

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING**

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

Tuesday 6 June 2017

Commencing at 6.30pm

In the Chamber

Council Administration Centre

245 Sturt Road, Sturt

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

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

A handwritten signature in black ink, appearing to read "Adrian Skull", with a horizontal line extending to the right.

Adrian Skull
CHIEF EXECUTIVE OFFICER

1 June 2017

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 6 JUNE 2017
COMMENCING AT 6.30 PM
COUNCIL CHAMBER
245 STURT ROAD, STURT**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

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

4. CONFIRMATION OF MINUTES

4.1 Confirmation of the minutes for the Infrastructure & Strategy Committee meeting held on 2 May 2017|

5. BUSINESS ARISING

5.1 Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings ~~.....€~~

6. PRESENTATION

Nil

7. REPORTS / WORKSHOPS

7.1 Edwardstown Oval
Report Reference: ISC060617R7.1F1

7.2 Community Facilities Strategy
Report Reference: ISC060617R7.2E1

7.3 Morphettville Sports Club Update – *Verbal Briefing* ~~.....43~~

7.1 Customer Service Provision from Council Facilities
Report Reference: ISC060617R7.344

7.1 Key Infrastructure Future Planning
Report Reference: ISC060617R7.446

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

10. MEETING CLOSURE

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

11. NEXT MEETING

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

Time: 6.30pm

Date: 4 July 2017

Venue: The Council Chamber, Administration Office, 245 Sturt Road, Sturt

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 2 MAY 2017**



PRESENT

Elected Members

Councillor Byram (Chair), Councillor Hull, Councillor Kerry, Councillor Pfeiffer and Councillor Westwood

Independent Member

Mr Christian Reynolds (from 6.40pm)

In Attendance

Councillor Telfer
Councillor Veliskou
Councillor Crossland

Mr Adrian Skull
Mr Tony Lines
Ms Jaimie Thwaites
Ms Carol Hampton
Mr Tyson Brown
Ms Fiona Harvey
Mr Brendon Lyons
Mr Mathew Allen

Chief Executive Officer
General Manager City Development
Acting Manager Corporate Governance (minute taker)
Manager City Property
Unit Manager Cultural Facilities
Manager Innovation and Strategy
Team Leader – Asset Systems
Manager Engineering and Field Services

1. OPEN MEETING

The meeting commenced at 6.34pm.

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. MEMBERS DECLARATION OF INTEREST

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

Nil declarations were made

4. 6.35pm CONFIRMATION OF MINUTES

Moved Councillor Hull, Seconded Councillor Westwood that the minutes of the Infrastructure and Strategy Committee Meeting held on 7 March 2017 be taken as read and confirmed.

Carried Unanimously

Moved Councillor Hull, Seconded Councillor Westwood that the minutes of the Infrastructure and Strategy Committee Meeting held on 4 April 2017 be taken as read and confirmed.

Carried Unanimously

5. 6.37pm BUSINESS ARISING

The business arising statement was noted.

The Committee acknowledged that the Draft Works Program had changed slightly due to the 4 April 2017 meeting not being held. In particular, the Special Project items have moved by a month.

6. PRESENTATION

Nil

6.40pm Mr Reynolds entered the meeting

The Chair sought and was granted leave of the meeting to vary the order of the agenda. Item 7.1 'Marion Outdoor Swimming Centre Master Plan' would be considered after the conclusion of the Review and Selection Committee meeting to enable Members of that Committee to join the meeting.

7. REPORTS

7.2 6.41pm Project and Program Oversight Report Reference: ISC020517R7.2

General Manager Operations gave a verbal update the changes to project management that are currently occurring in the organisation.

The Committee discussed the item and the following points were raised / noted:

- Currently an organisation re-structure is being finalized, however as part of it a Project Management Officer role and an analyst role will be created
- It would be difficult for a person in the role to be setting up the processes and running projects at the same time (i.e. Cannot be both strategic and operational at the same time).
- Preference is to avoid doing Master Plans, instead break projects down into pieces so at least parts can be achieved in shorter timeframes.

- Yet to see real evidence of a Benefits realization process being carried out (i.e. reviewing outcomes against an original data set).
- Currently a gap in how data is sourced, created, analyzed and managed.
- Concerns that commitments will not be realized by the end of the financial year.
- Consideration be given to the Capital Works Progress reports not being presented as a linear chart (as there are seasonal impacts on delivery of works)
- The report was well written and this type of report will be a great resource for any newly elected members next Council term.

ACTION: The Committee be provided with a copy of the Project Management Office structure once finalised (including a high level summary of the the roles and responsibilities).

ACTION: Quarterly updates on Capital Construction to be provided to the Committee – including more detail in the comments relating to planned vs actual works (including recovery plans with incremental data points to track).

ACTION: Confirm that funds are not withheld or delayed from works programs to enable interest to be accumulated from the funds.

7.25pm Councillor Kerry left the meeting

7.31pm Councillor Kerry re-entered the meeting

Moved Councillor Pfeiffer, Seconded Councillor Hull that the Infrastructure and Strategy Committee:

1. Notes this report, which provides an overview of the organisation's project and capital works program delivery governance.
2. Notes the brief verbal update provided by the General Manager Operations.
3. Acknowledges the need for investigation of alternate methodologies for Administration to deliver different scaled projects.
4. Notes attention needs to be paid to the capital works program in the lead up to the end of the financial year.

Carried Unanimously

7.3 7.36pm Infrastructure Projects Progress Updates Report Reference: ISC020517R7.3

The Committee discussed the item and the following points were raised / noted:

- The Community Engagement Strategy for the Edwardstown Oval project will be critical to its success
- Economic strategies for the Edwardstown Oval project need to be developed and communicated
- The Edwardstown Oval Project is the development of whole site not just a new building (which has been the main focus to date)
- The residual risk rating for E03 seems low.

Moved Councillor Pfeiffer, Seconded Councillor Kerry that the Infrastructure and Strategy Committee:

1. Notes the report on Council roles, projects stages and the progress reports on key strategic projects.
2. Endorses the format for the Edwardstown Oval redevelopment risk register and program as the preferred format for all strategic project reports with the following amendments:
 - Removing closed risks
 - Project Programs should include more detail, including what is a hold point
 - Project Program include traffic light colours to demonstrate progress against tasks
 - The 5 'C's' (Concept, Commitment, Construction, Commissioning and Closing) be expanded to include more detail at each of the stages
3. Seeks further reassurance about the Community Engagement Options in relation to the Edwardstown Oval Project.
4. Requests a succinct strategy / vision document noting outcomes and Key Performance Indicators be developed (i.e. 1 page summary pulling together prioritization, Section 48, funding applications etc.)
5. Requests the Edwardstown Oval Redevelopment is the Special Project listed on the agenda for the next Committee meeting (6 June 2017).

Carried Unanimously

**7.1 8.16pm Marion Outdoor Swimming Centre Master Plan
Report Reference: ISC020517R7.1**

Councillors Telfer, Crossland and Veliskou were invited to join the discussion on this item.

Manager City Property and Unit Manager Cultural Facilities gave an overview of the item.

The Committee discussed the options presented in the report.

Moved Councillor Pfeiffer, Seconded Councillor Hull that the Infrastructure and Strategy Committee:

1. Recommends option 3 with the addition of the change rooms as outlined in this report for the redevelopment of Marion Outdoor Swimming Centre to Council for consideration.
2. Recommends that the report to Council notes which items can be integrated into the capital works program.

Carried Unanimously

9.11pm Councillor Pfeiffer left the meeting

8. WORKSHOP

8.1 9.11pm Asset Systems Service Review Report Reference: ISC020517R8.1

Manager Innovation and Strategy and Team Leader Asset Systems gave a presentation of the Asset System Service Review.

9.14pm Councillor Kerry left the meeting and did not return.

9.16pm Councillor Pfeiffer reentered the meeting

The Infrastructure and Strategy Committee participated in a workshop regarding the Asset Systems service review and provided the following feedback:

- Elected Members want to be able to access via iPads any records on any topic (where appropriate)
- Systematic tenure of Elected Members is in conflict with asset management
- Need to better understand all our assets (condition etc.)
- Need better systems to access and search data
- Mega trend data needs to be understood
- How are we going to future proof where digital infrastructure will take us?
- An Asset Management Strategy should be drafted for Council consideration
- ICT system (in relation to asset management) be updated as a priority
- Asset management systems do not work in isolation, the system will need to integrate with other corporate systems.
- People, business processes, skills are areas of focus.
- GAP analysis has been done

Extension of time

Moved Councillor Westwood, Seconded Mr Reynolds that the meeting be extended until the conclusion of items Asset Systems Service Review (Report Reference: ISC020517R8.1) and Drainage Service Review (Reference No: ISC020517R8.2).

Carried Unanimously

9.28pm meeting extended

8.2 9.43pm Drainage Service Review Reference No: ISC020517R8.2

Manager Engineering and Field Services gave a presentation on the draft Drainage Service Review.

The Infrastructure and Strategy Committee participated in a workshop regarding the draft Service Review - Drainage and provided the following feedback:

- Not providing the drainage service is not an option
- The report is very good but missing what does the next 5 years look like
- Not enough time is spent on the best way to get back on track when things do get off track
- 'Technical Factoring" (performance / cost / weighting)
- Happy with current state but what is being done to future proof?

- Operating rate is staying constant with minimum percentage increase.
- Water Sensitive Urban Design should be used where possible to take pressure off underground infrastructure.
- Capacity of drainage is the issue more so than condition.

**7.2 Community Data and Community Survey
Report Reference: ISC020517R7.4**

This item was not considered.

7.3 Morphettville Sports Club Update – Verbal Briefing

This item was not considered.

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

Nil

11. MEETING CLOSURE

The meeting was declared closed at 10.25pm

12. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on 6 June 2017 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

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CHAIRPERSON

/ /

**CITY OF MARION
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS
AS AT 02 MAY 2017**



| | Date of Meeting | Item | Responsible | Due Date | Status | Completed / Revised Due Date | |
|----|-----------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1. | 7 March 2017 | | Members are to submit their feedback on the Work Program and Meeting Schedule for 2017 which will be incorporated into the program for further discussion at the next meeting. | All Members | 4 April 2017 | Draft works program and meeting scheduled attached to this item | Completed |
| 2. | 7 March 2017 | | Any further comments regarding the overview of the Strategic Management Framework are to be submitted to General Manager City Development and/or Manager Innovation and Strategy by 30th March 2017. | All Members | 30 March 2017 | Feedback received and incorporated into the draft Strategic Plan. The Plan is being tabled at the General Council meeting on 11 April for adoption to go to community consultation | Complete |
| 3. | 7 March 2017 | | The letter from the Hon Leon Bignell, Minister for Recreation and Sport, be referred to the CEO to take appropriate action. | Mr Skull | 10 April 2017 | Noted | Complete |
| 4. | 2 May 2017 | 7.2 | Committee to be provided with a copy of the Project Management Office structure once finalised (including high level summary of the roles and responsibilities) | Abby Dickson | 30 June 2017 | | |
| 5. | 2 May 2017 | 7.2 | Quarterly updates on Capital Construction to be provided to the Committee – including more detail in the comments relating to planned vs actual works (including recovery plans with incremental data points to track) | Tony Lines | | Included on the draft works program for August and November meetings | Completed |
| 6. | 2 May 2017 | 7.2 | Confirm that funds are not withheld or delayed from works programs to enable interest to be accumulated from the funds. | Vincent Mifsud | | Meeting held between the Mayor, CEO and GM Corporate Services Monday 15 May 2017 | Completed |

* completed items to be removed are shaded

Appendix 1 – Draft works program

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|--------------------|--------------------|--------------------------------------|
| 7 February | 6.30 – 9.30 | Infrastructure & Strategy |
| 7 March | 6.30 – 9.30 | Infrastructure & Strategy |
| 4 April | 6.30 – 9.30 | Infrastructure & Strategy |
| 2 May | 6.30 – 9.30 | Infrastructure & Strategy |
| 6 June | 6.30 – 9.30 | Infrastructure & Strategy |
| 4 July | 6.30 – 9.30 | Infrastructure & Strategy |
| 1 August | 6.30 – 9.30 | Infrastructure & Strategy |
| 5 September | 6.30 – 9.30 | Infrastructure & Strategy |
| 3 October | 6.30 – 9.30 | Infrastructure & Strategy |
| 7 November | 6.30 – 9.30 | Infrastructure & Strategy |

- 1st Tue of each month from February – November 2017
- Membership – 5 Elected Members
- Quorum - 4 Elected Members
- Reference Minutes – SGC011116R04

Presiding Member - Janet Byram

Expert Member – Christian Reynolds

Members

- Tim Pfeiffer
- Nick Kerry
- Bruce Hull
- Nick Westwood
- Janet Byram

Draft works program

| Infrastructure & Strategy Committee Date: Tuesday, 7 February Time: 6.30pm – 9.30pm | | | | | |
|--------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------|-----------------|---------------------------|------------------------------|
| | | | | | Venue: Committee Room |
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible |
| Committee Introduction and Terms of Reference | COMPLETE | | | | |
| Infrastructure Projects Update | COMPLETE | | | | |
| Future City Infrastructure Workshop | COMPLETE | | | | |
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| Infrastructure & Strategy Committee Date: Tuesday, 7 March Time: 6.30pm – 9.30pm | | | | | |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------|---------------------------|------------------------------|
| | | | | | Venue: Committee Room |
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible |
| Feature Project – Marion Outdoor Swimming Centre | COMPLETE Presentation of Marion Outdoor Swim Centre Masterplan | | | | Carol Hampton |
| Community Data | COMPLETE <ul style="list-style-type: none"> • Presentation on current community data sets • Examples of opportunities to expand community data • Potential tools for data collection | | | | Fiona Harvey |
| 10 year Strategic Plan | COMPLETE Presentation of feedback on draft 20 year Strategic Plan | | | | Fiona Harvey |
| Overview of Strategic Management Framework | COMPLETE | | | | Fiona Harvey |
| Oaklands ASR | COMPLETE Verbal update provided by General Manager Operations | | | | Tony Lines |

Draft works program

| Infrastructure & Strategy Committee | | | | | |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------|---------------------------|--------------------------|
| Date: Tuesday, 4 April Time: 6.30pm – 9.30pm - MEETING NOT HELD – AGENDA ITEMS SCHEDULED FOR 2 MAY MEETING | | | | | |
| Venue: Committee Room | | | | | |
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible |
| Marion Outdoor Swimming Centre | Discussion following deferral of item on General Council on 28 March | | | | Carol Hampton |
| Infrastructure Projects Update | Progress updates on key infrastructure projects Update on any emerging risks, significant changes | | | | Abby Dickson |
| Overview of Project Governance | An overview will be provided to the committee on how the organisation currently achieves oversight of project and program delivery | | | | Abby Dickson/Tony Lines |
| Community Data | Discuss current community satisfaction survey and opportunity to expand data collected through this process in the future | | | | Fiona Harvey |
| Asset Systems Service Review | Overview of current service review to seek Committee's input into the progress of the review as a key stakeholder | | | | Fiona Harvey |
| Drainage Service Review | Seek Committee's input into the drainage service review | | | | Mathew Allen |
| Morphettville Sports Club | Provide update on Morphettville Sports Club upgrade | | | | Carol Hampton |

| Infrastructure & Strategy Committee | | | | | |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------|---------------------------|--------------------------|
| Date: Tuesday, 2 May Time: 6.30pm – 9.30pm | | | | | |
| Venue: Committee Room | | | | | |
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible |
| Feature Project – To be determined | | | | | TBC |
| Community Data – tools and progress | Update on progress with community data tools, opportunity for further scoping, consideration of specific focus areas RESCHEDULED TO JULY MEETING | | | | Fiona Harvey |
| Community Facilities Strategy | Presentation on review and update of community facilities information and strategy RESCHEDULED TO JUNE MEETING | | | | Carol Hampton |
| Infrastructure – connecting communities | Overview of key infrastructure projects which will strengthen community connections. Input to be sought from Committee Members RESCHEDULED TO AUGUST MEETING | | | | John Valentine |
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Draft works program

| Infrastructure & Strategy Committee | | Date: Tuesday, 6 June Time: 6.30pm – 9.30pm | | | Venue: Committee Room | |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------|---------------------------|------------------------------|--|
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible | |
| Edwardstown Oval Project Update | Progress updates on key infrastructure projects Update on any emerging risks, significant changes | | | | Abby Dickson | |
| Customer Service provision from Council facilities | Workshop on service provision and how Councils facilities and technology can enhance service provision | | | | Liz Byrne | |
| Key Infrastructure Future Planning | Discussion on key infrastructure needs to support city development over the next 5-15 years | | | | Tony Lines | |
| Community Facilities Strategy | Presentation on review and update of community facilities information and strategy RESCHEDULED FROM MAY MEETING | | | | Carol Hampton | |
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| Infrastructure & Strategy Committee | | Date: Tuesday, 4 July Time: 6.30pm – 9.30pm | | | Venue: Committee Room | |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------|---------------------------|------------------------------|--|
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible | |
| Feature Project – To be determined | | | | | TBC | |
| ICT strategy and future technology | Key priorities for ICT over the next 5-15 years | | | | John Deally | |
| Mid-Year Committee Review | | | | | | |
| Community Data – tools and progress | Update on progress with community data tools, opportunity for further scoping, consideration of specific focus areas | | | | Fiona Harvey | |
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| Infrastructure & Strategy Committee | | Date: Tuesday, 1 August Time: 6.30pm – 9.30pm | | | Venue: Committee Room | |
|------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------|---------------------------|------------------------------|--|
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible | |
| Infrastructure Projects Update | Progress updates on key infrastructure projects Update on any emerging risks, significant changes | | | | Abby Dickson | |

Draft works program

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|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------|---------------------------|--------------------------|
| Infrastructure – connecting communities | Overview of key infrastructure projects which will strengthen community connections. Input to be sought from Committee Members RESCHEDULED TO AUGUST MEETING | | | | John Valentine |
| Capital Construction – Quarterly Update | Request from 2 May 2017 meeting | | | | Tony Lines |
| Infrastructure & Strategy Committee Date: Tuesday, 5 September Time: 6.30pm – 9.30pm Venue: Committee Room | | | | | |
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible |
| Feature Project – To be determined | | | | | TBC |
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|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------|-----------------|---------------------------|--------------------------|
| Infrastructure & Strategy Committee Date: Tuesday, 3 October Time: 6.30pm – 9.30pm Venue: Committee Room | | | | | |
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible |
| Infrastructure Projects Update | Progress updates on key infrastructure projects Update on any emerging risks, significant changes | | | | Abby Dickson |
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|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------|-----------------|---------------------------|--------------------------|
| Infrastructure & Strategy Committee Date: Tuesday, 7 November Time: 6.30pm – 9.30pm Venue: Committee Room | | | | | |
| Topic | Description | Presentation / Workshop | Duration | External Attendees | Staff Responsible |
| Feature Project – To be determined | | | | | TBC |
| Capital Construction – Quarterly Update | Request from 2 May 2017 meeting | | | | Tony Lines |
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**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
6 June 2017**

Manager: Birgit Stroeher, Registered Architect, Strategic Projects
James O’Hanlon, Unit Manager Sport & Recreation

General Manager: Abby Dickson, General Manager City Development

Subject: Edwardstown Oval Project

Report Reference: ISC020517R7.1

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with an overview of the vision and objectives for the redevelopment of the Edwardstown Oval project and update the committee on the community consultation that has and will be undertaken to inform the design and planning of the facility.

A presentation will be provided at the meeting to facilitate further discussion and seek Council feedback.

RECOMMENDATION

| That the Infrastructure Committee: | DUE DATES |
|-----------------------------------------------------------------------------|--------------------|
| 1. Notes the report for the Edwardstown Oval redevelopment Project . | 6 June 2017 |

BACKGROUND

At the Special Council meeting 8 March 2016 Council considered the Section 48 Prudential Management Report (SGC080316R02) for the Edwardstown Oval Redevelopment project and resolved to proceed with the project, committing \$4 million in Council funds towards the project. Council proactively pursued external funding and in November 2016 Council subsequently received a \$4 million commitment from the Federal Government, which was considered by Council at the 11 November 2016 Council where the City of Marion entered in to a funding agreement with the Federal Government to deliver the project.

The project is being managed through a detailed project plan identifying all key stages for the project and the project team is working closely with the project’s stakeholders through fortnightly user group meetings and management model meetings with the new governing Edwardstown Memorial Sport and Community Club Board.

The project has now entered into the detailed documentaion stage and a report is due to come to Council in June 2017 where Council will consider the concept design and an update on project costs. A report is alos being developed for the June 2017 meeting regarding the governance model for the site.

At the 2 May 2017 Infrastructure and Strategy Committee a progress report was provided on the project and the following was resolved:

That the Infrastructure and Strategy Committee:

1. *Notes the report on Council roles, projects stages and the progress reports on key strategic projects.*
2. *Endorses the format for the Edwardstown Oval redevelopment risk register and program as the preferred format for all strategic project reports with the following amendments:*
 - a. *Removing closed risks*
 - b. *Project Programs should include more detail, including what is a hold point*
 - c. *Project Program include traffic light colours to demonstrate progress against tasks*
 - d. *The 5 'C's' (Concept, Commitment, Construction, Commissioning and Closing) be expanded to include more detail at each of the stages*
3. *Seeks further reassurance about the Community Engagement Options in relation to the Edwardstown Oval Project.*
4. *Requests a succinct strategy / vision document noting outcomes and Key Performance Indicators be developed (i.e. 1 page summary pulling together prioritization, Section 48, funding applications etc.)*
5. *Requests the Edwardstown Oval Redevelopment is the Special Project listed on the agenda for the next Committee meeting (6 June 2017).*

This report addresses resolutions 3, 4 and 5 passed at 2 May 2017 Infrastructure and Strategy Committee.

DISCUSSION

Community Consultation

At the 2 May 2017 Infrastructure and Strategy Committee meeting Elected Members sought further information on the community consultation that has and will be undertaken for the project. Councillors wanted to ensure that the project was considering the needs of the wider community and that the design of the facility would meet both current and future community needs.

The redevelopment of the Edwardstown Oval has been a long-standing project that was first considered by Council in 2013 when the original masterplan for the site was developed. At the commencement of the project a detailed Engagement and Communication Strategy was developed to ensure all stakeholders had opportunities to input into the Master Plan development. Substantial and varied engagement activities were undertaken. Key processes for the initial community and stakeholder engagement have included information sessions, survey and questionnaires (user groups and general community), interviews with user groups (existing and potential), consultation with peak bodies, government agencies and internal staff, and community drop in sessions.

The main findings from the consultation undertaken in 2013 are summarised below.

- Strong demand from the Recreation Ground users and the broader community to retain each of the main existing features and facilities within the Recreation Ground, including:
 - Main oval
 - Cycle velodrome
 - Three green bowls club
 - Community hall
 - Recreation facilities (park, tennis, play)
- Strong demand from the users of the Recreation Ground to improve the quality and function of the buildings. This includes support for replacing the existing club buildings and community hall with one multi-use facility that caters for all existing users (football, cricket, cycling, bowls and community).
- Potential for well-used indoor community spaces including for fitness activities, dance, functions and meetings.
- A desire for the recreation facilities and spaces to be better connected and improved in quality.
- A desire for infrastructure to be improved in quality including floodlighting, spectator seating and fencing.
- Demand for increased car parking and improved traffic movement within the site.

Assessment of the current design has been undertaken against the initial community consultation to ensure it is meeting the community feedback.

The project has a diverse stakeholder group and engagement with these groups has been ongoing through the master planning process and more recently during the concept and design development phases of the project.

These groups comprise:

- Edwardstown Oval Committee of Management (regular meetings)
- Returned & Services League (RSL) (through local representative)
- Edwardstown Community Hall sub-committee (onsite meetings & through committee of management)
- Edwardstown Football Club (onsite meetings & through committee of management)
- South Road Cricket Club (onsite meetings & through committee of management)
- Edwardstown Bowling Club (onsite meeting & through committee of management)
- South Coast Cycle Club (onsite meeting & through committee of management)
- Cycling SA (consultative sessions)
- Office for Recreation and Sport (consultative sessions)
- ERBA (consultative session)
- Tafe SA (consultative sessions)
- Regional Development Australia (consultative sessions)
- South Australian Sports Institute (consultative session)
- IIFP (RTO) (consultative session)
- Workskil Australia (consultative session)
- Skinny Lattés Cycling Group (consultative session)

In 2016, the City of Marion prepared a questionnaire to lead discussions with the clubs, based on general club structure, management and facility issues.

The top priorities once Edwardstown Oval is improved include a facility that is:

- Multi-purpose to cater for various sports and recreation activities
- Safe, appealing and inviting
- Used by a diversity of people and age groups.

Further community Consultation will occur over June 2017 to update the community on the concept design and seek input in to how the facility can be utilised by the wider community. This consultation will involve:

- A flyer distributed to approximately 3,500 premises. (See Appendix 2 for attached flyer)
- Project boards displayed and survey forms for completion at Castle Plaza Shopping Centre on 3 June and 8 June.
- Project boards displayed and survey forms for completion at the Edwardstown Memorial Hall on 10 June.
- Presence on Making Marion with an electronic survey for completion.

The feedback will be collated and presented to Council at the 27 June 2017 General Council meeting.

Project Vision & Objectives

The Section 48 Report considered by Council in March 2016 provided the following:

- Background information on the current site;
- The social and economic opportunities to be delivered from the project;
- The overall project objectives.

The project seeks to redevelop and activate an existing facility to enable the Edwardstown Oval to become a vibrant, regional hub that has quality infrastructure for community sport and recreation and provides economic and social benefits.

The project will transform the site and addresses the following issues:

- Ageing community sporting infrastructure
- Poor quality public realm
- Underutilised cycling infrastructure
- Narrow focus on male sport
- Sustainability of clubs and governance
- Need to capitalise on the key intra metropolitan passenger rail, road transport and cycling networks

The redeveloped facility will seek to address broader community needs within Marion North:

- Limited access to open space
- Low level of digital uptake in community.
- Increasing unemployment as the effects of the decline in manufacturing

- Ageing population at risk of social isolation

The change will comprise the following physical improvements:

- Reconstructed amenities that reflect the new purpose and identity
- The upgrade of velodrome to service southern greater Adelaide

The new facility will support:

- 7 day a week place activation through diversity of programs and activities
- Accredited training programs
- Community events
- Existing sports and recreation
- Mitigation of unemployment by creating community based return to work programs
- Creating a model for inner suburban living that supports well-being and employment

The project seeks to deliver the following social and economic outcomes:

- Urban regeneration and community revitalisation
- Generation of tourism and visitor expenditure
- Development of a major regional cycling destination for southern greater Adelaide
- Community connections
- Community pride and sense of place
- Ageing in place

Appendix 1 to this report provides a 1-page summary of the project's vision and objectives which are taken from the business plan and were outlined in the Section 48 report considered by Council.

Delivery of the Vision and Objectives

Key performance indicators are being established in consultation with the Board will be factored into the employment contract for the facility manager. The KPIs will measure the facilities performance in meeting objectives concerning:

- Financial Sustainability
- Utilisation and activation of the facility
- Business and employment opportunities
- Meeting wider community needs and Clubs associated with the facility
- Sound Governance

The establishment of performance KPIs for the Facility Manager will ensure Council's vision and objectives for the new facility are built into ongoing management of the facility. Council will retain oversight of the facility and hold the Manager and the Board to account in delivering on the visions and objectives.

APPENDICES

1. Vision & Objectives
2. 2017 Community Consultation Flyer

Edwardstown Oval Redevelopment Vision & Objectives

Vision:

The Edwardstown Soldiers Memorial Recreation Ground redevelopment will be a vibrant integrated sports and community facility that will provide economic and social benefit to a well-connected and inclusive community

Objectives:

- *Repurpose an existing public resource to create new economic and healthy living opportunities for a diverse community transitioning from its post war manufacturing origins to an inner metropolitan identity.*
- *Recognise and retain historical attributes of the site including its memorial function and the history of Clubs and other activities at the site since its dedication in 1920.*
- *Greatly increase activation and use of the site particularly by the regional cycling community to create business and employment opportunities for citizens*
 - *Increased Visitation*
 - *Increased cycling activity*
 - *Creation of ongoing jobs and opportunities for small business to service the site*
 - *Facilities for corporate events and functions*
 - *Training facilities to host programs in hospitality and community services*
- *Improving quality, usage and sustainability of scarce open space and associated built facilities for a wide range of activities, programs and services*

The above objectives are strongly aligned to Council's strategic objectives delivering outcomes under the themes of *Liveable, Engaged, Connected, Prosperous and Valuing Nature*.

BACKGROUND

2015

Concept plan developed with sports clubs

2016

Concept plan endorsed

2016

Australian Government and Council commit \$4 million each to upgrade

NEXT STEPS

2017

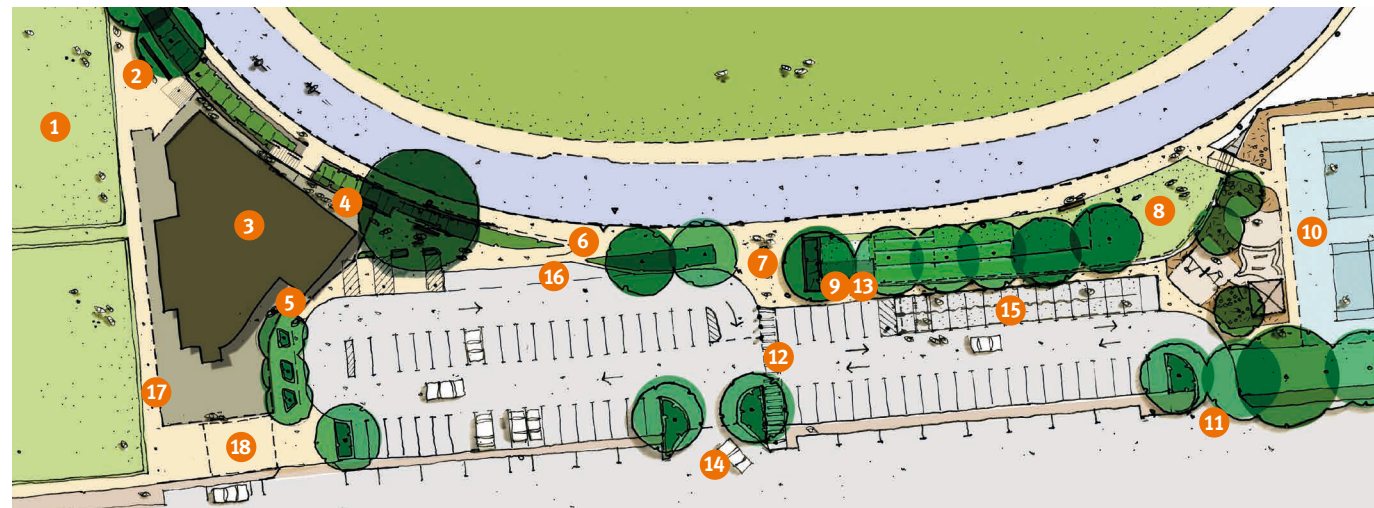
June
Community feedback to be considered by Council

THE NEW EDWARDSTOWN OVAL

This design has been developed following consultation with sports clubs.

IMPROVED CAR PARKING AND ACCESS

The new car park makes it easier for people to access the facility with separate entry and exit points. There will be 86 car parks and additional on street parking.

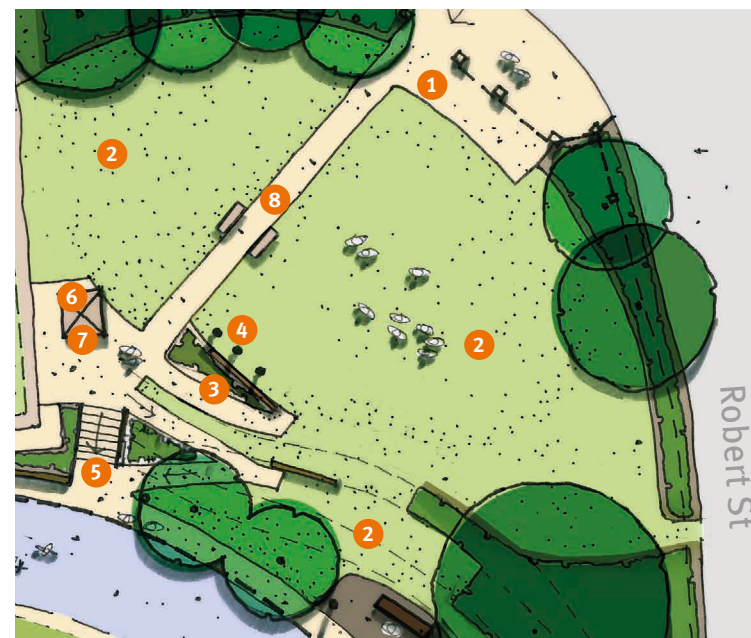


- | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> 1. Existing bowling greens 2. Hard stand and storage area 3. Sports and community facility (refer to plans inside this flyer) 4. Verandah with access to changing rooms, canteen, loop path and surrounding open spaces 5. Main entrance plaza and breakout space 6. Ramp access with landscaping | <ul style="list-style-type: none"> 7. Main entrance to oval and loop path with 'at grade' access and large vehicle access 8. Lawns and picnic areas to provide community open space and viewing adjacent to the track, oval and playspace. 9. Cricket net storage 10. Existing playspace and community courts 11. New car park entrance 12. Pedestrian access with continuous footpath crossing | <ul style="list-style-type: none"> 13. Secure store for 40 bikes 14. Main car park entrance with one way loop access to entrance 15. Cricket nets with retractable netting to allow shared space for parking 16. 'Drop and go' with access to the facility 17. Viewing area for bowling green 18. Storage and service area (including fire pump room and tank storage) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

SOLDIERS' MEMORIAL GARDEN

The gardens will be upgraded to increase the ceremonial area for official events. Heritage restoration will be undertaken on the gates.

- 1. Retain and refurbish existing entrance gates
- 2. Lawn and embankment with informal seating for community events
- 3. RSL insignia and other commemoration as part of entrance walling.
- 4. Flag poles - shared use for RSL and sports groups.
- 5. Refurbished steps and wheelchair accessible ramp access to velodrome, oval and wider community precinct.
- 6. Bike racks.
- 7. Shelter with seating (based on 3x3m).
- 8. Bench seating.



MORE INFORMATION Contact Birgit Stroehrer, Registered Architect, Strategic Projects | City of Marion P 8375 6600 | E Birgit.Stroehrer@marion.sa.gov.au

EDWARDSTOWN OVAL REDEVELOPMENT

Community Consultation May/June 2017



Dear Resident,

You are invited to provide feedback on the design of the new Edwardstown Oval.

The City of Marion and the Australian Government are redeveloping the oval into a modern sporting and community facility with a purpose-built two-storey building at a cost of \$8 million.

Visitors will have uninterrupted views of sporting fixtures on the oval, the new velodrome, and the Adelaide Hills.

Central to this project is recognising the sacrifice of our servicemen and women. The upgraded Soldiers' Memorial Garden will be a fitting place for the community to pay their respects, and an historic World War One Honour Board will take pride of place in the new building.

The redevelopment will address the shortage of community, recreation and sporting facilities in the region and provide skills based training to support employment.

The new Edwardstown Oval will be more versatile and bring residents, sports and student groups together. Jobs will be created during the construction phase.

To ensure the final design reflects the needs of the community we ask you to read this flyer, provide feedback and tell us how you would like to use this new facility.

Please provide feedback by Friday 16 June, using one of these options:



Complete and return the enclosed survey in the reply paid envelope provided



Complete the survey on the Making Marion website makingmarion.com.au



Talk to staff at Castle Plaza Shopping Centre, Saturday, 3 June 9am to 12 midday and Thursday, 8 June, 6pm to 8pm.



Come to the onsite consultation at the Edwardstown Soldiers' Memorial Hall, off East Terrace, Saturday, 10 June, 10am to 12 midday.



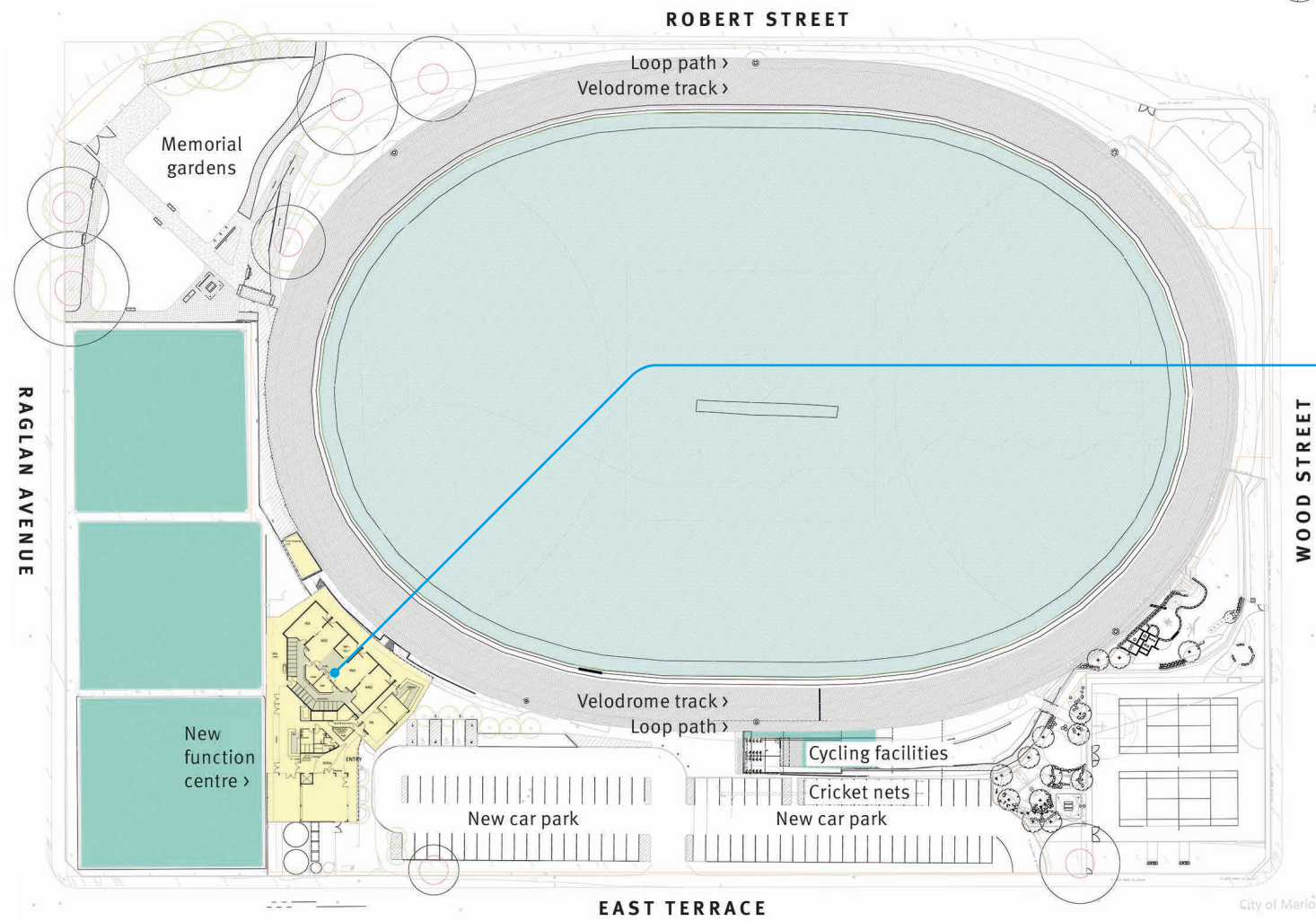
Design showing entry to new sports and community centre.

THE NEW EDWARDSTOWN OVAL

This design has been developed following consultation with sports clubs.

SITE PLAN

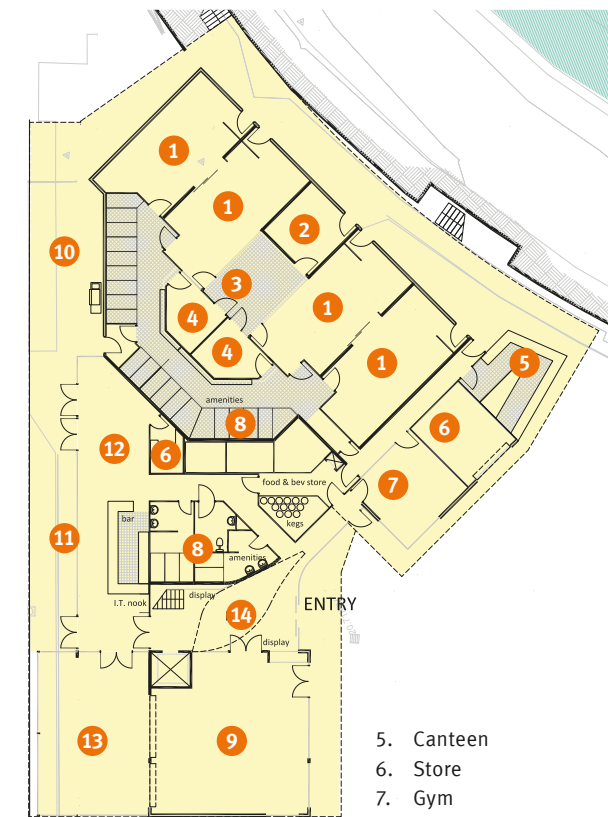
This plan shows the resurfaced velodrome encircling the oval and the location of other improvements, including a new two-storey sports and community facility, cricket nets and the upgraded Soldiers' Memorial Garden.



TWO-STOREY SPORTS AND COMMUNITY FACILITY

GROUND FLOOR

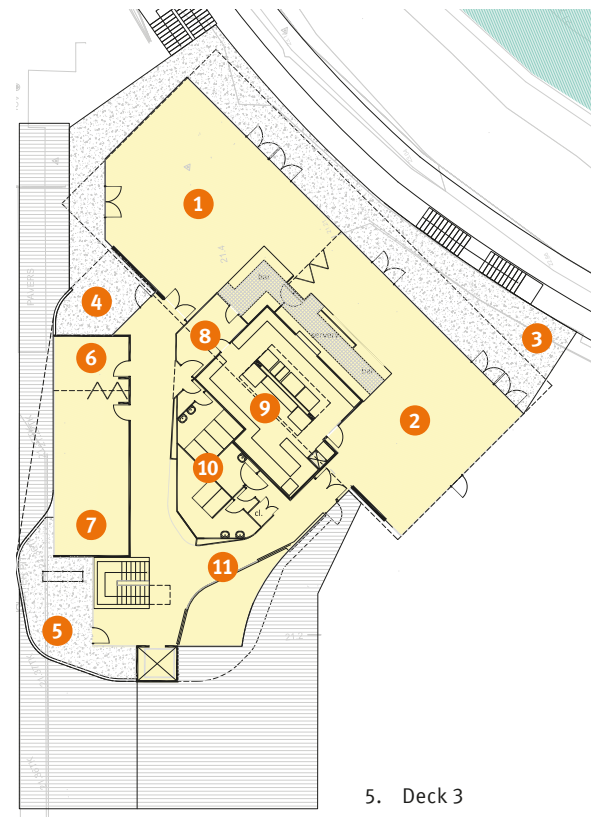
This plan shows the location of facilities for sports and community use, including a barbecue area, gym and function room.



- 1. Changing rooms
- 2. Umpires change
- 3. First aid
- 4. Massage
- 5. Canteen
- 6. Store
- 7. Gym
- 8. Amenities
- 9. Community room
- 10. BBQ area
- 11. Outdoor bowls
- 12. Function room 1
- 13. Semi-enclosed outdoor area

FIRST FLOOR

This plan shows how the upper level will include two decks that overlook the oval and bowling greens, two versatile function rooms, and the location of an historic World War One Honour Board.



- 1. Function room 2
- 2. Function room 3
- 3. Deck 1
- 4. Deck 2
- 5. Deck 3
- 6. Meeting
- 7. Office
- 8. Store
- 9. Kitchen
- 10. Amenities
- 11. WWI honour board



EDWARDSTOWN OVAL REDEVELOPMENT

Community Consultation May/June Feedback Form



Australian Government

BUILDING OUR FUTURE



Provide your feedback by completing and returning this form using the enclosed self-addressed envelope by Friday, 16 June.

1 How do you rate the overall design from 1 to 5? (1 being the lowest score and 5 the highest) 1 2 3 4 5

2 Rate aspects of the design from 1 to 5 (1 being least important to you and 5 being the most important)

| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Resurfaced velodrome | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Three function spaces | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Upgraded memorial gardens | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Kitchen and bar | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cricket nets | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Gym, massage and doctor's area | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Multipurpose community room | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Car parking | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

3 Describe any additional features you would like to see included in the design if budget permits

4 Other than sporting events, what other types of activities would you like to see at the site?

5 Do you currently use the facility?
YES NO

If you answered 'YES', please tell us what you use the facility for.

Please provide your contact details so we can keep you updated about the upgrade of Edwardstown Oval.

Name

Age Under 25 26 to 54 55 and over

Address

Email

MORE INFORMATION Contact Birgit Stroehrer, Registered Architect, Strategic Projects | City of Marion
P 8375 6600 | E Birgit.Stroehrer@marion.sa.gov.au

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
6 June 2017**

Unit Manager: James O’Hanlon, Unit Manager Sport & Recreation Facilities

Manager: Carol Hampton, Manager City Property

General Manager: Abby Dickson, General Manager City Development

Subject: Community Facilities Strategy Review

Report Reference: ISC060617R7.2

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee with an overview of the Community Facilities Strategy currently being developed and seek feedback from the Committee.

RECOMMENDATIONS

| That the Infrastructure Committee: | DUE DATES |
|-----------------------------------------------------------------------------------------------|------------------|
| 1. Notes the draft report. | 6 June 2017 |
| 2. Participates in a workshop to provide input into the Community Facilities Strategy Review. | 6 June 2017 |

BACKGROUND

Council provides an extensive range of facilities from multipurpose sites with playing fields, halls, community gardens, commercial, tennis and netball clubs, kindergartens etc.

The Community Facilities Strategy is being developed to ensure the facilities in the City of Marion are appropriate for the needs of the community now and in the future.

Council has identified that current facility provision, although adequate, requires a vision for either the upgrade, replacement or review of its community facilities to ensure we meet the current needs and plan for future community needs. The strategy will guide decision-making, long-term financial plan, resource allocation, prioritisation and planning.

In 2007, Council prepared a Community Facilities Strategy however, this was never endorsed by Council. In the absence of an endorsed strategy, the decisions surrounding acquisition, disposal and refurbishment of facilities have been undertaken on an individual case-by-case basis with no overarching rationale, principles and objectives to guide these decisions.

The City of Marion is currently undertaking a significant number of capital projects such as the major redevelopment of Edwardstown Oval, the Majors Road BMX facility and the proposed Mitchell Park Sports and Community Club.

Council will need to continue to consider and plan for the needs of the community now and in the future and determine priorities for the allocation of resources. The strategy will guide these decisions regarding community facilities and be incorporated into Strategic Plans, the Business Plan, Asset Management planning and the Long Term Financial Plan.

DISCUSSION

Council has recently adopted an Open Space Policy and undertaken a review of Tennis and Netball facilities. The Community Facilities Strategy has considered these and aligned with the principles.

The proposed vision for community and sports facilities is:

“An equitable spread of quality and functional community and sports facilities that meet diverse sport, recreation and community needs based on a planned approach to asset management”

The following proposed principles would guide the provision and development of community facilities:

- Accessibility
- Multi-functional and Adaptable
- Sustainable
- Community Benefit
- Placemaking and Community Involvement

The proposed objectives of the Community Facilities Strategy are outlined below:

- To provide “fit for purpose” community facilities to meet the needs of the City of Marion community
- To identify priorities for the expansion and upgrade of Council’s community facilities in order to meet current needs and future growth
- To outline the City of Marion’s vision for community facilities with both short term and longer term objectives captured
- To promote coordinated planning across Council for the development of community facilities
- To optimise the use of Council’s community facilities and potential reuse or disposal for reinvestment in procuring or redeveloping community facilities
- To enable consideration of resource levels
- To facilitate capacity building of sporting and community organisations.

To meet these objectives, it is proposed to have a Hierarchy of community facilities for the City of Marion similar to the Open Space Framework, which will then guide the following factors moving forward:

- Type of facilities e.g. halls, multipurpose, sporting
- Size and functionality of community facilities
- Location of community facilities in regards to other facilities
- Accessibility for the majority of people to at least one type of facility within 5 km
- Provision of services on offer in community facilities.
- Community demographics and needs

This will then guide Council decision making and planning as to whether existing facilities that have reached the end of their useful life cycle or are surplus to community needs are disposed

of, refurbished or replaced at an alternative location based on the needs of the community. As well as the potential development of new facilities, to meet unmet needs.

Workshop

The purpose of the workshop with the Infrastructure and Strategy Committee is to consider key questions that will guide the next steps in refining the Community Facilities Strategy:

- Consideration of the proposed Vision, Principles and Objectives
- Proposed hierarchy for community facilities
- What is changing in the city and at the community level that are likely to impact on our community facilities provision?
- What changes should we be considering for our Community Facilities based on these impacts?
- What information do Elected Members wish to be included in the Community Facilities Strategy?

Community Facilities Strategy Review 2017

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| Objectives of the Community Facilities Strategy | 4 |
| Hierarchy and Service level Standards | 4 |
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Introduction

Council provides an extensive range of facilities from multipurpose sites with playing fields, halls, community gardens, commercial, tennis and netball clubs, kindergartens etc.

The Community Facilities Review is being undertaken to ensure the facilities in the City of Marion are appropriate for the needs of the community now and in the future.

Council has identified that current facility provision, although adequate, requires a vision for either the upgrade, replacement or review of its community facilities to ensure we meet current and future community needs.

Council also recognizes that community facilities play a critical role in improving social wellbeing, connecting the community and supporting the delivery of services and programs to meet the needs of our community. This is reflected in the City of Marion Strategic Management Framework and the draft Strategic Plan 2017-2027.

One of the 10-year goals in the City of Marion Strategic Plan 2017-2027 is;

By 2027 we will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds.

The plan has specifically identified:

- Community health and wellbeing, coupled with the ageing nature of our sports infrastructure has led Council to prioritise major improvements, and new sports facilities
- The need to review all council facilities to ensure they are fit for purpose and sustainably managed

This Community Facility Strategy provides a five-year vision for the provision of equitable and accessible community facilities located across the City of Marion and ensure our approach is strategic but more so sustainable.

What are Community Facilities?

For the purpose of this Strategy, community facilities are public spaces available for community use and include:

- Neighbourhood Centres (multi-purpose, programmed and staffed)
- Community Halls
- Community meeting spaces including activity and function rooms either as standalone spaces or incorporated into larger facilities
- Indoor recreation or leisure facilities
- Libraries
- Arts and Cultural Facilities
- Sporting and Community Facilities that cater for specific groups and may include facilities with long term lease or licensing arrangements in place

It is also recognized that other facilities can perform as community facilities that are available for community use. Outdoor recreation facilities, such as the provision of parks, playgrounds, walking trails or bike paths are generally not considered as community facilities although the community benefits of public open space should be clearly recognized.

As such, this strategy does not include open space or schools. Council also has facilities that support the delivery of services, including cafes which for the purpose of this strategy are classed as commercial premises leased to and operated by independent third parties and as such will be exempt from this strategy. In 2016 a review of kindergartens was undertaken, consequently these facilities have not been included in this review.

While there may be some costs involved with room hire or fees to participate in a particular program or activity, community facilities should be publicly accessible and available to all members of the community where possible.

There are a number of other facilities which the community are able to access that are not owned by Council e.g. churches with halls as well as facilities provided in adjoining councils and it should be acknowledge the residents can utilise these facilities.

The Vision

The City of Marion aims to adopt a co-ordinated approach to asset management that will result in higher quality and appropriately utilized sports and community facilities.

An equitable spread of sports complexes and sport and community facilities will be provided to meet sport and community needs across the City of Marion. This includes some strategically located higher level sport hubs that provide a focus for diverse sporting functions, such as the proposed Edwardstown Soldiers Memorial Oval redevelopment or Majors Road BMX facility for sports that only warrant the provision of a single built for purpose facility such as swimming pools and golf courses or in these cases a velodrome and BMX track.

The principles of community access, establishment of sporting hubs and shared use will be retained to ensure all people and age groups in the community benefit from sports complexes and community facilities.

The overriding vision for the City of Marion's community facilities which reflects and responds to the contained intentions and approaches is below.

An equitable spread of quality and functional community and sports facilities that meet diverse sport, recreation and community needs based on a planned approach to asset management.

Principles

Council had adopted an Open Space Policy and undertaken a review of Tennis and Netball facilities, the Community Facilities Strategy has considered these and aligned with the principles.

The following proposed principles would guide the provision and development of community facilities;

- Accessibility
- Multi-functional and Adaptable
- Sustainable
- Community Benefit
- Placemaking and Community Involvement

Objectives of the Community Facilities Strategy

The objectives of the Community Facilities Strategy are:

- To provide “fit for purpose” community facilities to meet the needs of the City of Marion community
- To identify priorities for the expansion and upgrade of Council’s community facilities in order to meet current needs and future growth
- To outline the City of Marion’s vision for community facilities with both short term and longer term objectives captured
- To promote coordinated planning across Council for the development of community facilities
- To optimise the use of Council’s community facilities and potential reuse or disposal for reinvestment in procuring or redeveloping community facilities
- To enable consideration of resource levels
- To facility capacity building of sporting and community organisations.

Hierarchy and Service Level Standards

It is not realistic or necessary for all complexes to be one standard of development. As such a hierarchy approach to provision, development and management is recommended where some facilities will justify being a higher level and others could be more moderate.

It must be noted that the application of such standards should be adjusted to reflect local circumstances, and factors such as health, socio-economic status, household structure, and the preferences people have for service usage. They do not account for density and layout of development and related accessibility factors such as physical barriers, distance, transport routes and available infrastructure in adjoining council areas. Standards often do not account for quality of facilities and the range of services offered by them.

For these reasons, the use of service levels should provide a starting point only, and need to be balanced by local social, political and economic conditions, needs and priorities and considered in reference to existing infrastructure in the area.

This approach is consistent with regional sports facility planning undertaken through the South Australian Office for Recreation and Sport (ORS), and the City of Marion Play Space Strategies which have been used to achieve the Hierarchy Levels as outlined below.

Community Facilities Hierarchy Definitions

| Hierarchy | Definition Inclusions |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regional | <ul style="list-style-type: none"> - Large scale facilities that cater for approximately 20,000 people or more with a catchment radius that extends across 2 or more council areas. - Generally multifaceted facilities that cater to community needs that are unable to be addressed through local or district provision, either because of the scale of the facility or because of the specialist nature of the activity including libraries. - Plays an important role in supporting facilities and services at district and local level. |
| District | <ul style="list-style-type: none"> - Medium scale facilities catering for 5-10,000 people, with catchment radius of up to 10km that encompasses several local or neighbourhood centres. - District facilities primarily service surrounding communities and accommodate high intensity community activity that cannot be accommodated through local provision service levels. - District facilities often resource local facilities (e.g. through outreach services or material support). |
| Local | <ul style="list-style-type: none"> - Small to medium facilities that primarily meet the needs of the immediate surrounding community within a 5km radius. |

Community Facility Strategies

It must be noted that there are independent reviews which have been undertaken or are currently underway within the City of Marion relating to the service levels and functionality of specific areas of its community facility portfolio which will ultimately tie into this strategy including:

- **Tennis and Netball**

The Tennis and Netball Review was recently concluded in consultation with Elected Members, Tennis SA and Netball SA and associated clubs to provide a holistic approach to the provision, management and resourcing of tennis and netball facilities within the City of Marion.

The outcome of this review determined direction moving forward which included the amalgamation or relocation of some clubs, the disposal or alternative usage for low usage sites, increased community access to courts and the refurbishment or certain courts to different sporting codes to meet to be determined demands.

A three year (2017 – 2020) works program has been developed and funded and is currently being implemented.

- Open Space

The City of Marion has more than 300 open spaces comprising settings such as reserves, linear parks and sports grounds that make up the City of Marion's open space network. Council's [Open Space & Recreation Policy 2006-2016](#) has provided directions relating to provision and sustainable development and management of open space.

Key features of the Policy were a Hierarchy (expressed as 'user catchment levels') and classifications that were divided into the categories of Functional and Landscape/Environmental.

The City of Marion's Open Space and Recreation Policy 2006-2016 ('Strategy') has provided directions for the provision, development and management of open space. To progress a strategic approach an Open Space Policy has been developed as the first step in the development of an Open Space Plan. Consultation on the Policy was undertaken in late 2016 and subsequently was endorsed by Council in January 2017.

- Marion Outdoor Pool

A Master Plan for the Marion Outdoor Pool has been developed to support Council in considering strategic decisions regarding asset management and support Council to deliver an outdoor swimming facility which best meets the current and future needs of residents and visitors to the City.

The Master Plan provided Council with a concept design and staging options. This information enabled Council to consider the project in the context of its capacity to fund this project alongside other prioritised strategic projects. A business case analysis was undertaken to consider the financial impacts of the nine key elements proposed in the Master Plan.

Council has now endorsed an upgrade of the pool, this will be undertaken over the next few years.

- Libraries Service Review

A Service Review of Libraries has been undertaken and recommendations included

1. Retain the three existing libraries at Cove Civic Centre, Cultural Centre, and Park Holme.
2. Retain the existing Library @ Home service.
3. Retain the Marion Heritage Research Centre in its current location, and consider any other building opportunity as it arises.
4. Consider a new library as part of any future Council facility in the northern area of the city: possibly in combination with a community / neighbourhood centre, heritage centre and sporting clubs; possibly in conjunction with neighbouring council(s); and probably requiring the relocation of the existing Park Holme library.
5. Prepare a Business Case for a Council presence at Tonsley in partnership with other Council business units.

The review considered a number of aspects of library operations including opening hours, after hours access, multi branch operations and regional collaboration etc.

This service review has provided the future directions of the library service and take into consideration the trends elsewhere in South Australia, nationally and internationally.

Implementing the Strategy

How will the Strategy be resourced?

The City of Marion Community Facilities Strategy will form the basis for any decision relating to the acquisition and sale of properties and land, reclassification of properties and land, allocation of funds and resources for community facilities for maintenance, renewal and replacement, and planning for future service delivery potentially including new facilities or amalgamation of facilities.

Funding for the development of future community facilities or facility upgrades will ideally come from a range of sources including funding grants, club contributions, council budgets and capital works programmes, sale of council assets or other partnership models.

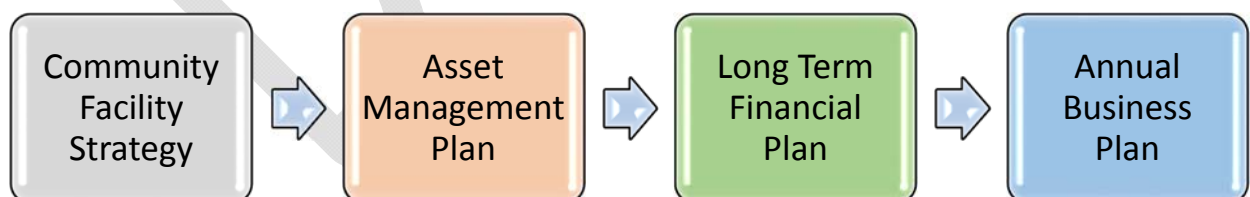
The strategy does not identify associated costs with Council's ongoing maintenance program for each of its existing facilities nor operational costs such as staffing, cleaning and program costs. All community facilities will need sufficient resources allocated towards these to enable a proactive and planned approach to the maintenance, renewal and replacement of facilities. Building Condition Audits identify the useful life of buildings and prioritise maintenance and upgrade work and assists with the development of Asset Management Plans and the subsequent funding is provided in Council's Long Term Financial Plan.

Implementing, Monitoring and Evaluating Strategy

The Strategy will inform Councils future planning and reporting frameworks in particular Capital Expenditure budgets, Asset Management Plans, Business and Operational Plans and Councils Community Facilities Partnerships Program.

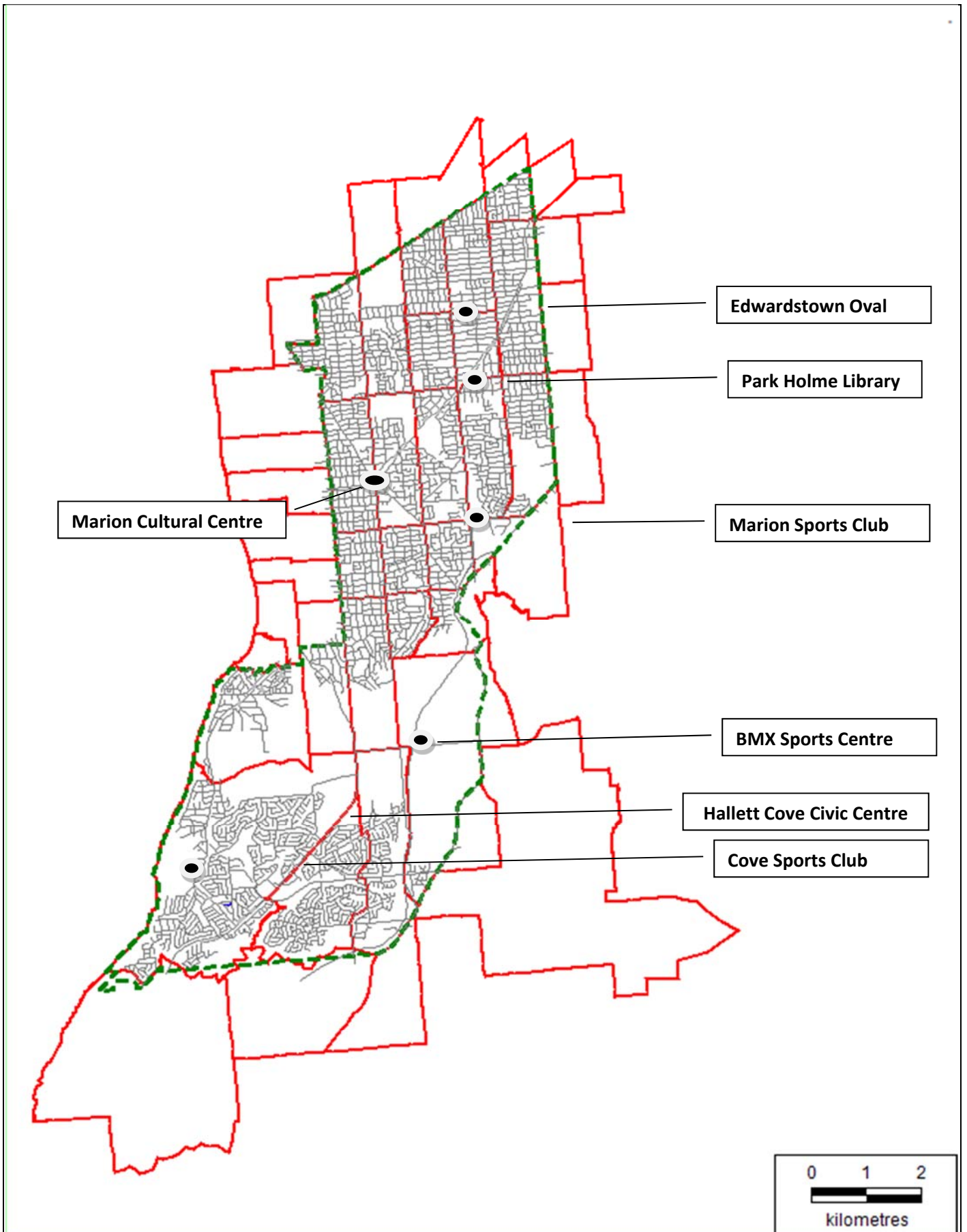
The Strategy does not commit Council, other levels of Government or community and sporting groups to implement any strategy or action. Instead it is a guide that will assist Council and other stakeholders with future decision making regarding sports complexes and community facilities. The Strategy will therefore depend on regular review to determine priorities in line with the availability of resources and other council and community priorities.

A comprehensive review and evaluation of the Strategy will be undertaken at the completion of the five-year term of the Strategy the results of which will reported to Council, key stakeholders and the community on the outcomes achieved.

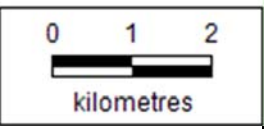
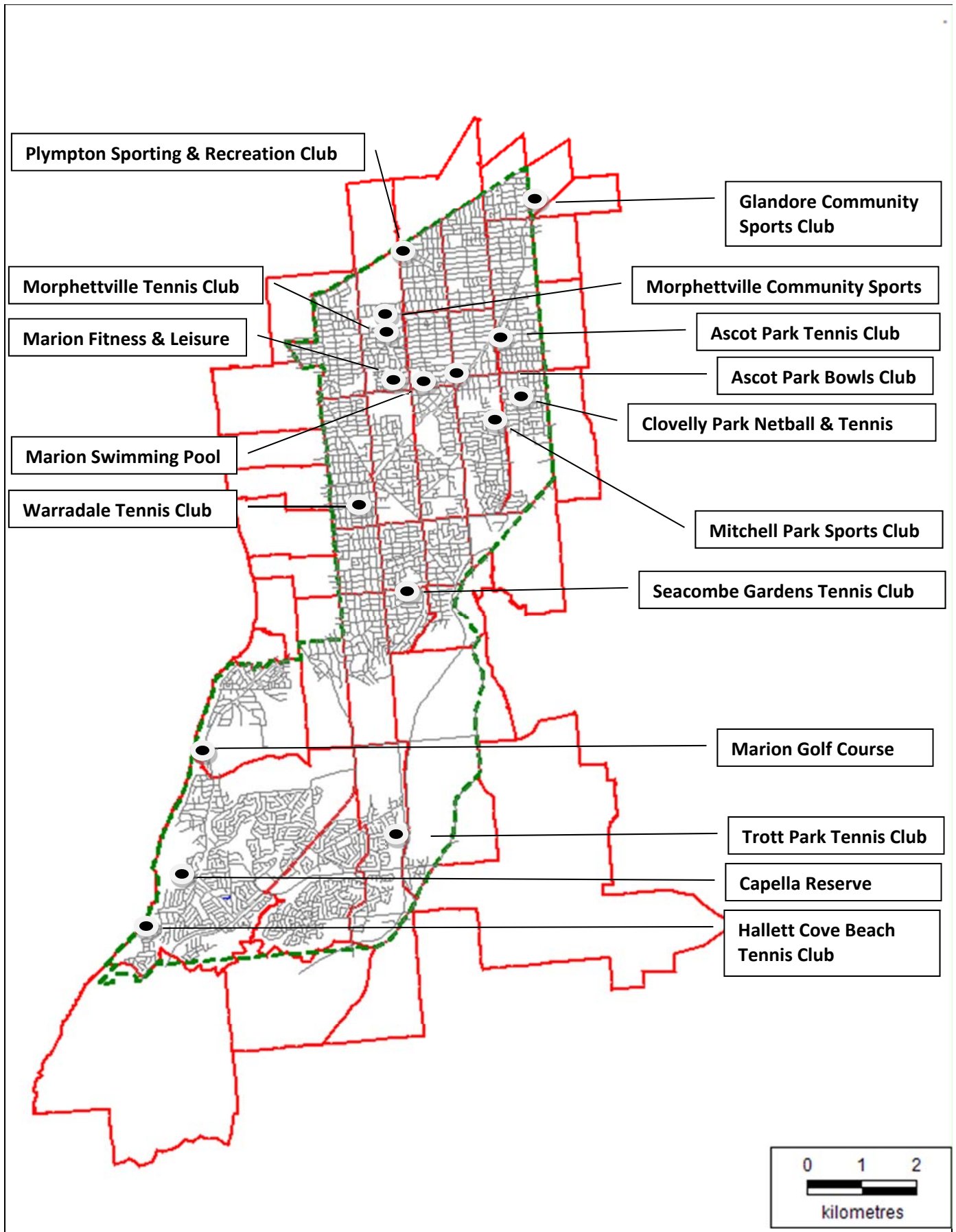


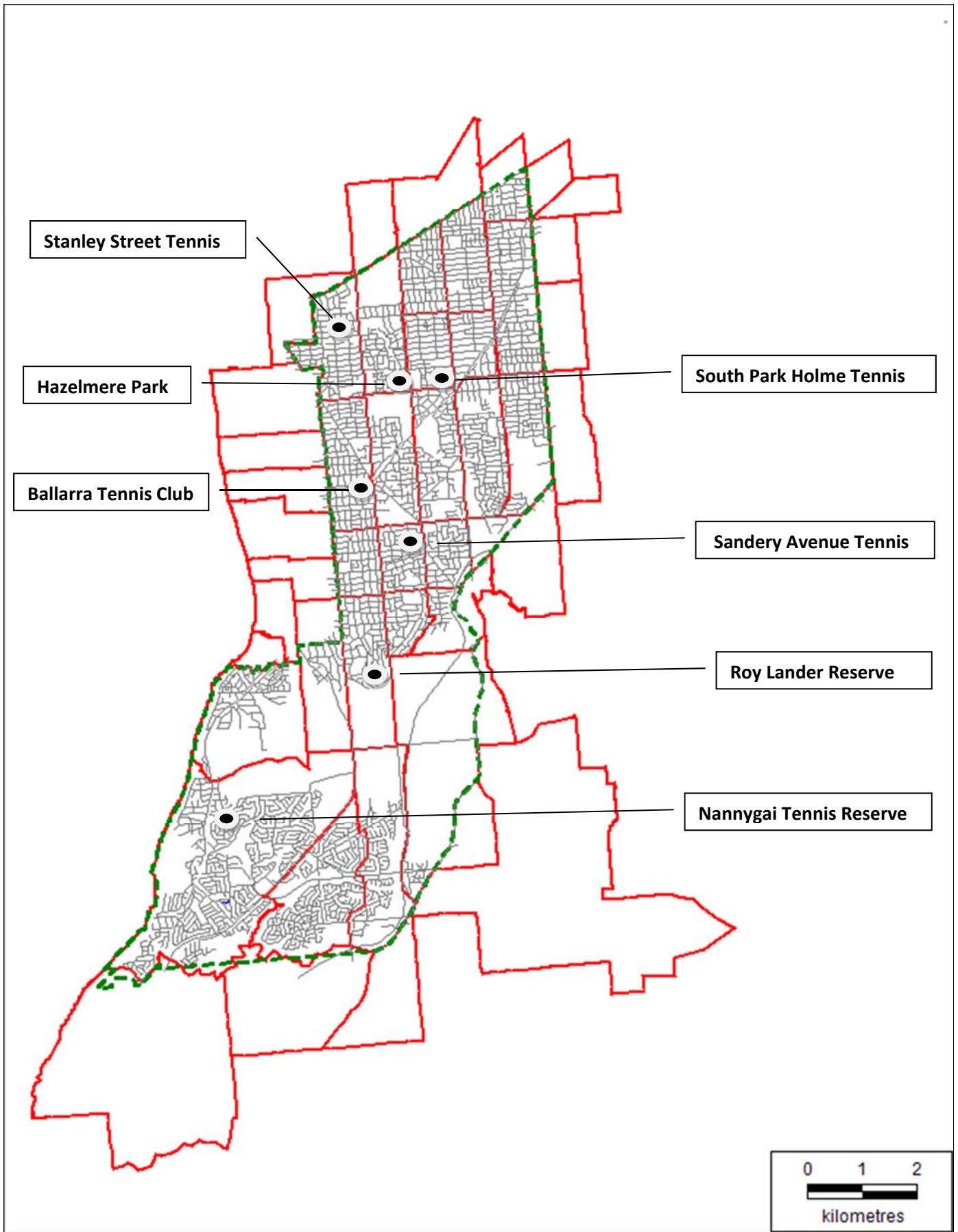
Community Facilities Hierarchy Listings – next 4 pages

Regional

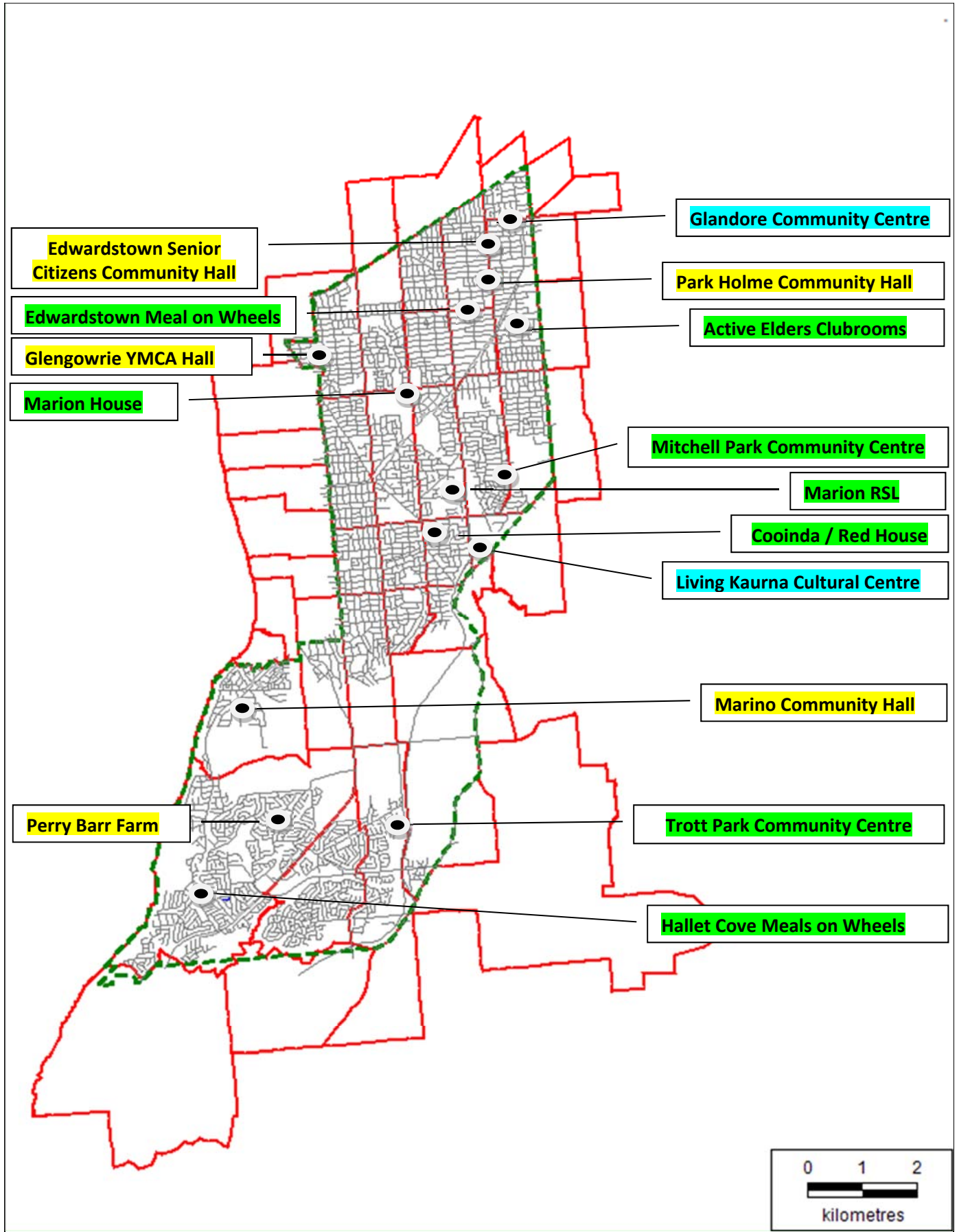


District / Neighbourhood





Neighbourhood Centres



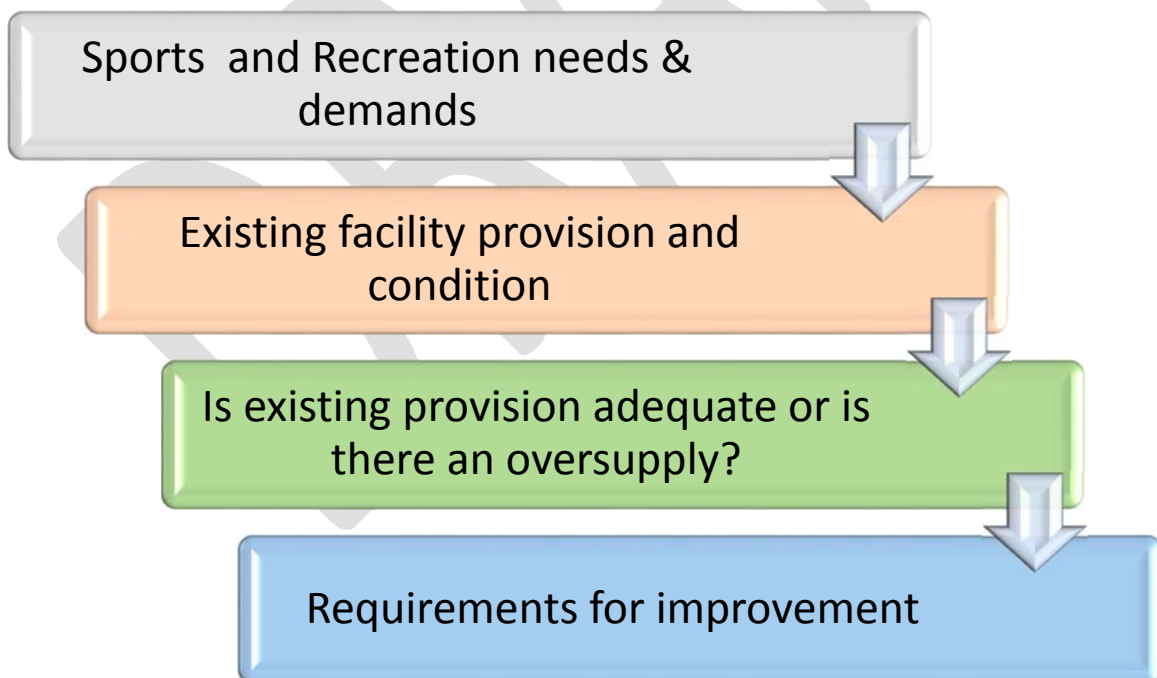
Key Demand & Supply Findings

The Community Facilities Strategy is based on an internal analysis of community demand and facility supply. The analysis considers:

1. The current and potential sport and recreation needs and demands relating to the community (including sporting groups).
2. The provision and condition of the existing sporting and community facilities based on an analysis of supply and condition.
3. Whether the existing sports and community facility provision is adequate to meet the community and sporting needs of the current and future community.
4. What is required to improve the existing community and sports facilities to better cater for communities in the future (from a strategic and specific perspective).
5. What the government strategy is around state facilities, funding priorities for sporting and community groups.

The main findings of the demand and supply analysis are outlined on the following pages under the headings of:

- **Community and Sporting Facility Provision**
- **Asset Improvement**
- **Facility Usage and Management**



Community Facility provision

Non-sporting related community facilities such as meeting halls, libraries and neighbourhood centres are well represented and distributed throughout the City of Marion providing for non-sporting related community activities and the provision of a diverse range of programmes, services and meeting spaces.

The outcomes of the recent Tennis and Netball review has addressed this deficiency to ensure an effective spread of courts across the city through outcomes including;

- Conversion of single use courts to multi-purpose courts where possible.
- Amalgamation of clubs with other sporting facilities to create a distinct hierarchy of court sport facilities in the city.
- Ensuring adequate provision of community accessible courts throughout the city
- Disposal or sourcing of alternative use of surplus courts which could assist in funding court or infrastructure upgrades in the city.

The current spread of ovals allowing for the provision of sports such as football, soccer, cricket although adequate to meet the needs of clubs are exhibiting signs of over use leading to higher maintenance cycles, diminished playing surfaces in turn leading to non-sustainable long term scenarios. The proposed addition of relocating soccer to a newly built site at Majors Rd, O'Halloran Hill provides an opportunity to consider a concept plan to develop the Cove Sports Club site, this would allow this deficiency to be adequately addressed in the long term. Whilst in the north the optimization of lower used ovals and multi club usage must be investigated as there are limited opportunities for further oval developments exist in this area with the current Morphettville and Plympton ovals highlighting this in the north.

Purpose built sporting facilities which cater for specific sports exist and serve as district facilities in the sports hierarchy exist and include the Marion Outdoor Pool and the Marion Golf Course.

Due to the established nature of the City of Marion the number and types of facilities within the city are sufficient to meet the needs of the current population however there has been identified a lack of sporting facilities for the aging population in the southern regions including Trott Park and Hallett Cove, while there is a adequate provision of non-sport related facilities for the area there is an absence of facilities such as lawn bowls and croquet which could also be addressed in the Cove Sports Community Centre concept planning process.

Asset Improvement

Council is currently developing a framework for asset management which will be largely informed by this Community Facilities Review.

There is potential for the City of Marion to provide higher quality sporting facilities to better match the character and expectations of its community. The main areas for improvement lie not so much on the provision of new facilities but in ensuring through minor capital works that existing facilities are upgraded and part of a sustainable asset management plan to maximize the facilities life cycle and ensure a fit for purpose capacity at all times.

Sporting clubs have indicated a desire for community complexes and facilities to be improved in quality. Key needs raised by clubs relate to:

- Improving building quality and functionality including energy efficiency.
- Provision of additional storage
- Field surface upgrades
- Improved lighting both on and off field and courts.

The provision of adequate female amenities has been an issue in recent years, however recent initiatives from the Federal Government and the Australian Football League have largely started to see these deficiencies addressed through funding opportunities. Morphettville Park Sports Club (MPSC) were recently successful in receiving funding to upgrade female change rooms. As the change rooms are linked to the existing clubroom facilities Council, in conjunction with the MPSC are undertaking concept planning to ensure that any future planned works to be undertaken to the clubrooms are taken into account with the proposed female change room works and vice versa. There is further opportunities to support clubs to apply for this funding, it is planned to resubmit and application for the Cove Sports and Community Club in the next round.

Upcoming projects including the Edwardstown Soldiers Memorial Oval, O'Halloran Hill BMX park and the proposed Mitchell Park Sports & Community Centre and O'Halloran Hill Soccer Centre of Excellence proposal will also provide flagship sporting facilities in both the North and South of the city's boundaries.

With the impending relocation of BMX and potentially soccer from the Cove Sports Centre the opportunity to undertake a concept planning process will ensure the Cove Sports and Community Club is refocused into a functional, regional sports and community centre (South). This will ensure a hierarchy of regional sporting venues to complement the Edwardstown Memorial Soldiers Oval (North) and the Marion Sports and Community Club (Central)

District, Neighbourhood and Local facilities require a co-ordinated approach to asset management and should include:

- An ongoing program of building upgrade, replacement and consolidation that considers hierarchy and service levels.
- Drainage, irrigation and surface level improvements.
- An ongoing program of improving support infrastructure
- Ensuring that where possible multi-purpose courts are standard practice.
- Car parks, lighting and energy efficiency

Relation to Public Transport Routes

All community and recreation facilities which are directly used by the public should be located on or near public transport routes which provide services which are appropriate to the user group of the facility.

The commonly accepted KPI for Australian LGA's is to aim for facility locations within 500 metres of bus or train stops, except where facilities are likely to be used by small children, older people, or people with a disability. Users may include day visitors to facilities, as well as longer term occupants of the facility.

A distance of 400 metres is considered a reasonable maximum walking distance for older people, and is consistent with guidelines used throughout Australia. Distances for very young children should aim to be shorter, and 200 metres has been assessed as the maximum

walking distance that can be managed by children under about 7 years of age. Similarly, whilst 400 metres has been assessed as acceptable for older people, a shorter distance (200m) to public transport stops would ensure greater accessibility for older or infirmed people, or persons with a disability. These guidelines should be achievable in most cases. In some cases, such as retirement villages, on-site transport services may compensate where maximum distances are exceeded.

The City of Marion should aim for daytime public transport routes which are within 500 metres of 95 percent of all council facilities of which it currently meets.

The hierarchy sets out the catchment areas for the different types of facilities.

The City of Marion Open Space Policy includes as one of its principles to guide the provision, development and management of open space, Accessibility and Amenity and that access for the majority of people to at least one type of open space within 400 - 500 metres of their residence and/or work place

Facility Usage & Management

The demand and supply analysis highlights there is an under supply of some facilities that propose a risk of long term impacts on field quality due to over use. Often fields that are over used are soccer and football pitches which reinforce the need for additional pitches or the provision of synthetic surfaces that can sustain high usage. The management of usage to avoid long term impacts on field quality is required.

Sports complexes should be accessible and the existence of exclusive use fenced grounds should be minimised, except for high grade fields that require protection. Overall, a balanced approach to usage that provides good support to sporting clubs and associations while enabling reasonable use is required and access to the community.

A focus for the City of Marion should also include ensuring the optimization of facilities through the following trends:

- ensuring facilities serve a multipurpose function where possible
- Amalgamation of individual sporting clubs into sporting community clubs.

Consultation undertaken by the City of Marion with sporting groups including the Netball and Tennis review have highlighted a willingness to amalgamate and contribute to facility improvements and to partner with Council and other funding bodies such as their relevant associations and the Office for Recreation & Sport (ORS). The sports are keen to have equitable lease arrangements in place to provide security of tenure and enable sports to influence facility direction and seek grant funding or secure loans. This will be achieved through the recently adopted Leasing and Licensing Policy.

**CITY OF MARION
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING
6 JUNE 2017**

Originating Officer: Carol Hampton, Manager City Property
General Manager: Abby Dickson, General Manager City Development
Subject: Morphettville Sports Club Update – *Verbal Briefing*
Reference: ISC060617R7.3

OBJECTIVE

To provide a verbal update on the Morphettville Sports Club.

SPEAKER

Carol Hampton – Manager City Property

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE
6 June 2017**

Originating Officer: Liz Byrne, Manager Community & Cultural Services
General Manager: Tony Lines, General Manager City Services
Subject: Customer Service Provision from Council Facilities
Report Reference: ISC060617R+{

RECOMMENDATION

| That the Strategy & Infrastructure Committee: | DUE DATES |
|-----------------------------------------------------------------------------------|--------------------|
| 1. Participates in a workshop to identify key customer service provisions. | 6 June 2017 |

Report objective

The purpose of this agenda item is to provide the Infrastructure and Strategy Committee with a presentation about customer service provision, trends and opportunities and seek the committee's feedback and advice.

Background

City of Marion currently has a number of facilities that provide face to face service to the community – these include neighbourhood centres, libraries, theatre box office, Living Kaurna Cultural Centre, administration and city services buildings.

The recently rolled out Customer Experience Charter an important component of Council's commitment to delivering the best service to our community and improving our resident's quality of life continuously, smartly and efficiently.

Good service provision is also influenced by:

- Establishing a knowledge fountain
- Empowering our customers
- Empowering our frontline employees
- Listening to our customers
- Designing seamless experiences
- Engaging customers proactively
- Measuring and improving continuously

Rapid changes in technology are also influencing the way organisations are providing services to their customers. Embracing these trends will influence the type of services and levels of service to be provided in the future.

Workshop

The following questions will guide the discussion:

- What is the Committee's vision of service provision for Council across our facilities into the future?
- What are our community expectations in relation to our service provision?
- In the future how does frontline service provision take place and from where?
- How can technology trends be embraced to improve service provision?
- How can the Committee help Council incorporate these needs into future planning and decision-making?
- What resources and strategies does Council need to accommodate future service provision needs?

**CITY OF MARION
INFRASTRUCTURE & STRATEGY COMMITTEE
6 June 2017**

Originating Officer: Tony Lines, General Manager Operations

Subject: Key Infrastructure needs to support City Development over the next 5-10 years

Report Reference: ISC060617R7.)

RECOMMENDATION

| That the Strategy & Infrastructure Committee: | DUE DATES |
|---------------------------------------------------------------------|--------------------|
| 1. Participates in a workshop to identify key infrastructure needs. | 6 June 2017 |

Report objective

The purpose of this agenda item is to provide the Infrastructure and Strategy Committee with a presentation on key infrastructure needs for future city development over the next 5-10 years and seek the committee's feedback and advice.

Background

City of Marion currently has a significant number of infrastructure related programs and projects in progress, including indirect projects such as the Darlington upgrade and the Tonsley redevelopment. In addition, there a number of other significant projects on the horizon.

These projects are changing the built form of the City and provide a foundation for opportunities relating to improved liveability, transportation, community activation, technology, and environmental protection, and will deliver economic outcomes.

Infrastructure needs are outlined in a number of asset management plans relating to transport, stormwater, open space, buildings and the coastal walking trail. The Asset Management Plans provide a 10-year plan to ensure that assets support the delivery of services, to the required service standards, in a financially sustainable manner and include:

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how Council will manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation's objectives.

The Asset Management Plans form an important component of Council's suite of Strategic Plans that inform future funding requirements in the Long Term Financial Plan.

The 3-year Business Plan and Annual Business Plan also identify new/upgrade asset projects.

Workshop

The following questions will guide the discussion:

- What is the Committee's vision for key infrastructure needs and challenges into the future?
- Seek Committee's feedback to identify any other opportunities or innovative ideas to manage infrastructure needs.
- How can the Committee help Council incorporate these needs into future planning and decision-making?
- What resources and strategies does Council need to help accommodate future infrastructure needs?