—further enhancing collaboration and peer learning.

Building a visitor economy

Salisbury has a significant opportunity to grow its visitor economy, capitalising on existing attractions, new developments, and the unique natural amenities of the area. While Salisbury is the fourth largest economy in South Australia, its visitor economy remains an underdeveloped asset. With the State's tourism sector valued at \$10 billion in 2023-24, Salisbury can strengthen its position by attracting more visitors and expanding tourism-related industries.

Our city already draws visitors to the Greenfields Wetlands and the Adelaide International Bird Sanctuary at St Kilda. Recreational assets such as the Dry Creek and Little Para Trails, TreeClimb, Shanx Golf, and the Salisbury Aquatic Centre provide further opportunities to attract families and visitors from across Greater Adelaide. In addition, the redevelopment of the Salisbury City Centre and future investment in centres like Ingle Farm and Mawson Lakes will continue to expand and enhance the visitor offering. Council-led events spanning cultural festivals, arts and heritage events, and community celebrations add vibrancy and attract further economic activity.

To maximise this potential, we will work on a plan to curate experiences and events for both residents and visitors, promote our activity centres, and host delegations that showcase Salisbury's unique history and natural beauty. We will partner with the key government agencies and neighbouring councils to create compelling visitor experiences that deliver value for the community, businesses, and the broader region.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



New hotel accommodation at Mawson Lakes, alongside growing short-term and holiday stay options, provides the infrastructure to support increased visitation. Events, university activities and business travel all bring people into the city, and we will continue to enhance our offerings to meet visitor needs and maximise local economic benefit.

Encouraging innovation and technology adoption

Salisbury has a strong foundation in innovation, underpinned by sectors such as defence, telecommunications, food manufacturing, advanced manufacturing, and logistics. Embracing innovation and new technologies is essential to drive economic transition, long-term sustainability and increase productivity.

The Triple Helix

The Triple Helix framework outlines the interaction and cooperation of academia, industry and government in the innovation process. Each participant representing a distinct sphere of influence and activity.

The university is involved in the knowledge creation and dissemination. It generates new knowledge through research, experiments and intellectual development. The research is often carried out in collaboration with industry and government partners. The role of industry (the private sector) is on the commercialization and practical application of the new knowledge. Access to university cutting edge research and expertise should enhance their competitive edge.

Local government can play a role in shaping the innovation ecosystem by creating a supportive and collaborative environment and by leveraging connections to advocate for funding and policy change when required.

We are going to continue exploring the establishment of business incubators, support for start-ups, and investment in research and development. Fostering a culture of innovation is key to ensuring businesses can adapt to changing market conditions and seize new opportunities.

The presence of Adelaide University at Mawson Lakes and the globally renowned Defence, Science and Technology Group present a significant opportunity to strengthen collaboration between industry, academia/research, and government. While the university is eager to deepen its community impact, there remains a gap in engagement from the business sector. By bridging this gap and collaborating with the university through research and development, the region can create world-class, competitive products and services—particularly in defence, technology and advanced manufacturing.

Many businesses in Salisbury possess exceptional infrastructure, advanced technology, intellectual property and specialised expertise, yet often apply these assets to narrow or limited manufacturing purposes. Encouraging businesses to 'think bigger'—by diversifying the use of their infrastructure and technology—can open up new market and growth opportunities, strengthening their financial sustainability and resilience to changing market conditions. This approach also creates opportunities for greater collaboration with other businesses in the region. By showcasing their facilities and capabilities, businesses can spark partnerships, foster research collaboration, and drive innovation.

Through this coordinated approach to innovation, Salisbury will build a more complex, diverse, and resilient economy that is well positioned to navigate future challenges and embrace new opportunities.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Facilitating a Supportive Business Environment

A thriving small business sector is essential to the economic dynamism and character of the City of Salisbury. Small businesses are not only major employers but also contribute significantly to the diversity of services, innovation, and community identity within the city. Council has a critical role to play in fostering an environment where businesses can start, grow, and succeed by ensuring that policies, processes, and infrastructure enable rather than hinder business activity.

Creating a business-friendly environment involves more than simply reducing red tape; it requires a whole-of-Council approach to ensure that all services, regulatory processes, and interactions with businesses are timely, transparent, and supportive. The City of Salisbury is committed to adopting the principles of the South Australian Small Business Commissioner's Business Friendly Charter, which outlines best practice standards for local governments to engage with and support businesses. By embedding this Charter, Council can ensure that its services are accessible, its communication is open and respectful, and its decision-making consistently considers the impact on the business community. Council also commits to continue its case management approach to business enquiries.

Regular and structured business engagement with individual businesses, business and industry associations is central to understanding the needs, challenges, and aspirations of local businesses. Through proactive communication—via business forums, newsletters, surveys, direct engagement, and partnerships—Council can identify barriers to growth, capture emerging opportunities, and co-design solutions with industry stakeholders. This two-way engagement not only helps shape policies and programs that are practical and responsive but also strengthens trust between Council and the business community.

Furthermore, sustained engagement and a business-friendly culture enable Council to support priority industries, encourage entrepreneurship, and foster inclusive economic growth. By collaborating with business networks, chambers of commerce, and State agencies, Council can help amplify the voice of local businesses, advocate for investment and funding, and ensure Salisbury remains competitive in an evolving economy. Applying the Business Friendly Charter principles as part of this approach ensures consistency, fairness, and accessibility—positioning Salisbury as a dynamic, supportive place for businesses to thrive.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



2- Building Workforce and Business Potential

Strengthening self-sufficiency

Northern Futures Inc was established in 2002 with seed funding from the City of Salisbury, industry groups and community to operate independently of Government structures for the benefit of local industry and community members in the region

A key role for Northern Futures was to develop and progress State and Federal Government programs to advance education, training and workforce development in the region and aim to:

- Ensure joint ownership and solutions between State Government, Federal Government, local government, industry and the community.
- Create strong working relationships with local businesses to support and expand established industries.
- Working collaboratively, Northern Futures established relationships with local government, local industry, registered training organisations, community groups and jobactive providers (Australian Government Employment Services) and Disability Employment Services.

In 2021 Northern Futures Inc ceased operations and the Board decided to transfer remaining funds to the City of Salisbury. In response, Council created the Economic Futures Fund. This strategy is providing further guidance to the delivery of this fund by creating a new Economic Futures Program. The program will continue with the essence of Northern Futures and will drive education, training, and workforce development targeted to areas of key skill shortages across northern Adelaide.

The program will focus on:

- Targeted Training: Identifying and addressing critical local skill shortages through tailored education and training initiatives.
- Collaborative Partnerships: Encouraging joint ownership of solutions by working in partnership with Federal, State, and local governments, industry, the education sector, and the northern Adelaide community.
- Industry Engagement: Building strong relationships with local businesses to support workforce growth and expand established industries.
- Pathways to Employment: Enhancing collaboration between education, training, and workforce development providers to maximise opportunities for individuals to transition into employment.

To achieve these outcomes, the program will deliver accessible, high-quality initiatives across five key areas:

- School-to-Work Transitions: Supporting young people to move successfully from education into employment or further training.
- Workforce Development: Upskilling the existing workforce to meet industry needs.
- Employment Programs: Connecting jobseekers with meaningful employment opportunities.
- Career Transitioning: Assisting individuals to retrain, upskill, or change career pathways.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



- **Connection to Jobs:** Strengthening the links between training, education, and employment.

Future action areas will focus on addressing barriers to post-school education, training, and workforce participation to ensure all members of the community can access opportunities for growth and employment. The program will also promote the strengths and contributions of Salisbury's diverse migrant population, recognising their vital role in the local economy.

Strengthening connections between local industry and higher education and vocational institutions will be a priority, fostering closer collaboration and alignment between skills development and workforce needs. Additionally, the program will advocate for investment in vocational education infrastructure, including the expansion of the offering at the TAFE campus in Salisbury City Centre and the potential establishment of a new, future-focused TAFE campus at Mawson Lakes, to support the region's long-term economic resilience.

Salisbury's commitment to youth empowerment has been displayed over the years through support to projects like the Twelve25 Youth Centre or the Polaris YEP! – Youth Entrepreneurs Program, which provide a platform for young people to access resources, training, and mentoring to support them making informed decisions about their future educational and career pathways.

We will continue to facilitate and deliver initiatives supporting culturally diverse communities, including those for refugees and migrants, that foster a sense of belonging and provide pathways for equitable economic participation.

Intro to Business learning program

A partnership between the Morella Community Centre and the Polaris Centre engages community members in our Intro to Business learning program funded through the SA Government's Adult Community Education (ACE) Program.

The focus for these programs is those in the community that are marginalised and find it more difficult to secure work, such as young people, women, long term unemployed, people living with disability, migrants, and First Nations peoples.

Where there is a skills gap, we will engage our underutilised skilled yet aging workforce more effectively as an economic participation opportunity. The 'Experience Economy' is a resource in our community and just as valuable as skilled migration, apprenticeships, and traineeships.

Mature aged community members can be disenfranchised from the labour market due to age discrimination. Many advise that they still have 'unfinished business' meaning they still have much to contribute to our community from their life experience and accumulated invaluable knowledge and technical skills.

Fostering entrepreneurial thinking

Providing people in our community with the support they need to create self-sufficiency is an effective way to create community prosperity, to reduce unemployment and alleviate reliance on income support (welfare). Entrepreneurship engages our beliefs that hard work and ingenuity in the face of obstacles can lead to personal fulfilment. Effective entrepreneurial education can dispel the myth that success is based only on luck and something that happens to others.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



In addition to personal attributes, core skills and employability skills as pillars of success in the workforce, we will promote and encourage the learning of entrepreneurial and creative skills. These are additional tools for people in our community to attain and employ personal enterprise and personal branding to obtain fulfilling and meaningful employment. The combination of these skills and strategies helps people move beyond waiting for their dream job to appear on 'seek' and other job sites, to a proactive positioning to identify and make opportunities happen. Networking, work experience, internships, volunteering and actively researching opportunities before they arise creates a conscious ability to act on an opportunity as soon as it is realised or visible.

Starting in 2026 we will develop and launch The Polaris Entrepreneurship Program (The PEP) which is a suite of presentations, group sessions, hack-a-thons, workshops and pre-accelerators to support entrepreneurs transform their ideas, concepts, inventions, innovations and passions into businesses. Polaris will be using contemporary entrepreneurial models like Human-Centered Design (Design Thinking) developed by Stanford University and the Business Model Canvas developed by Alexander Osterwalder from Strategyzer.

The Polaris Team will develop, deliver, and refine a Polaris Pre-Accelerator (pilot) to support entrepreneurs develop their idea into a Minimum Viable Product (MVP). We will engage an experienced and credentialed entrepreneurial consultant to develop a white-label pre-accelerator using Human Centered Design (Design Thinking) and the Business Model Canvas that will become a branded and owned program. Once this pilot has been evaluated and refined, we plan to deliver four pre-accelerator programs per year, two mainstream and two specialised programs – one on defence and advanced manufacturing, and the other one on the circular and green economy.

To ensure success, the pre-accelerator programs will need to provide referral pathways for Polaris startup and business clients. To do this, partnerships will need to be negotiated and/or collaborative relationships established with other pre-accelerator programs providers such as SAYES - SA Business Chamber, ThinLab and Venture Catalyst, Adelaide University - Venture Dorm - NVI Flinders and Stone & Chalk - Lot Fourteen.

After establishing the Polaris Pre-Accelerator and Accelerator programs, a business case will be explored and prepared for the establishment of the Polaris Coworking and Business Incubator Community. This Community will nurture businesses to grow or scale by providing a holistic wrap-around model of service to founders and their teams. One2One mentoring will be a core component of this program. For over 25 years the Polaris Centre has demonstrated that One2One mentoring creates the most sustainable impact.

The Polaris Youth Entrepreneurs Program (Polaris YEP!) will be expanded. It provides schools and youth organisations with inspirational speakers and facilitators to enrich student learning about entrepreneurship and business pathways.

The City of Salisbury Community Grants program provides opportunities to business minded people and entrepreneurs in disadvantaged communities to access seed funding to build capacity and capabilities to continue building their business. This will be reviewed annually to optimise success.

Increasing access to business mentoring

"Growing businesses, changing lives"

For 25 years the Polaris Business Development Centre has supported local business to grow. It provides personalised and tailored mentoring programs and skills development workshops

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



to support businesses starting, through expansion to larger scale operations, as well as being a focus for business collaboration and networking.

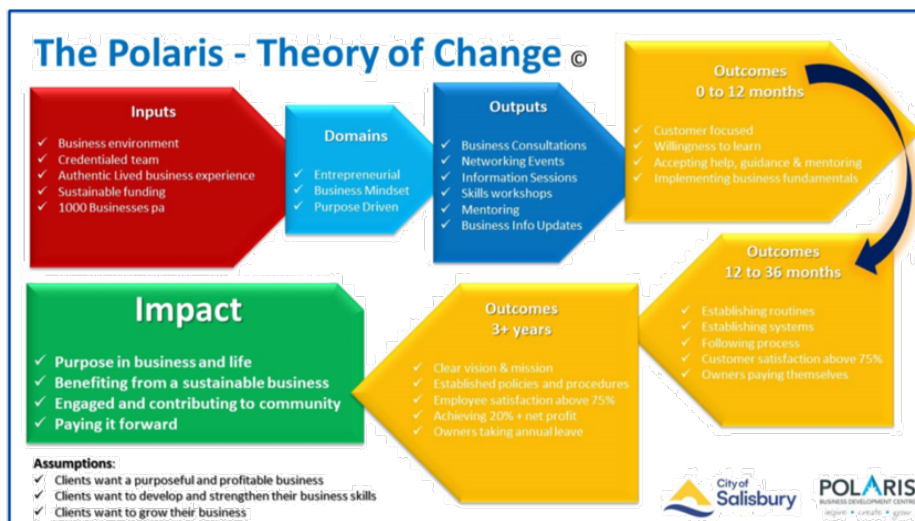
More than 40 per cent of employment in Australia is created in or by small business. Therefore, the more businesses that are nurtured to grow in the City of Salisbury, the more local job opportunities that are created. An example of this is a Polaris Centre client (Rory's Group) in the food manufacturing and catering industry that started as a husband-and-wife team circa 2010 and now employees almost 200 people.

The table below demonstrates the yearly growth in Salisbury's businesses since 2020.

| Description | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|-------|-------|-------|-------|-------|
| Number of non-employing businesses | 5 237 | 5 193 | 5 609 | 6 130 | 6 970 |
| Number of employing businesses: 1-4 employees | 1 447 | 1 791 | 1 950 | 1 890 | 1 867 |
| Number of employing businesses: 5-19 employees | 651 | 675 | 696 | 747 | 782 |
| Number of employing businesses: 20 or more employees | 211 | 223 | 231 | 265 | 285 |
| Total number of businesses | 7 546 | 7 882 | 8 491 | 9 032 | 9 896 |

Source: ABS, Regional Summary - Salisbury

Business prosperity is community prosperity. The personal impact of a successful, purposeful and profitable business is not only about the purpose in the business, but it also provides life purpose through engaging and contributing to the community and paying it forward by helping other business people starting out. The Polaris Centre has developed a Theory of Change (Logic Model) that clearly maps out the outcomes and impact achieved for business people who develop a purposeful and profitable business



The Polaris Centre seeks to provide sustainable business growth, and it therefore will focus on initiatives to respond to the current increase in demand for its services and programs. As an example, the Polaris Centre provided services to 1,796 business people over the last two years.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The Polaris Centre caters for a diverse community with programs for school students, young people, and women in business. Additionally, it provides services to migrants, refugees, people living with disability, seniors, and First Nations peoples.

To provide additional capacity and enhanced services the Polaris Centre will:

- Increase the number of professional service providers on the Polaris Business Mentor Panel and the Polaris Specialist Business Consultant Panel.
- Train additional facilitators to deliver the Business Fundamentals Workshop, the Women in Business Fundamentals Workshop, the Retail Fundamentals Workshop, and the Marketing Made Easy Workshop.
- Invest in the required infrastructure to enable digital delivery of services.
- Review workshop and mentoring programs to deliver tailored services to disadvantaged communities.
- Further explore Grants support to support small businesses in their growth and sustainability journey.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The Polaris Business Development Centre

The Centre provides a range of programs and services, including:

The Polaris Business Fundamentals Program – a suite of group sessions, workshops, services and mentoring to equip those starting out or revitalising their business.

Polaris Business Fundamentals Group Session and Women in Business Fundamentals Group Session provides participating business people with guidance, information and strategies to strengthen their business skills, raise their business aspirations and undertake business mentoring that leads to purposeful and profitable businesses.

Business Consultation – business assessments that support business people with understanding their pathways to business growth.

Ignite Your Business – a three-month One2One, Face2Face mentoring package to get businesses moving in the right direction and develop a plan for effectively managing and growing a business. This includes defining their purpose in business and what success looks like to them as a business owner.

Mentoring for Success – a six-month One2One, Face2Face mentoring package to assist business owners to implement their plan, develop a budget, develop systems and processes, understand business compliance and increase productivity and profitability.

Advanced Management Mentoring Program (AMMP) – a 12-month program for businesses turning over \$2 million per year and with five or more staff. An advisory board is setup with a Polaris business mentor, management accountant and the business owners to grow or scale businesses to the next level.

The Polaris Specialist Business Consultant Panel is a group of independent business people who have qualifications and experience in specialist areas like HR, Web development, business strategy, finance, enterprise systems, pitching and grant writing. Polaris has assessed these professionals and contracted them on a needs basis to provide service to Polaris business clients.

We have recognised the value and importance of promoting more women to initiate their own business. According to Federal Government (Treasury) statistics, women account for around one third of Australia's small business owners, and that number is growing. The number of female small business owners increased by 24 per cent between 2006 and 2021. This was more than three times the growth for their male counterparts.

The Polaris Women in Business Network – is a female only network that supports women in business with inspirational business speakers, business knowledge and B2B networking.

The Women in Business Network Advisory Committee (WIBNAC) is a group of female business owners that provide the Polaris Centre with strategic guidance in creating, developing, and delivering responsive services, initiatives and programs for women in business, including networking events and the annual SA Women in Business Conference.

Reskilling and upskilling our workforce

As Salisbury continues to grow as a centre of industry, innovation, and opportunity, the nature of work in our city—and across Northern Adelaide—is rapidly evolving. As previously mentioned, technological advancements, including artificial intelligence, automation, and digitisation, are transforming industries and reshaping the skills required for future jobs. To remain competitive, resilient, and inclusive, Salisbury's workforce and businesses must be supported to adapt, evolve, and thrive in this changing environment.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Our people are our greatest asset. Building a culture of lifelong learning—where individuals continually develop new knowledge, skills, and competencies—will be central to Salisbury's future prosperity. Workers will need to embrace adaptability and ongoing learning as they navigate multiple careers and changing industries throughout their working lives. At the same time, businesses will need to be agile, innovative, and equipped with the talent and capabilities to respond to shifting market trends, emerging technologies, and new economic opportunities.

One key pathway to achieving this is through micro-credentials—short, targeted learning opportunities that certify specific skills and competencies. These flexible learning models can be designed to meet the needs of industry while also providing accessible pathways for individuals, including young people, migrants, women re-entering the workforce, people living with disability, and older workers looking to remain active participants in the economy. Micro-credentials are increasingly recognised in South Australia as stepping stones to formal qualifications and meaningful employment.

By fostering a strong local ecosystem that supports reskilling and upskilling, the City of Salisbury can help ensure that businesses can access the talent they need to grow, while individuals can access opportunities for lifelong employment and economic participation.

To position Salisbury for the future of work, we will explore a range of initiatives aimed at helping businesses build workforce capability and resilience, these could include:

- **Micro-Credential Partnerships for Industry:**
Collaborate with local education and training providers—including universities, TAFEs, and specialist training organisations—to co-design micro-credential courses tailored to Salisbury's key industries such as advanced manufacturing, defence, health and ageing, logistics, and renewables.
- **Workforce Development Incentives:**
Develop small-scale grants or incentives for local businesses to invest in employee development, helping them to fund targeted upskilling or reskilling initiatives that build their future workforce.
- **Industry Learning and Innovation Networks:**
Establish collaborative learning networks for local businesses to share knowledge, identify future skill needs, and access information on emerging trends and workforce development opportunities.
- **Inclusive Training Pathways:**
Facilitate accessible training pathways for under-represented groups, including young people, migrants, people living with disability, women, and older workers, using micro-credentials and short courses as practical entry points into high-demand industries.
- **Digital Capability Building:**
Lead a local initiative to boost digital literacy and technology adoption among businesses and workers, including targeted training on AI, data literacy, cyber security, and new digital tools to enhance productivity and competitiveness.
- **Industry-Education Roundtables:**
Host regular forums that bring together businesses, education providers, and government agencies to ensure training delivery is aligned with current and future industry needs and to encourage co-investment in workforce development.
- **Celebrating Lifelong Learning:**
Lead a city-wide campaign to promote lifelong learning as a shared community

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

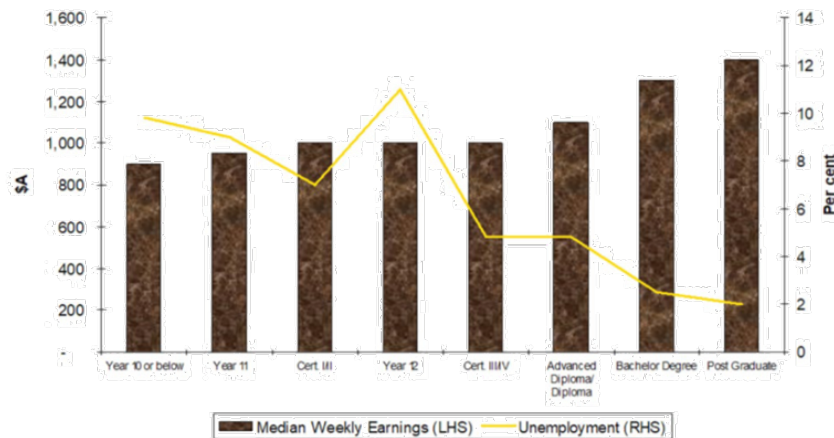
34 Church Street
Salisbury SA 5108



value, highlighting local success stories and encouraging both businesses and individuals to invest in continuous learning and development.

Australia's future workforce

The graph demonstrates that completing a secondary education without post school qualifications does not reduce the risk of unemployment but increases it. It also displays that the higher the tertiary qualifications obtained by an individual the lower the chance of unemployment and the higher the income earned. This clearly shows that helping our community upskill and obtain tertiary qualifications increases their prosperity financially and increases employment opportunities.



(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



3- Developing Productive and Vibrant Places

Facilitating growth of the North-West Economic Corridor

Recognising the strategic economic potential of the North-West Economic Corridor (NWECC) and following the completion of the Northern Connector, the City of Salisbury developed the Strategic Growth Framework (SGF) for the Waterloo Corner and Bolivar Corridor in 2022.

The SGF provides a consolidated plan for the orderly rezoning and development of the NWECC within the Council's boundaries, based on detailed economic analysis. The demand for employment lands in the area however has significantly outpaced original projections.

Map 1 – North-West Economic Corridor

National Employment Cluster / Greater Edinburgh Parks / Private-Led Code Amendments initiated / Council's code amendment / St Kilda / Dry Creek & Globe Derby / Tech Park including expansion area / Edinburgh North / Direk investigation area

The Greater Edinburgh Parks and the area west of Port Wakefield Road have also been identified as part of a National Employment (Economic) Cluster in the Greater Adelaide Regional Plan. This aligns with the Commonwealth Government's National Reconstruction Fund Corporation which prioritises industries such as defence and value-added resources, renewable and low-emission technologies, enabling capabilities (including advanced manufacturing and emerging technologies), and transport.

In response to increasing development pressure, several Private-led Code Amendments have been initiated within the NWECC to rezone land for employment uses. The Council is committed to progressing these rezonings promptly. A critical barrier to unlocking development is the current lack of trunk infrastructure, including stormwater management, road capacity, water supply, and sewerage services. These infrastructure shortfalls are not only delaying rezonings, but also constraining development in already zoned employment areas.

To address these challenges, Council has been working closely with State Government agencies through the NWECC Cross-Government Executive Steering Group and in partnership with the City of Playford to explore regional infrastructure solutions.

As a precursor to a formal Structure Plan, the Department for Housing and Urban Development is finalising a Strategic Growth Infrastructure Plan for the NWECC. This plan will identify infrastructure gaps and establish an agreed, staged approach to rezoning that aligns with infrastructure delivery. This will include establishing designated infrastructure corridors for trunk infrastructure within the Planning and Design Code. It is anticipated that the State Government will lead an Infrastructure Scheme for the region—an approach enabled under

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



the *Planning, Development and Infrastructure Act 2016*. These schemes provide a transparent and equitable mechanism for coordinating infrastructure funding without requiring landowner agreements, as traditional infrastructure agreements do.

In parallel, Council has commenced its own Code Amendment for land west of Port Wakefield Road, which includes Council-owned land and aims to resolve zoning anomalies that arose following the construction of the Northern Expressway.

Council remains committed to leading the collaboration and coordination necessary to deliver new employment lands within the NWECC. In doing so, Council seeks to create employment precincts that are investment-ready, resilient, and designed for long-term success. The desired outcomes for these precincts include:

- **Industry Readiness and Synergy:**
Precincts that accommodate increasingly complex industries and enable synergies in material flows and supply chains.
- **Flexible Land Supply:**
The provision of a variety of allotment sizes, including larger parcels to meet the growing demand for expansive industrial sites.
- **Integrated and Sustainable Transport:**
Employment lands supported by multi-modal transport options including:
 - Safe and efficient freight movements.
 - Access to public transport, cycling, and pedestrian infrastructure—addressed through the development of Council's Integrated Transport Plan.
- **Climate Resilience:**
Design that mitigates urban heat impacts through the use of cooler materials, increased vegetation, and shaded public spaces.
- **Carbon Responsibility:**
Infrastructure and developments that prioritise energy efficiency, renewable energy sourcing, and low-carbon construction.
- **Worker Wellbeing:**
The creation of attractive outdoor spaces where workers can socialise, eat, relax, and recreate—enhancing the liveability of employment precincts.

In addition to enabling private sector growth, Council will also work to establish equitable funding models for the delivery of local infrastructure such as roads and stormwater management. Where appropriate, Council will seek co-funding opportunities from both State and Federal Governments to accelerate the delivery of essential infrastructure that supports Salisbury's economic growth.

Creating vibrant spaces

Main streets and activity centres are the heart of local communities. They provide spaces for day-to-day activities, socialising, dining, entertainment, and connection. To thrive, these places must be safe, welcoming, and enjoyable, fostering a strong sense of community and belonging.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The role of activity centres will continue to evolve. Planning for their future requires consideration of shopping and services for a growing population, alongside land availability, density, public transport accessibility, and the presence of visitor attractors such as quality open spaces, entertainment, recreation, and education facilities.

Future-ready activity centres will need to:

- Be easily accessible by car, public transport, walking, and cycling, with clear wayfinding.
- Support higher densities in and around centres to enhance the viability of services and public transport.
- Offer a diverse range of services and experiences that encourage people to stay longer.
- Prioritise pedestrian-friendly environments by reducing traffic and the dominance of car parking.
- Create attractive, cool, safe, and comfortable public spaces.
- Support a vibrant nighttime economy through extended trading hours and events.

Revitalising Key Centres

The City of Salisbury has a well-established hierarchy of centres, from local hubs to district and regional centres, including proximity to the major centres of Tea Tree Plaza and Elizabeth. While some centres are thriving, many local centres have experienced decline and are in need of revitalisation.

Structure planning will occur in strategic locations in and surrounding activity centres to maximise greater housing choice alongside mixed use activity centres and public transport, thereby maximising productive and liveability outcomes.

Structure planning can also consider other programs to assist businesses such as creating a nighttime economy, shop front grants and local shopping marketing. To attract investment and innovation Council can also consider purchasing strategic sites for partnership that will deliver catalyst sites for community benefit.

Map 2 - Salisbury City Centre

Train Station / Salisbury Oval & Health Precinct / Salisbury Hub / John and Church Street / Little Para River / Redevelopment Sites / Separate Rate Area / Community Centres / TAFE and Schools

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



The Salisbury City Centre

The Salisbury City Centre is the cultural, employment and historic heart of the City of Salisbury. Encompassing the civic centre, government, and education services, and complemented by connections to public transport, retail, businesses and open space, the city centre is a key regional hub in the northern Adelaide region.

The Council has made a concentrated effort over the past decade to revitalise the Salisbury City Centre and to secure its future as a vibrant centre for the diverse community.

Salisbury City Centre Revitalisation - Timeline

| | |
|------|--|
| 2012 | Salisbury City Centre Renewal Strategy |
| 2016 | Salisbury City Centre Urban Design Framework |
| 2016 | Zone changed to support mixed use and higher density development |
| 2017 | Salisbury Oval Precinct Master Plan |
| 2019 | The John Street Improvement Plan |
| 2019 | Community Hub completed |
| 2020 | Salisbury Oval Masterplan amended |
| 2021 | Bridgestone oval opened |
| 2012 | Brown Terrace Recreation & Playground Precinct constructed |
| 2021 | Site for Health Hub identified - for a state-of-the-art Health Hub |
| 2022 | Salisbury Indoor Cricket Facility completed |
| 2022 | Adelaide to Gawler railway line electrified |
| 2022 | Shopfront Improvement Grant |
| 2023 | Revitalisation of Church and John Street complete |
| 2023 | Separate Rates for Salisbury Business Association |
| 2024 | Opening of Salisbury Aquatic and Recreation Precinct, Tree Climb and SHANX at Little Para Golf Course. |
| 2024 | Salisbury announces private developer agreements for Council sites in centre |

The \$200 million redevelopment of four sites across the Salisbury City Centre will bring six new developments to the heart of Salisbury, featuring new residential and retirement living, hotel accommodation, car parking, mixed-use retail and commercial spaces. The project will be a catalyst for future private investment in housing and commercial activities, which will provide population growth, employment opportunities and foster more day and night life in the city centre.

The redevelopment follows investment in recent years in new recreation opportunities, including the opening of the Salisbury Aquatic Centre, Salisbury Tree Climb and Shanx Golf Course, reactivating the Little Para River reserve. The next steps will be to upgrade connections between attractions and the city centre, thus encouraging increased visitation. Surrounding amenities and access will need to be upgraded to support the redevelopment.

As the busiest bus and rail interchange in South Australia outside of the city, and to complement the Gawler railway line electrification, the upgrade of the Salisbury Interchange will be required to support more people living in and visiting the city centre.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



In addition, the redevelopment envisages the extension of Church Street through the new development sites, enabling improved access through the city centre while activating the ground level with commercial and retail, complemented by a high-quality public realm.

The future Salisbury City Centre will give all users and visitors access to some of the best amenities available in the northern Adelaide region. It requires:

- Enhanced public transport infrastructure that is more attractive to increase utilisation.
- Reduced transport emissions and traffic congestion.
- Safe, convenient, and signed walkways and cycleways
- Private investment to take up the retail and service opportunities in the city centre to support local living.
- Opportunities for the Salisbury community to access jobs of the future through expanded education and training services.

Consolidation of government services in the city centre would also act as a stimulus for private investment and provide a robust base to service a growing population in the north.

The GARP identifies the Salisbury City Centre for higher density development surrounded by Missing Middle housing. The centre is currently zoned for higher density development, however rezoning in the immediate surroundings could maximise the profitability potential of the centre and to provide increased housing opportunities for the community.

The \$200 million redevelopment of Salisbury City Centre will be a catalyst for private investment in the centre. However, the revitalisation will not stop there, Council will continue on projects to advance the city's attractiveness and function as a vibrant city centre for all.

Part of this will include starting to broaden the conversation, and to include how to:

- increase residential densities in surrounding areas that benefit from the accessibility to high quality open spaces, public transport, shops and services
- promote visitation to the centre
- improve accessibility and safety for the community and visitors
- utilise its community centres for the greatest benefit of the community
- increase the walkability and cycling to the centre, within the centre and surrounds
- enable local businesses to thrive and create a unique character that the City can call its own
- expand the evening and night-time economy
- attract visitors, lengthen their stay to socialise, eat and spend
- manage traffic and carparking to avoid it dominating the urban form and creating noise and safety issues
- Continue collaboration with the business community.

Ingle Farm

The Ingle Farm Shopping Centre and surrounding areas will also be a key priority for revitalisation. Ingle Farm is experiencing strong residential development through natural infill, supported by Council's own 220-dwelling development along the Walkleys Road Corridor, which includes high-quality upgrades to streetscapes and open spaces.

Identified in the GARP as an area for future growth, Ingle Farm is well-positioned due to its existing strengths, including a productive shopping centre, nearby medical services, Council's recreation centre, and access to educational and recreational facilities. The area also benefits from improved public transport connectivity and the ongoing uplift associated with the Walkleys Road development.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



To unlock its full potential, the Ingle Farm Centre and its surrounds require revitalisation and a reimagining of the urban form. Large public and private spaces—such as carparks and underutilised recreational areas—could be redesigned to deliver better community outcomes. This could include higher-density housing and enhanced public spaces that encourage more activity, such as walking, cycling, and social gathering.

As part of this transformation, structure planning can also explore programs to support local businesses. Potential initiatives could include:

- Developing an evening and night-time economy to attract visitors and support hospitality businesses.
- Introducing shopfront improvement grants to enhance the appearance of local businesses.
- Implementing 'shop local' marketing campaigns to strengthen community engagement and economic resilience.

Mawson Lakes City Centre

Mawson Lakes is the City of Salisbury's highest-density centre, featuring street-level shops, office spaces, and residential apartments above. It offers a vibrant environment for people working, studying, and living in the area, with good access to public transport—including a train station—along with parks, trails, shops, and essential services.

While several high-value developments have been completed, including a 155-room hotel and office complex, the centre faces limitations due to constrained land supply. To ensure Mawson Lakes continues to prosper and reach its full potential, several challenges and opportunities need to be addressed:

- **Activating the Student Community:** With the recent university merger, how can we encourage students to use Mawson Lakes as a vibrant community hub for study, socialising, and leisure?
- **Attracting Workers:** As Technology Park expands, how can we draw more workers into the centre to socialise, dine, and support local businesses?
- **Improving Connections:** Given the distance between the train station and key employment areas like Technology Park, how can we enhance the journey experience for workers and visitors? When might it become viable to introduce micro-mobility options such as e-bikes or e-scooters to bridge this gap?
- **Enhancing Public Realm and Wayfinding:** How can we improve public spaces and signage to create a more attractive, accessible, and navigable environment?

The Mawson Lakes Interchange, owned by the State Government, remains one of Adelaide's busiest transport hubs, with car parking at or near capacity throughout most of the year. However, the large carpark currently dominates the station's urban form, detracting from the overall amenity of the area.

Council will continue to advocate to the State Government for improvements to the Mawson Lakes interchange to include improved access and connectivity for public transport users and the local community, improve the safety and activity by building a mixed-use precinct and by optimisation of parking and traffic flow, including better access to Elder Smith Road.

By addressing these challenges, Mawson Lakes can continue to evolve as a thriving, well-connected centre that supports business growth, education, and community life.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Salisbury Downs Centre

New development and upgrades are currently occurring in and around the centre.

With several large allotments of private land surrounding the activity centre, there will be potential in the future for higher density residential development in this area and a potential increase of shops and services as the population grows.

Other Initiatives

There are a range of initiatives that will be explored to increase the performance of centres. These include:

- Promoting shop local programmes
- Organise public events partnering with centre operators and small businesses
- Provide incentives to invest in the appearance of businesses such as shopfront grants
- Investing in the public realm through infrastructure upgrades, landscaping, and public art. Importantly public realm upgrades that involves community decision making improves the outcomes and public ownership of places
- Facilitate increased population density through policy changes to allow higher density
- Facilitate catalyst site developments that will bring in more people but also encourage investment into the area
- Improve way finding through signage and other means
- As the residential and working population grows, the performance of current centres will need to be reviewed. It is important to ensure that our workers have close access to their day-to-day needs. Employment areas that have close access to hospitality and food venues are likely to be more attractive to investors.
- Currently there are fewer retail offerings in the north-west of the Council area. With residential infill and employment land growth this will need to be monitored to determine for opportunities to rezone areas etc. For instance, there may be opportunities near the Burton Shopping Centre for further activity centres and rezoning.
- Council has many sites zoned as local centres; many of which are underutilised with vacant tenancies. There is pressure to redevelop these sites for housing only. The zoning seeks that residential development of these sites can only occur if a non-residential use is constructed at the ground floor. However, with a focus on increased residential infill these sites provide ongoing opportunities for non-residential uses.
- Council will need to undertake detailed retail investigation in the future regarding the appropriate zoning of its activity centres.

St Kilda

St Kilda has the potential to become Salisbury's leading environmental research and eco-tourism destination. Its primary natural and cultural assets must be protected and enhanced to realise this vision.

St Kilda serves as the southern gateway to the Adelaide International Bird Sanctuary and forms part of the Adelaide Dolphin Sanctuary. Its mangrove ecosystems play a vital role as nursery grounds for fish and crabs, and the area holds deep cultural significance for the Kaurna people. The impacts of sea level rise are likely to affect this sensitive environment, highlighting the importance of preserving and rehabilitating the existing salt marshes to strengthen natural defences and protect biodiversity.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



To the east of St Kilda, additional urban development is anticipated over the next decade. This development will need to incorporate infrastructure that safeguards the surrounding environment while also delivering community and economic benefits. A new stormwater corridor is planned to connect Greater Edinburgh to the coast at St Kilda, potentially creating a vegetated green corridor and shared-use pathway that will enhance recreational access and link the community more closely with the coast.

The possibility of an eco-industrial precinct located nearby could offer further potential to showcase the importance of environmental stewardship, including opportunities to highlight blue carbon sequestration and innovative sustainable practices. With growing interest from government agencies, universities, and private entities, St Kilda could evolve into a hub for environmental research, education, and tourism.

The existing economy which is centred on the boat ramp, environmental assets, and tourism offerings could be expanded through a range of initiatives, including:

- Provision of local services to meet the needs of workers and visitors, such as food outlets and cafes.
- Promotion of research and education on environmental rehabilitation, biodiversity, and coastal ecosystems.
- Establishment of a climate change adaptation demonstration site to showcase best practice solutions.
- Enhanced facilities for recreational visitors, including boating, fishing, and the popular St Kilda Adventure Playground.
- Development of cultural and eco-tourism experiences, such as guided tours, interpretive walks, paddling excursions, and opportunities to learn from the Kaurna people.
- Positioning St Kilda as a destination for wellbeing, learning, and cultural connection—a place for healing, exploration, and environmental awareness.

Additionally, St Kilda's role in global partnerships associated with the International Bird Sanctuary (IBS) presents opportunities for international knowledge exchange, environmental research, and cultural sharing.

By carefully balancing environmental protection, community access, and economic opportunities, St Kilda can become a unique destination that showcases Salisbury's leadership in sustainability, tourism, and environmental innovation.

The Adelaide International Bird Sanctuary

The Sanctuary contains sites of cultural significance including landforms described in dreaming and remains of middens. The birds themselves feature in dreaming and are important in Indigenous culture.

The birds of the EAAF provide a perfect natural connection between Asia and Australia due to the shared population on their migratory path. Important conservation agreements have been made between Australia and countries such as China, Japan and Korea.

Shorebird conservation is also incorporated into Asian cultural events such as the annual Moon Lantern Festival celebrated in Adelaide. Ecotourism also draws people from Asia and other parts of the world to the AIBS. Asian Australians also have a strong affiliation with the AIBS through community groups such as the Vietnamese Farmers Association who are represented on the management collective.

The Adelaide International Bird Sanctuary: Bringing birds and conservation into your curriculum | South Australian Science Teachers Association

Enabling diverse economic growth

The City of Salisbury has the second-largest supply of industrial land in Greater Adelaide, second only to the City of Port Adelaide Enfield. While much of the city's future industrial growth is planned for the North-West Economic Corridor (NWECC), it is equally important that Salisbury's existing employment districts remain productive, competitive, and ready to accommodate growth opportunities.

At Technology Park, Renewal SA has recently acquired additional land to facilitate expansion, aligning with the creation of Adelaide University and the precinct's role in driving innovation-led economic growth for northern Adelaide. Technology Park is home to a cluster of high-profile defence and technology companies, including Kongsberg Defence Australia, Codan, BAE Systems, Lockheed Martin, Raytheon Australia, and Saab Australia. Its ongoing success is tied not only to local activity, but also to its connection with other innovation hubs across Adelaide, such as Lot Fourteen and the Edinburgh Defence Precinct.

Council will actively participate in the rezoning process for the expansion of Technology Park, which will involve detailed investigations to ensure alignment with land use priorities. However, rezoning alone does not guarantee success. Council also has a role in supporting the evolution of the precinct's infrastructure, facilities, and business environment. To this end, Council will advocate and work with Renewal SA to:

- Establish a precinct curation function to attract and retain innovative businesses.
- Improve the quality of facilities and shared spaces to support collaboration and innovation.
- Offer short-term leases to enable project-based business activity.
- Provide a variety of workspace options for diverse business needs.
- Enhance shared services and public amenities to improve the precinct's appeal and functionality.

Beyond these key innovation precincts, Salisbury's employment lands—most of which are identified in GARP as State Significant Industrial Employment Clusters or Prime Industrial Employment Precincts—remain highly valued. These areas host a broad mix of industrial

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



and commercial businesses that provide essential services, local jobs, and contribute significantly to the local, regional, and state economies. Many of these precincts are currently at capacity.

It is essential that these areas are protected from encroachment by sensitive uses such as housing, which could undermine their long-term viability. As residential land supply tightens and land values rise, there will be increasing pressure for rezoning. Council will play a crucial role in managing this balance, ensuring industrial lands remain available to meet current and future employment needs.

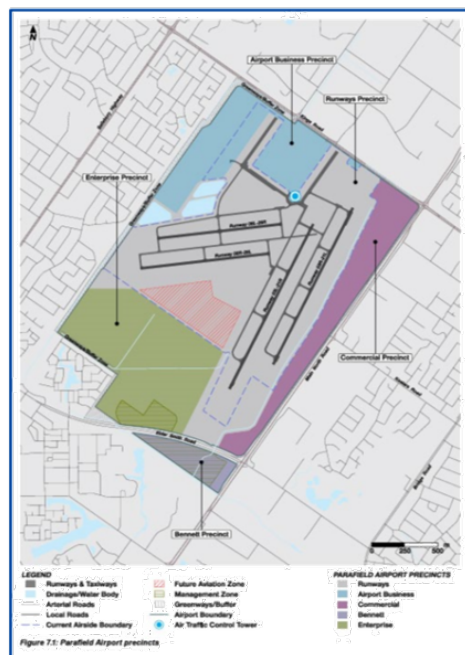
Additionally, Council recognises that some existing employment precincts may not be ideally zoned. In particular, sites located close to residential areas and away from major arterial roads may not be well-suited to the Strategic Employment Zone. Council will undertake further investigations to explore alternative zoning options that better accommodate mixed-use activities, enabling these areas to operate more productively and efficiently while remaining compatible with surrounding land uses.

In the context of Salisbury's broader employment landscape, Parafield Airport also plays a significant role, hosting a range of aviation-related and commercial businesses. While the airport is Commonwealth Government-owned and outside Council's direct planning control, Council continues to provide feedback on the airport's master plans and development applications to ensure alignment with local economic, infrastructure, and community needs.

The most recent Parafield Airport Master Plan (2024) outlines ambitious future growth, including the expansion of the Commercial Precinct, the establishment of an Enterprise Precinct, and the continued development of the Airport Business Precinct. Subject to market interest, the Enterprise Precinct could begin development within the next five years.

Council will continue to collaborate with Adelaide Airport Limited to ensure that future development:

- Provides economic and employment opportunities for Salisbury's community.
- Meets accessibility, amenity, and environmental expectations.
- Is supported by adequate investment in surrounding infrastructure, including roads, traffic management, and public realm improvements.



There is also land currently zoned rural at Direk that is being investigated for a private rezoning to an Employment Zone. As urban activity has intensified around this area the viability of rural activity has declined. Due to its location south of the RAAF Edinburgh Airstrip there are constraints on the land in relation to aircraft safety (lighting, wildlife strikes, obstacles, and distractions) as well as community health and safety (noise and safety areas). As a result, the area is not suitable for housing and other forms of sensitive land uses. Subject to more detailed investigations, however it may be suitable for employment lands. Council will continue to provide advice to landowners regarding the limitations on future uses of this land and the investigations required for a suitable rezoning.

An investment in well-integrated transport infrastructure is required to support the growth in productivity in the region. Council will advocate to the State Government for upgrades to the east-west State Government owned road networks particularly at Elder Smith Drive, Kings Road, Park Terrace and Waterloo Corner Road. This will support the local and regional community by reducing travel times, improving freight access and connectivity to the Northern Connector and allowing for safe travels across the arterial network, supporting a more productive economic environment.

Planning for Dry Creek

The Dry Creek Saltfields, owned by Renewal SA and the Jurkovic Group, have been announced by the State Government as the site of one of South Australia's most ambitious urban renewal projects. With rezoning initiated in 2025, this development is set to deliver approximately 15,000 new homes and accommodate around 35,000 residents. Covering 838

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



hectares—larger than Mawson Lakes— the project raises an important question: how can former salt fields, adjacent to a sensitive coastal environment, be transformed into a thriving, sustainable community with activity centres, social services, recreational spaces, and efficient public transport?

The future residents and workers of Dry Creek will become part of the broader City of Salisbury community, with Council taking on responsibility for the streets, footpaths, parks, stormwater management, and waste services. This presents a unique opportunity to shape a master-planned, innovative suburb that models coordinated planning, fast-to-market construction, and sustainability.

As the last large-scale greenfield development opportunity within the City of Salisbury, Dry Creek has the potential to become one of the most significant urban renewal projects in Australia. Achieving this vision will require a holistic and long-term approach to planning—one that embraces innovation to deliver enduring economic, environmental, and social benefits for both future residents and the wider community. This is an opportunity to look ahead—to anticipate how future advancements in technology, transport, and sustainability can be embedded into the community's everyday life through the planning and urban design decisions we make today.

To guide this transformation, a Code Amendment will be prepared by the Chief Executive of the Department for Housing and Urban Development, informed by a comprehensive Structure Plan led by Renewal SA in consultation with Council and landowners. This Structure Plan will shape land use outcomes, infrastructure delivery, and staging for growth over the coming years.

The Structure Plan Will:

- Define the preferred urban structure for the Dry Creek Growth Area.
- Identify residential land supply, densities, and locations for higher-density development.
- Allocate employment lands, including town centres, retail, commercial, and industrial areas.
- Map out transport networks and public transport requirements.
- Establish pedestrian and cycling networks.
- Designate open space and recreation areas.
- Assess social infrastructure needs, such as schools and community facilities.
- Determine trunk infrastructure requirements.
- Identify and protect areas of environmental, heritage, or scenic significance.

Council will need to dedicate significant time and resources to ensure this development aligns with the objectives of council's long-term plans, delivering long-term liveability, economic resilience, and environmental sustainability. Importantly, Council will become the custodian of the local infrastructure, streetscapes, and public spaces, making it essential to secure high-quality outcomes from the outset.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Managing Growth in Surrounding Areas

In addition to Dry Creek, Council will need to consider how this major development integrates with adjoining areas. A future growth options report will be prepared for Globe Derby Park to explore the potential for mixed-use and residential development alongside Dry Creek. While Globe Derby Park is currently zoned Rural Living—with a bespoke sub-zone for horse agistment and related activities—there is increasing interest from landowners seeking alternative development opportunities.

Future planning for Globe Derby will need to carefully balance:

- Preservation of existing character and equestrian uses.
- Opportunities for housing and mixed-use development.
- Complexities such as flood-prone areas.
- Infrastructure design and connectivity with the Dry Creek development.

Environmental Considerations and Coastal Resilience

As part of its broader commitment to sustainability, Council is working with State and local governments to better understand the impacts of sea level rise on Salisbury's coastal areas. This includes advocating for the rehabilitation of the remaining salt fields and recognising the role of blue carbon ecosystems in climate change mitigation.

Council is also collaborating with the University of Adelaide's research project on 'Future Opportunities for the Dry Creek Salt Fields', exploring ways to maximise environmental, economic, and social outcomes for this unique landscape.

What can mobility look like at Dry Creek?

Amidst continued population growth, urbanisation and environmental concerns, new forms of mobility are critical to support tomorrow's population hubs and economic activity.

Mobility transformation is fuelled by three key technology-driven disruptive trends: electrification of vehicles (EVs) and alternative powertrains, connected and autonomous vehicles (CAVs) and Mobility-as-a-Service (MaaS)

Users would be able to seamlessly transition between public, private, on-demand and scheduled modes of transport, with dynamic travel information enabling mid-journey changes.

[Chapter 1: What is Mobility 2030? - KPMG UK](#)

4- Housing a Growing and Diverse Community

Enabling and facilitating housing choice

The City of Salisbury is home to a diverse community, but our housing stock does not yet reflect this diversity. Currently, 76.1% of homes are separate dwellings with three or more bedrooms. While incremental infill is occurring, new homes tend to be larger with more bedrooms, even as lot sizes shrink. Housing affordability is also an increasing concern.

Map 3 – Greater Adelaide Regional Plan Investigations Areas

Infill investigations area and centres / Council's Strategic projects development areas / Train line / GARP new go zones

To meet the needs of our changing population, we must expand housing choice—offering a wider variety of housing types in suitable locations. The Greater Adelaide Regional Plan (GARP) has identified housing targets and Local Infill Investigation Areas for each Council area. For Salisbury, this means focusing new housing in areas close to activity centres, public transport routes, and older housing stock—where higher-density development makes sense for those who value proximity to services over a large backyard.

GARP encourages Councils to prepare Housing Strategies within two years to set out how infill targets will be met, including the types of housing density appropriate for each area. Specific recommendations for Salisbury include:

- Higher density housing near Hollywood Plaza (Salisbury Downs) and Ingle Farm, with a variety of dwellings through neighbourhood renewal in surrounding areas.
- Neighbourhood regeneration featuring 'missing middle' housing in Para Hills, Para Hills West, Parafield Gardens, Green Fields, and Valley View, with higher density near transport hubs.
- A concentration of higher density housing in and around the Salisbury City Centre, surrounded by medium-density housing.

Increasing the population close to activity centres, transport, and open spaces not only supports local businesses and public transport, but also maximises the use of Council infrastructure.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Advantages of Living Local

Living Local principally is about providing increased opportunities for people to live in safe walkable distances to frequent public transport, shops that provide for everyday needs and quality parks.

It enables people to choose not to have a car and to increase physical activity level through walking and cycling (Active Transport).

Active transport can help increase physical activity levels and can play a major role in addressing chronic disease, traffic safety and congestion, air pollution, and climate change.

Regular physical activity can help people feel and function better while also lowering their risk of disease and the burden of disease on the population over the course of a lifetime. [Active transport in NSW](#)

The cost of owning and driving a car is growing significantly. Not only does owning a car include fuel costs, registration, maintenance and insurance costs but there is also the land cost associated with the driveway, and carparking area. The Salisbury community has a higher rate of people travelling to work by car and a lower rate of the community travelling by walking, cycling or public transport than Metropolitan Adelaide as a whole.

Councils can take action to give the community greater choice in how to get to work, how to reduce travel time and costs.

Council seeks to:

- *advocate to the State Government for improved public transport services that reflect the journeys our community are taking between work and home.*
- *provide increased housing opportunities near activity centres and services, providing an attractive option to walk or cycle.*
- *improve separated bicycle paths and pathways to enable safe walking and cycling.*

Council will soon begin work on a Housing Strategy and will initiate investigations into a Code Amendment around the Salisbury City Centre. This work will include:

- Market analysis to identify likely development types and densities under various zoning scenarios.
- Consideration of constraints such as flooding, stormwater, and traffic capacity.
- Assessment of remaining former horticultural allotments and associated infrastructure needs.
- Mapping proximity to parks, playgrounds, transport, and centres to support 'local living'.

The Housing Strategy will also inform:

- The Open Space Strategy to ensure public spaces keep pace with population growth and that the impacts of infill on greenery and street trees are addressed.
- The Place Activations Study to ensure that community spaces meet the needs of a growing population.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



Supporting Innovative Housing Products

Alongside strategic zoning, there is a need to support innovative housing models that respond to changing demographics, affordability pressures, and lifestyle trends. The Housing Strategy will examine future housing needs, including:

- Smaller households and an ageing population (resulting in demand for fewer bedrooms and more communal living).
- Larger multi-generational families driven by migration trends.
- Affordability pressures that see more adults staying longer in the family home.

GARP highlights the importance of 'missing middle' housing—medium-density dwellings such as townhouses, duplexes, courtyard homes, and 'Fonzie flats'—to meet the evolving needs of residents. The Housing Strategy will explore how this housing can be delivered in Salisbury, with attention to:

- High-quality design and streetscape appeal.
- Green infrastructure and tree planting.
- Local infrastructure capacity.

In addition, the State Government is progressing reforms to the Planning and Design Code and building regulations to support more flexible housing types, such as student accommodation, supported housing, and accessory dwellings. Council supports these changes, but will carefully consider where these housing types are best located to ensure good access to services and transport.

The Strategy will also explore ways to reduce housing costs, including the promotion of modular and prefabricated housing. Modular housing, while still emerging in Australia, is gaining recognition for being:

- Cheaper and faster to build due to efficiencies in factory production.
- Flexible in design and scalable to various needs.
- More sustainable, with less construction waste and up to 50% greater energy efficiency.

With government support, as seen in the NSW Government's recent \$10 million modular housing trial, these homes could play a bigger role in the housing market. Council could support modular housing by:

- Partnering with industry to showcase a modular home demonstration on Council land.
- Attracting modular housing businesses to locate in Salisbury and identifying potential development sites (e.g., Dry Creek, Globe Derby).
- Advocating for planning policy reforms to facilitate modular housing.
- Developing assessment guidelines for modular housing applications.

At the same time, Council recognises that home ownership may not be achievable for everyone, and the idea of financial security is shifting. The Housing Strategy will explore

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



ways to promote a broader mix of housing tenures and financial pathways beyond traditional home ownership.

What are modular and prefab homes?

Often called factory-built, system-built or prefabricated, modular homes are completed in sections and then transported to the building site where they are assembled and installed into the foundations.

Modular homes vary in size and design and can be easily customised. They can be made from the same materials as traditional constructions, and in many cases modular homes have a higher standard of craftsmanship.

Modular homes have several benefits. They are much faster to build than traditional constructions. It usually takes 12-16 weeks from choosing the design of your modular home to moving in. There is a greater level of quality control and structural integrity. They are very well sealed, making them more energy efficient; utilise more sustainable materials and often have passive features such as house orientation, good ventilation, insulation and shading built into the design stage; and there is significantly less waste than in traditional housing approaches.

They are usually cheaper to build and faster to build - meaning there's potential saving for the owner if renting another property while their house is being built

There are also other benefits due to greater efficiencies, less reliance on the weather, reduced wastage and the ability to move quickly on to and between projects. This is especially important if the site is far from where they live, meaning costs of travel and accommodation (if necessary) are dramatically reduced.

Delivering Housing Choice and Affordability

While initiatives such as HomeSeeker SA help moderate-income households into home ownership, many residents remain priced out of both buying and renting. Council is committed to working with housing providers to deliver more affordable and supportive housing.

Through its Strategic Development Program, Council will seek partnerships to develop surplus Council land for housing for people at risk of homelessness. For example, this could involve partnerships with not-for-profit organisations to deliver community housing.

The Housing Strategy will also include:

- A feasibility assessment to assist providers of affordable and supported housing.
- Advocacy to Housing SA for increased investment in public housing within Salisbury.

Council has supported recent Code Amendments that provide flexibility for different types of affordable housing, such as student housing and aged care. Council will continue to advocate for these developments to be located near public transport, shops, and quality open spaces, particularly where lower parking rates or smaller private open spaces are proposed.

Finally, the Housing Strategy will consider how infill areas can support affordable housing products through appropriate zoning and design, ensuring that Salisbury remains an inclusive community where everyone has access to a suitable and secure place to live.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



City of Salisbury - Strategic Development Program

The City of Salisbury has taken a leading role in transforming underutilised surplus land into vibrant residential communities through its Strategic Development Program. This program aims to create inclusive, diverse, and thriving neighbourhoods by delivering a variety of housing types alongside upgraded, high-quality open spaces, reserves, and play areas.

All developments delivered through the program provide a minimum of 15–20% affordable housing, ensuring greater accessibility for residents of varying income levels. Successful examples of this approach include:

- Boardwalk at Greentree, Paralowie – 122 dwellings
- Emerald Green, Parafield Gardens – 79 dwellings
- Irving Place, Para Hills – 13 dwellings

A new flagship project along the Walkleys Road Corridor at Ingle Farm will be the City's largest residential development to date, offering approximately 220 new homes. This development will provide both new and existing residents with the opportunity to live in an inclusive, well-planned, affordable, and aspirational neighbourhood that showcases sustainability and modern design. It will offer a mix of housing types and architectural styles that complement the existing character of Ingle Farm.

The development will feature:

- Wide, shared footpaths and bikeways for active travel.
- New, green streetscapes that enhance the area's visual appeal.
- Several high-quality, accessible open spaces for recreation and community connection.
- Energy-efficient housing design, contributing to lower living costs and environmental sustainability.

A strong focus on integrating with the surrounding public realm and upgraded reserves.

The Strategic Development Program also presents opportunities for Council to drive innovation in sustainability, housing affordability, and the delivery of new housing models. By partnering with industry, government, and community organisations, Council can lead the creation of exemplar and catalyst developments that:

- Showcase a diverse mix of housing types and tenures.
- Provide supportive and affordable housing options for vulnerable members of the community.
- Set new standards for sustainable design and resilient neighbourhoods. Through this program, Council aims to meet the evolving needs of its community while ensuring Salisbury remains an inclusive, connected, and progressive city.



Figure 1.5: The Boardwalk at Greentree residential development project transformed surplus land into new housing connected to upgraded high-quality open spaces. The top image shows pre-development in 2015, the middle image shows the current state in 2022, the bottom image shows the development realised.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



5- Embracing a Low Carbon Future

Planning for a green industrial future - Eco Industrial Precinct

The Northern Adelaide region, including the Cities of Salisbury and Playford, is poised to play a pivotal role in South Australia's transition to a low-carbon, green economy. Thanks to its strategic location, with easy access to major transport links and industrial hubs, the region is well positioned to support renewable energy generation, green hydrogen production, and the processing of critical minerals essential for decarbonisation.

Map 4 - Eco industrial precinct

Major transport links / SA Water land / Green hydrogen / Salisbury Water- intake wetlands / NAWMA Recycling / Bio recycling / Mangroves, the Dolphin Sanctuary, Barker Inlet, wetlands, Dry Creek, and the International Bird Sanctuary.

To strengthen the region's economic resilience and reduce reliance on a limited number of industries such as defence and logistics, there is a need to grow and diversify by supporting value-added industries. This will not only increase the complexity of the local economy but also help existing industries transition towards more sustainable, low-emissions operations.

Land located west of Port Wakefield Road offers significant strategic advantages for the establishment of an eco-industrial precinct—a dedicated area designed to attract innovative, sustainability-focused industries that:

- Harness renewable and green energy sources,
- Share infrastructure and resources,
- Enable industrial symbiosis and circular economy practices.

The Cities of Salisbury and Playford are working collaboratively to explore the potential of such a precinct as a catalyst for advancing a circular economy, supporting industrial decarbonisation, and boosting local industry capabilities.

Recognising the complexity of eco-industrial precincts, the Councils are taking a staged approach to ensure robust planning and decision-making:

1. Stage One (to be completed by mid-2025):
 - Conduct initial investigations to assess realistic and achievable opportunities for the precinct.
 - Identify the essential requirements for success, including infrastructure, governance, and industry interest.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



- Engage with key stakeholders from government, industry, and the community.
- 2. Stage Two (subject to Stage One outcomes):
 - Define the extent and location of the precinct.
 - Undertake structure planning to guide future development.
 - Establish governance arrangements to manage the precinct's development and operations.
- 3. Stage Three:
 - Progress rezoning processes as needed.
 - Finalise infrastructure agreements.
 - Implement long-term governance models for the precinct's ongoing management and sustainability.

Through careful planning and consultation, the Councils aim to create long-term certainty for the region's industrial sector by attracting green industries, increasing export complexity and creating sustainable jobs. The proposed eco-industrial precinct represents a bold step towards fostering innovation, sustainability, and economic diversity, ensuring that Northern Adelaide remains a key player in South Australia's green economy transition.

Advancing a Complex and Green Economy

As global markets move towards placing carbon tariffs on imported goods, it is essential for local industries to begin—or accelerate—their transition to net-zero emissions to remain competitive. Businesses that fail to adapt risk being left behind in an economy that is increasingly shaped by carbon-conscious policies and consumer expectations.

Many existing businesses in the City of Salisbury already possess the skills, expertise, and potential to support South Australia's decarbonisation efforts. The successful transition to a low-carbon economy will however require investment in workforce development to ensure local companies can:

- Build the necessary skills, knowledge, and capabilities.
- Attract and retain skilled workers.
- Enable the local community to fully participate in new economic opportunities.

As national and international carbon reduction policies begin to directly impact businesses, the City of Salisbury recognises its role in helping local industry—particularly small and medium business—navigate this transition. While larger corporations may have the resources to modernise their operations, many smaller businesses will require guidance, knowledge, and support to future-proof their operations.

The City can play a key role by:

- Facilitating knowledge sharing through business networking events, featuring industry experts who can showcase best-practice sustainability, emissions reduction, and circular economy initiatives.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



- Leveraging partnerships with organisations such as Northern Economic Leaders, SA ZERO, and other collaborative networks to support businesses in embedding sustainability into their strategic planning.
- Encouraging peer-to-peer learning by supporting the formation of business groups interested in sustainability and circular economy practices.

The Polaris Business Development Centre will continue to champion these initiatives by embedding sustainability and resilience into its business mentoring, networking events, and workshops. Council will also actively seek partnerships and grant opportunities to support local businesses in transitioning to a green economy. This includes continuing the support through the Sustainability stream of the City of Salisbury Community Grants.

In parallel with supporting local businesses, Council will develop a communication plan to help residents make informed decisions that contribute to both sustainability and cost of living savings. This plan will provide practical guidance on:

- Reducing heating and cooling costs through smart home design, landscaping, and energy efficiency.
- Choosing to live in locations with good access to public transport, employment, and community amenities to reduce travel costs and environmental impact.
- Embracing water-sensitive urban design to manage water use more efficiently.
- Considering the development of ancillary dwellings or dual occupancies to improve housing affordability and flexibility.

By taking a proactive approach to both economic and community sustainability, the City of Salisbury aims to ensure that businesses, workers, and residents alike can thrive in a more complex, competitive, and low-carbon economy.

City of Salisbury Sustainability Leadership

The City of Salisbury is well positioned to lead the way in delivering a smart, sustainable, and inclusive economy. By capitalising on shared interests with the State Government, private investors, the Northern Adelaide Waste Management Authority (NAWMA), and the City of Playford, Salisbury is helping to transform Northern Adelaide into a region that could power South Australia's greener future.

The Northern Adelaide Waste Management Authority (NAWMA) is a key driver of this transformation and is nationally recognised for its leadership in resource recovery and circular economy practices. NAWMA's achievements include:

- Embedding circular economy principles that create new local jobs.
- Supplying renewable energy to approximately 2,000 homes through a combination of solar power and landfill gas recovery.
- Supporting the local processing of recovered materials for use as secondary raw materials.
- Establishing an advanced paper recycling plant, which restores old materials to their highest value.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



- Converting waste products into road base for local infrastructure projects.

In addition to waste innovation, the region is a leader in water and biodiversity management:

- Salisbury Water is an award-winning initiative that harvests and reuses stormwater across suburbs, parks, and reserves.
- These efforts help protect sensitive environments, including the International Bird Sanctuary, coastal and marine ecosystems, and urban wetlands and watercourses.

Salisbury has a strong history of embedding sustainability into its planning and operations. In 2023, Council adopted its Sustainability Strategy, which sets out clear actions to strengthen environmental outcomes across all areas of Council activity. Complementary to this, Council has:

- Completed a Climate Change Risk Assessment.
- Commenced work on a Climate Change Adaptation Action Plan to guide how the city will respond and adapt to the impacts of a changing climate, including rising temperatures and increased flood risk.
- Commenced work on a Corporate Emissions Reduction Action Plan.

These initiatives, alongside other strategic action plans, will help Council:

- Avoid and mitigate climate risks.
- Implement cooling strategies to address urban heat.
- Strengthen partnerships with other councils, government agencies, universities, and research institutions to pool expertise and resources.

Sustainability and resilience measures will be central to Salisbury's continued prosperity, ensuring the city grows in a way that protects the environment, supports economic development, and enhances community well-being.

Salisbury is already recognised for its balanced approach to development and environmental management, exemplified by the Greenfields Wetlands—a model of urban ecological stewardship. As climate change accelerates, integrating climate resilience into urban planning and decision-making is essential to reducing risks and uncertainties for the community.

Key principles to guide sustainable development, particularly in structure planning and rezonings, include:

- Avoiding development in areas with high flood risk or future sea-level rise or implementing smart mitigation measures based on climate projections to 2050.
- Protecting and enhancing critical natural habitats, including mangroves, the Dolphin Sanctuary, Barker Inlet, wetlands, Dry Creek, and the International Bird Sanctuary.
- Applying integrated water management models, including recycled water use, to support environmental, recreational, and cooling outcomes.
- Promoting renewable energy investment and expanding urban greening efforts.
- Embedding circular economy practices to minimise waste and maximise resource efficiency.

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au

34 Church Street
Salisbury SA 5108



- Ensuring infrastructure is climate-resilient, guided by Council's Climate Change Adaptation Plan.
- Encouraging sustainable urban design, including solar orientation, water sensitivity, and universal accessibility.

By proactively applying these principles, Salisbury can serve as a model for thoughtful, sustainable urban growth—balancing economic development with environmental protection and quality of life for residents.

Embedding First Nations Perspectives and Global Partnerships

To strengthen Salisbury's nature-positive agenda, sustainability should also be viewed through the lens of healing and Caring for Country, incorporating the knowledge and ongoing voices of First Nations peoples in environmental decision-making.

In addition, to stay current with emerging knowledge, technologies, programs, and grant opportunities, Council will continue to build strong partnerships with:

- Government agencies
- Chambers of commerce
- Industry bodies
- Embassies and non-government organisations
- Universities and academic institutions.

These partnerships will help ensure Salisbury remains at the forefront of sustainability innovation, securing a resilient and prosperous future for the city.



| COMMUNICATIONS FRAMEWORK | |
|--------------------------|--|
| Project | Economic Development and Growth Strategy |

Background

The City of Salisbury is planning to release a new economic development and growth strategy.

The strategy is an economic and spatial plan to increase productivity and enhance liveability, securing the long-term prosperity of the City of Salisbury. Aligned with the City Plan 2040, the Strategy will serve as a key roadmap, outlining the City's ambitions and the five focus areas with actions required to secure Salisbury's future.

The strategy aligns to the State Government's growth agenda and related strategies including the South Australian Economic Statement, Greater Adelaide Regional Plan, Housing Roadmap, Innovation Places Framework and Advanced Manufacturing Strategy.

The City of Salisbury sits at the heart of South Australia's future population and industry growth. With its close proximity to key infrastructure—including the port, train network, airport, and CBD—Salisbury has long been recognised as South Australia's powerhouse for defence, manufacturing, logistics, and food industries. Contributing nearly \$10 billion to the state's economy and home to almost 10,000 businesses—including leading defence primes and a vibrant community of entrepreneurs—and employing 65,000 workers, Salisbury plays a pivotal role in driving the state's prosperity.

Council's last Economic Development plan was developed by Council in 2008. Since that expired, there has been a Growth Action Plan and Economic Vision created, and growth planning has been incorporated into the City Plan. It is now time to have a focused strategy outlining the work that needs to be done within the city and with other key partners, including all levels of government, universities and industry. The strategy will inform future plans, guide our strategic objectives, directions and actions and provide guidance to the organisation.

The strategy provides a framework for improving prosperity over the next 25 to 30 years, but is focused on a four-year action plan, outlining five key focus areas:

- Shaping a dynamic and complex local economy.
- Building workforce and business potential.
- Developing productive and vibrant places
- Housing a growing and diverse community.
- Embracing a low carbon future.

This action plan will be delivered in partnership with industry and academia, leveraging private investment and several initiatives already underway. Projects will be implemented over the next four years and individual communications plans will be developed for each major project with tailored messaging and tactics for the relevant audiences of the project.



To support the strategy, an Economic Development platform is required to ensure the strategy and actions can be communicated with all relevant stakeholders for launch and beyond. This brand will replace the current 'Invest in Salisbury' brand and will ensure a suitable communication platform for working with stakeholders outside of the usual City of Salisbury remit. This will include a series of branded templates, a website and the Strategy and related documents and will align to the overarching City of Salisbury brand.

The strategy will be launched at an event held at the Salisbury Community Hub with internal stakeholders, university, government and industry. Further communications will launch it to the broader community and stakeholders as outlined in this plan.

This communications framework outlines the work required to develop and launch the Economic Development sub brand, website and strategy and ensure regular communication channels and tactics are established for ongoing communication and information sharing.

City Plan links

- 3.1 Our businesses are successful, and the community benefits from their success
- 3.2 Our city's growth is well planned and supported by the integrated delivery of infrastructure
- 3.3 Our city centres are active and prospering.

Project management

John Harry – Chief Executive Officer
 Michelle English – General Manager City Development
 Leandro Lopez Digon – Manager City Shaping
 Chelsea Kroepsch – Manager Community Experience
 Emily Pemberton – Team Leader Communications
 Emily Beaton – Media and Communications Advisor
 Aaron Devic – Marketing and Communications Advisor

Communications objectives

- Raise awareness of the City of Salisbury's growth and development agenda.
- Position Salisbury as a great place to live, work and do business.
- Inform stakeholders of the new strategy and what it means for them.
- Regular communication with stakeholders about the strategy's implementation and related actions.
- Encourage advocacy, partnerships, funding and action in the City of Salisbury and related projects.

Target audience

Primary:

Business

- Companies and businesses in Salisbury
- Prospective companies and businesses - international, national and local
- Entrepreneurs and start ups



- Investors

Government

- State (Departments and MPs)
- Federal (Departments and MPs)
- Other local governments (eg City of Playford)

Other:

- Universities and TAFE
- Landowners within the Council area (SA Water, SAPN, DIT, Renewal SA, private landowners, Salisbury City Centre landowners, shopping centre owners)
- Committee for Adelaide
- Property Council
- UDIA
- Northern Adelaide State Secondary Schools Alliance (NASSSA)
- Commercial/Industrial real estate agents

Secondary:

- Elected Members
- City of Salisbury staff
- Community (current and prospective)

A stakeholder and contact list will be developed by City Shaping.

Communications strategy

A phased strategy will roll out to support the launch of an economic development platform and strategy and ensure it is communicated to all audiences appropriately and regularly as it is implemented.

All communications will direct people to the new website which will be a portal of information relating to economic development in Salisbury.

Individual communications plans will be developed for major projects in the action plan, with tailored messaging and communications tactics designed for relevant audiences.

Development of brand/platform

Creative agency, Simple, will be briefed to deliver:

- An economic development focused endorsed brand/platform, replacing Invest in Salisbury. This will be linked to the City of Salisbury Masterbrand, but ensuring we have a platform that appropriately communicates to audiences outside of the usual remit of CoS. This will include brand guidelines to ensure the CoS Communications team can manage other work in house.
- A name for Economic Development platform and new strategy. This will include the word Salisbury.



- A tagline may be developed to support the name. This will have a broader appeal and may include the words north/northern.
- A website, replacing the current Invest in Salisbury website. The new website will be moved into the existing CoS microsite platform and will act as a portal for Economic Development related information, housing the new Strategy and a key projects map.
- The new Strategy and associated leading communications, including a video.

Launch – late August 2025

The platform and strategy launch will kick off with a large event at the Salisbury Community Hub where the strategy is released.

A website launch, proactive media and other communications will release the plan after the event, including staff communications.

Implementation - ongoing over four years

Communications channels and tactics will be established to ensure information and key milestones are regularly communicated as the plan is implemented. This will include website information, social media, email communications and media for significant achievements.

Individual communications plans will be developed for each major project in the action plan, which will form the majority of the implementation communications.

Key messages

Key messages will be developed for each individual project communications plan.

Overarching key messages

- The City of Salisbury has released a new Economic Development and Growth Strategy (name TBC).
- The strategy is an economic and spatial plan to increase productivity and enhance liveability, securing the long-term prosperity of the City of Salisbury.
- Aligned with the City Plan 2040, the Strategy will serve as a key roadmap, outlining the City's ambitions and the five focus areas with actions required to secure Salisbury's future.
- The strategy provides a framework for improving prosperity over the next 25 to 30 years, but is focused on a four-year action plan, outlining five key focus areas:
 - Shaping a dynamic and complex local economy.
 - Building workforce and business potential.
 - Developing productive and vibrant places
 - Housing a growing and diverse community.
 - Embracing a sustainable future.
- Some of the key projects which will be delivered under the strategy include:
 - Economic Futures Program, focusing on workforce development with higher education, community and industry.
 - Salisbury Global Program, delivering an investment and attraction plan focusing on export and international relations.



- Polaris Entrepreneurship Program, to support startups and new entrepreneurs
- A new Housing Strategy to support affordable, diverse and innovative housing in the right areas.
- Council and Private Led Code Amendments
- Development of an Eco-Industrial Precinct.
- Developing a Visitor Economy Plan to attract new experiences for visitors to the northern region.

Why should they believe it?

- The City of Salisbury sits at the heart of South Australia's future population and industry growth.
- The Council is in close proximity to key infrastructure—including the port, train network, airport and CBD, enabling good connections for industry and development.
- Salisbury is already home to some of the state's biggest defence, manufacturing, logistics, and food industries.
- Salisbury plays a pivotal role in driving the state's prosperity by contributing nearly \$10 billion to the state's economy and home to almost 10,000 businesses—including leading defence primes and a vibrant community of entrepreneurs—and employing 65,000 workers.
- It is now time to have a focused strategy outlining the work that needs to be done within the city and with other key partners, including all levels of government, universities and industry.
- The strategy will inform future plans, guide our strategic objectives, directions and actions and provide guidance to the organisation.
- It will also give guidance to industry, provide a platform for advocating to government and display leadership in driving the northern growth agenda.

What do you want them to do?

Find out what Salisbury has to offer. Visit XXX to find out more about:

- Our economic development strategy and how we are delivering it
- How you can work or partner with us in the City of Salisbury
- Programs and grants we offer
- How you and your business can grow and succeed in the City of Salisbury

Communications deliverables

Platform/ brand

- Endorsed brand and brand guidelines
- Templates
- New website replacing the Invest in Salisbury website on the CoS microsite platform
- Strategy
- Brand video

Ongoing/ regular communications

- New EDM developed (send monthly/bi-monthly)
- Social media strategy (City of Salisbury, Polaris)



- Regular engagement with stakeholders
- Factsheets
- News articles on website

Launch

- Event – Wednesday 27 August (separate communications plan)
- Website launch including an interactive project map, EDM signup
- Release of the strategy and related materials (summary version, action plan, background paper)
- FAQs
- Release video
- Factsheets (by themes or audience)
- Talking points for Mayor, Elected Members, CEO and Executive
- Media strategy
- CoS website audit and update - plans page, economic development page
- Staff communications – CEO Keeping Connected forums, all staff email, intranet content
- Emails from Mayor/CEO to stakeholders
- Social media (paid and organic)
- Digital screens
- Stakeholder engagement - attendance at key meetings

Implementation

- Separate communications plans with individual tactics will be developed for each major project.

Media and Public Relations

Spokesperson – Mayor and John Harry

Launch

- Media release
- Pitch to specific news outlets and journalists
- Article submitted to LGA and other stakeholders for inclusion in their newsletters and websites
- Latest news article on CoS website, staff intranet, Polaris website
- Explore advertorial style partnerships (e.g. InDaily)

Implementation

- Media opportunities will be sought for key milestones or achievements
- Latest news articles

Timing

April



- Brief Simple

May

- Executive endorsement
- CEO briefing
- 19 May – Naming presentation
- 19 May – Draft strategy to Policy and Planning Committee
- 26 May – Draft strategy to Council
- End May - Save the date for event (after Council)

June

- Simple present brand and strategy concepts
- Creative refinements
- Finalise strategy

July

- Approve creative
- Creative implementation
- Website build
- 21 July - Final Strategy endorsed by Policy and Planning Committee
- 28 July - Final Strategy approved by Council

August

- Finalisation of strategy and website
- 27 August - Event
- 28 August – Public launch

Evaluation

| Objectives | Measurement |
|---|--|
| Raise awareness of the City of Salisbury's growth and development agenda. | Website data Social media engagement |
| Position Salisbury as a great place to live, work and do business. | Sentiment surveying Spend data |
| Inform stakeholders of the new strategy and what it means for them. | Website data Social media engagement Strategy downloads and uptake |
| Regular communicate with stakeholders about the strategy's implementation and related actions. | EDM data Website data |
| Encourage advocacy, partnerships, funding and action in the City of Salisbury and related projects. | Grant uptake Partnerships Sponsorships |



Economic development and growth strategy sub brand

THE BRIEF

Refresh and evolve the 'Invest in Salisbury' sub-brand to align with the City of Salisbury's new economic strategy.

Build the brand as a platform for attracting business, investment, talent and development.

Shift perceptions of Salisbury and clearly articulate its value in the broader Adelaide and South Australian context.

A compelling brand that drives engagement and action.



STRATEGICALLY PLACED

Just 25 minutes from the CBD, airport and port —
and with key industries like defence, health and food
manufacturing — Salisbury offers the space, access and
infrastructure to support real growth. With major road, rail,
freight, energy, water and digital infrastructure already in
place, it's a prime location to invest in business, logistics,
productivity and modern living.

BUILT TO LEAD

From Technology Park to the Edinburgh Defence Precinct and emerging future and sustainable industries, Salisbury is a unique hub of innovation. Co-location with global businesses enables powerful partnerships across defence, tech, logistics and advanced manufacturing, contributing to the economic strength of both the City of Salisbury and the state.

TALENT LIVES HERE

With a growing, diverse population and access for all to education and training opportunities — including Adelaide University and TAFE — Salisbury offers a strong pipeline of skilled workers, future talent and customers. It's a place where everyone can find opportunity.

ROOM TO PROSPER

With ample commercial and residential land, Salisbury is the place where businesses and people can grow in Adelaide. There's space to build, expand and invest, with lower operating costs, strong population growth, and new opportunities taking shape.

BACKED FOR SUCCESS

Salisbury+ connects you to a future-focused, ambitious, pro-business Council, as well as government incentives and statewide initiatives, all designed to drive growth and contribute to the region and state.

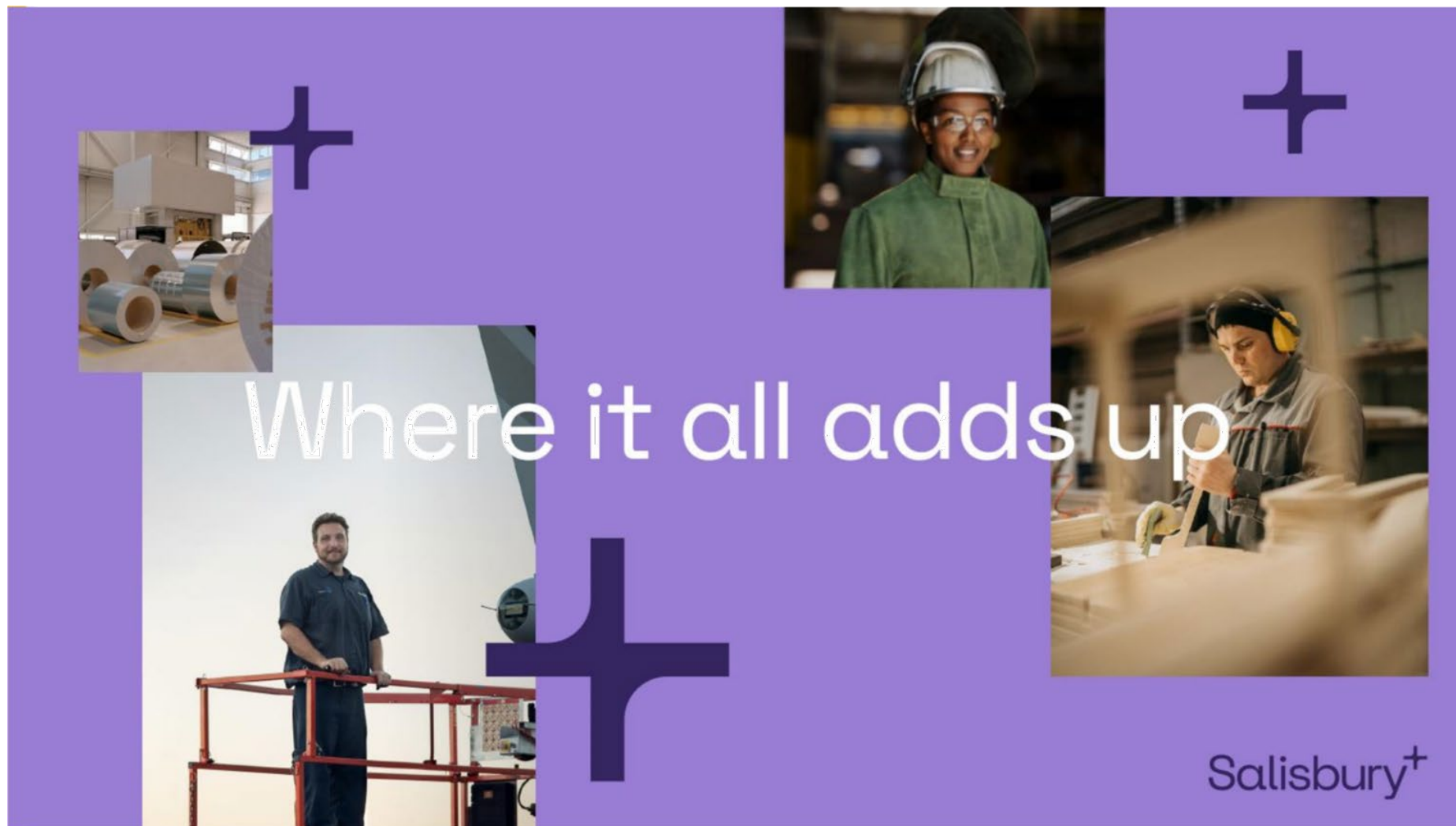
COMMUNITY FIRST

From the revitalisation of the Salisbury City Centre to new parks, trails and visitor experiences underway, this is a city evolving with its diverse community in mind. Accessible transport, walkable neighbourhoods and well-connected precincts make everyday life easier, whether you're heading to work, running a business or enjoying your downtime. With a strong focus on liveability and inclusive design, Salisbury is creating real benefits for those who live and work here, and building a more connected, prosperous city for all.

It's not that just we have one of these things.

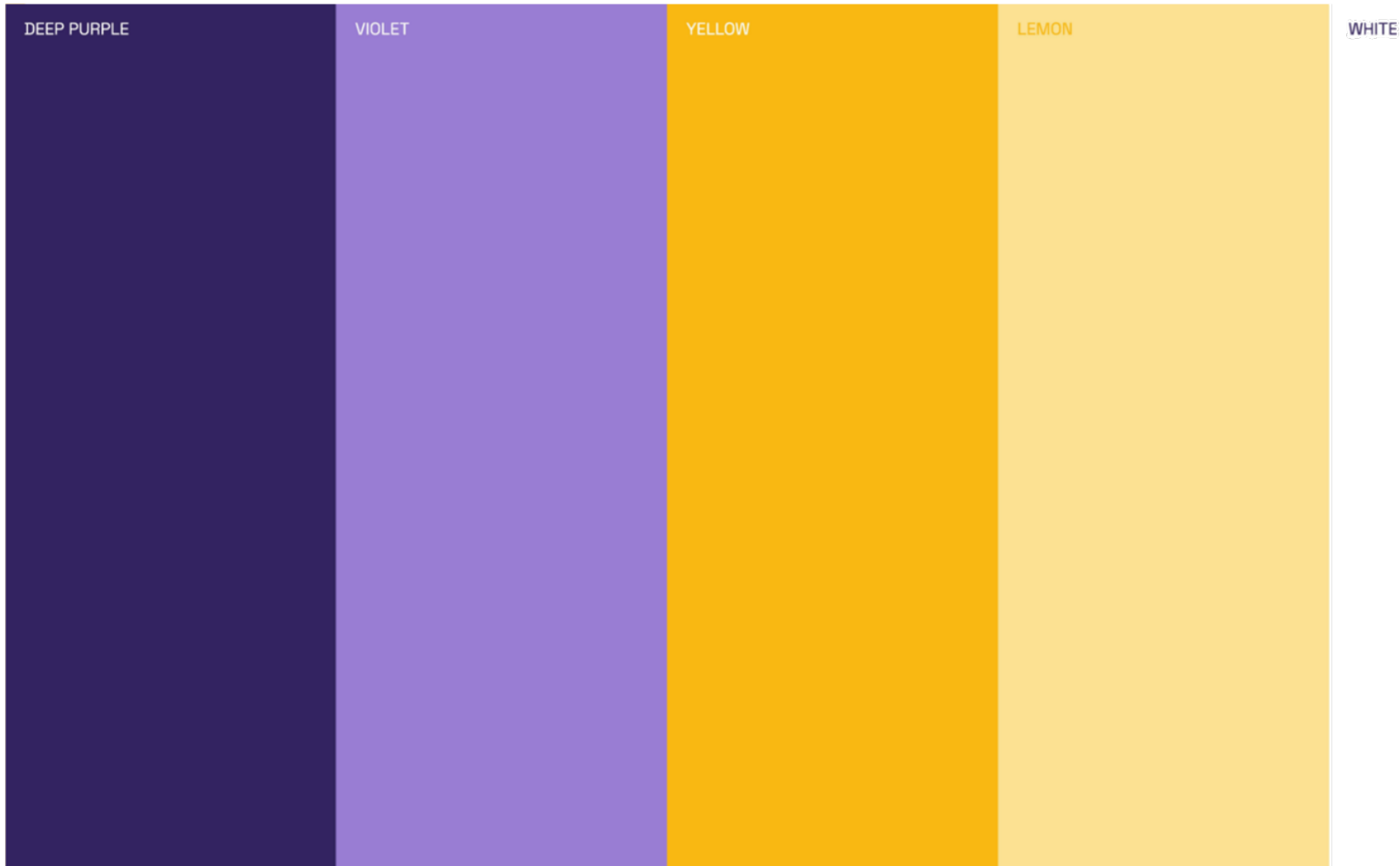
It's that we have **all of them together** in one place – that's what makes Salisbury unique, and gives us our advantage.

Access + affordability + support + talent + lifestyle + industry



The logo for the Salisbury+ Economic Development Sub-brand. It features the word "Salisbury" in a white, sans-serif font, followed by a purple plus sign (+). The entire logo is centered on a dark purple rectangular background.







Business and Workforce

The City's strategic location as a logistics and industrial hub served by major freight transport options has positioned it as the centre of South Australia's economy.

Local businesses such as Codan, Hough's, RM Williams, Rickards and The Yogurt Shop are some examples of enterprises taking Salisbury to the world. We also are the Australian base for major global defence businesses including SAAB Australia, BAE Systems, Kongsberg, and Raytheon. But we need to increase the number of businesses that aspire to grow if we want to build a more robust economy, that is resilient and provides opportunities.

The City is home to three of the 22 designated SA Innovation Places — Technology Park, the university campus at Mawson Lakes, and the southern part of the Edinburgh Defence Precinct where Defence Science and Technology Group is located. But despite their presence, adoption of new technologies in particular in small and medium businesses, has remained low.

Exports in defence and manufacturing have increased from \$3.6bn to \$4.9bn and combined with health care have been the top employers in the region over the past decade. Persistent productivity challenges across these industries continue to limit their ability to deliver long-term wage growth, thereby constraining improvements in living standards.

ECONOMIC DEVELOPMENT AND GROWTH STRATEGY

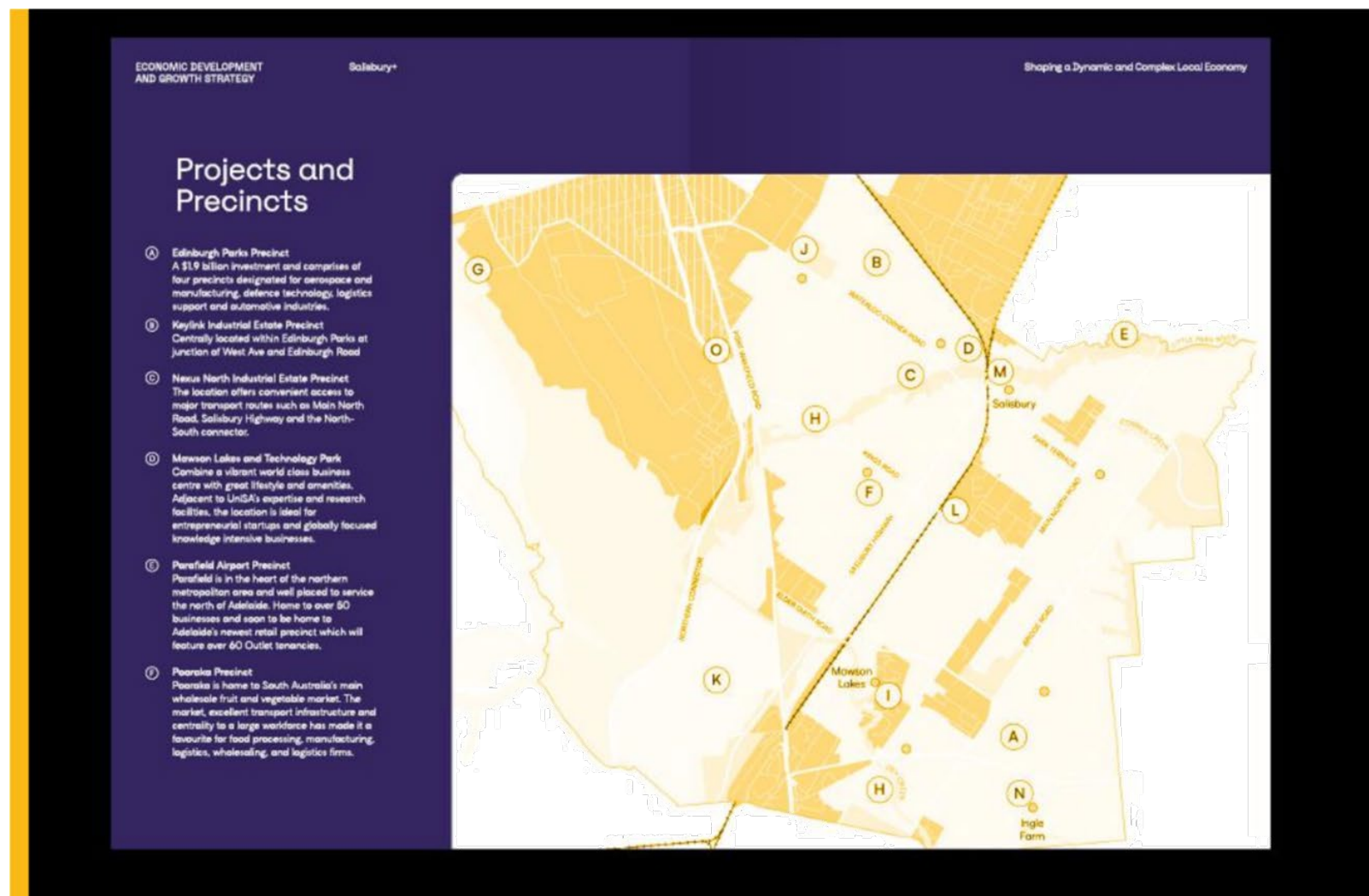
Salisbury

Training a new generation of skilled workers will be a major challenge, particularly in the context of intensifying global competition for talent. While attracting workers from overseas can help address some short-term gaps, it is not a long-term solution on its own. This makes it critical to strengthen domestic training pipelines, invest in education and apprenticeships, and create clear pathways for workers to develop the skills needed in a rapidly evolving economy.

The Australian Apprenticeships Priority List identifies about 110 occupations where there is an acute shortage. Of significant concern given the Federal Government target to build 1.2 million homes in the next five years, the housing sector needs to increase apprenticeships while also reversing a massive

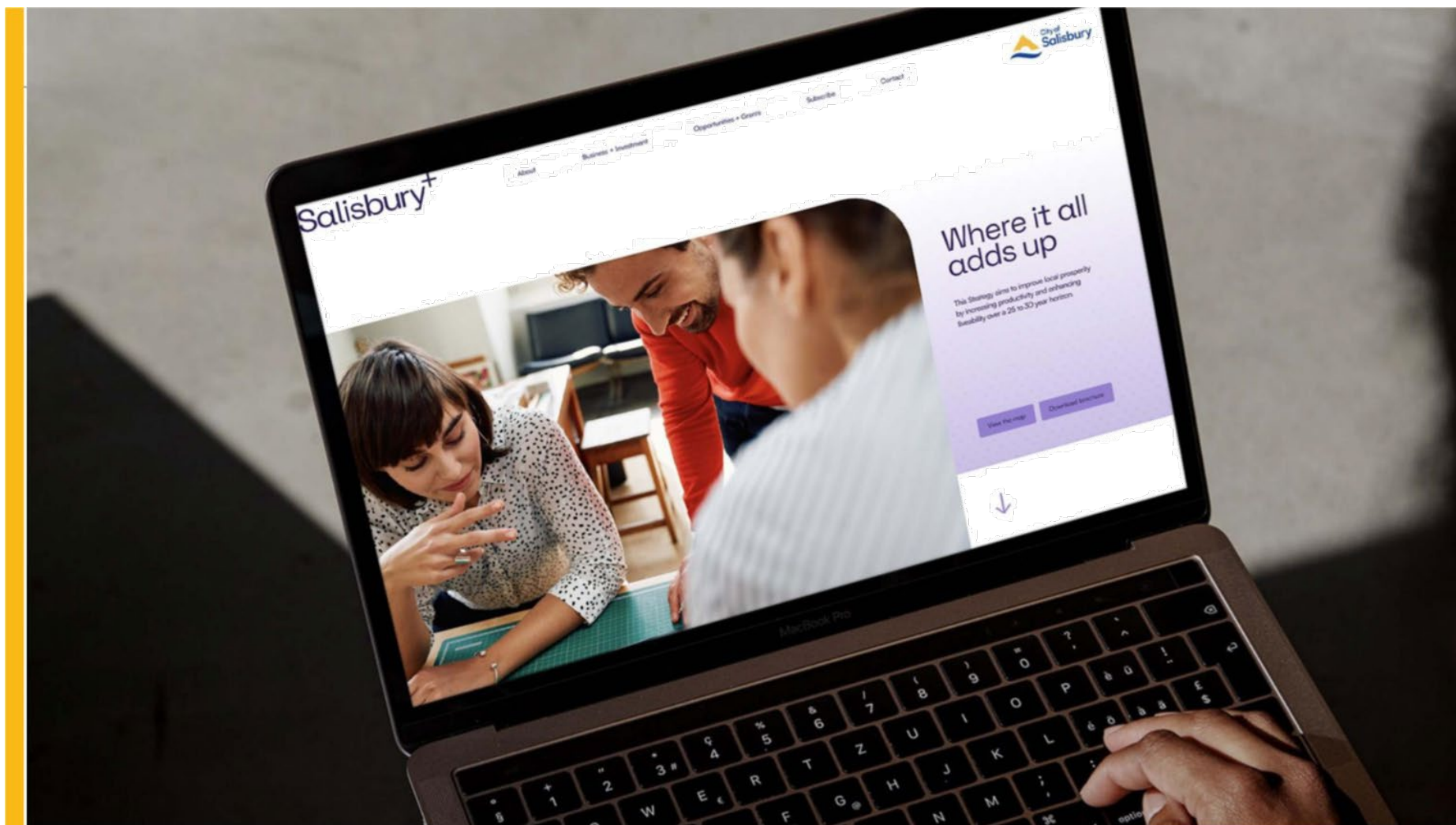
decline in productivity. Apart from the urgent need to increase the number of people undertaking (and completing) apprenticeships and traineeships, we will also need to develop new and different skills as we seek to encourage a more complex economy, which means we have a significant task ahead to train or re-train for new industries and technologies. The Otago AI Job Exposure Index lists Salisbury workers as the most vulnerable to implementation of AI in metropolitan Adelaide due to the structure of our economy, which is concentrated in manufacturing, defence, and logistics.

16









| | |
|------------------------|--|
| ITEM | 1.1.3 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 21 July 2025 |
| HEADING | Mumford Road Code Amendment |
| AUTHOR | Kynan Mann, Senior Policy Planner, City Development |
| CITY PLAN LINKS | 3.2 Our city's growth is well planned and supported by the integrated delivery of infrastructure |
| SUMMARY | <p>Council comments are sought on the Mumford Road Code Amendment by the proponent which seeks to apply the Strategic Employment Zone to land on the corner of Mumford and Heaslip Roads. The proposal is consistent with Council's Strategic Growth Framework 2022, the City Plan 2040 and the Greater Adelaide Regional Plan.</p> <p>It is recommended that the Code Amendment be supported by Council subject to infrastructure agreements being entered into by the proponent that ensures the timely and equitable delivery of required infrastructure.</p> |

RECOMMENDATION

That Council:

1. Notes that the draft submission on the Mumford Road Code Amendment as provided in Attachment 1 of the report (Item 1.1.3, Policy and Planning Committee, 21 July 2025) was provided to the proponent prior to the closure of consultation, enabling a finalised and approved submission by the Elected Members to be supplied following the 28 July 2025 Council Meeting.
2. Approves the draft submission on the Mumford Road Code Amendment as provided in Attachment 1 of the report (Item 1.1.3, Policy and Planning Committee, 21 July 2025).
3. Authorises the Chief Executive Officer (or his delegate) to finalise the draft submission in accordance with Council deliberations.
4. Notes the draft submission.

ATTACHMENTS

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

1. Draft Submission - Mumford Road Code Amendment
2. Affected Area Map
3. Draft Mumford Road Code Amendment (Circulated under separate cover)
4. Code Amendment Engagement Plan (Circulated under separate cover)
5. Code Amendment Fact Sheet

1. BACKGROUND

- 1.1 This Code Amendment was initiated by the Minister for Planning on the 12 April 2024 and is one of four Code Amendments that have been initiated within the Waterloo Corner area proposing to change land zoned Rural and Rural Horticulture to Employment or Strategic Employment.
- 1.2 MasterPlan Town and Country Planners have prepared the Code Amendment on behalf of the proponents.
- 1.3 The proponents are F. Agostino Nominees Pty Ltd, John Buttrose, Gurinder Pal Singh, Stamatis Choimes.
- 1.4 The Strategic Growth Framework (SGF) investigations approved by Council in 2022 were prepared in response to development pressures for the area west of Port Wakefield Road and Waterloo Corner. Due to the range of landowners' preferred outcomes, this area was identified to be rezoned to Strategic Employment Lands.
- 1.5 The affected area is currently zoned Rural. This zone seeks to protect the area for primary production activities and enables value adding enterprises that are ancillary, or in association with primary production.
- 1.6 In accordance with legislation processes, private proponents can undertake a rezoning through a Code Amendment process. As part of this process the Chief Executive provides comments to the proponent on the initiation proposal in relation to planning and infrastructure elements that require investigation. The final decision on a Code Amendment made by the Minister for Planning.
- 1.7 Council's role is to make comments on rezoning proposals as part of the general community consultation. Council does not receive, or consider the comments from the public, nor decides on the rezoning.
- 1.8 The Planning and Design Code has been designed to provide standardised policy across the State and therefore Council may comment on the zone that is proposed to be implemented, but it cannot seek to change the policy within the zone. However, spatial concept plans can be included to show the indicative siting of infrastructure. This Code Amendment has incorporated a concept plan which is discussed in further detail below.
- 1.9 The proposed Code Amendment and supporting documents are attached to this report, along with maps to help identify the location. Additional information and documentation can be found online via the following link: [View code amendment | PlanSA.](#)

2. EXTERNAL CONSULTATION / COMMUNICATION

- 2.1 The proposed Code Amendment is on public consultation from the 2 June 2025 to the 13 July 2025. The proponent has agreed to Council providing a submission following the July Council meeting on the provision that a draft submission is provided prior to the closure of the consultation period. Accordingly, a draft (unsigned) submission was supplied to the proponent on the due date as per Attachment 1.

- 2.2 The proponent has made hard copies of the proposed Code Amendment available for viewing at:
 - 2.2.1 Salisbury Community Hub, 34 Church Street, Salisbury
 - 2.2.2 Playford Civic Centre, 10 Playford Blvd, Elizabeth
- 2.3 The proponent has also provided direct correspondence advising the following parties of the draft Code Amendment:
 - 2.3.1 Local Member of Parliament – Hon Nick Champion, Member for Taylor.
 - 2.3.2 Federal Member for Spence – Mr Matt Burnell MP.
 - 2.3.3 Surrounding property owners.
 - 2.3.4 City of Salisbury, City of Playford and the Local Government Association of South Australia.
 - 2.3.5 State agencies.
 - 2.3.6 Utility providers.

3. DISCUSSION

- 3.1 The proposed rezoning aligns with the Strategic Growth Framework (SGF) outcomes for Employment Lands which recommended a Strategic Employment Zone.
- 3.2 The proposed rezoning also aligns with the Council's Economic Vision for the City of Salisbury 2019. The vision identified that key assets including road and rail infrastructure, proximity to the Edinburgh RAAF Base and an industrial skilled workforce, promoted significant opportunity for the expansion of industrial land uses to the north-west of the Direk / Burton industry precinct.
- 3.3 Between 2020 and 2023, almost 60% of the State's employment land take up was within the Greater Edinburgh Parks region. The region is set to be a substantial pillar of employment land delivery due to its scale, viability, location and accessibility.
- 3.4 Given the absence of Neighbourhood Type Zones in proximity to the affected area and that the nearest sensitive receiver is located more than 500 metres away, no significant concerns are held regarding interface with surrounding land uses. Surrounding land uses primarily comprise of industrial, commercial, farming or horticulture and therefore it is considered that the policy framework proposed to be introduced to the affected area through the application of the Strategic Employment Zone is sufficient to address potential interface concerns raised by the introduction of new land uses.
- 3.5 General infrastructure matters
 - 3.5.1 The Department for Housing and Urban Development (DHUD) are currently progressing work to develop a Structure Plan for the Greater Edinburgh Parks region which will inform the infrastructure required to be delivered, its timing or trigger points, and costs of delivery.

- 3.5.2 It is anticipated that this work will inform the creation of an Infrastructure Scheme that will be applied to the future employment lands of the Greater Edinburgh Parks region. It is anticipated that the infrastructure scheme will address local infrastructure requirements.
- 3.5.3 Should any infrastructure required by the City of Salisbury not be included as part of the infrastructure scheme, the Administration will require a suitable agreement with the proponent for the delivery of that infrastructure.
- 3.5.4 Administration of the City of Salisbury and the City of Playford are progressing discussions with the proponents of the Waterloo Corner area regarding the delivery of infrastructure required to immediately facilitate development.
- 3.5.5 The Administration will seek the creation of interim agreements for infrastructure that cannot be delivered in a timely manner through the infrastructure scheme and which cannot be negotiated through the development application process.
- 3.5.6 Any infrastructure agreement that is negotiated with proponents will be brought to Council for adoption prior to execution.
- 3.6 Traffic and Transport
- 3.6.1 The Code Amendment is supported by traffic studies, prepared by MFY Traffic and Parking Consultants.
- 3.6.2 A number of road upgrades have been identified to facilitate development on the site to enable the development of employment activities on the land and in the surrounding locality:
- Duplication of Heaslip Road;
 - Sealing of Mill Road;
 - Upgrade of Mumford Road;
 - Upgrade of Heaslip Road/Waterloo Corner Road intersection;
 - Signalisation of Port Wakefield Road/Greyhound Road intersection when broader traffic volumes exceed the capacity of the Heaslip Road/Waterloo Corner Road intersection; and
 - Upgrade of Greyhound Road.
- 3.6.3 The City of Salisbury has care and control of Mumford Road which directly abuts the affected area. It is expected that all developers will need to contribute to the upgrade of Mumford Road for the intended uses.
- 3.6.4 Access points will be established to the land from Mumford Road, and though not under its care and control, it is recommended that the number of access points to Heaslip Road are restricted. It is highly likely that this will be the position of the Department for Infrastructure and Transport (DIT).
- 3.6.5 DIT will determine requirements in relation to any upgrades to Heaslip Road and intersection treatments on State-maintained roads.

- 3.6.6 The Concept Plan contained within the Code Amendment identifies potential new roads that link Greyhound Road, Mumford Road and Heaslip Road along the north-eastern and north-western boundaries of the affected area and through adjacent land.
- 3.6.7 These link roads align with those identified in the concept plan proposed in the Mill Road Code Amendment. As the alignment is contained in a concept plan, the potential future road may have a slight amendment to its alignment dependent on negotiations between landowners and the timing in which they proceed to develop the land.
- 3.6.8 Local road requirements will be determined upon confirmation from DHUD and DIT regarding the maximum size vehicle that will be permitted to access the upgraded State-maintained road network through the region.
- 3.6.9 Road upgrade and intersection treatments will be addressed as part of the work undertaken by DHUD. Should an interim solution be required, Administration will negotiate the delivery of required infrastructure through an appropriate agreement, or as part of the Development Application process accordingly.

3.7 Stormwater

- 3.7.1 It is a requirement for stormwater to feed into the Council stormwater system. A trunk drain is identified within Council's SGF and stormwater management plan to traverse land to the west of the affected area adjacent Greyhound Road.
- 3.7.2 The concept plan identifies stormwater infrastructure to be established within Mumford Road to ensure that stormwater is discharged to the existing drainage network and to link into the future trunk drain.
- 3.7.3 Given the coordination required to manage stormwater across the Greater Edinburgh Parks area, stormwater trunk infrastructure and precinct basins will be addressed as part of the infrastructure investigation works currently being undertaken by DHUD.

To facilitate any early development Administration has also commenced design work on interim solutions as required. Should interim solutions be required, Administration will negotiate the delivery of required infrastructure through an appropriate agreement, or as part of the Development Application process accordingly.
- 3.7.4 All stormwater management systems will need to be designed in consideration of PFAS contamination in the upper groundwater system.

3.8 Other Utilities

- 3.8.1 The work being prepared by DHUD will inform the infrastructure to be delivered and respective timing for all other utilities, including

potable water, sewer, electricity, telecommunications, gas and infrastructure corridors. It will be the utilities providers' responsibility to provide advice to DHUD on these matters.

- 3.8.2 Administration is not supportive of on-site wastewater disposal systems as an interim solution for the delivery of wastewater infrastructure.

3.9 Aboriginal Heritage

- 3.9.1 No known sites are registered. However, there is potential for artifacts to be found through future development site works, and advice on any development approvals about compliance with the Aboriginal Heritage Act 1988 will be provided. Land within 200m of a watercourse has high potential for artifacts.

3.10 Site Contamination

- 3.10.1 A preliminary site investigation (PSI) was undertaken to identify potential for site contaminating activities occurring on the site.
- 3.10.2 The PSI identified the following minor potentially contaminating activities to have occurring within the affected area:
- Farming and horticultural activities;
 - Storage, use and disposal of fuels, oils and lubricants and degreasers;
 - Transit/logistics yard;
 - Stockpiled soil containing construction and demolition waste; and
 - Stockpiled inert agricultural waste.
- 3.10.3 Additionally, the following off-site potentially contaminating activities were identified:
- Current and historical farming and horticultural activities;
 - Steel fabrication;
 - Concrete manufacturing; and
 - Metal recycling.
- 3.10.4 Furthermore, the site is located within the Edinburgh Groundwater Prohibition Area, identified due to the existence of PFAS contamination in the upper groundwater system in the region.
- 3.10.5 The PSI concludes that the on-site and off-site potentially contaminating activities present a low risk based on the information available. On this basis, it is unlikely that site contamination exists within the affected area that would present a significant barrier to the future development of commercial and industrial land uses. However, due consideration is required to ensure channel depths, on-site storage and runoff quality do not unduly impact, and are not unduly by, groundwater given the presence of PFAS.

4. FINANCIAL OVERVIEW

- 4.1 There are no direct financial implications resulting from providing a submission in response to the draft Code Amendment.

5. CONCLUSION

- 5.1 The Code Amendment is currently on consultation until 13 July 2025. The proponent has agreed to Council providing a submission following the July Council meeting on the provision that a draft submission is provided prior to the closure of the consultation period.
- 5.2 It is considered that the proposed Code Amendment and its policy content aligns with the intended direction of the Strategic Growth Framework and City Plan 2040.
- 5.3 The application of the Strategic Employment Zone from the Planning and Design Code is considered appropriate. However, it is recommended that suitable agreements are executed that address the delivery of necessary infrastructure (including any required interim infrastructure) before the code amendment is adopted.
- 5.4 Given that the work being progressed by DHUD is incomplete, it cannot yet be determined whether Council will require its own agreements with the proponent for the delivery of local (or interim) infrastructure.
- 5.5 In any scenario where an infrastructure scheme prepared by the State does not address Council infrastructure, the Administration would seek that the Code Amendment does not progress until such time as the necessary agreements have been executed.
- 5.6 In the event that interim agreements are required to assist in the delivery of employment land, these will also be presented to the Council prior to their execution.

City of Salisbury
ABN 82 615 416 895
34 Church Street
PO Box 8
Salisbury SA 5108

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au



XX July 2025

Contact: Kynan Mann

F. Agostino, John Buttrose, Steve Choimes, Gurinder Pal Singh
C/- Kirsten Falt – MasterPlan SA Pty Ltd
33 Carrington Street
ADELAIDE SA 5000
plan@masterplan.com.au

Dear Ms Falt

Re: Council Submission – Mumford Road Code Amendment

Thank you for granting additional time to the City of Salisbury, enabling the Elected Members to appropriately consider and approve the below submission relating to the draft Mumford Road Code Amendment.

The City of Salisbury is dedicated to the delivery of a highly productive North-West Economic Corridor that provides significant economic growth and employment opportunity for its people and the broader region.

I can advise that the City of Salisbury considered the above draft Code Amendment at its Policy and Planning Committee meeting held on Monday 21st July 2025, and resolved at its Council meeting on Monday 28th July 2025 to:

1. Approve the draft submission on the Mumford Road draft Code Amendment as provided in Attachment 1 (Item XXX, Policy and Planning Committee, 21 July 2025).
2. Delegates the Chief Executive Officer (or delegate) to finalise the draft submission in accordance with Council deliberations.

Having considered the draft Code Amendment and its appendices, the following comments and requirements are identified:

Planning and Design Code

- The draft Code Amendment is consistent with the strategic objectives of the City of Salisbury, as identified within 'City Plan 2040' and 'Strategic Growth Framework, Waterloo Corner and Bolivar Corridor 2022'. The draft Code Amendment seeks to remove the Rural Zone and apply the Strategic Employment Zone. The proposed zone is considered to provide a suitable policy framework for the development of land uses that will further expand the City's economic and employment base in an appropriate location.
- The removal of the *Limited Dwelling* Overlay and the retention of all other Overlays currently applied within the affected area is supported.

- Investigations are currently being undertaken that will inform the upgrade requirements for Heaslip Road to service the Greater Edinburgh Parks region. It is likely that the Metropolitan Adelaide Road Widening Plan will be required to be amended as a result of these investigations. This would then result in the application of the *Future Road Widening Overlay* being applied over the land. To ensure that the full extent of the widened road corridor is preserved while separate statutory processes are being undertaken, the concept plan should be amended to reflect the required road width.
- As you are aware, investigations are currently underway to identify indicative trunk infrastructure requirements to support the expected developments throughout northern growth areas. Comments on the road network and drainage networks will only be made following implication of these infrastructure planning studies.
- The Code Amendment includes a Concept Plan that outlines stormwater infrastructure provisions, new road linkages, intersections, road closure point and upgrades to Heaslip Road. The inclusion of a Concept Plan is supported, however the following matters are identified:
 - Further consideration should be given to the location of the new intersection identified within the concept plan on Heaslip Road and how it may affect future intersection treatments needed to service development along the south-eastern side of Heaslip Road.
 - Rate of outward flows should not be identified on the concept plan and instead should form part of any corresponding infrastructure scheme, deed or other agreement. Should downstream stormwater infrastructure be upgraded to accommodate additional flows from the affected area, an amendment to the infrastructure scheme, deed or other agreement would be a substantially less onerous process than undertaking a code amendment to update the concept plan.
 - The Greater Adelaide Regional Plan (GARP) identifies a potential Electranet corridor through the Code Amendment Area. Where it is identified that the corridor will traverse the affected area, the land required for the Electranet corridor should be reflected in the Concept Plan.
 - Any further outcomes of the Greater Edinburgh Parks Structure Plan will need to be accommodated within the Concept Plan.
 - The concept plans from this Code Amendment and the Mill Road, Waterloo Corner Code Amendment should be amalgamated into a single concept plan given the interrelation between the two affected areas.

The City of Salisbury requests that it is afforded the opportunity to comment on any amendments to the Concept Plan prior to adoption of the Code Amendment.

Infrastructure Delivery

- As you are aware the Department for Housing and Urban Development (DHUD) have been preparing a Greater Edinburgh Parks Infrastructure Plan. This forms the early stages of a Structure Plan for the area which will include fully costed precinct level solutions which will form the basis for an Infrastructure Scheme.
- Given the level of infrastructure coordination required across the region to unlock its full potential, the City of Salisbury is supportive of the accompanying infrastructure scheme to the Structure Plan.
- The Infrastructure Scheme will identify matters such as;
 - Infrastructure to be delivered as part of the scheme,
 - Timing and staging of the various aspects of the scheme,
 - Funding arrangements of the scheme,
 - Infrastructure and assets that will be expected to be vested to another entity once delivered.
- Notwithstanding the above where interim agreements would enable the expedited delivery of employment land prior to the adoption of an infrastructure scheme, the City of Salisbury would support the adoption of the Code Amendment if interim agreements have been established which:
 - Demonstrate the necessary infrastructure to be delivered is compatible with the Greater Edinburgh Parks Infrastructure Plan
 - Equitable contributions are made (as required), and
 - Any obligations under the future infrastructure scheme are not circumvented.
- It is noted that vegetation located within the Mumford Road reserve likely comprises of regulated trees, any such infrastructure scheme must ensure that the delivery of necessary infrastructure prioritises the retention of these trees.

Stormwater

- Stormwater infrastructure deeds, agreements or schemes (including any interim arrangements) for the affected area must be designed to ensure the equitable delivery of the regional solution, not just delivery of stormwater infrastructure applicable to the affected area. Whilst the regional solution will be confirmed through the structure planning work being led by DHUD, it is anticipated that it will be generally consistent with the regional drainage strategy, outlined in the Greater Edinburgh Parks and St Kilda Catchment Stormwater Management Plan.
- It is the expectation of the City of Salisbury that the following occurs:

Page 3 of 6

- To limit redundant infrastructure associated with interim drainage measures, construction (and interim use) of infrastructure applicable to the regional drainage scheme should be considered.
- Limited drainage capacity exists downstream and runoff from the development will need to be restricted, particularly in the short term until sufficient works have been completed for the regional solution. In relation to temporary storage of runoff on the site, the Australian Department of Defence requires that the presence of standing water shall not unreasonably increase risk of plane bird strikes.
- Surface flood waters generated during major events (ie 100 year), as shown in the flood maps in the Stormwater Management Plan, should be managed and conveyed safely such that they do not create a hazard to sites located downstream. Note that the regional trunk drainage scheme has been designed to convey the 100 year flow for a 2050 climate change scenario.
- PFAS contamination in the upper groundwater system exists in the region and potential impacts associated with channel depths, on-site storage and runoff quality will need to be considered.
- Site drainage measures shall meet State or Council post development runoff quality improvement targets.
- To allow for minor and major drainage infrastructure continuity, interfaces with upstream and downstream proposed precinct developments should be considered and coordinated.
- Open channels, swales and detention and/or retention basins forming part of the final stormwater solution are constructed with consideration of long-term maintenance and within easements, drainage reserves or road reserves of suitable width and are vested to Council at the appropriate time.
- Drainage corridors are designed to incorporate shared use paths that also function to provide access for maintenance and are designed accordingly.
- Suitable planting occurs to ensure greening, appropriate water quality, urban amenity and crime prevention through environmental design (CPTED) is achieved.

Transport

- Interim network considerations may have to be included and contributed to prior to ultimate road networks being built.
- Substantial investigations are being undertaken to suitably plan the nature of traffic movements systems through the Greater Edinburgh Parks region, which will dictate

many of the outcomes for the local road networks contained within the City of Salisbury and the City of Playford.

- The local road network shall be designed to accommodate the same design vehicle utilising Heaslip Road.
- While the precise road widening width may not be known at this point in time, it is recommended that an explicit building setback from Heaslip Road is included in the Code to provide applicants, council and DIT clear direction. The use of the concept plan to identify future road widening is supported, however without a determined future width for Heaslip Road, the duplication of the road and the operations of future business are likely to be affected.
- Clarification/analysis should be provided regarding individual site access to Heaslip Road (in current form or duplicated) for the consideration of DIT and to plan the road network appropriately. Council is not supportive of direct access to Heaslip Road from the affected area given the importance of maintaining a suitable traffic corridor. If access to Heaslip Road is to be restricted from individual allotments, to require the construction of an internal road network at the development assessment phase may be challenging as it crosses multiple allotments with varied ownership. Accordingly, the delivery of the internal road network should be included in any relevant infrastructure agreement.
- The use of active transport requires greater support as a complementary means of transport for employees accessing the affected area and the broader precinct. The widening or road corridors and co-location of stormwater infrastructure within or adjacent to road reserves increases the viability of the creation of greenways and safe active transport linkages that addresses CPTED. Through the affected area and the broader precinct, it has been observed that micro-mobility transport options are increasing in usage, likely due to low public transport provision within the precinct and rising cost of living pressures. This increase is occurring in spite of the road environments presenting an increased risk to these transport options. Delivery of appropriate infrastructure facilitating safe active and micro-transport throughout the precinct should be addressed within any corresponding infrastructure scheme, deed or agreement to the affected area and the broader precinct.

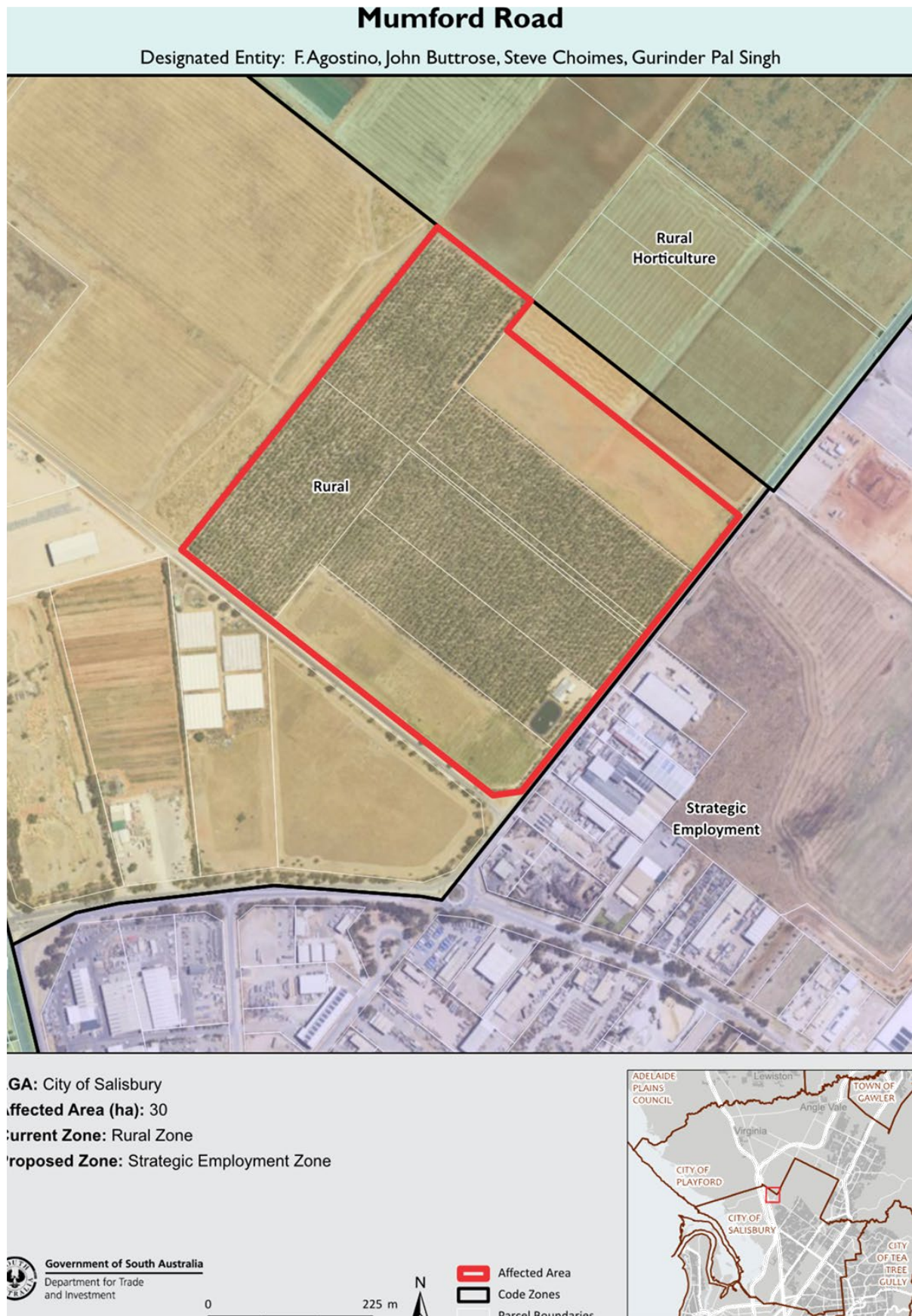
Other Comments

- The site is within the Edinburgh Groundwater Prohibition Area. This triggers a referral to the EPA for all developments where there is a change in the use of land to a more sensitive use, unless there is a site contamination audit report under Part 10A of the Environment Protection Act 1993 identifying that the land is suitable for a range of uses. The Code amendment should seek to clarify the appropriate land uses to minimise referrals at Development Assessment.

Thank you again for providing additional time for the City of Salisbury to provide an appropriately considered response. It is considered appropriate for the Code Amendment to proceed in accordance with the above requirements. We trust that the provided feedback will be carefully reviewed.

Yours faithfully

John Harry
Chief Executive Officer
City of Salisbury



Mumford Road Code Amendment Fact Sheet

What is a Code Amendment?

The Planning and Design Code (the Code) contains the planning rules and policies that guide what can be developed in South Australia. Planning authorities use these planning rules to assess development proposals.

A Code Amendment is a proposal to change the policies, rules or mapping within the Code, which can change the way that future developments are assessed.

Code Amendments must be prepared according to certain processes set out by legislation (the Planning, Development and Infrastructure Act 2016).

In South Australia, subject to the agreement of the Minister for Planning, Code Amendments can be proposed by people who have an interest in land (for example, a landowner).

Who is Undertaking this Code Amendment?

This Code Amendment is being undertaken by F. Agostino Nominees Pty Ltd, John Buttrose, Gurinder Pal Singh and Stamatis Choimes, the owners of the Affected Area.

F. Agostino Nominees Pty Ltd, John Buttrose, Gurinder Pal Singh and Stamatis Choimes have engaged MasterPlan, a planning consultancy to prepare the proposed Code Amendment and undertake community and stakeholder consultation.

What Land is Included in the Code Amendment?

The area of land included in this Code Amendment (referred to as the Affected Area) is shown in Figure 1. The Affected Area is located at the corner of Mumford Road and Heaslip Road in Waterloo Corner.

The Affected Area comprises seven allotments with a total area of 30.249 hectares. The land has historically been used for agricultural/horticultural activities.

Why is the Land Being Rezoned?

The Affected Area is located within the Greater Edinburgh Parks Precinct, a major industrial growth corridor which has become an area of high interest and demand for future employment purposes. Current supply of employment generating land within the region is reaching capacity and future supply is required to ensure that demand is catered for in the short to medium term.

The Affected Area is currently situated in the Rural Zone.

The Code Amendment seeks to apply the Strategic Employment Zone to the Affected Area, to allow the area to be developed for employment generating uses generating wealth and employment for the State.

This Code Amendment is one of several Code Amendments currently being pursued in the Greater Edinburgh Parks Precinct.

What is the Current Zone and What Development Does it Allow?

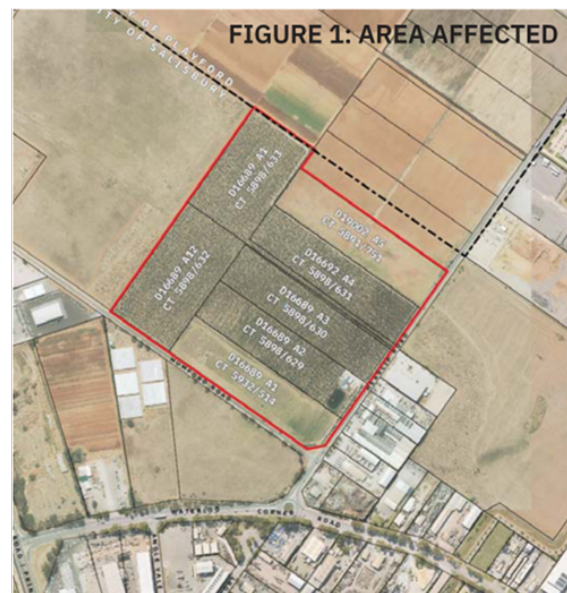
The Affected Area is currently situated in the Rural Zone.

The Rural Zone supports a range of production, processing, storage and distribution of primary produce activities, forestry and the generation of energy from renewable sources.

What is the Proposed Zone & What will Future Development Look Like?

The Code Amendment seeks to apply the Strategic Employment Zone to the Affected Area. The Strategic Employment Zone seeks to facilitate a range of industrial, logistical, warehousing, storage, research and training uses together with compatible business activities generating wealth and employment for the state.

Any future development of the Affected Area will be subject to separate development applications assessed by the City of Salisbury.



Mumford Road Code Amendment Fact Sheet

What Investigations Have Been Undertaken?

Preparation of the Code Amendment has been guided by investigations into the following issues:

- Traffic impact assessment.
- Stormwater management strategy.
- Utility infrastructure investigation.
- Site contamination.
- Land supply and demand analysis.
- Interface assessment.
- Aboriginal heritage.
- Preparation of a Concept Plan to guide development.

These investigations are summarised in the Code Amendment document.

Other Code Amendments in Waterloo Corner

The Mumford Road Code Amendment is one of four (4) Code Amendments being pursued in Waterloo Corner, which seek to rezone land to either the Strategic Employment Zone or Employment Zone. These Code Amendments are shown in Figure 2.

FIGURE 2: CODE AMENDMENTS IN WATERLOO CORNER



Regular meetings are being held between the Proponent's consultants, State Government and Local Government to ensure all four Code Amendments are aligned, particularly in relation to traffic and stormwater infrastructure requirements.

All Code Amendments will undertake separate consultation processes. If you are seeking further information about a particular Code Amendment, please contact the relevant planning consultant, identified in the Consultant Contact Table on the final page.

Regional Stormwater and Road Infrastructure Requirements

Stormwater

Tonkin Consulting has contributed to the development of the Greater Edinburgh Parks (GEP) Stormwater Management Plan (SMP) on behalf of the City of Playford & City of Salisbury Council. This SMP is a broad regional-scale stormwater strategy that covers an area of approximately 1,740 Ha in the City of Playford and City of Salisbury Council areas.

An interim SMP is proposed limiting the outflow from the affected area to 27.0 litres per second.

Short-term stormwater management infrastructure will be aligned with the proposed long-term infrastructure.

Traffic and Access

The road upgrades have been determined with consideration given to the wider road network. The following solutions have been determined appropriate to cater for all four Code Amendments:

- A roundabout at the Mill Road/Heaslip Road intersection.
- Creation of new collector roads connecting Mumford Road, Greyhound Road and Heaslip Road.
- All movements provided at a new intersection on Heaslip Road/new collector road.
- Left in/left out movements at the Mumford Road/Heaslip Road intersection (i.e. removing right in/right out movements).
- Closure of the Mumford Road/Port Wakefield Road intersection.
- A new signalized intersection on Port Wakefield Road at Greyhound Road/Dunn Road.
- Mill Road, Greyhound Road and Mumford Road will be upgraded.

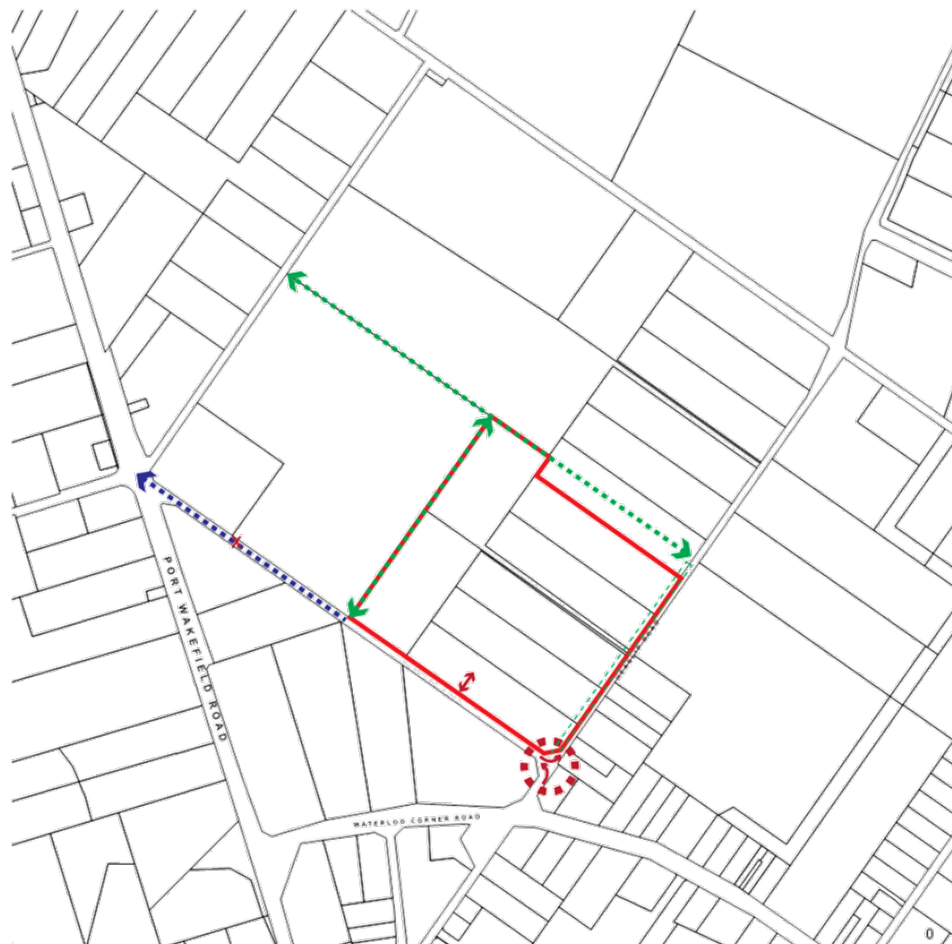
It is understood that the Department for Infrastructure and Transport are undertaking investigations to upgrade Heaslip Road which will likely be duplicated with road widening to occur to facilitate this upgrade.

Mumford Road Code Amendment Fact Sheet

The Concept Plan

The following Concept Plan is proposed to be adopted into the Planning and Design Code to guide future development within the Affected Area.

The Concept Plan has been drafted to ensure required infrastructure within the Affected Area aligns with infrastructure requirements for adjoining Code Amendments and regional infrastructure planning.



- Code Amendment Boundary
 - X Road Closure Point
 - ↔ Local Access
 - ↔ Future Road Link
 - ⊙ Intersection Treatment
 - Future Road Widening
 - ↔ Stormwater Infrastructure
- Stormwater Management – Rate of outward flows to 27.0 litres per second during a 1% AEP to be achieved.

Concept Plan #
MUMFORD ROAD CODE AMENDMENT

Mumford Road Code Amendment

Fact Sheet

Where can I view the Proposed Code Amendment?

The Code Amendment is on consultation from 2 June 2025 to 13 July 2025.

You can inspect the Code Amendment and supporting documentation at the Plan SA website at:
https://plan.sa.gov.au/have_your_say/code-amendments/code_amendment_register?castage=On_Consultation
 or via the QR Link.

Hard copies of the Code Amendment are available to view at the following locations:

Salisbury Community Hub
 34 Church Street,
 Salisbury SA

Playford Civic Centre
 10 Playford Boulevard,
 Elizabeth SA

How Can I Have a Say?

You can make a submission on the proposed Code Amendment online, via email, or post:

Online: via the SA Planning Portal:
https://plan.sa.gov.au/have_your_say/code-amendments/code_amendment_register?castage=On_Consultation

Email:

plan@masterplan.com.au

Attention: Mumford Road Code Amendment.

In writing:
Attention: Mumford Road Code Amendment
 c/- MasterPlan SA Pty Ltd
 33 Carrington Street,
 Adelaide SA 5000



Who Can I Speak to For More Information?

During the engagement period you can contact:
Kirsten Falt or **Charlie Dubois**, Consultant Planners,
 MasterPlan SA Pty Ltd by telephone on (08) 8193 5600.

When are Submissions Due?

The closing date for submissions is 11:59pm 13 July 2025.

What Happens Next?

All submissions on the Code Amendment will be reviewed, considered and summarised.

An Engagement Report will be prepared which will outline what was heard during consultation and how the proposed Code Amendment was changed in response to submissions.

The Engagement Report will be forwarded to the Minister for Planning and then published on the SA Planning Portal.

A decision on whether to approve the Code Amendment will be made by the Minister for Planning.

Written updates will be provided on the outcome of the consultation to anyone who makes a submission, should they indicate that they wish to be informed.

We are required to evaluate this engagement process to ensure that it is genuine, fit for purpose and transparent. You may be contacted and asked to participate in a survey.

Consultant Contact Table

| CODE AMENDMENT | PROPOSER | CONTACT |
|-------------------------------------|---|--|
| Mumford Road (This Code Amendment) | F. Agostino Nominees Pty Ltd, John Buttrose, Gurinder Pal Singh and Stamatis Choimes | MasterPlan 08 8193 5600 plan@masterplan.com.au |
| 28-58 Mumford Road, Waterloo Corner | HPS Transport Pty Ltd | Ekistics Planning & Design 08 7231 0286 engagement@ekistics.com.au |
| Mill Road, Waterloo Corner | Emdev Pty Ltd | Future Urban 08 8221 5511 engagement@futureurban.com.au |
| Waterloo Corner Employment | Shahin Corporation Pty Ltd & Shahin Brothers Pty Ltd, Daniele Raffaele DeIeso, T & J Mumford Property Pty Ltd, BTR Excavations Pty Ltd and Kiatia Pty Ltd | URPS 08 8333 7999 feedback@codeamendments.com.au |



| | |
|------------------------|---|
| ITEM | 1.1.4 |
| | POLICY AND PLANNING COMMITTEE |
| DATE | 21 July 2025 |
| HEADING | State Government Design Standard - Engineering Requirements for Land Division [Technical Submission] |
| AUTHOR | Chris Zafiropoulos, Assessment Manager, City Development |
| CITY PLAN LINKS | 3.2 Our city's growth is well planned and supported by the integrated delivery of infrastructure |
| SUMMARY | The State Government has released for consultation proposed new engineering requirements for land division. Council endorsed policy issues on the new Design Standard at the meeting held on 23 June 2025 and authorised the Chief Executive Officer to make a submission on the technical requirements of the Design Standard by the due date of 15 July 2025 with a copy of the submission to be presented to the Council at the July Council meeting for endorsement. This report provides the technical submission for endorsement. |

RECOMMENDATION

That Council:

1. Endorses the draft submission on the technical requirements of proposed Design Standard 1 - Engineering requirements for land divisions, as provided in Attachments 1 and 2 of the report (Item 1.1.4, Policy and Planning Committee, 21 July 2025).

ATTACHMENTS

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

1. Submission on Design Standard - Technical Letter to State Planning Commission
2. Submission on Design Standard - Technical Comments Attachment

1. BACKGROUND

- 1.1 The stated intention of the engineering requirements is *...to streamline assessment processes and enable more homes to be built faster across South Australia's growth areas.*
- 1.2 The engineering requirements set out technical requirements / specifications for the construction of infrastructure (roads, stormwater systems, street trees, etc) for land division development applications. They will be comprised in three parts:

- 1.2.1 Design Standard – this is the statutory mechanism under the Act that provides the Design Principles and Design Requirements for the respective infrastructure matters.
- 1.2.2 Technical Manual – supports the Design Standard with technical details and specifications that relate to respective civil infrastructure.
- 1.2.3 Standard Drawings – supports the Design Standard with detailed specifications for the construction of specific infrastructure and includes dimensions, materials and construction methods.
- 1.3 The Design Standards will replace Council's engineering guidelines in master planned developments. The intent of the Design Standard is that there will be consistency for civil infrastructure design, assessment and constructions across the state.
- 1.4 At this time, engineering requirements will be applied to the identified growth areas in the Greater Adelaide Regional Plan. In Salisbury, this would apply to the Salt Pans after the land has been rezoned for urban growth.

EXTERNAL CONSULTATION

- 3.1 Nil.

2. DISCUSSION

- 2.1 The Design Standard is similar to the Institute of Public Works Engineering Australasia South Australia Guideline, which has been the basis for many councils current engineering guidelines including Salisbury. On balance, the new Design Standard is similar to Council's current engineering requirements.
- 2.2 There are some specific items that are highlighted that do require more consideration. The draft submission highlights these matters. Refer to Attachment 1 – *Draft Submission*.
- 2.3 Detailed comments collated from across Council are provided in Attachment 2 – *Comments Register Technical Manual*. A number of the comments are technical in nature and / or seek clarification.
- 2.4 The issue of greatest significance is the removal of Council in the decision-making process, where infrastructure will ultimately be vested to Council as an asset for maintenance. Currently, Council can determine its requirements in land division applications. The Design Standard assigns these decisions to the relevant authority. This may be the Council's Assessment Manager, or it could be the Land Division Assessment Panel (LDAP), a sub-committee of the State Planning Commission.
- 2.5 The suggestion is that the LDAP would be assigned when there is under performance in the assessment process. This re-appointment may be readily made by the Minister for Planning under the regulations, at any time and purpose.

3. FINANCIAL OVERVIEW

- 3.1 If councils are largely excluded from the design and approval stages of land division, despite becoming the long-term custodian of the resulting infrastructure, there are significant financial impacts and risks from an asset management perspective.

4. CONCLUSION

- 4.1 The submission is provided in Attachments 1 and 2 for endorsement.

City of Salisbury
ABN 82 615 416 895
34 Church Street
PO Box 8
Salisbury SA 5108

(08) 8406 8222
city@salisbury.sa.gov.au
salisbury.sa.gov.au



8 July 2025

Hon Mr Nick Champion MP
Minister for Planning
Government of South Australia

ministerchampion@sa.gov.au

Nick

Dear Minister Champion

I write seeking a meeting with you in relation to recent consultations undertaken by the State Government in relation to initiatives seeking to implement the Housing Roadmap.

Council has made submissions on these initiatives as part of the formal consultation process and has also resolved that I request a meeting with you to discuss concerns with the current proposals.

The concerns relate to the proposed *Design Standard 1- Engineering requirements for land divisions* and the proposed *Planning, Development and Infrastructure (General) (Miscellaneous) (No 2) Amendment Regulations 2025 (Amendment Regulations)*.

I have attached Council's submissions.

We would welcome the opportunity to meet with you to discuss how councils can be better engaged on reforms that seek to deliver the important objectives of the Housing Roadmap.

Yours faithfully

A handwritten signature in blue ink that reads "Gillian Aldridge".

Gillian Aldridge OAM
MAYOR

ENC: Attachments 1 and 2

Comments Register

08.07.2025

DHUD - SA Growth Area Engineering Standards

Document Details: xxxxxxxx

| | | | | | | REVIEWER | |
|----|--------------------------------|-------------------------------|------------------|---------|------------------|---|-------------------|
| ID | Category | Subcategory | Document | Page | Section | Comment | Author |
| 1 | Stormwater Design & Management | Flow and Capacity | Technical Manual | 17 | 4.3 | Council's strategy is for post-development stormwater flow to be restricted to pre-development levels. However, this guideline allows the "Relevant Authority" to make that determination. The question is: how would the "Relevant Authority" be informed about the capacity of Council's stormwater system? | City of Salisbury |
| 2 | Stormwater Design & Management | Flow and Capacity | Technical Manual | 20 | 4.1 | The Council generally designs underground stormwater systems in residential areas for a 5-year ARI (Average Recurrence Interval). The new standard recommends a 10-year ARI, which would require larger pipes in residential areas. Given that most existing systems are designed for a 5-year ARI, integrating larger pipes into these smaller systems raises concerns. | City of Salisbury |
| 3 | Stormwater Design & Management | Flow and Capacity | Technical Manual | | | In addition, the proposed requirement in flood-prone sites is to raise the site level and finished floor level of buildings. The Technical Manual instead recommends undergrounding the existing flooding, which may not always be feasible due to the need for extremely large pipes in some situations. This needs to be carefully reconsidered. | City of Salisbury |
| 4 | Stormwater Design & Management | Climate Change | Climate change | | | The draft Design Standard requires the design of stormwater systems and stormwater management to be in accordance with the Stormwater Design chapter of draft Technical Manual. The Stormwater Design Principles in the draft Design Standard and draft Technical Manual do not refer to climate change considerations. Both documents should incorporate reference to incorporating consideration of climate change in stormwater design and management, including a reference to the Climate Change Considerations chapter of the Australian Rainfall and Runoff (ARR) guidelines (updated in August 2024). The approach to stormwater design should be adaptive to address potential future climate impacts. | City of Salisbury |
| 5 | Stormwater Design & Management | Technical Requirements | Technical Manual | 21 | 4.3 | The runoff coefficient of 0.25 for pre-development should be assumed; it should reflect the actual site conditions | City of Salisbury |
| 6 | Stormwater Design & Management | Technical Requirements | Technical Manual | 18 | 4.4.1 | A minimum of 300mm above 1% AEP or 300mm above top of kerb whichever greater | City of Salisbury |
| 7 | Stormwater Design & Management | Technical Requirements | Technical Manual | 27 | 4.9.2 | Minimum pipe grade should be 0.5% | City of Salisbury |
| 8 | Stormwater Design & Management | Technical Requirements | Technical Manual | 29 | 4.15 | CoS typically request the discharge point to be located next to the driveway to avoid conflicts with tree roots | City of Salisbury |
| 9 | Stormwater Design & Management | Technical Requirements | Technical Manual | 39 | 4.21.11 | CoS requests trash racks to be provided at the discharge point | City of Salisbury |
| 10 | Stormwater Design & Management | Infrastructure and Easements | Technical Manual | 27 & 28 | 4.9.2 & 4.11.3 | All pits and their lids should be class D (trafficable) in front yards or within road reserves. | City of Salisbury |
| 11 | Stormwater Design & Management | Infrastructure and Easements | Technical Manual | 27 | 4.10.3 | CoS typically don't suggest fiber-reinforced pipes; the preferred option is reinforced concrete pits | City of Salisbury |
| 12 | Stormwater Design & Management | Infrastructure and Easements | Technical Manual | 32 | 4.19 | CoS also requires an easement to be minimum 3m wide to provide asset protection and adequate space for operational and maintenance access. | City of Salisbury |
| 13 | Stormwater Design & Management | Infrastructure and Easements | Technical Manual | | 4.19 | The width of a stormwater pipe should be determined based on the diameter of the pipe and depth of the pipe. | City of Salisbury |
| 14 | Stormwater Design & Management | Basins and Detention | Technical Manual | 37 | 4.21.6 | CoS requests a grade of 1:5. While this is recommended, it appears there may be an opportunity to construct some sort of wall if the 1:5 grade cannot be met. | City of Salisbury |
| 15 | Stormwater Design & Management | Basins and Detention | Technical Manual | | 4.21.5 | Further clarity should be provided on the depth of a basin. In most circumstances the relevant authority would not be accepting basins which are greater than 1.5m deep irrespective of the groundwater level. | City of Salisbury |
| 16 | Stormwater Design & Management | Basins and Detention | Technical Manual | 35 | 4.21.5 to 4.21.8 | Design to consider and incorporate the Royal Surf Lifesaving guidelines for inland waterway safety and local water safety planning particularly where permanent water is part of the system | City of Salisbury |
| 17 | Stormwater Design & Management | Basins and Detention | Technical Manual | 33 | 4.21.1 | Need to consider mains electricity contingency of supply for systems which require it to function when there is a break in supply. So there is continuity of service. | City of Salisbury |
| 18 | Stormwater Design & Management | Basins and Detention | Technical Manual | 99 | 11.6.2.6 | depending on the size, design and downstream risk of the detention basin, this should be a consideration to appropriately size the spillway with ALARP principles. | City of Salisbury |
| 19 | Stormwater Design & Management | Pumping Systems | Technical Manual | 30 | 4.18 | Pumping stations should only be considered in locations where a gravity system cannot be achieved or the operational costs exceed that of a pumping station and associated storage | City of Salisbury |
| 20 | Stormwater Design & Management | Pumping Systems | Technical Manual | 26 | 4.15 | Third paragraph - An alternative will be pump and sump arrangements or "wet" system where technically viable. | City of Salisbury |
| 21 | Stormwater Design & Management | WSUD and Green Infrastructure | Technical Manual | 81 | 11.4 | Integrated Design of Green Infrastructure, should also make comment to Biodiversity Sensitive Urban Design (BSUD) | City of Salisbury |
| 22 | Stormwater Design & Management | WSUD and Green Infrastructure | Technical Manual | 79 | 11.3.1 | How is this going to be policed and managed. Is this measured from the point of discharge? | City of Salisbury |
| 23 | Stormwater Design & Management | WSUD and Green Infrastructure | Technical Manual | 100 | 11.6.2.9 | Vegetation Selection, include advice and approval from relevant local authority preferred over reliance on DRT 11.3 and DRT 11.4. | City of Salisbury |
| 24 | Stormwater Design & Management | WSUD and Green Infrastructure | Technical Manual | 68 | 10 | Street Trees also need to consider their contribution to BSUD both at a local and region level. | City of Salisbury |
| 25 | Stormwater Design & Management | WSUD and Green Infrastructure | Technical Manual | 69 | 10 | The use of WSUD to establish and maintain street trees very lightly touched on and not considered in the civil section. | City of Salisbury |
| 26 | Road Design & Traffic | Road Hierarchy | Technical Manual | | 5.2.1 | The road hierarchy does not align with typical Council hierarchies. The design speed for these roads does not align with standard practice nor legal speed limits. | City of Salisbury |
| 27 | Road Design & Traffic | Road Hierarchy | Technical Manual | | 5.2.3 | Design vehicles should be based on the vehicle which is to traverse the road. | City of Salisbury |
| 28 | Road Design & Traffic | Road Hierarchy | Technical Manual | | 6.1.2 | Council asset management plans define the road hierarchy and the road cross sections. | City of Salisbury |
| 29 | Road Design & Traffic | Road Hierarchy | Technical Manual | | 7.1 | The design traffic should be based on the vehicle catchment. | City of Salisbury |
| 30 | Road Design & Traffic | Road Construction | Technical Manual | 45 | 5.5.1 | CoS call for absolute maximum grade 12.5% unless otherwise negotiated with Council | City of Salisbury |

| | | | | | | | |
|----|----------------------------|------------------------|------------------|----|--------|---|-------------------|
| 31 | Road Design & Traffic | Road Construction | Technical Manual | 61 | 7.7 | CoS also suggest that the sub-base layer extend a minimum of 300mm past the rear face of any kerb and gutter should be applied to all roads regardless of Authority ownership. | City of Salisbury |
| 32 | Road Design & Traffic | Road Construction | Technical Manual | | 7.7 | The minimum pavement thickness should be based on a rigorous design process which considers all inputs. The minimum pavement depth of 200mm for a non-kerbed road does not consider the design information and road hierarchy. | City of Salisbury |
| 33 | Road Design & Traffic | Kerb and Gutter | Technical Manual | 47 | 5.7.1 | The Technical Manual recommends using upright kerbs for residential areas; however, Council's current preference remains rollover kerbs. This type of kerb facilitates simpler processes for the installation of driveways by residents. It is requested that the local Council selects the appropriate kerb profile for its community. It also suggests that driveways should be provided upfront. In practice, it is common to defer driveway construction to the dwelling building phase to avoid damage from construction vehicles. | City of Salisbury |
| 34 | Road Design & Traffic | Kerb and Gutter | Technical Manual | 48 | 5.7.3 | A kerb return radius of 6.0m is tight; an 8.0 m radius is believed to be more appropriate. | City of Salisbury |
| 35 | Road Design & Traffic | Kerb and Gutter | Technical Manual | 51 | 5.9.2 | If the kerb is upright, a flare should be provided so that while the width at the boundary is 3.0 m (minimum), the width at the kerb should be 4.0 m (including a 0.5 m flare on each side). | City of Salisbury |
| 36 | Road Design & Traffic | Vehicle Crossings | Technical Manual | 48 | 5.9.2 | Minimum distance between two crossings should be increased to 10.8m to enable two standard 5.4m parks. | City of Salisbury |
| 37 | Road Design & Traffic | Vehicle Crossings | Technical Manual | 51 | 6.1 | On street vehicle parks should be accommodated at a rate of 1 park per allotment, directing the efficient co-location of neighbouring crossovers and on-street parking adjacent public open space. Road reserves adjacent future public open space or drainage reserves should not be allowed to have a reduced width. Indented car parking should be provided adjacent all public open spaces. | City of Salisbury |
| 38 | Road Design & Traffic | Vehicle Crossings | Technical Manual | 46 | 5.9 | Infrastructure, street trees, etc. within road verge needs to consider providing suitable "gaps" to enable a vehicle crossover of appropriate width and location with respect to likely placement of future dwellings - avoiding angled driveways. Allotments of less than 14m width typically having a garage constructed on the boundary, crossings on allotments of 14-18m frontage width being 900mm-2m off of a side boundary and a broad variance for allotments of greater than 18m in width. | City of Salisbury |
| 39 | Road Design & Traffic | Footpaths | Technical Manual | | 5.8.1 | The width of the footpaths and the number of footpaths should be determined by Councils service levels and road hierarchy. | City of Salisbury |
| 40 | Road Design & Traffic | Footpaths | Technical Manual | 82 | 11.4.1 | Flooding also needs to consider impact on footpath and shared use paths critical connections across the development site. So as not to hinder active travel modes of transport. | City of Salisbury |
| 41 | Street Trees & Landscaping | Planting Requirements | Technical Manual | 72 | 10 | The planting specification should not be prescriptive. The cost of 2m height stock is high and will not have any difference from 1m high stock after 2 years. There is a case to use 3 or 4 stake in some situations not just 2 - conflict with drawings. A round mulch bowl can encourage poor planting technique, we specify a 1mx1m square. The specification also encouraged poor planting technique by planting too deeply. | City of Salisbury |
| 42 | Street Trees & Landscaping | Planting Requirements | Technical Manual | 75 | 3 | Second paragraph "age" - delete - typically specify the container size, min.25L. Fourth paragraph - "height of 2 metres a" - This is better specified as the container size as different tree species have different heights. a 25L tree generally produces a tree 1.5m or taller. | City of Salisbury |
| 43 | Street Trees & Landscaping | Planting Requirements | Technical Manual | 76 | 4 | Fourth point - "a 1.2metre x 1.2 metre planting zone" - 1.0 x 1.0m sufficient. | City of Salisbury |
| 44 | Street Trees & Landscaping | Tree Spacing | Technical Manual | 71 | 10 | Siting of tree at centre of each allotment is not always preferable. Single crossovers will always conflict with tree on 7m width of less allotment and double crossovers will always conflict with tree in front of 12m width or less allotment. The suggested planting density and locations are unlikely to be achieved. Due to services, width of blocks and driveways etc many frontages will be unplantable. The maximum spacing of 8m does not consider tree species selection. | City of Salisbury |
| 45 | Street Trees & Landscaping | Tree Spacing | Technical Manual | 75 | 3 | First paragraph - "at the centre of the allotment" - Often there is conflict which does not permit central location, e.g. with offset from driveway and underground services. Need to push for services to the house to be co-located to allow for street tree planting. "at a rate necessary to provide a maximum spacing of eight (8) metres." - at a spacing relative to the tree species to achieve canopy cover at maturity. | City of Salisbury |
| 46 | Street Trees & Landscaping | Root Barriers | Technical Manual | 10 | | Tree root barriers not supported by Council. Council's standards for tree planting should apply. The Technical Manual proposes the use of root barriers; however such barriers are not effective as they lead to poor tree growth and structurally unsound trees. | City of Salisbury |
| 47 | Street Trees & Landscaping | Root Barriers | Technical Manual | 72 | 10 | The use of root barriers is very expensive and from my experience do not achieve a good outcome for the tree or adjacent infrastructure. No consideration has been given in the document to the infrastructure being more resilient to trees. | City of Salisbury |
| 48 | Street Trees & Landscaping | Root Barriers | Technical Manual | 72 | 10 | Design Considerations: How do you manage root barrier installation for street trees at 1.5m to protect infrastructure, when you allow hard surfacing at 1m. | City of Salisbury |
| 49 | Street Trees & Landscaping | Tree Protection AS4970 | Technical Manual | 10 | | The Technical Manual seek the protection of existing trees on verges and stipulates values not commonly associated with AS4970. This is likely to lead to confusion. It is recommended that values for tree protection should refer to the relevant Australian Standard AS4970. | City of Salisbury |
| 50 | Street Trees & Landscaping | Tree Protection AS4970 | Technical Manual | 70 | 10 | The TPZ calculations are incorrect and do not align with the AS4970. | City of Salisbury |
| 51 | Street Trees & Landscaping | Tree Protection AS4970 | Technical Manual | 72 | 10.1 | Existing Trees second paragraph - AS4970 Protection of Trees on Development Sites to be referenced and quote here. A Preliminary Arborist Report (PAR) as per AS4970 is required for ALL trees. | City of Salisbury |
| 52 | Street Trees & Landscaping | Tree Protection AS4970 | Technical Manual | 73 | 10.2 | First paragraph - for diameter of tree trunk refer to AS44970 - Diameter Standard Measurement - there are different calculations for multi stemmed trees. "1.5m - 1.4m (refer AS4970)." "by a factor of 10" - replace with 12 (refer AS4970). "shall take the TPZ into account." - shall take the TPZ or the NRZ into account. | City of Salisbury |
| 53 | Street Trees & Landscaping | Tree Species Selection | Technical Manual | 10 | | Street tree selection does not take into consideration Council's tree palette, which are trees that have been endorsed by Council. The document is very generic on tree selection and there are no underlying principles for the selection of the tree other than it has to be resilient to climate change. However, the purpose of street trees is to also provide visual amenity and biodiversity corridors across the City. None of which are considered in the document. | City of Salisbury |

| | | | | | | | |
|----|----------------------------|---------------------------|------------------|--------------|---------|---|-------------------|
| 54 | Street Trees & Landscaping | Tree Species Selection | Technical Manual | 78 | 5 | First paragraph - "Selected tree species should be resistant to disease and significant pest infestations" - Designer to consult the Recommended Tree List of the relevant Local Government Authority as these lists have been developed to suit that council's growing conditions. | City of Salisbury |
| 55 | Street Trees & Landscaping | Tree Species Selection | Technical Manual | 72 | 10 | Design Considerations: Street Tree east/ west - deciduous, north/ south - evergreen. Not feasible when considering broader street tree management requirements. Suggest to be removed. | City of Salisbury |
| 56 | Street Trees & Landscaping | Services Conflicts | Technical Manual | 10 | | New services should be located within a verge to allow for the planting of street trees. Service should be located within the driveway, crossfall reducing associated impacts from the interaction of street trees and services. | City of Salisbury |
| 57 | Street Trees & Landscaping | Services Conflicts | Technical Manual | 65 | 10 | Services not to be installed within 1.5m of street trees. 750mm is too close and will lead to a conflict in future as it does not allow for tree growth. | City of Salisbury |
| 58 | Street Trees & Landscaping | Services Conflicts | Technical Manual | 72 | 10.f | Has this point been added to infrastructure guidelines for utility services, e.g. water to house to be located at side of property as the available space for a street tree is in the middle of the property frontage. | City of Salisbury |
| 59 | Street Trees & Landscaping | Verge Width | Technical Manual | 53 | 6.1.2 | Council does not accept table 1 as the standard when consideration is to be given to the elements listed. Particularly a verge width of 2.4m and being able to meet the requirement of, Street trees should have a minimum 2.4 metres tree zone to allow for growth and pruning to provide vertical height clearances. | City of Salisbury |
| 60 | Street Trees & Landscaping | Verge Width | Technical Manual | General | | There is no consideration of verge widths being constructed to accommodate all the services and having the appropriate area and soil volume for street trees to be established. There is no consideration on co-locating services to give adequate planting opportunities. | City of Salisbury |
| 61 | Street Trees & Landscaping | Powerlines | Technical Manual | 72 | 10 | There is a reference to planting adjacent to high-voltage powerlines, this should just be overhead powerlines. The planting under powerlines is restricted by the Electricity Act Regulations monitored by the OTR not SAPN as mentioned. | City of Salisbury |
| 62 | Street Trees & Landscaping | Powerlines | Technical Manual | 76 | 4 | Eighth point - "South Australia Power Networks (SAPN)" - Office of the Technical Regulator (OTR) guidelines. | City of Salisbury |
| 63 | Utilities & Services | Electrical and Lighting | Technical Manual | 65 | 9.2 | The section on Electrical/Lighting refers to SAPN standards, this should be the Australian Standards as not all lights will be owned by SAPN. | City of Salisbury |
| 64 | Utilities & Services | Electrical and Lighting | Technical Manual | 68-69 | 9.2 | Council requests an EO (Energy Only) tariff. This requirement only requires Luminaires to be listed on the AEMO Load table for use on council infrastructure, suitable luminaires are selected by council. AS1158 is only part of the requirement, road categorisation needs to be stipulated by the relevant council. Council requires lighting levels to meet P3 or V3 dependant on the road categorisation. In addition, Poles for P category lighting need to be: direct bury, Black hardware, Designed for a lighting circuit. | City of Salisbury |
| 65 | Utilities & Services | Service Vehicle Access | Technical Manual | 44 | 5-2 | For local roads Council typically advises adopting a 9.4m vehicle length for service vehicles. | City of Salisbury |
| 66 | Utilities & Services | Service Vehicle Access | Technical Manual | | 4.12 | Access by maintenance vehicles also required to stormwater basins. | City of Salisbury |
| 67 | Environmental Management | Erosion Control | Technical Manual | 116 | 12 | Environmental Management Plan - also to consider erosion by wind. Noting the exposed nature of our western growth areas. | City of Salisbury |
| 68 | Environmental Management | Erosion Control | Technical Manual | 119 | 12.6 | How can this be achieved when most development sites will require filling or some earthworks to deliver the required infrastructure and other development requirements. A Flora/ Fauna survey or EIS to be completed prior to works to guide flora preservation/ conservation measures. | City of Salisbury |
| 69 | Environmental Management | Document Structure | Technical Manual | 116-123 | 12 | This section to be co-ordinated better so that CEMP (12.14) is out lined prior to being mentioned in 12.4. | City of Salisbury |
| 70 | Environmental Management | Biodiversity | Technical Manual | 77 | 5 | Biodiversity and Habitat Fourth paragraph - " should be managed through a life cycle management approach" - Management of trees to attain a mixed age canopy is this is the responsibility of the Local Government - it is not achievable at development stage. | City of Salisbury |
| 71 | Environmental Management | Biodiversity | Technical Manual | General | | It is suggested that the Biodiversity and Habitat section should refer to principles of Biodiversity Sensitive Urban Design and climate resilient tree species needs to be added to the Street Tree chapter. | City of Salisbury |
| 72 | Urban Design & Open Space | Urban Design Principles | Technical Manual | Not included | | There is an absence of urban design principles and elements that will inform the design of the streetscape. Understanding the functional requirements of the street should be considered when designing the streetscape. For example, lighting adequate for pedestrians, footpaths adequately wide to accommodate the mode of transport that relates to connectivity. If the Council has a Integrated transport plan and Tree Management Strategy, this should inform the design of the street scape. | City of Salisbury |
| 73 | Urban Design & Open Space | Urban Design Principles | Technical Manual | 10 | | Street lighting and street tree (Streetscape) should be taken into consideration when undertaking the urban design of the street. | City of Salisbury |
| 74 | Urban Design & Open Space | Open Space Infrastructure | Technical Manual | General | | As this document is Engineering Standards, There is no mention of urban design or open space development outcomes. Which needs to be considered, so that open space has sufficient infrastructure to support the proposed activation/ use. Such as seating, picnic shelters, drink fountains etc. | City of Salisbury |
| 75 | Urban Design & Open Space | Wayfinding | Technical Manual | General | | Consideration to be given to wayfinding within a development site and connections to the broader regions destinations and linkages. | City of Salisbury |
| 76 | Council Standards | Standards Integration | Technical Manual | Various | | The Infrastructure Standard does not take into consideration the design life of the asset. The Infrastructure Standard should take into consideration Council's AMPs, service levels and other strategic documents and plans which outline adopted design principles of different assets. The of the design principles in particular inform the streetscape design and is aligned with Council's vision and City Plan. | City of Salisbury |
| 77 | Council Standards | Service Levels | Technical Manual | General | | The standards do not consider the agreed (City of Salisbury) Council service levels for all infrastructure. For example on a collector road the developer may provide one 1.5m wide footpath yet Councils service level stipulates that you are required to provide a footpath on each side which are 1.8m wide. This scenario is consistent for all infrastructure. | City of Salisbury |
| 78 | Council Standards | Maintenance | Technical Manual | | 4.21.11 | The maintenance of the stormwater system should be based on Council service levels. | City of Salisbury |

| | | | | | | | | |
|--|----|-----------------------|-----------------------|------------------|------------|------|---|-------------------|
| | 79 | Council Standards | Maintenance | Technical Manual | 11 | | Design consideration should take into consideration maintenance requirements and safety in design considerations, which are not set out clearly in this Standard. For example, sediment ponds should have unhindered access and hardstand to allow for maintenance. | City of Salisbury |
| | 80 | Technical Corrections | Corrections | Technical Manual | 32 | 4.17 | Typing error: three (2) metres | City of Salisbury |
| | 81 | Technical Corrections | Corrections | Technical Manual | 30 | 4.19 | Use of the term "relevant authority" should be reconsidered here, as a relevant authority could include a private certifier, the commission or the Minister, who would not have easements vested to them. Additionally, numerical reference needs to be corrected to "3". | City of Salisbury |
| | 82 | Technical Corrections | Corrections | Technical Manual | 20 | 4.1 | Area prone to local flooding - "As approved as part of Development Approval, otherwise 1% AEP" - Minor capacity. What exactly does this mean? For example, should the pipes be designed for a flood event? | City of Salisbury |
| | 83 | Technical Corrections | Corrections | Technical Manual | 26 | 4.16 | statement "nuisance, danger or damage" is vague | City of Salisbury |
| | 84 | Technical Corrections | Document Quality | Technical Manual | 68-69 | 10 | Whole section is very poorly written and contains a number of errors. Although the heading is Street Trees it also discusses retention of existing trees on private blocks, they should be separated. | City of Salisbury |
| | 85 | Technical Corrections | Document Quality | Technical Manual | General | | The document is more of a civil "business as usual" manual rather than being good forward thinking reference. | City of Salisbury |
| | 86 | Standard Drawings | Road Cross Sections | Standards | DH-RD-3000 | | Show stormwater and subsoil drain in verge - Detail DH-RD-2065 shows 450mm wide subsoil drainage to back of kerb. 1.5000 tree offset conflicts with 2.5m min verge and footpath 1.5m width. | City of Salisbury |
| | 87 | Standard Drawings | Stormwater Details | Standards | DH-SW-5300 | | Consistency of gradient expression - civil for batters and embankments written as Horizontal : Vertical (AS 3798). Falls and gradients for roads and ramps written as a ratio Vertical : Horizontal or % (e.g. 1:10 = 10% gradient). | City of Salisbury |
| | 88 | Standard Drawings | Stormwater Details | Standards | DH-SW-6100 | 8.1 | Nitrogen content - Confusing typo - less than 800mg/kg or less than 40mg/kg? AS4419 specifies 20-50mg/kg. Phosphorus content - Is this Phosphorous content or organic content or Total Organic Carbon? Refer Water By Design guidelines and AS4419. Is sugar cane mulch sustainable in South Australia? Sugar cane grown in Queensland and northern NSW. | City of Salisbury |
| | 89 | Standard Drawings | Tree Planting Details | Standards | DH-LS-7000 | | Show stormwater and common services trench. Depth of tree pit to be drawn to scale. 1 x 1m x 75mm thick organic mulch to tree pit to maximise rain water infiltration. Tree pit to be 1.5 x depth of plant container and 1 x 1 m square. Auger not to be used to dig tree pit. Lightly compact soil in 150mm layers to reduce soil shrinkage, watering berm not preferred. Root barrier not preferred as it constrains root growth to linear structure making tree unstable. Install Greenwell 26Lt to all non-irrigated trees. | City of Salisbury |
| | 90 | Standard Drawings | Tree Planting Details | Standards | DH-LS-7003 | | In narrow trench-like situation, the tree needs greater access to soil volume - recommend localised structural soil beneath footpath paving. Show common services trench. | City of Salisbury |