



WELCOME TO SALISBURY

Have *Your* Say

DRAFT CITY PLAN 2040

ONLY FOR CONSULTATION





Have Your Say

All councils have a strategic plan, to help guide their work and decision making.

The City of Salisbury's strategic plan is called the City Plan.

We would like your feedback on this plan, in particular the Critical Actions, in Section 4 (Pages 9-23) of this document.

Please provide your feedback at:
www.salisbury.sa.gov.au/cityplan2040

Public consultation on the document runs from 1 to 26 May 2024.

This version of the plan has been developed for public consultation only.

Introduction

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.

Mayor's Message



[Mayor's message and portrait to be included post-consultation]

Elected Members



We are your Elected Members for the 2022-2026 term, and form the Council body during this period.

We are the decision-making body of the City of Salisbury, and also part of the City of Salisbury community.

Supported by the Council administration staff, we are privileged to make decisions on your behalf, to make our city a better place for all.

[Image of current Council body, names and wards to be included post-consultation]

Section 1. Our city

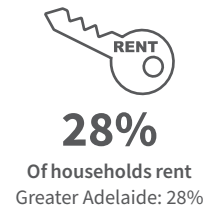
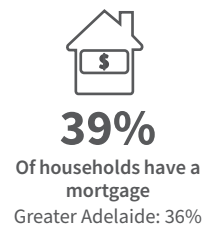
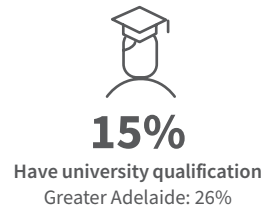
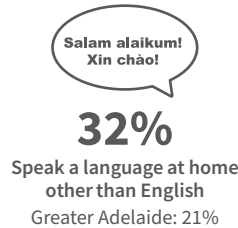
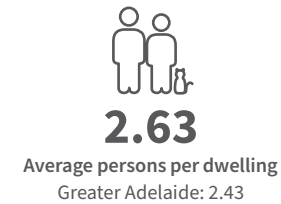
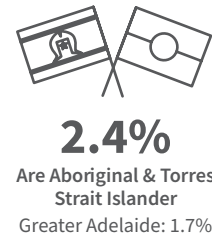
Our city

With over 30 suburbs spanning over 158.1 km² and home to 148,000 people, the City of Salisbury is the fourth largest local government in the metropolitan Adelaide and the second most populated, making it one of the most important Council areas in South Australia.

Acting as a connector between the urban inner-city areas and the growing outer northern regions, the City of Salisbury is rich with environmental and biodiversity assets, job opportunities, affordable housing and recreational attractions.

Our population is diverse and relatively young, and represent a big part of the state's workforce. There are more and more people choosing to live in our city, as it remains relatively affordable compared to the rest of metropolitan Adelaide.

Our city is the backbone of the state's economy, making up around 10% of the metropolitan Adelaide's workforce, and contributing to around 7% of the state's economy.



Section 1. Our city

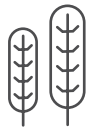
Our city

As cities grow, so do challenges and opportunities. Councils are expected to go beyond “roads, rates and rubbish”, to cater to the needs of growing cities.

Some major changes that the City of Salisbury face include:



- **The need for more housing supply and affordable housing**, especially as population growth continues to expand in the north, and to service our community that overall has a lower income compared to the rest of Greater Adelaide



- **The balance between urban built environments and provision of greening**, such as the loss of trees in our urban environment, especially in a warmer climate, which makes our cities hotter and community more heat stressed



- **The adaptation and resilience of our city’s physical and environmental assets**, such as our buildings, roads and coastline, especially with climate change impacting on their longevity



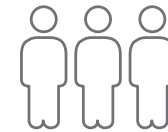
- **The emergence of various commercial, manufacturing and defence industries**, and uptake in digital and manufacturing innovation, especially in our support for a circular economy that is carbon responsible



- **The demand for expansion and development of land for residential, industrial and employment growth**, especially in providing both hard infrastructure (like roads and utilities) and social infrastructure (like schools, shops and medical services) to meet demands



- **The urban regeneration of our city centres and activity centres**, especially in playing a key part in providing services, shops, schools and employment opportunities for local residents



- **The increasingly diverse population of our community**, and their relationship to their neighbourhoods, the city and the Council, especially in our communication and relationship with the them.

As such, the City Plan anticipates these challenges and captures them as opportunities for our city and community over the next four years.

Our 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 community, and all who live, work and play in our wonderful city.

Section 2. Introduction to the City Plan

What is the City Plan?

The City Plan is the City of Salisbury's strategic plan.

It is the highest-level plan for the Council.

The City Plan outlines the Council's vision and desired outcomes for the city, along with a series of critical actions that outline how we will deliver on our vision.

What is the vision?

Our vision is to be:

“A progressive, sustainable and connected community”.

The City Plan outlines the ways that we can achieve this vision.

By being progressive, sustainable and connected, we can be a successful city that provides quality services, is financially responsible and supports the growth and aspirations of our community.

A progressive city:

- Embraces change
- Is liveable and competitive
- Is proud of its heritage
- Identifies and creates opportunities
- Responds to challenges.

A sustainable city:

- Thinks about today and the future
- Cares about the environment and people
- Considers the legacy it leaves for future generations
- Is financially responsible
- Promotes a culture that values enduring outcomes.

A connected city:

- Forms connections with its community
- Is connected to nature and biodiversity
- Offers links to jobs and businesses
- Values connections between all cultures
- Helps people move around.

Strategic context

In preparing this City Plan, we have assessed various trends and changes that impacts our city, including local and regional developments, State and Federal policies and directions, as well as our own strategies and plans.

Some long-term State directions that we have considered and responded to are:

- [Greater Adelaide Regional Plan Discussion Paper](#)
- [South Australian Economic Statement](#)
- [A Better Housing Future](#)
- [Infrastructure SA's 20-Year Strategy Discussion Paper](#)
- [Northern Adelaide Transport Study.](#)

The City of Salisbury collaborates with the State Government, other councils and other departments to work towards key partnership projects.

The diagram on the following page illustrates how the City Plan aligns to the State agendas and can influence the Council's actions to deliver on our vision for the City of Salisbury.

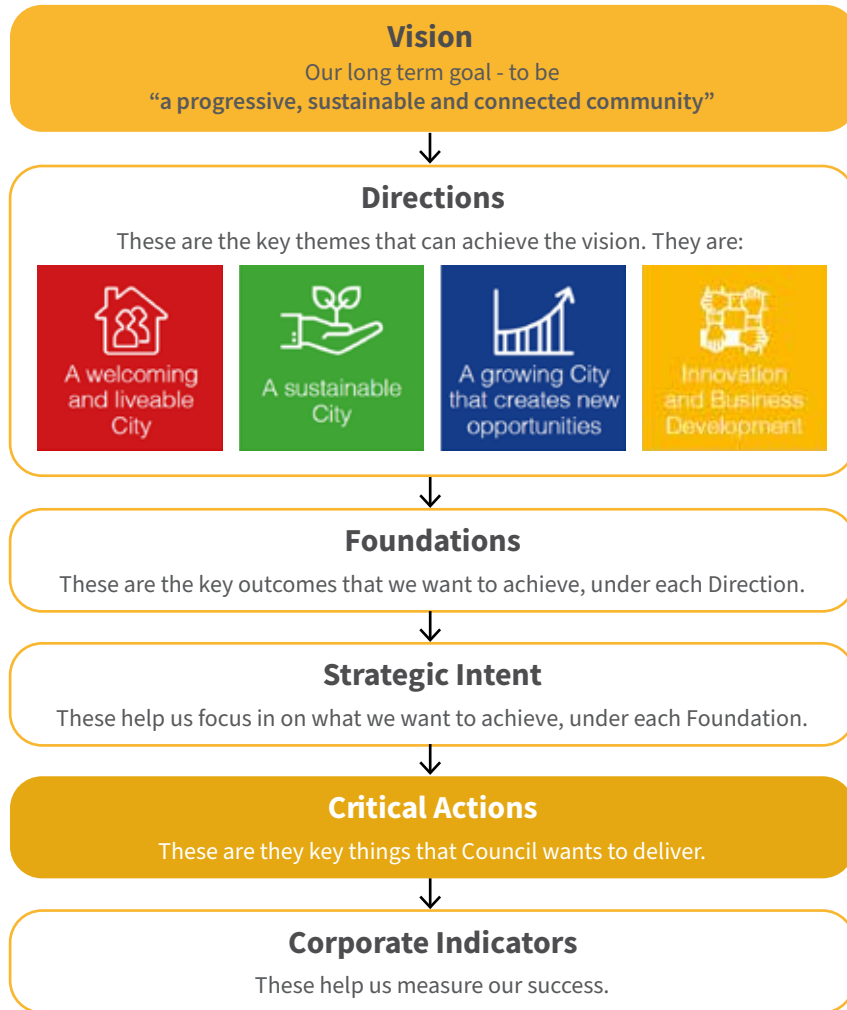
Section 2. Introduction to the City Plan

Strategic context *(continued)*



Section 3. The City Plan

What is the structure of the City Plan?



What are our Directions?

We will be a **welcoming a liveable city**, by:

- Having a diversity of housing that meets the needs of our community
- Supporting the physical and mental health and wellbeing of our community
- Welcoming people of all ages, backgrounds and abilities, and recognising First Nations peoples
- Making our city attractive and safe.

We will be a **sustainable city**, by:

- Valuing our biodiverse green spaces and natural environments
- Being carbon responsible
- Ensuring our city, community and infrastructure are climate resilient
- Managing our waste and water resources sustainably and responsibly.

We will be a **growing city that creates new opportunities**, by:

- Supporting our local businesses to be successful
- Making our city a place for people to work, study, play and invest
- Planning our city’s growth that is supported by infrastructure
- Making our city centres active and prospering.

To provide outstanding services to the community, we also need to continually strive for excellence. To achieve this, we will focus on our organisation’s **innovation and business development**, by:

- Delivering effective and efficient Council services, exceptional community experiences and quality outcomes
- Making our organisation a great place to work
- Engaging and connecting with our community
- Providing value for our community through our commercial operations.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 1.

A welcoming and liveable city.

Foundation

1. Our city has a diversity of housing that meets the needs of our community.

Strategic Intent Critical Action

<p>1.1 Our community's most vulnerable are protected.</p>	<p>1.1.1 Investigate strategies to support those most vulnerable in our community.</p> <ul style="list-style-type: none"> • Deliver a Homelessness Strategy that includes opportunities to partner with the State Government and other organisations to implement actions and address homelessness in the city. • Explore shelter-type responses to community members who are at risk or are experiencing homelessness. • Explore broader responses for Council's consideration to emerging community needs. • Explore shorter term alternative housing opportunities through the Cost of Living Strategy (An action of Thrive Action Plan). • Explore affordable housing outcomes (including modular type housing) and short term accommodation as part of the Strategic Land Review five year action plan.
	<p>1.1.2 Facilitate ways to help relieve cost of living pressures for our community.</p> <ul style="list-style-type: none"> • Explore ways to introduce social and community infrastructure that can provide financial relief to the community.
<p>1.2 Our city facilitates affordable and diverse housing.</p>	<p>1.2.1 Facilitate housing for all in the city.</p> <ul style="list-style-type: none"> • Prepare a long term Housing Strategy with a focus on affordability, diversity and tenure, including a feasibility package. This assists housing providers to invest in the City of Salisbury. • Explore and facilitate alternative housing opportunities through collaboration with NGOs and private industries. • Align opportunities with the Federal Government's Housing Australia Future Fund. • Seek to facilitate more affordable and diverse housing, and balance infill development, through the Greater Adelaide Regional Plan and Planning and Design Code.
<p>1.3 Our city provides housing for our community.</p>	<p>1.3.1 Deliver high quality housing outcomes through the strategic development of council owned sites.</p> <ul style="list-style-type: none"> • Through Council's Strategic Land Review project, continue to deliver residential development that aligns with council's Affordable Housing Implementation Plan. • Provide at least 15%-20% affordable housing. • Provide affordable housing through the Walkleys Road Corridor residential development.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 1.

A welcoming and liveable city.

Foundation

2. Our community is physically and mentally healthy and connected.

Strategic Intent Critical Action

<p>2.1 Our community's wellbeing is prioritised.</p>	<p>2.1.1 Deliver the Thrive Strategy and associated Action Plans.</p> <ul style="list-style-type: none"> Deliver the Thrive Strategy and Action Plans, which focus on delivering programs and initiatives that improve the health and wellbeing of our community. These include 11 initiatives that help the community to be more socially connected, physically active, culturally enriched, civically engaged, safe and secure, and to continue to be learning and aspiring. These programs include community-led small scale projects, skills sharing, a Salisbury Fit Club, activating the Little Para River, digitalising our trails and recreation facilities, introducing modified sports, celebrating Salisbury's history, partnerships with non-Council organisations for volunteering opportunities, Libraries After Dark, Bibliotrek and a Cost of Living Strategy.
<p>2.2 Our open spaces and recreation centres support community wellbeing.</p>	<p>2.2.1 Promote and facilitate public use of the Salisbury Aquatic Centre.</p> <ul style="list-style-type: none"> Partner with the aquatic centre's operator to deliver a responsive and sustainable aquatic centre for our community. <p>2.2.2 Promote and facilitate public use of our recreation centres and golf courses.</p> <ul style="list-style-type: none"> Partner with external managers to deliver responsive and sustainable recreation services for our community. These include the Bridgestone Athletics Centre, Parafield Gardens Recreation Centre, Ingle Farm Recreation Centre, TreeClimb & the Little Para Golf Course. <p>2.2.3 Support our community, recreation and sporting groups.</p> <ul style="list-style-type: none"> Continue to support all community, recreation and sporting groups and clubs across the city, for the benefit of our community.
<p>2.3 Our community has access to health and community services.</p>	<p>2.3.1 Plan for future social infrastructure needs.</p> <ul style="list-style-type: none"> In response to a growing population, plan for future social infrastructure needs for the city, especially in high growth areas. Social infrastructure may include sport and recreation facilities, health and education facilities, and cultural and community centres. This includes the upgrade of facilities such as the Parafield Gardens Recreation Centre.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 1.

A welcoming and liveable city.

Foundation

3. Our city is welcoming to people of all ages, backgrounds and abilities, and recognises First Nations peoples.

Strategic Intent Critical Action

<p>3.1 Our city provides opportunities for all life stages and abilities.</p>	<p>3.1.1 Enhance our engagement with our youth.</p> <ul style="list-style-type: none"> • Undertake a review of the Youth Action Plan that coordinates Council’s efforts to provide young people with opportunities that align with the three priority areas (Health and Wellbeing; Equity, Discrimination and Unfair Treatment; and Educational Engagement and Successful Transitions). • Includes prioritising youth leadership by conducting activities such as the annual youth summit.
<p>3.2 Our city welcomes new arrivals, including migrants and refugees, and celebrates people from different backgrounds.</p>	<p>3.2.1 Promote the council’s recognition and leadership as an Intercultural City.</p> <ul style="list-style-type: none"> • Promote the council’s recognition and leadership as an Intercultural City (Intercultural Cities, Council of Europe), Welcoming City (Welcoming Australia) and Refugee Welcome Zone (Refugee Council of Australia). • Continue our partnerships with the Department of Home Affairs and deliver the Intercultural Strategic Plan. <p>3.2.2 Investigate the opportunity to develop and host a new large arts/cultural event.</p> <ul style="list-style-type: none"> • In collaboration with community groups and governmental agencies, establish, plan and deliver a major event for the Northern Region, which celebrates people from different backgrounds.
<p>3.3 Our city is committed to reconciliation and actively engages with First Nations people.</p>	<p>3.3.1 Foster ongoing engagement and relationship with First Nations people.</p> <ul style="list-style-type: none"> • Update our Reconciliation Action Plan guided by the First Nations Strategic Group . • Identify actions focusing on respecting, building relationships and enhancing opportunities with Aboriginal and Torres Strait Islander communities. • Continue and increase awareness and education initiatives within the organisation and community on First Nations affairs and engagement.



Section 4. Critical Actions

[These are draft only for consultation]



Direction 1. A welcoming and liveable city.

Foundation 4. Our city is attractive and safe.

Strategic Intent Critical Action

<p>4.1 Our public spaces, residential areas and environs are safe and inviting.</p>	<p>4.1.1 Work with stakeholders to improve community safety.</p> <ul style="list-style-type: none"> • Through an update of the Community Safety Strategy, partner with the community and all stakeholders to address complex issues surrounding community safety. • Includes building awareness and maximising participation in the strategy's programs. • Includes strategies to improve community safety in activity centres such as the Salisbury City Centre and public transport interchanges. <p>4.1.2 Ensure our CCTV Program is delivered to meet our community needs.</p> <ul style="list-style-type: none"> • Roll out CCTVs at key locations across the city centres and recreational spaces to increase community safety, mobile facilities, community fixtures and asset protection. <p>4.1.3 Improve safety of roads throughout the city around schools.</p> <ul style="list-style-type: none"> • Partner with State and/or Federal Government to implement the School Transport Framework and general Road Safety Action Plan to improve safety on roads around or adjacent schools.
<p>4.2 Our city's key public spaces are attractive.</p>	<p>4.2.1 Improve the quality of landscaping at entrance statements and along corridors to key destinations.</p> <ul style="list-style-type: none"> • Increase the quality of landscaping at key gateways to our key destinations and along prominent road corridors, to act as a welcoming statement for all. • For private development, facilitate attractive landscaping along key corridors.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 2. A sustainable city.

Foundation

1. Our city's green spaces and natural environments are valued and biodiverse.

Strategic Intent Critical Action

1.1 Our city is cooler and greener.	1.1.1 Strategically address cooling and greening across our city. <ul style="list-style-type: none">• Prepare an Urban Greening and Cooling Strategy that identifies approaches to respond to urban heat that is specific to the City of Salisbury context.• Ensure that planting palette chosen is appropriate to the urban landscape and acceptable to residents.
1.2 Our city's biodiversity is protected.	1.2.1 Enhance eco-tourism opportunities at St Kilda, including the protecting of the mangroves and coastal environment. <ul style="list-style-type: none">• Partner with the State Government to deliver a Sustainability Centre for Excellence and eco-tourism destination at St Kilda to support biodiversity conservation and education (an action of the Sustainability Strategy).• Collaborate with the St Kilda Mangroves Alliance, Conservation Council SA, Department of Environment and Water and Universities to assist in achieving the St Kilda Mangroves Community Vision and Strategic Plan.• Continue to advocate for the protection and management of our estuarine and coastal environment, including playing a part in the restoration of the area once management methodologies are confirmed. 1.2.2 Improve biodiversity management across key corridors. <ul style="list-style-type: none">• Review the Biodiversity Corridors Action Plan 2010 (an action of the Sustainability Strategy).• Establish biodiversity management plans for key sites across the council area.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 2. A sustainable city.

Foundation

2. Our city and community are carbon responsible.

Strategic Intent Critical Action

2.1 Our city's emissions are reduced.

2.1.1 Prepare and implement an emissions reduction plan for our operations.

- Undertake an Emissions Reduction Plan to reduce the carbon footprint of council's operations (an action of the [Sustainability Strategy](#)), including Council buildings and assets.
- Update and publicly disclose our greenhouse gas inventory.
- Includes an Organisational Energy Plan that addresses energy efficiency, renewable energy, electric vehicle charges and fleet management.

2.2 Our city's businesses have planned for the future.

2.2.1 Support businesses and industries to transition to a low carbon future.

- Proactively support new and existing businesses and industries (an action of the Sustainability Strategy).
- Provide support and education to address sustainability of their operations and how to reduce carbon emissions, promotion of circular economy initiatives and education on alignment with State Government's waste legislation such as single use plastics.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 2. A sustainable city.

Foundation

3. Our city, community and infrastructure are resilient to a changing climate.

Strategic Intent Critical Action

3.1 Our city's assets are managed and planned to be resilient to a changing climate and provides capacity for growth.

3.1.1 Include new climate adaptation and mitigation strategies in our asset management.

- Review the [Strategic Asset Management Plan](#) linking to the [Climate Change Risk Assessment](#), new Carbon Emissions Reduction Plan and new Resource Recovery Action Plan.
- Consider the sustainable lifespan of all assets.

3.1.2 Improve our resilience to climate change.

- Undertake a Climate Change Adaptation Action Plan that is informed by council's Climate Change Risk Assessment to be a climate resilient organisation.
- This will help set out how we can address and take action on the challenges of climate change.

3.2 Our city's dwellings are comfortable and climate resilient.

3.2.1 Facilitate sustainable living through our residential development projects.

- Showcase to our community and construction industry the possibilities and benefits of pursuing environmental sustainability objectives and outcomes in housing.
- Do this through environmentally sustainable infrastructure and design guidelines in council's strategic development projects, such as at Walkleys Road.
- Through council's development services, advocate for private developments to be environmentally sustainable.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 2. A sustainable city.

Foundation 4. Our city's waste is managed sustainably.

Strategic Intent Critical Action

4.1 Our council promotes a circular economy.

4.1.1 Investigate through NAWMA alternative waste management systems.

- Explore innovation in waste management that helps with reducing greenhouse gas emissions and landfill contribution.
- Collaborate with the [Northern Adelaide Waste Management Authority](#), which is a subsidiary of the City of Salisbury.

4.1.2 Improve resource recovery in our organisation.

- Undertake a Resource Recovery Action Plan (an action of the [Sustainability Strategy](#)).
- Includes a plan for council's operations, waste reduction, providing specialised waste item collection, and sustainable events.

4.1.3 Facilitate a circular economy in our operations.

- Identify and support circular economy initiatives into council operations.



Direction 2. A sustainable city.

Foundation 5. Our water resources are managed responsibly.

Strategic Intent Critical Action

5.1 Our city is waterwise through sustainable use and careful planning.

5.1.1 Capture, cleanse and reuse our stormwater across the city.

- Increase the harvest of urban stormwater to minimise pollutant discharge to the marine environment.
- Develop a [Managed Aquifer Recharge](#) (MAR) storage to maximise the reuse of this water and reduce mains water usage, subject to feasibility assessment.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 3.

A growing city that creates new opportunities.

Foundation

1. Our city's businesses are successful, and the community benefits from their success.

Strategic Intent Critical Action

<p>1.1 Our local businesses are supported for growth and success.</p>	<p>1.1.1 Strengthen links with other innovation hubs across Adelaide.</p> <ul style="list-style-type: none"> Support innovation across businesses and industries by strengthening links between Technology Park, the University of South Australia, the University of Adelaide, Edinburgh Parks, Lot 14 and Tonsley. Explore opportunities to deliver initiatives that grow and support entrepreneurs and business owners to grow. <p>1.1.2 Strengthen essential business skills and capabilities for small and emerging businesses.</p> <ul style="list-style-type: none"> Through the Polaris Business Development Centre, deliver initiatives to inspire our community and support business creation and growth. Develop and implement programs that help increase business skills and capabilities of the community. Partner with State and Federal Government agencies.
<p>1.2 Our community is skilled, determined and self-sufficient.</p>	<p>1.2.1 Increase access of our community to education and training pathways.</p> <ul style="list-style-type: none"> Leveraging existing City of Salisbury resources and the Polaris Centre, invest in an integrated platform/mechanism that helps to promote local job opportunities to local residents and increase our skilled workforce. Work with partners to encourage career development and training support to the City of Salisbury community. <p>1.2.2 Inspire, facilitate and grow youth entrepreneurship.</p> <ul style="list-style-type: none"> Through the Polaris Centre and in collaboration with partners, support and facilitate entrepreneurship as a credible and realistic pathway for young people.



Direction 3.

A growing city that creates new opportunities.

2. Our city is a place of choice to work, study, play and invest.

Strategic Intent Critical Action

<p>2.1 Our city attracts visitors that invigorate our economy.</p>	<p>2.1.1 Attract visitors through events in the city.</p> <ul style="list-style-type: none"> Increase the visitor economy through events, which will improve community participation and reap economic benefits. Includes organisation and management of council events, and facilitation and attraction of major events through external event companies.
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Section 4. Critical Actions

[These are draft only for consultation]



Direction 3.

A growing city that creates new opportunities.

Foundation

3. Our city's growth is well planned and supported by the integrated delivery of infrastructure.

Strategic Intent

Critical Action

3.1 Our city's infrastructure (including council-owned) is delivered with a long-term focus in an equitable and orderly way.

3.1.1 Coordinate the delivery of stormwater solutions and road network upgrades for growth areas.

- Finalise the Dry Creek, Little Para River, Greater Edinburgh Parks and Adams Creek Stormwater Management Plans and plan for other stormwater solutions.
- To be development ready, prepare stormwater solutions for large parcels of vacant land to ensure efficient delivery of council resources and facilitate quality development outcomes.
- To be development ready review our road systems, people and vehicle movement, hierarchy, current and project loads in preparation for residential and industrial growth across the council area.

3.1.2 Partner with State Government and the private sector to realise the sustainable development of Dry Creek salt fields.

- Collaborate with key partners, private developers and landowners to deliver physical and social infrastructure that recognises the environmental and ecological sensitivities and the need to connect to surrounding areas.
- Delivery will require detailed investigations including utilities, environmental management, soil stability and salinity, transport/traffic and access to schools and other social infrastructure.
- Materialise the housing and urban development opportunities identified by the State Government.

3.2 Our city's transport networks are well planned for future growth.

3.2.1 Review the transport plan to improve the provision of transport infrastructure that enhances economic development.

- Strengthen east-west connections with a focus on the role of Kings Road.
- Ensure the transport network supports the growth of the north-west sector of the city.

3.2.2 Update the integrated transport plan for the city.

- Review our transport plan to improve movement across the city, including our road network, paths and trails and modes of transport.

3.3 Our city's economic development is facilitated.

3.3.1 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 Urban Growth Strategy (to be completed 23/24).
- Include the investigation and re-zoning of land for an eco-industrial precinct, as well as the re-zoning of land west of Port Wakefield Road.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 3.

A growing city that creates new opportunities.

Foundation

4. Our city centres are active and prospering.

Strategic Intent Critical Action

4.1 Salisbury City Centre is vibrant and revitalised.

4.1.1 Deliver a high quality Salisbury City Centre.

- As part of the Salisbury City Centre revitalisation project and using council's land assets, work with the chosen developer to deliver well designed and programmed buildings, enhance the public realm and public spaces, improve transport movement and parking, deliver high quality streetscapes and private/public interfaces, to deliver quality outcomes for the city and community.
- Also includes working with and supporting local businesses during construction phases, and exploration of social and health services within the new precinct.

4.2 Ingle Farm and surrounds is vibrant and revitalised.

4.2.1 Prepare a precinct plan for Ingle Farm activity centre and surrounds.

- Explore opportunities to increase vibrancy through public realm upgrades and mixed use developments through review of council owned lands, recreation centre and library, and collaboration with other significant landowners.
- Consider opportunities for better diversity in health and social services and other commercial attractions in the private sector.



Section 4. Critical Actions

[These are draft only for consultation]



Direction 4. Innovation and Business Development.

Foundation

1. Our council's services are delivered in an effective and efficient manner.

Strategic Intent

Critical Action

1.1 Our council collaborates with others to achieve great outcomes.

1.1.1 Identify improvements in our service delivery.

- Through council's Project Connect initiative, increase effectiveness and efficiencies in the way we do business internally and externally.

1.1.2 Deliver the Digital Salisbury Strategy through the evolution of systems and solutions.

- Implement, adapt and enhance digital solutions that support our community, Elected Members, employees and volunteers.
- Includes initiatives such as improved Wi-Fi capabilities, online cloud initiatives, artificial intelligence and other emerging technologies.

1.1.3 Enhance access to external funding and grants.

- Have strategic foresight and be pre-prepared for opportunities through research and relationship with universities, government agencies and the private sector.

1.1.4 Develop and implement an Advocacy Strategy for upcoming Federal and State Government elections.

1.2 Our financial and procurement frameworks and operations enable delivery of strategic priorities, financial sustainability, intergenerational equity, and value for money.

1.2.1 Prepare Strategic Asset Management Plans which ensure the sustainability of our infrastructure services.

- Through the [Strategic Asset Management Plan](#) and [Long Term Financial Plan](#), ensure that the development and enhancement of the city's infrastructure, assets and places are financially responsible, based on strategic priorities, equitable considerations, and in consultation with the community and relevant stakeholders.
- Update the plans to ensure relevant alignment to other council plans and strategic initiatives.

1.2.2 Identify alternative financial delivery models for the provision of infrastructure and services.

- Review alternative financial delivery models that supports the achievement of financial sustainability, to achieve and deliver on key strategic priorities.
- Develop a framework that assesses the impacts of new infrastructure funded through grants and the financial impacts of leasing on council assets.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 4. Innovation and Business Development.

Foundation

1. Our council's services are delivered in an effective and efficient manner. (continued)

Strategic Intent Critical Action

1.3 Our community centres and library operations are enhanced for the benefit of the community.

1.3.1 Integrate new services to achieve scale and greater impact through partnerships at community centres and libraries.

- Develop options for alternative service delivery and partnership models that meets the needs of the community, through our libraries and community centres.



Direction 4. Innovation and Business Development.

Foundation

2. Our council is a great place to work.

Strategic Intent Critical Action

2.1 Our staff are valued and supported to be their best.

2.1.1 Make the City of Salisbury a great place to work.

- Deliver quality outcomes and exceptional community experience through workforce planning.
- Includes staff development opportunities, improved internal communications and staff wellbeing.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 4. Innovation and Business Development.

Foundation

3. Our council is recognised for delivering exceptional community experiences and quality outcomes.

Strategic Intent Critical Action

3.1 Our community is aware of council's projects, programs and initiatives.	3.1.1 Develop a Communication & Marketing Strategy. <ul style="list-style-type: none">• Prepare a strategy that supports exceptional community experience and ensures council priorities and projects are communicated across all channels effectively and efficiently, including digital and traditional media channels.
3.2 Our council is protected from cybersecurity threats.	3.2.1 Enhance council's cybersecurity capabilities to support our operations. <ul style="list-style-type: none">• In response to increasingly advanced technology, increase council's capabilities in cybersecurity.• Includes preparedness across all stakeholders to standards such as Essential 8, reinforcing support models, and managing community perceptions of how council manages and respects their data and information.
3.3 Our council provides our community with a high quality experience when they use our services.	3.3.1 Develop and deliver a Community Experience Strategy. <ul style="list-style-type: none">• Prepare a strategy that outlines how Council is going to work improve the experiences of residents, businesses and the community when accessing our services.• Review and update the Community Experience Charter.

Section 4. Critical Actions

[These are draft only for consultation]



Direction 4. Innovation and Business Development.

Foundation

4. Our community is engaged and connected.

Strategic Intent Critical Action

4.1 Our community is actively engaged in and understands council's strategies, plans and initiatives.

4.1.1 Develop and deliver a Community Engagement Strategy.

- Prepare a strategy that incorporates an engagement framework and improves the way we engage with the community.
- Includes a consistent engagement planning methodology for genuine engagement to inform council's strategies and projects.



Direction 4. Innovation and Business Development.

Foundation

5. Our council's commercial operations provide value for the community.

Strategic Intent Critical Action

5.1 Our recycled water is valued by our community to deliver social, environmental and economic outcomes.

5.1.1 Grow the Salisbury Water business into new growth areas through a review of the business model and servicing.

- Grow the [Salisbury Water](#) business especially in new growth areas.
- Proactively address challenges like emerging pollutants in catchments, increasing salinity, climate change and rainfall reduction, outbreaks of blue-green algae, technological advancement, rising service level expectations service levels and changing regulations.

5.2 Our waste operations supports our community, businesses and industries.

5.2.1 Partner with NAWMA to plan for our city's future.

- Influence and deliver [Northern Adelaide Waste Management Authority](#)'s outcomes that aligns to council's strategic plan, including the Landfill Alternative Project and broader sustainability agenda.



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www.salisbury.sa.gov.au/cityplan2040