



AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

18 JANUARY 2016 AT 6:30 PM

IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY

MEMBERS

Cr L Caruso (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza
Cr S Bedford
Cr D Bryant
Cr C Buchanan
Cr G Caruso
Cr R Cook
Cr E Gill
Cr S Reardon (Deputy Chairman)
Cr D Pilkington
Cr D Proleta
Cr G Reynolds
Cr B Vermeer
Cr S White
Cr J Woodman
Cr R Zahra

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
General Manager Community Development, Ms J Trotter
General Manager City Infrastructure, Mr M van der Pennen
Manager Governance, Ms T Norman
Manager Communications and Customer Relations, Mr M Bennington
Team Leader Corporate Communications, Mr C Treloar
Governance Coordinator, Ms J Rowett
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 07 December 2015.

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OTHER BUSINESS

CLOSE



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

7 DECEMBER 2015

MEMBERS PRESENT

Cr L Caruso (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza
Cr S Bedford
Cr D Bryant
Cr G Caruso
Cr R Cook
Cr E Gill
Cr S Reardon (Deputy Chairman)
Cr D Pilkington
Cr G Reynolds
Cr B Vermeer
Cr S White
Cr J Woodman
Cr R Zahra

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Acting General Manager Community Development, Mr M Bennington
Acting General Manager City Infrastructure, Mr K Stewart
Manager Governance, Ms T Norman
Team Leader Corporate Communications, Mr C Treloar
Governance Coordinator, Ms J Rowett
Governance Support Officer, Ms K Boyd

The meeting commenced at 6:30 pm.

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

APOLOGIES

Apologies have been received from Cr C Buchanan and Cr D Proleta.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr D Balaza
Seconded Cr S Reardon

The Minutes of the Policy and Planning Committee Meeting held on 16 November 2015, be taken and read as confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Mayor G Aldridge
Seconded Cr B Vermeer

1. The information be received.

CARRIED

1.0.2 Appointment of Chairman - Strategic and International Partnerships Sub Committee

Moved Mayor G Aldridge
Seconded Cr D Bryant

1. A secret ballot be conducted for the appointment of Chairman to the Strategic and International Partnerships Sub Committee.
2. That Councillors
 - a. Cr G Reynolds
 - b. Cr E Gill
 - c. Cr J Woodman
 - d. Cr D Balaza
3. That the winner of the Secret Ballot be appointed to the position of Chairman of the Strategic and International Partnerships Sub Committee for a twelve month term.

With leave of the meeting and consent of the seconder Cr G Aldridge
VARIED the MOTION as follows:

1. A secret ballot be conducted for the appointment of Chairman to the Strategic and International Partnerships Sub Committee, with Councillors:
 - a. Cr G Reynolds
 - b. Cr E Gill
 - c. Cr J Woodman
 - d. Cr D Balazacandidates in the ballot.
- 3 That the winner of the Secret Ballot (determined by the person with the most votes) be appointed to the position of Chairman of the Strategic and International Partnerships Sub Committee for a twelve month term.

As a result of the ballot conducted, the Chairman declared Cr E Gill be appointed as Chairman of the Strategic and International Partnerships Sub Committee.

CARRIED

Community Development

1.1.1 City of Salisbury Tourism and Visitor Strategy

Cr S Bedford left the meeting at 07:12 pm.

Cr S Bedford returned to the meeting at 07:15 pm.

Moved Cr R Zahra

Seconded Cr S Reardon

1. That development of a City of Salisbury Tourism and Visitor Strategy to achieve the following objectives:
 - a. Position the City of Salisbury as a leader in nature based tourism;
 - b. Create environmental and indigenous educational and awareness tourism opportunities;
 - c. Provide direction on how to define, improve and facilitate its appeal as both a tourism and visitor destination;
 - d. Increase and contribute growth to the number of people visiting and using our tourism and recreational attractions within our City;
 - e. Increase awareness of the significant investment by the City of Salisbury within our City and the improvements we have made to our physical environments;
 - f. Contribute to the increased economic development opportunities for the City of Salisbury by capitalizing on the future markets and increase visitation numbers.

be endorsed.
2. That the draft City of Salisbury Tourism and Visitor Strategy be reported back to Council in April 2016 for endorsement.
3. City of Salisbury establish a Tourism Sub Committee and a Terms of Reference be drafted for endorsement.
4. The focus of the Tourism Sub Committee include nature based Tourism, Museums, and Historical Tourism.
5. Membership of the Tourism Sub Committee to include representatives of relevant community organisations, for example, Historical Society, Museums, 4WD Clubs, with staff to include membership recommendations within the Terms of Reference.

With leave of the meeting and consent of the seconder Cr R Zahra VARIED the MOTION as follows:

1. That development of a City of Salisbury Tourism and Visitor Strategy to achieve the following objectives:
 - a. Position the City of Salisbury as a leader in nature based tourism;
 - b. Create environmental and indigenous educational and awareness tourism opportunities;

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- c. Provide direction on how to define, improve and facilitate its appeal as both a tourism and visitor destination;
 - d. Increase and contribute growth to the number of people visiting and using our tourism and recreational attractions within our City;
 - e. Increase awareness of the significant investment by the City of Salisbury within our City and the improvements we have made to our physical environments;
 - f. Contribute to the increased economic development opportunities for the City of Salisbury by capitalizing on the future markets and increase visitation numbers.

be endorsed.

2. That the draft City of Salisbury Tourism and Visitor Strategy be reported back to Council in April 2016 for endorsement.
3. City of Salisbury establish a Tourism Sub Committee and a Terms of Reference be drafted for endorsement.
4. The focus of the Tourism Sub Committee include nature based tourism, museums, and historical tourism.
5. Membership of the Tourism Sub Committee to include representatives of relevant community organisations, for example, Historical Society, museums, 4WD Clubs and the Campervan and Motorhome Club of Australia with staff to include membership recommendations within the Terms of Reference.
6. An invitation be sent to the Minister for Tourism to nominate a representative to participate as a member of the Tourism Sub Committee.

CARRIED

1.1.2 2016 Youth Council Membership

Moved Cr S White
Seconded Mayor G Aldridge

RECOMMENDATION

1. The following youth and mentor representatives be appointed to the Youth Council for the period January 2016 to December 2017:

Youth Members

- Taylor Sawtell;
- Cameron Rowe;
- Joel Winder;
- Marziya Mohammadi;
- Shamsiya Mohammadi;
- Mark Verdini;
- Rebecca Etienne;
- Nick Griguol;

Mentors

- Sue McNamara;
- Adelyne Huynh;
- Pau Suan Lian Naulak; and
- David Charlett.

2. The following mentor representative be appointed to the Youth Council for the period January 2016 to December 2016:
 - Kimberlee Daniels (Mission Australia- (Dual mentor role with Danielle Stewart currently appointed until December 2016)

CARRIED

1.1.3 Minutes of the Youth Council Sub Committee meeting held on Tuesday 1 December 2015

Moved Cr R Zahra
Seconded Mayor G Aldridge

The information contained in the Youth Council Sub Committee of the meeting held on 1 December 2015 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

YC1 Twelve25 Salisbury Youth Enterprise Centre December 2015 Update

1. That the information be received and noted.

YC2 Youth Council Review

1. The report be received and noted.

YC3 Drug and Alcohol Project Team Final Report

1. That the information be received.

YC4 Life Skills Project Team Update

1. That the information be received.

CARRIED

Urban Development

1.3.1 Rural (Aircraft Noise) Direk Residential and Industry Interface Development Plan Amendment

Cr G Caruso declared a conflict of interest due to family owning property in the area subject to the DPA and left the meeting at 07:20 pm.

Moved Mayor G Aldridge
Seconded Cr S White

1. The information be received.
2. That land owners affected by the Rural (Aircraft Noise) Direk Residential and Industry Interface Development Plan Amendment be informed of the advice from the Minister for Planning, and be invited to a meeting with Council staff and representatives of DPTI to discuss options for the DPA to be amended.
3. That a further report be provided to Council outlining policy options to prepare an amended DPA to seek agreement from the Minister for Planning to undertake public consultation.

CARRIED

Cr G Caruso returned to the meeting at 07:30 pm.

1.3.2 Acknowledgement of City of Salisbury History Through Re-Naming of Electoral Districts

Moved Cr D Pilkington
Seconded Cr G Caruso

1. The information be received.
2. The proposed submission to the SA Electoral Districts Boundaries Commission, as set out in the attachment to this report (Item No. 1.3.2, Policy and Planning Committee, 19/10/2015) be endorsed.

With leave of the meeting and consent of the seconder Cr D Pilkington
VARIED the MOTION as follows

1. The information be received.
2. The proposed submission to the SA Electoral Districts Boundaries Commission, incorporating a variation that recommends the electoral district of Playford be renamed after Edith Maud Potter Baynes, as set out in the attachment to this report (Item No. 1.3.2, Policy and Planning Committee, 19/10/2015) be endorsed.

CARRIED

OTHER BUSINESS

Nil

The meeting closed at 7:43 pm.

CHAIRMAN.....

DATE.....

ITEM	1.0.1
	POLICY AND PLANNING COMMITTEE
DATE	18 January 2016
HEADING	Future Reports for the Policy and Planning Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.4 To ensure informed and transparent decision-making that is accountable and legally compliant
SUMMARY	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

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

2. CONSULTATION / COMMUNICATION

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

3. REPORT

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

Meeting - Item	Heading and Resolution	Officer
28/10/2013 1.3.1 Due:	Development of Fairbanks Drive Reserve for Joint Use with Schools 5. A further report be presented in September 2014 that considers in full land development opportunities, scope of reserve upgrade and financial commitments of all parties. February 2016	David Clayton & Dameon Roy
28/10/2013 1.3.1 Due:	Development of Fairbanks Drive Reserve for Joint Use with Schools 4. Development of the northern extent of Fairbanks Drive Reserve be considered by staff and recommendations for potential development be made to the Strategic Property Development Sub Committee. February 2016	David Clayton & Dameon Roy
27/10/2014 Motion of Condolence Due: Deferred to: Reason:	Motion of Condolence - Cr Brian Goodall 3. Recognise Cr Goodall's many years of service to this Council, the people of the City of Salisbury and in particular the residents of Levels Ward by giving consideration to the naming of a building, road, park, reserve or other public asset in his honour, with a report to be brought back to the Council outlining options for this purpose. January 2016 March 2016 Staff are still working with the family to enable finalisation of the proposal.	Nichola Kapitza
27/01/2015 1.1.1 Due:	Increase Capacity on Early Intervention Programs 4. A review of the program outcomes be undertaken after 12 months. February 2016	Pippa Webb
27/01/2015 1.2.1 Due:	Mawson Lakes and Salisbury City Centre Parking Fund 2. A review of the effectiveness of this proposal in generating economic activity and its impact on parking availability be undertaken within two years. February 2017	Pat Trimboli

25/05/2015 NOM1	City of Salisbury Multicultural Festival 1. That staff report back to council regarding the hosting of a Multicultural Festival for the City of Salisbury to take place in the Salisbury City Centre. 2. The report to include possible partnerships, costings and grants available for hosting an event of this type. 3. Council Staff liaise and provide feedback and ideas from the Salisbury City Centre Business Association with these comments to be incorporated in the future report. Due: March 2016	Nichola Kapitza
22/06/2015 1.1.1	Suicide Prevention Action Plan 3. After six months of working on the project staff report back to council on the progress of the suicide prevention network and if there is an ongoing role or commitment of City of Salisbury staff. Due: March 2016	Joanne Menadue
27/07/2015 1.10.1	Salisbury Oval Precinct Plan 6. A further report be presented to Council in early 2016 detailing the final Precinct Plan and staging schedule. Due: March 2016	Nichola Kapitza
24/08/2015 1.2.1	Proposed Greater Edinburgh Parks Precinct Authority 2. That the response of the Mayor dated 7 August 2015 relating to a proposal by the Minister of Housing and Urban Development to establish a Precinct under the Urban Renewal Act 1995 in the Greater Edinburgh Parks area be noted, and that staff work with the Minister's delegates to prepare a Business Case for the proposal for further consideration by Council. Due: February 2016	Terry Sutcliffe
24/08/2015 1.2.1	Proposed Greater Edinburgh Parks Precinct Authority 3. That a further report be provided to Council when a draft Business Case for the proposed Greater Edinburgh Parks Precinct Authority is available for further review. Due: February 2016	Terry Sutcliffe
24/08/2015 1.1.1	Salisbury Oval Precinct Plan: Community Consultation Strategy 3. The Salisbury Oval Precinct Plan to be presented to Council in March 2016. Due: March 2016	Nichola Kapitza

26/10/2015 1.1.7	China Strategy 2. That, subject to the provision of any feedback or comments at the Policy and Planning Committee meeting on 19/10/2015, the Draft China Action Plan, as set out in Attachment 1 to this report (Item No. 1.1.7, Policy and Planning Committee, 19/10/2015) be endorsed and forwarded to the next meeting of the Strategic and International Partnerships Sub-Committee for information. Due: January 2016 Deferred to: March 2016 Reason: Awaiting scheduling of sub committee meeting.	Greg Ratsch
26/10/2015 1.1.8	Strategic and International Partnerships Sub Committee Membership Review 7. Staff prepare a further report setting out financial considerations and potential budget strategies to support initiatives associated with the activities of the Strategic and International Partnerships Sub Committee. Due: February 2016	Nichola Kapitza / Greg Ratsch
23/11/2015 NOM4	City of Salisbury Christmas Carols Event 2016 1. That staff report back on options and costs associated with Council hosting a Christmas Carols event in 2016, with the event to be held on a suitable Council owned park/facility. Due: April 2016	Nichola Kapitza
23/11/2015 1.3.1	Waterloo Corner Road Development Plan Amendment 2. That an amended Statement of Intent be prepared for the Waterloo Corner Road – Burton Residential Development Plan Amendment illustrating a reduced affected area confined to lot 50 Waterloo Corner Road, Burton, for consideration by Council by the January 2016 Council meeting. Due: January 2016 Deferred to: February 2016 Reason: Waiting for draft SOI from planning consultant.	Michelle Tucker
14/12/2015 1.3.1	Rural (Aircraft Noise) Direk Residential and Industry Interface Development Plan Amendment 3. That a further report be provided to Council outlining policy options to prepare an amended DPA to seek agreement from the Minister for Planning to undertake public consultation. Due: March 2016	Peter Jansen
14/12/2015 1.1.1	City of Salisbury Tourism and Visitor Strategy 2. That the draft City of Salisbury Tourism and Visitor Strategy be reported back to Council in April 2016 for endorsement. Due: April 2016	Brittany Warren

14/12/2015	City of Salisbury Tourism and Visitor Strategy	Bianca Lewis
1.1.1	3. City of Salisbury establish a Tourism Sub Committee and a Terms of Reference be drafted for endorsement.	
Due:	February 2016	

4. CONCLUSION / PROPOSAL

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

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 12/01/2016

ITEM	1.1.1
	POLICY AND PLANNING COMMITTEE
DATE	18 January 2016
HEADING	World Health Organisation Age Friendly Cities Network
AUTHORS	Joanne Menadue, Health & Inclusion Senior Coordinator, Community Development Julie Fyfe, Social Planner - Research & Policy, Community Development
CITY PLAN LINKS	3.1 To have a community that embraces healthy and active lifestyles 3.2 To have an engaged community with a strong sense of vitality, pride and belonging 3.3 To have a city where a quality of life is achievable
SUMMARY	This report provides an overview of the opportunity for the City of Salisbury to join the World Health Organisation (WHO) Age- friendly Cities and Communities Network and highlights the benefit it would bring to the Salisbury community.

RECOMMENDATION

1. Information be received.
2. Council will make a commitment to World Health Organisation's (WHO) Global Network of Age-friendly Cities and Communities values and principals.
3. The City of Salisbury applies to join the World Health Organisation (WHO) Global Network of Age-friendly Cities and Communities.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

WHO Global Network of Age-friendly Cities and Communities

- 1.1 The WHO Global Network of Age-friendly Cities and Communities was established in 2010 to connect cities, communities and organisation worldwide with the common vision of making their community a great place to grow old in. As a response to global population ageing, it focuses on action at the local level that fosters the full participation of older people in community life and promotes healthy and active ageing.

- 1.2 The Global Network of Age-friendly Cities and Communities provides a global platform for information exchange, mutual learning and support. The network reflects cities commitment to listen to the needs of their ageing population, assess and monitor their age-friendliness and work collaboratively with older people and across sectors to create accessible physical environments, inclusive social environments and enabling service infrastructure.
- 1.3 The WHO Global Network of Age-friendly Cities and Communities currently includes 287 cities and communities in 33 countries, covering over 113 million people worldwide, there are 13 Age-friendly Cities in Australia, one in South Australia, being the City of Unley.
- 1.4 The City of Salisbury has a long history of providing services to our older residents, increasing the accessibility of its infrastructure and continues to be proactive and creative in meeting the communities' diverse needs. The endorsement by council in October 2015 of Age-friendly Salisbury Strategy 2015-2020 creates platform for the city to enhance its age friendliness into the future.
- 1.5 Joining the WHO Global Network further enhances this journey by providing the City of Salisbury with the most up to date research and information and being recognised for our work on the global stage.

2. REPORT

Joining the WHO Global Network of Age-friendly Cities and Communities

- 2.1 While global in outreach, the Network focuses on action at the local level. Any local government with a commitment to becoming more age-friendly and the decision making power to do so is welcome to join.
- 2.2 Cities are not required to have achieved age-friendliness at the time of joining the Network. However they must commit to working towards it. Cities and communities can join the Network with the commitment by the political leadership to engage in this process.
- 2.3 There is no membership fee but participation in the Network requires a commitment to invest time and resources in developing an age-friendly environment in all aspects and to share learnings and achievements with fellow Network members.

Values and principals of WHO Age Friendly Cities and Communities

- 2.4 Age friendly Salisbury will incorporate the values, principles and definitions of the WHO's Age Friendly Cities and Communities initiative. To ensure that strategies are developed that meet the changing needs of the population as they grow older, consideration will also be given to:
 - Addressing the predicted increase in the use of health care services;
 - Preventing or mitigating loneliness which is considered a critical factor in maintaining wellbeing;
 - Improving engagement with the elderly community to ensure they have the opportunity to have a say in Council's direction and be heard and considered in matters that interest and/or impact them; and
 - Improving access to services, community facilities and the City's public realm to increase connectivity, inclusion and improved mobility.

Application process to join the WHO Global Network of Age-friendly Cities and Communities

2.5 Applications to the Network are processed quarterly, February, May, August and November.

2.6 Process:

- Complete online application form;
- Attach to this form a letter from the Mayor and municipal administration indicating their commitment to the Network cycle of continual improvement;
- Commence the Network cycle of the following four steps:
 - Establishment of mechanisms to involve older people throughout the Age-friendly Cities and Communities cycle;
 - Development of a baseline assessment of the age-friendliness of the city/community;
 - Development of a three year city wide action plan based on the finding of this assessment; and
 - Identification of indicators to monitor progress against this plan.

2.7 The City of Salisbury to date has accomplished some of the requirements identified in the application process. We have conducted an audit using the South Australian Age Friendly Neighbourhood Tool kit. We have endorsed the City of Salisbury Ageing Strategy covering the eight domains developed by the World Health Organisation, and have undertaken a significant community engagement process for the strategy development and other initiatives.

2.8 The advantages of the City of Salisbury joining the Network are:

- The ability to connect with a global network of ageing experts, including senior officials, program managers, researchers and older people themselves;
- To stay informed about Age-friendly City and Community projects, meetings and events;
- To receive guidance on approaches for developing and implementing an Age-friendly City and Community;
- The ability to share progress and learnings and support others to do the same; and
- To be inspired by what others have achieved.

3. CONCLUSION / PROPOSAL

- 3.1 There are many advantages for Salisbury which will enhance the current work conducted by the City of Salisbury, by being connected to a global network of specialists in the field. The City of Salisbury will be contributing and receiving the most up to date research and information in the ageing sector, whilst being recognised on the global stage.
- 3.2 The proposal is that the City of Salisbury commits to continue to work towards the WHO Age-friendly Cities ethos and joins the WHO Global Network of Age-friendly Cities and Communities.
- 3.3 Once endorsed staff will commence the application process.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 12/01/2016

ITEM	1.2.1
	POLICY AND PLANNING COMMITTEE
DATE	18 January 2016
HEADING	Shandong Delegation and Visit to Linyi City
AUTHOR	Greg Ratsch, Manager Economic Development & Urban Policy, City Development
CITY PLAN LINKS	1.3 To have a prosperous and adaptive business sector that supports community wellbeing, is globally oriented and creates employment opportunities
SUMMARY	Council recently signed a friendship agreement with Linyi City. The State Government is organising a delegation to Shandong Province in April 2016 which includes Linyi on the itinerary for the first time. This provides an opportunity for Council to visit Linyi for the first time, work with businesses to link with opportunities in Linyi and provide a tangible demonstration of commitment to the civic relationship.

RECOMMENDATION

1. That Council endorses the participation of the Mayor, Chair of the Strategic and International Partnerships Sub Committee and the Chief Executive Officer to participate in the State Government Delegation to Shandong in April 2016.
2. Discussions occur with Linyi City to organise a specific program for the City of Salisbury immediately prior to, or following the departure of, the State Government delegation.
3. Provision for funding support to further develop our economic relationship with Linyi City within the Council's Economic Development Program be considered as part of the Council's 2016/17 budget deliberation.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Council has had a long interest in fostering relationships with China with a view to increasing trade, investment, education and cultural ties. Given China's growing role in the world economy, that country potentially provides significant opportunities for our businesses and broader community. Indeed, China and international trade are increasingly important elements of Council's economic development program. Reflecting this Council endorsed its China Action Plan in October 2015 which aims to build capability in small business, attract investment and develop partnerships that can assist to further relations with China.

- 1.2 The South Australian Government has a continued interest in engaging with Shandong. Two thousand and sixteen will mark the thirtieth anniversary of the signing of the sister-state agreement. To mark this, and to build on previous missions, the government will lead a delegation to China to Shandong from 5-9 April 2015.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Office of the Chief Executive
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 In 2015 Council was particularly active in advancing its China agenda with the Mayor and Chief Executive Officer visiting Shandong in May, hosting two delegations from Linyi, adoption of a China Action Plan in October, the signing of a friendship agreement with Linyi in November, and the first of the Polaris Centre's China-focused business workshops in December.
- 3.2 As a follow up to the May 2015 visit, the South Australian Government is organising a mission to visit Shandong in April 2016. The itinerary is:
 - 5 April – delegates arrive Jinan
 - 6 April – Jinan
 - 7 April – Zibo
 - 8 April - Qingdao
 - 9 April – delegation splits with some going to Linyi and others to Yantai
- 3.3 Expressions of interest are being sought from business to participate in the mission focusing on sectors including agribusiness, food and wine; education and research; mining services; health; tourism; cleantech – waste and water; urban planning and architectural design; and e-commerce. The expression of interest process will close in late February 2016. Following this, the South Australian Government will provide the Shandong Government with an initial list of companies that will travel to Shandong to participate in the business program. Staff from the Polaris Centre will identify and approach companies that meet the program criteria to encourage their participation.
- 3.4 In addition a local government program is being developed by the LGA and the Australia China Business Council. Details were yet to be released at the time of writing this report however it is likely it will build on the MOU that was signed on the last visit. Council staff have been actively participating on the LGA's Shandong Working Group to build a platform for engagement between South Australian Councils and Chinese prefectures.
- 3.5 From a Salisbury perspective the visit is significant for two reasons – it is the first time a South Australian delegation has visited Linyi City and, if Council chooses to participate, it would be the first delegation from Council to visit Linyi since the

signing of both the November 2015 friendship agreement and the original friendship agreement of 2008.

- 3.6 The timing of the delegation's visit to Linyi on the last day of the mission is fortuitous as it would enable Council to tangibly demonstrate its strong working relationship and connections with the State Government on the first day, as well as providing an opportunity to highlight and participate in more focused discussions to further our relationship should representatives from Council choose to extend their stay in Linyi to Monday 11 April. Conversely, should a South Australian delegation visit Linyi without participants from the City of Salisbury, this would reflect poorly on the value we are perceived to place on our relationship.

4. CONCLUSION / PROPOSAL

- 4.1 Council's China Action Plan contains a range of actions including:

- Further develop linkages with Linyi City;
- Partner with the South Australian Government as it implements the South Australia-China Engagement Strategy; and
- Actively contribute to the development and implementation of the MOU administered by the LGA to increase trade and investment between South Australia and Shandong Prefectures.

Participation in the upcoming delegation is consistent with these actions.

- 4.2 The delegation also provides an opportunity to foster local business links, not only by raising awareness among local firms of opportunities in Linyi, but in potentially progressing a further action in the China Action Plan, namely investigate the opportunity for Northern Economic Leaders to enter into an MOU with the Linyi Municipal Bureau of Commerce. This would provide a formal relationship between our respective businesses in a way that would complement our civic friendship agreement.
- 4.3 For the reasons outlined in this report it is considered appropriate and necessary that Council participate in the State Government delegation scheduled for April 2016.
- 4.4 At this stage the cost of participation is unknown however as a guide the previous delegation to China cost in the vicinity of \$5,000 per person. A non-discretionary bid will be included in the third quarterly budget review to meet the expected costs for the 3 delegates plus additional that may be necessary as a consequence of spending a longer duration with Linyi City.
- 4.5 Given the recent establishment of the Strategic and International Partnerships Sub-Committee and its role and focus in shaping Council's China Strategy and the importance of visiting Linyi City for the first time since our relationship has been developing in 2009, and the recent signing of our Friendship City Agreement that Council be represented on the delegation by the Mayor; the Chair of the Sub-Committee and the Chief Executive officer.

- 4.6 Going forward, the on-going costs associated with Council's activities in fostering international connections to support economic development outcomes will require additional specific funding over and above that historically allocated to the activities of the Strategic and International Partnerships Sub-Committee/Sister Cities Sub-Committee. Funding will be required to host visiting delegations which are likely to increase in number, participation in overseas delegations by Council representatives, support to businesses to assist them in international engagement, and interpreter and translation services. It is proposed that this be addressed through the 2016/17 budget deliberations.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 12.01.2016

INFORMATION ONLY

1.3.1

POLICY AND PLANNING COMMITTEE**DATE**

18 January 2016

PREV REFS

Policy and Planning Committee 1.3.2 21/09/2015

HEADING

Residential Zone Policy Area 18 - Proposed Development Plan Amendment

AUTHOR

Peter Jansen, Strategic Planner, City Development

CITY PLAN LINKS

1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure

SUMMARY

Following a resolution of Council to request the Minister for Planning to support the preparation of a Development Plan Amendment for Residential Policy Area 18 to further protect the current character, the Minister has indicated he will not support the proposal and has instead encouraged Council to complete its existing DPA program and maintain its involvement in the Planning Reform process. The Development Assessment Guide for Policy Area 18 will continue to be used in the assessment of development applications in conjunction with the Development Plan and Residential Code.

RECOMMENDATION

1. That the information be received, and the proposal for a Development Plan Amendment for Residential Policy Area 18 not be pursued further in light of the Minister's advice on the proposed DPA.

ATTACHMENTS

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

1. Minister response letter
2. Policy Area 18 locality map

1. BACKGROUND

- 1.1 Council at its 27th July 2015 meeting resolved (resolution 0483/2015) that a report be prepared outlining options for restrictions on land division and residential development to control development density and preserve the character of the Salisbury Residential Policy Area 18. The area is depicted on the attached plan (Attachment 2).

- 1.2 The report was considered at the 21st September 2015 Policy and Planning Committee meeting, from which the following resolution was endorsed by Council at the subsequent Council meeting (NOM2, 0595/2015):

1. That the proposal to prepare a development assessment guide for use in the assessment of development applications within Policy Area 18 of the Residential Zone to assist in consistency of interpretation and application of zone and policy area provisions be endorsed.

2. That Council write to the Minister of Planning, John Rau MP and the Member for Ramsay, Zoe Bettison MP seeking their input and support for a proposal for a Development Plan Amendment that would provide stronger protection for the existing character of Policy Area 18 in the Residential Zone (being the former Residential 1 Zone), through specific restrictions upon allotment area and frontages to underpin the 'low density' intent for the Policy Area.

3. Staff report back to Council once a response is received on what the State Government's stance is on Policy Area 18 within the Residential Zone and what actions they would support to further protect the character of the Policy Area.

2. CONSULTATION / COMMUNICATION

2.1 External

- 2.1.1 Minister for Planning – Response attached.
- 2.1.2 Member for Ramsay – No response received.
- 2.1.3 DPTI – staff discussion with DPTI staff about the matter.

3. REPORT

- 3.1 The Minister for Planning has provided a response to the Council request to consider a Development Plan Amendment over the area which would protect the current character.
- 3.2 The Minister:
 - 3.2.1 Reaffirms the outcomes of the 30 Year Plan for Greater Adelaide to have planning policy that facilitates well designed medium density infill development in suitable locations close to activity centres, open space and key public transport nodes.
 - 3.2.2 Acknowledges the Council Salisbury City Centre Development Plan Amendment which seeks to provide additional infill and mixed use development; however, the Minister considers that reducing the development potential within Policy Area 18 would counteract the infill opportunities created through the City Centre DPA.
 - 3.2.3 Considers that policy amendment should be based on strategic investigations that take into account the direction of all of Council's residential areas, rather than as reaction to singular issues in discrete locations.

- 3.2.4 Indicates that the proposed DPA would not deliver high priority strategic outcomes of economic development and infill development. The Minister encourages Council to instead focus on completing existing DPAs and continue involvement in the Planning Reforms process.

4. CONCLUSION

- 4.1 The Minister will therefore not support a DPA for this matter without a comprehensive analysis across Council. The Growth Strategy 2015 is being prepared currently which investigates opportunities across the Council area. It is considered that this issue should be incorporated into the wider review of Council through the Growth Strategy.
- 4.2 The Development Assessment Guide referenced in part 1 of the Council resolution of 21 September 2015 will continue to be used as a tool in assessment of proposals in conjunction with the Development Plan and the Residential Code.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 12.01.2016

The Hon John Rau MP

9962013

3 December 2015

Mr John Harry
Chief Executive Officer
City of Salisbury
PO Box 8
SALISBURY SA 5108



**Government
of South Australia**

Deputy Premier
Attorney-General
Minister for Justice Reform
Minister for Planning
Minister for Housing and Urban
Development
Minister for Industrial Relations
Minister for Child Protection
Reform
45 Pirie Street
ADELAIDE SA 5000
GPO Box 464
ADELAIDE SA 5001
Tel 08 8207 1723
Fax 08 8207 1736

Attention: Peter Jansen, Principal Planner – Land Use Policy

Dear Mr Harry

Thank you for your recent letter seeking an indication of the State Government position on the initiation of a Development Plan Amendment (DPA) to introduce minimum allotment sizes and frontage dimensions in Policy Area 18 of the Residential Zone at Salisbury.

In order to deliver the outcomes sought through *The 30-Year Plan for Greater Adelaide*, it is essential that Development Plan policy facilitates the development of well-designed medium density infill development in suitable locations close to activity centres, open space and key public transport nodes. If Development Plan fails to do this, then the inevitable result will be a policy-induced shortage of housing and a decline in housing affordability.

Council's Strategic Directions Report identified the need to further investigate infill potential in proximity to key public transport nodes, including the Salisbury City Centre.

I acknowledge that the proposed Salisbury City Centre DPA seeks to provide additional infill and mixed use development potential in part of the area in proximity to the Centre. However, I consider that reducing development potential within Policy Area 18 would counteract the infill opportunities created through the Salisbury City Centre DPA.

I consider that policy amendment should be based on strategic investigations that take into account the strategic direction of Council's residential areas as a whole, rather than in reaction to singular issues in discrete locations.

As advised in recent correspondence from the Department of Planning, Transport and Infrastructure, a key focus for new DPAs are those that deliver the high priority strategic outcomes of economic development and infill development.

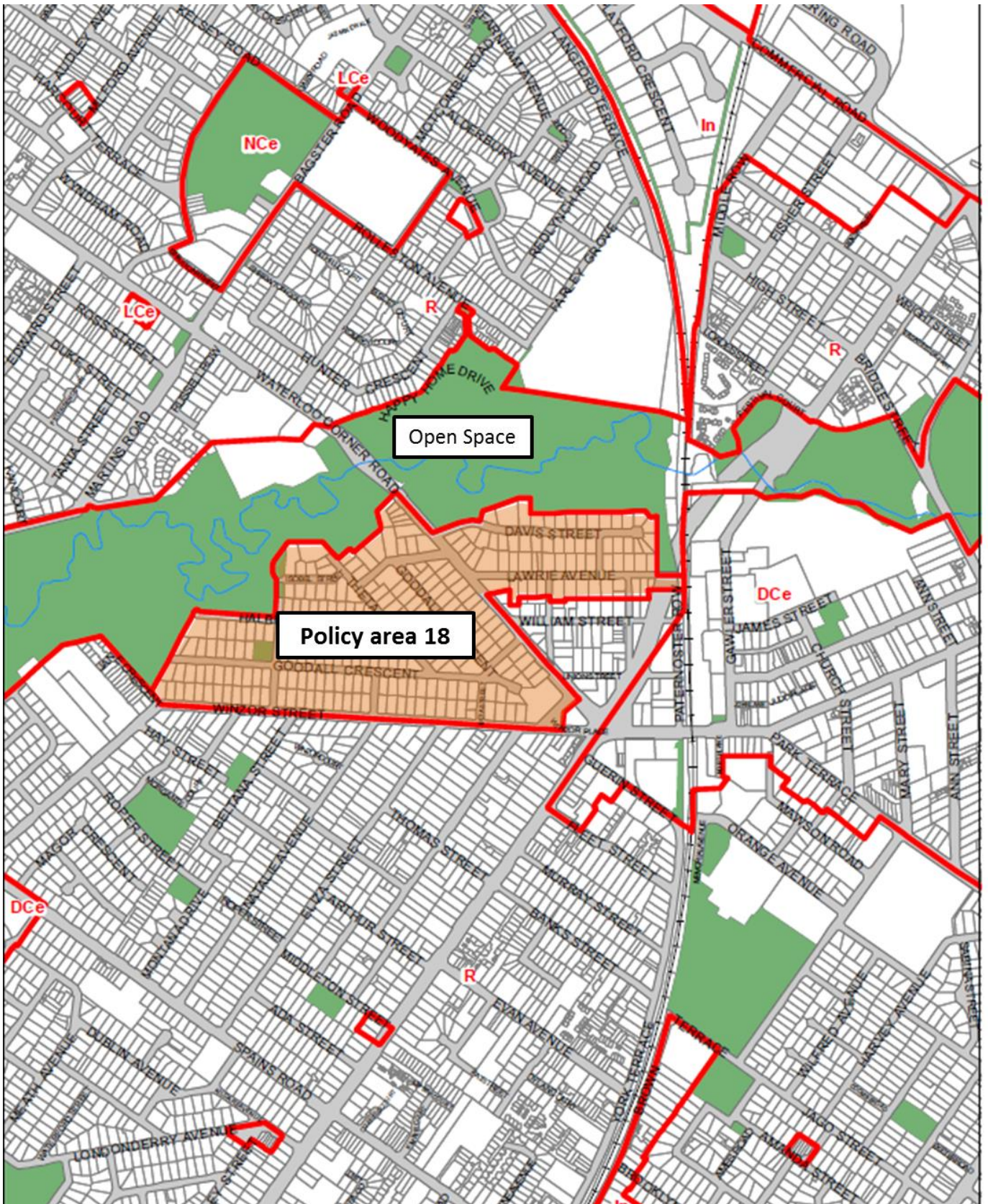
As the proposed DPA does not seek to deliver these outcomes I would encourage Council to focus on completing existing DPAs and maintaining involvement in the Planning Reform process, including the current updating of the *30-Year Plan for Greater Adelaide*.

If you require any further information regarding this matter please contact Abi Coad, Senior Planner from the Department on 08 7109 7039.

Yours sincerely



John Rau
Deputy Premier
Minister for Planning



Item 1.3.1 - Attachment 2 - Policy Area 18 locality map

ITEM	1.7.1		
	POLICY AND PLANNING COMMITTEE		
DATE	18 January 2016		
PREV REFS	Policy and Planning Committee	1.7.1	20/04/2015
	Policy and Planning Committee	1.3.3	19/10/2015
HEADING	City Plan 2030		
AUTHOR	Michelle Tucker, Coordinator Urban Policy & Planning, City Development		
CITY PLAN LINKS	<p>1.3 To have a prosperous and adaptive business sector that supports community wellbeing, is globally oriented and creates employment opportunities</p> <p>1.2 To enhance and create quality urban areas with high amenity and integrated infrastructure</p> <p>3.3 To have a city where a quality of life is achievable</p>		
SUMMARY	<p>This report presents the Draft City Plan 2030 for endorsement to commence final stakeholder and community consultation. City Plan 2030 is Council's peak strategic planning document and sets the key directions and critical actions for Council and our community moving forward. The plan has been developed based on significant community, stakeholder, Elected Member and staff engagement.</p>		
RECOMMENDATION	<p>1. The Draft City Plan 2030 provided as Attachment 1 to the Policy and Planning Committee agenda report of 18 January 2016 be endorsed to commence community and stakeholder consultation for a period of four weeks.</p>		

ATTACHMENTS

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

1. Attachment 1 - Draft City Plan 2030 for Consultation

1. BACKGROUND

- 1.1 The *Local Government Act (1999)* requires Councils to undertake a comprehensive review of its Strategic Management Plans within two years of each general election. The City Plan articulates Council's vision, objectives and key strategies.

- 1.2 At its meeting on 27 April 2015 Council endorsed the process, budget and level of community engagement for developing this City Plan. The process contained a significantly higher level of community engagement than undertaken previously.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Council Staff as part of internal workshops.
- 2.1.2 Internal Project Team and Executive Group.
- 2.1.3 Elected Members:
- February 2015 weekend workshop.
 - July 2015 Informal Strategy - community engagement program.
 - September 2015 Informal Strategy- engagement workshop.
 - October 2015 Informal Strategy – outcomes of engagement.
 - November 2015 Informal Strategy – Draft Objectives and Strategies.
 - December 2015 Informal Strategy, Draft Vision, and Critical Actions.

2.2 External

- 2.2.1 An extensive community engagement process was conducted in July and August 2015. Over 1,000 individuals provided approximately 3,000 ideas and comments that were considered as part of the City Plan development process. The outcomes of this engagement process were reported to the Policy and Planning Committee at its meeting on 19 October 2015.
- 2.2.2 The development of the City Plan was also informed by other engagement activities undertaken as part of other strategic processes including the Northern Economic Plan, Adapting Northern Adelaide - Planning for our Changing Climate and the City of Salisbury Age Friendly Communities Strategy.
- 2.2.3 Themes raised consistently through these processes included jobs, the importance of place, technology and the importance of learning.

3. REPORT

- 3.1 City Plan 2030 is a document that sets out Council’s objectives for this term and beyond. It acknowledges the challenges our community is facing now and in the years ahead, but its tone is one of optimism. It recognises Salisbury has many strengths and these strengths provide the opportunities on which to develop our City further. As such, the proposed vision is simply “Salisbury: A flourishing City with opportunity for all.”
- 3.2 The draft City Plan 2030 is provided as Attachment 1.
- 3.3 To maintain continuity, the plan has retained the four key directions from the current City Plan – Sustainable Futures 2020 with some renamed to provide greater clarity to the community. The Directions are:

- 3.3.1 Prosperous City (work skills, adaptability to a changing economy, investment attraction, business environment, business growth and urban development);
 - 3.3.2 Green City (natural resources and landscapes, biodiversity, changing climate, green industries and community education);
 - 3.3.3 Liveable City (people that embrace change and opportunity, interesting places, transport, community services, City pride and cultural diversity); and
 - 3.3.4 Enabling Excellence (Council partnerships, internal capability, process improvement, informed decision making, innovation and long term thinking).
- 3.4 The feedback from Elected Members, the community and staff have been compiled into aspirational statements for each direction describing the desired characteristics of the City in 2030. These are supported by four objectives for each direction and a set of strategies.
- 3.5 Critical Actions have also been proposed that have the potential to significantly improve economic, social and environmental conditions within our City as well as the performance of Council. These actions include major development and infrastructure initiatives such as the Salisbury City Centre, City Centre Community Hub, east west transport linkages and Para Hills Community Hub Facility. In addition there is a focus on maximising the outcomes of projects such as Technology Park, the Northern Connector and the Dry Creek Saltfields which will be delivered by others. Other actions are focused on policy and strategy development (and implementation) including developing learning and wellbeing strategies and implementing the Adapting Northern Adelaide Plan. A final set of actions aim to enhance existing Council projects and services including the Polaris Centre, place management, City Pride and our water business.
- 3.6 Internal critical actions focus on building capability of staff to respond to emerging opportunities and needs, customer focused use of technology, business friendliness, communication and engagement and decision making.
- 3.7 Delivering the proposed critical actions will require a joined-up approach across Council as well as partnerships with the community and other spheres of government to achieve. 'Business as usual' actions will be contained within Council's Annual Business Plan.
- 3.8 In order to measure our progress as a city, key indicators have been developed for each direction which will form a City Scorecard which will be reported back to Council on a regular basis. Many of these are influenced by trends and policies lying outside Council's control, however reporting on these indicators will enable Council to adjust its strategies and priorities in response. Corporate indicators about Council's achievements will still be found in key documents such as the Annual Business Plan, Annual Report as well as internal business plans. The indicators will be further developed and refined based upon feedback from the proposed final round of consultation, and a review of the availability and currency of data required for the indicators.

4. CONCLUSION / PROPOSAL

- 4.1 The City Plan is the Council's peak strategic planning and direction-setting document. Based on extensive feedback, the Plan is built around capturing opportunities, and continued growth – economic, social and environmental.
- 4.2 Council's engagement policy requires Council to consult on the draft document for a minimum of 21 days; however it is proposed that the consultation period run for 28 days to provide people with sufficient time to make a response. The endorsed draft will be provided to stakeholders and people who participated in the first round of engagement for information and comment. Our community will also be invited to comment.
- 4.3 Following this period of engagement the Plan may be amended to incorporate feedback prior to presenting it to Council for final endorsement in April 2016.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 12.01.2016



Item 1.7.1 - Attachment 1 - Draft City Plan 2030 for Consultation

MAYOR'S message



City Plan 2030 is our blueprint for achieving the vision you helped us develop: *Salisbury - a flourishing City with opportunity for all.*

It is Council's commitment to make a positive difference for those who live, work, play and study in our City.

This Plan was developed with a great deal of community input. Achieving our vision for the City will require Council, the community and our partners to work as one. We recognise that we are facing challenges in the future, and that we need to move beyond a "business as usual" approach in order to meet these challenges.

I am proud of this Plan. It is visionary and broad ranging. It provides practical strategies and actions to build on our existing assets and make the most of opportunities that have potential to be transformative for not only the City of Salisbury, but the northern Adelaide region more broadly.

Key infrastructure projects, our diverse environmental assets, economic strengths and the liveability of this City provide us with immense opportunities that will benefit the entire community. We have a diverse population that brings with it a wealth of knowledge and an entrepreneurial spirit that needs to be encouraged.

We face challenging but very exciting times. We need to be bold and innovative leaders. We need to think and act in partnership. We need to take pride in and promote what we have, and what we are working towards.

This Plan will take a collective effort to achieve the outcomes we are seeking. I look forward to us working together and putting our words into actions to realise the full potential of this great City.

WHAT HAVE we heard?

This Plan was developed with substantial input from the people of Salisbury, a review of State and Federal government directions, close examination of demographic information and an analysis of global trends that will affect our City in the years ahead.

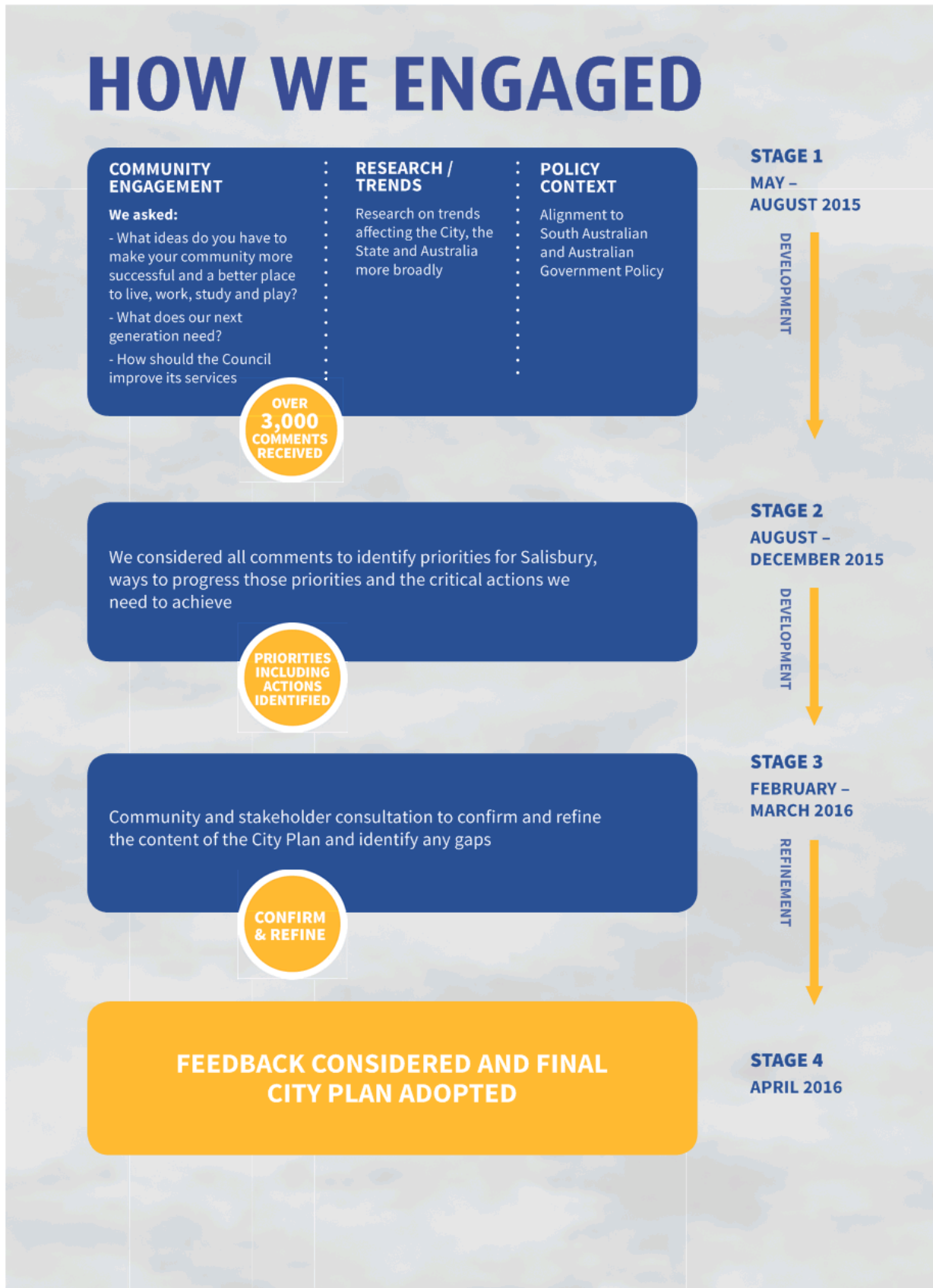
More than 1,000 people told us what they think is important for Salisbury. Comments consistently focussed on the need for jobs given the region's existing unemployment rate and the impending closure of the automotive sector; the importance of well-designed and attractive places; management of wetlands and our natural environments; services for young people and safety. These ideas and feedback have been compiled into a separate engagement outcomes document available on Council's website.

The South Australian Government's policy directions seek to create an environment where "people and business thrive." Its seven strategic priorities focus on a vibrant city, affordability, providing young people with opportunity, advanced manufacturing, safe communities and healthy neighbourhoods, premium food and mining and resources. Its 30 Year Plan for Greater Adelaide envisages significant population and jobs growth within our boundaries.

In response to the closure of the car industry and continued economic change, the South Australian Government in collaboration with the Cities of Salisbury and Port Adelaide Enfield have developed a Northern Economic Plan that provides a clear pathway and direction for economic and social programs in the region over the next 10 years. Many of the Premier's economic priorities including innovation, international trade, small business and a competitive business environment are reflected in the Plan.

Other broad trends that will have a major impact on Australia over the next 20 years include global resource scarcity, reduced biodiversity, the continued shift of economic power to Asia, our ageing population, continued advances in technology and people having greater expectations. Each of these will affect Salisbury in some way including the type of work our residents do, future markets for businesses, environmental management, the way we deliver services, the type of services we will be required to deliver and the way in which people in our city relate to each other and contribute to community life.

The voice of our community was one of optimism despite the great challenges facing us. Consequently the starting point for this Plan is a clear focus on opportunity. Four themes run through it – the creation of jobs, technology shaping our community, the significance of place and the importance of learning.



COMMUNITY FEEDBACK

- It would be great to have plenty of hope in the area of job opportunities for the next generation
- Play to our strength and evolve precision engineering and cutting edge technology areas
- Generate more jobs by creating better links to local job markets
- Friendly natural play areas where kids can take risks and learn experientially - not plastic playgrounds
- The north is well positioned to develop the digital skills required to prepare the next generation for a technology driven world
- Maintaining a main street feel is important for Salisbury city centre
- Bring technology experts to support local businesses to stay on the cutting edge and
- Education on life, how to get jobs, how to be successful

A selection of comments received during the City Plan 2030 community consultation period.

OUR city snapshot

Our City has a growing population with opportunities for dwelling growth through new development sites, subdivision and infill. We have a higher than average population of young people, which adds life and vibrancy to our City, but we also have a forecast growth in aged population, which provides opportunities for redesigning services, businesses and programs to be more supportive of ageing. We have a diverse and multicultural community, which enriches our City.

Our local economy is the fourth largest in South Australia and provides ongoing opportunities for local employment and business attraction. Our City also has relatively high levels of open space in relation to population, which provide opportunities for the enjoyment of active lifestyles, recreation and relaxation.

Our City is renowned for its environmental management. Salisbury has a good tree canopy cover, which enhances the urban landscape and provides environmental benefits such as climate cooling and energy conservation. We have an international reputation for our recycled stormwater harvesting and use, which provide opportunities for sustainable environmental management for residents and businesses. We also have a good proportion of waste diversion from landfill, which presents opportunities for innovation in using waste as a resource.

CURRENT POPULATION 137,310¹

CHILDREN (0-11 YRS)



YOUNG PEOPLE (12-24 YRS)



AGED PEOPLE (60+ YRS)

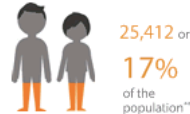


EXPECTED POPULATION IN 2030 165,175²

CHILDREN (0-11 YRS)



YOUNG PEOPLE (12-24 YRS)



AGED PEOPLE (60+ YRS)



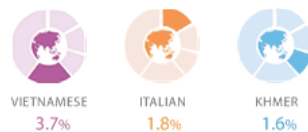
NUMBER OF PRIVATE DWELLINGS



LANGUAGES SPOKEN*

22% of people spoke a language other than English at home*

Top 3 languages spoken, other than English:



BORN OVERSEAS*



27.8% of people were born overseas*

EDUCATIONAL QUALIFICATIONS*



¹ ABS 2014 estimated resident population
² Forecast: ID 2015, + 16,000 at Salt Pan development
* ABS 2011 census data
** Forecast ID 2015

GROSS REGIONAL PRODUCT 2014

The 4th largest economy in SA



LOCAL JOBS IN 2014



50,096³

LOCAL BUSINESSES IN 2013*



6,485⁴



LABOUR FORCE PARTICIPATION

62.2%⁵

WASTE DIVERSION FROM LANDFILL



46%⁶

STORMWATER HARVESTED

2.8GL⁷



OPEN SPACE



1600 hectares of open space



13.1

hectares of open space per 1000 people

TREE COVERAGE



20.8%

tree canopy cover for the City⁸

EXPECTED CHANGE IN HOUSEHOLD TYPE 2011-2030

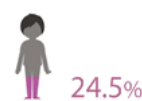
COUPLE FAMILIES WITH DEPENDENTS 2011



COUPLE FAMILIES WITHOUT DEPENDENTS 2011



LONE PERSON HOUSEHOLDS 2011



ONE PARENT FAMILIES 2011



COUPLE FAMILIES WITH DEPENDENTS 2030



COUPLE FAMILIES WITHOUT DEPENDENTS 2030



LONE PERSON HOUSEHOLDS 2030



ONE PARENT FAMILIES 2030



3. National Institute of Economic and Industry Research
4. Forecast ID 2015, + 16,000 at Salt Pan development
5. ABS October 2015 – Adelaide northern employment region

6. NAWMA 2014
7. City of Salisbury 2015
8. Institute of Sustainable Futures 2014

^ Institute of Sustainable Futures, University of Technology Sydney – Benchmarking Australia's Urban Tree Canopy, An i-Tree Assessment, Final Report (2014)

KEY

opportunities

While we acknowledge there are significant challenges ahead, our diverse culture, business sector, excellent recreation areas and good infrastructure provide foundations for growth and significant opportunities now and over the next 15 years.

Our population will rise to more 150,000 by 2030, bringing new people and ideas into Salisbury as well as creating demand for locally produced goods and services. Council is committed to better using its buildings within the City Centre and land to drive investment, create a dynamic heart for northern Adelaide and reconfigure the way we deliver services.

The Salisbury City Centre is ready for revitalisation. Council is committed to better using its buildings within the City Centre and land to drive investment, create a dynamic heart for northern Adelaide and reconfigure the way we deliver services.

Construction of the Northern Connector will transform our transportation networks and enable our businesses and community to access all parts of the Adelaide metropolitan area and beyond, including export nodes, with apparent ease.

Along with the completion and upgrading of east-west road links within Salisbury, the Northern Connector will complete our freight network and allow for up to 10,000 additional dwellings to be constructed at Dry Creek.

Our schools, both public and private, are frequently recognised for innovation and leadership. Their work in helping young people to strive for excellence provides a strong foundation for their students to get jobs, move into positions of leadership and take an active role in our community.

The automotive sector is closing, however new job opportunities building on existing strengths in food processing, logistics, health care and defence are emerging.

The State Government and Adelaide Airport's commitment to creating a Food Park at Parafield, the development of the National Disability Insurance Service, potential defence investments by the Federal Government and the development of Greater Edinburgh Parks will deliver more jobs into our region.

Major research bodies such as the University of South Australia, Defence Science Technology Organisation, innovative businesses and a renewed focus on Technology Park at Mawson Lakes provide the base on which to develop knowledge intensive jobs and industries. A changing climate, consumer demand and legislative requirements can underpin the development of a green industry sector.

The roll out of the National Broadband Network and rapid changes in technology will enable people and businesses to become better connected globally and locally. Council, through its learning programs, can support all to seize opportunities arising in a digital society.

The centre of global activity is increasingly shifting to Asia and Salisbury is well positioned to capitalise on this. We are home to many internationally connected firms. We have a diverse community, home to people born in over 140 different countries many of whom retain strong links with their homelands.

Each year we welcome hundreds of international students. Our Council has relationships with Mobara (Japan) and Linyi (China) that can be further built upon to expand opportunities for our businesses and community.



Council is already recognised as a leader in water management, yet there is great potential to extend this further to provide cost savings for industry particularly around food, to green our parks and reserves and to become an exemplar in environmental management.

Council's sustainable financial position enables it to invest in the areas that will deliver the most benefit for our community, to develop attractive places and to explore partnerships with other levels of government.

Salisbury is a community with a strong and resilient spirit. Many of our people are adaptive to change. We can build on the strengths of our community groups, work with our civic and business leaders and harness the ideas of spirited individuals to create a stronger sense of community and challenge people's perceptions of Salisbury.



OUR vision

Our vision for Salisbury is simply:

'Salisbury - A flourishing City with opportunity for all'

If we are able to capture these opportunities, the community will see:

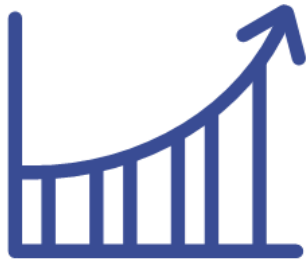
- Increased investment and a wider range of job opportunities
- Well designed and maintained neighbourhoods and places where people meet
- A strong economy consisting of well established businesses and innovative entrepreneurs
- A broader range of education options and more people engaged in learning
- More opportunities to use technology in the way they work, study, relax and interact with Council
- A healthy natural environment enjoyed by more people
- New communities and a regeneration of existing urban areas
- A City that celebrates its diversity and provides opportunities for all to engage in community life; and
- A transport network that enables people to move easily around the City and supports freight movement.

Salisbury brands itself as the Living City. It has unique features that make it appealing for residents, visitors and businesses.

A Living City is a city that is flourishing and provides opportunity for our residents, businesses and visitors through investment in its future, by valuing our stunning natural environments, by providing a great lifestyle, encourages and supports a vibrant innovative culture, is a destination for business and is a diverse and proud community.

Salisbury is a Living City. A place we are proud to be part of. Salisbury is "a flourishing City with opportunity for all."

This City Plan contains four key directions. Each direction includes a statement of what we want to aspire to achieve during the life of the City Plan, how we will achieve it and the indicators that will tell us how our City is progressing.



Prosperous City

Driving economic growth in South Australia, creating more jobs, providing people with the skills and knowledge to connect to those jobs and sustainably increasing our population.



Green City

A place where people actively experience and care for their natural environment, where green industries thrive and our urban and natural spaces are adaptive to future changes in climate.



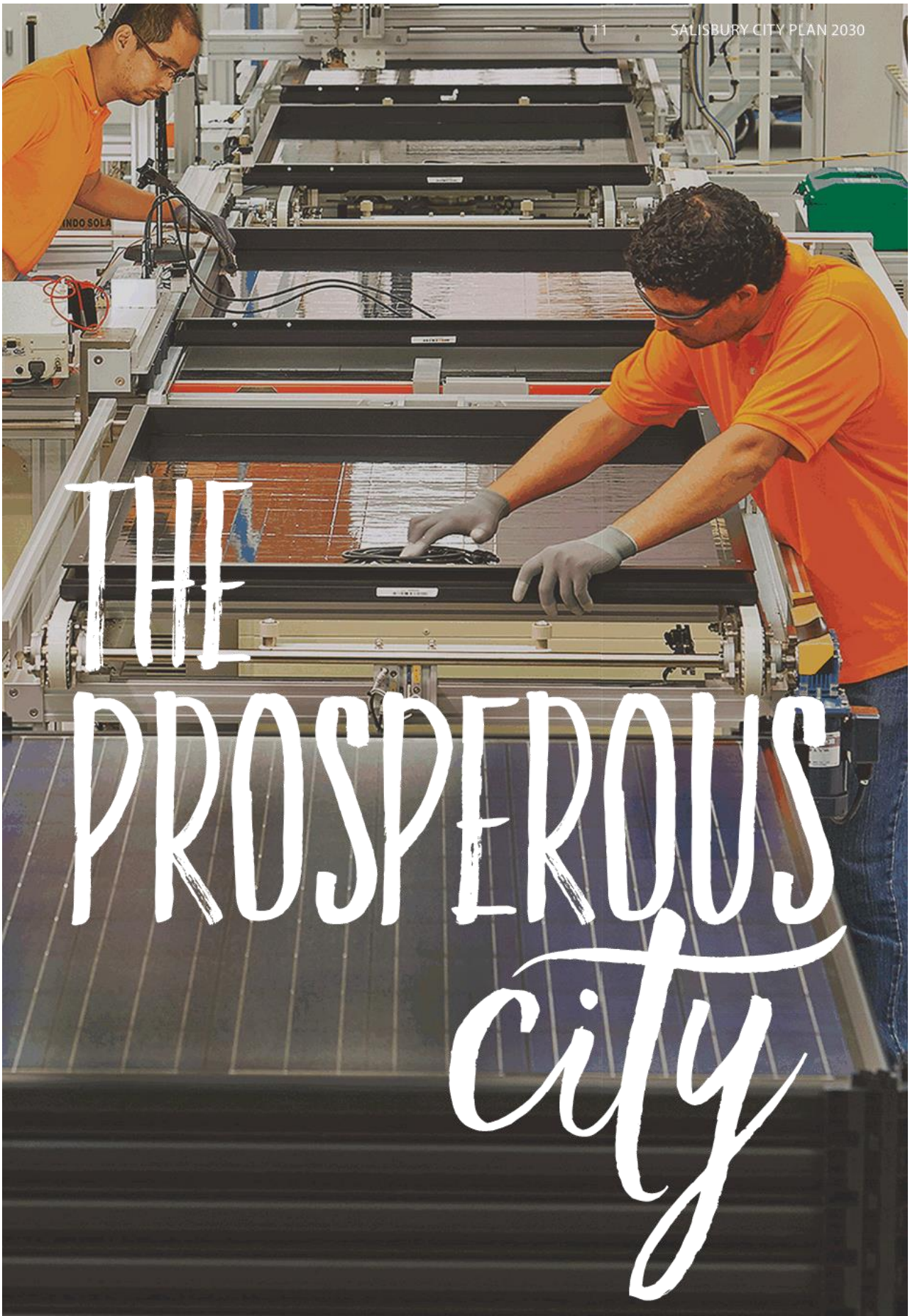
Liveable City

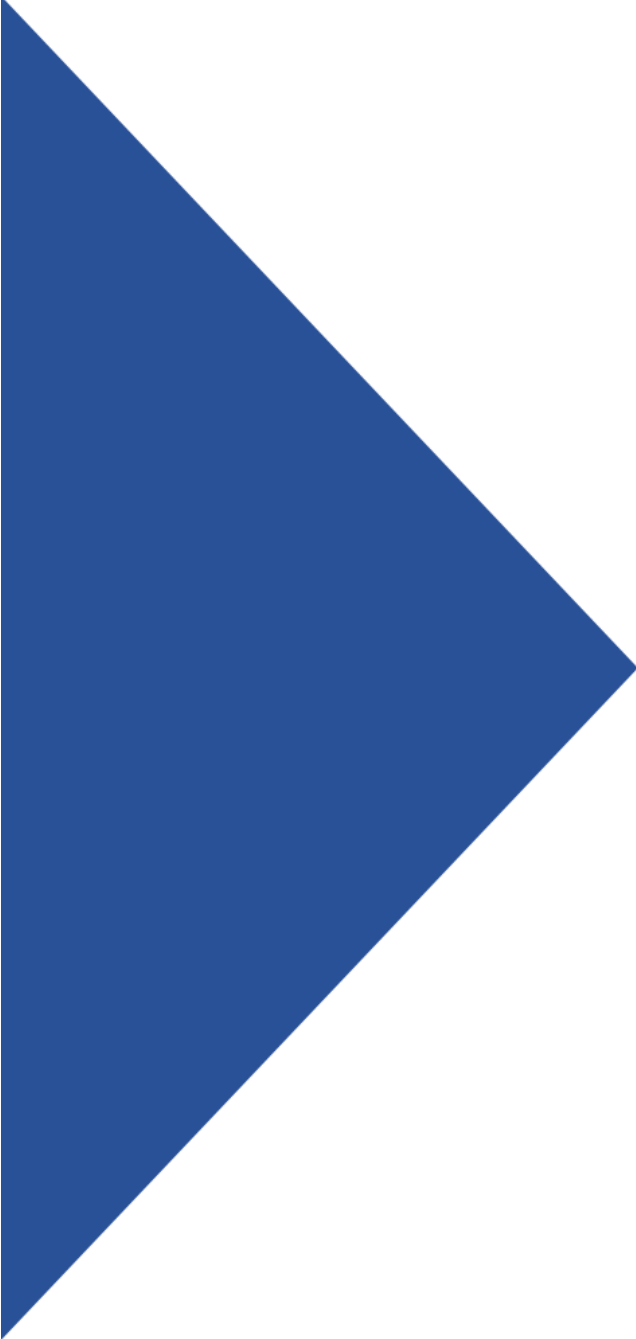
A welcoming community that celebrates its diversity, embraces change and where people are able to participate in community life. It is a City with interesting places and experiences.



Enabling Excellence

A Council where people work because they can make a difference, an organisation that anticipates, understands and meets community needs, a Council with a positive attitude.





In 2030 Salisbury remains at the forefront of attracting investment into the City due to its excellent infrastructure, skilled workforce, diverse and thriving economic base and overall affordability of doing business.

Our businesses are innovative and outwardly focussed. Our industry base is transforming, creating new job opportunities. Creativity thrives and we are recognised as one of the best places to start a business in the nation.

Our infrastructure and our neighbourhoods support the exchange of goods, services and ideas. Technology is used to develop new products and capture new markets and businesses in Salisbury are global innovators.



Our objectives are to:

1. Have a community with the skills, knowledge and agility to participate in a rapidly changing economy
2. Be the place of choice for businesses to invest and grow from within South Australia, nationally and internationally
3. Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities
4. Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice

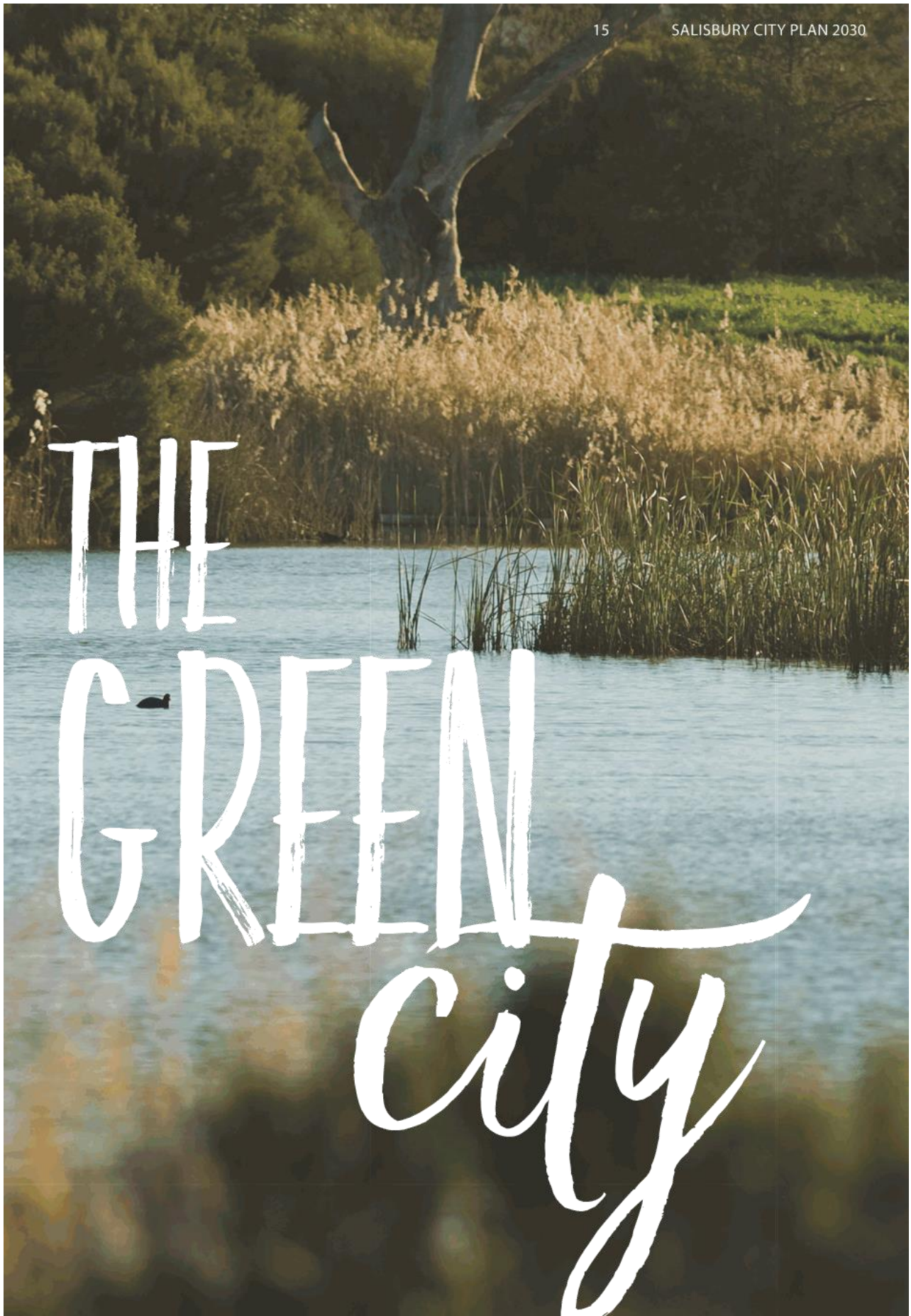
We will:

- Improve pathways to employment by providing programs for people whether they are unemployed, seeking to enter the workforce or looking to change careers
- Support workers and families affected by the closure of the automotive sector
- Build on regional strengths in food processing, defence, logistics and education to attract new investment and support existing firms to grow
- Capitalise on the rollout of the NBN, expertise within the University of SA and the establishment of data centres to accelerate the growth of information-rich industries
- Build new industries around our region's research strengths
- Further develop Salisbury Water through research and development to provide a competitive edge for firms located in the region
- Develop a creative entrepreneurial community
- Encourage new business start-ups and improve the growth aspirations, management capability and leadership of existing business owners
- Support firms to access new markets
- Adopt digital technologies to improve productivity
- Partner and advocate to maximise the economic and social benefits of major infrastructure projects
- Encourage well designed infill development and unlock new urban development opportunities
- Regenerate the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the business heart of northern Adelaide; and
- Ensure Council's regulations and procurement activities support local economic growth where possible.

Our City's progress will be measured by:

- Size of workforce and participation rate
- Gross Regional Product
- Number of actively trading businesses
- Value of residential and commercial construction







By 2030 Salisbury is internationally recognised for its innovative environmental management in water, energy, waste and biodiversity.

People and businesses have ready access to a range of renewable energy and waste management options. Recycled and waste water management are major contributors to the economic and environmental sustainability of our City. People choose to live here because Salisbury offers a sustainable lifestyle choice which is adaptive to future changes in climate. They have a sense of ownership and pride in their natural spaces, places and streetscapes.

Jobs are being created in our globally renowned green industries sector.



Our objectives are to:

1. Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands
2. Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle
3. Have natural resources and landscapes that support biodiversity and community wellbeing
4. Have urban and natural spaces that are adaptive to future changes in climate

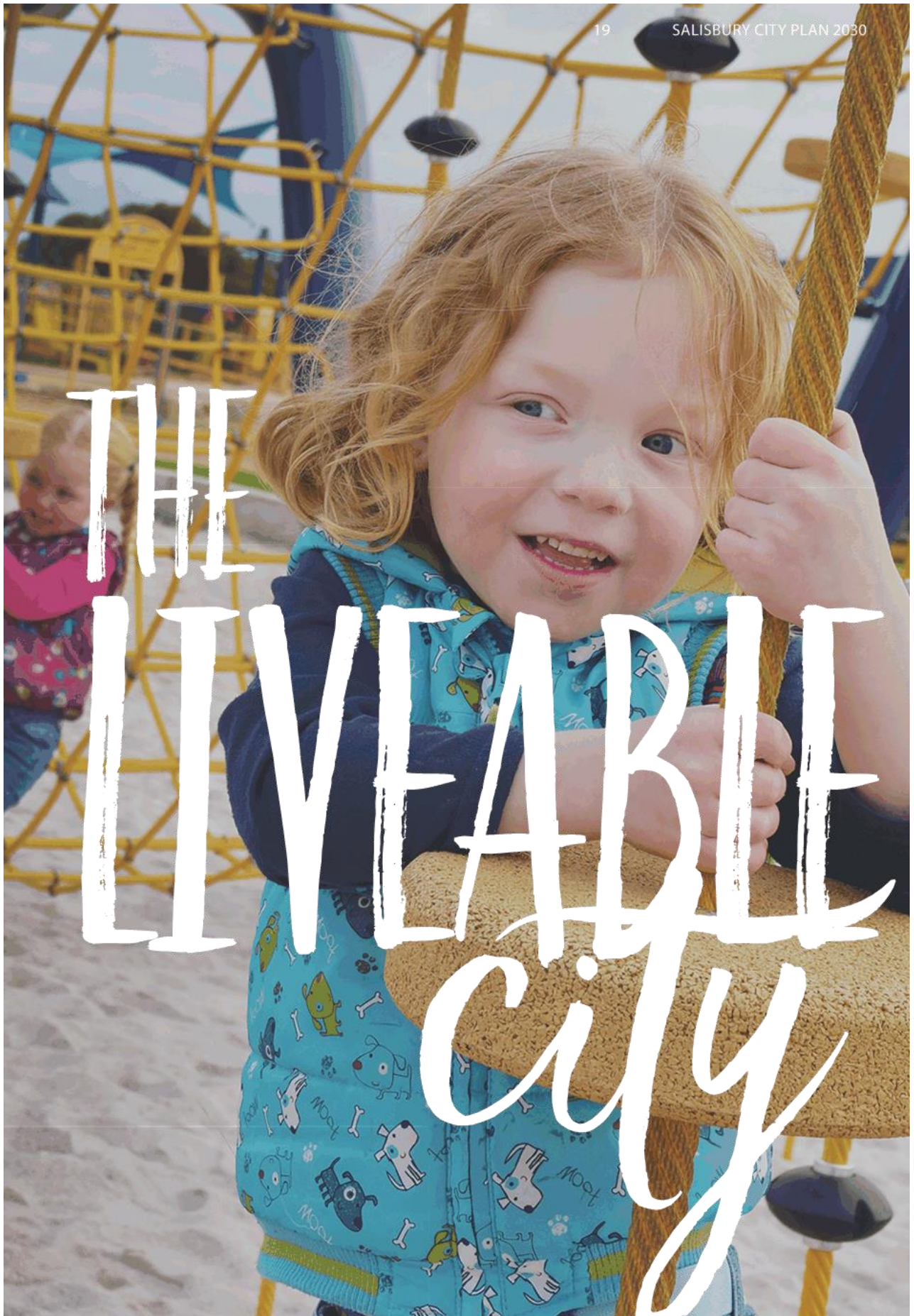
We will:

- Support businesses to minimise resource usage and waste production
- Develop a strong reputation as a location known for its green industries
- Assist the community to reduce cost of living pressures through the adoption of energy efficient technologies
- Provide information and events that enable people to better understand and care for their environment
- Work with our community to reduce waste
- Manage our natural spaces and landscapes to support the health of local habitats
- Improve our attractiveness as a visitor destination and a place to live through the management of our trees, parks and wetlands
- Manage coastal environments to ensure their future natural, economic and recreational value
- Recognise the importance of open space for community wellbeing and its importance to our community
- Ensure long term flexibility in the management of our urban spaces (assets and infrastructure) to adapt to a changing environment
- Proactively manage stormwater to reduce its impact on communities and the natural environment; and
- Moderate the impact of extreme heat events through Council's approach to urban place management.

Our City's progress will be measured by:

- Volume of stormwater captured
- Percentage of waste diverted from landfill
- Community perceptions of open space
- Percentage of Council area with tree canopy cover







By 2030 Salisbury is known for being a vibrant, welcoming City that embraces diversity. All people have an opportunity to shape community life whether they are young or old, newly arrived or long term residents. There is a strong sense of optimism and pride, people embrace change and pursue healthy lifestyles.

Salisbury is a destination of choice to live, work, study and play. People can move easily around the City to enjoy our many interesting places, spaces and experiences. Our people embrace lifelong learning, are able to access employment and participate in community life.

Our City is recognised for having a technologically advanced, innovative and connected community, with diverse housing, cultural and recreational choices. We are a place where people aspire to live.



Our objectives are to:

1. Be an adaptive community that embraces change and opportunities
2. Have interesting places where people want to be
3. Be a connected city where all people have opportunities to participate
4. Be a proud, accessible and welcoming community



We will:

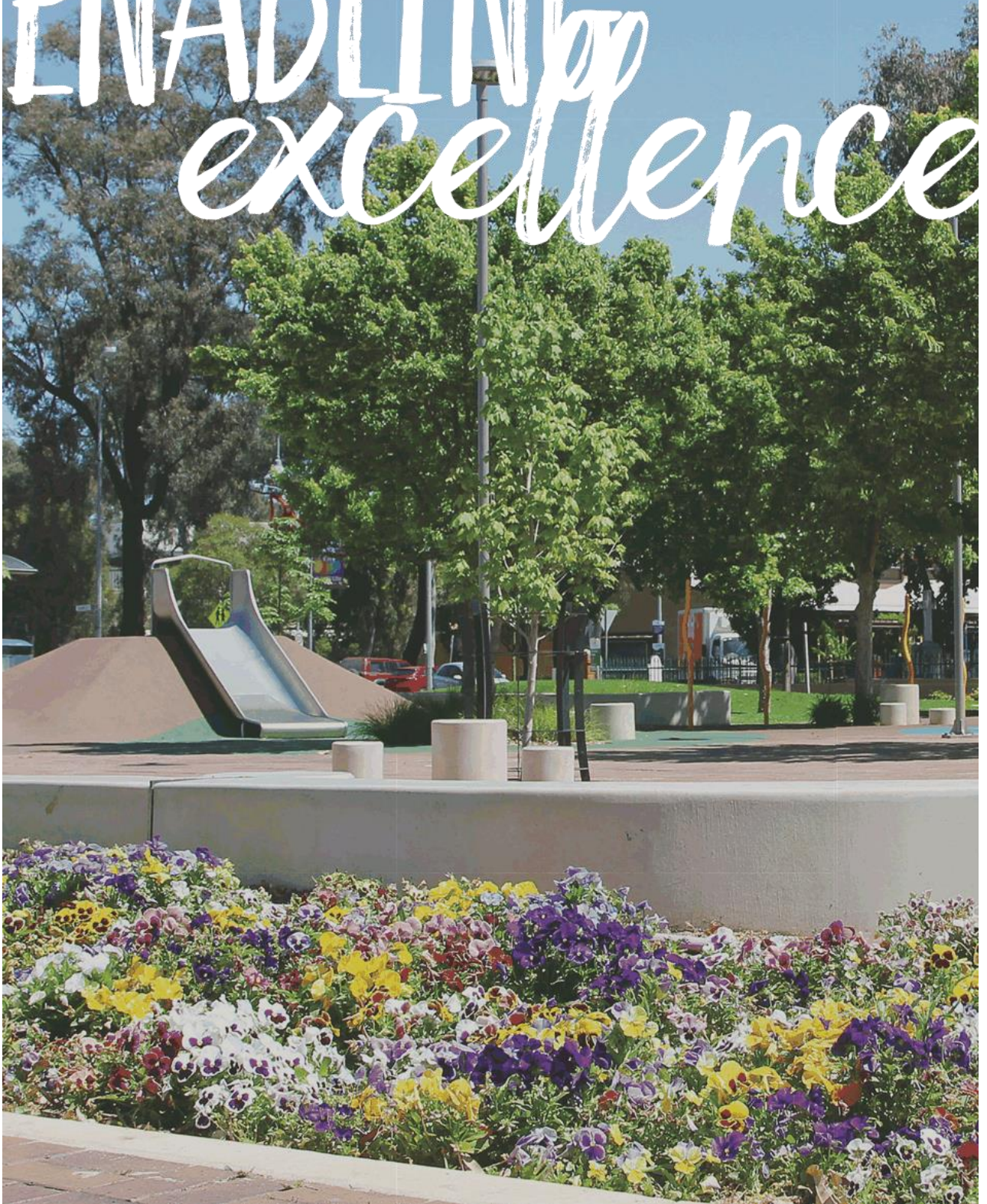
- Connect people to information, people and programs that support them to achieve their life goals
- Provide opportunities for the community to engage in learning
- Provide people with the infrastructure, skills and knowledge to effectively participate in the digital age
- Foster a community that is adaptive to social and economic change
- Enhance our neighbourhoods, streets and public spaces so they are welcoming and connected
- Provide experiences that make our places livelier and more interesting
- Provide well maintained, clean and attractive places and facilities
- Work with key partners to ensure transport options efficiently link people to jobs, services, recreation and social activities
- Provide volunteering programs that harness the strength of our community's diversity and enable learning opportunities
- Encourage wellbeing through healthy lifestyles sport, social and recreational opportunities
- Develop a community where peoples' culture, ideas and their capacity to achieve is supported and valued
- Build on our community's strong sense of spirit and purpose
- Provide for a range of housing options appropriate for our diverse community; and
- Develop a community where people feel safe.

Our City's progress will be measured by:

- Wellbeing (**indicator to be developed**)
- Life expectancy
- Socio-economic Indexes for Areas (SEIFA)
- Percentage of residents who have participated in a local community activity over the past 12 months (annual survey)
- Perception of quality of life and perceptions of Salisbury by residents and non-residents



ENABLING *excellence*





By 2030 the City of Salisbury will excel in our provision of services to our community. The community and the people who work for and with the City of Salisbury value highly the Council and the role it plays.

We work closely with our community to anticipate and understand future needs and respond to immediate issues earning their respect and acknowledgment. Our customer service offers choice to people and businesses, and we deliver in ways that people prefer. We are proactive in developing strong relationships that make our City a better place.

We are a partner of choice because we can be relied upon to deliver outstanding results thanks to the knowledge of our people and supportive processes. People want to work for us because we make a difference in our community. Our processes enable us to work seamlessly across Council, embrace the use of technology and share information. We have a positive attitude.



Our objectives are to:

1. Strengthen partnerships that enable us to better address our community's priorities
2. Develop strong capability and commitment to continually improve Council's performance
3. Have robust processes that support consistent service delivery and informed decision making
4. Embed long term thinking, planning and innovation across the organisation

We will:

- Provide a safe working environment
- Continually improve business practices to remove barriers and ensure appropriate levels of service that respond to emerging needs and opportunities
- Use technology to support transformation within council and proactively address community needs
- Ensure Council decision making is well informed, transparent and complies with legislative and policy requirements
- Ensure long term sustainability through good financial practices, sound business planning and asset management
- Introduce a structured approach to developing and resourcing longer term policies and strategies
- Design council's strategic development projects so they can flexibly adapt to accommodate future opportunities
- Ensure council's processes enable people to work across boundaries and with the community; and
- Collect and analyse information and data that enables council to anticipate and respond to emerging needs and opportunities.
- Work with neighbouring councils to address issues of regional importance
- Work with State and Federal Governments to influence policy and investment decisions
- Develop stronger partnerships with business and industry to address the challenges facing our region
- Collaborate with our community to ensure our services are relevant
- Build strong leadership capabilities within Council and the community
- Communicate well with our community and partners
- Apply learning and innovation to transform the way Council operates
- Develop a consistent customer first approach across Council
- Develop a flexible, capable and engaged workforce that can meet the changing needs of Council and our community
- Develop a shared focus on accountability and performance

Our City's progress will be measured by:

- Targeted survey of our partners
- Customer satisfaction survey
- Financial Sustainability (LTFP Indicators)
- Building capability through people, systems and processes



CRITICAL actions

There are a number of critical actions that need to be progressed in the first five years of the City Plan if Council is to achieve its vision.

In some cases Council will play a lead role, for others our role is one of advocacy or partnership.

Many of these critical actions are identified and expanded upon in Council strategic documents as they will make a significant and positive difference to the future of our people and our City.

The Critical Actions for Council to focus on over the first five years of the City Plan 2030 and their links to our key directions are:

Critical Actions	Prosperous	Green	Liveable
<ul style="list-style-type: none"> > Progress the revitalisation of the Salisbury City Centre including: <ul style="list-style-type: none"> • upgrade of Salisbury Interchange • improving traffic flow and safety on Park Terrace • resourcing place management and activation • encourage and support private sector investment 	✓	✓	✓
<ul style="list-style-type: none"> > Deliver a new community hub in the Salisbury City Centre incorporating library, civic facilities, offices and commercial space to stimulate investment opportunities 	✓	✓	✓

Critical Actions	Prosperous	Green	Liveable
> Develop Salisbury Oval to include an integrated recreation and residential precinct	✓		✓
> Secure the extension and duplication of Elder Smith and Kings Roads to Port Wakefield Road and the Northern Connector	✓		
> Unlock opportunities arising from the construction of the Northern Connector including: <ul style="list-style-type: none"> • maximising local employment and procurement during the project • Identifying and promoting economic development opportunities along the corridor • ensuring the Northern Connector facilitates integrated east-west transport access across the City 	✓	✓	✓
> Maximise future urban development opportunities of the Dry Creek Salt Pans through local participation to ensure this development progresses, is well connected with local communities and has access to the rest of the City	✓	✓	✓
> Deliver a new community hub facility at Para Hills incorporating the existing library, seniors centre and a new community centre and maximise future opportunities for the Paddocks development		✓	✓
> Reposition and further develop Technology Park Mawson Lakes to be the centre for innovation-led economic growth in northern Adelaide, in conjunction with the Uni SA Campus	✓	✓	✓
> Enhance the Polaris Centre’s ability to support industry development (including food processing and green industries), international trade, entrepreneurship and engage meaningfully with business	✓	✓	

Item 1.7.1 - Attachment 1 - Attachment 1 - Draft City Plan 2030 for Consultation

Critical Actions	Prosperous	Green	Liveable
> Planning for adaptation to future changes in climate through the resourcing and implementation of the Adapting Northern Adelaide Plan	✓	✓	✓
> Introduce a City-wide approach to resourcing of place management and activation to capitalise upon existing and future investment in our places and spaces	✓	✓	✓
> Promote a positive image of Salisbury to attract investment, visitors and tourists, and increase community pride	✓	✓	✓
> Maximise the value of our water business in supporting community wellbeing and economic growth (including agriculture and industry)	✓	✓	✓
> Develop a Wellbeing Strategy for the Council and the community that incorporates healthy lifestyles and recreation, psychological wellbeing and resilience	✓		✓
> Review and update the Learning Strategy to ensure community access to lifelong learning and skills development, and to provide our community with life skills as a pathway to employment and community participation	✓	✓	✓

Enabling Excellence

The Salisbury community faces significant challenges and opportunities over the years ahead. In order to respond to these challenges, capture the opportunities and deliver the above priority actions, Salisbury Council needs to be able to respond in this changing environment. Building on Salisbury’s established reputation for innovation, a transformation process will be rolled out containing the following critical actions for the organisation:

- > Increase the flexibility and build capacity and capability of our workforce to quickly respond to emerging opportunities and needs
- > Transform Council’s approach to technology and information technology (knowledge management) to one that makes our customers and users the centre of decision making
- > Further our reputation as a business friendly council by reforming our processes and how we work with business in the City

Enabling Excellence

- > Improve communication within the organisation and with our community to ensure integrated programs, projects and processes that meet community expectations, and delivers good customer service
- > Better use our data and the research of others to support evidence-based decision-making and policy
- > Continue to develop the capability of our people to deliver transformative projects, innovate and engage with the community





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