

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
INFRASTRUCTURE COMMITTEE MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

Tuesday 6 September 2016

Commencing at 6.30pm

In the Council Chamber

Council Administration Centre

245 Sturt Road, Sturt

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to Committee Room 1 is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in dark ink, appearing to read "Adrian Skull", is written over a faint, light-colored rectangular stamp or watermark.

Adrian Skull
CHIEF EXECUTIVE OFFICER

1 September 2016

**CITY OF MARION
INFRASTRUCTURE COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 6 SEPTEMBER 2016
COMMENCING AT 6.30 PM
COUNCIL CHAMBER
245 STURT ROAD, STURT**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. MEMBER'S DECLARATION OF INTEREST (if any)

4. CONFIRMATION OF MINUTES

4.1 Confirmation of the Minutes for the Infrastructure Committee meeting held
5 July 2016I

5. BUSINESS ARISING

5.1 Review of the Business Arising Statement from previous meetings of the
Infrastructure CommitteeFH

6. REPORTS

6.1 Infrastructure Projects Progress Updates
Report Reference:IC060916R6.1FÍ

6.2 Smart Cities
Report Reference:IC060916R6.226

6.3 Transition to LED lighting
Report Reference:IC060916R6.331

7. ASPIRATIONS WORKSHOP

7.1 Glenthorne Farm Aspirations Workshop
Report Reference: IC050716R7.133

8. WORKSHOP – 10 YEAR ASPIRATIONS

- 8.1 Presentation by Fiona Harvey on Current and Emerging opportunities for City of Marion
- 8.2 Preparation of a 10 Year Strategic Plan Workshop
Report Reference: IC050716R8.237

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

11. MEETING CLOSURE

The Infrastructure Committee meeting shall conclude on or before 9.30 pm unless there is a specific motion adopted at the meeting to continue beyond that time.

12. NEXT MEETING

The next meeting of the Infrastructure Committee is scheduled to be held on:

Time: 6.30pm

Date: Tuesday 1 November 2016

Venue: Council Chamber

**MINUTES OF INFRASTRUCTURE COMMITTEE MEETING
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 5 JULY 2016**



PRESENT

Elected Members

Councillors Byram (Chair), Kerry, Pfeiffer

His Worship the Mayor Kris Hanna (From 8.56pm)

Independent Member

Mr Christian Reynolds

In Attendance

Ms Abby Dickson	General Manager City Development
Mr Nathan Prior	Elected Member
Mr Nick Westwood	Elected Member
Mr John Valentine	Manager Strategic Projects
Mr Neil McNish	Economic Development Manager
Mr Mathew Allen	Manager Engineering and Field Services
Mr Steve Hooper	Manager Development & Regulatory Services
Mrs Fiona Harvey	Manager Innovation & Strategy
Mrs Elaine Delgado	Strategic Planner
Mr Brenton Mitchell	Spatial and Graphics Systems Officer
Miss Georgie Johnson	Administration Assistant (minute taker)

1. OPEN MEETING

The meeting commenced at 6.32pm.

2. KAURNA ACKNOWLEDGEMENT

We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3. MEMBERS DECLARATION OF INTEREST

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

4. CONFIRMATION OF MINUTES

Moved Councillor Kerry, Seconded Councillor Pfeiffer that the minutes of the Infrastructure Committee meeting held on 3 May 2016 is confirmed as a true and correct record of proceedings.

Carried unanimously

5. BUSINESS ARISING

The Business Arising and item 'Infrastructure Projects Progress Updates' (IC050716R7.1) report of agenda, formatting has been reviewed as per committees request, committee commented:

Infrastructure Report table:

- Greater level of detail for projects over \$4M, challenges of projects, go live target date, identify project milestones then move through smaller programmes identified as a priority for the committee.
- More data in key next steps.

Action: Append infrastructure project table to the minutes for Council report.

Business Arising:

- Streetscape items reviewed in report 7.1 of agenda
- Westfield contact being pursued by General Manager City Development & CEO level.

The Chair sought and was granted leave of the meeting to consider item 'Infrastructure Projects Progress Updates' (IC050716R7.1) before the presentation items.

6. REPORTS

6.43pm Infrastructure Projects Progress Updates Report Reference: IC050716R7.1

The Committee discussed key milestones for each project and highlighted the following points:

- Edwardstown Oval Redevelopment – Funding still being sought
- Mitchell Park – Funding still being sought
- BMX – Funding deed report coming to Council on 12 July meeting.
- Soccer – Potential State funding available in future if land can be secured. Process being established to review land.
- Tennis and Netball – Council and Tennis SA working through future engagement with Clubs, approach to be endorsed by Council prior to engagement.
- Streetscape Project –
 - Long term programme of works being developed.
 - Reviewing destinations and priorities areas.
 - Review alignment with Capital works programme and funding opportunities.
 - Identify in ward briefings upcoming Capital works programme.
 - Future development of how Water Sensitive Urban Design treatments stormwater/drainage matrix feeds into the Streetscape project.
 - Prioritisation criteria being reviewed by internal group and working party.
- Hallett Cove Foreshore –

- Current grant funding applications in progress for next stage of project.
- Review future funding applications to match previously awarded applications in funding pool.

7.12pm Cr Kerry left the meeting

- Marion Outdoor Pool – Masterplan in place, currently unfunded.
- Other projects to be highlighted through workshop.

Moved Councillor Pfeiffer, Seconded Mr Reynolds that the Infrastructure Committee notes the progress report on key infrastructure projects.

Carried unanimously

7. PRESENTATION

7.14pm Cr Kerry returned

6.1 Presentation by Fiona Harvey and Brenton Mitchell on Urban Thermal mapping and tree Canopy Coverage.

The Committee raised and discussed the following points:

Thermal Mapping

- Heat and Cooling islands – what is the temperature measuring? Temperature of surfaces.
- Heat islands will have significant impacts on resident's quality of life in future.
- Mature trees, shrubs and irrigated turf and areas are very evident as cooling island.
- How can this data can be imputed into future planning projects e.g. Streetscape project.
- Future opportunity - Drone use for 3D mapping of different views of properties. - Melrose Park company develops drome technology.

Vegetation Mapping

- Educate community on vegetation mapping
- Short term and long term strategy for implementing positive impacts for community in next 30 years.
- How does this data inform policy in the future? How will this be deployed in the future? Committee to review how this data will be used and inform decision making in future.
- Evaporation of water in vegetation
- Use data to identify stressed areas and where focus should be in future.

Action:

- A1 sized maps in Elected Members room for further discussion.
- Committee to review how the Vegetation Mapping data will be used and inform decision making in future.

Meeting Adjournment

The Chair sought and was granted leave of the meeting to have a 5-minute adjournment.

7.53pm meeting adjourned

8.03pm meeting resumed

6.2 Presentation by Peter Karidis from Palamir on Smart and Resilient Cities.

The Committee raised and discussed the following points:

- What does a SMART City mean?
A smart city uses a number of technologies interconnected however not everything needs to be interconnected.
- Committee to review current financial structure for asset management
- Current technologies available:
 - Bus shelter technology used for targeted marketing
 - Tracking in vehicles not just to map useful life of asset e.g. Fleet, but monitoring how and where vehicles are being used and reviewing productivity gains.
 - LED lighting – The ownership model will drive what infrastructure we install. Future proofing with multiple points of data collection. Build framework review framework and make decision of infrastructure in the future.
 - What other options are there outside of light and sensors? – Waste bins, Solar – land purchase agreement, gym equipment in parks.
 -
- Future proofing
 - design a framework
 - Review what is current available
 - Survey what residents wants and what the needs are and relate that to technology. Cisco are building company and options that are scalable.
 - How do we want to build a trial a data gathering system?
- Ownership Model - Who should own the data?
 - Depending on whether we want to own data or have access to data.
 - Is there monetary value on data?
 - ICT Infrastructure to support ownership of data

8.56pm Mayor Hanna entered the meeting

- How have others started and found success? – Smaller projects – build on data.
- Data is a very value asset that can drive business decisions, understanding residents and how their lives can be benefited through implantation of data.
- How have cities who have implemented smart city features found community acceptance? – Initial resistant, seen value over time.
- Social Media – big data – validation of data
- Barcelona and Singapore are world leaders - They have used trial and error through previous surveys and pilots to identify what will work for their cities.

8. WORKSHOP

8.03pm Infrastructure Planning

Report Reference: IC050716R8.1

This item was postponed until the next meeting.

Committee agreed to focus on the following points:

- What are the priorities?
- What are Barcelona and Singapore focused on?
- What subject matter e.g. mobility is the priority?
- Short mid and long-time view.
- Review prior to meeting - LED lighting opportunities and challenges
- Budget, time and milestones
- One year deliverables, three year deliverables, 30-year planning.

Action:

- Month prior reminder focus on previously moved items e.g. LED and Solar.

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

Nil

11. MEETING CLOSURE

The meeting was declared closed at 9.29pm

12. NEXT MEETING

The next meeting of the Infrastructure Committee is scheduled to be held on:

Time: 6:30 pm
Date: 6 September 2016
Venue: Council Chamber

CONFIRMED

.....

CHAIRPERSON

/ /

Appendix 1

Item 7.1 - Infrastructure Project Progress Update 5 July 2016

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
Edwardstown Soldiers Memorial Oval Redevelopment	Funding Application lodged March 2016 Scope will now include female toilets	Council has committed \$4M subject to matched funding. Cost Estimate \$8M	<ul style="list-style-type: none"> Funding Application lodged Awaiting announcement of Federal Election or NSRF Round 3 	<ul style="list-style-type: none"> Conditions of funding agreement may impact on roll out of project.
Mitchell Park Sports and Community Centre Redevelopment	Currently progressing Funding Application documentation	Cost Estimate \$19.75M Council has committed \$9.875M subject to matched funding.	<ul style="list-style-type: none"> S48 Report approved by Audit Committee and Council. Funding application lodgement due approximately August/September 2016 	<ul style="list-style-type: none"> Community Engagement. Management structure to be discussed in greater detail
BMX facility	Feasibility Study funded by Office Recreation & Sport complete.	Committed \$3.5M State Government \$2M City of Marion \$750 000 City of Onkaparinga \$750 000	<ul style="list-style-type: none"> Minister Recreation & Sport Racing and Tourism committed \$2M Council report 12/07/16 	<ul style="list-style-type: none"> Funding Deed with Office of Recreation and Sport. Delivery on schedule Budget allocated

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
		Cost Estimate \$6.872M		and funding gap.
Soccer facilities	Options still being investigated	Funding for project to be identified	<ul style="list-style-type: none"> Investigating land options 	<ul style="list-style-type: none"> Land not identified Budget not allocated
Tennis and Netball Review	Gathering background information to formulate an agreed project plan by July 31 st 2016	Internal resources allocated Funding for project to be identified	<ul style="list-style-type: none"> Audit of Courts due end of July 2016 Strategy being developed with Tennis SA Members to review strategy prior to consultation with Clubs. 	<ul style="list-style-type: none"> Time Budget not allocated Coordinated approach to communication and consultation
Streetscape Project	On schedule Delivery of program to commence by Nov 2016	On budget Development of 'design guide' \$50,000 \$500,000 p.a. 2016/17 & LTFP External funding will be sought on a project by project basis	<ul style="list-style-type: none"> Policy endorsed – June 2016 Prioritisation criteria to be presented to Working Party in July 2016 'Design guide' development August 2016 Long term program 	Nil

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
			of works October 2016	
Hallett Cove Foreshore redevelopment	Next major stages of redevelopment project to kick off in July 2016. -Civil stormwater works -Playspace and reserve -Amphitheatre	\$1,681,930 budget for the next stage planning and delivery program Coast Protection Board grant application for dune management pending	<ul style="list-style-type: none"> Project start up meeting with ward councillors 5 July Stormwater civil works scheduled for October 2016 	Awaiting outcomes of grant funding round from DPTI to part fund project
Marion Outdoor Pool	Master Plan and detailed business case analysis completed	Not funded at this stage until Council makes a decision on the Master Plan	Elected Member forum 12 July to consider financial implications	Significant cost to implement whole Master Plan
Solar Infrastructure	On schedule	\$600,000 approved by Council \$420,000 allocated for this stage of the delivery	Preparation of tender documents to progress procurement	Nil
Oaklands Crossing	Lobbying of Federal and State Government for approx. \$120M	\$40M committed by Liberal Federal Government Election promise \$80M required from State Government	Awaiting outcome of Federal Election	\$40M potentially secured 2/7/16 \$80M to be secured from State Government.
Asset	Schedule of	nil	<ul style="list-style-type: none"> Toc H Hall endorsed 	

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
Optimisation	properties being investigated.		for disposal GC280616R14 <ul style="list-style-type: none"> • Park Holme Community Hall to be considered at General Council meeting 26 July 2016 • Asset optimisation to be considered at a future EM forum • Broader Asset Optimisation Plan to be developed by November 2016 	
LED Lighting	On schedule	Yet to be determined	Business case to be developed by end July 2016 Trial on Shaftesbury Tce	Asset Ownership to be determined

CITY OF MARION
BUSINESS ARISING FROM INFRASTRUCTURE COMMITTEE MEETINGS
AS AT 25 AUGUST 2016



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	01/03/16	Streetscape Project - Review funding streams for streetscapes at the next meeting	Fiona Harvey		<ul style="list-style-type: none"> Potential funding streams for streetscapes will be considered as the priority streets and destinations are identified 	On-going
2.	01/03/16	Streetscape Project - application of the strategic criteria approach at the next meeting	Fiona Harvey	27 Sept 2016	<ul style="list-style-type: none"> Prioritization criteria to be developed and applied to identified streets and destinations to develop the streetscape program of works 	
3.	01/03/16	Major Projects and Project Development - Administration to provide an update on what is being proposed at the Mitcham facility and any feedback from meetings held between councils.	John Valentine		<ul style="list-style-type: none"> Two meetings have been held with Mitcham Council including one with Flinders University regarding their Urban Village project. Flinders University and Mitcham Council are wanting to work closely with Marion regarding the interrelated planning for the Flinders Urban Village, Woman's Memorial Playing field, Kenilworth Oval, Mitchell Park Sports Community Centre and Tonsley. 	On-going
4.	01/03/16	Major Projects and Project Development - Council to consider Major's Road as the best location to the future use for clubs.	John Valentine		<ul style="list-style-type: none"> BMX site identified for DEWNR land on O'Halloran Hill. Geotechnical conditions a major concern to be investigated. Council has resolved to pursue community and environmental outcomes at Glenthorne Farm (O'Halloran Hill). 	On-going

CITY OF MARION

BUSINESS ARISING FROM INFRASTRUCTURE COMMITTEE MEETINGS

AS AT 25 AUGUST 2016



5.	01/03/16	Major Projects and Project Development - Administration to provide further information with regard to additional tourist Accommodation options in the City of Marion.	Neil McNish		<ul style="list-style-type: none"> Contact has been made with Renewal SA who have advised that there is interest in the possible establishment of a hotel/apartment development in Tonsley. Further information is being sought. 	On-going
6.	01/03/16	Other Business - Administration to engage with Westfield regarding an opportunity to liaise with the Infrastructure Committee at an upcoming meeting.	Neil McNish		<ul style="list-style-type: none"> Regular meetings are held between Westfield and the City of Marion which includes the Ward Councillors. The GM City Development liaises with Westfield in this regard and a request for a representative to attend will be made. 	Complete
7.	05/07/16	Urban Thermal mapping and tree Canopy Coverage - A1 sized maps in Elected Members room for further discussion.	Brenton Mitchell		<ul style="list-style-type: none"> Map hung in Elected Members room first week of August. 	Complete
8.	05/07/16	Urban Thermal mapping and tree Canopy Coverage - Committee to review how the Vegetation Mapping data will be used and inform decision making in future.	Fiona Harvey		<ul style="list-style-type: none"> Consideration of the use of Urban Thermal Mapping and Vegetation Mapping data will continue through all major policy and program development 	Complete
9.	05/07/16	Infrastructure Planning - Month prior reminder focus on previously moved items e.g. LED and Solar.	Mathew Allen		<ul style="list-style-type: none"> Being presented at the 9 September meeting. 	Complete

**CITY OF MARION
INFRASTRUCTURE COMMITTEE
6 SEPTEMBER 2016**

General Manager: Abby Dickson, General Manager City Development
Subject: Infrastructure Projects Progress Updates
Report Reference: IC060916R6.1

REPORT OBJECTIVE

To provide the Infrastructure Committee with a progress report on key infrastructure projects.

RECOMMENDATION (1):

DUE DATES

That the Infrastructure Committee:

- | | |
|---|-------------------------|
| 1. Notes the progress report on key infrastructure projects. | 6 September 2016 |
|---|-------------------------|

DISCUSSION

A number of key infrastructure projects are progressing in line with priorities adopted by Council. The table attached in appendix 1 provides a progress update on the projects against the key project performance measures of schedule, budget, milestones, and problems/risks identified.

Appendix 1 – Infrastructure Projects progress Update Table



Appendix 1

Infrastructure Projects Progress Update 6 September 2016

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
Edwardstown Soldiers Memorial Oval Redevelopment	On schedule <ul style="list-style-type: none"> Federal Funding confirmed on 01/09/16 Funding Deed and Program/Schedule to be developed with Federal Department, schedule to be advised. Engagement with Clubs regarding Design and status of project to be undertaken in September 2016 	On budget <ul style="list-style-type: none"> Council endorsed Prudential Management report and committed \$4M (50%) on 08 March 2016 Cost Estimate \$7.991M 	<ul style="list-style-type: none"> Concept Design Developed and Cost Estimate Undertaken Prudential Management report \$48 considered by Finance and Audit Committee on 22 February 2016 Submission to NSRF Round 3 on 11 March 2016 Federal Funding confirmed on 01/09/16 	<ul style="list-style-type: none"> Risks monitored through the Project Risk Register
Mitchell Park Sports and Community	On schedule <ul style="list-style-type: none"> National Stronger Regions Fund program changing 	On budget <ul style="list-style-type: none"> Council considered Prudential Management Report 	<ul style="list-style-type: none"> Concept Design Developed and Cost Estimate Undertaken Prudential Management report 	<ul style="list-style-type: none"> Risks monitored through the Project Risk Register

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
Centre Redevelopment	<p>to Building Better Regions Fund (BBRF). Details and criteria for BBRF until late 2016 / early 2017.</p> <ul style="list-style-type: none"> Potential alternative funding approaches maybe required which are being developed. Engagement with Clubs is continuing Engagement with Basket Ball SA to determine their contribution 	<p>and allocated up to \$9.875M (50%) on 28 June 2016</p> <ul style="list-style-type: none"> Cost Estimate \$19.75M 	<p>S48 Report considered by Audit Committee on 20 June 2016</p>	
BMX	<p>On schedule</p> <ul style="list-style-type: none"> Geotechnical tender issued 31 August 2016. Surveying and analysis of Majors Road site will be done in September/October 	<p>On budget</p> <ul style="list-style-type: none"> Funding committed \$3.5M State Government \$2M City of Marion \$750 000 	<ul style="list-style-type: none"> Office of Recreation & Sport transferred funds to CoM \$2M on 30 August 2016 Project Steering and Project Advisory Groups operating Council endorsed on 23 August 2016 changes to 	<ul style="list-style-type: none"> Geotechnical conditions of site Weather conditions during construction Risks monitored through the

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
	<ul style="list-style-type: none"> Design Workshop to be held in November Prudential Management report to be developed and considered by Council. Works need to commence by 30 June 2017 or potentially earlier due to Geotechnical results and winter rains 	<ul style="list-style-type: none"> City of Onkaparinga \$750 000 Feasibility Study Cost Estimate \$6.872M 	clause 5.1.4 of Funding Deed. Deed signed and sealed.	Project Risk Register
Soccer facilities	On schedule <ul style="list-style-type: none"> Investigating land options Preparing submission to DEWNR for use of land next door to proposed BMX site. Geotechnical analysis undertaken for BMX project could part inform assessment of Majors Road as a potential site. 	Unfunded Initiative <ul style="list-style-type: none"> Funding for project to be identified, targeting State Government funds as per previous allocation in June 2016 Internal resources allocated 		<ul style="list-style-type: none"> Need to secure site to improve funding outcome.

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
Asset Optimisation	Schedule TBC <ul style="list-style-type: none"> Schedule of properties being investigated. Draft Asset Optimisation Strategy to be developed by December 2016 <p>Elected Member input to be sought via ward briefings</p>	Unfunded Initiative	<ul style="list-style-type: none"> Building condition audit is complete Council endorsed on 28 June 2016 disposal of Toc H Hall Development of City wide strategy by December 2016 	<ul style="list-style-type: none"> Require accurate data regarding utilisation of facilities to better inform asset optimisation decisions Decisions regarding asset disposal is of high public interest and needs to be informed by a strategic, planned and evidenced based approach
Darlington Upgrade Project	State Government Project Dec 2017 <ul style="list-style-type: none"> 30 % Design review in progress Flinders Drive Extension construction to commence in October 2016 Birch Crescent identified as a 	Federal & State Government Funded \$620M committed	<ul style="list-style-type: none"> Land acquired, buildings demolished SA Water Main early works package complete 28 August 2016 Gateway South Consortium appointed as Head contractor 	<ul style="list-style-type: none"> Integration of Rail extension from Flinders Drive Establishment of community connections

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
	potential project priority			
Glenthorne Farm	On schedule <ul style="list-style-type: none"> Matter being considered at IC060916 meeting. Dependent on Council endorsement of aspirations, next steps and schedule to be developed. 	Unfunded Initiative	<ul style="list-style-type: none"> Council resolved on 08 September 2016 to pursue community and environmental outcomes at Glenthorne Farm (O'Halloran Hill). 	<ul style="list-style-type: none"> Risks dependent on methodology to achieve aspirations
Hallett Cove Foreshore redevelopment	On schedule <ul style="list-style-type: none"> Reviewing Concept Plan for September 2016 Community 'Drop In' Session to re-engage with nearby residents/stakeholders Proposed November Council report following community feedback with revised concept to confirm scope 	On budget <ul style="list-style-type: none"> Budget for stormwater and civil works is committed for 2016/17 Stages 4 & 5 (playspace, reserve and amphitheatre) works matching funding to be identified and sought. Internal resources allocated 	<ul style="list-style-type: none"> Project 'Start up' meeting held with ward councillors 5 July 2016 Endorsed 16/17 works program prioritises and resources stages 3, 4 and 5. Stage 3 (stormwater and civil works) entering procurement phase 	<ul style="list-style-type: none"> Scope change is a current risk with requests pertaining to pathway, carpark works and foreshore protection works.

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
LED Lighting	Schedule TBC <ul style="list-style-type: none"> Infrastructure Committee to receive report regarding Smart technologies, and specifically Council's progress with LED lighting on 6 September 2016. Project next steps include finalising a business case including finance options for Council, and development of a project plan 	Unfunded Initiative	<ul style="list-style-type: none"> Trial on Shaftesbury Tce is on hold, pending an evaluation of the availability and advantages of lower wattage LED lighting. A draft business case report has been received from consultants to transition from old inefficient street lights to new LED street lighting The business case identifies 1,633 tonnes greenhouse gas emission savings per annum and \$6,005,000 saving over 20 years including the cost of transition 	<ul style="list-style-type: none"> Resident feedback on concerns regarding light brightness and colour has been received through the trial proposal process and is being reviewed.
Marion Outdoor Pool	On schedule <ul style="list-style-type: none"> Elected Member forum 20 	Unfunded Initiative Council to make decision on the Master	<ul style="list-style-type: none"> Elected Member forum 12 July 2016 to 	<ul style="list-style-type: none"> Unfunded project. Significant cost to implement whole Master Plan

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
	<p>September 2016 will discuss the Master Plan and Business Case Analysis</p> <ul style="list-style-type: none"> Review of the swimming centre operations being undertaken, report to be provided to the 11 October Council meeting 	<p>Plan and allocate funding for project.</p>	<p>consider financial implications</p> <ul style="list-style-type: none"> Business Case Analysis undertaken Elected Member forum held on 12 July 2016 consider the Master Plan – additional information requested 	
Oaklands Crossing	<p>State Government Project</p> <ul style="list-style-type: none"> State Government yet to confirm Federal acceptance of \$190M pledged from other project budgets. Lobbying Federal Minister and Premier. 	<p>Funding to be committed</p> <p>\$190M</p>		<ul style="list-style-type: none"> Funding yet to be committed

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
Streetscape Project	On schedule Delivery of program to commence by Nov 2016	On budget Development of 'design guide' \$50,000 \$500,000 p.a. 2016/17 & LTFP External funding will be sought on a project by project basis	<ul style="list-style-type: none"> • Council endorsed Streetscape Policy 28 June 2016 • Consultant engaged to prepare a 'design guide' for streetscape elements • Priority Scoring System endorsed by Council 23 August • Prioritised streetscape improvement projects and demonstration projects to be presented to Council 27 September 	<ul style="list-style-type: none"> • Potential timing risk to expend full \$500k allocated towards streetscape in 2016-17 budget
Solar Infrastructure	On schedule <ul style="list-style-type: none"> • Council endorsed on 14 June 2016 for consultant to be engaged to prepare scope for tender documents for projects to install first round of solar infrastructure 	On budget \$600,000 approved by Council \$420,000 allocated for this stage of the delivery	<ul style="list-style-type: none"> • Further investigations into innovative solar options for Administration Building and Cove Civic Centre being prepared by consultant; report to be provided to 27 September Council meeting 	Nil
Tennis and Netball Review	On schedule <ul style="list-style-type: none"> • Tennis & Netball Review of City wide 	Unfunded Initiative <ul style="list-style-type: none"> • Funding to be considered for FY17-18 Budget 	<ul style="list-style-type: none"> • Considered by Council 09 August 2016 at 	<ul style="list-style-type: none"> • Club engagement to Tennis & Netball Review

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
	facilities is currently being documented with input from Council, Tennis SA and Netball SA <ul style="list-style-type: none"> Elected Members to review Tennis & Netball Review Consultation with Clubs to occur late September/early October 2016 	depending on priority sites and actions <ul style="list-style-type: none"> Internal resources allocated 	Forum – additional information require	
Tonsley Redevelopment	State Government Project 10-15 years <ul style="list-style-type: none"> Stage 2 Landscape works in progress Stage 3 Road works commencing October 2016 Tonsley Greenway link from Flinders University to Cross Road design in progress 	State Government Funded <ul style="list-style-type: none"> Cost of maintaining and depreciating infrastructure being modelled. 	<ul style="list-style-type: none"> TafeSA \$130M Facility operating Flinders \$125M Facility operating Siemens Facility operating Retail Pods in MAB operating Stage 2 Civil works complete 	<ul style="list-style-type: none"> Cost of maintaining and depreciating infrastructure

Project	Schedule	Budget	Key Milestone	Problems/Risks Identified
	<ul style="list-style-type: none"> • Rates and infrastructure maintenance modelling being developed • Residential Development commencing 2017 			

**CITY OF MARION
INFRASTRUCTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Neil McNish, Economic Development Manager

General Manager: Abby Dickson, General Manager City Development

Subject: Smart Cities

Report Reference: IC060916R6.2

REPORT OBJECTIVE

To provide context, background information and some case studies to assist with the consideration of a Smart City agenda for the City of Marion.

RECOMMENDATION (1):

DUE DATES

That the Infrastructure Committee:

1. Notes the report.

6 September 2016

DISCUSSION

1. Introduction

At the Infrastructure Committee held on 5 July 2016, Peter Karidis from Palamir provided a presentation on Smart and Resilient Cities and gave a number of examples of technologies that are being implemented in various cities. It was requested that a report should be prepared providing Committee Members with more background information regarding Smart Cities including some case studies on approaches adopted in other jurisdictions.

2. Australian Government Focus

The Australian Government launched a Smart Cities Plan on 29 April 2016 aiming to build an agile, innovative and prosperous nation. The Plan is based on the Government's contention that as Australia's economy continues to transition and as knowledge industries grow, then to take advantage of tomorrow's economic opportunities there is a need to rethink the way our cities are planned, built and managed today. The full Plan can be viewed or downloaded at <https://cities.dpmc.gov.au/smart-cities-plan>.

A number of key themes are identified in the Plan including:

- Businesses have an incentive to locate in areas with access to the largest numbers of potential employees and customers
- Likewise, people have incentives to settle where they can access the greatest number of employment opportunities, goods and services

- The development of job clusters in economic centres is currently often reinforced by existing transport corridors and interchanges
- Job clusters also tend to have the same characteristics:
 - Concentration of a few specialised industries
 - Effective networks of people and organisations
 - Active participation of research institutions
 - Access to a skilled workforce
- As economic activity becomes more concentrated, demand for housing and land in nearby areas rises
- Supporting access to jobs close to affordable housing may require a combination of:
 - Increasing housing supply near job opportunities and transport connections
 - Increasing jobs growth closer to where people already live
 - Improving connectivity between housing and job centres
- There is no single approach to addressing transport issues with better accessibility needing a combination of demand management and investment in public transport, roads and active transport including walking and cycling
- The greatest opportunity for Australia's future lies in our people: their ideas, skills, experience and enterprise drive productivity growth
- Our cities must offer lifestyle, culture and amenity and for an increasingly mobile labour force, the liveability of a city can be the determining factor between choosing to live in one city over another.

In building the cities of tomorrow, three pillars are identified in the Plan:

Smart Investment

This is defined as:

- Prioritising projects that meet broader economic objectives
- Treating infrastructure funding as an investment wherever possible
- Getting involved early to ensure rigorous planning and business cases
- Increasing investment.

Smart Policy

All levels of government contribute to the development of our cities and their needs an acceptance by all levels of government that a strategic approach is necessary – one that identifies clear, unambiguous processes, timeframes and accountabilities for city level reforms. Smart Policy will be required for:

- Delivering 'City Deals' (better outcomes through coordinated investment)
- Leading regulatory reform
- Measuring success (identification of key city metrics and data).

The Plan gives an example of a UK city deal featuring Manchester which involves 10 local governments collaborating with a focus on investment, business support, skills, transport, housing and reduced carbon emissions.

Smart Technology

This means:

- Thinking of technology solutions first
- Leveraging open and real time data
- Driving use of energy efficient technologies.

To support the Smart Cities Plan, the Government is establishing a competitive Smart Cities and Suburbs Program worth \$50 million which will support local governments to fast track innovative technology solutions that improve long standing urban problems. Roundtables are being held in September 2016 including in Adelaide to introduce the Program and encourage input on how the Program can be designed to best meet local government and community needs. The Adelaide event is on 15 September from 9.30-11.30am and those interested in attending can register their interest at https://cities.dpmc.gov.au/smart-cities-program-forms/survey_tools/scsp-introductory-roundtables-form.

3. Australian Smart Communities Association - www.australiansmartcommunities.org.au/

The Australian Smart Communities Association was established in 2013 initially based in Queensland as an organisation to provide leadership in the advancement of smart communities across Australia and aims to share information and advocate for the resources to assist the localised transition to a digital economy.

The Association's definition of a Smart Community is one that uses information communication technologies and data to be more efficient. They enjoy cost and energy savings, improved service delivery, better quality of life and a reduced environmental footprint. They support innovation and the global economy. Smart communities advocate for the integration of technology and data infrastructure, promote digital technologies to increase the capability of existing infrastructure and services, and champion citizen involvement and citizen-focused service delivery.

It is a membership organisation made up of local governments, Regional Development Australia committees, regional organisations of Councils, industry, businesses and individuals. It currently has three members in South Australia; Adelaide City Council, Prospect Council and the Eastern Region Alliance.

4. Case Studies

There are a wide range of differing approaches to the development of a Smart City both within and outside Australia and the following provides a summary of some of these.

Adelaide - <http://investadelaide.com.au/why-adelaide/adelaide-smart-city/>

Adelaide City Council is pursuing a number of projects with the goal of establishing Adelaide as a Smart City with the view that such as city is one that uses technology to transform its infrastructure and make better use of energy, resources and services. These projects include:

- The establishment of the city wide free wi-fi network with the South Australian Government
- It has opened the Smart City Studio as a partnership with global technology company Cisco and the South Australian Government. Located at 25 Pirie Street, it has been designed as a flexible space that encourages collaboration in all its forms and can operate as a demonstration space and event and meeting venue. Cisco has installed the latest video conferencing technology allowing for global participation and collaboration
- The Council is trialling a smart lighting project in Pirie Street and Hindmarsh Square
- It is also developing Smart Environmental Monitor and Smart Parking pilot projects.

Sunshine Coast Council - <https://www.sunshinecoast.qld.gov.au/smartcities/> In late 2014, Sunshine Coast Council partnered with Cisco and Telstra to develop a smart city framework for the Maroochydore City Centre Priority Development Area and the wider Sunshine Coast Region. The Framework is aimed at balancing improvements to quality of life, economic growth and environmental sustainability through the implementation of key technologies associated with; the

development of and attraction of businesses; the management and monitoring of pollution and key improvements to the transport, health and education sectors.

A portfolio of 13 value added services have been identified for staged implementation and include projects such as fibre optic network services, smart lighting, smart city wi-fi etc.

Projects currently established are:

- A Living Lab in Caloundra testing and trialling smart technology solutions such as lighting and parking before they are gradually installed across the region
- A Smart Centre in Caloundra to allow residents and businesses to see real-time results from the Living Lab
- A Smart App giving providing Council information on events and road closures etc.

Parramatta City Council - <http://www.parramattasmartcity.com.au/>

Parramatta released its Smart City Masterplan in August 2015 with the vision that Parramatta will be a Smart City that leverages the foundations of good urban planning, transparent governance, open data and enabling technologies that will underpin our position as a vibrant, people-centric, connected and economically prosperous city. The Council have adopted a definition of a Smart City as a city based upon the foundations of good urban planning, economic competitiveness, environmental engineering and sustainable practices that uses information and communication technologies to enhance liveability, sustainability and workability. It has appointed a Strategic Smart City Officer to implement this city-wide initiative.

Over 50 projects, programs and initiatives have been identified and in the process of implementation including:

- Free wi-fi, currently available in six libraries and part of the CBD
- Hackathon meetups using government data sets
- 3D printing studio meetups
- LED street-lighting is being progressively rolled out
- 50 Solar powered wireless CCTV cameras
- Various smart apps and online initiatives.

Brisbane City Council - <http://www.digitalbrisbane.com.au/>

The Lord Mayor of Brisbane launched the Digital Brisbane Strategy in 2012 with the aim to kick start a business revolution ensuring that the city capitalises on the rapidly growing digital economy. Five year targets were set to double the number of local businesses selling products and services online, a 35% improvement in productivity growth achieved through digital technology and support for 250 promising local digital start-up companies.

The Council appointed a Chief Digital Officer to lead the initiative and launched three core programs:

- The Digital Business Power-up program aimed at empowering companies to engage in the digital economy
- Digital start-up Kick-Start Program including a Coderdojo program in city libraries to teach young people how to master digital coding
- Cyber City Program to improve public services through digital technology.

CONCLUSION:

The idea of Smart Cities is stimulating interest and activity across Australia and beyond with many local authorities developing smart city strategies and plans. There are many different approaches

to this with perhaps the one common thread being the use of digital technology in the various projects, programs and initiatives. However, it is clear that the concept of a smart city goes beyond just the installation of smart infrastructure. In particular, the Australian Government has identified a need to rethink the way our cities are planned, built and managed and proposes a new approach to policy development with an emphasis on collaboration.

It is recommended that the Infrastructure Committee notes the report.

**CITY OF MARION
INFRASTRUCTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Mathew Allen, Manager Engineering and Field Services
General Manager: Tony Lines, General Manager Operations
Subject: Transition to LED lighting
Report Reference: IC060916R6.3

REPORT OBJECTIVE:

There currently exists an opportunity for financial savings, energy reduction and improvements to the quality of public street lighting.

The objective of this report is to provide an overview of the steps required to transition from old inefficient street lighting to new LED technology.

RECOMMENDATION (1):

That the Infrastructure Committee:

DUE DATES

1. Notes the report.

6 Sept 2016

DISCUSSION:

Current state of Play – LED Public Lighting

The responsibility for the provision of street lighting in South Australia is controlled by local councils or the Department of Planning, Transport and Infrastructure.

Legislative requirements are outlined in the Electricity Act 1996 and Electricity (General) Regulations 2012, guidance on technical specifications is contained in AS/NZS 1158 -Lighting for Roads and Public Spaces.

The City of Marion currently has 8,525 (consisting of 42 W compact fluoro, 80 W mercury vapour, and 18-50 W sodium) street lights, these lights are old and inefficient. The new LED street lights will reduce energy use by over 75% compared to the existing lighting and achieve in excess of 1,600 tonnes of greenhouse gas emission savings per annum.

LED lighting provides a consistent light, objects become clearer to see, minimises glare, reduces environmental impact, minimises operating and maintenance costs and improves amenity. LED lighting has been implemented at the Tonsley development and is included in Council's sub-division development requirements. Many Councils on the eastern sea board have successfully transitioned to safe and sustainable street lighting.

The City of Marion Draft Business Plan has identified the development of a business case for the delivery of safe and sustainable public street lighting as a priority.

A preliminary business case has been developed that identifies the cost to transition to LED street lighting is \$3,089,123 with an estimated return on investment of 6 years.

Delivering Safe and Sustainable Street Lighting – Issues

The LGA has recommended Councils withhold any decisions to enter into agreement with SA Power Networks in relation to the transition of existing public lighting to LED technology. The LGA has advised that they will develop a business case for Councils to purchase, operate and maintain LED street infrastructure. This would require change in legislation and cooperation from SA Power Networks to access their infrastructure. Interestingly the LGA is not undertaking a comprehensive business case that includes all scenarios to transition to LED lighting. The risks and benefits of all scenarios will be outlined in a report to Council.

Following a request from a resident in relation to poor lighting on Shaftesbury Terrace, Marino, Council in conjunction with SA Power Networks has developed a LED upgrade demonstration site. However, some residents have since raised concerns about the impact of LED lighting on human health and the environment. It is thought the information has been sourced from the United States of America (USA). In this case it is believed the lights in the USA are 40-70 W LEDs, where as we are considering 14-18 W LED's. This trial is on hold while Council assesses 14-18 W light options.

Opportunities exist for LED smart technologies. SA Power Networks has specified a number of approved LED street lights. The City of Marion has ensured the street lights have been future proofed for smart technologies, with the inclusion of a 7-pin NEMA plug that will enable the use of lighting controls, CCTV, traffic flow and parking monitoring.

Next Steps

Action	Time frame
Complete the CoM Business Case	September 2016
Present the CoM Business Case to Council to seek endorsement for the project.	November 2016
Develop funding proposal (including the consideration of grants)	November 2016
Develop Project Management plan that includes project scope, work breakdown schedule, procurement, communication and risk management.	December 2016

Conclusion:

There currently exists an opportunity for savings, energy reduction and improvements to the quality of public street lighting, environmental outcomes and public amenity.

**CITY OF MARION
INFRASTRUCTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: John Valentine, Manager Strategic Projects
General Manager: Abby Dickson, General Manager City Development
Subject: Glenthorne Farm Aspirations
Report Reference: IC060916R7.1

REPORT OBJECTIVE

To provide background information on Glenthorne Farm to assist with a discussion in relation to Council's and the community aspirations for the property.

RECOMMENDATION (1):

DUE DATES

That the Infrastructure Committee:

- | | |
|--|--------------------|
| 1. Notes the background report for Glenthorne and discuss aspirations for the future of Glenthorne. | 6 Sept 2016 |
|--|--------------------|

BACKGROUND

Glenthorne property status:

- Owned by the University of Adelaide
- Deed of agreement between State Government and University precludes urban development
- Land zoned Primary Production (precludes suburban development).

Council resolved the following on 8 September 2015:

“Liaise with key Glenthorne stakeholders including the University of Adelaide, the State Government, the local Natural Resources Management Board and the Friends of Glenthorne to promote uses of the land to achieve the best outcomes for the community.”.

Within the City of Marion Business Plan 2016-2019:

Council is committed to “Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements”.

Glenthorne Farm is a unique 209-hectare site in O'Halloran Hill owned by the University of Adelaide and currently operated as small-scale commercial farm. Glenthorne Farm has outstanding environmental and heritage significance.

Refer Appendix 1 for a context map showing Glenthorne Farm and various activities along Majors Road, O'Halloran Hill.

Glenthorne is located within the nationally listed Greybox Grassy Woodland (Environment Protection and Biodiversity Conservation Act). The majority of the site has been cleared for agriculture, however, there are scattered remnant greybox trees and areas of grassland.

The site contains the remains of buildings from the 1850s and is listed on the South Australian Heritage Places Database.

In the late 1990s Council was closely involved with a collaborative design and consultation process lead by CSIRO and State Government on the future of Glenthorne. The consultation process attracted broad community and political interests.

A vision for the future of Glenthorne was identified during this consultation. The major priorities of the vision were:

- Retention of open space character;
- Revegetation and protection of existing waterways and biodiversity;
- Restoration and interpretation of significant heritage;
- Open community access through trails and recreation;
- Research, innovation and economic development – through viticulture, agriculture and horticulture.

In **2001**, the University of Adelaide purchased Glenthorne with a \$7 million grant from the State Government. A Deed of Agreement was executed between the State, University of Adelaide and Wine Federation of Australia to ensure the future management of the site was consistent with the vision. The University was required to start immediate work on a Concept Plan to deliver the project vision. The Deed of Agreement precludes urban development at Glenthorne.

In **2003** City of Marion consulted widely and established the Marion South Plan which included protection of Glenthorne in a greenbelt with a vision similar to that described by CSIRO in 1997.

By **2004** there was no progress on the Concept Plan. The Adelaide University was granted a 6 month extension by the State Government. Under a Deed Variation, if no progress was made, the State Government was empowered to buy back the land for \$1.

In **2008** Adelaide University released the *Woodland Recovery Initiative* (WRI) – a proposal to revegetate most of the site bringing back rare woodland birds and connecting a green corridor to provide ecological resilience to climate change. The plan included selling a proportion of the land for housing to assist with funding the restoration work.

Consultation by the University on the WRI revealed the community's vision for Glenthorne was still very much the same as that in 1997.

In early **2009** the State declined the University's request to sell land for housing since it did not meet the terms of the Deed. The State was supportive of the intent of the WRI however and offered to work with the University to find alternative funding sources.

Most recently in **2015** the Friends of Glenthorne conducted another visioning day which was well attended by the community and political representatives. This updated vision echoed the same priorities set back in 1997 along with a clear call for action.

CURRENT ISSUES

Glenthorne is currently operated by Adelaide University as a small-scale commercial and research farm. Continuing farming activities over the land is generally supported by the community, however there is concern that the current intensity of farming is too high, leading to erosion, increased water runoff and damage to the protected greybox trees.

The Friends of Glenthorne have advised that two major funding opportunities have been missed at Glenthorne; as described below:

- Glenthorne was a key revegetation site in the 2011 Adelaide Mount Lofty Ranges Biodiversity Fund landscape restoration project (worth \$5.2m) however this was withdrawn due to a lack of alignment between the University and State Government;
- Greening Australia were seeking to partner in a multi-million dollar landscape scale restoration of Glenthorne, however the offer was declined back by University of Adelaide.

Council and the community have raised concerns about research into genetically modified crops occurring at the site.

Heritage items, particularly the old buildings from the 1850s, are becoming increasingly degraded and there have been calls for protection and restoration work.

Recent airborne thermal imagery of Glenthorne captured by the City of Marion indicates that the exposed dark soils are trapping significant heat.

The local community is continuing to express their concern about lost opportunities at the site through local, state and federal representatives.

SUMMARY OF POTENTIAL OPPORTUNITIES AT GLENTHORNE

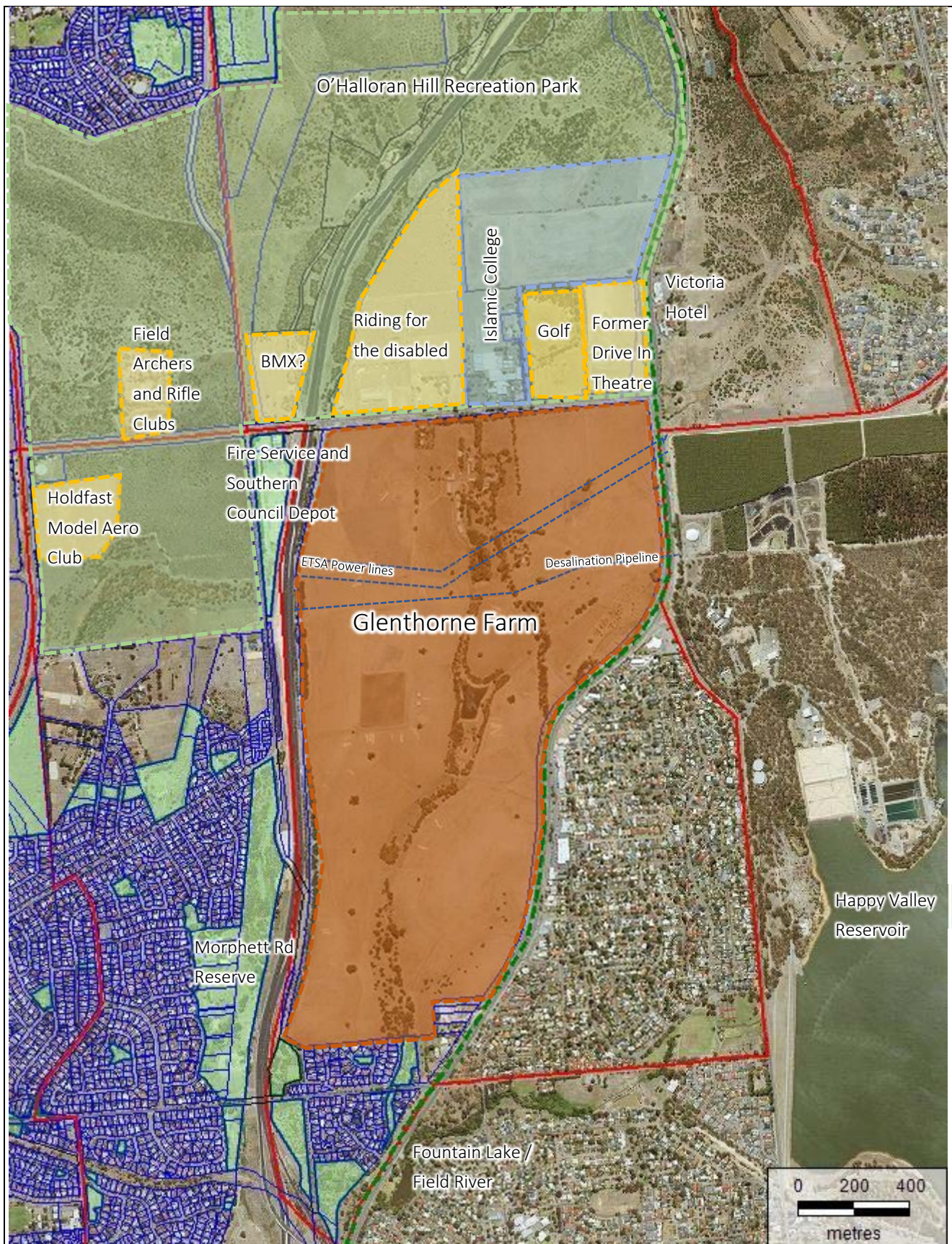
The Glenthorne Farm Community Vision 2015 and the other visioning documents mentioned above suggest a broad range of different opportunities that might be suitable for Glenthorne Farm. Some activities that have attracted recent interest include:

- Large-scale restoration of greybox woodland and riparian zones;
- A community farm and education centre;
- Natural burial grounds;
- Sporting facilities – particularly soccer;
- Community events and function centre (through restoration of heritage buildings);
- Solar farm;
- Regional-level playspace including large scale nature play;
- Trails for walking, mountain biking and horse riding (connected with surrounding State parks);
- Heritage centre;
- Farmers' markets;
- Camping grounds;
- Wildlife recovery centre;
- Birdwatching; and
- Native turf grass production.



Map Width: 3313 m

Created by rates Wednesday, 10 August 2016

**About this Document**

This map has been created for the purpose of showing basic locality information and is a representation of the data currently held by The City of Marion. This information is provided for private use only.

Disclaimer

While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Property boundary line network data is supplied by State Government.

**CITY OF MARION
INFRASTRUCTURE COMMITTEE
6 SEPTEMBER 2016**

Originating Officer: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Preparation of a 10 Year Strategic Plan

Report Reference: IC060916R8.2

REPORT OBJECTIVE

To provide an overview of Council's Strategic Management Framework and key influences as input into the preparation of a 10 year Strategic Plan.

RECOMMENDATION (2)

That the Infrastructure Committee:	DUE DATES
1. Notes the Council's Strategic Management Framework and Plans as provided in Appendix 1, 2 and 3.	6 Sept 2016
2. Notes the presentation highlighting the current and emerging key influences that may impact on Council's pursuit of the Community Vision.	6 Sept 2016

DISCUSSION

Council's Strategic Management Framework (SMF – Appendix 1) provides the structure within which its strategic and operational plans are developed and integrated, based on the key principles of 'line of sight' between all staff and the community's vision, and simplicity.

The SMF has been reviewed and strengthened over the past 4 years, putting Council in a strong position to finalise all key elements of the framework.

Council has recently adopted a long term Community Vision (Appendix 2) which sets out the aspirations of the Community over the next 25 years under the purpose and community vision:

Purpose: To improve our residents' quality of life; continuously, smartly and efficiently

Community Vision: A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected.

This long term vision provides the foundation for consideration of strategic goals and priorities over the short and medium term.

The draft 2016-2019 Business Plan (Appendix 3) describes the strategic priorities of the Council over the remainder of their term. This Plan is action-oriented, linking actions and goals over the 3 years to the six themes of the Community Vision. Delivery of programs and projects

against these goals will be monitored as a corporate key performance indicator across each year of the plan's delivery.

The current 10 year Strategic Plan sits between the Community Vision and Draft 3 year Business Plan. However, the Strategic Plan is misaligned to the Vision and Business Plan as it was developed in 2012 on the foundation of four community pillars. It is timely to review and revise the 10 year Strategic Plan to create alignment, and 'line of sight' for all staff.

Council's role

A key consideration in reviewing the 10 year strategic plan is the context and role within which council will operate over the next 10 years. The role of councils continues to shift and expand from what was a model of basic service provision of 'roads, rates and rubbish', to what has become a diverse business sector providing a significant and sophisticated range of services including environmental sustainability; economic development; physical, social and mental health programs; major infrastructure projects; and community, cultural and heritage programs.

A key part of council's role has also become very strong leadership and advocacy in addition to service delivery. Recent examples in the City of Marion include the campaign to fix Oaklands Crossing, and the inclusion of critical elements in the Darlington interchange project.

Recent analysis conducted by the Local Excellence Expert Panel and published in the report 'Strengthening South Australian Communities in a Changing World - The Council of the Future'¹ highlighted a number of areas of focus to realise the 'Council of the Future'

- Regional collaboration and partnerships
- Intergovernmental relationships
- Financial sustainability and accountability
- Community engagement and governance
- Governance and leadership
- Contemporary legislation, particularly the local government and planning laws.

Current and Emerging Issues and Opportunities

A key input into all of Council's strategic and business plans is the consideration of current and emerging issues and opportunities at a local, state, national and global level. This includes ongoing scanning of priorities and policies of federal and state governments, and trends at a local government sector level. This process has identified a number of critical areas where Council has focused priorities over the coming three years to address these critical areas:

- Community's health and wellbeing, coupled with the ageing nature of our sports infrastructure, has led Council to prioritise major improvements and new sports facilities.
- The need to better manage our energy usage, with a focus on energy efficiency and renewable energy across council facilities.
- The increasing community interest and use of walking and cycling as a form of transport and recreation has resulted in key priorities of expanding walking and cycling connections and improving streetscapes.

¹ https://www.lga.sa.gov.au/webdata/resources/files/LEPanel_FinalReport_December%202013.pdf. Local Excellence Expert Panel Report December 2013.

- Significant focus and investment on ongoing improvements to open space and playspaces.
- The need to review all council facilities to ensure they are fit for purpose and sustainably managed.
- The need to review services to ensure they meet the needs of the community both now and into the future and are provided in the most efficient and smart way.

A presentation on the issues and opportunities will be provided at the Committee meeting.

Workshop

A workshop is proposed to begin discussions on the review of the Strategic Plan and in particular:

- Clarify the Community Vision as the foundation on which the Strategic Plan will be revised
- Test the context within which council operates to ensure clarity of its role and business operating environment
- Understand current and emerging issues and opportunities that may influence the consideration of strategic priorities
- Consider the medium term goals and strategies that will provide a road map for the Community and Council to progress the long term Community Vision. Appendix 4 provides a summary of vision themes, draft 10 year goals and draft strategies.

Appendices

Appendix 1 – Strategic Management Framework

Appendix 2 – Community Vision Towards 2040

Appendix 3 – City of Marion Business Plan 2016 -2019

Appendix 4 – Strategic Plan Alignment



Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.



LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment.

ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.

LIVEABLE



VALUING NATURE



ENGAGED



PROSPEROUS



INNOVATIVE



CONNECTED



City of Marion Business Plan 2016-2019



CONTENTS

WELCOME FROM THE MAYOR	1
COMMUNITY VISION - TOWARDS 2040	2
OUR PURPOSE, VISION, MISSION AND VALUES	3
LIVEABLE	4
VALUING NATURE	7
ENGAGED	10
INNOVATIVE	12
PROSPEROUS	14
CONNECTED	18
OUR COUNCIL OF EXCELLENCE	21

WELCOME

Welcome to the *City of Marion Business Plan 2016-2019*.

Our city is undergoing exciting change, and there has never been a better time to present a clear plan for the future.

The development of Tonsley, Australia's first innovation district, is attracting investment to the region and creating new opportunities for businesses, training and education, while the Darlington Road upgrade will make our city more accessible.

This document explains the projects and programs Council will deliver to develop a city in line with our community's wishes.

You will learn about the modern sporting and community facilities we will build, our work to improve the transport network, including walking and cycling paths, create more open space, enhance the natural environment, and grow the economy.

We remain determined to develop our city in a smart and efficient way without placing an undue burden on ratepayers.

The *City of Marion Business Plan 2016-2019* is a significant step towards building a city that meets the aspirations of our community.

KRIS HANNA

Kris Hanna
Mayor



COMMUNITY VISION › TOWARDS 2040

Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.

LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment.

ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.



OUR PURPOSE, VISION AND VALUES

OUR PURPOSE

(Why we exist)

To improve our residents' quality of life; continuously, smartly and efficiently

OUR COMMUNITY VISION

(What we want to become)

A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected

OUR VALUES

With the community and safety at the forefront of everything we do, we value:

Respect - Treating everyone as we want to be treated, where all contributions are valued

Integrity - Fostering trust and honesty in all of our interactions

Achievement - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another

Innovation - Encouraging new ideas, and learning from our experience to do things better



LIVEABLE

GOALS	2016/17	2017/18	2018/19
Communities that are safe and inclusive, embracing active living, and healthy lifestyles	Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities		
	Deliver excellent Sport and Recreation Facilities across the City: <ul style="list-style-type: none"> Community club and indoor sports stadium at Mitchell Park Sports and community complex at the Edwardstown Soldiers Memorial Oval A new regional soccer facility in the South in partnership with Football SA An International standard BMX complex in the South, led by BMX SA Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future 		
	Present the Marion Outdoor Pool Masterplan	Complete the detailed design of the Marion Outdoor Pool Masterplan and seek grant/partnership funding	
	Deliver Open Spaces and Playspaces across the City: <ul style="list-style-type: none"> South Australia's first Inclusive Playspace at Hendrie Street Reserve Jervois Street South Plympton Playspace Hallett Cove Foreshore precinct redevelopment Reserve Street Reserve Trott Park dog park, plus location and design for a second dedicated dog park 8 local/neighbourhood scale playspaces, plus plans for a further 4 playspaces Priority open space developments based on our Open Space plan, to meet the needs of a growing and changing community into the future High quality public toilets in our priority reserves and parks 		
Access to housing choice and services for a growing and diverse population	Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south		
	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse		
	Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils		
	Support our community to 'age well' through participation in the Adelaide Living Laboratory		
	Deliver an asset optimisation program to ensure assets deliver services in a sustainable and valuable way to meet community needs		
	Undertake reviews on all services to ensure they continue to provide maximum value to our community, now and into the future		
Neighbourhoods that reflect local character, heritage and enable a sense of belonging	Celebrate and recognise our Kurna heritage through delivery of the 2016-2019 Reconciliation Action Plan (RAP)		
	Build strong relationships with the Elders of the Kurna community, facilitated by the RAP Committee		
	Marion Historic Village Transformation:		
	Better manage traffic on George Street and Dwyer Road	Traffic controls on Diagonal Road and Crew Street	Commence delivery of remaining elements of the Streetscape Masterplan
	Deliver youth partnership programs focused on providing diverse and exciting opportunities for youth leadership, engagement and services		

A photograph of a family in a park. In the foreground, an older man with white hair is crouching on a light-colored wooden path, looking at something in his hands. Two children, a boy and a girl, are also crouching on the path, looking at the same thing. The boy is holding a red and black scooter. In the background, three other people are walking on the path. The path is surrounded by tall green grass and large trees with green foliage. The scene is brightly lit, suggesting a sunny day.

VALUING NATURE

GOALS	2016/17	2017/18	2018/19
A healthy and climate resilient urban environment	Significantly increase energy efficiency across our council facilities		
	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting	Deliver sustainable lighting program priorities	
	Implement the Climate Change Policy and Plan (Resilient South Program)		
	Design the final stages of the Oaklands Reserve redevelopment	Ensure all elements of the redevelopment project are in place to support construction	Commence construction of redevelopment
	Expand the Oaklands Wetland water distribution network to support sustainable irrigation of our parks and reserves		
		Investigate the potential to establish a water supply business using the Oaklands Wetlands water distribution network	Subject to investigation outcomes, plan of a water supply business in conjunction with the ongoing local distribution of Oaklands Wetland water
	Manage stormwater in close partnership with our neighbours		
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes		
	Continue to transform the Glade Crescent Wetlands scheme		
	Develop and deliver a Regional Coastal Management Plan to support effective coastal management		
A City that reflects a deep value of the natural world	Plan and deliver a program for the protection of remnant native vegetation in our reserves		
Improved condition, diversity and connectivity of ecosystems	Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements	Working closely with key partners, maximise Glenthorne Farm community benefits	



ENGAGED

GOALS	2016/17	2017/18	2018/19
Communities that embrace volunteering and social interaction	Strive to become renowned for volunteers through targeted growth and diversity, and harnessing the skills and experience of our volunteers		
	Launch a Marketing Plan to enhance community engagement and partnering in council's services		
Meaningful opportunities for community engagement, partnerships and co-creation	Support our lease and licence holders to develop their club management capacity		
	Work in partnership with the Edwardstown Region Business Association and the Hallett Cove Business Association to grow membership and sustainability		
	Maximise community benefits through community led initiatives		
	Implement our reformed Community Grants programs with emphasis on diversity and community capacity building		
	Expand our network of community gardens in partnership with community groups		
	Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups	Subject to the outcomes of the pilot, expand the place activation program	
	Develop and deliver a Business Engagement Plan in consultation with the local business community to provide valuable business information to support small business growth		
	Grow the Community Leadership Program to support and harness the ideas and skills of emerging leaders within our community		



INNOVATIVE

GOALS	2016/17	2017/18	2018/19
A community that harnesses creativity, research and collaboration to pursue innovative ideas	Establish partnerships with innovation mentors, including hosting university students to work on innovation projects		
	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres		
	Maximise community feedback through a range of surveys, digital tools and campaigns to support our ongoing focus on innovation and improvement		
A City that provides infrastructure and support that enables innovation to flourish	Deliver a solar panel network at key council sites across the City	Expand the solar panel network to maximise the use of renewable energy at council facilities	
	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations to continue to innovate their businesses		
	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region		
	Investigate 'Smart City' technology and infrastructure opportunities		



PROSPEROUS

GOALS	2016/17	2017/18	2018/19
An exciting urban environment that attracts business investment and economic activity	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment		
	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities		
	Advocate for the future developments of the North-South Corridor to improve east-west connectivity, which maximises community access and connection with the valuable adjacent areas		
	Review the Edwardstown Industry/Commerce Planning framework to support future business needs		
	Support the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide		
A City that promotes and supports business growth and offers increased local employment and skills development opportunities	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth		
	Re-invigorate the Southern Adelaide Economic Development Board to establish an industry-led, independent advocacy and advisory group for the southern Adelaide region	Implement the priority actions of the Southern Adelaide Economic Development Board	
	Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage businesses	Work with key partners in the region and State Government to extend the Tonsley Small Business Advisory Services beyond June 2017	
	Reduce red-tape to support and promote business growth and employment opportunities		
	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out		
A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	In partnership with local businesses, grow visitation and increase spending in the region through the delivery of a Visitor Economy Strategy		



CONNECTED

GOALS	2016/17	2017/18	2018/19
A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel	Expand the Walking and Cycling network linking key destinations across the City and beyond	Subject to funding, deliver key extensions to the shared use path along the Adelaide to Marino Rocks Greenway	
	Complete Glandore Laneways project to finalise council ownership of the laneways and improve safety and traffic flow		
	Deliver a Policy and Program to enhance streetscapes across the City		
A City that advocates improved public transport systems, linkages and networks that connect people to destinations	Advocate for key rail infrastructure including the grade separation at the Oaklands Rail crossing		
	Support the rail expansion from Tonsley to Flinders Medical and University precinct		
A City that supports equitable access to diverse information sources and reliable digital technologies	Expand our communication and engagement network through our website and social media platforms		
	Deliver valuable digital literacy programs in our libraries and neighbourhood centres		
	Develop a business case for a innovative 'Creative Space' that showcases leading edge technologies for the community's creative and learning opportunities	Subject to funding, deliver the 'Creative Space' and a range of programs to harness technologies and equipment	

OUR COUNCIL OF EXCELLENCE

To progress the community vision over the next 3 years, it is critical that we continue to improve our business through an ongoing focus on efficiency and effectiveness of our services, building workforce skills and capacity for the future, and having a strong focus on ensuring the safety of our community and staff.

The foundation of our business will continue to be strengthened through excellent financial management, strong and transparent decision making and an ongoing assessment of our changing local, regional and national

issues and opportunities. We will continue to be accountable for our performance against our strategic and corporate priorities and are committed to seeking feedback from our community to strengthen this.

To maximise community value we place strong emphasis on working with partners and collaborators across the city and region, acknowledging the expertise, knowledge and creativity these diverse groups contribute to the shared pursuit of community aspirations.





CONNECT WITH US ONLINE



City of Marion



@CityofMarion



City of Marion



@CityofMarion

City of Marion

245 Sturt Rd
Sturt SA 5047

Tel (08) 8375 6600

Fax (08) 8375 6699

Email council@marion.sa.gov.au

marion.sa.gov.au

Appendix 4: Strategic Plan alignment

Community Vision Themes	Draft 10 year Goals	Draft Strategies (as part of the 2016-2019 Business Plan)
<p>Liveable</p> <p>By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated</p>	<p>By 2026 our city will have excellent sporting and community hubs, upgraded playspaces and a plan for diverse urban development to create a welcoming and inclusive community</p>	<ul style="list-style-type: none"> • Communities that are safe and inclusive, embracing active living and healthy lifestyles • Access to housing choice and services for a growing and diverse population • Neighbourhoods that reflect local character, heritage and enable a sense of belonging
<p>Valuing Nature</p> <p>By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment</p>	<p>By 2026 our city will better care for a natural resources, with improved stormwater management, increased energy efficiency, protected biodiversity, and better access to areas where people can interact with nature</p>	<ul style="list-style-type: none"> • A healthy and climate resilient urban environment • A city that reflects a deep value of the natural world • Improved condition, diversity and connectivity of ecosystems
<p>Connected</p> <p>By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities</p>	<p>By 2026 it will be much easier and safer to move around our city with new streetscapes and walking and cycling paths, while using new technology to better connect our community</p>	<ul style="list-style-type: none"> • A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel • A city that advocates improved public transport systems, linkages and networks that connect people to destinations • A city that supports equitable access to diverse information sources and reliable digital technologies

<p>Engaged</p> <p>By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods</p>	<p>By 2026 our volunteering community will be growing and thriving. We will see the benefits of many community led initiatives, people will be better informed of the services we provide, and our partnerships will be building great neighbourhoods</p>	<ul style="list-style-type: none"> • Community that embrace volunteering and social interaction • Meaningful opportunities for community engagement, partnerships and co-creation
<p>Prosperous</p> <p>By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development</p>	<p>By 2026 our city will be 'Open for Business' to support around 43,000 jobs in the region. Maximising the potential of the Tonsley redevelopment and other key destinations across the city, we will attract investors, encourage and support business start-ups and draw more visitors to the region</p>	<ul style="list-style-type: none"> • An exciting urban environment that attracts business investment and economic activity • A city that promotes and supports business growth and offers increased local employment and skills development opportunities • A welcoming city offering both residents and visitors a wide range of leisure and cultural experiences
<p>Innovative</p> <p>By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all</p>	<p>By 2026 our city will have a focus on ideas and innovation through improving the way we listen to residents and strengthening the capacity of local groups to lead and partner with us. We will also continue to innovate our business</p>	<ul style="list-style-type: none"> • A community that harnesses creativity, research and collaboration to pursue innovative ideas • A city that provides infrastructure and support that enables innovation to flourish