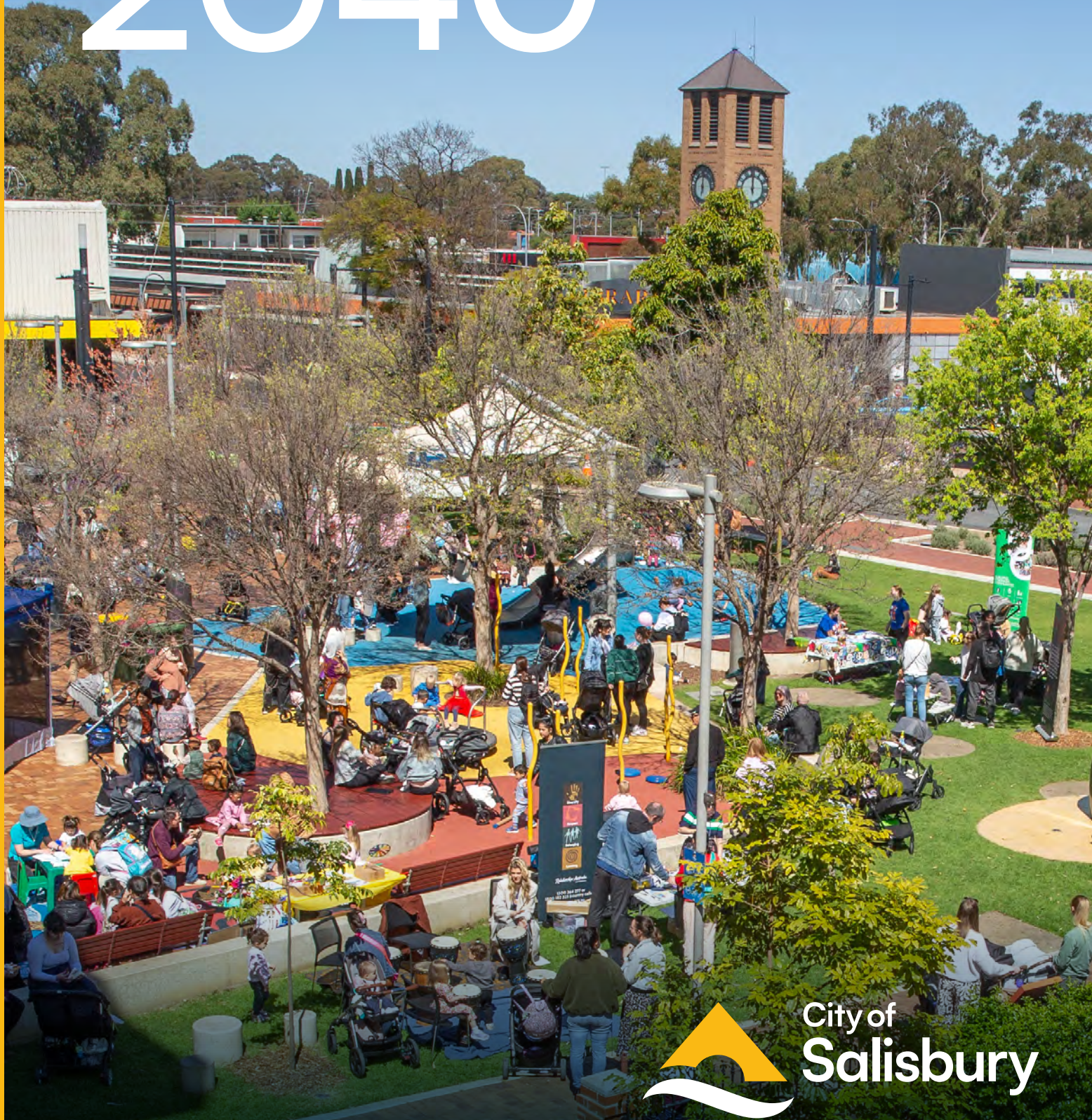


# City Plan 2040



City of  
**Salisbury**



# 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

# Mayor's Message

Niina marni. How are you?

It is an exciting and inspiring time to be in the City of Salisbury as our city and the wider northern region enter a promising era of growth and development.

The City of Salisbury has a leading role in encouraging a whole new set of people to invest in, live in, and work in our City, changing perceptions about our place in the South Australian economy and community.

Here in the City of Salisbury, we've announced our plans for the revitalisation of the Salisbury City Centre and recently opened the brand new, state-of-the-art Salisbury Aquatic Centre.

The City of Salisbury is increasingly attracting key industries and businesses, and becoming a place of choice for people to settle and grow. We remain committed to planning strategically, to position our City as a premier destination, and to secure a future full of promise for our 148,000 residents.

This City Plan 2040 reinforces our vision for a progressive, sustainable and connected City.

It outlines our priorities as a council as we work towards 2040 with all levels of government as well as the private sector to turn the possibility of opportunity into reality.

As Mayor of the City of Salisbury and on behalf of our Council, we take our responsibility seriously and look forward to continuing our work together to ensure that our city, and our community can continue to prosper and thrive.

Ngaityalya — thank you.



**Gillian Aldridge**  
OAM

# Elected Members

The Elected Members for the 2022-2026 term form the Council body during this period.

These members 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, they are privileged to make decisions on your behalf, to make our City a better place for all.

## Mayor



Gillian Aldridge OAM

## East Ward



Cr Johnny Chewparsad



Cr Moni Mazzeo

## West Ward



Cr Beau Brug JP

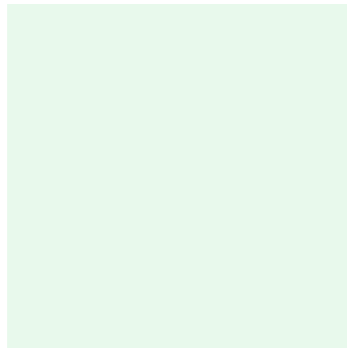


Cr Sharon McKell

## North Ward



Cr David Hood JP

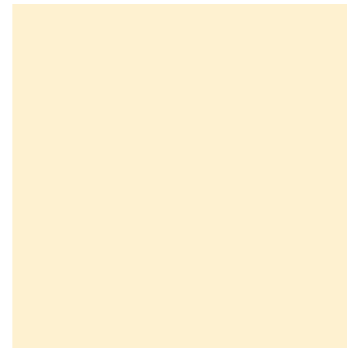


Vacant

## Central Ward



Cr Chad Buchanan JP  
(Deputy Mayor)



Vacant

## Hills Ward



Cr Peter Jensen JP



Cr Shiralee Reardon JP

## South Ward



Cr Lauren Brug



Cr Alan Graham

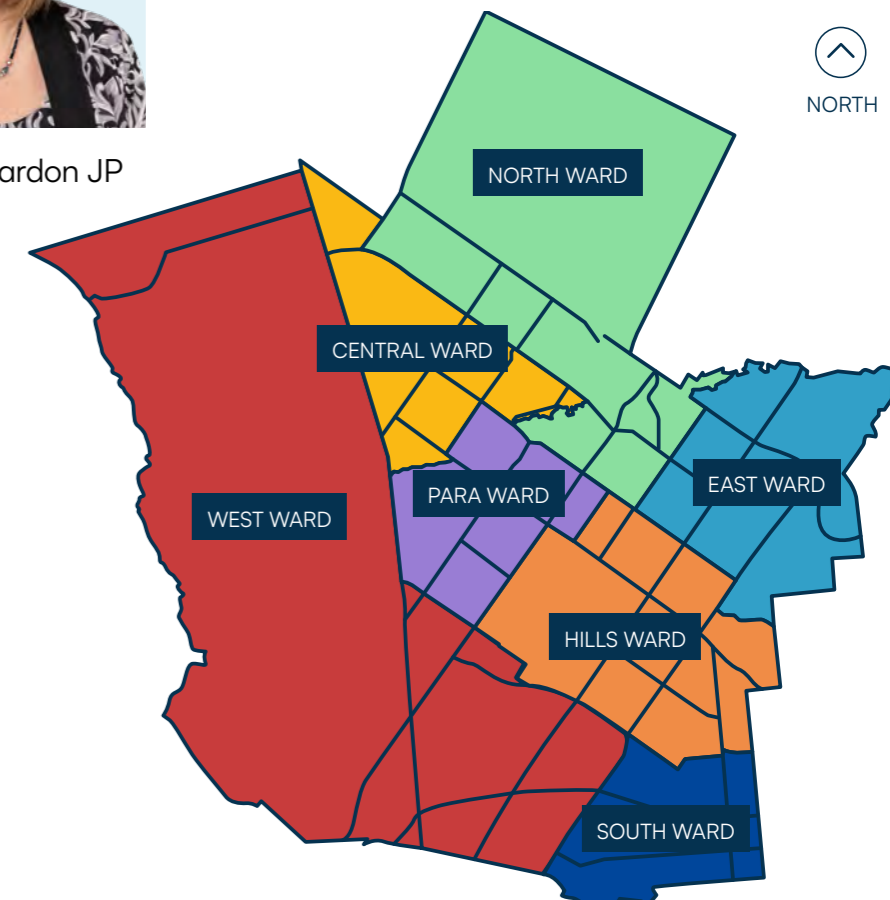
## Para Ward



Cr Kylie Grenfell



Cr Sarah Ouk JP



City of Salisbury ward map



# Our organisation

The City of Salisbury wants to make a positive difference for those who visit, live and work in the Council area, and leave our community in a better state for future generations.

Our organisational values guide us to deliver on exceptional outcomes for our community.

## Our vision

A progressive, sustainable and connected community.

## Our values

Our values empower us to ReACH towards our vision. Our organisational values are:

- Respectful
- Collaborative
- Accountable
- Helpful.

## Our purpose

To make a positive difference for those who visit, live and work in the City of Salisbury and to leave our community in a better state for future generations.

## Our success factors

These success factors help us to measure our performance, ensuring we are working towards our vision and focused on our purpose as an organisation.

- Exceptional community experiences
- Quality outcomes
- Great place to work.





# Our City

With over 30 suburbs spanning 158.1 km<sup>2</sup> and home to 148,000 people, the City of Salisbury is the second most populated local government in metropolitan Adelaide and the fourth largest local government, making it one of the most significant 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.

More people are choosing to live in our City, as it is more affordable compared to metropolitan Adelaide.

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

*Figures are derived from the 2021 Census/ABS data unless stated otherwise.*



**36 years**  
is the median age, compared to Greater Adelaide at 39 years.



**2.4%**  
Aboriginal and Torres Strait Islander people, compared to Greater Adelaide at 1.7%.



**32%**  
speak a language at home other than English, compared to Greater Adelaide at 21%.



**47.5%**  
of people aged over 15 years completed Year 12 schooling, compared to Greater Adelaide at 57%.



**15%**  
have a university qualification, compared to Greater Adelaide at 26%.



**22%**  
have trade qualification certificates, compared to Greater Adelaide at 20%.



**7.4%**  
of the population is unemployed, compared to Greater Adelaide at 5.5%.



**39%**  
of households have a mortgage, compared to Greater Adelaide at 36%.



**28%**  
of households rent, the same as Greater Adelaide.



**2.63**  
is the average number of people per dwelling, compared to Greater Adelaide at 2.43.



**\$600,000**  
is the median house price in December 2023, compared to Greater Adelaide at \$745,000.



**3 bedrooms**  
are the dominant dwelling type, the same as Greater Adelaide.



**Manufacturing**  
is the biggest industry by economic output and number of workers.



**30%**  
of residents also work in the Council area.



**9,032**  
number of local businesses in 2023.



**\$9.45 billion**  
is the Gross Regional Product in 2023, compared to Greater Adelaide's Gross State Product at \$134 billion.



**13%**  
tree canopy cover across the City of Salisbury in 2022.



**Certified**  
as a Welcoming City, an Intercultural City and a Refugee Welcome Zone.



# Our aspiration for 2040

The City of Salisbury has a unique opportunity to transform itself as a destination city for South Australians to live, work and play.

This comes from a once-in-a-lifetime set of opportunities coming together at the right time and in the right place, and in a community with the vision to pull it together and make it happen.

The City of Salisbury is marked by an innovative and entrepreneurial Council that is building a new story for the area.

Our City Plan 2040 talks broadly about our aspiration for a safe, prosperous and modern community that is at the centre of the next era of South Australian prosperity, based on coordinated planning, and building on the diversity and hard work of its people.

The fundamentals are being put in place by the City of Salisbury with the Council working now to build a city for the future.

The window of opportunity is significant — so what is happening to inspire confidence in the future of the City of Salisbury?

- An availability of land for growth in housing and for economic expansion unmatched in greater Adelaide and recognised by State Government.
- The opportunity to tap into the coming generation of clean and green industry looking for greenfield sites and collaborative opportunities.

- Access to key services including electricity and transport corridors and connections.
- Integration of Council services supporting a wide range and scale of business and the community.
- A new level of cooperation and shared vision between government, Council and industry.
- A diverse population bringing new skills and seeking opportunities.
- Record investment in revitalising the Salisbury City Centre.
- Direct Council investment in new housing, providing more affordable options, including meeting the needs of more vulnerable members of our community.
- A once in a lifetime opportunity from investment in education, particularly the establishment of a new Adelaide University with its campus at Mawson Lakes.
- Establishment of modern recreation facilities and experiences meeting the diverse needs and interests of our community.

The fundamentals are in place — the City Plan 2040 will be our overarching guide.





# Our challenges

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. Challenges that the City of Salisbury need to consider when planning for the future include:

## Housing

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 has an overall lower income compared to the rest of Greater Adelaide.

## Role of the City

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

## Assets resilience

The adaptation and resilience of our city's physical and environmental assets, such as our buildings, roads, and coastline, with the impact of climate change on their longevity.

## Changing industries

The emergence of various commercial, manufacturing, and defence industries provide opportunities to support a circular economy that is carbon responsible.

## Urban growth

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).

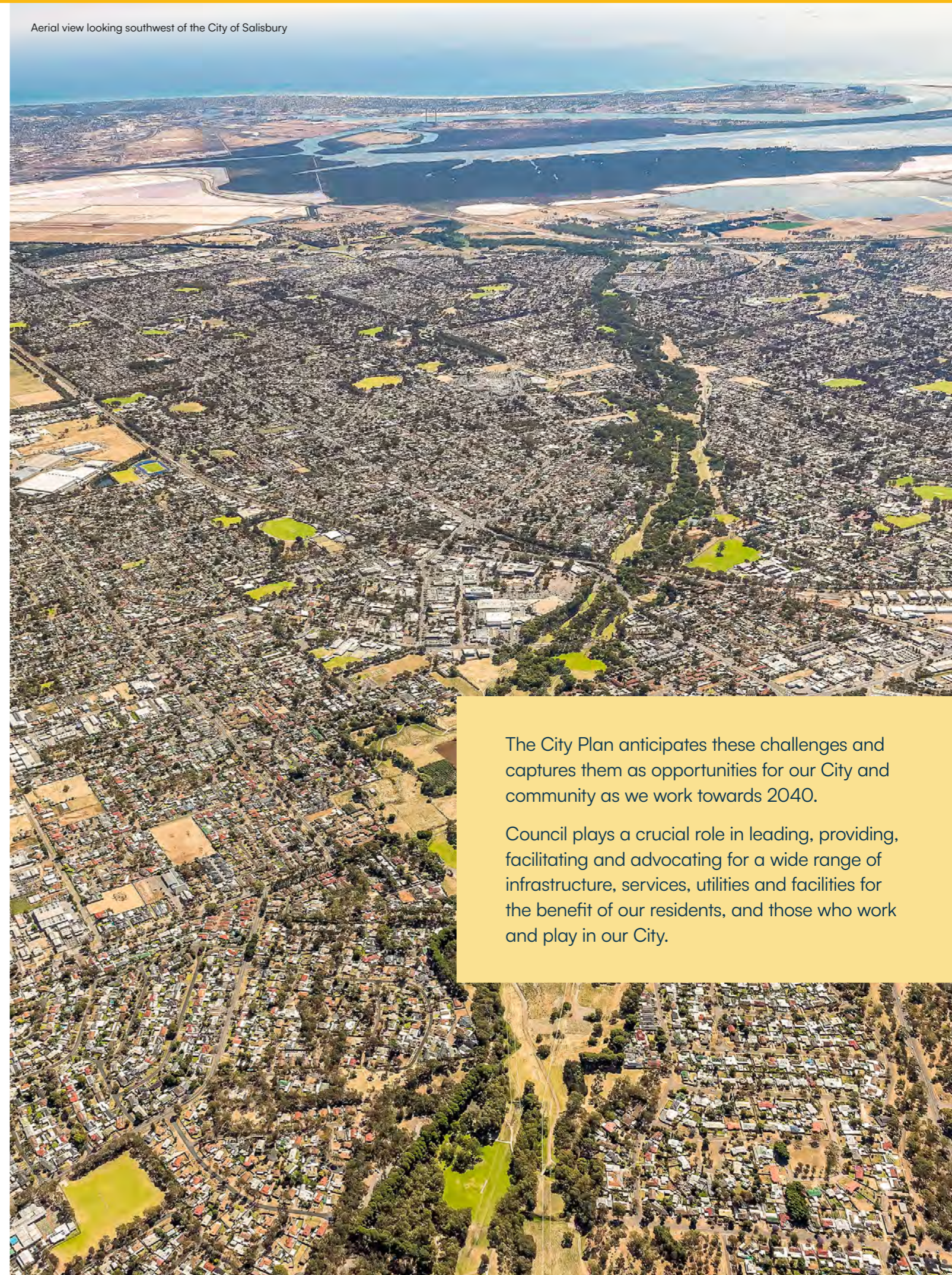
## Climate change

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

## Diversity

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

Aerial view looking southwest of the City of Salisbury



The City Plan anticipates these challenges and captures them as opportunities for our City and community as we work towards 2040.

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 residents, and those who work and play in our City.



# Strategic context

The City Plan anticipates, assesses and captures various trends and changes that impact our city, including local and regional developments, State and Federal policies and directions, as well as our own strategies and plans.

These influences enable the City of Salisbury to collaborate with the Federal Government, State Government and other Councils to work towards key partnership projects, for the benefit of the entire Northern Adelaide region.

Council needs to plan and be prepared for these changes, developments and influences to be a progressive, sustainable and connected community.

In preparing the City Plan, the Council has reviewed and responded to policies and directions from the State Government, such as:

Greater Adelaide Regional Plan Discussion Paper

South Australian Economic Statement

A Better Housing Future

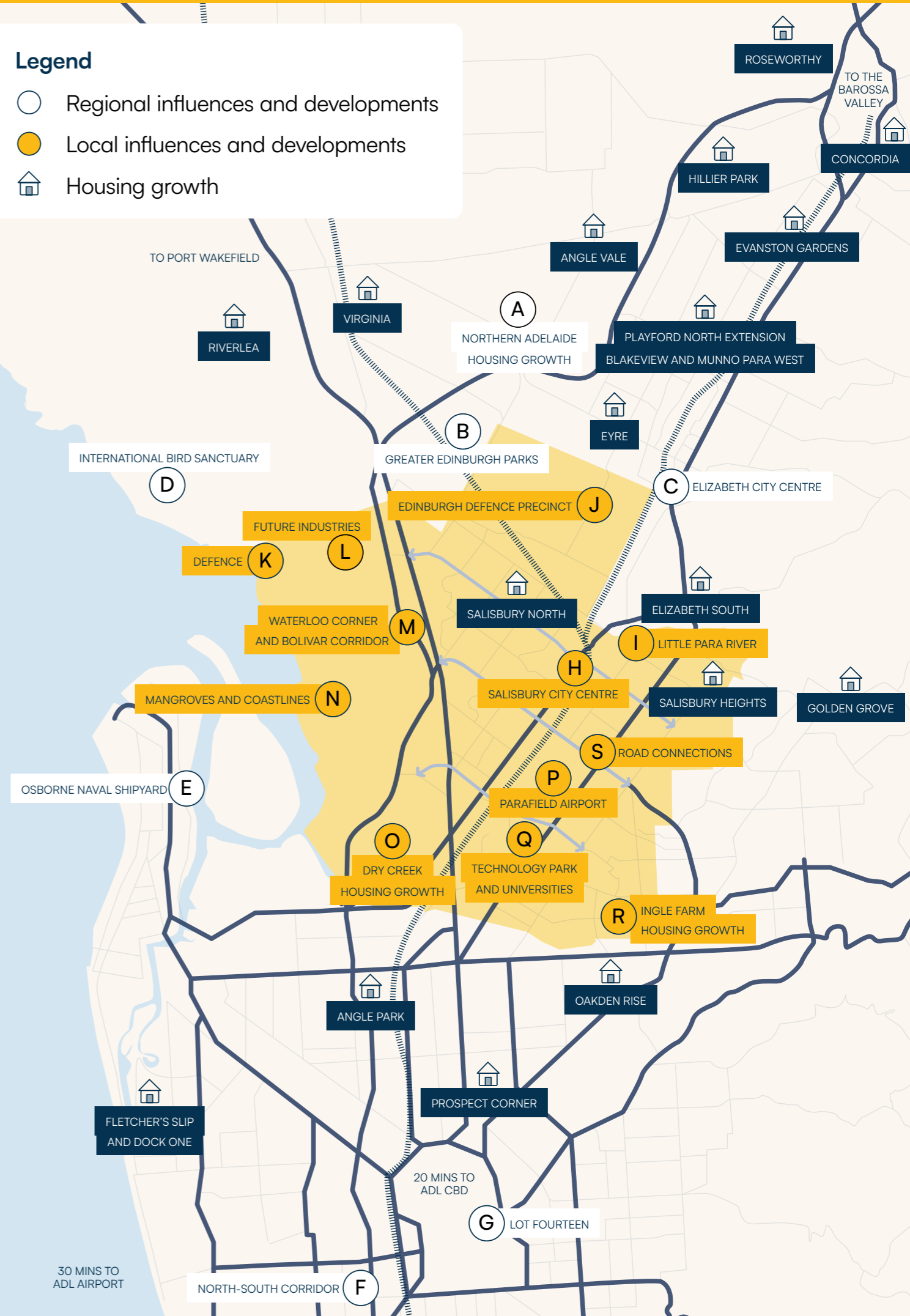
Infrastructure SA's 20-Year Strategy Discussion Paper

Northern Adelaide Transport Study

State Prosperity Project

## Legend

- Regional influences and developments
- Local influences and developments
- 🏠 Housing growth





## Regional influences and developments:

- A Northern Adelaide Housing Growth**  
The northern regions of Adelaide will be the focus of significant residential growth over the next 30 years. New neighbourhoods are already being built at Riverlea, Virginia, Angle Vale, Playford Alive, Two Wells and Roseworthy with the State Government investing in further growth in this region. There are also sites being developed in areas surrounding the City of Salisbury, such as in Golden Grove and Oakden Rise.
- B Greater Edinburgh Parks**  
Capitalising on its proximity to the Edinburgh RAAF Base, rail infrastructure and road networks, Greater Edinburgh Parks will provide new employment lands for the northern region and employment opportunities for a growing population. This transformation will facilitate a world-class enterprise precinct of national significance.
- C Elizabeth City Centre**  
With the expanding population of the northern region and its close proximity to the Lyell McEwin Hospital, Playford Health and Wellbeing Precinct and Lionsgate Business Park, the Elizabeth City Centre will become a focus for the region's services and retail opportunities. High-density mixed-use developments will be important as part of its growth.
- D Adelaide International Bird Sanctuary National Park—Winaityinaityi Pangkara**  
Encompassing over 60km of coastline across many Councils in the Northern Adelaide region, the bird sanctuary provides refuge and habitat for birdlife, unique flora and other ecological communities.
- E Osborne Naval Shipyard**  
To support the Federal Government's AUKUS initiative, a naval shipyard established in Osborne supports national sovereignty, defence capabilities, industry growth and job opportunities for the state.
- F North-South Corridor**  
The North-South Corridor will provide 78km of non-stop connectivity for people and freight from Gawler to Old Noarlunga, including the connection between River Torrens and Darlington.
- G Lot Fourteen**  
Continued growth at Lot Fourteen and its defence, space, hi-tech and creative industries will foster greater innovation and research across South Australia.

## Local influences and developments:

- H Salisbury City Centre**  
Providing a catalyst for future private investments, the Salisbury City Centre will be revitalised with a \$200 million redevelopment comprising six new and vibrant mixed-use sites, including residential and retirement living, hotel accommodation, retail, commercial, hospitality opportunities and an extension of Church Street.
- I Little Para River**  
Activation and investment along the Little Para River will increase visitors and improve walking and cycling connections to the Salisbury Aquatic Centre, TreeClimb, Little Para Golf Course and the Salisbury City Centre, amongst other destinations along the trail.
- J Edinburgh Defence Precinct**  
The RAAF Base in Edinburgh is expected to see an increased number of works in Greater Edinburgh Parks, which is already a major hub for employment.
- K Defence**  
The expansion of Defence SA's capabilities at St Kilda will accommodate an increasing number of workers in the area.
- L Future Industries**  
St Kilda and Waterloo Corner provide an opportunity to lead circular economies, green infrastructure and decarbonisation operations, capitalising on their strategic locations.
- M Waterloo Corner and Bolivar Corridor**  
Traditionally low-intensive rural, horticultural and agricultural land offering great connections to key arterial routes and State-level infrastructure sites can transform this corridor into emerging employment and industrial land.
- N Mangroves and coastlines**  
Protection and conservation of significant environmental assets along the coast such as the mangroves, samphire and wetland habitats will ensure a more climate-resilient future.
- O Dry Creek housing growth**  
A future master-planned community development is projected to deliver 10,000 homes at the Dry Creek salt fields. Led by the State Government, this project will require significant investment in remediation and infrastructure to support its future community.
- P Parafield Airport**  
Parafield Airport Limited proposes growth over the next decade to include commercial, industrial and logistic type activities of varying scales, offering economic growth and employment opportunities.
- Q Technology Park and Universities**  
The university amalgamation (Adelaide University and Uni SA) at the Uni SA site, and the State Government's proposed expansion of Technology Park, has the potential to change Mawson Lakes.
- R Ingle Farm housing growth**  
Subject to investigations to capitalise on infill growth and offerings at Ingle Farm, along with Council's investment in a new residential development at the Walkleys Road Corridor, there is opportunity to increase density, offer mixed-use outcomes and improve the public realm to provide a rejuvenated and connected urban centre.
- S Road connections**  
Improvements to east-west connections across the city will facilitate better traffic movement, such as at Kings Road, Elder Smith Drive and Park Terrace.



# What is the City Plan?

All Councils are required to prepare a strategic plan under the *Local Government Act 1999*.

**The City Plan is the City of Salisbury's strategic plan. It is the highest-level plan for the Council.**

It 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.

Our vision is to be: "A progressive, sustainable and connected community."

The City Plan outlines how this vision will be achieved.

By being progressive, sustainable and connected, the City of Salisbury will 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.

Higher density living surrounded by high quality landscapes at Mawson Lakes





Walking trail in Mawson Lakes



# Introduction to the City Plan

## Legislative framework

### State Government legislation

Sets the legislative framework for South Australia.

### State Government strategies and plans

Sets the goals and directions for the State Government, to which Council should align.

### City Plan

Sets the Council's vision, objectives and critical actions.

### Long-Term Financial Plan

Sets the Council's financial outlook and sustainability in-line with its planned activities.

### Strategic Asset Management Plan

Sets the Council's framework to deliver the planning, construction, maintenance and operations of its infrastructure.

### Other Council Strategies

Strategies and plans for the Council to undertake, either as required by legislation, or discretionary through Council decisions.

### Annual Business Plan and Budget

Outlines the planned activities and budget in a financial year.

### Annual Report and Financial Statement

Reports on the status of the planned activities and budget in a financial year.



# City Plan structure



## Vision

Our long-term vision is becoming ‘a progressive, sustainable and connected community’.

## Directions

The key themes that help us achieve the vision are:

A welcoming and liveable city



A sustainable city



A growing city that creates new opportunities



Innovation and Business Development



## Foundations

These are the key outcomes that we want to achieve under each Direction.



## Strategic Intent

Under each Foundation, there are Strategic Intents, which help us focus on what we want to achieve.



## Critical Actions

These are the key things that Council wants to deliver.



## Indicators

These are how we will measure our success.



# Our directions



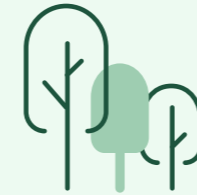
Library staff at Salisbury Community Hub

To provide outstanding services to the community, we need to continually strive for excellence.



## We will be a welcoming and 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
- planning our city's growth that is supported by infrastructure
- making our city centres active and prosperous.



## 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.



# A welcoming and liveable city

◇ 1

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

## Key

- ◇ Foundation
- 🎯 Strategic Intent
- ☑ Critical Action

### 🎯 1.1 Our community's most vulnerable are protected.

#### ☑ 1.1.1 Investigate strategies to support those most vulnerable in our community.

- 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 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.

#### ☑ 1.1.2 Facilitate ways to help relieve cost of living pressures for our community.

- Explore ways to introduce social and community infrastructure that can provide financial relief to the community.



### 🎯 1.2 Our city facilitates affordable and diverse housing.

#### ☑ 1.2.1 Facilitate housing for all in the city.

- 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.

### 🎯 1.3 Our city provides housing for our community.

#### ☑ 1.3.1 Deliver high quality housing outcomes through the strategic development of Council owned sites.

- 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.



◇ 2

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

### 2.1 Our community's wellbeing is prioritised.

#### 2.1.1 Deliver the Thrive Strategy and associated Action Plans.

- 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.

### 2.2 Our open spaces and recreation centres support community wellbeing.

#### 2.2.1 Promote and facilitate public use of the Salisbury Aquatic Centre.

- Partner with the *aquatic centre's* operator to deliver a responsive and sustainable aquatic centre for our community.

#### 2.2.2 Promote and facilitate public use of our recreation centres and golf courses.

- 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 and Little Para Golf Course.



Salisbury Aquatic Centre

#### 2.2.3 Support our community, recreation and sporting groups.

- Continue to support all community, recreation and sporting groups and clubs across the city, for the benefit of our community.

### 2.3 Our community has access to health and community services.

#### 2.3.1 Plan for future social infrastructure needs.

- 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.
- Plan for spaces and programs that can support and promote intergenerational interaction, including cross-cultural generational mentorships and interactions.

#### Key

- ◇ Foundation
- 🎯 Strategic Intent
- ☑ Critical Action



◇ 3

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

🎯 3.1 Our city provides opportunities for all life stages and abilities.

☑️ 3.1.1 Enhance our engagement with our youth.

- Undertake a review of the Youth Action Plan that coordinates Council’s efforts to provide young people with opportunities that align with 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.

☑️ 3.1.2 Implement the Ability Inclusion Strategic Plan.

🎯 3.2 Our city welcomes new arrivals, including migrants and refugees, and celebrates people from different backgrounds.

☑️ 3.2.1 Promote the Council’s recognition and leadership as an Intercultural City.

- 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.



Harmony Week 2024 Intercultural Community Event

☑️ 3.2.2 Investigate the opportunity to develop and host a new large arts/cultural event, and continue to attract visitors to the city.

- In collaboration with community groups and government agencies, establish, plan and deliver a major event for the Northern Region that celebrates people from different backgrounds.
- Continue to attract visitors through the organisation and management of Council events, and the facilitation and attraction of major events through external event companies.

🎯 3.3 Our city is committed to reconciliation and actively engages with First Nations people.

☑️ 3.3.1 Foster ongoing engagement and relationship with First Nations people.

- 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.

**Key**

- ◇ Foundation
- 🎯 Strategic Intent
- ☑️ Critical Action



◇ 4

## Our city is attractive and safe.

### ④ 4.1 Our public spaces, residential areas and environs are safe and inviting.

#### ☑ 4.1.1 Work with stakeholders to improve community safety.

- Through an update of the *Community Safety Strategy*, partner with the community and stakeholders to address complex issues surrounding community safety.
- Build awareness and maximise participation in the strategy's programs.
- Investigate ways to improve strategies to improve community safety in activity centres such as the Salisbury City Centre, public transport interchanges and popular trails.
- Review lighting provision in these areas as a way to make them feel more welcoming.

#### ☑ 4.1.2 Ensure our CCTV Program is delivered to meet our community needs.

- Roll out CCTVs at key locations across the city centres and recreational spaces to increase community safety, mobile facilities, community fixtures and asset protection.

#### ☑ 4.1.3 Improve safety of roads throughout the city around schools.

- Partner with the government to implement the School Transport Framework and general Road Safety Action Plan to improve safety on roads around or adjacent schools.

### ④ 4.2 Our city's key public spaces are attractive.

#### ☑ 4.2.1 Improve the quality of landscaping at entrance statements and along corridors to key destinations.

- Increase the quality of landscaping at gateways to our key destinations and along prominent road corridors, to act as a welcoming statement for all.
- For private developments, facilitate attractive landscaping along key corridors.



#### Key

- ◇ Foundation
- ④ Strategic Intent
- ☑ Critical Action
- ➡ Indicators

Safe school crossings



We will be measuring the following indicators to show trends on how we are tracking on being 'a welcoming and liveable city'.

#### Council indicators:

- Visitation to and membership of the Council's recreation centres, sporting facilities and open spaces
- Reported community health and wellbeing
- Reported community satisfaction at Council-run community events that are welcoming to all
- Reported community safety in the City of Salisbury

#### Community indicators:

- Housing diversity supply in the City of Salisbury
- Housing stress in the City of Salisbury
- SEIFA (Socio-Economic Indexes for Areas) for the City of Salisbury



# A sustainable city

◆ 1

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

## Key

- ◆ Foundation
- 🎯 Strategic Intent
- ☑️ Critical Action

## 🎯 1.1 Our city is cooler and greener.

### ☑️ 1.1.1 Strategically address cooling and greening across our city.

- Informed by *Green Adelaide's Urban Greening Strategy* and tree canopy data 2024, 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 the planting palette chosen is appropriate to the urban landscape and acceptable to residents.
- Continue to improve the amenity of streetscapes through the programmed renewal of street trees with more appropriate tree species for the space available within our city's streets.

## 🎯 1.2 Our city's biodiversity is protected.

### ☑️ 1.2.1 Enhance eco-tourism opportunities at St Kilda, including the protection of the mangroves and coastal environment.

- 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 for 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.

- Review the Biodiversity Corridors Action Plan 2010 (an action of the *Sustainability Strategy*).
- Establish biodiversity management plans for key sites across the Council area.



Community Tree Planting Day 2022 at Little Para River Corridor



◇ 2

## Our city and community are carbon responsible.

### 🎯 2.1 Our city's emissions are reduced.

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

- Undertake an Organisational Emissions Reduction Action 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.
- Develop an Organisational Energy Plan that addresses energy efficiency, renewable energy, electric vehicle charges and fleet management.

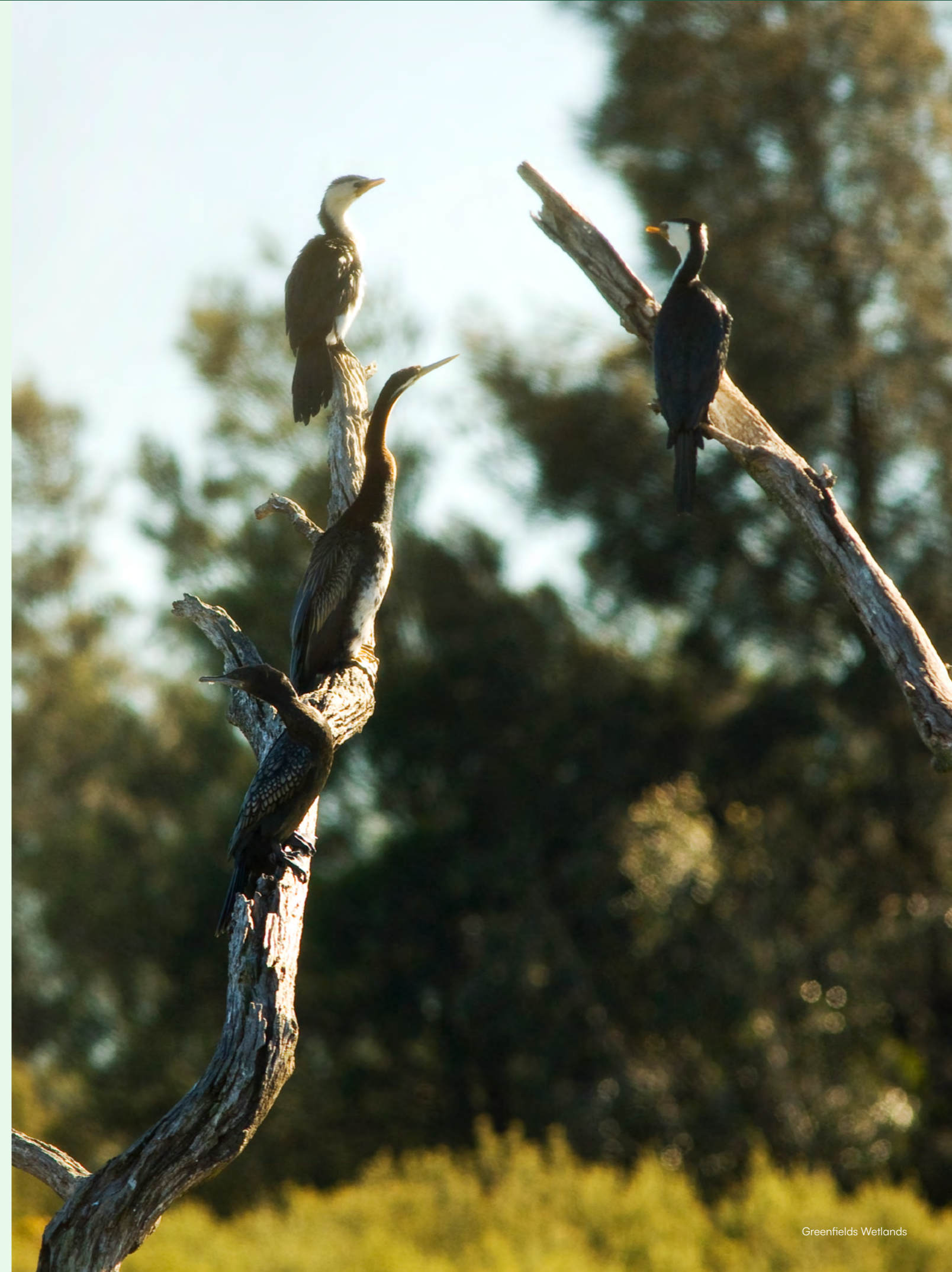
### 🎯 2.2 Our city's businesses have planned for the future.

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

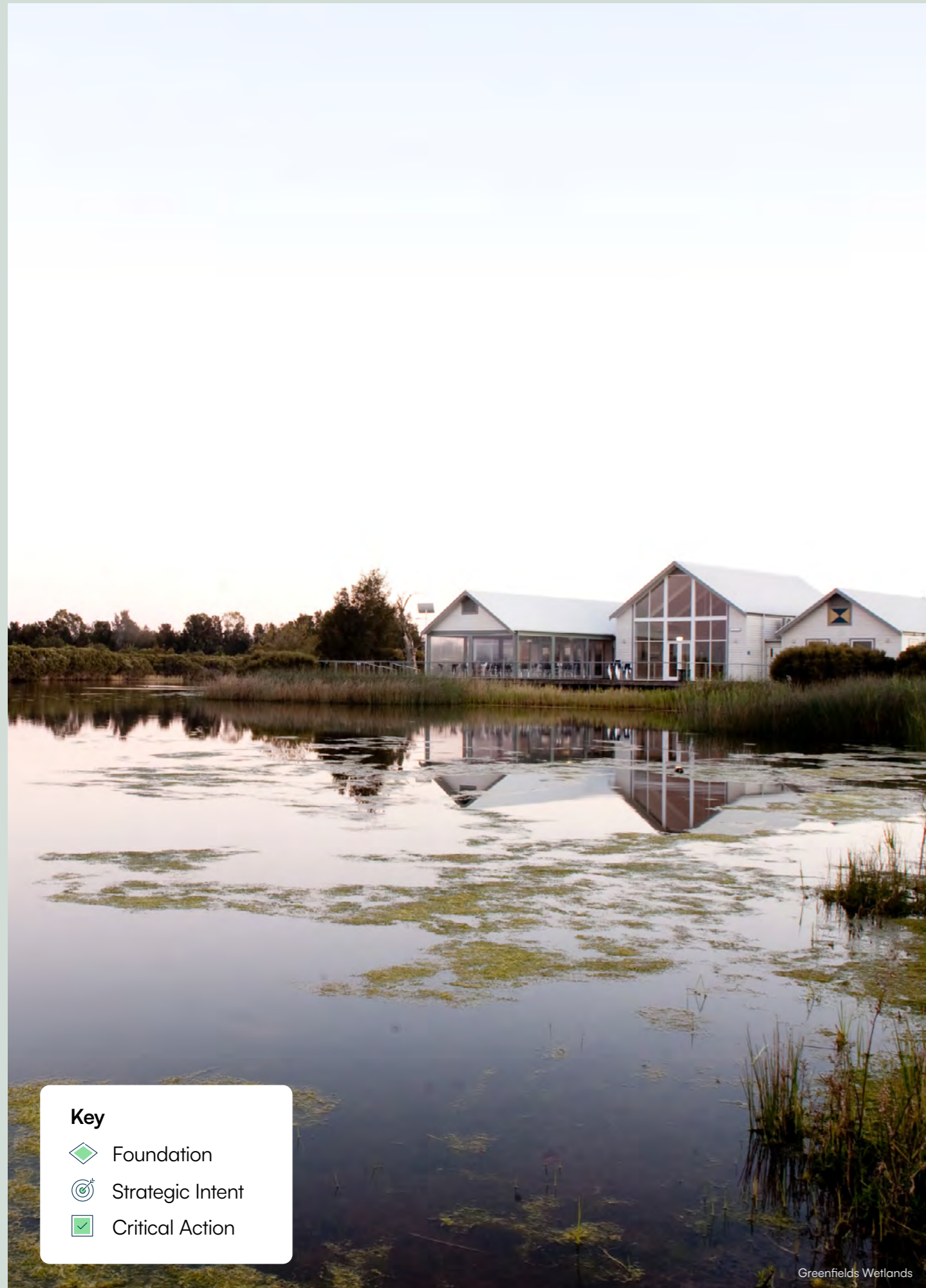
- Proactively support new and existing businesses and industries (an action of the *Sustainability Strategy*).
- Provide support and education to address the sustainability of their operations and how to reduce carbon emissions, promotion of circular economy initiatives and education on alignment with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

#### Key

- ◇ Foundation
- 🎯 Strategic Intent
- ✅ Critical Action







### Key

- ◆ Foundation
- 🎯 Strategic Intent
- ✔ Critical Action

◆ 3

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

🎯 3.1 **Our city's assets are managed and planned to be resilient to a changing climate and provide 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 and new Organisational Carbon Emissions Reduction 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 environmentally sustainability objectives and outcomes in housing.
- Develop environmentally sustainable infrastructure and design guidelines for Council's strategic development projects, such as at *Walkleys Road Corridor*.
- Through Council's development services, advocate for private developments to be environmentally sustainable.



◆ 4

# Our city's waste is managed sustainably.

**Key**

- ◆ Foundation
- 🎯 Strategic Intent
- ✅ Critical Action
- ➡ Indicators



Salisbury Water

🎯 4.1 **Our Council promotes a circular economy.**

✅ 4.1.1 Investigate alternative waste management systems through NAWMA.

- Explore innovation in waste management that helps with reducing greenhouse gas emissions and landfill contribution.
- Collaborate with the *Northern Adelaide Waste Management Authority (NAWMA)*, 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 in Council operations.

◆ 5

# Our water resources are managed responsibly.

🎯 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 assessments.



We will be measuring the following indicators to show trends on how we are tracking on being 'a sustainable city'.

**Council indicators:**

- Number of native plants planted in parks, reserves and open space
- Organisational carbon emissions
- Proportion of Council operations consumption powered by renewable energy
- Natural gas and grid electricity consumed in Council operations

- Proportion of recycled material used in Council's renewal programs

**Community indicators:**

- Domestic waste generated and diverted from landfill
- Percentage of stormwater captured for reuse



# A growing city that creates new opportunities



◆ 1

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

🎯 1.1 **Our local businesses are supported for growth and success.**

✅ 1.1.1 **Strengthen links with other innovation hubs across Adelaide.**

- Support innovation across businesses and industries by strengthening links between Technology Park, universities, Edinburgh Parks, Lot Fourteen and Tonsley Innovation Precinct.
- Explore opportunities to deliver initiatives that support entrepreneurs and business owners to grow.

### Key

- ◆ Foundation
- 🎯 Strategic Intent
- ✅ Critical Action

✅ 1.1.2 **Strengthen essential business skills and capabilities for small and emerging businesses.**

- 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.

🎯 1.2 **Our community is skilled, determined and self-sufficient.**

✅ 1.2.1 **Increase access of our community to education and training pathways.**

- Leveraging existing City of Salisbury resources and the *Polaris Centre*, invest in an integrated way 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.

✅ 1.2.2 **Inspire, facilitate and grow youth entrepreneurship.**

- Through the *Polaris Centre* and in collaboration with partners, support and facilitate entrepreneurship as a credible and realistic pathway for young people.



## ◆ 2

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

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

### ☑️ 2.1.1 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, and current and future project loads in preparation for residential and industrial growth across the Council area.

### ☑️ 2.1.2 Partner with the State Government and 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 and access to schools and other social infrastructure.
- Materialise the housing and urban development opportunities identified by the State Government.

## 🎯 2.2 Our city's transport networks are well planned for future growth.

### ☑️ 2.2.1 Review and publish our transport plan to improve movement across the city, including our road network, paths and trails, and modes of transport.

- 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.

### ☑️ 2.2.2 Update the integrated transport plan for the city.

- Review and publish our transport plan to improve movement across the city, including our road network, paths and trails, and modes of transport.
- This includes reviewing opportunities to provide or upgrade existing cycling network and infrastructure, improving walkable neighbourhoods, planning for electric vehicles, and investigating alternative modes of transport such as micro-mobility initiatives.
- Continue to collaborate with the State Government on providing well-connected public transport across the city, and improving the road network in alignment with the [Northern Adelaide Transport Study](#) and [Greater Adelaide Regional Plan](#).

## 🎯 2.3 Our city's economic development is facilitated.

### ☑️ 2.3.1 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 Shaping Salisbury Strategy (to be completed in 2024/25).
- Includes the investigation and re-zoning of land for an eco-industrial precinct, as well as the rezoning of land west of Port Wakefield Road.

#### Key

- ◆ Foundation
- 🎯 Strategic Intent
- ☑️ Critical Action



◆ 3

# Our city centres are active and prospering.

🎯 3.1 **Salisbury City Centre is vibrant and revitalised.**

📋 3.1.1 **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, and deliver high quality streetscapes and private/public interfaces, to deliver quality outcomes for the city and community.
- Supporting and working with local businesses during construction phases, and the exploration of social and health services within the new precinct.

🎯 3.2 **Ingle Farm and surrounds are vibrant and revitalised.**

📋 3.2.1 **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.

**Key**

- ◆ Foundation
- 🎯 Strategic Intent
- 📋 Critical Action
- ➡ Indicators



We will be measuring the following indicators to show trends on how we are tracking on being ‘a growing city that creates new opportunities’.

**Council indicators:**

- Polaris Centre Net Promoter Score
- Value of major projects across the City of Salisbury
- Value of investment in Salisbury City Centre and Ingle Farm Activity Centre

**Community indicators:**

- City of Salisbury residents who work in the Council area
- Hectares of land rezoned to employment
- Expenditure across the City of Salisbury
- Vacancy rates and value of key industrial and commercial precincts
- Value of investment in land west of Port Wakefield Road
- Number of businesses in the Council area



# Innovation and Business Development

◆ 1

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

🎯 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 relationships with universities, government agencies and the private sector.

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

- Key**
- ◆ Foundation
  - 🎯 Strategic Intent
  - ☑ Critical Action

🎯 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 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 support 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.

🎯 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 meet the needs of the community, through our libraries and community centres.

◆ 2

Our Council is a great place to work.

🎯 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 experiences through workforce planning.
- Includes staff development opportunities, improved internal communications and staff wellbeing.





◆ 3

# Our Council is recognised for delivering exceptional community experiences and quality outcomes.

🎯 3.1 **Our community is aware of Council's projects, programs and initiatives.**

☑ 3.1.1 **Develop a Communication and Marketing Strategy.**

- Prepare a strategy that supports exceptional community experiences 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.**

- In response to increasingly advanced technologies, 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.**

- Prepare a strategy that outlines how Council is going to work to improve the experiences of residents, businesses and the community when accessing our services.
- Review and update the Community Experience Charter.



◇ 5

## Our Council's commercial operations provide value for the community.

🎯 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 and changing regulations.

### Key

- ◇ Foundation
- 🎯 Strategic Intent
- ☑️ Critical Action
- ➡️ Indicators

🎯 5.2 **Our waste operations support our community, businesses and industries.**

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

- Influence and deliver the *Northern Adelaide Waste Management Authority's* outcomes that aligns to Council's strategic plan, including the Landfill Alternative Project and broader sustainability agenda.



We will be measuring the following indicators to show trends on how we are tracking against being a Council that fosters 'Innovation and Business Development'.

### Council indicators:

- Development assessment timeframes
- Customer requests completed within agreed service levels
- Customer satisfaction data
- Operating surplus ratio, financial liabilities ratio and asset sustainability ratio
- Number of community members engaged through Council's engagements and digital platforms
- Customer and community savings from Salisbury Water compared to mains water pricing
- Organisational development and effectiveness
- Staff wellbeing index

◇ 4

## Our community is engaged and connected.

🎯 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.



Council staff in the field



# Critical Actions

These key projects are mapped to show what the Council is focusing on over the next few years.

## A welcoming and liveable city

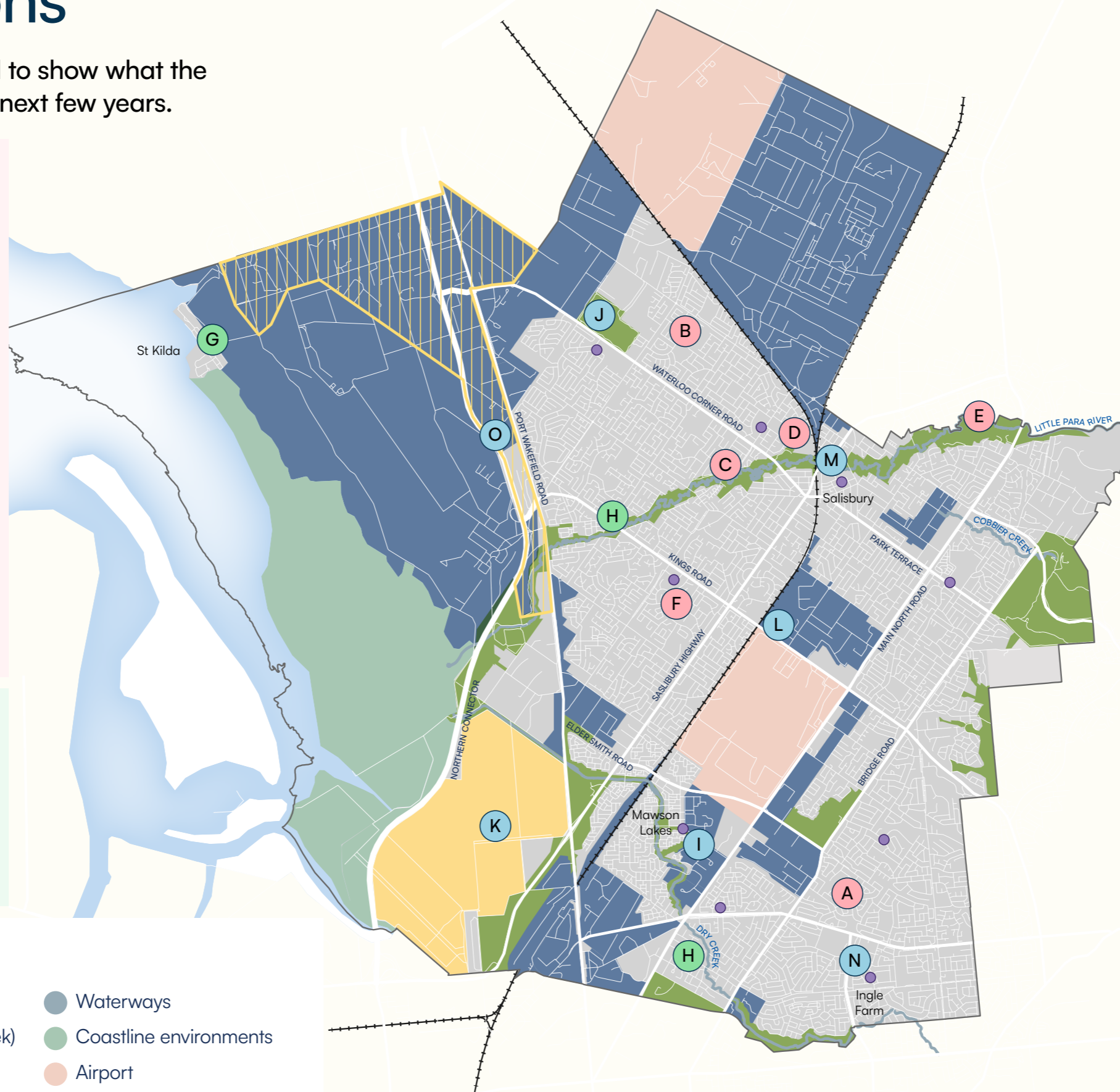
- A Delivering new housing at Walkleys Road Corridor
- B Delivering new housing at Lake Windemere
- C Activating the Little Para River Trail
- D Activating the Salisbury Aquatic Centre and surrounds
- E Delivering the new TreeClimb
- F Upgrading the Parafield Gardens Recreation Centre

## A sustainable city

- G Enhancing eco-tourism opportunities at St Kilda
- H Improving biodiversity corridors

## Legend

- Residential areas and neighbourhoods
- Waterways
- Future residential growth area (Dry Creek)
- Coastline environments
- Key industrial and employment areas
- Airport
- Employment growth area
- Rail line
- Key open space and biodiversity corridors



## A growing city that creates new opportunities

- I Strengthening business skills and capacities for small and emerging businesses through the Polaris Centre
- J Finalising stormwater management plans
- K Partnering with the State Government on the sustainable development of Dry Creek
- L Partnering with the State Government to improve east-west connections
- M Delivering a high quality Salisbury City Centre
- N Preparing a precinct plan for Ingle Farm Activity Centre and surrounds
- O Facilitating coordinated growth in areas west of Port Wakefield Road including an eco-industrial precinct

## Innovation and Business Development

Improving services and partnerships at community centres and libraries that meet the needs of the community

Nine libraries and community centres are shown with purple circles on the map: Burton Comm Hub, Bagster Road Comm Ctr, Salisbury Comm Hub, Salisbury East Neighbourhood Ctr, Morella Comm Ctr, The Mawson Ctr, Pooraka Farm Comm Ctr, Para Hills Comm Hub and Ingle Farm Library





City of  
**Salisbury**

(08) 8406 8222

34 Church Street

Salisbury SA 5108

[city@salisbury.sa.gov.au](mailto:city@salisbury.sa.gov.au)

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