His Worship the Mayor
Councillors
City of Marion

Notice of Infrastructure Committee

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 5 September 2023 at 6.30 pm

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the *Local Government Act 1999* that an Infrastructure Committee will be held.

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 the Council Chamber is via the main entrance to the Administration Centre on Sturt Road, Sturt.

Tony Harrison
Chief Executive Officer

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1 Open Meeting

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Infrastructure Committee Meeting held on 6 June 2023	
Report Reference	IC230905R4.1
Originating Officer	Business Support Officer – Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Infrastructure Committee Meeting held on 6 June 2023 be taken as read and confirmed.

ATTACHMENTS

1. I C 230606 - Final Minutes [**4.1.1** - 10 pages]

Minutes of the Infrastructure Committee
held on Tuesday, 6 June 2023 at 6.30 pm
Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

PRESENT

Councillor Ian Crossland (Chair)
Councillor Jana Mates
Councillor Amar Singh

In Attendance

Councillor Sarah Luscombe
Councillor Joseph Masika
Chief Executive Officer - Tony Harrison
General Manager City Services - Ben Keen
Chief Financial Officer - Ray Barnwell
Manager Engineering, Assets and Environment – Mat Allen
Unit Manager Engineering – Carl Lundberg
Water Resources Coordinator – Glynn Ricketts
Executive Officer to General Manager City Development - Mina Caruso

1 Open Meeting

The Chair opened the meeting at 6.30pm.

2 Kaurna Acknowledgement

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

3 Elected Member Declaration of Interest (if any)

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

The following interests were disclosed:

- Nil

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Infrastructure Committee Meeting held on 4 April 2023
Report Reference IC230606R4.1

Moved Councillor Mates **Seconded Councillor Singh**

That the minutes of the Infrastructure Committee Meeting held on 4 April 2023 be taken as read and confirmed.

Carried Unanimously

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference IC230606R5.1

The schedule of upcoming items was discussed, and it was noted that the Committee, at present, have no additional agenda items to raise at future meetings.

Moved Councillor Mates **Seconded Councillor Singh**

That the Infrastructure Committee:

1. Notes the business arising statement, meeting schedule and upcoming items.

Carried Unanimously

6 Confidential Items - Nil

7 Reports for Discussion

7.1 Stormwater Management

Report Reference IC230606R7.1

The Manager Engineering, Assets and Environment, Unit Manager Engineering and the Water Resources Coordinator provided the Committee with an overview of current stormwater management practises and other initiatives currently been undertaken.

A presentation was provided to the Committee which included the following agenda topics for discussion:

- Stormwater Infrastructure Assets
- Stormwater Planning
- Water Sensitive Urban Design (WSUD)
- Infill impacts and competing objectives lead by Planning Code and Developers, via the DA process
- Rainwater Tank Trial Update

The following discussion points were noted during the presentation:

- Stormwater management presents a number of challenges, including infill development and the impact of climate change.
- Over the past decade, substantial investments have been made to upgrade and improve stormwater infrastructure, which has helped mitigate the effects of flooding. Some Councils have not invested as much and have experienced more significant flooding.
- Staff provided an update on Berrima Road, Sheidow Park – stormwater upgrade project completed a year ago, due to the road topping over with stormwater annually.

- Due to staff expertise and knowledge, they were able to design the system and coordinate the construction of a very complex site.

- Staff also provided an update on Dalkeith Avenue, Dover Gardens – stormwater upgrade project that formed part of the 22/23 capital works program. This large catchment was experiencing regular flooding of properties, the installation of a very large junction box earlier this year was an integral element of the project.

- A short video was shown (Urban Stormwater Education) that demonstrated how stormwater infrastructure manages rainfall events. This video was made in conjunction with the CoCS and the PAE Councils and has not yet been made public. It will, however, be posted on CoM's website and social media platforms next week.
  - The Committee concurred that the video was fantastic and extremely informative and are looking forward to its public release.

Stormwater Infrastructure

Asset Inventory

- The CoM have over 270km of drainage infrastructure, and nearly 7000 pits.
- The total replacement cost of these assets is $235 million (2022 valuation).
- A lot of asset data is mapped into a GIS system as well as listed in an asset register, with all information captured in the Stormwater Asset Management Plan (AMP).
  - 2 years ago, Council endorsed the Stormwater AMP. The next review will occur within the next 18 months. The AMP outlines the way we manage our stormwater assets particularly in relation to maintenance, monitoring, operations, and upgrade of infrastructure.

Condition

- Most of the stormwater infrastructure was constructed in the late 1950s and 60s.
- The estimated useful life of this infrastructure is 100 years before replacement is expected.
  - A large-scale renewal program is expected to take place in the next couple of decades.
  - At present, data is collected based on age profiles, which poses a risk. For optimal results, cameras (CCTV) will be deployed in pipes to collect data based on actual condition. This process (CCTV program) is currently being developed and will be included in the next stormwater AMP.

Operations

- Acquisition/Creation spend – $2.9M each year on building brand new infrastructure.
- Operational spend – $620k each year on street sweeping and pit cleaning.
- Monitoring spend – $80k each year (see above). Cameras being deployed in pipes to collect data based on actual infrastructure condition.
- Maintenance spend – $350k each year on pit lids and pipe maintenance program.
- Renewal spend – $ are not available. This reiterates the importance to include condition assessment in the monitoring program in order to foresee failing assets and knowing that renewal funds are available to renew those assets before they fail.

Questions/discussion from the Committee included:

Councillor Crossland queried where the new stormwater infrastructure would be constructed, noting that the $3M annual acquisitions and creations budget did not include renewal costs.
- Stormwater Management Plans (SMPs) provide the basis for stormwater investment. There are 4 major catchments across the city, and the SMPs highlight recommendations for the construction of new and additional infrastructure. (*As the presentation continues, additional information will be provided*)
- Additionally, there is a drainage matrix with approximately $25M in scheduled works, staff are currently working through the prioritised program.

- Other than at Hallett Cove, all infrastructure feeds into other Councils. If their pipes are not maintained and become blocked, where does the water go and who would get flooded?
    - Staff have carried out an extensive plan modelling west of the Sturt River and CoM are fortunate to experience minor flooding only. However, at the CoHB the flooding is far more severe, and properties will continue to be flooded until the infrastructure is upgraded. The SMP has identified those sites that require upgrading; CoHB has begun design work in some locations but have yet to obtain funding for construction.
    - Even if CoHB does not improve their stormwater infrastructure, modelling indicates that CoM residents will not be impacted. There may be a localised effect, but not as a result of stormwater backing up in a pipe.

- During the winter months, the volume of falling leaves on the street increases, the Committee queried if the street sweeper's service would be increased during the winter season.
    - According to EPA Stormwater Quality guidelines streets should be swept every 6 to 8 weeks. Council delivers this level of service and staff believe that no additional resources to this service are needed at this time, as long as the level of service meets the guidelines.

- The Committee raised the 'tree planting project' currently underway, which will increase leaf litter. Has the tree planting been factored into future SMPs and have the right types of trees been chosen to avoid future problems?
    - Tree selection is being done to make them more climate resilient. Leaf debris must be properly monitored, especially service levels and timeframes.

The Water Resources Coordinator updated the Committee on recent observations, including driveway flooding due to improper driveway construction and tidal flooding issue in other Council areas.

Stormwater Planning and Management

Management Plans

- There are 4 separate stormwater catchments in Marion, these are:
    1. Hallett Cove Creeks Catchment (this plan was endorsed by Council in 2015 – cost $8.33M)
    2. Coastal Catchments (this plan was endorsed by Council in 2015 – cost $8.973M)
    3. Sturt River Catchment - East of the Sturt River (this plan is currently in draft however nearing completion – forecasting cost~$120M)
    4. Field River (not started)

- Councils are responsible for holistically managing stormwater across Adelaide and it is a legal requirement (Stormwater Management Act) to produce SMPs.
    - Key objectives of Council SMPs include mitigating flood risks, identifying opportunities to improve water quality, ecology, biodiversity and investigating the potential of stormwater harvesting and re-use.
    - In addition, SMPs consider the existing and future scenarios influenced by variables such as climate change and urban infill.

- The CoM has two endorsed SMPs gazetted, the Hallett Cove Catchment and the Coastal Catchment shared with the CoHB.
    - Most of the recommendations within these plans are in process or are completed.

- It was noted that staff meet monthly with CoHB to specifically discuss stormwater management and the investment needed. Next financial year, the Coastal Catchments SMP will be reviewed.

- The Sturt River Catchment SMP with the Cities of Mitcham, Unley and West Torrens is nearing completion for the catchment East of the Sturt River.

- A Sturt River Flood Hazard Assessment is currently underway by the State Government to inform a Planning Code Amendment.
- These two processes are working in collaboration, and both are informing each other.
- It is expected that final flood hazard maps for the Sturt River will be available in late June 2023, it can then be updated and presented to contributing Councils and the SMA.

- The Field River Catchment SMP has not yet begun and is being led by the CoO.
  - Staff are collaborating with DEW to improve stormwater impacts in the Field River catchment and will continue to discuss potential timeframes with the CoO to initiate the SMP.

- There is an interface within State Government and their responsibilities and roles. The Committee queried if there is a synchronised approach to help them better understand the scope of the Councils role verses the State Governments role?
  - The roles and responsibilities of stormwater management are currently under review.
  - The incumbent Government commissioned the Stormwater Management Authority to do a review on stormwater management. The Minister has received the report approximately 3 – 4 months ago.
  - The report focuses on two major aspects: governance of the stormwater and the asset replacement model's funding source.
  - This report is not yet available but will be shortly.

- As an upstream Council, CoM do contribute to some downstream works. This is in accordance with the Stormwater Management Act.
  - There is a formula that has been endorsed and gazetted, and it is applied across Adelaide.

Staff continued to update the Committee on the Sturt River SMP.

- The project funding partner is the Stormwater Management Authority. The draft plan indicates with urban in-fill, driven by population growth and impact of climate change the Sturt River (drain) can expect 80% increase in stormwater runoff.
- SA Water and State Planning Land-Use are producing new flood mapping and Hazard Assessment profiling.
- The draft SMP in 2019 forecasted over $80M in stormwater upgrades in Marion alone, with escalation this is now over $120M (estimated).

- The Committee questioned whether the cost of the Sturt River SMPs ($120M) was already accounted for in a long-term financial plan or if it was new money.
  - The Sturt River draft SMP is not endorsed, and the requirement and investment have not yet been incorporated into the draining matrix.
  - It is anticipated that this will significantly increase the duration which the Council must invest to upgrade, based on priority.

Further questions/discussion from the Committee included:

- Assuming the draft is approved at $120M, and assuming the cost is right, what does this mean for the CoM, and how long is the expected financial term range?
  - CoM are looking at a 10-year horizon, yet this will result in a 30-year plus backlog of work.
  - The South West Drainage Scheme was provided as a similar example in terms of backlog and the need to prioritise the work accordingly.

<u>State Government Flood Map Standardisation Project</u>

- Plus (State Government Planning Authority) is in the process of creating a comprehensive, uniform set of flood maps for Adelaide.

- Once complete, the new flood hazard mapping will form part of the planning portal.
- When developers lodge applications, they will be able to assess them against the new flood hazard mapping and will be required to do to their own flood SMP.

Water Sensitive Urban Design (WSUD)

- CoM have installed over 130 Rain Gardens.
- WSUD is one approach to assist managing flood risk; WSUD does not have a direct impact on mitigating flood events, but it does divert water from the streets and use it for environmental purposes as there is a better retention detention in rain gardens.
- The majority of WSUDs are from developer contributions. A developer will install a rain garden and then hand it over to Council as part of the stormwater infrastructure. Maintenance is then the responsibility of the Council.
- A rain garden operates in harsh environments, near to roadways, with long hot dry summers, making maintenance a challenge for most councils.
    - CoM and Water Sensitive SA created a maintenance handbook to assist Councils and Developers maintain healthy vegetation in rain gardens and to meet water quality objectives.
    - A trial has been undertaken on behalf of Water Sensitive SA. Many of the maintenance guidelines were converted into electronic e-forms and sent to contractors to maintain rain gardens in accordance with manuals produced.
    - Facilities will be visited monthly to review functionality, vegetation, and debris removal. The asset's condition will be evaluated over several months, and the electronic system will be used to prioritise investment or renewal over the asset's lifespan.
    - The system has been demonstrated to other Councils to showcase how we do WSUD Asset Condition Assessments.

- The Committee queried how much stormwater are the rain gardens taking out of the system from the road and what are the costs and ongoing maintenance costs?
    - Staff reiterated that an accumulative assessment plan of stormwater removal has not yet been implemented.
    - Rain gardens are installed per subdivision and per development and the maintenance cost is approximately $35K per year.

A short video was shown that demonstrated the Gross Pollutant Traps (GPTs) installed at the Glade Crescent Wetlands to catch stormwater pollution before it enters waterways. GPTs act like a filter, retaining litter but allowing water to flow through.

Questions/discussion from the Committee included:

- Councillor Crossland asked if Edwardstown's underground tree tank trials had been evaluated, and if so, how effective are they and were there any issues?
    - When the tree nets were initially installed, it was discovered that there was a lot of debris in the concrete kerb invert, and it was also obstructing the inlet of the tree net.
    - The Unit Manager Engineering modified the design and adjusted the inlet level, resulting in less debris accumulating in the water table.
    - However, it still relies heavily on street sweeping to clear away debris and guarantee its effectiveness.
- The Edwardstown trial has 100 tree inlets, as well as some controlled streets, with one side of the street having inlets and the other not. Trees have been planted on both sides.
- It will take several years to determine how successful these tree inlets are.
    - The company that created the tree inlets is also looking at doing a case study.
- Each well may take up to 200 litres, provided no debris has gotten into the well and it has to be cleaned out. The amount of sediment entering the well will determine its effectiveness.

There are 5 key development principles to management stormwater in line with the Planning and Design Code these include:

1. Reducing Post-Development Peak Flows to Pre-Development Level through DETENTION basins
2. Reduce Discharge Volumes – RETENTION basins
3. Reuse Rainwater for Water Conservation – PLUMBED RAINWATER TANKS
4. Reduce Water Pollution – FIRST FLUSH RETENTION – EPA TARGETS reduction in nitrogen and phosphates and suspended solids
5. Flood Protection – FFL 300mm above 1 in 100-year Flood Level

- For larger subdivisions and land divisions with 5 or more allotments, Deemed to Satisfy (DTS) requirements apply.
    - There are a number of stormwater requirements outlined in the (DTS) provisions in the planning and design code e.g., rainwater tanks – staff are happy that these provisions are included in the code as they were not included in the old development act.

<u>Land Development – Oaklands Green</u>

- Oaklands Green is in Oaklands Park (bound by Barry Road/Doreen Street/Bombay Street).
- The development has been granted development approval, and 485 new allotments will be allocated.
- Civil construction works has commenced.
- As part of this planning process, we collaborated with the developer, requested, and signed an infrastructure agreement, and as one of the requirements, the developer must undertake a SWP that has to meet the planning and design code.
    - They were required to have rainwater tanks but were able to negotiate that they did not need rainwater tanks in lieu of connecting to Oakland's water. As a result, the distribution network will be connected onto the site and into dwellings, primarily for toilet flushing but also for some on-site irrigation. Good offset – good outcome.

- An update on the installation of stormwater modules in a new reserve was provided.
    - The 700mm cover on top of these modules is intended to allow light vehicle traffic. The stormwater modules that function as a tank, discharge to a lesser size outlet to control the discharge, so it does not cause flooding downstream as the stormwater downstream is at capacity.
    - This land did not have any stormwater infrastructure prior to this development, therefore the fact that the developer undertook these works is a good outcome that will prevent downstream issues.

Questions/discussion from the Committee included:

- What challenges will Council face in the future, or is this something that will require ongoing maintenance for Council, and is this something that is factored in when we adopt systems like in Oaklands?
    - Whole of Life understanding requirements are that these modules last for 100 years, similar to concrete tanks, with the same cost of installation and renewal as a concrete tank.
    - In terms of accessing for maintenance, there will be some requirements. There are tank access points (on either end of the tank system) to flush out any debris, but because there is a gross pollutant trap that removes the debris, the requirement will be minimal. The gross pollutant trap will be cleaned out 4 times a year.

- If developers are developing on the boundary of two Council areas and both Councils have infrastructure, how easy is it for them to work with separate Councils that may have different processes and procedures to come up with a solution that is holistically beneficial?
    - The Seacliff development was provided as an example.
    - CoHB and CoM are working closely with the developer to initially identify holistic approaches to the development site, including traffic control, stormwater management, and landscaping.

- When design plans are released, consistency relies on planning for the entire site.
- The industry has advocated for consistent infrastructure across the state, and as a result, Institute of Public Works Engineers has design protocols, guidelines, and stand drawings.
- CoM has standard drawings on our website that make it easy for developers to understand what our requirements are.

Rainwater Tank Trial

- Council approved the Rainwater Tank Pilot project back in October last year for the Frederick Street Catchment in Glengowrie. The report outlined a trial for a rainwater tank incentive scheme to use plumbed rainwater tanks in private properties.
  - The scheme is designed to encourage residents to plumb rainwater tanks into their homes and reduce stormwater runoff into the street.
- The Frederick Street catchment includes 650 homes and does not apply to new development sites.
- The incentive scheme has not attracted the number of residents like staff had anticipated.
- A brief history and introduction to the origins of the Rainwater Tank Pilot project were presented by the Water Resources Coordinator.
- The Frederick Street catchment was chosen because University of SA had previously done a lot of modelling on the effects of urban infill, and it is a catchment used throughout Australia to illustrate the effects of increased stormwater runoff when a property is subdivided.
  - The catchment is also unique in that it drains to a trunk drain in Breakout Creek, which has a flow meter installed. The flow meter has been in place for several years and can measure rain events as well as increased water discharges caused by urban infill.
- Rather than hiring a consultant, a master's student from University of Adelaide has been engaged to assist in delivering the project due to the Uni's existing background and knowledge.
- Upgrades were made to the project's monitoring equipment (the flow meter was replaced with a new model that is 5% more accurate) and subsequent recalibration of the modelling was performed representative of the new flow meter.
- A literature review was conducted to gather insights from similar schemes in Adelaide and identify lessons learned.
- A survey was conducted within the catchment area to gauge interest in the project. While some interest was generated (30 individuals), it was not sufficient to justify the investment in a rebate scheme.
  - Further door knocking of properties was undertaken to generate more interest, the number of interested residents increased from 30 to 80 individuals.
  - Interested residents are now offered a site audit by plumbers to assess the feasibility and cost of installing and plumbing rainwater tanks for irrigation and toilet flushing.
  - This stage of the project is ongoing, quotes have been finalised and are in the process of being returned to residents.
  - It was noted that 80 individuals have expressed interest; however, this does not mean that they will sign the contract.

As a success indicator, the following matrix should be met:

- To achieve a 20% reduction in run-off, approximately 70 new tanks need to be installed. Should the target of 70 new tanks be achieved, a rebate of approximately $2,000 will be payable to each homeowner.
- However, homeowners will still need to contribute approximately $2,000 (depending on complexity) on top of the rebate.

Questions/discussion from the Committee included:

- Residents who participate in the scheme would do so primarily for environmental reasons, as the financial payback period is long term.
- The plumbing contractor offers zip pay as part of a payment plan, allowing the resident to pay in instalments over a period of 4 months.

- Why would you allow customers to choose the size of their rainwater tank as opposed to providing them with specific measurements?
    - As it is led by science and order of the resident property gives you a footprint of the house roof area. In many of these developments, there is limited space in people's backyards and those with slim line tanks face a physical size constraint.
    - The plumbing contractor has gone with measurements and assessments on a site-by-site specific basis.

- Is there a scope to have rainwater tanks installed underground?
    - The engineering framework involved is both intricate and costly. This option has been considered, but it is economically unviable.

- Councillor Luscombe believes it is worthwhile to pursue this initiative, even if the target number is not attained and what would the money be used for if the scheme did not go ahead?
    - The Water Resources Coordinator affirmed that the sponsors share Councillor Luscombe's view that 'something is better than nothing' and believes that the State Government would like the scheme to be rolled out with as much uptake as possible.
    - The duration of the trial may be extended and a report on the trial's progress will be brought back to Council in March 2024.

Any additional questions the Committee may have are to be emailed to the Manager Engineering, Assets and Environment.

Councillor Crossland thanked staff for their efforts.

Moved Councillor Mates **Seconded Councillor Singh**

That the Infrastructure Committee:

1. Notes the presentation and report.

Carried Unanimously

8 Reports for Noting - Nil

9 Workshop / Presentation Items - Nil

10 Other Business

11 Meeting Closure

The meeting was declared closed at 7.59pm.

CONFIRMED THIS 5 DAY OF SEPTEMBER 2023

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CHAIRPERSON

5 Business Arising

5.1 Business Arising Statement - Action Items	
Report Reference	IC230905R5.1
Originating Officer	Executive Officer to the General Manager City Services – Colleen Madsen
Corporate Manager	N/A
General Manager	Acting General Manager City Services – Angela Allison

REPORT OBJECTIVE

The purpose of this report is to review the business arising from previous meetings of the Infrastructure Committee meetings, the meeting schedule and upcoming items.

RECOMMENDATION

That the Infrastructure Committee:

1. **Notes the business arising statement, meeting schedule and upcoming items.**

ATTACHMENTS

1. IC 230905 - Business Arising as at 05 September 2023 [**5.1.1** - 1 page]
2. IC 230905 - Schedule of Upcoming Items 2023 [**5.1.2** - 2 pages]

CITY OF MARION
BUSINESS ARISING INFRASTRUCTURE COMMITTEE MEETINGS **AS AT 06 June 2023**

Meeting Date	Document	Item No.	Item	Action Required	Assignee/s	Action Taken	Status
2/8/2022	ASC220802 – Asset & Sustainability Committee 2 August 2022	7.2	Walking & Cycling Guidelines (2023-2028)	Update the two documents as required using track changes. • Split the Guidelines and the Implementation Plan into two documents. • Circulate the documents with tracked changes via email to the Committee requesting feedback from the Committee and bring it back to a future ASC meeting. • Include an action in the Implementation Plan to 'Review Council controlled bike lane utilisation and times. Timeframe to be included in the Plan.	Carl Lundborg	Draft Guidelines presented to the 20 June 2023 Forum. Walking & Cycling Guidelines and Action Plan are currently being developed. Draft being presented to a Forum in June 2023.	Completed

* Completed items to be removed are shaded

Infrastructure Committee – 2023 Draft schedule of upcoming items

Infrastructure Committee		Date: Tuesday, 07 February	Time: 6.30pm – 8.00pm	Venue: Chamber
Topic	**Type of Report**	**Description**	**External Attendees**	**Staff Responsible**
Business Arising		Business arising from previous meetings, the meeting schedule, and upcoming items		C Madsen
Workshop agenda 2023				

Infrastructure Committee		Date: Tuesday, 4 April	Time: 6.30pm – 8.00pm	Venue: Chamber
Topic	**Type of Report**	**Description**	**External Attendees**	**Staff Responsible**
Business Arising		Business arising from previous meetings, the meeting schedule, and upcoming items		C Madsen
Parking controls in residential streets				C Lundborg
Community Centres		Review of current utilisation, an opportunity for the Committee to raise questions for administration to report back at a future meeting		M Fyfe
Open Space Matrix		Irrigation matrix, service levels, biodiversity, pocket parks etc.		R Deans G Ricketts
Finalise the 2023 Schedule of Upcoming Items		Topics workshopped at the 7 February meeting to be provided		C Madsen

Infrastructure Committee		Date: Tuesday, 6 June	Time: 6.30pm – 8.00pm	Venue: Chamber
Topic	**Type of Report**	**Description**	**External Attendees**	**Staff Responsible**
Business Arising		Business arising from previous meetings, the meeting schedule, and upcoming items		C Madsen
Stormwater Management				A Dorn C Lundborg

Infrastructure Committee – 2023 Draft schedule of upcoming items

Infrastructure Committee		Date: Tuesday, 5 September Time: 6.30pm – 8.00pm	Venue: Chamber	
Topic	**Type of Report**	**Description**	**External Attendees**	**Staff Responsible**
Business Arising		Business arising from previous meetings, the meeting schedule, and upcoming items		C Madsen
Community Gardens Policy		Referred from FORUM230407		A Haygreen
Footpath Strategic Review				D Chan
Marion Water Project Update				G Ricketts
Draft Asset Management Plan 2023-2033 for Community Consultation				B Lyons

Infrastructure Committee		Date: Tuesday, 07 November Time: 6.30pm - 8:00pm	Venue: Chamber	
Topic	**Type of Report**	**Description**	**External Attendees**	**Staff Responsible**
Business Arising		Business arising from previous meetings, the meeting schedule, and upcoming items		C Madsen
EVs				

6 Confidential Items - Nil

7 Reports for Discussion

7.1 Community Gardens Policy	
Report Reference	IC230905R7.1
Originating Officer	Environmental Sustainability Partner – Anna Haygreen
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	Acting General Manager City Services - Angela Allison

REPORT HISTORY

Report Reference	Report Title
GC191008R10	Policy Review – Final Community Gardens Policy
FORUM230704R1.3	Policy Review 2023

REPORT OBJECTIVE

The purpose of this report is to seek feedback on the draft City of Marion Community Gardens Policy (Attachment 1) before a final draft is presented to General Council for endorsement.

EXECUTIVE SUMMARY

The Community Gardens Policy was developed and endorsed by Council in 2019 (GC191008R10) and is due for review in 2023. At the 4 July 2023 Forum (FORUM230704R1.3), a revised Policy was presented for feedback, along with other policies due for review in 2023. At the Forum, there was considerable discussion about how Council can improve support for community gardens, and it was determined that further feedback and discussion was required.

Additional changes have been made to the revised draft Policy to make it clearer and easier to read. These changes are indicated in the updated draft Policy using track changes (Attachment 1), and further feedback is now sought from the Infrastructure Committee.

In line with the City of Marion Policy Framework, the Community Gardens Policy aims to set a high-level strategic direction for how Council will support community gardens on Council land and allocate land for community gardens. The Policy can be read in conjunction with the Community Gardens Guidelines (Attachment 2) which outlines the procedure for community groups applying for a new community garden on Council land.

RECOMMENDATION

That the Infrastructure Committee:

1. **Provides feedback on the Community Gardens Policy (Attachment 1).**
2. **Subject to the inclusion of feedback in this meeting, recommends that the draft Community Gardens Policy is referred to General Council for endorsement.**

ATTACHMENTS

1. Community Gardens Policy Revised August 2023 [**7.1.1** - 4 pages]
2. Community- Gardens- Guidelines April 2022 [**7.1.2** - 19 pages]
3. Community Gardens Policy Slides - Infra Committee 050923 [**7.1.3** - 7 pages]

Community Garden Policy

CITY OF MARION

1. RATIONALE

~~The purpose of this Policy is to recognise the role the City of Marion holds in enabling, and supporting community gardens within the City of Marion, for the benefit of the community.~~
Community gardens are important sites for community connection, urban food production and environmental education. They also offer a wide range of health, wellbeing, social, cultural, economic and food security benefits for communities. Council has an important role to play in enabling and supporting community gardens.

The Policy provides guiding principles on how Council will support community gardens and how decisions will be made about allocation of Council land for community gardens.

2. POLICY STATEMENT

~~This Policy will outline Council's commitment to supporting community gardens within the City of Marion, recognising they are important sites for community connection, urban food production and environmental education.~~ Council will support the development of a network of appropriately located, designed, managed, and resourced community gardens across the city. Council will also ~~enable~~ foster a diverse range of community gardens and support community garden groups to run vibrant, inclusive community gardens.

3. OBJECTIVES

~~Council will align community gardens with Environmental and Social objectives, focused on fostering diverse, accessible and maintained gardens.~~ The objectives of this Policy are as follows:

- Build the capacity of community garden groups to establish and maintain community gardens.
- Foster a diversity and geographic spread of community gardens to meet ~~diverse~~a range of community needs and achieve vibrant gardens across the whole Council area.
- Encourage accessible and inclusive community gardens that cater for a range of community groups and needs including people with disabilities, children, older people, First Nations peoples, and people from culturally and linguistically diverse backgrounds.
- Support community garden groups during the planning and establishment phase.
- Ensure security of tenure for community garden groups so they can plan for the long-term future and viability of the garden.
- Reducing ongoing expense for community garden groups by not charging a fee for use of the land and covering the cost of water.
- Ensure community gardens are well-maintained, visually appealing and make a positive contribution to the ~~surrounding~~ local community.

Community Garden Policy

CITY OF MARION

4. POLICY SCOPE AND IMPLEMENTATION

Scope

This policy applies to community gardens on land that Council owns and/or manages. This policy does not apply to verge gardens. Council's position on verge gardening is currently outlined in the *City of Marion Verge Development Guidelines.*

Implementation

The implementation of this policy is outlined in the City of Marion Community Garden Guidelines. The use of Council land for community gardening will be considered on a case-by-case basis. Potential community garden sites on Council land will be assessed for suitability using the following site selection criteria:

- Connection to community facilities.
- Compatibility with surrounding land uses.
- Minimal impact on neighbouring residents.
- Appropriate land size.
- Water access.
- Suitable growing conditions including soil, sunlight, and orientation.
- Favourable topography with minimal slopes.
- Toilet access.
- Vehicle access for deliverables.
- Pedestrian and disability access.
- Minimal impacts on biodiversity, water resources and trees.
- Safety and security for members and visitors.
- Storage for tools and equipment.

Where community gardens are managed by a community garden group, a C*ommunity Gardens Agreement* will be prepared between Council and the community garden group. Simple agreements will be prepared for small community gardens to reduce the complexity and administrative work required.

5. DEFINITIONS

Term	*Definition*
Community Garden	Community Gardens are community led and managed, not-for-profit initiatives, where members of the local community come together to grow food in individual or shared plots. Community gardens are open to the public on a regular basis.

DRAFT

Community Garden Policy

CITY OF MARION

Term	Definition
Community Gardens Agreement	A legal agreement between a community group and Council regarding the use of Council land for a community garden.
Community Gardens Guidelines	Guidelines developed by the Council Administration to assist community garden groups with the interpretation of relevant policy. The Guideline outlines the procedures for setting up and managing a community garden.
Community Garden Group	A not-for-profit community group or organisation using Council land or the purpose of a community garden.
Community Capacity	The skills, knowledge, resources, social networks, and volunteer time available in each community that can be dedicated to community initiatives such as a community garden.
Verge Gardens	A garden located on the area between the kerb and the property boundary that is managed by one or more nearby households following approval by council (under section Section 221 of the *Local Government Act 1999* and City of Marion Verge Development Guidelines).

6. ROLES AND RESPONSIBILITIES

Role	Responsibility
Council Administration	• Provide advice to community groups on planning, design, and management of community gardens. • Assess proposed community garden locations based on site selection criteria. • Ensure community garden groups have appropriate governance and safety measures in place. • Promote community gardens as sites for environmental education and building social connections. • Encourage best practise water and waste management in community gardens. • Build the capacity of community garden groups through provision of networks and training.
Community Garden Groups	• Liaise with Council's Community Gardens Coordinator throughout the process of establishing a community garden. • Design the garden for accessibility and ensure it is inclusive of a range of community groups and needs.

Community Garden Policy

CITY OF MARION

Role	Responsibility
	• Engage with the local community and communicate with neighbours to seek support for the garden. • Ensure the group ~~is incorporated and~~ has the capacity to manage the garden. • Develop a plan outlining how the garden will be managed. • Ensure community gardens are open to the broader community on a regular basis. • Source funding and public liability insurance.

7. REFERENCES

City of Marion

- City of Marion Community Gardens Guidelines.
- City of Marion Verge Development Guidelines.
- City of Marion Environmental Policy.
- City of Marion Open Space Framework (including Open Space Policy and Open Space Plan).
- City of Marion Leasing and Licensing Policy.
- City of Marion Community Land Management Plans.
- City of Marion Public Consultation Policy.
- City of Marion Local Government Land by-law.

8. REVIEW AND EVALUATION

This Policy will be reviewed every four years in accordance with the Policy Framework. ~~The review will be initiated by the Governance Unit and in consultation with the Engineering, Assets and Environment Unit.~~

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Community Garden Guidelines

Community gardens offer health, environmental, cultural, social and economic benefits. We recognise these diverse benefits to our community and strive to support existing and new community gardens.

April 2022

CITY OF MARION

The City of Marion acknowledges we are situated on the traditional lands of the Kaurna people and recognise the Kaurna people as the traditional custodians of the land.

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Introduction

Community gardening is popular worldwide with the growing awareness of food security and climate change, and as a way to encourage healthier lifestyles and improve social connections. Community gardens offer health, environmental, cultural, social and economic benefits. We recognise these diverse benefits to our community and strive to support existing and new community gardens.

These guidelines outline the process for starting a new community garden on land that is owned or managed by Council. We assist community groups to plan, develop and manage a community garden. This document should be read in conjunction with our **Community Gardens Policy**.

What is a community garden?

A community garden is a garden on public land that is managed by the community primarily for producing food and creating a sustainable urban environment. It is a place for learning about sustainable living practices whilst building community and contributing to improved health and wellbeing for those involved. Community gardens are regularly open to the public and anyone can become a member.

Community gardens are not typically located on the verge or nature strip. However, residents in the City of Marion can apply to plant a garden on the verge near their property. Verge gardens are different to community gardens in that they are typically managed by nearby household, rather than a community group. More information about verge gardens is available on the **verges page** of our website.

Introduction

How we support community gardens

We take a community development approach to community gardens where groups run community gardens themselves with support from us and other partners. Our intention is to develop strong partnerships with gardening groups and play a supporting role. We can provide the following support for gardening groups:

- Assess proposed community garden sites
- Review and approval of community garden proposals
- Facilitate community engagement and consultation with the surrounding community
- Provide input into garden planning and design
- Provide guidance on developing management plans for community gardens
- Promote community gardens to help build membership
- Providing resources and building capacity of gardening groups
- Contributing resources such as people, materials and 'in-kind' support where possible.

Once established, gardening groups are expected to be self-reliant and take responsibility for ongoing management, maintenance and funding.

We encourage you to liaise with our Community Gardens Coordinator early and throughout the process of establishing your garden. It is a good idea to appoint a Council liaison person who will act as a conduit between your group and our Community Gardens Coordinator.

Contact us early to let us know your intentions and find out how we can assist. We may be able to put you into contact with other residents who have expressed a similar interest in developing a community garden in your area.

Getting started

What is involved in starting a community garden on Council land?

Building and managing a community garden is a large undertaking. It typically takes one to two years of groundwork before a community garden can open. There is a considerable amount of planning, design, approval and building involved before you can actually start gardening. Starting a community garden will be hugely rewarding but make sure you are aware of what's involved. That way you can ensure that your group has the sustained interest, energy and momentum to set up the garden and see it thrive.

Form a group

You need to have the enthusiasm and commitment of a group of people working towards a common dream to 'grow' your garden. A community garden can mean many things to different people which is why it is crucial to develop a shared group vision at the outset. Group members need to agree on the purpose of the garden to avoid disagreement as the project evolves. Your vision should be clear, concise and kept in mind throughout the process. Once you are sure your group is committed, you can hold a meeting to discuss how to proceed, identify strengths and skills of members and assign roles among the group.

It is important to form a group that includes people with a variety of skills. The size of the group will depend on the size of the project. A smaller group may be easier to manage, while a larger group will provide more energy and input. We recommend keeping your group small during the early stages of preparing your community garden application and increasing the size of your group once your community garden has been approved.

You can use the **Management Plan Template** available on our website to develop your vision. This can be a working document that you update as your community garden project evolves.

Getting started

Submit an expression of interest

As you form your group and select a site, we encourage you to keep in contact with our Community Gardens Coordinator to ensure you do not miss any key steps in the process. In the early stages, after you have formed a group and chosen a site, you will need to submit a short **expression of interest form** outlining your intentions.

Research and gauge interest

A crucial factor for a successful community garden group is research. This will help you understand different community garden models and provide insight into the level of commitment required. Community Gardens Australia or the South Australian Community Gardens Network are great places to start. You can also approach existing community garden groups in the City of Marion to find out how they work. By speaking to existing community garden organisers, you can find out what has worked well for them.

You and your group might think the community needs a community garden, but what do the community think? Community gardens only thrive when supported by locals. Without the need for formal consultation at this early stage, gauge the level of support and commitment in your community. You could do this through letterboxing, doorknocking, holding a community meeting or drop in event, putting up posters and flyers, and tapping into existing local groups and networks.

Site selection and assessment

Choosing a site

You may already have a site in mind when you form a community garden group. To ensure the site is suitable, we will assess the site in accordance with our site selection criteria. You will need to demonstrate that you have considered these criteria in your application but don't worry if you cannot meet all the criteria. We prioritise sites that meet as many of these criteria as possible, but all applications will be considered. If we determine that the site is not suitable, our Community Gardens Coordinator will work with you to find an alternative site.

There are many factors to consider when deciding if a site is suitable for a community garden. Our Community Gardens Coordinator will coordinate a site assessment process, with input from various teams across Council. We consider a range of factors when determining if a site is suitable for a community garden. In addition to the site assessment criteria, we also look at existing uses of the land; impacts on biodiversity, water and trees; traffic and parking impacts; and proximity to existing community gardens.

Site selection and assessment

Site Selection Criteria

These site selection criteria must be considered and adequately addressed in your application.

■ Land status
Contact us to check the land tenure, zoning, community land status and any planned activities for the site. We are only able to assist with community gardens on Council land.

■ Connection with community facilities
Priority will be given to sites close to a relatively high density residential area and/or a community centre or other community organisation which can support the gardening group.

■ Compatibility with surrounding land uses
Is it an ecologically sensitive area where the garden could have an adverse impact e.g. a wetland or remnant vegetation area?

■ Land size
Sites should be large enough to accommodate garden beds, composting systems, rainwater tanks, seating areas, shelter for gardeners and for community workshops and demonstrations. There is no limit to the garden size if all the above issues have been considered and the proposed garden design is appropriate for the space. It is recommended that larger gardens are developed in stages.

■ Water
Gardens need access to water, or to nearby buildings from which rainwater can be harvested.

■ Sun
Sites should not be overshadowed by tall buildings or dense tree canopy, to enable food plants receive more than six hours sunlight per day. To ensure the site has enough sun in winter, it is best to have a north, north/west or westerly orientation.

■ Topography
Ideally your site will be relatively flat. In some cases, gentle slopes may be feasible but avoid significant slopes which require ramps or terraces.

■ Toilets
People using the garden must have access to toilets. The best option is to be in proximity to an existing public toilet or you could consider requesting access to a nearby public building for this purpose.

■ Access
Consider what services you will need to access on the site including electricity, phone, sewers, drains and water. People and vehicles will need to access your site. Large vehicle such as utes or trucks may need access during the construction stage and ongoing vehicle access is likely to be needed for deliveries. Sites should be highly accessible to a range of user groups including people with disabilities where possible. Fenced community gardens on Council land are required to be open to the public on a regular basis.

■ Soil contamination
We will arrange soil tests to ensure all sites are checked for soil contamination by a qualified professional. If unacceptable levels of contaminants are present, advice will be sought from experts on whether the site is suitable for growing food.

■ Impact on residents
Ensuring support from nearby residents is crucial for the success of your garden. Consider what impact your garden would have on neighbouring households in regard to traffic, noise and parking – and how this could be reduced or managed. Consider whether the site has enough parking and if there will be an impact on surrounding residents and businesses during events or busy times.

■ Safety and security
The site should have good passive surveillance which means being in a easily visible location that can be easily observed from nearby houses, shopping areas or businesses. Amenity, noise, pollutants and weed infestations from adjoining sites should also be considered.

■ Storage
All community garden sites must have an appropriate location to store tools and equipment. We recognise that it is not always possible to find a site that meets all our site selection criteria. We prioritise sites that meet as many of the criteria as possible.

Site selection and assessment

Testing the soil for contamination

In the interests of public health, soil must be tested for contaminants before edible plants can be planted. Some areas have high levels of heavy metals and pesticides. Contamination is not necessarily obvious when looking at the site. It is safest to assume most sites will have some contamination which needs to be managed. We will identify the previous use of the site to help determine the degree of soil contamination. We also arrange for the soil to be tested by an accredited company. At the end of the site assessment process, you will receive the soil test results along with recommendations on how to manage any contamination that is identified.

Development approval

Most community gardens need development approval before the project can go ahead. This is in addition to Council's approval as land owner. Development approval is required for structures such as storage sheds or shelters and may be required for the garden itself. Our Community Gardens Coordinator can assist you through this process. For more information about development applications visit the **PlanSA website**.

Engaging the community

Involving the local community

You will need to speak to the local community to gauge interest, seek support and find members and volunteers. You can use the Planning and Community Engagement Form available on our website to step you through this process.

Once you have chosen a site, we strongly encourage you to contact adjacent neighbours and overlooking residents early in the process. These residents are the most likely people to raise concerns about the garden and it is important to have their support. Neighbours also make great members of your gardening group!

Our consultation requirements

Consultation helps prevent potential conflict and ensures the community has a voice. This will give the project the best opportunity of success. In addition to the community engagement that your group will undertake, we will consult with local residents about the proposed site and garden design. Keep in mind that some community members may raise concerns about the site you are considering. We will listen to all ideas and concerns and work with you to find a solution.

The community garden consultation process will be consistent with our **Community Engagement Policy**. We will seek feedback from local residents through a mail out to households within 400 metres of the proposed site and online through our community consultation website Making Marion. A report on the consultation findings will be prepared for Elected Members to consider. We will communicate to your group and the wider community about the consultation findings, responses to concerns and any decisions made.

Garden management

Develop a management plan

You must submit a management plan as part of your community garden application. This should outline your vision, objectives and policies, prioritise tasks, allocate responsibility, outline decision making and conflict resolution processes and include a code of conduct to share amongst members

The management plan is a useful tool for:

- Demonstrating to Council and funding bodies that an appropriate level of research and planning has gone into the project.
- Showing there is adequate commitment and capacity to plan, establish and maintain the garden.
- Planning for the long-term management of the garden.
- Clarifying direction and demonstrating ways of achieving the group's vision.

A **Management Plan Template** is available on our website and can be adapted to suit your group.

Group Incorporation

Becoming an incorporated association gives community garden groups a clear legal structure that is separate from individual members. It gives the group the ability to manage funds, open a bank account, obtain public liability insurance cover, enter into a formal agreement and apply for grants.

Key steps to becoming an incorporated association include agreeing on a constitution, electing a public officer and establishing a management committee who meet regularly. The committee generally includes a President, Vice President, Treasurer, and Secretary and committee members. Having a structure helps share the tasks of garden management and avoids excessive responsibility falling to a few people.

To become an incorporated association, your group must apply to the South Australian Office of Consumer and Business Services. For more information visit the **Consumer and Business Services website**.

Garden management

Insurance and risk management

There are of course some risks associated with building a community garden with public access. Your group has a duty of care to the people who visit the gardenand are responsible for providing public liability insurance of $10 million.

Community Gardens are a unique land use that does not fit easily into most insurance categories. This can lead to significant variations in the cost of premiums so make sure you shop around. You might like to consider the following options:

- Green Adelaide can arrange public liability insurance for community garden groups at no cost through their volunteer support area.
- Garden Clubs Australia and the Royal Horticultural Society of Victoria provide affordable insurance for community gardens in South Australia.
- Enter into an auspicing arrangement with another organisation and be covered by their insurance.

All groups must prepare a safety plan to ensure that everyone involved in the garden is aware of hazards and takes appropriate precautions. A Safety Plan Template can be found on our website.

Formal agreements

A formal agreement similar to a lease agreement must be in place before public land can be allocated for a community garden. Once your community garden has been approved at a Council meeting, it will be eligible for an initial two-year agreement. To provide security of tenure this will be followed by a five-year agreement so long as the community garden is still feasible and well managed.

Sourcing funding

Develop a budget

Funding is essential for the success of any community garden project. You must develop a budget and consider where you will obtain the necessary funds for your community garden. A three-year garden budget must be submitted as part of your application, and a template is available on our website. Speak to our Community Gardens Coordinator to find out which costs can be covered by Council.

The requirements for each garden will vary but most new gardens have the following expenses:

Start-up costs

- Incorporation fees
- Irrigation
- Rainwater tanks, including costs of fittings, pump and installation
- Shed/ tool storage
- Tools and equipment e.g. hand tools, wheelbarrows, watering cans and hoses
- Garden signage
- Construction materials e.g. garden beds, paving, seating, fencing
- Site construction works e.g. levelling the ground.

Ongoing costs

- Tools and equipment e.g. hoses, garden tools, fire extinguisher
- Materials e.g. soil, manures, plants, fertilisers and mulch
- Promotion and printing
- Toilet, kitchen and meeting facilities
- Waste management.

Sourcing funding

Raise funds

Plan your fundraising efforts carefully, ensuring that the money raised is worth the time and energy you spend. Community gardens can raise funds through a range of avenues:

- Annual membership fees, which can be a consistent income stream.
- Sponsorship, by local businesses of a section of the garden.
- Grants, from Council or other funding bodies
- Donations, from local business for materials, plants, soil or a tool shed.
- Events such as open days and workshops
- Traditional fundraising events like sausage sizzles and cake stalls.
- Raffles, with prizes donated by local businesses.
- Sale of produce or seedlings

We encourage groups to apply for grants or sponsorship to assist with start-up costs, construction or ongoing costs of new or existing gardens. Our **grants webpage** has details of our community grants program and our Grants Officer can give you advice to make the application process easier. You can also speak to our Community Gardens Coordinator to find out which costs can be covered without applying for a grant and other funding opportunities.

Application checklist

You will need these documents for your community garden application.

Stage 1. Expression of Interest.

Begin by submitting a short online **Expression of Interest Form**.

Stage 2. Concept Overview.

Following the site assessment, you will need to submit:

- Planning and Community Engagement Form.
- Garden design/concept plan.
- Draft three-year budget for the community garden.

Stage 3. Management Documents

Once your concept overview has been approved, you will need to provide:

- Management Plan.
- Safety Plan.
- Evidence of public liability insurance ($10 million).
- Incorporation certificate and copy of your Constitution.
- Minutes of last meeting.

We recommend completing your application in stages with assistance from our Community Gardens Coordinator.

Forms and templates are available at marion.sa.gov.au/communitygardens

Procedure

Procedure for Starting a New Community Garden on Council land

1. Form a Group — Form a working group to develop your community garden vision and start planning.

2. Expression of Interest — Submit a short form to let us know you of your intention to start a community garden.

3. Choose a Site — Work with our Community Gardens Coordinator to select a site.

4. Site Assessment — We undertake a thorough site assessment. The site is assessed in accordance with our site assessment criteria to determine if it is suitable.

5. Submit Your Application — Prepare your community garden application including design, budget and management plan and submit to our Community Gardens Coordinator for feedback.

DECLINE We will provide feedback if the application is not supported. Alternative sites considered.

6. Formalise Your Group — Become an incorporated association and obtain necessary insurances.

7. Development Approval — Apply for development approval for the community garden and/or any planned structures or buildings.

8. Consultation — Council undertakes a community consultation and engagement process with local residents and stakeholders.

9. Council Approval — A report goes to a Council meeting for approval. The report details the community garden application, including garden design and management plan, and the findings of the community consultation.

DECLINE We will provide feedback if the application is not supported. Alternative sites considered.

10. Agreement — Our Community Gardens Coordinator will meet with your group to develop a written formal agreement for the garden.

11. Build your Garden — Once approved, you can source funding and build your garden.

Useful links

Community Gardens
marion.sa.gov.au/communitygardens

Verge Gardens
marion.sa.gov.au/verges

Community Gardens Australia
communitygarden.org.au

South Australian Community Gardens Network
Contact them through their Public Facebook page

Growing Community: Starting and Nurturing Community Gardens Handbook
An excellent e-book developed by Community Centres SA
communitygarden.org.au/wp-content/uploads/2021/01/growing-community-starting-and-nurturing-community-gardens-e-booklet.pdf

PlanSA
plan.sa.gov.au

Consumer and Business Services website
Information about becoming an incorporated association
cbs.sa.gov.au/associations-cooperatives

Department for Environment and Water
Green Adelaide provides free insurance for community garden groups
environment.sa.gov.au/green-adelaide

Garden Clubs of Australia
Provides affordable insurance for community garden groups
gardenclubs.org.au

Royal Horticultural Society of Victoria
Provides affordable insurance for community garden groups
rhsv.org.au

CONTACT DETAILS
Anna Haygreen
Community Gardens Coordinator
T (08) 8375 6680
E anna.haygreen@marion.sa.gov.au
W marion.sa.gov.au/communitygardens

CITY OF MARION

Community Gardens Guidelines 2022

City of Marion Administration Centre
245 Sturt Road, Sturt, SA 5047

City Services Offices
935 Marion Road, Mitchell Park, SA 5043

marion.sa.gov.au/communitygardens
anna.haygreen@marion.sa.gov.au
8375 6680

Community Gardens Policy Infrastructure Committee

5 September 2023

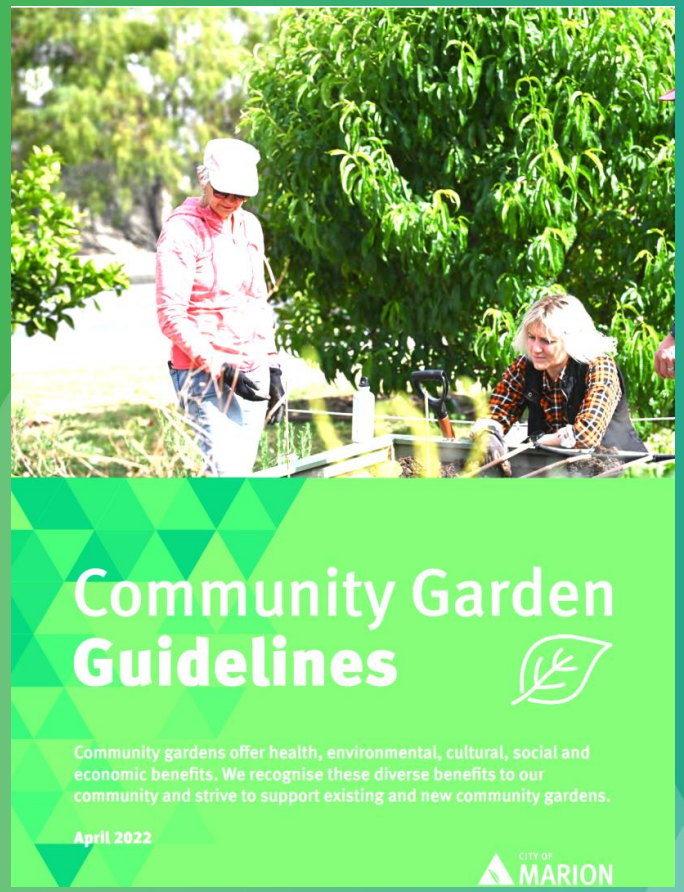
CITY OF MARION

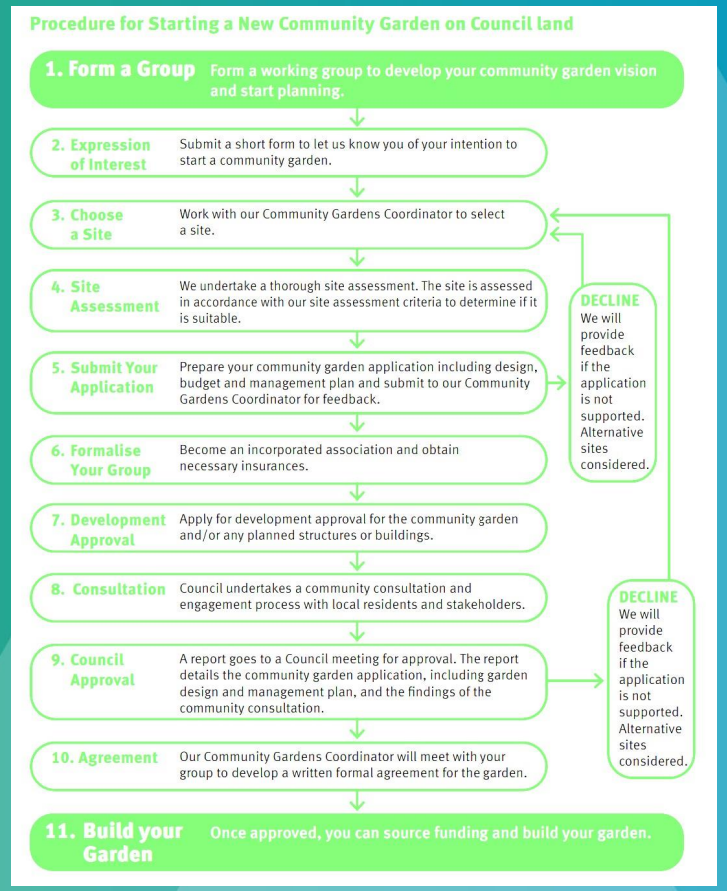
Our community gardens

There are a range of community gardens in City of Marion:

- **Glandore -** long running, Council managed, run by Council volunteers, part of Glandore Neighbourhood Centre
- **Marino** - independent group, individual plots, unfenced
- **Trott Park -** independent group adjacent neighbourhood centre, individual plots, fenced
- **Oaklands -** neighbourhood scale, communal, unfenced, auspiced by Sustainable Communities SA
- **Morphettville** - small, four open communal beds, auspiced by Sustainable Communities SA, in trial period
- **Cove** (proposed)

Community Gardens Guidelines





Site Selection Criteria

- Connection to community facilities
- Compatibility with surrounding land uses
- Minimal impact on neighbouring residents
- Appropriate land size
- Water access
- Suitable growing conditions (soil, sunlight, orientation)
- Favorable topography
- Toilet access
- Vehicle, pedestrian and disability access
- Minimal impacts on biodiversity, water, trees
- Safety and security for members and visitors
- Storage for tools and equipment

Considerations

- How do we make it easier to start and run community gardens?
- How do we ensure fair and equitable allocation of land and resources (including staff time) to community gardens?
- Should we let community gardens be community initiated or should Council take a more proactive stance to starting community gardens?
- Should Council manage more community gardens connected to existing facilities (e.g. Glandore)?

More considerations

- What types/models of community gardens do we want to support or invest in?
- How can we encourage a spread of community gardens across Marion?
- How can we foster community gardens that address food insecurity and support those in need?

Community Gardens Policy Feedback

- Will the revised policy deliver Council's priorities on community gardening?
- Any other general comments/feedback on community gardens?

7.2 Footpath Strategic Review	
Report Reference	IC230905R7.2
Originating Officer	Infrastructure Engineer – Daniel Chan
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	Acting General Manager City Services - Angela Allison

REPORT HISTORY

Report Reference	Report Title
ASC210601R04	Footpath and Kerb Ramp Condition Audit

REPORT OBJECTIVE

The purpose of this report is to provide the Infrastructure Committee a background of footpath management strategies relating to new footpath creation and provide options for strategic improvement.

RECOMMENDATION

That the Infrastructure Committee:

1. Notes the report and provides feedback on the Footpath Strategic Review presentation.

Background

The City of Marion is currently responsible for the ownership and management of an extensive footpath network spanning over 880 kilometres. This network encompasses street footpaths, shared use paths, and reserve footpaths. As of the 2022 Financial Valuation, the total replacement cost of this footpath network is reported to be $144 million. This network continues to expand annually, with new assets contributed through collaborations with the State Government, developer initiatives, and Council's yearly capital works program, focused on creating new footpaths.

In the fiscal year 2022-2023, Council's capital works program allocated approximately $1.1 million for the creation of new footpaths. The projects were driven by factors, including customer requests, collaborative efforts with the State Government for Shared Use Paths, Streetscape Upgrades, and the establishment of strategic links. A significant challenge faced by the Council (as well as other infrastructure entities) over the past two years, has been the delicate balancing act of maintaining financial sustainability while meeting customer expectations and coping with the escalating costs of construction.

This report serves the purpose of identifying existing practices and challenges related to the creation of new footpaths, and it offers potential options for consideration. These options are designed to align with the Council's strategic objectives outlined in the Transport Plan 2021 - 2026, with a primary focal point on sustainability, destination focused and future focused. The report aims to pinpoint areas for continuous improvement, particularly concerning the drivers behind new

footpath projects. A comprehensive overview of the current footpath strategies and drivers will be provided in the following sections.

One Footpath Per Road – Council Endorsed Strategy

As stipulated and endorsed within Council's Transport Asset Management Plan (2020), one of Council's footpath strategies is to "*provide at least 1 footpath per a street (subject to local community consultation)".* This strategy has been a predominant catalyst for the creation of new footpaths up until 2022. As of July 2023, an expediated desktop analysis indicated that over 90% of City of Marion streets contain a footpath. The remaining streets are predominantly composed of cul-de-sacs or streets with significant site-specific constraints such as topography, essential infrastructure, significant trees, or insufficient verge area.

State Contributed Projects

A crucial impetus for numerous strategic upgrades within the City of Marion arises from the collaborative efforts between the Council and State Government entities. This collaboration is geared towards aligning major strategic objectives, with the overarching goal of enhancing services provided to the community. These projects encompass a diverse range of initiatives, such as the establishment of new footpaths in conjunction with upgrades to arterial roads, improving access to national parks, and enhancing recreational facilities.

It is important to note that the funding structure for these projects may involve subsidies from the State Government, although the level of subsidisation varies significantly from one project to another. This highlights the dynamic nature of project funding, with the Council adapting to the unique circumstances and priorities associated with each specific initiative. This driver will not be discussed as part of this report, however, is highlighted as it is a driver that contributes into footpath creation program.

New Footpath Requests – Customer Requests

Each year, Council receives numerous requests for new footpaths from diverse sources including government ministers, Council Members, and residents. The requests are submitted through various channels such as the Council's customer request system, letters, or emails. From January 2022 to June 2023, a total of 29 requests were received through Council's customer request system. The requests originated from residents with a wide array of motivations, ranging from enhancing the visual appeal of their surroundings, facilitating personal access to enhancing safety along major road corridors. Importantly, the majority of the 29 requests pertained to the construction of a second footpath within a street.

DISCUSSION

As outlined in the background, Council contends with a range of competing factors each year when deciding on the construction of new footpaths. The Transport Asset Management Plan (2020) designates an annual allocation of approximately $710,000 for this purpose, based on the value at the time of plan creation (2020). The Council employs a general forecasting approach that includes an average consumer price index (CPI) increase, typically estimated at around 4%. It must be noted

that the Consumer Price Index (CPI) does not align with the Building Price Index (BPI) which is more aligned with the increases of footpath construction. Between the period of January 2020 to December 2022, the BPI reported an estimated increase of 13.5% according to Rawlinsons 2023, a leading creator and publisher of construction cost in Australia. An expedited internal review also indicated that contractor rates between 2020 and 2022 indicated an increase between the magnitude of 15% to 25% specific to City of Marion.

In this context, the City of Marion, like other infrastructure organisations, faces the ongoing challenge of maintaining its yearly program output while managing financial constraints. Additionally, there remains a consistent demand for new footpaths, driven by factors such as customer requests, strategic upgrades, and State Government initiatives.

Aligning with the Council's ongoing efforts to enhance asset management practices, this situation offers a valuable opportunity to further define strategies and address operational challenges. By exploring potential improvements, the Council can better navigate these challenges, leading to more effective decision-making and resource allocation regarding new footpath construction.

One Footpath Per Road Policy

As previously outlined in the background, this strategy has achieved an approximate 90% completion rate, encompassing all streets within the City of Marion. The remaining streets primarily consist of cul-de-sacs or streets facing significant site constraints.

A significant challenge within the current outstanding program is linked to the construction costs, primarily due to these site-specific constraints. Several examples of such constraints include:

- Essential services e.g., street lighting, access points, pits.
- Topography e.g., major earthworks or retaining walls.
- Significant or regulated trees.
- Insufficient verge area resulting in limitations to crossfall and gradient.

These site constraints present various challenges, some of which may extend beyond the scope of Council’s authority, such as the need for relocation of essential services. Engaging in activities beyond Council's authority carries the inherent risk of having to negotiate with external parties, who may lack aligned interests and, as a result, may impose substantial fees for their cooperation in considering the proposed works.

An illustrative case of a location with notable site constraints can be found at Tapley Court in Sheidow Park. The proposed scope for this project entails extending an existing footpath by an additional 100 meters to reach the end of the court. This site, however, encounters several significant challenges, including the presence of essential services, the terrain's topography, the protection of regulated trees, and a lack of sufficient verge area.

To provide a comparison for constructing the footpath extension, Council projects the cost to potentially exceed $300,000. It is essential to note that a detailed cost breakdown has not been conducted as of now. By comparison, the Council's Operations team reported an average unit rate

of about $200 per square meter for the construction of a permeable paving footpath during the 2022-2023 period. This information provides a rough cost estimate for standard footpaths, with consideration for a minimum width of 1.5 meters, which is approximately $30,000 for an equivalent quantity.

This highlights the importance of setting limitations for Council policies to take into consideration where footpaths may not be considered without significant financial implications. A criterion for consideration is shown below such that if one of the following criteria is fulfilled, Council will exempt the street from footpath construction:

- There are no existing connecting footpaths or possible future connecting footpaths.
- The road verge has significant obstructions such as public infrastructure, regulated or significant trees or requires significant earthwork.
- The proposed location does not have sufficient verge area belonging to Council to accommodate a minimum width of 1.5 metres for the footpath and 150mm offset from adjacent fence footings.
- The gradient or crossfall of the proposed location is significantly steep and the construction may have significant impact on the adjacent landowner's property.

New Footpath Requests

Based on the customer requests received between January 2022 and June 2023, a significant portion of the new footpath requests are focused on the need for a second footpath on roads managed by the Council. However, the Council's current assessment process lacks well-defined criteria. The decision-making process is based on an intrinsic criterion, considering factors such as strategic significance, usage volume, and cost-benefit analysis for construction.

This lack of clarity in the criteria leads to decision-making on a case-by-case basis. Additionally, the current process is susceptible to external pressures, including recurring customer requests and political influences. These pressures create operational inefficiencies as staff may need to re-evaluate specific requests, and there is a challenge in providing clear rationale for why certain footpath requests are not considered.

This situation highlights the need for a more structured and transparent evaluation process, reducing ambiguity and mitigating the impact of external pressures. By refining the criteria, the Council can improve decision-making consistency, enhance operational efficiency, and provide clearer explanations for the outcomes of footpath requests.

A criterion for consideration is shown below such that if one of the following criteria is fulfilled, Council may consider a secondary footpath on a road if:

- The annual average daily vehicular traffic volume exceeds 3,000 vehicles per a day.
- The road is a public transit route (example: adjacent train station, bus routes etc.).
- The footpath is adjacent to significant pedestrian generation facilities (destination focused).

This criterion has been adopted from a methodology utilised by several other Councils, including the Cities of Burnside, Tea Tree Gully, Salisbury, and Unley. This approach incorporates strategic upgrade needs, such as enhancing public transport accessibility, as well as addressing the risks associated with traffic volume on Council roads. Moreover, the criterion establishes a baseline requirement for evaluating footpaths with low usage.

By implementing this criterion, the Council aims to align with a widely accepted core principle of asset management, which is to ensure optimal allocation of resources. This allows the Council to prioritise and allocate resources efficiently, focusing on footpaths that are strategically essential, mitigate risks, and maintain the balance between operational demand and prudent asset management practices.

In conclusion, considering the diverse array of factors influencing new footpath construction and the challenges they entail, the following actionable steps are recommended:

- Enhancement of Evaluation Criteria: The development, refinement and clarification of the assessment parameters, the Council can establish a consistent and transparent decision-making process that aligns with strategic objectives and addresses operational challenges.

- Structured Footpath Policy: The creation and adoption of a comprehensive footpath policy would serve to formalise and standardise the Council's footpath strategies while incorporating the refined evaluation criteria. A structured policy will provide a clear framework for project consideration, exemptions, and resource allocation, promoting a more efficient and effective approach to new footpath construction.

By implementing these recommendations, the Council will be better equipped to navigate the complexities of footpath construction, foster transparency in decision-making, and ensure alignment with both community needs and broader asset management objectives. This proactive approach will contribute to a more robust and responsive infrastructure network, enhancing the overall quality of services provided to the City's residents.

ATTACHMENTS

1. Footpath Strategy Presentation [**7.2.1** - 16 pages]

CITY OF MARION
2023/24 FOOTPATH CREATION STATEGY REVIEW

OBJECTIVE

- To provide a background on existing footpath creation strategies and drivers
- To highlight current operational challenges with existing strategies
- To present and discuss options for strategic improvements.

BACKGROUND

881km of Footpaths

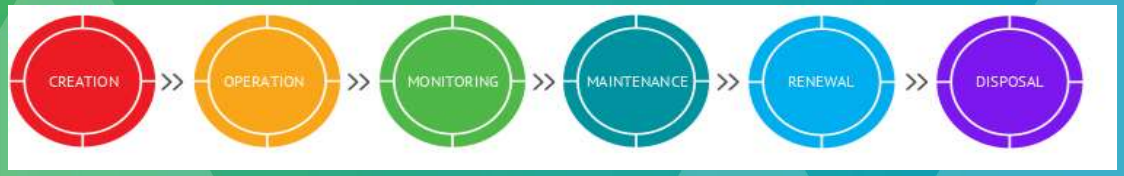
Footpath Value of $144 million (APV 2022)

What is included?

- Street Footpath
- Shared Use Path
- Reserve Footpaths
- Laneway and Walkways

ASSET MANAGEMENT PLAN

The 2020 Transport Asset Management Plan



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	TOTAL
2021/22	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2022/23	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2023/24	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2024/25	$710,000	$0	$100,000	$1,005,000	$2,360,000	$0	**$4,175,000**
2025/26	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2026/27	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2027/28	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2028/29	$710,000	$0	$100,000	$1,005,000	$2,360,000	$0	**$4,175,000**
2029/30	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
TOTAL	**$7,330,000**	**$0**	**$300,000**	**$10,050,000**	**$22,960,000**	**$0**	**$40,640,000**

CURRENT STRATEGIES/DRIVERS

Strategies/Drivers – General Priority

1. One Footpath Per Road (Main FOCUS today)
2. Customer Requests (Main FOCUS today)
3. State Contributed Projects/Strategic Links

GENERAL BUDGET CHALLENGES

- Prevalent across all construction/infrastructure entities
- Construction costs based on Building Price Index (average 7.5% per annum) have increased at a higher rate compared to Council's indexation (approx. 4% per annum) between 2020 and 2023.
- **$710,000 for *Creation of New Footpaths*** according to Transport Asset Management Plan

How will Council manage increasing cost of construction whilst balancing a sustainable service level?

Asset management strategies refinement?

ONE FOOTPATH PER ROAD

GREY ROAD, MARINO
Constructed in 2022/2023

Strategy

- To achieve one footpath on each road within City of Marion Council.

Status

- Strategy has achieved a completion rate of greater than 90% - Estimate

Current Challenges

- Remaining roads are primarily Cul De Sac or roads with significant site constraints including essential services, significant and regulated trees, topography etc.

ONE FOOTPATH PER ROAD

TAPLEY COURT, SHEIDOW PARK

Site constraints have inflated cost of construction for these roads.

Tapley Court, Sheidow Park

Estimated upwards of $200,000 for 100 metres of footpath.

- *Estimated $30,000 for standard 100 metre footpath.*

Council creation budget has estimated $710,000 per annum – *this is minimum 28% of annual budget*

Are we achieving value for money for community?

Are these critical assets? What is the risk to Council?

ONE FOOTPATH PER ROAD

Consideration

- *Development of criteria to exclude sites that may not be feasible –* **setting a minimum and maximum service level**
- *Link the criterion to what the Community Level of Service:*

SAFETY/QUALITY

CAPACITY

FUNCTIONALITY

SUSTAINABILITY

ONE FOOTPATH PER ROAD

An example is shown below – following review of Council operational

Is this criteria Council would consider?

No Footpath Construction

Footpaths will not be constructed where one or more of the following factors apply:

- There are no existing connecting footpaths or possible future connecting footpaths. – SAFETY and FUNCTION
- The road verge has significant obstructions such as public infrastructure, regulated or significant trees or requires significant earthwork. - SUSTAINABILITY
- The proposed location does not have sufficient verge area belonging to Council to accommodate a minimum width of 1.2 metres for the footpath and 150mm offset from adjacent fence footings. - FUNCTION
- The gradient or crossfall of the proposed location is significantly steep and the construction may have significant impact on the adjacent landowner's property. – SAFETY

CUSTOMER REQUESTS

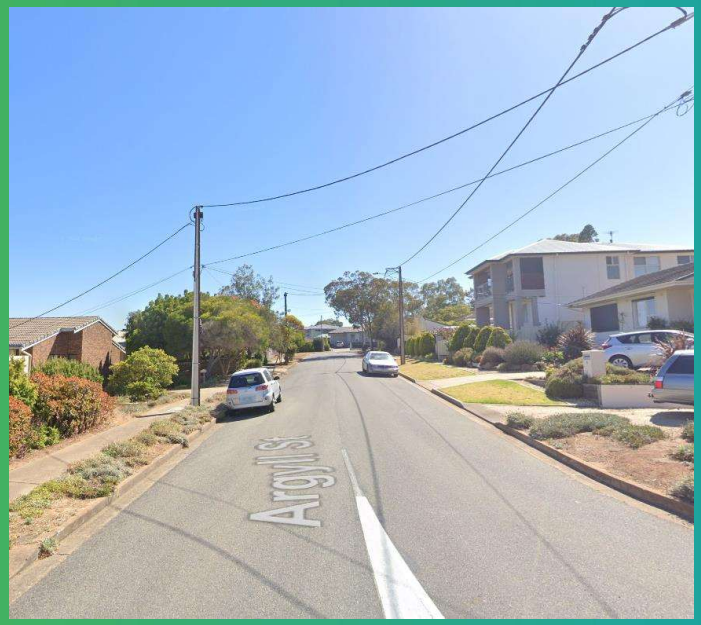
Driver

- Between January 2022 and June 2023, Council received **29** requests for new footpaths through Council's Customer Management System (Salesforce).
- Majority of requests were for a **second footpaths** on roads.

Current Challenges

- Customer expect a footpath on requests
- Council utilises an intrinsic criteria to determine whether footpaths are considered
- Suspectable to external pressures – political influence, reoccurring requests
- Staff are unable to provide a clear and concise response as no agreed service level
- Operational time - inefficiency

CUSTOMER REQUESTS



ARGYLL STREET, MARINO

Customer requested a second footpath in 2020.

Council Actions

- Council undertook consultation in 2020 – Did not pass
- Resident has additional requests in 2022.

Council Response

- Road has low volume usage.
- Council strategy is one footpath per a road – note: resident argued Council has numerous roads with two footpaths.
- Community Consultation has been undertaken.

CUSTOMER REQUESTS

Consideration

- *Development of criterion for Council to consider the creation of a second footpath – SERVICE LEVEL*
- *Link the criterion to what the Community Level of Service*

SAFETY/QUALITY

CAPACITY

FUNCTIONALITY

SUSTAINABILITY

CUSTOMER REQUESTS

This example criterion has been workshopped internally – with linkage to level of service and strategic documents

Is this criteria Council would consider?

Footpath Construction on Both Sides of Public Road

Consideration will be given for construction of a footpath on both sides of a public road where one or more of the following applies:

- The annual average daily vehicular traffic volume exceeds 3,000 vehicles per day – **SAFETY, SUSTAINABILITY and RISK**
- The road is a public transport route (e.g. train station, bus stop, etc.) - **FUNCTION and SAFETY**
- The footpath is adjacent a significant pedestrian generation land or facility (e.g. education, sporting, commercial zones). **FUNCTION and SAFETY**

*Note: The site constraint applies from the One Footpath Per Road exclusion - **QUALITY***

FOOTPATH POLICY

Is a *Footpath Policy* an item Council would consider?

A structured framework that outlines criteria and guidelines for construction new footpaths.

- Consistency and transparency for decision makers and residents.
- Routine review as per Council Policy (4 years).
- Other Councils have adopted a footpath policy – Unley, Salisbury, Tea Tree Gully and various others.
- Conservation of resource, financial and staff time.
- Policy that sits below strategic documents – this is specifically designed to guide decision making

NEXT STEPS

1. Enhancement and adoption of criterions to facilitate more transparent decision making with new footpath creation.

2. Council staff to development of a draft footpath policy for Council consideration.

3. Workshop draft footpath policy with infrastructure committee and major stakeholders for various case scenarios.

7.3 Draft Asset Management Strategy 2023-2033	
Report Reference	IC230905R7.3
Originating Officer	Unit Manager Asset Solutions – Brendon Lyons
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager Corporate Services - Angela Allison

REPORT HISTORY

Report Reference	Report Title
GC191008R09	Asset Management Strategy
FRAC230815R7.5	Draft Asset Management Strategy 2023 - 2033

REPORT OBJECTIVE

The purpose of this report is to seek feedback from the Infrastructure Committee on the draft Asset Management Strategy 2023 - 2033 and the Community Engagement Plan.

EXECUTIVE SUMMARY

The South Australian Local Government Act 1999 requires council to have a strategic management plan for infrastructure and other major assets for a period of at least ten years. In addition to the legislative requirement, our role is to ensure that our assets meet the needs of our community now and into the future.

The City of Marion owns and manages a large and diverse asset portfolio. The Asset Management Strategy implements council's Asset Management Policy and gives direction to the delivery of council's Asset Management Plans.

Community consultation will take place from 20 September to 11 October 2023. Council will review the community feedback at its 28 November General Council meeting.

RECOMMENDATION

That the Infrastructure Committee:

1. **Notes and provides feedback on the draft Asset Management Strategy 2023-2033 (Attachment 1) and the Community Engagement Plan (Attachment 2).**
2. **Recommends the draft Asset Management Strategy 2023 –2023 and the Community Engagement Plan (with associated feedback addressed) is presented to the General Council Meeting on 12 September 2023 for consideration.**

DISCUSSION

The City of Marion owns and manages a large and diverse asset portfolio, valued at over $1 billion. Our assets enable the provision of services to the community and businesses for current and future generations. Assets play a vital role in the local economy and on our residents' quality of life.

Council's vision for Asset Management is 'To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life'. It is this vision that drives Asset Management improvement at the City of Marion.

Under Section 122 of the Local Government Act 1999 (SA), council is required to develop strategic management plans for infrastructure and other major assets for a period of at least ten years. As part of council's Strategic Management Framework, the Asset Management Strategy is designed to implement council's Asset Management Policy and give direction to the delivery of Asset Management Plans.

The previous Asset Management Strategy was adopted on 8 October 2019. A full review of the Asset Management Strategy takes place at least every four years following local government elections or any review of council's Strategic Plan.

The Draft Asset Management Strategy 2023 - 2033 (Attachment 1) guides our asset management transformation by setting a clear direction to meet the evolving service delivery needs of our community - now and into the future.

Strategy Development

The strategy has been developed through internal stakeholder engagement and approved by the Assets Steering Committee, a representative body of senior leaders and asset owners established to ensure the organisation maintains the necessary focus and energy required to drive the successful implementation and embedding of an asset management culture that will enhance and optimise delivery of our core business.

Finance, Risk and Audit Committee Feedback

The Draft Asset Management Strategy 2023 - 2033 was presented to the Finance Risk and Audit Committee for comment at the meeting on 15 August 2023. Comments were minor and feedback was given that the strategy is a comprehensive document that is easy to read and pitched at exactly the right level.

Community Consultation Plan

As detailed in the Community Engagement Plan (Attachment 2), community consultation on the Draft Asset Management Strategy 2023 - 2033 will take place from 20 September to 11 October 2023. This meets the requirements of Section 122 of the Local Government Act 1999 (SA) where 'council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans'.

The Draft Asset Management Strategy 2023 - 2033 and opportunity for community comment will be available on the 'Making Marion' website (www.makingmarion.com.au).

Notices will also be placed on social media and in community and business newsletters directing readers to Council's website. The consultation will be advertised through bookmarks in library books and banners outside the City Services and Administration buildings.

All community feedback and will inform the Draft Asset Management Strategy 2023 - 2033 presented for Council's consideration and adoption at the 28 November 2023 General Council meeting.

ATTACHMENTS

1. Attachment 1 - Asset Management Strategy V 3 [**7.3.1** - 22 pages]
2. Attachment 1 - Community Engagement Plan CEP Asset Management Strategy 2023 2033 (2) [**7.3.2** - 20 pages]

Asset Management Strategy

A great place to *live*

CITY OF MARION

Kaurna Acknowledgement

Ngadiu tampendi Kaurna meyunna yaitya mattanya yaintya yerta
This Kaurna acknowledgement was prepared in consultation with traditional custodians.

Acknowledgement of Country

The City of Marion acknowledges we are situated on the traditional lands of the Kaurna people and recognises the Kaurna people as the traditional custodians of the land.

Introduction

In an era where local government organisations face increasing pressure to efficiently manage their assets and provide essential services to their communities, the importance of an effective asset management strategy is crucial. For the City of Marion, the unique challenges and opportunities presented by its regional characteristics and diverse community demand a comprehensive and forward-thinking approach.

This Asset Management Strategy aligns with the principles of sustainability, long-term planning, and community engagement. By embracing these principles, the City of Marion aims to optimise the utilisation, performance, and value of its assets, while ensuring the well-being and satisfaction of its residents.

By developing a robust strategy that addresses the specific needs and aspirations of our city, the foundation will be laid for sustainable growth, enhanced service provision, and a thriving community. Through collaboration, innovation, and sound management, this strategy will guide the organisation towards a prosperous future, fulfilling its commitment to the community it serves.

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CITY OF
MARION
Welcome to
CITY OF MARION

What is our Asset Management Strategy?

The City of Marion owns and manages a large and diverse asset portfolio. This Asset Management Strategy is designed to implement council's Asset Management Policy and give direction to the delivery of council's Asset Management Plans.

The South Australian Local Government Act 1999 requires council to have a strategic management plan for infrastructure and other major assets for a period of at least ten years. In addition to the legislative requirement, our role is to ensure that our assets meet the needs of our community now and into the future.

A full review of this strategy will take place at least every four years following local government elections or any review of council's Strategic Plan.

Asset management framework

The Asset Management Framework aligns council's asset portfolio to meet the service delivery needs of our community identified in council's Strategic Plan. This Framework has been aligned with council's key strategies, plans, and policies.

Making informed decisions through:

Skilled people **Improved processes** **Intelligent systems** **Accurate data**

Where are we now?

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

The six themes of our Community Vision represent the shared values and aspirations guiding how our city develops, towards 2040. These outcomes are important for this community now and into the future.

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.

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.

VALUING NATURE

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

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.

ENGAGED

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

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.

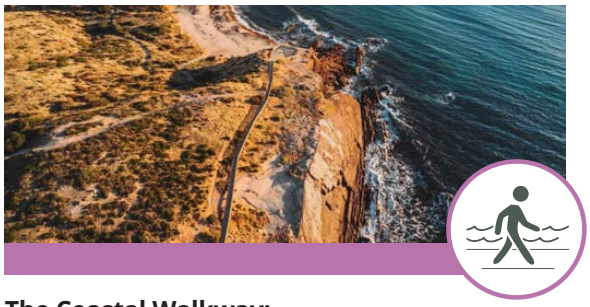
The state of our assets

Council's assets provide services to the community and businesses for current and future generations. They range from roads and footpaths, to buildings, playgrounds, trees, shelters, vehicles, machinery and stormwater drains. Gifted assets we receive from sources including State Government and developers attract ongoing operational and maintenance costs over their life.

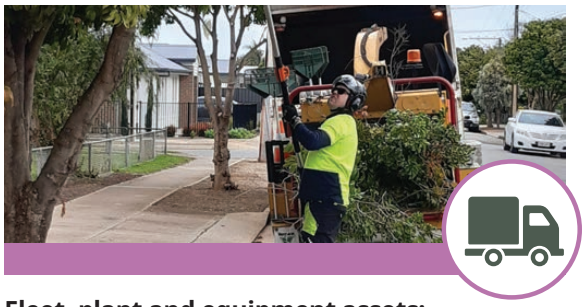
Council will continue to optimise spending through better asset management to deliver current levels of service in the most affordable and efficient way. We're looking beyond day-to-day operations and investing in the long-term quality of life for our community.

Artworks, culture and heritage assets:
contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.

Buildings and structural assets:
support the delivery of community, sporting and recreational activities, provide accommodation for council's administration and operations and are leased to commercial operations.



The Coastal Walkway:
attracts visitors into the region, provides open space for community recreation and conservation of the natural environment.



Fleet, plant and equipment assets:
are used to construct and maintain infrastructure and land, move materials and equipment and transport council staff and community members.

Open space assets:
provide an accessible and diverse variety of recreation and natural environment conservation and appreciation opportunities that are distributed across the city.

Stormwater assets:
include pipes, pits, drains and gross pollutant traps to provide an efficient method of collection and environmentally friendly disposal of stormwater run-off.

Transport assets:
include roads for vehicles and cyclists, footpaths for pedestrians and cyclists, car parks and streetscapes for aesthetics.

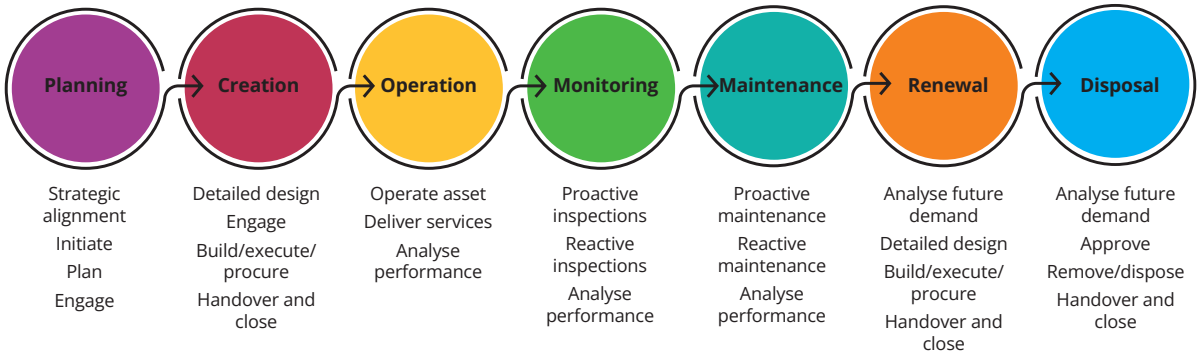
Tree assets:
provide many benefits to our community. Our vision is to have green streets and parks which are lined with mature, healthy trees that are a habitat for birds and other wildlife and contribute to urban cooling and the environment.

Water treatment and resources assets:
maximise water harvesting capacity and improve water quality and water security across the city.

How we manage our assets

The City of Marion upholds a commitment to implementing asset management best practices throughout all areas of the council, ensuring that assets' performance, risks, funding, and replacement values are integral factors in decision-making and strategic planning. This adherence extends to complying with relevant legislative requirements, regulations, corporate policies, and Asset Management Plans.

Asset management lifecycle



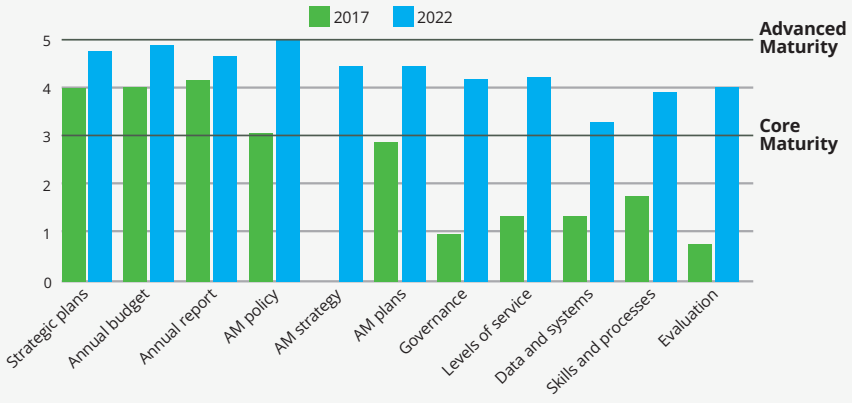
Asset management maturity

Since 2017, council's asset management maturity has been assessed against the National Asset Management Assessment Framework. The results help us to continually improve by identifying opportunities to build capacity and refine processes across the organisation.

Asset management maturity journey

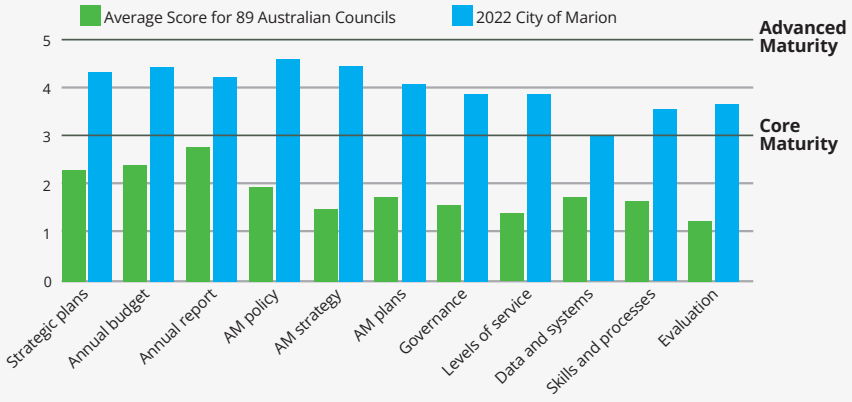
Substantial progress has been made with council's overall Asset Management Maturity score, which has increased from 1.9 to 4.3, exceeding 'core' maturity.

Our 2022 results were externally validated and benchmarked by the University of Newcastle against the average score of 89 Australian councils.



Asset management maturity benchmarking

The City of Marion achieved core maturity in all 11 competencies, highlighting strengthened asset management understanding and capability across the organisation. 'Asset Management Policy', 'Annual Budget', 'Strategic Longer-Term Planning' and 'Annual Report' are our strongest performance areas.

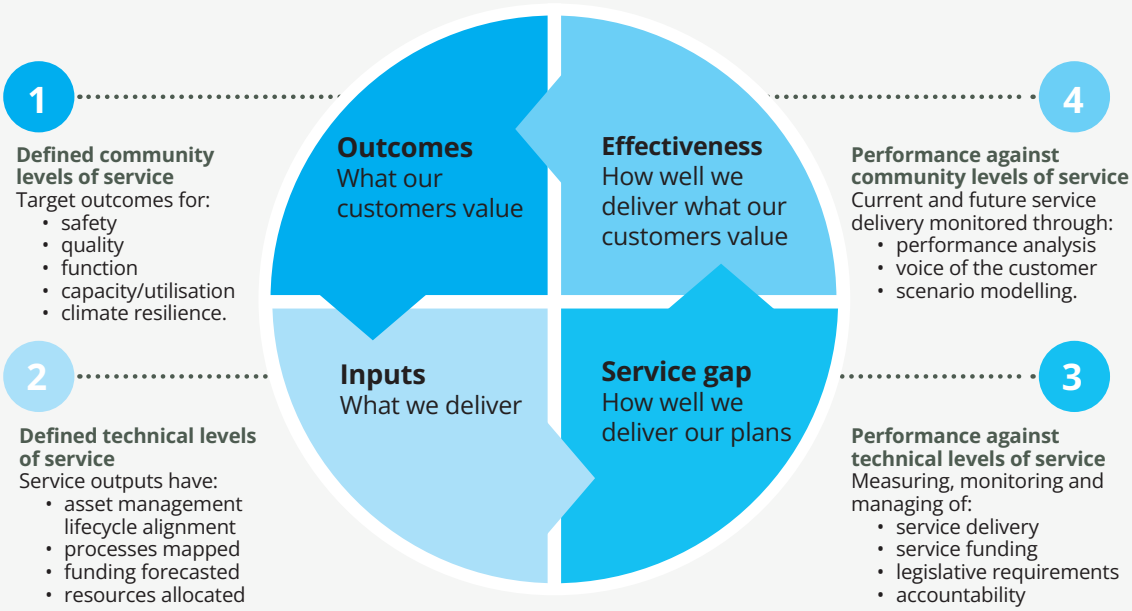


Council will consolidate core maturity across all competencies as business as usual at the City of Marion. Ongoing future improvements towards advanced asset maturity will be prioritised against return on investment. The next Asset Management Maturity assessment is due to be conducted in 2024.

Levels of service

Levels of service ensure we meet customer expectations by describing what we deliver. Assets exist to meet community needs and support the delivery of services to the levels of service adopted by council. Community expectations are increasing, which affects the ability of existing purpose-built assets to meet the changing needs of our residents. By defining levels of service in our Asset Management Plans, the City of Marion's assets will be safe, accessible, well maintained and meet community needs in a sustainable manner.

Using levels of service to measure service delivery performance



Community Levels of Service detail what is important to our community and how they receive and experience our services. A key objective of asset management planning is to match the levels of service we deliver with the levels of service expectations of our community.

Council uses a range of activities to engage with the community and stakeholders including social media, community workshops and meetings, education services, our website and via our Council Members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate.

Technical Levels of Service detail what we do to deliver services. Council manages whole of lifecycle costs to ensure the best value for resources used.

Significant impacts

The City of Marion's assets provide services to our community now and into the future. Assets are long-lived so must be resilient and adaptable to continue to service community needs across a range of likely future scenarios. A significant part of council's spend is devoted to the maintenance, operations, renewal and creation of new assets. Council will continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology.

As our assets age, they require maintenance to continue to deliver services. Our community continues to grow, increasing expectations and demand for new and improved services. Demographic change is challenging the capacity of existing assets to meet the increasing demands of the environment in which they are located. Without intervention their physical condition will deteriorate.

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via council's environmental scan, risk register and Asset Management Plans. Demand for new services is managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include development controls, insuring against risks and managing failures.

Our assets are vulnerable to climate impacts including less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding from sea level rise.

Through the Resilient South's Resilient Asset Management Project, we are exploring how to increase asset resilience.

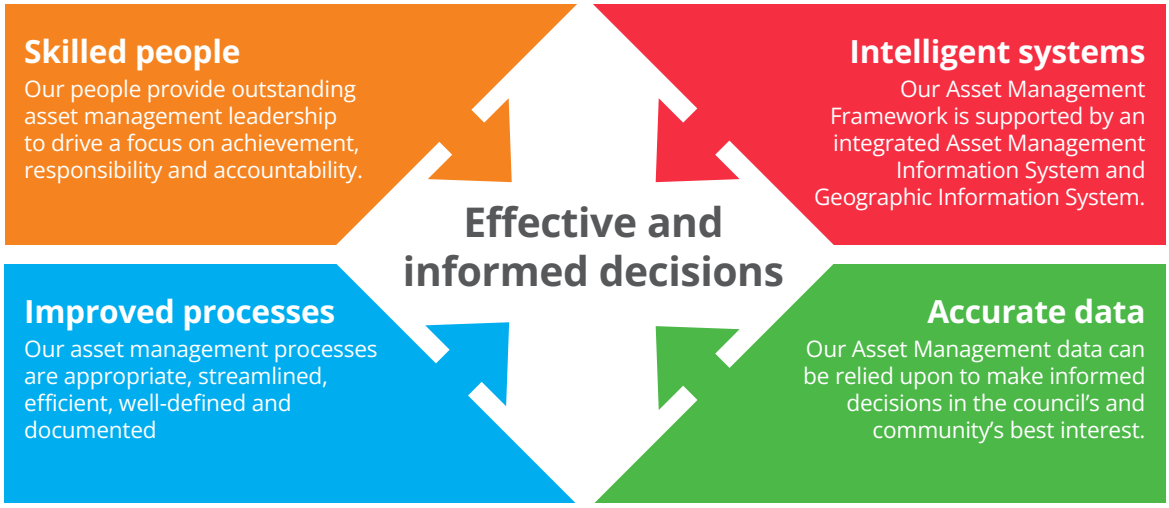
All states and territories have now committed to achieving net zero carbon emissions by 2050. National carbon emissions need to decline on a significantly steeper trajectory if this goal is to be met. The City of Marion Carbon Neutral Plan 2020 – 2030 is our roadmap to reduce and offset carbon emissions for council operations by 2030.

Where do we want to be and how will we get there?

Our Asset Management Vision is:
To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life

Council will make effective and informed decisions through each stage of the asset lifecycle to achieve the Asset Management Vision through:

Asset management outcomes



Skilled people

Our people provide outstanding asset management leadership to drive a focus on achievement, responsibility and accountability.

Achieved through

- Asset owners are responsible and accountable for managing their assets to defined levels of service and approved funding.
- Asset Management responsibilities, skills and knowledge requirements are clearly allocated in position descriptions, with gaps and lessons learned identified and addressed.
- Staff are trained to optimally manage their assets through asset management principles, hardware and software systems.
- Mobility solutions enable staff to update and maintain asset data 'on the ground' in real time.
- Asset owners manage council's assets to Australian Standards as a minimum technical level of service.
- Engaging with the community, across council, with public sector organisations, community organisations and other stakeholders to understand their asset management needs.
- An innovation mindset in design, technology, construction, climate resilience and environmental outcomes improves asset performance and community value.
- The management of council's assets matures over time to become 'leading practice' and how the City of Marion does business.

Improved processes

Our asset management processes are appropriate, streamlined, efficient, well-defined and documented.

Achieved through

- Who is responsible, accountable, informed and consulted is defined throughout the asset management lifecycle.
- Business Process Manuals are established, connecting our strategy to our operations.
- Timely asset data handover enables effective and informed decisions through each stage of the asset lifecycle.
- Asset operations, monitoring, maintenance and renewal programs are implemented in accordance with Asset Management Plans.
- Asset planning, creation and disposal follow a transparent process driven by council's Policy Framework and are implemented in accordance with Asset Management Plans.
- The Asset Management Policy defines an approach based on maintenance before renewal and renewal before new/upgrade (where it is cost effective to do so).
- Whole of lifecycle costs are considered in all new or upgraded services and assets decisions.
- Long Term Financial Plan funding is available to meet defined levels of service throughout the Asset Management lifecycle.
- The Long Term Financial Plan is adopted as the basis for all service and budget funding decisions, recognising appropriate sources of capital investment required to meet Council's asset maintenance, renewal and disposal needs.
- The Annual Budget and Long Term Financial Plan clearly separate 'recurrent expenditure' under the categories of operations and maintenance and clearly separate 'capital works expenditure' under the categories of renewal, upgrade and new.
- Delivery against levels of service that reflect community needs and expectations is reported to the Assets Steering Committee and Council.
- Asset management, strategic management and project management processes are aligned.
- Risk management practices identify and mitigate the community impact of asset failure.

Intelligent systems

Our Asset Management Framework is supported by an integrated Asset Management Information System and Geographic Information System.

Achieved through

- Our fully integrated Asset Management Information System and Geographic Information Systems have user-friendly mapping interfaces and reporting functionality.
- Asset Management Plans holistically consider the cost, timing, inter-generational equity, climate resilience and overall community impact of all capital projects.
- Predictive modelling of multiple long-term expenditure and service scenarios optimises the service potential of our assets.

Accurate data

Our Asset Management data can be relied upon to make informed decisions in the council's and community's best interest.

Achieved through

- Ongoing collection, auditing and update of data ensures a single point of truth for each asset contributing to an accurate asset register.
- Appropriate data configuration, controls and validation ensure the integrity of asset management information.
- All assets are condition assessed and have appropriate useful lives which inform maintenance and renewal planning.
- Optimum lifecycle costs are determined through high levels of data, information and knowledge in all key areas.
- Asset Management Plans identify appropriate levels of service, expenditure profiles and works programs.
- Data in Asset Management Plans informs the Annual Business Plan and Long-Term Financial Plan.
- Council's State of the Assets report is established.
- Benchmarking is conducted against State and National asset management performance indicators and reported to Assets Steering Committee.

Monitoring our progress

Progress reporting to Assets Steering Committee, Council and the community is a key focus of the City of Marion's asset management transformation. Measures and targets are determined by the Asset Steering Committee.

Using industry standard measures (where available) enables Council to compare our performance. This includes submitting data to the National State of the Assets (NSoA) benchmarking project commissioned by the Australian Local Government Association.

The effectiveness of this Asset Management Strategy is measured through the following key performance indicators:

What we measure	How we measure it	Target and Tolerances
Asset Condition	Asset Condition Rating* 1 = 'Very Good' 2 = 'Good' 3 = 'Fair' 4 = 'Poor' 5 = 'Very Poor' Data Source: Assetic asset register. Measurement Level: Asset Category.	90% of assessed assets in very good to fair condition. On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%
Asset Function	Asset Function Rating* 1 = 'Very Good' 2 = 'Good' 3 = 'Fair' 4 = 'Poor' 5 = 'Very Poor' Data Source: Assetic asset register. Measurement Level: Asset Category.	100% of assessed assets in very good to fair function. On track - 100% Monitor - 70% to 99.9% Off track - 0% to 69.9%
Asset Capacity	Asset Capacity Rating* 1 = 'Very Good' 2 = 'Good' 3 = 'Fair' 4 = 'Poor' 5 = 'Very Poor' Data Source: Assetic asset register. Measurement Level: Asset Category.	90% of assessed assets in very good to fair capacity. On track - 90% to 100% Monitor - 70% to 89.9% Off track - 0% to 69.9%
Climate Resilience	Assessment methodology being developed by Resilient Asset Management Project.	

What we measure	How we measure it	Target and Tolerances
Customer Satisfaction	Customer Satisfaction Rating 1 = 'Very satisfied' 2 = 'Somewhat satisfied' 3 = 'Low Satisfaction' 4 = 'Not satisfied' 5 = 'Not applicable to me' Data Source: Community Satisfaction Survey. Measurement Level: Asset Category.	Greater than or equal to 75% rated as 'Somewhat satisfied' or above. On track - 75% to 100% Monitor - 50% to 74.9% Off track - 0% to 49.9%
Technical levels of service	% of assets with defined technical levels of service. Data Source: Business Process Manuals. Measurement Level: Asset Management Plan.	Track against Business Process Manuals development project plan. On track - to 100% Monitor - 90% to 99.9% Off track - 0% to 89.9%
Asset Renewal Funding Ratio	Actual capital expenditure on asset renewal and replacement of assets compared to 10-Year Expenditure Profiles within Asset Management Plans. Data Source: Finance Information System. Measurement Level: Organisation.	Between 90% and 110% as per Council's Asset Management Policy. On track - 90% to 110% Monitor - 80% to 89.9% or 110.1% to 120% Off track - less than 80% or greater than 120%
Asset Expenditure Profiles	% of 10-Year Asset Expenditure Profiles included within the Long Term Financial Plan. Data Source: Finance Information System. Measurement Level: Asset Management Plan.	On track - 100% Monitor - 90% to 99.9% Off track - 0% to 89.9%
Asset Management Maturity	Asset Management Maturity Assessment Rating 1 = 'Aware 3 = 'Core Maturity' 5 = 'Advanced Maturity' Data Source: NAMAF** Assessment. Measurement Level: Organisation.	To maintain core maturity across all competencies as business as usual at the City of Marion. Ongoing future improvements towards advanced asset maturity will be prioritised against return on investment.
Asset Data Confidence	Data Confidence Grade* A = 'Highly Reliable' B = 'Reliable C = 'Uncertain' D = 'Very Uncertain' E = 'Unknown' Data Source: Assetic asset register. Measurement Level: Asset Category.	Level B - Reliable, measured against IPWEA Data Confidence ratings. On track - all data is rated 'Level B - Reliable' or higher. Monitor - all data is rated 'Level C – Uncertain' or above some data is rated 'Level C – Uncertain.' Off track - some data is rated lower than 'Level C - Uncertain'.

* Adapted from National State of the Assets definition

** National Asset Management Assessment Framework

My Marion Customer Portal

If you would like to report an issue with a City of Marion asset, simply visit:

my.marion.sa.gov.au

The portal is easy to use and you can lodge a report 24 hours a day, 7 days a week. You can also opt in to stay informed on the progress of your report and view the online map to see if anyone else has reported the same issue.

Visit: marion.sa.gov.au/faqs-my-marion

8375 6600
council@marion.sa.gov.au
@CityofMarion
@CityofMarion
@CityofMarion
marion.sa.gov.au
CITY OF MARION

Designed by CoM Marketing and Communications 2023.

Community Engagement Plan

Asset Management Strategy 2023 - 2033

DRAFT

KEY CONTACTS	
Engagement contact	Matt Green
Project Lead	Catrin Johnson
Start / end date	Community consultation period 20 September to 11 October 2023
Budget / Cost centre	Asset Management
Funding partners	N/A

Document Amendment Record

Rev	Change Description	Date	Author	Checked
1.0	First draft	25/07/2023	M Green	
2.0	Final draft	30/08/2023	N Marwe	

Document Management

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CEP endorsement

Elected Members and Mayor	Y
Executive Leadership team - Ben Keen	Y
Senior Leadership team – Mathew Allen	Y

Associated key documents

Document name	Link / location	Owner
Frequently asked questions	Appendix 1	Project team / Engagement
Key messages	Appendix 2	Project team / Engagement
Stakeholder survey	Appendix 3	Project team / Engagement
Making Marion content	Appendix 4	Engagement
Engagement methods	Appendix 5	Engagement
Engagement approach	Appendix 6	Engagement

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Community Consultation details

Opens	Closes	Feedback report back to GC
20/9/23 (following GC120923 approval)	11/10/23	28/11/23

Report checklist

Parameter	Included	Checked
Locator • Street name • Suburb	Y/N	UM Media, Events and Engagement
Overall snapshot Representative comments (support/neutral/do not support) have been included	Y/N	
All questions included	Y/N	
All comments included	Y/N	
Raw comments report (all participants)	Y/N	

Report endorsement

Report developed by	Endorsed	Delegated Project team rep	SLT / ELT
Community Engagement Coordinator	UM Media, events and engagement	Asset Strategy Officer – Catrin Johnson	GM City Services - Ben Keen, Manager Assets, Engineering & Environment – Mathew Allen

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1. Project description and background

The South Australian Local Government Act 1999 requires Council to have a strategic management plan for infrastructure and other major assets for a period of at least ten years. In addition to the legislative requirement, our role is to ensure that our assets meet the needs of our community now and into the future.

The City of Marion owns and manages a large and diverse asset portfolio. Council's assets provide services to the community and businesses for current and future generations. They range from roads and footpaths, to buildings, playgrounds, trees, shelters, vehicles, machinery and stormwater drains. Gifted assets we receive from sources including State Government and developers attract ongoing operational and maintenance costs over their life.

The City of Marion has developed a 10-year Asset Management Strategy 2023–2033 creating a long-term vision to achieve sustainable environmental outcomes and improve our community's health and wellbeing.

The City of Marion upholds a commitment to implementing asset management best practices throughout all areas of the Council, ensuring that assets' performance, risks, funding, and replacement values are integral factors in decision-making and strategic planning.

The City of Marion's assets provide services to our community now and into the future. Assets are long-lived so must be resilient and adaptable to continue to service community needs across a range of likely future scenarios. A significant part of Council's spend is devoted to the maintenance, operations, renewal and creation of new assets. Council will continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology.

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2. Engagement scoping statement

Community consultation on the Draft Asset Management Strategy 2023 - 2033 will take place from 20 September to 11 October 2023. This meets the requirements of Section 122(6) of the SA Local Government Act, 1999 where 'Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans'.

The Draft Asset Management Strategy 2023 - 2033 and opportunity for community comment will be available on the 'Making Marion' website (www.makingmarion.com.au).

Notices will also be placed on social media and in community and business newsletters directing readers to Council's website. Hard copies of the draft plan and surveys will be available at Council offices, neighbourhood centres and libraries.

All community feedback received will be used to inform the Draft Asset Management Strategy 2023 - 2033 to be presented for Council's consideration and adoption at the 28 November 2023 General Council meeting.

The adopted Asset Management strategy 2023 - 2033 will be placed on the Making Marion page to close the loop with the community.

3. Legislation

Community engagement is required for this project as set out in our Public Consultation Policy, which is a requirement for Council under section 50 of the Local Government Act, 1999.

Under Section 122(6) of the Local Government Act 1999 (SA):

- Council is required to develop strategic management plans for infrastructure and other major assets for a period of at least ten years. As part of Council's Strategic Management Framework, the Asset Management Strategy is designed to implement Council's Asset Management Policy and give direction to the delivery of Asset Management Plans.
- Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans.

4. Level of engagement

Aside from the legislative requirement to engage with the community, this assessment tool is completed for each project to ensure potential impacts to the community have been assessed and that engagement methods are well informed. This is completed collaboratively with the project delivery team.

The **engagement level selection tool** is to assist staff in deciding what level of engagement to select – e.g., *inform, consult, involve, collaborate or empower*. It is a technical approach and needs to be used in conjunction with the engagement framework and the human elements such as values and expectations.

Score indicates:

1-2 Very low to Low = inform or consult

2-3 Low to Moderate = at least Consult

3-4 Moderate to High = Involve or Collaborate

4-5 High to Very High = minimum Involve, consider Collaborate and Empower

Where consultation is prescribed by legislation (as in this case), the tool can still be helpful in determining consultation strategies and identifying areas of focus.

Questions to consider	Very low	Low	Med	High	Very high
1. What is the level of difficulty to find a solution that everyone can live with?		X			
2. What is the potential for community outrage for your project?		X			
3. How much do major stakeholders care about the decision to be made?			X		
4. What degree of input do the community appear to want?			X		
Count number in each column	0	2	2	0	0
Multiply	x1	x2	x3	x4	x5
Enter score		4	6		
Add total of all 5 columns	=10				
Divide	10/5				
Average score	= 2				
Method indicated	Consult				
Method chosen	**Consult**				

Reason	**Consultation prescribed by legislation.**

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5. What good looks like

Community and Stakeholder Engagement on this project has ensured that:

☐ Project materials are provided in an accessible manner and consider:

- Language
- Digital literacy level
- Demographic i.e., elderly

☐ There are clear accessible methods for the community to provide feedback

- Remotely via online means
- Face to face with a project team member
- Filling out hard copy forms at a Council facility

☐ Every attempt has been made whilst considering the local area, to ensure that awareness of the project and how to provide feedback is maximised through best practice communications and engagement techniques

☐ Engagement activities will be evaluated by the project team and lessons learned will be incorporated into future project engagements

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6. Stakeholder identification and analysis

CoM stakeholder listing has been checked to ensure all key stakeholders are included ☐

Stakeholder name	**Level of interest** (high, medium, or low)	**Level of influence** (high, medium, or low)	**Why are we engaging?**	**Level of engagement**	**Engagement method(s)**	**Due date**	**Responsibility**
SLT / ELT / Elected Members	High	High	• To review the engagement approach • To endorse and support the engagement approach and have early awareness	Involve	Briefings GC Meeting	12/09	Project lead
Marion 100 group members	Medium	Low	Highly engaged community members representative of key community segments: • Share within their networks • Provide an opportunity for input into the plan	Consult	Email with link to Making Marion online survey	20/09	Engagement team
General Community	Medium	Low	• Develop community awareness of our Strategic Asset Management Plan • Provide an opportunity for input into the plan	Consult	• Social media campaign • Making Marion page and online survey • Hard copies plans and surveys at key Council venues	20/09	Engagement team

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7. Engagement activity timeline

Date (Week commencing)	August 2023	11 Sept	18 Sept	25 Sept	2 Oct	9 Oct	16 Oct	23 Oct	30 Oct	6 Nov	13 Nov	20 Nov	27 Nov
Activity													
GM (General Manager) Signoff Engagement Plan													
Endorsement from Mayor & Elected Members (GC 12/09)													
Consultation (20 September – 11 October)													
Making Marion page EDM to Making Marion subscribers													
Hard copy plans and surveys at Council offices, neighbourhood centres and libraries													
Social Media posts: • Engagement open post • Reminder about drop-in session • Reminder that engagement is closing soon													
Engagement newsletter													
GreenThymes													
Signage – vinyl banner(s)													
Bookmarks – (stocked at libraries and placed in reserved books) carrying the QR code and URL for Making Marion													
Evaluate feedback and develop community feedback report for GC													
SLT/ELT endorsement of the consultation report													
GC (28 November)													

Appendix 1 – Frequently asked questions

What is asset management?

The combination of management, financial, economic, engineering and other practices applied to assets with the objective of providing the required service level in the most cost-effective manner.

In simplest terms, asset management is about how assets are 'looked after':

- both on a day-to-day basis: Maintenance, Monitoring and Operation
- and in the medium-to-long term: Planning, Purchase / Creation, Renewal and Disposal

Find out more at Asset management | City of Marion

What is an Asset Management Strategy?

This Asset Management Strategy is designed to implement Council's Asset Management Policy and give direction to the delivery of Council's Asset Management Plans. The South Australian *Local Government Act* 1999 requires Council to have a strategic management plan for infrastructure and other major assets for a period of at least ten years. In addition to the legislative requirement, our role is to ensure that our assets meet the needs of our community now and into the future.

A full review of this strategy will take place at least every four years following Local Government elections or any review of Council's Strategic Plan.

Why do we need an Asset Management Strategy?

In an era where local government organisations face increasing pressure to efficiently manage their assets and provide essential services to their communities, the importance of an effective asset management strategy is crucial. For the City of Marion, the unique challenges and opportunities presented by its regional characteristics and diverse community demand a comprehensive and forward-thinking approach.

This Asset Management Strategy aligns with the principles of sustainability, long-term planning, and community engagement. By embracing these principles, the City of Marion aims to optimise the utilisation, performance, and value of its assets, while ensuring the well-being and satisfaction of its residents.

By developing a robust strategy that addresses the specific needs and aspirations of our city, the foundation will be laid for sustainable growth, enhanced service provision, and a thriving community. Through collaboration, innovation, and sound management, this strategy will guide the organisation towards a prosperous future, fulfilling its commitment to the community it serves.

What infrastructure and services does the Asset Management Strategy cover?

The strategy groups Council's assets into nine categories:

- **Artworks, culture and heritage assets** contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.
- **Buildings and structural assets** support the delivery of community, sporting and recreational activities, provide accommodation for Council's administration and operations and are leased to commercial operations.
- **The Coastal Walkway** attracts visitors into the region, provides open space for community recreation and conservation of the natural environment.
- **Fleet, plant and equipment assets** are used to construct and maintain infrastructure and land, move materials and equipment and transport Council staff and community members.
- **Open space assets** provide an accessible and diverse variety of recreation and natural environment conservation and appreciation opportunities that are distributed across the city.
- **Stormwater assets** include pipes, pits, drains and gross pollutant traps to provide an efficient method of collection and environmentally friendly disposal of stormwater run-off.
- **Transport assets** include roads for vehicles and cyclists, footpaths for pedestrians and cyclists, car parks and streetscapes for aesthetics.
- **Tree assets** provide many benefits to our community. Our vision is to have green streets and parks which are lined with mature, healthy trees that are a habitat for birds and other wildlife and contribute to urban cooling and the environment.
- **Water treatment and resources assets** maximise water harvesting capacity and improve water quality and water security across the city.

Why does Council set levels of service?

Assets exist to meet community needs and support the delivery of services to the levels of service adopted by Council. Community expectations are increasing, which affects the ability of existing purpose-built assets to meet the changing needs of our residents. By defining levels of service in our Asset Management Plans, the City of Marion's assets will be safe, accessible, well maintained and meet community needs in a sustainable manner.

I have previously provided feedback on similar topics. How is this different?

Council uses a range of activities to engage with the community and stakeholders. Analysis of our 2020-2030 Asset Management Plans consultation results and community satisfaction survey results have fed into the development of our Draft Asset Management Strategy. This engagement process is focused solely on the Draft Asset Management Strategy.

What happens next?

Council values all feedback received on this draft Asset Management Strategy 2023-2033. Your feedback is important to us, and it will be reviewed and used to help inform the strategy. To close the loop, Council will publish the final strategy after endorsement by General Council at its meeting on 28 November 2023.

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Appendix 2 – Key messages

Shape the development of our Asset Management Strategy so that we meet the evolving service delivery needs of our community.

We're looking beyond day-to-day operations and investing in the long-term quality of life for our community.

The City of Marion owns and manages a large and diverse asset portfolio. Council's assets provide services to the community and businesses for current and future generations. They range from roads and footpaths, to buildings, playgrounds, trees, shelters, vehicles, machinery and stormwater drains. Gifted assets we receive from sources including State Government and developers attract ongoing operational and maintenance costs over their life.

The City of Marion has developed a 10-year Asset Management Strategy creating a long-term vision to achieve sustainable environmental outcomes and improve our community's health and wellbeing.

The City of Marion upholds a commitment to implementing asset management best practices throughout all areas of the Council, ensuring that assets' performance, risks, funding, and replacement values are integral factors in decision-making and strategic planning.

The City of Marion's assets provide services to our community now and into the future. Assets are long-lived so must be resilient and adaptable to continue to service community needs across a range of likely future scenarios.

A significant part of Council's spend is devoted to the maintenance, operations, renewal and creation of new assets. Council will continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology.

Council will continue to optimise spending through better asset management to deliver current levels of service in the most affordable and efficient way.

We're consulting with you to understand your level of support on how we manage assets across the city and we thank you for taking the time to contribute.

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Appendix 3 – Survey questions

*mandatory question

Q1 *Street name

Q2 *Suburb

SATISFACTION

Q3 How well do you believe Council's assets are performing? (LIKERT SCALE)

- **Artworks, culture and heritage assets:** contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.
- **Buildings and structural assets**: support the delivery of community, sporting and recreational activities, provide accommodation for Council's administration and operations and are leased to commercial operations.
- **The Coastal Walkway**: attracts visitors into the region, provides open space for community recreation and conservation of the natural environment.
- **Fleet, plant and equipment assets**: are used to construct and maintain infrastructure and land, move materials and equipment and transport Council staff and community members.
- **Open space assets**: provide an accessible and diverse variety of recreation and natural environment conservation and appreciation opportunities that are distributed across the city.
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- **Transport assets**: include roads for vehicles and cyclists, footpaths for pedestrians and cyclists, car parks and streetscapes for aesthetics.
- **Tree assets**: provide many benefits to our community. Our vision is to have green streets and parks which are lined with mature, healthy trees that are a habitat for birds and other wildlife and contribute to urban cooling and the environment.
- **Water treatment and resources assets**: maximise water harvesting capacity and improve water quality and water security across the city.

PRIORITISATION

Q4 Please select the top 3 asset categories you believe are most important for Council to focus on in the next ten years (RANKING – PICK YOUR TOP 3)

- **Artworks, culture and heritage assets:** contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.
- **Buildings and structural assets**: support the delivery of community, sporting and recreational activities, provide accommodation for Council's administration and operations and are leased to commercial operations.
- **The Coastal Walkway**: attracts visitors into the region, provides open space for community recreation and conservation of the natural environment.
- **Fleet, plant and equipment assets:** are used to construct and maintain infrastructure and land, move materials and equipment and transport Council staff and community members.
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- **Water treatment and resources assets**: maximise water harvesting capacity and improve water quality and water security across the city.

LEVEL OF SUPPORT

Q5 Overall do you support the Draft Asset Management Strategy 2023 - 2033? (LIKERT SCALE)

IF DON'T SUPPORT THEN:

Q5.1 What can be improved in the Draft Asset Management Strategy 2023 - 2033? (FREE TEXT)

GENERAL COMMENTS

Q6 Do you have any further feedback or comments regarding the Draft Asset Management Strategy 2023 - 2033? (FREE TEXT)

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Appendix 4 – Making Marion content

Background

The South Australian *Local Government Act* 1999 requires Council to have a strategic management plan for infrastructure and other major assets for a period of at least ten years. In addition to the legislative requirement, our role is to ensure that our assets meet the needs of our community now and into the future.

The City of Marion owns and manages a large and diverse asset portfolio. Council's assets provide services to the community and businesses for current and future generations. They range from roads and footpaths, to buildings, playgrounds, trees, shelters, vehicles, machinery and stormwater drains. Gifted assets we receive from sources including State Government and developers attract ongoing operational and maintenance costs over their life.

Join the conversation

The City of Marion has developed a 10-year Asset Management Strategy 2023–2033 creating a long-term vision to achieve sustainable environmental outcomes and improve our community's health and wellbeing and we want to hear what you think.

We invite you to read **the draft plan** and provide your feedback by completing the short survey below.

You can also access the **Frequently asked questions** that provide information on key aspects of asset management at the City of Marion.

Consultation is open until **5pm Wednesday 11 October**.

INSERT IMAGES

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Appendix 5 - Engagement and communication tools (highlight appropriate tools)

Tool	Description
Making Marion and Website	Develop a comprehensive project page Create a community survey Frequently Asked Questions (FAQs) Illustrative images / concept plans Link to Making Marion project page from other channels Use of EDM (Electronic Direct Mall)
Paper based surveys	Make sure available for people who don't have online access
Letters/notifications	Distributed to local stakeholders at key project stages
Newspaper advertising	Where there is a requirement under the LG Act
Door knocking and home visits	Residents and businesses in close proximity to the work zones and all businesses along the alignment will be door knocked to ensure that they are aware of project impacts
Electronic Direct Mail (EDM) for registered stakeholders	Sent to local stakeholders at key project stages
Social media channels • Facebook updates (channel for project feedback) • Twitter (operational announcements) • Instagram (progress updates / good news stories)	To promote projects, providing opportunity for feedback To inform the community of good news stories, project notifications, works notifications, and to provide an easily accessible forum for users to provide feedback to the project team.
Static displays / signage on site	Display of project update information at key milestones (QR code to Making Marion).
Community Information sessions / drop-in sessions / workshops	Sessions to be undertaken at key stages throughout the project development/delivery.
Meetings with stakeholder groups	Meetings to be undertaken at key stages throughout the project/delivery.
Community group presentations	Briefings to be offered to local community groups to keep them informed of the project progress.
Proactive Media – good news stories / opportunities for promotion	Opportunities for proactive media with regard to project milestones will be identified in advance by project team.
Virtual Project Room	Hosted by project lead and engagement to provide project information for stakeholders.

Appendix 6 – Engagement approach

The aim of our community engagement activities is to work directly with the relevant stakeholders throughout the process to ensure that potential concerns and aspirations are understood, considered and reflected (where considered appropriate).

Councils' engagement activities follow the key International Association of Public Participation (IAP2) principles to ensure that a robust community engagement process is delivered.

The IAP2 engagement spectrum (below) identifies a number of levels at which stakeholders can participate in the decision-making process; this will be used by the project team to determine the scope of public participation in strategic and planned approaches to stakeholder participation throughout the planning, design, construction, and delivery of the project.

Council is committed to delivering engagement that is:

- genuine
- inclusive and respectful
- fit for purpose
- early and ongoing
- informed and transparent
- a relationship-based, collaborative approach
- builds upon previous engagement where applicable
- ensures that stakeholders understand how their feedback has been considered reviewed and improved

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Source: https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf

Asset Management Strategy 2023-2033 - Community engagement plan – Media, Events and Engagement

8 Reports for Noting

8.1 Marion Water Project Update	
Report Reference	IC230905R8.1
Originating Officer	Water Resources Coordinator – Glynn Ricketts
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	Acting General Manager City Services - Angela Allison

REPORT OBJECTIVE

The purpose of this report is to provide the Infrastructure Committee with an update on the progress of Marion Water's current water distribution project.

EXECUTIVE SUMMARY

The extension of the Marion Water distribution network and associated ancillary infrastructure, will replace 144Ml of portable water in the Seacliff area, Flinders University and the Women's Memorial playing field. A summary of the current network and details of the network expansion will be provided in a presentation to the Committee. In addition, a high-level summary of costs versus budget and scope adjustments will be presented for discussion.

RECOMMENDATION

That the Infrastructure Committee:

1. **Notes the Reports and provides feedback on the progress of the distribution network extension project.**

BACKGROUND

Marion Water Business is a water management scheme designed to address stormwater diversion, treatment, and distribution of recycled stormwater for various purposes. The scheme involves diverting stormwater from the Sturt River where it is treated at Oaklands Wetland before being injected into an aquifer for storage. This stored water is then extracted during dry months and distributed through underground pipelines for irrigation across multiple public spaces within the City of Marion (CoM). Additionally, works have commenced to extend the distribution network south to the Seacliff area and east to Flinders University and the Women's Memorial playing field. This project is designed to achieve several objectives, including water resource protection, water quality preservation, environmental water supply, and establishing a water-sensitive city.

The current status of the water distribution project is as follows:

1. **Location and Pipe Construction:** A total of 4.5 kilometres of pipe has been constructed. This construction is taking place at various locations, including Women's Memorial Ovals, Flinders University Ovals, Riverside Drive Reserve, Brogla Place, and Marion RSL.

2. **Electrical and Mechanical Contract**: A contract related to the electrical and mechanical aspects of the project is ready to be partially awarded in preparation for outsourcing of the

project's electrical and mechanical work to external contractors. These works are currently being assessed through Council's tender process. This portion of works is behind schedule and is expected to be completed by the end of January 2024.

3. **Injection and Extraction Well:** This portion of work is currently out to tender.

4. **Project Timeline and Budget**: The pipeline extension project is progressing well and is on track to be completed by the end of December. This suggests that this portion of the project's budget and timeline are aligned for successful completion.

DISCUSSION

Marion Water is expanding significantly; over 12km of high-pressure recycled water main is under construction. This, in conjunction with a new injection and extraction well at Oaklands and additional pumps to increases pressure and flow enables a step change in the operation, delivering an additional 144ML p/a (over 250ML overall) of treated stormwater for irrigation of green space.

A presentation will be provided to facilitate discussions and prompt questions (refer attachment 1).

ATTACHMENTS

1. Marion Water Business [**8.1.1** - 11 pages]

MARION WATER BUSINESS

Mathew Allen/Glynn Ricketts
Infrastructure Committee
5 September 2023

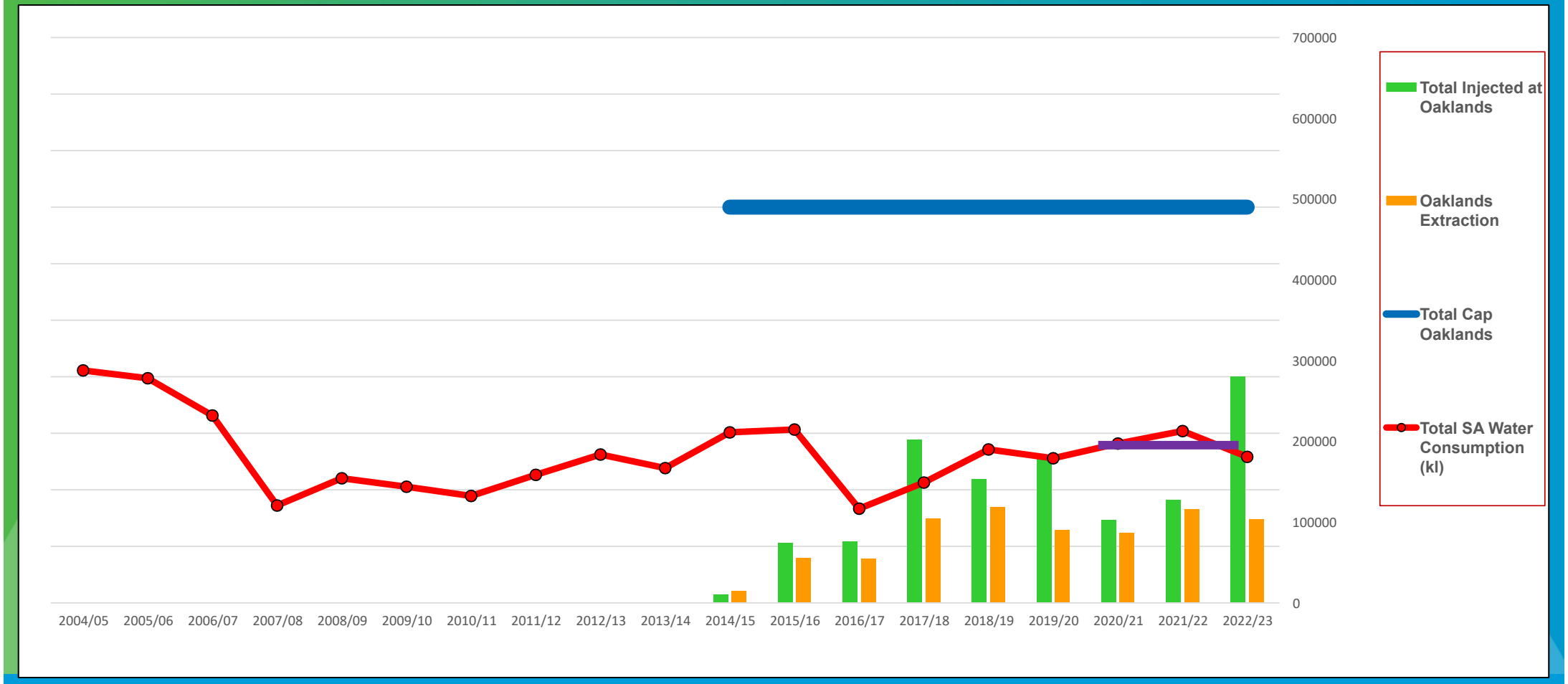
CITY OF MARION

Infrastructure Committee

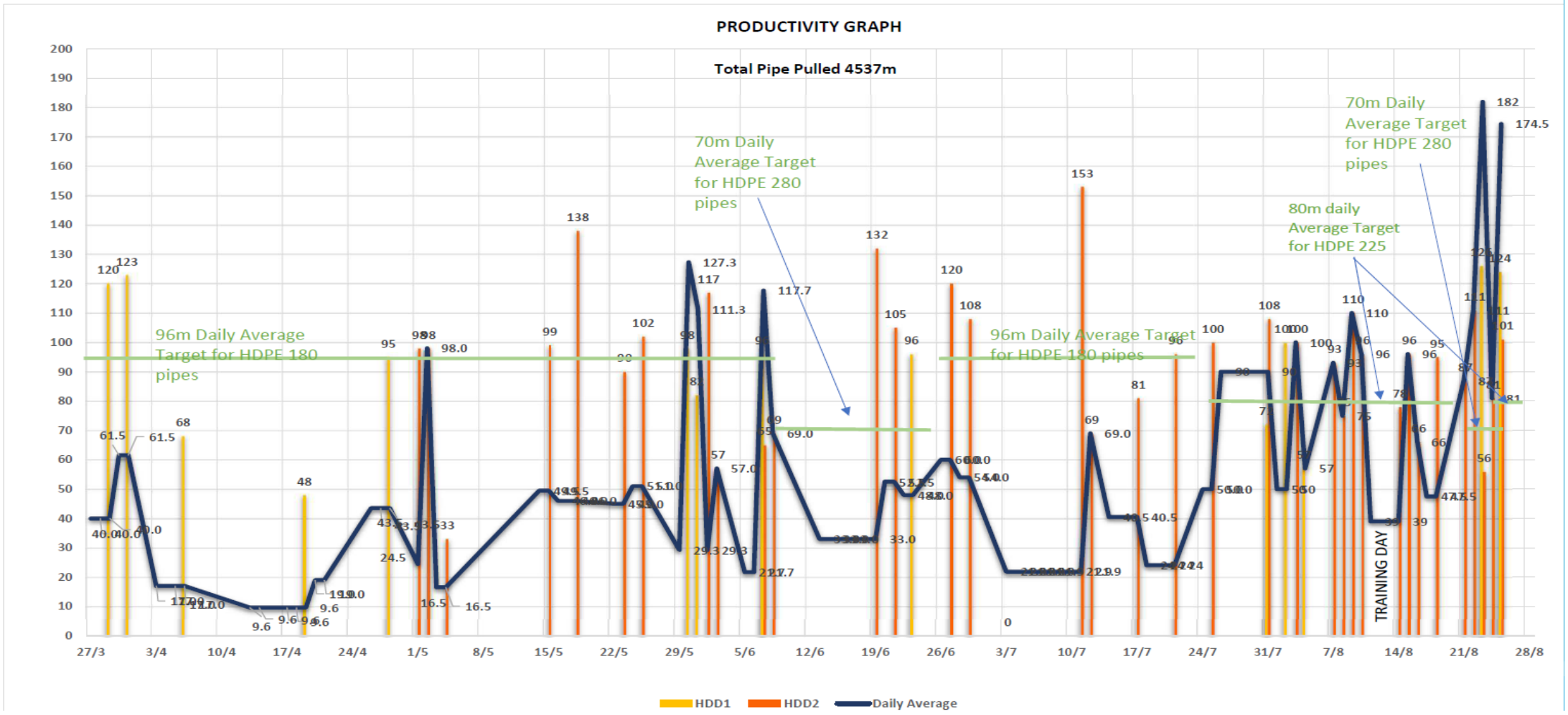
Marion Water is a step change in our operations:

- 250ML p/a Business Unit with an ESCOSA retail licence
- Financially self sustaining, no cross subsidies
- Internal demands 1st priority, surplus water sold to recover all costs including renewal
- Improved Governance and Financial reporting
- Public Facing Strategy in draft (for consideration at General Council meeting 12 September 2023)

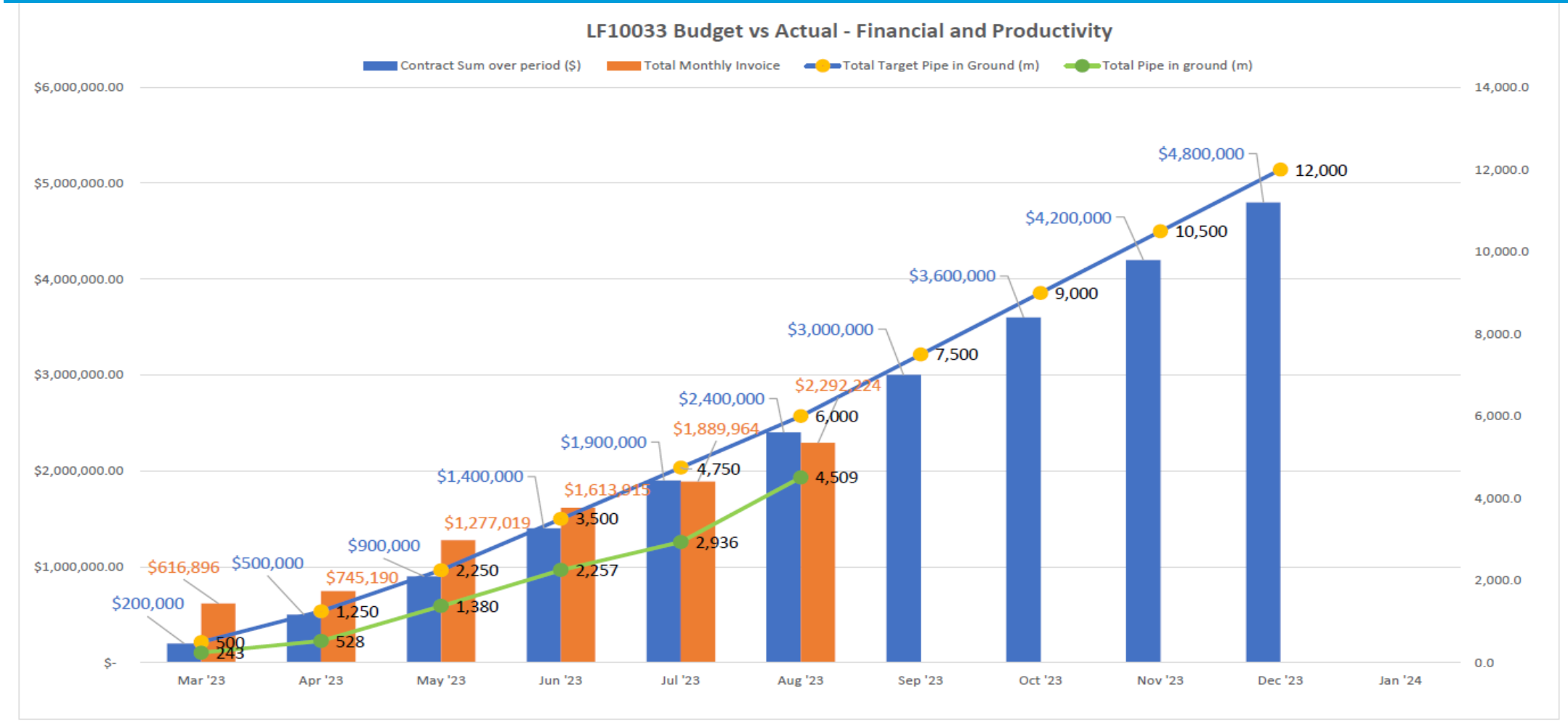
Total Water Usage across CoM (k/L)

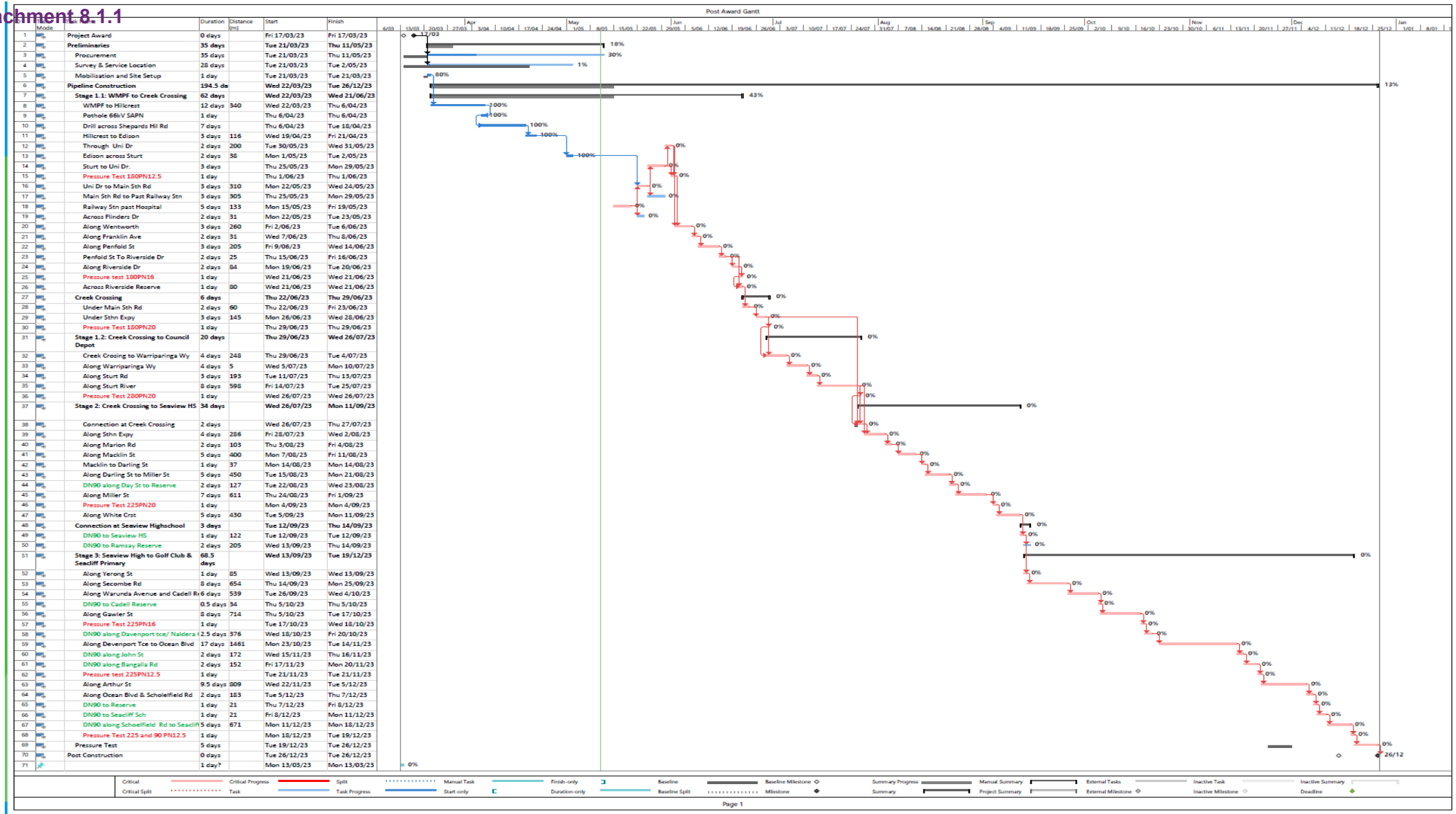


Key Metric of productivity



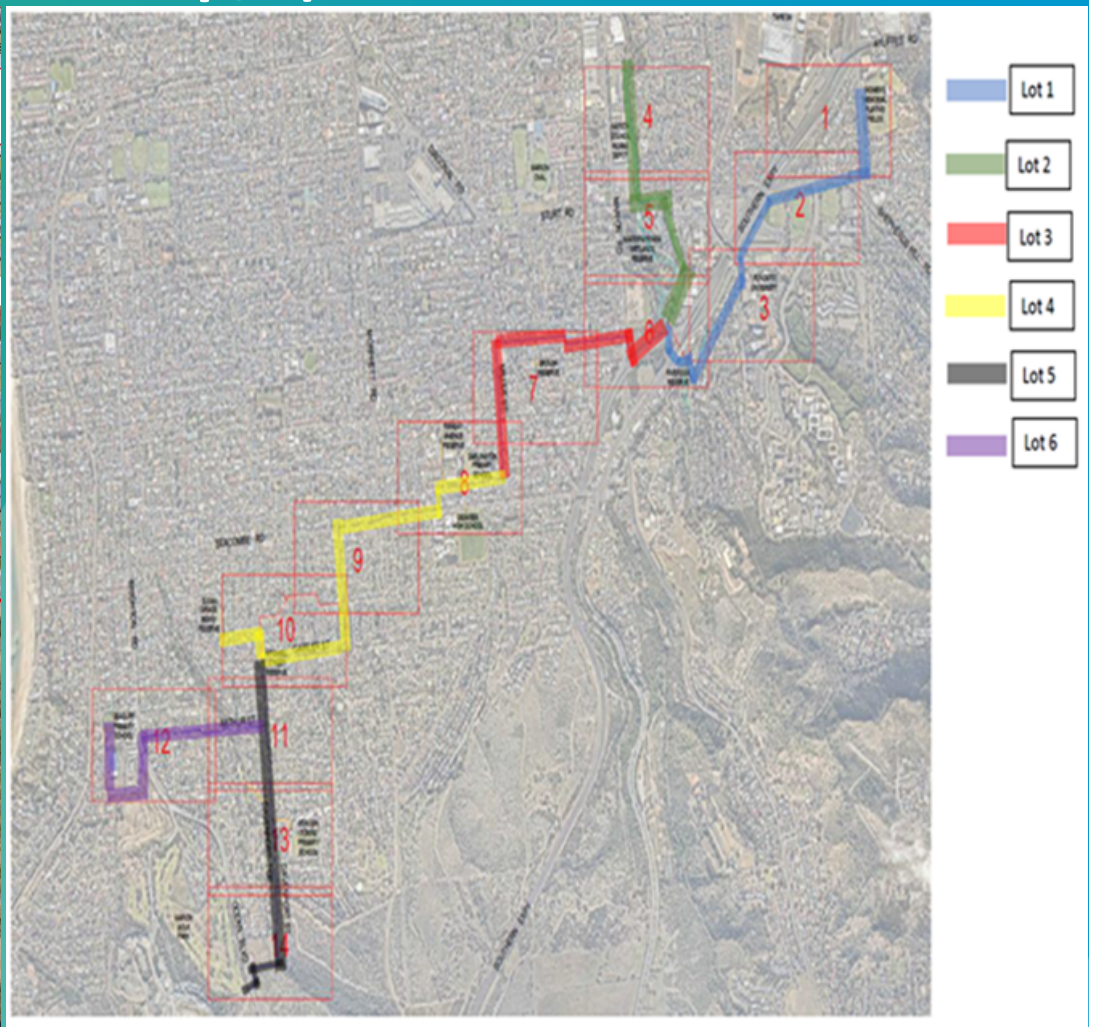
Budget/Costs/Production





	Task Mode	Task Name	Duration	Distance (m)	Start	Finish
1		Project Award	0 days		Fri 17/03/23	Fri 17/03/23
2		**Preliminaries**	**35 days**		**Tue 21/03/23**	**Thu 11/05/23**
3		Procurement	35 days		Tue 21/03/23	Thu 11/05/23
4		Survey & Service Location	28 days		Tue 21/03/23	Tue 2/05/23
5		Mobilisation and Site Setup	1 day		Tue 21/03/23	Tue 21/03/23
6		**Pipeline Construction**	**194.5 da**		**Wed 22/03/23**	**Tue 26/12/23**
7		**Stage 1.1: WMPF to Creek Crossing**	**62 days**		**Wed 22/03/23**	**Wed 21/06/23**
8		WMPF to Hillcrest	12 days	340	Wed 22/03/23	Thu 6/04/23
9		Pothole 66kV SAPN	1 day		Thu 6/04/23	Thu 6/04/23
10		Drill across Shepards Hil Rd	7 days		Thu 6/04/23	Tue 18/04/23
11		Hillcrest to Edison	3 days	116	Wed 19/04/23	Fri 21/04/23
12		Through Uni Dr	2 days	200	Tue 30/05/23	Wed 31/05/23
13		Edison across Sturt	2 days	38	Mon 1/05/23	Tue 2/05/23
14		Sturt to Uni Dr.	3 days		Thu 25/05/23	Mon 29/05/23
15		Pressure Test 180PN12.5	1 day		Thu 1/06/23	Thu 1/06/23
16		Uni Dr to Main Sth Rd	3 days	310	Mon 22/05/23	Wed 24/05/23
17		Main Sth Rd to Past Railway Stn	3 days	305	Thu 25/05/23	Mon 29/05/23
18		Railway Stn past Hospital	5 days	133	Mon 15/05/23	Fri 19/05/23
19		Across Flinders Dr	2 days	31	Mon 22/05/23	Tue 23/05/23
20		Along Wentworth	3 days	260	Fri 2/06/23	Tue 6/06/23
21		Along Franklin Ave	2 days	31	Wed 7/06/23	Thu 8/06/23
22		Along Penfold St	3 days	205	Fri 9/06/23	Wed 14/06/23
23		Penfold St To Riverside Dr	2 days	25	Thu 15/06/23	Fri 16/06/23
24		Along Riverside Dr	2 days	84	Mon 19/06/23	Tue 20/06/23
25		Pressure test 180PN16	1 day		Wed 21/06/23	Wed 21/06/23
26		Across Riverside Reserve	1 day	80	Wed 21/06/23	Wed 21/06/23
27		**Creek Crossing**	**6 days**		**Thu 22/06/23**	**Thu 29/06/23**
28		Under Main Sth Rd	2 days	60	Thu 22/06/23	Fri 23/06/23
29		Under Sthn Expy	3 days	145	Mon 26/06/23	Wed 28/06/23
30		Pressure Test 180PN20	1 day		Thu 29/06/23	Thu 29/06/23
31		**Stage 1.2: Creek Crossing to Council Depot**	**20 days**		**Thu 29/06/23**	**Wed 26/07/23**
32		Creek Crosing to Warriparinga Wy	4 days	248	Thu 29/06/23	Tue 4/07/23
33		Along Warriparinga Wy	4 days	5	Wed 5/07/23	Mon 10/07/23
34		Along Sturt Rd	3 days	193	Tue 11/07/23	Thu 13/07/23
35		Along Sturt River	8 days	598	Fri 14/07/23	Tue 25/07/23
36		Pressure Test 280PN20	1 day		Wed 26/07/23	Wed 26/07/23
37		**Stage 2: Creek Crossing to Seaview HS**	**34 days**		**Wed 26/07/23**	**Mon 11/09/23**
38		Connection at Creek Crossing	2 days		Wed 26/07/23	Thu 27/07/23
39		Along Sthn Expy	4 days	286	Fri 28/07/23	Wed 2/08/23
40		Along Marion Rd	2 days	103	Thu 3/08/23	Fri 4/08/23
41		Along Macklin St	5 days	400	Mon 7/08/23	Fri 11/08/23
42		Macklin to Darling St	1 day	37	Mon 14/08/23	Mon 14/08/23
43		Along Darling St to Miller St	5 days	450	Tue 15/08/23	Mon 21/08/23
44		DN90 along Day St to Reserve	2 days	127	Tue 22/08/23	Wed 23/08/23
45		Along Miller St	7 days	611	Thu 24/08/23	Fri 1/09/23
46		Pressure Test 225PN20	1 day		Mon 4/09/23	Mon 4/09/23
47		Along White Crst	5 days	430	Tue 5/09/23	Mon 11/09/23
48		**Connection at Seaview Highschool**	**3 days**		**Tue 12/09/23**	**Thu 14/09/23**
49		DN90 to Seaview HS	1 day	122	Tue 12/09/23	Tue 12/09/23
50		DN90 to Ramsay Reserve	2 days	205	Wed 13/09/23	Thu 14/09/23
51		**Stage 3: Seaview High to Golf Club & Seacliff Primary**	**68.5 days**		**Wed 13/09/23**	**Tue 19/12/23**
52		Along Yerong St	1 day	85	Wed 13/09/23	Wed 13/09/23
53		Along Secombe Rd	8 days	654	Thu 14/09/23	Mon 25/09/23
54		Along Warunda Avenue and Cadell Rd	6 days	539	Tue 26/09/23	Wed 4/10/23
55		DN90 to Cadell Reserve	0.5 days	34	Thu 5/10/23	Thu 5/10/23
56		Along Gawler St	8 days	714	Thu 5/10/23	Tue 17/10/23
57		Pressure Test 225PN16	1 day		Tue 17/10/23	Wed 18/10/23
58		DN90 along Davenport tce/ Naldera	2.5 days	376	Wed 18/10/23	Fri 20/10/23
59		Along Devenport Tce to Ocean Blvd	17 days	1461	Mon 23/10/23	Tue 14/11/23
60		DN90 along John St	2 days	172	Wed 15/11/23	Thu 16/11/23
61		DN90 along Bangalla Rd	2 days	152	Fri 17/11/23	Mon 20/11/23
62		Pressure test 225PN12.5	1 day		Tue 21/11/23	Tue 21/11/23
63		Along Arthur St	9.5 days	809	Wed 22/11/23	Tue 5/12/23
64		Along Ocean Blvd & Scholefield Rd	2 days	183	Tue 5/12/23	Thu 7/12/23
65		DN90 to Reserve	1 day	21	Thu 7/12/23	Fri 8/12/23
66		DN90 to Seacliff Sch	1 day	21	Fri 8/12/23	Mon 11/12/23
67		DN90 along Schoelfield Rd to Seacliff	5 days	671	Mon 11/12/23	Mon 18/12/23
68		Pressure Test 225 and 90 PN12.5	1 day		Mon 18/12/23	Tue 19/12/23
69		Pressure Test	5 days		Tue 19/12/23	Tue 26/12/23
70		Post Construction	0 days		Tue 26/12/23	Tue 26/12/23
71			1 day?		Mon 13/03/23	Mon 13/03/23

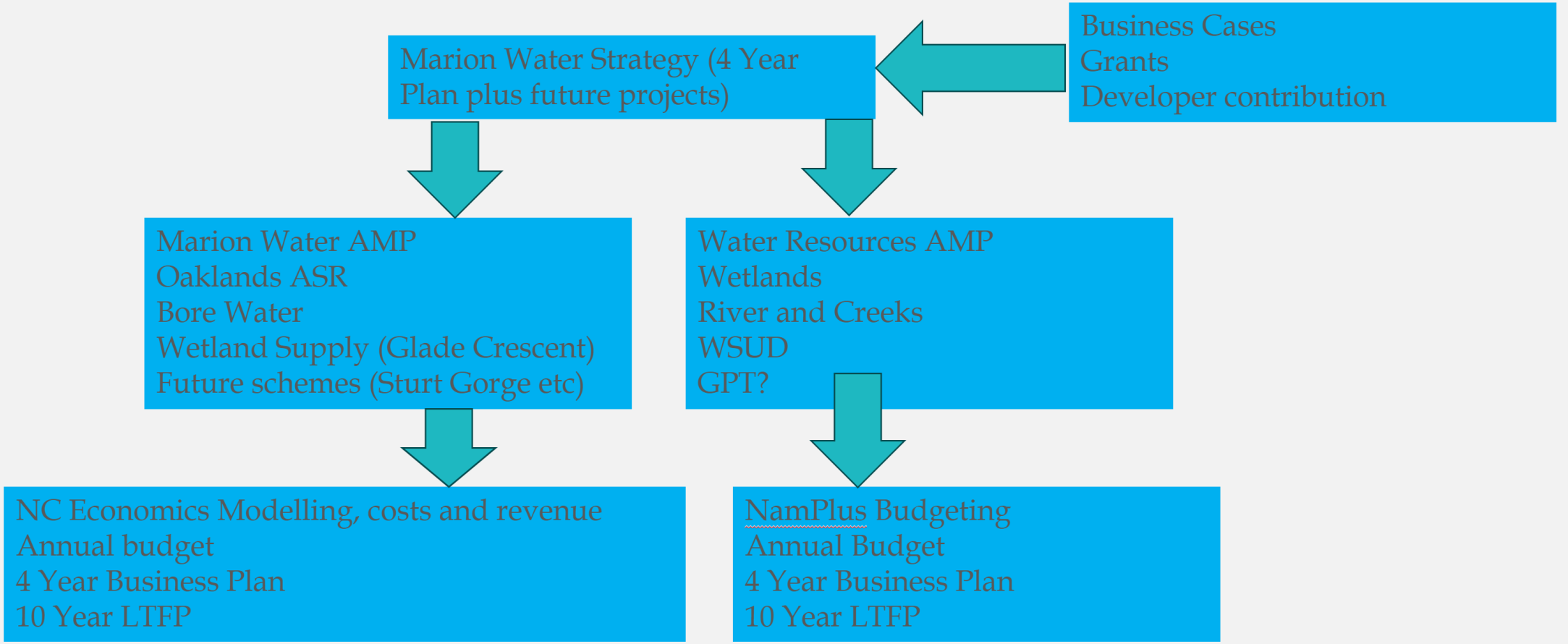
Proposal to connect to St Marys Oval/Riverside Reserve11ML p/a replaces School and Sports Club (10.6ML p/a)



Main line/Volume 90.36ML

Site	Area (ha)	TQVS	Av. ET. Av. rain (ML/a)	High ET Low rain (ML/a)
Brolga Place Reserve	1.88	4	6.21	9.57
Cadell Avenue Reserve	2.46	4	8.13	12.52
Darlington Primary School	1.46	3	4.82	7.43
Gully Road North Reserve	1.97	4	6.51	10.02
Gully Road South Reserve	3.00	4	9.91	15.25
John Mathwin Reserve	2.68	4	8.85	13.64
Mitchell Street Reserve	0.86	4	2.86	4.40
Ramsay Avenue Reserve	0.38	4	1.26	1.93
RSL Bowling Club	0.61	4	2.02	3.10
Seacliff Primary School	0.55	3	1.82	2.80
Seaview Downs Primary School	1.69	3	5.58	8.6
Seaview High School	3.53	3	11.66	17.96
Susan Grace Benny Reserve	1.47	4	4.86	7.48
Women's Memorial Playing Fields	5.00	2	30.00	46.17*
Flinders University Sports Fields	5.10	2	32.00	49.12*
Sturt Oval (Flinders University Sturt Precinct)	1.43	2	7.00	10.75*
Total	**34.07**		**143.49**	**220.74**
Opportunistic sites				
Riverside Reserve			2	
St Mary Oval			9	
Connection for Mitcham/DIT Water trucks			XXXXX	
Alawoona and Streetscapes			5	

Marion Water Structure



vices we offer

Home ▸ Services we offer ▸ Environment ▸ Water ▸ Marion Water ▸ Customer information

on Water

er information

Customer information

Marion Water customers include City of Mitcham, Flinders University and Department of Education. In the future, residents may have the opportunity to purchase water from Marion Water.

Marion Water is a minor water retailer and has been issued a licence by the Essential Services Commission of South Australia.

Useful documents

End slide, Thank you !

CITY OF MARION

9 Workshop / Presentation Items - Nil

10 Other Business

11 Meeting Closure

The meeting shall conclude on or before 8.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.