

His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 02 October 2018 06:30 PM

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the Local Government Act 1999 that a Infrastructure and Strategy Committee meeting 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.



Adrian Skull
Chief Executive Officer



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OPEN MEETING

KAURNA ACKNOWLEDGEMENT

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

ELECTED MEMBER'S DECLARATION (if any)

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 4 September 2018

Originating Officer Governance Officer - Victoria Moritz

Corporate Manager Manager Corporate Governance - Kate McKenzie

Report Reference: ISC181002

RECOMMENDATION:

That the minutes of the Infrastructure and Strategy Committee Meeting held on 4 September 2018 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	ISC180904 - Draft Minutes ISC meeting 4 September 2018	PDF File

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 4 SEPTEMBER 2018**



PRESENT

Elected Members

Councillor Luke Hutchinson (*Presiding Member*), Councillor Tim Pfeiffer, Councillor Bruce Hull, Councillor Nathan Prior

His Worship the Mayor Kris Hanna

Independent Member

Mr Christian Reynolds - apology

In Attendance

Councillor	Ian Crossland
Councillor	Jason Veliskou
Councillor	Nick Westwood
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager City Services
Mr Vincent Mifsud	Corporate Services
Ms Fiona Harvey	Manager Innovation and Strategy
Mr John Deally	Manager ICT
Mr Mathew Allen	Manager Engineering and Field Services
Mr Mark Griffin	Unit Manager, Engineering Services
Ms Ann Gibbons	Environmental Sustainability Manager
Ms Elaine Delgado	Strategy Leader

1. OPEN MEETING

The meeting commenced 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. MEMBERS DECLARATION OF INTEREST

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

- No declarations were made.

4. CONFIRMATION OF MINUTES

Moved Mayor Hanna, Seconded Councillor Pfeiffer that the minutes of the Infrastructure and Strategy Committee Meeting held on 7 August 2018 be taken as a true and correct record of proceedings.

Carried unanimously

5. BUSINESS ARISING

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

1. Notes the business arising statement, meeting schedule and upcoming items.
 - The Business Arising statement was noted.
 - The following points were made:
 - Further information on the status of the BMX project was sought with the following response that the Darlington site and its cultural heritage is continuing to be investigated
 - The Morphettville Sports upgrade should be included for discussion by the Committee

ACTION: Include the Morphettville Sports upgrade on the agenda for the 2 October 2018 meeting of the Infrastructure and Strategy Committee

6. CONFIDENTIAL REPORTS

Nil.

- It was noted that the heading 'Confidential Item' in the Renewable Energy and Battery Opportunities was not required.

7. REPORTS FOR DISCUSSION

6.38pm Renewable Energy and Battery Opportunities Report Reference: ISC180904R01

The Environmental Sustainability Manager introduced the report noting the following points:

- The report provides an update on the use of renewables to minimise the reliance on grid electricity including analysis of battery storage options at appropriate Council facilities
- The Cove Civic Centre site was used as an example to analyse the feasibility of battery storage
- Findings from the analysis indicated that battery storage is not currently a financially feasible option
- Options for Council to consider progressing include:
 - Contacting its electricity retailer to ensure an appropriate feed-in tariff for its supply of solar PV generated electricity
 - Considering the value of installation of a battery storage system as a public education display
 - Assessing other battery storage investment options as outlined in the report

The Committee noted the report with the following points made:

- The capacity and viability of the generator at Council's Administration Building site to provide energy during power outages was discussed and it was noted that reliance on back-up from a battery source at these times would be inadequate
- To inform decision-making there would be value in investigating other councils' approaches to sourcing energy and procurement
- Due to the current lack of financial viability with battery storage systems it was agreed that this situation should be monitored so Council can readdress it when it is financially viable
- It was noted that at the design phase for the building and renewing of council facilities that allowance needs to be made to ensure they are battery-ready
- It was agreed that investigations should be undertaken to identify if there is value in collective procurement by councils for renewable energy infrastructure
- Clarification was sought on the status of the Energy Efficiency upgrades at Marion Cultural Centre, including the cost of heating, ventilation and air conditioning (HVAC) at this site
- To determine the viability of renewable energy options an assessment needs to be made of the amount of additional power required by Council and what renewable energy sources will best meet this need

ACTION: Administration to provide implementation status and financial details to Committee members on HVAC expenditure at the Marion Cultural Centre

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

1. Noted this report.
2. Requests Administration notes the feedback provided by Committee members.
3. Notes the Energy Efficiency and Renewable Energy Plan (endorsed GC180710R04) includes direction for further initiatives that will be brought to Council for consideration as part of the upcoming four-year Business Plan.
4. Requests a report be provided to the next term of Council on the viability of a bulk procurement process by Council Solutions for the purchasing of batteries and solar.

Carried unanimously

8. REPORTS FOR NOTING

7.10pm Transport Report Reference: ISC180904R02

The Unit Manager Engineering Services presented on transport modes and infrastructure in the City of Marion that is addressed through Council's:

- Road Hierarchy Plan
- Walking and Cycling Strategy
- Streetscape Plan and Guidelines
- Parking Management Plan (to be presented to Council)

The Committee noted the report with the following points made:

- Transport modes are changing with increasing usage of electric and autonomous vehicles which will have significant implications
- Public transport service levels are enabled by a network of heavy rail, light rail and road infrastructure. The provision of additional light rail infrastructure could further

increase patronage however, the state government is not currently supportive of light rail expansion in the City of Marion

- It is important to encourage behaviour change from reliance on private vehicles to increased use of public transport, cycling and walking
- Council needs to consider levels of use of infrastructure when allocating funds
- There could be potential to work with other councils to explore the use of electric buses
- Council needs to be clear on what outcomes it is wanting to achieve to inform transport infrastructure and service provision
- A strategic approach is required when determining streetscapes to be improved with priority given to linking destinations such as schools, rail stations, shops
- The provision of infrastructure to support 'park and ride' at rail stations needs to be considered to reduce car numbers on roads, e.g. Oaklands Crossing rail station
- In providing cycling infrastructure it is important to consider the needs of recreational as well as commuting cyclists
- Ride-sharing is a solution to reduce car use that could be investigated further, particularly the role council could play in supporting this

ACTIONS:

Administration to review the 'Future Testing' presentation prepared to inform the development of the City of Marion's 10-Year Strategic Plan 2017-2027, and where it is relevant make it available to new Councillors in the next term of Council

Administration to identify 'park and ride' numbers pre-development and post-development at the Oaklands Crossing rail station with the Department of Infrastructure, Planning and Transport

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

1. Noted the report.

Carried Unanimously

*8.50pm Mayor Hanna left the meeting
8.25pm Mayor Hanna re-entered the meeting*

**7.50pm ICT 5-Year Plan – 2018 Update
Report Reference: ISC180904R03**

The Manager ICT provided an overview of the report with the following points raised:

- Improvements to the 'search' function for Elected Members can be addressed in consultation with the Extranet vendor and via the 'agenda and minutes' software that is currently being introduced
- Business Systems Fitness Review, due to be completed in October 2018, is assessing the gaps, vendors and technical platforms for ICT based systems and will inform any need for replacement of asset and business enterprise systems
- It is important that Elected Members in the next Council term are informed of the outcomes of the Review, including financial considerations, so these can be considered at the January 2019 Elected Member induction and workshop
- Business cases based on recommendations will be prepared to support Council's considerations which need to include information on value, justification for the system, and return-on-investment,
- It is important that Council keeps abreast of changes in technology to ensure it provides a high level of service delivery and that major new systems replacement platforms are catered for in the long term financial plan

- Opportunities to work in collaboration with other councils in relation to procurement should be a focus

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

1. Noted and provided its feedback on the annual update to the City of Marion ICT Digital Transformation Plan.

Carried unanimously

8.20pm Infrastructure Projects Progress Update Report Reference: ISC180904R04

The following comments were made by the Committee:

Soccer Facilities

- The Amber rating for the project scope needs to remain until there is an alignment of directions for the Cove Football Club and the Football Federation South Australia
- Review the description in the partnerships section to better reflect current negotiations between the City of Marion, Football Federation South Australia and Cove Football Club.

ACTION: Additional information to be provided in the Progress Update on the outcomes of the meeting of the Cove Football Club and Football Federation South Australia

Marion Outdoor Pool

- Users of the Pool and the Inclusive Playground at Hendrie Street Reserve would benefit from a link being provided between the two sites

Edwardstown Oval redevelopment

- It was noted that anchor tenants are an important factor for the success of this redevelopment
- An update on the project was requested for the next Committee meeting

ACTION: An update on the Edwardstown Oval redevelopment project to be provided to the October 2018 Infrastructure and Strategy Committee meeting

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

1. Noted the progress report on key infrastructure projects.

Carried unanimously

9. WORKSHOP / PRESENTATION

8.42pm Development of Council's 4-Year Business Plan 2019-2023 Report Reference: ISC180904R05

Due to the current term of Council concluding in November 2018 it was agreed that this item be deferred to the December 2018 meeting of the Infrastructure and Strategy Committee.

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

1. Defer the presentation of a report and workshop on the Development of Council's 4-Year Business Plan 2019-2023 to the December 2018 Infrastructure and Strategy Committee meeting.

10. ANY OTHER BUSINESS

Nil

11. MEETING CLOSURE

The meeting was declared closed at 8.47pm.

12. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on Tuesday 2 October 2018 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

.....
CHAIRPERSON
/ /

BUSINESS ARISING

Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings

Business Arising Statement - Action Items

Originating Officer	Executive Assistant to General Manager City Development - Pauline Corcoran
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC181002R01

REPORT OBJECTIVE

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

RECOMMENDATION

That the Infrastructure and Strategy Committee:

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

Attachment

#	Attachment	Type
1	ISC181002 - Business Arising and Upcoming Items	PDF File

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date	
1.	7 August 2018	ISC070818R04	Positive Ageing <ul style="list-style-type: none"> Provide information (via report or email) about what COTA and other groups are currently doing to secure funding. 	Liz Byrne	September 2018	Information will be provided to the Committee via email by mid-October	
2.	7 August 2018	ISC070818R02	Export Marketing and Economic Development <ul style="list-style-type: none"> Additional details be provided on the details of the Exports noted in the document Update report in 12 months' time on how the 'Economic Statement' has been used 	Donna Griffiths Donna Griffiths	4 September 2018 September 2019	Regional Exports (using REMPLAN data): The City of Marion's total regional exports represent the value of goods and services exported locally, interstate and overseas. Regional Exports data represents the value of goods and services exported outside of the City of Marion boundaries. No distinction is made between domestic and international exports.	
3.	7 August 2018	ISC070818R05	Quarterly Capital Construction Update <ul style="list-style-type: none"> Requests a review of cost per unit, incorporating overheads and comparing internal versus external be undertaken Requests a report including unit delivery comparisons (distinguishing between design versus delivery costs) be presented to Council in December 2018 Requests carryovers to be reported showing the impact on next year's delivery 	Mathew Allen	December 2018	Report to be prepared for Council in December 2018	
4.	4 September 2018	ISC040918	Business arising / meeting schedule <ul style="list-style-type: none"> Include the Morphettville Sports upgrade on the agenda for the 2 	Colleen Madsen	2 October 2018	Report scheduled for the 2 October ISC meeting	COMPLETED

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
			October 2018 meeting of the ISC			
5.	4 September 2018	ISC040918R01	Renewable Energy and Battery Options <ul style="list-style-type: none"> Administration to provide implementation status and financial details to Committee members on HVAC expenditure at the Marion Cultural Centre Requests a report be provided to the next term of Council on the viability of a bulk procurement process by Council Solutions for the purchasing of batteries and solar. 	Ann Gibbons	2 October 2018 Early 2019	Information emailed to Committee Members 12 September 2018
6.	4 September 2018	ISC040918R02	Transport <ul style="list-style-type: none"> Administration to review the 'Future Testing' presentation prepared to inform the development of the City of Marion's 10-Year Strategic Plan 2017-2027, and where it is relevant make it available to new Councillors in the next term of Council. Administration to identify 'park and ride' numbers pre-development and post-development at the Oaklands Crossing rail station with the Department of Infrastructure, Planning and Transport. 	Elaine Delgado Brett Grimm	Early 2019	Information emailed to Committee Members 12 September 2018
7.	4 September 2018	ISC040918R04	Infrastructure Project Progress Update <ul style="list-style-type: none"> Soccer - Additional information to be provided in the Progress Update on the outcomes of the meeting of the Cove Football Club and Football Federation South Australia. Edwardstown Oval - An update on 	Greg Salmon Birgit Stroehler	December 2018 2 October	

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date	
			the Edwardstown Oval redevelopment project to be provided to the October 2018 Infrastructure and Strategy Committee meeting.		2018		

* Completed items to be removed are shaded

Draft Infrastructure and Strategy Committee Program 2018

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

- 1st Tuesday of each month from February – December 2018
- Membership – 5 Elected Members
- Quorum - 4 Committee Members
- Reference Minutes – GC241017R19

Presiding Member – Luke Hutchinson

Expert Member – Christian Reynolds

Members

- Tim Pfeiffer
- Nathan Prior
- Bruce Hull
- Tim Gard

Draft Infrastructure and Strategy Committee Program 2018

Infrastructure & Strategy Committee		Date: Tuesday, 6 February 2018 Time: 6.30pm – 9.30pm			Venue: Committee Room	
Topic	Description			Duration	External Attendees	Staff Responsible
Capella and Nannigai Precinct Plan	Action from 7 Nov 2017 meeting					Carol Hampton
Energy Efficiency and Renewable energy Roadmap	Action from 7 Nov 2017 meeting					Ann Gibbons

Meeting: Infrastructure & Strategy Committee		Date: Tuesday 6 March Time: 6.30pm – 9.30pm			Venue: Chamber	
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible	
Infrastructure Project Updates	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson	
Draft Program 2018	R	A draft program of agenda items for the Committee's consideration for 2018			Abby Dickson/ Tony Lines	
ICT Digital Transformation Plan Update	R	Six monthly update (refer ISC 1 August 2017)			John Deally	

Meeting: Infrastructure & Strategy Committee		Date: Tuesday 3 April Time: 6.30pm – 9.30pm			Venue: Chamber	
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible	
Coastal Management Plan	R	Presentation and feedback on development of the Coastal Management Plan		Mark Western, Integrated Coasts	Rebecca Neumann	
Smart Cities Pilot Project Opportunities	R	Discussion on the Smart Cities opportunities, with reference to trends nationally and globally			Fiona Harvey	

Meeting: Infrastructure & Strategy Committee		Date: Tuesday 1 May Time: 6.30pm – 9.30pm			Venue: Chamber	
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible	
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson	

Draft Infrastructure and Strategy Committee Program 2018

Smart Cities Pilot Project Opportunities	R	Discussion on the Smart Cities opportunities, with reference to trends nationally and globally (incl. Roadmap)			Fiona Harvey
BMX Options	R				Greg Salmon

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 5 June Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Energy Efficiency and Renewable Energy opportunities	R	Progress of the Energy Efficiency and Renewables Roadmap			Ann Gibbons
Potential installation of solar facilities near Oaklands Wetlands	R	Follow on report from I&S Committee April 2018			Glynn Ricketts
Innovative Smart Initiatives	R	To include results of the Innovation Survey (Council resolution GC080518M03)			Georgie Johnson

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 3 July Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes	20 mins		Abby Dickson
Stormwater	R	Management of stormwater as a key asset; Management of stormwater as a key asset; planning, prioritisation, design and construction	20 mins		Mat Allen
Tonsley Water Agreement	R		30 mins		Glynn Ricketts
Funding strategy for 'spade ready' projects	R	Projects ready for implementation; how funding opportunities to be identified/activated; need for a Council public policy statement on how Council funds its projects	20 mins		Vincent Mifsud
Asset optimisation	R	5-10 year plan for ownership, management, divestment and procurement within the context of Council's strategic plans	30 mins		Fiona Harvey

Draft Infrastructure and Strategy Committee Program 2018

Meeting: Infrastructure & Strategy Committee		Date: Tuesday 7 August		Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible		
Community issues and opportunities	R	Ageing population; support for physical and mental health	60 mins	Potential guest speaker	Fiona Harvey/ Liz Byrne		
Capital Construction – Quarterly Update	R	Request from 2 May 2017 meeting	20 mins		Tony Lines		
Draft Marion Coastal Management Plan	R	From I&S Committee 3 April 2018 R10.1 Including outcomes of the Stage 2 data collection and modelling	45 mins		Rebecca Neumann		
Export Marketing and Economic Development	R	Initiatives to attract new residents, and new business/ commerce/ industry to the City; Existing and potential location of employment land/industrial districts; Council's role in supporting business and partnering with the Southern Adelaide Economic Development Board; Ideas for community energy and technology.	30 mins		Greg Salmon		

Meeting: Infrastructure & Strategy Committee		Date: Tuesday 4 September		Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible		
ICT Digital Transformation Plan Update	R	Six monthly update (refer ISC 1 August 2017)			John Deally		
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson		
Transport	R	How we move people into, out of, and within the City of Marion - public transport; walking and cycling; use of private vehicles; North-South Corridor issues and opportunities; consideration of Council's role in advocacy for better quality infrastructure.		Potential guest speaker	Mat Allen		
Analysis of opportunities to minimise the use of grid electricity, including battery storage.		Request from I&SC and in addition to the EE & RE Plan that went to Council 10 July 18			A Gibbons		

Draft Infrastructure and Strategy Committee Program 2018

Development of Council's 4-year Business Plan 2019-2023	R	Initial discussion on key inputs into the development of Council's next 4 year Business Plan including Delivery against Council's strategic directions (<i>Deferred to December 2018 meeting</i>)	30 mins		Fiona Harvey
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Meeting: Infrastructure & Strategy Committee	Date: Tuesday 2 October		Time: 6.30pm – 9.30pm	Venue: Chamber	
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Innovative Smart Cities Update	R	Priority problem areas and potential technology solutions (<i>Re-scheduled from 4 September</i>)			Georgie Johnson
Infrastructure and Strategy Committee Handover		Request from March 2018 meeting			
Morphettville Park Sports Club Redevelopment - Update	R	Request from 4 September 2018 meeting			Carla Zub
Edwardstown Soldier's Memorial Recreation Ground Redevelopment Update	R	Request from 4 September meeting			Birgit Stroehler
Confirmation of Minutes of 4 September 2018	R				Karen Ferry
Business Arising Statement/Upcoming Item Schedule	R				Fiona Harvey

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 6 November		Time: 6.30pm – 9.30pm	Venue: Chamber	
MEETING CANCELLED					
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible

Meeting: Infrastructure & Strategy Committee	Date: Tuesday 4 December		Time: 6.30pm – 9.30pm	Venue: Chamber	
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Draft Infrastructure and Strategy Committee Program 2018

Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Quarterly Capital Construction Update	R	From 7 August ISC meeting <ul style="list-style-type: none"> • Requests a review of cost per unit, incorporating overheads and comparing internal versus external be undertaken • Requests a report including unit delivery comparisons (distinguishing between design versus delivery costs) be presented to Council in December 2018 • Requests carryovers to be reported showing the impact on next year's delivery 			Mat Allen
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson
Development of Council's 4-year Business Plan 2019-2023	R	Initial discussion on key inputs into the development of Council's next 4 year Business Plan including Delivery against Council's strategic directions (<i>Deferred from September 2018 meeting</i>)			Fiona Harvey

September 2019 – Economic Development – From 7 August ISC meeting – Update report in 12 months' time on how the 'Economic Statement' has been used (Donna Griffiths)

CONFIDENTIAL ITEMS

REPORTS FOR NOTING

Morphettville Park Sports Club Redevelopment - Project Update

Originating Officer	Project Manager Strategic Projects - Carla Zub
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC021018R02

REPORT OBJECTIVE

The purpose of this report is to provide the Infrastructure and Strategy Committee meeting with an update on the Morphettville Park Sports Club redevelopment.

EXECUTIVE SUMMARY

The Morphettville Park Sports Club (MPSC) Redevelopment will deliver a facility that will provide appropriate quality sport clubrooms and community facilities to cater for the site users and wider community needs for generations to come.

Following Council's consideration of scope options and the endorsement to increase project budget to \$3.473 million and the provision of \$300,000 to deliver the oval realignment, Walter Brooke (project architect) has commenced revising the clubroom preliminary design to incorporate the expanded change room and function space.

This report provides the ISC with an update on the progress of the redevelopment.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. Notes this report.

GENERAL ANALYSIS

BACKGROUND

At the General Council meeting of 28 November 2017 (confidential items), Council considered the Morphettville Park Sports and Community Club Redevelopment (GC281117F06). Council resolved to proceed with the design and documentation of:

- New change rooms
- Partial closure of Quinn Street
- Refurbishment of the clubrooms with the expansion of the building footprint.

As part of the 2018-19 Annual Business Plan process, Council provisioned \$1.29 million for the redevelopment, with \$290,000 and \$1 million allocated over 2018-19 and 2019-20 respectively. Details were provided to members on this new initiative at the following Forums:

- Elected Member Forum 20 January 2018
- Elected Member Forum 20 February 2018; and

- Elected Member 20 March 2018.

The project was included in the draft 2018-19 budget which came to Council for consideration as part of the 2018-19 Annual Business Plan process which was endorsed at the 26 June 2018 General Council meeting.

Since the initiation of the project, a detailed project plan identifying all key stages for the project has been developed and the project team has worked closely with the project's stakeholders through regular user group meetings with the MPSC Board.

The preliminary design development stage was undertaken between June to July 2018 (refer to Appendix One), whereby the cost managers, Rider Levett Bucknall, identified that the cost to deliver the scope of works was \$2.9 million (\$900,000 above the allocated budget). This was a direct result of further investigations being undertaken by the architectural and engineering team, who identified that the works required to the roof structure, slab and provision of services were more extensive than the initial cost estimate of \$1.89 million to which Council allocated the funding.

During the design development phase, the MPSC expressed its desire for the expansion of the clubrooms to incorporate four AFL compliant change rooms and a larger function space. Delivering this increased scope was estimated to cost an additional \$500,000.

At the General Council meeting on 28 August 2018, Council considered project options resolved to increase the project budget to \$3.473 million to deliver the original scope of works together with the additional scope. A further \$300,000 was allocated to investigate, design and deliver the realignment and expansion of the oval.

DISCUSSION

The MPSC redevelopment will deliver the following scope of works:

- Expansion of the clubrooms from 445sqm to 1,150sqm requiring the partial closure of Quinn Street
- Multi-purpose function space overlooking the main oval to cater for the needs of the community and the clubs. Total seating capacity is 200 people
- Four new change rooms AFL compliant connected to amenities rooms with toilets, showers and massage/first aid
- Public male/female/accessible toilets
- Kitchen facilities to meet the needs of clubs and the community
- Office and storage areas
- Two umpires room including toilet and showers
- Utility/cleaners' room
- Club gym space
- Cold store
- Storage
- External verandah area linking to oval
- Improved car park arrangements
- Permanent closure of the portion of Quinn Street between Regan Avenue and Denham Avenue
- Realignment of the oval, which may require traffic modifications to surrounding roads (separable portion of works to the Clubroom upgrade).

Walter Brooke (Project Architects) are currently reviewing the preliminary plans and exploring the revised design to incorporate the expanded clubroom facilities beyond the original scope. This expansion includes increasing the function space by 50sqm to cater for an additional 40 patrons and provide four equal size change rooms to the AFL standards.

The additional area to the clubroom will future proof the facility for years to come and enable the MPSC to actively promote the function space as a community use area for hire. The larger change rooms will assist in the scheduling and operation of game days and provide improved amenities to the players and visitors.

The revised designs are being developed in collaboration with the Club to ensure it meets both their

requirements both operationally and functionally.

Following the completion of the design and documentation in early 2019, a report will be presented to Council in late February 2019 seeking Council approval to call tenders. A competitive tendering process is to be undertaken in March/ April 2019 for the delivery of the redevelopment.

PROJECT MILESTONES

The key milestones for the project are summarised below:

Key Milestone	Date for completion
Concept Design	End July 2018
Traffic Management Study	End July 2018
Community Consultation	Early – mid August
Finalise detailed design	November 2018
Preparation of tender documentation	End January 2019
Council Report – To seek approval to call tenders	February 2019
Call and award tenders	February - March 2019
Construction Phase	April - December 2019

OVAL REALIGNMENT

Following Council's resolution for the realignment of the oval to meet AFL standards and address its irregular shape, investigations are continuing into the two options (refer to Appendix Two). This includes discussions with the Club and SANFL about their preferred option.

Community consultation will be undertake in late November 2018 as both options will impact on the surrounding roads, which present opportunities to provide a safer traffic network around the oval and its precinct. The outcome of the community consultation will be presented to Council in January 2019.

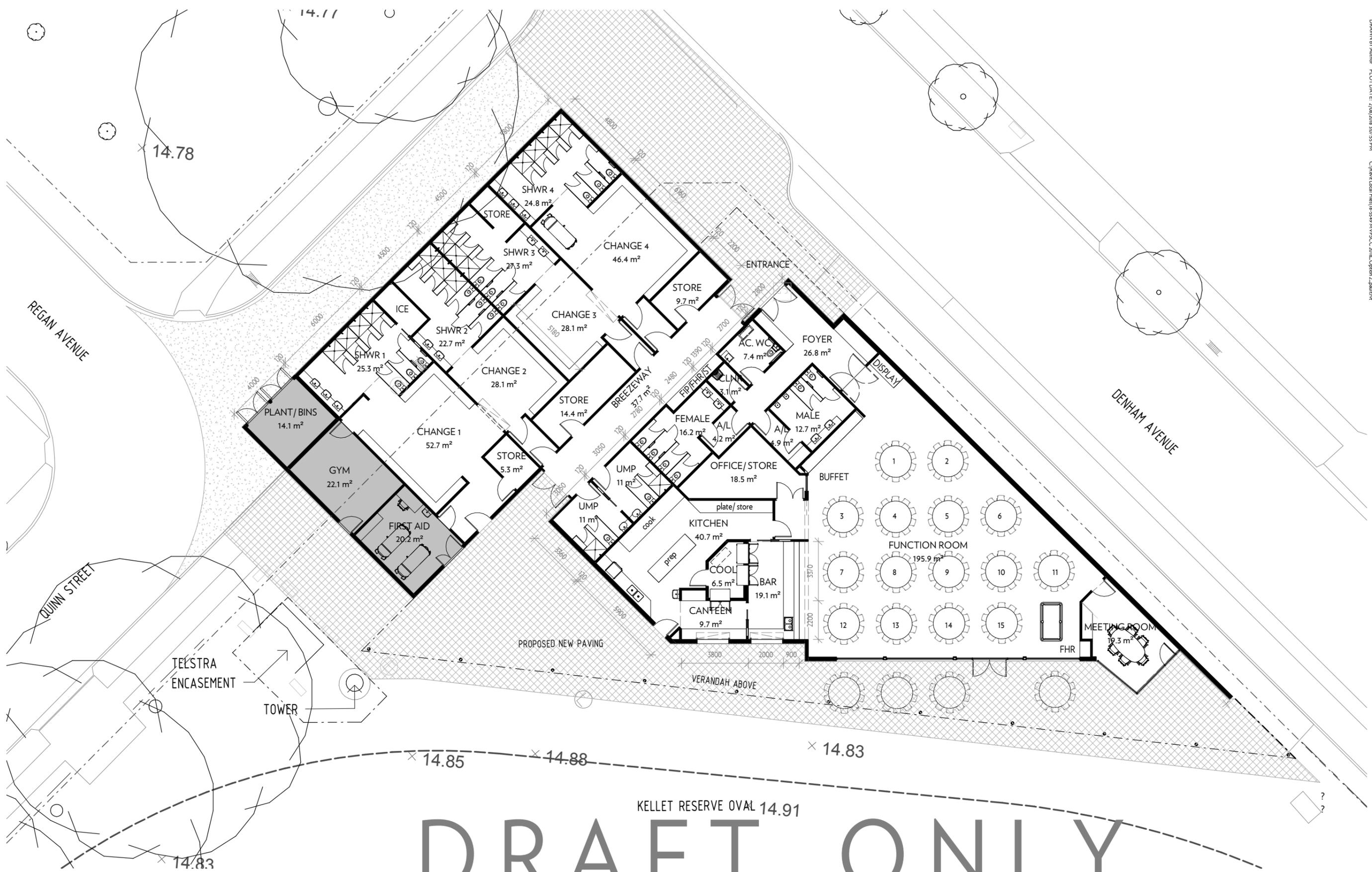
CONCLUSION

The project will deliver a \$3.473 million redevelopment of the MPSC and oval realignment. The designs are currently being revised to incorporate the expanded change rooms and function space, which will future proof the clubroom for years to come.

Current Budget Allocation The current budget allocation for the redevelopment of the clubroom is \$3.473 million

Attachment

#	Attachment	Type
1	Appendix One - MPSC Preliminary Concept Design	PDF File
2	Appendix Two - Oval Realignment - OPTION 1	PDF File
3	Appendix Two - Oval Realignment - OPTION 2	PDF File



DRAFT ONLY

REASON FOR ISSUE	RE	DATE





- AFL OVAL MINIMUM SIZE
- EXISTING OVAL OUTLINE
- NEW OVAL OUTLINE
- NEW OVAL CLEARANCE AREA
- MINIMUM AFL REQUIREMENTS
135m LENGTH x 110m WIDTH

OVAL REALIGNMENT AMENDMENT B 15/08/2018 8



Edwardstown Soldiers Memorial Recreation Grounds - Redevelopment Update

Originating Officer	Unit Manager Sport & Recreation Facilities - James O'Hanlon
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISCC181002R03

REPORT OBJECTIVE

This reports seeks to update the Infrastructure and Strategy Committee (ISC) on the progress of the Edwardstown Soldiers Memorial Recreation Grounds (ESMRG) redevelopment. The report also seeks to update the Committee on the implementation of the facility's new financial and management model.

Staff will provide the Committee with a short presentation on the project's progress.

EXECUTIVE SUMMARY

The ESMRG redevelopment will provide a unique facility in regards to both design and operations, incorporating several varied user groups into a single facility with a single management model. This is a significant change for the clubs who previously operated independently from each other, managing their own individual facilities.

There has been extensive engagement with the Clubs on the new financial and management model. The new model is now fully supported, with the Clubs acknowledging the financial and operational benefits of an integrated facility with a single management provider. A Facility Manager was appointed in July 2018 and this has significantly progressed the achievement of the objectives as outlined in the Council endorsed Business Plan ensuring sound preparation for the facilities commissioning in March 2019.

The construction activities are generally progressing in alignment with the construction programme and budget. Clubs will relocate in March 2019 when the commissioning of the operational items has been completed.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

- 1. Notes the report and progress outlined.**

DISCUSSION

Management Model Update

The ESMRG is undergoing a significant level of change. Not only will services be offered from a new single, multi-purpose complex but a new governance model is also being implemented that will change the roles and responsibilities of existing affiliate clubs.

The new governance model establishes the Edwardstown Soldiers Memorial Community Club (ESMCC) as being responsible for the management of the precinct as a whole, including all bookings, food and service delivery, security, cleaning, repair and maintenance. These functions were previously the responsibility of the individual clubs in their respective clubrooms.

The biggest change will be in regards to food and service delivery which previously acted as the main

revenue streams for both the Edwardstown Bowls and Football clubs.

A dividends model has been established to provide the affiliate clubs with the profits of sales generated by their respective club operations. Due to the larger buying power on offer to the ESMCC by combining all the club purchasing quantities into a single agreement, the ESMCC has been able to provide the clubs with increased profits whilst reducing its own cost of goods. This provides the ESMCC with a direct percentage of club sales revenues without impacting affiliates revenue streams.

This rationale has been applied across all facets of the facility including food delivery and service provision whereby the needs of 3 facilities have been combined into one centralised agreement providing significant financial efficiencies and savings in operational costs.

The site's day to day maintenance and operations will be managed by an ESMCC employed Facility Manager (FM) whose salary as per GC080817F02 will be subsidised by the City of Marion in an ongoing capacity. Clauses in the agreement with the ESMCC will include an annual review of its audited financial statements to assess the ESMCC's ability to contribute to this salary. The long term objective of the ESMCC is to sustain the FM's salary with no Council contribution. The FM started in July 2018 and is currently working towards meeting all objectives outlined in the ESMRG business plan endorsed by Council (GC080817F02).

The specific goals and objectives contained within the ESMRG Business Plan are outlined under 3 key result areas of People, Participation and Processes. These three areas have 11 actions and 47 specific tasks to meet the goals and objectives of the EMSRG in areas including:

- Increasing overall attendance at the site with a particular emphasis on female participation.
- Ensuring the optimisation of the facility by existing user groups and with the provision of new programs and services for new users.
- Establishment of VET and return to work programs to be run from the ESMRG.
- Provision of non-sporting community based events that are inclusive for the entire community.
- Establishment of sound management practices in relation to EMSRG and affiliate operations.
- Satisfaction of affiliates and all user groups through annual survey.

Council has been successful in obtaining interest from various groups to meet the community outcomes of the project along with additional revenue streams including securing an external training provider who have provided a long term commitment to utilise the new facility for VET hospitality programs. Other tenants and hirers secured for the facility include: community groups such as new migrant programs, Lions, Rotary and Probus Clubs along with fitness industry providers view the ESMRG as a perfect location to offer a wide variety of programs to the wider community.

The clubs, after extensive consultation, have agreed in principle to the management and financial models and are satisfied with the financial benefits on offer from the new Governance model. Council continues to work with the various clubs and their committees whose main concerns now revolve around ensuring club culture and history is carried through to the new facility. Council will be seeking to execute agreements with the affiliates for the new financial model in late November along with leases for the facility which are currently in holding over.

The ESMCC board dissolved at last year's Annual General Meeting in November 2017 however it remains an active incorporated body with the former treasurer acting as the Public Officer. Council, in consultation with the Public Officer and the ESMCC constitution will seek to form a new Board in late November 2018 in readiness for the commissioning of the facility in March 2019. Once the new Board is established the FM will become an employee of the Board.

Construction update

Programme

The construction of the redevelopment comprises of 6 milestone stages:

Stage 1: 1 ½ new car park, spectator mound, cycling and cricket store was completed in May 2018.

Stage 2: Memorial Gardens was completed prior to ANZAC day 2018.

Stage 3: Two-storey building works started in June 2018 and is approximately 30% complete, with an anticipated completion date of mid-March 2019.

Stage 4: Velodrome resurfacing in concrete, loop path and oval irrigation works is anticipated to begin 2 October 2018 with a completion date of end January 2019.

Stage 5: Football club demolition in mid-October and remaining ½ new car park works will occur from mid-October to March 2019.

Stage 6: Relocation of the temporary lawn bowls club into the new facility and minor works to remaining section of the Memorial gardens will occur in March 2019.

Clubs anticipated to relocate in late March 2019, once the commissioning of the operational items has been completed.

A collection of construction images will be presented at the meeting.

Risk and issues register - please refer to attachment 1.

Budget

The Project has an approved budget of \$8.8M comprising \$4M in federal government grant funding. Works are progressing in line with anticipated cash flow and contingency spend. The project spend is monitored continuously through the construction period and measured against remaining construction works. There have been no significant changes in scope or quality to date.

Communication Flyers, e-newsletters and letters outlining the construction activities, have been sent out to residents and stakeholders throughout the construction period. Ongoing engagement occurs with the Clubs to ensure they are well informed of how the project is progressing.

Communication

Flyers, e-newsletters and letters outlining the construction activities, have been sent out to residents and stakeholders throughout the construction period.

Ongoing engagement occurs with the Clubs to ensure they are well informed of how the project is progressing.

Attachment

#	Attachment	Type
1	Risk and issues register - Attachment 1	PDF File

Risk and issues register**Risks:**

#	Date Identified	Description	Response/Mitigation	Status
1	10/5/2017	Timing for re-election of board members	Council will oversee the project with the view of installing a new Board, prior to facility opening.	ACTIVE
2	13/8/2018	Contingency spend exceeds project budget	Review of current and future variations to minimise project spend. Scope to be reconciled against new variations and project contingency spend.	ACTIVE

Issues:

#	Date Identified	Description	Response/Mitigation	Status
1	May-18	Cricket club have raised concern over the as built 1.4-1.7% slope to training net slab	Cricket club will accept a 1% slope, requiring rework. New section of concrete slab to be poured with additional fly net and taller fencing to be installed.	ACTIVE

REPORTS FOR DISCUSSION

Committee Handover

Originating Officer	Manager Innovation & Strategy - Fiona Harvey
Corporate Manager	N/A
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC181002R04

REPORT OBJECTIVE

This report provides a summary of the topics considered by the Infrastructure and Strategy Committee (ISC) since it was established with its current membership in November 2017. It also summarises areas of focus identified by the ISC for consideration by a new committee.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

- 1. Provides input into the handover report for consideration by a new committee.**

DISCUSSION

The ISC has considered a diverse range of topics over its nine meetings in the period February-October 2018. The Committee has focused its agenda on infrastructure and strategic priorities that are shaping the City of Marion's city and community both now and into the future.

The areas of focus over the past 9 months are provided in Appendix 1 of the Business Arising Report (ISC181002R01) along with the 'meeting schedule and upcoming items agenda item detailing each meeting's agenda.

- key infrastructure projects
- systems and digital transformation
- 'smart' technology and innovation
- stormwater management and water supply business
- transport and mobility
- Energy efficiency and renewables
- Coastal management
- Export marketing and economic development
- Community issues and opportunities particularly focused on ageing
- Asset optimisation

A number of key strategic and infrastructure projects/areas of focus have been identified that will continue into the term of the new council, or are emerging as a new issues or opportunity. These initiatives can be presented to a new committee whose Terms of Reference consider strategic and/or infrastructure priorities for the City of Marion.

- **Transport and Mobility:** the future focus for transport within and to/from the City of Marion is a key strategic and infrastructure issue. Consideration of areas such as the impact of the growing vehicle traffic and the major road and rail infrastructure projects; the impact of parking through urban infill

and activation; the opportunities through public transport, walking and cycling; and the opportunities for connectivity with autonomous vehicles.

- **Solar, batteries and electricity grid offsets:** Ongoing consideration of the financial viability and environmental outcomes through use of battery storage in council facilities; opportunities for local government sector purchasing arrangements; opportunities to support households.
- **Technology and systems:** Ongoing consideration of the rapidly evolving technology market and what opportunities this provides for upgrading core systems for organisational efficiency and effectiveness; and the opportunities for use of technology to address community problems and challenges.
- **2019-2023 Business Plan:** The new Council will consider the development of a 4 year Business Plan that sets out its delivery program for its 4 year term. Consideration of the initiatives already progressing, emerging issues and opportunities, community challenges and feedback, and macro/global trends will all input into the development of the new Business Plan.
- **Key Infrastructure Projects:** The Committee has provided significant input and feedback into a range of large and complex infrastructure projects over its term including the BMX facility, Soccer facilities in the South, Edwardstown Soldiers Memorial Recreation Grounds redevelopment, Mitchell Park Sports and Community Centre redevelopment, Marion Outdoor Pool redevelopment, and most recently the Morphetville Park Sports redevelopment. All of these projects are continuing through 2018/19 and beyond.

The ISC's input on further areas to bring to the attention of a new committee is sought.

Innovative Smart Initiatives Update

Originating Officer	Smart Cities Project Officer - Georgie Johnson
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC181002R05

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee (ISC) with further analysis of the two data sets provided at the 5 June 2018 meeting, in relation to innovative smart initiatives technology solutions and opportunities.

EXECUTIVE SUMMARY

Further analysis has been undertaken on the two data sets provided to the 5 June 2018 ISC meeting to prioritise technology based solutions aligned with identified problems areas. The two datasets were:

- Staff feedback identifying data and technology opportunities to improve service delivery and community outcomes; and
- Three areas prioritised from the Customer Event System requests from FY17/18;
 - Infrastructure (Engineering)
 - Open Space
 - Urban Planning

Potential initiatives were considered and grouped into those that are progressing through current projects; and those that could be prioritised for investment in 2019/20 and beyond. Nine initiatives were assessed and ranked using the adopted prioritisation scoring matrix.

A range of other initiatives are also progressing that fit under the banner of Innovative Smart initiatives, including a Public WiFi trial, LED smart lighting trial, and the development of a Smart City Consortium. These initiatives will provide insights into the value that applying the smart technology and data 'lens' over problems and opportunities provides to our city, community and businesses in the City of Marion and southern region.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

- 1. Provides feedback on the nine potential initiatives assessed using the Innovative Smart Initiatives Priority Scoring Matrix, and proposed next steps for these prioritised initiatives.**

GENERAL ANALYSIS

Following the 5 June 2018 ISC meeting, this report provides further analysis on potential areas for the application of smart, innovative technology solutions to address identified problems, improve service delivery and community outcomes.

Customer Data

A review of customer event data from the OpenOffice system was undertaken focused on the three prioritised areas of Infrastructure (Engineering), Open Space and Urban Planning. Potential opportunities for

use of technology to address problems are proposed for each area below.

Infrastructure (Engineering)

Current Trials:

PYRO-Box/Eco-Visio

PYRO-Box motion sensors are designed to measure pedestrian and bike movements. The Engineering department undertook a free trial of these sensors in four locations along the key Walking and Cycling shared use paths

- Mike Turtur Bikeway
- Railway Terrace shared path
- Sturt River Linear Park trail; and
- Coast to Vines trail

There was some difficulty with the motion sensors picking up traffic other than walking and cycling (eg trams) and further technical support issues which has resulted in the trial not being recommended for further implementation. Alternative options are being reviewed to capture data of utilisation along key Walking and Cycling shared use paths.

OptimoRoute

A route optimisation application called OptimoRoute is currently being trialled within the Engineering and Field Service teams. The route optimisation tool has the ability to take a team's job sites across the City of Marion (CoM) and create the most efficient route to travel. These routes can be created daily and distributed to the teams through the OptimoRoute application on a smart device.

The tool is showing great potential to reduce planning efforts and increasing efficiency by minimising travel time. The live tracking feature shows where drivers are at any time, what's being done, who's on or behind in time and which jobs to reassign. The fast and flexible nature of the tool allows for any last minute high priority tasks to be added to the daily work list and new routes planned within seconds. Staff initially plan to use this tool for the tree watering truck program to allow the existing water trucks to manage the planned increase in tree planting and the hard rubbish collection teams. (Example image provided in Appendix 1) This innovation is scalable across other departments eg Community Safety Team and Facilities Maintenance.

SmarterWX

SmarterWX is a technology platform that provides the opportunity to identify construction projects planned in or near locations where Council is planning works. This tool supports coordination between governments, utilities and other service providers, resulting in a reduction in disruption for residents and businesses and potential for efficiency gains and reduced costs through coordination of activities (eg trenching). Both SA Water and Department of Planning, Transport and Infrastructure, along with a number of Councils are utilising this platform. Staff will commence a 12 month trial of this software in October-November.

Potential opportunity: Automated Asset monitoring

Automated and proactive monitoring of assets including footpath inspections, overhanging vegetation, damaged signs, public art; and traffic controls could potentially see a reduction of 30% in manual infrastructure management processes. This is currently managed through visual inspection which is labour intensive. Staff recently met with The University of Adelaide -The Australian Institute for Machine Learning (AIML), which focuses on using technology and data analytics across a wide range of applications to improve business efficiency and community outcomes. AIML, along with a potential waste solutions provider, is currently exploring a proof of concept program which will take images and video footage from cameras mounted on rubbish trucks to provide a proactive automated monitoring solution for city assets. There is an opportunity for councils to partner with AIML and apply for a research grant to trial the technology and data analytics. The research grant would be seeking approximately \$50k per annum for 3 years (made up of cash contribution, in-kind resources and equipment) from council partners as contribution to the research grant proposal.

Potential opportunity: Streetscape utilisation sensors

The ability to collate data on the utilisation before, during and after improvements associated with the streetscape upgrade program would support evidence-based assessment of the impact of the improved amenity for future planning of the streetscape programs. City of Onkaparinga has had success with a people counting sensor along the Coastal walkway in their area which could be used in City of Marion streetscapes, and City of Marion is using sensors for its assessment of the urban activation projects. Suitability, cost and technology platform for the sensors could be explored if this opportunity is supported.

Open Space

Over the last 17 months the Open Space Operations team has had a transformation project underway. In December 2017, Phase 1 was presented at the Finance and Audit Committee and covered tree, reserve, landscape and streetscape maintenance. These services represent around 60% of the cost of the function and 36 Full Time Employee (FTE).

At 21 August 2018 Finance and Audit Committee meeting, Phase 2 Service Review was presented focussing on the remaining services including tree planting and canopy growth across the city, maintaining reserve-based infrastructure assets, preserving remnant vegetation, and maintaining and increasing biodiversity. The implementation of the service review through the deployment of mobile tablets in the field will deliver improved use of resources, increased levels of service, reporting and monitoring of service levels and high quality open space for the community.

An Open Space Dashboard has been created to allow for reporting and monitoring of service levels, which will simplify work dispatch and reduce administration effort. (Example only image provided in Appendix 1)

Current Trials:

Playground monitoring

Identified as a new initiative, the Open Space Planning team has commenced planning the sensor monitoring trials in four types of playground locations: Local, Neighbourhood, Regional and Removal site. The four locations are still to be determined.

Three additional areas identified as potential technology improvement opportunities are:

Irrigation

The existing City of Marion Smart Irrigation System is connected to the Oaklands Wetland Aquifer Recharge Scheme and large reserves with significant water use. Currently Oaklands Wetland provides recycled water to 33 valued open space sites.

The other, approximately 80 reserves are on the traditional time-based “set and forget” schedule of watering. The opportunity to educate the community around our water initiatives showcasing this service could be demonstrated through a spatial map/dashboard on the website. There is an opportunity to integrate and automate reporting through the Data Solution project (Metrics that Matter) project.

Lighting

There have been a number of failing lights along public walkways, particularly the Sturt Linear Park. Staff are proposing funding to upgrade the lighting along the Sturt Linear Park to LED Lights with Smart PE Cells, allowing for monitoring of faults and providing the opportunity for dimming.

Barbeque Maintenance

The current process is mainly performed by cleaning contractors checking and reporting any faults or community members reporting when utilising the facilities. There is Internet of Things (IoT) technology available for counting the use of facilities and alerts for faults available to automate and improve service to the community.

Urban Planning

Due to details and timing of the State Government Planning portal reforms still being determined, below are four potential initiatives focused on internal process improvements for Customer interactions.

1. Online planning system - Explore the expansion of the online planning system to include automation

options eg emails, sms to ensure applicants are informed of progress and enable the provision of additional information.

2. System integration - the Urban Planning team utilises two main ICT programs that don't integrate with each other, which can cause delays or inefficiencies in customer request responses. This has been highlighted in the ICT Business Systems Fitness Review.
3. Interactive spatial map - During the recent Community Engagement for the Housing Diversity DPA an interactive spatial map was utilised. Having this as an ongoing service so residents and developers could access relevant real time information would reduce time spent on applications, allowing staff to spend more time on assessing applications.
4. Section Seven Property Sale Searches - The ability for a confidential/log in section on the web based solution for "Section Seven Property Sale Searches" would allow customers to manage searches and automate administration for Planning staff.

Staff Data

The Leadership team were surveyed using the following two questions:

- What information/data from your Customers (internal & external) would be useful in improving the services your team delivers?
- How could better technology/data help improve service delivery in your area?

A summary of responses is attached in Appendix 2, with the inclusion of the potential solution. The solution column identifies a number of projects already in progress or identified for progress in 2018/19 including:

- Ability for tailored service delivery and single point of knowledge through a Customer Relationship Management system/portal (Improved records aggregation of data on customers)
- Utilising the data for informed decision making - Metrics that Matter Project
- Project Management System
- Ecosystem of support for entrepreneurs and innovators – Smart City Consortium
- Provision of Open Data sets -Data Management/Open Data Framework project
- Mobility, enabled through an asset management and GIS system

Future opportunities could include solutions focused on:

- Facilities management
- Fleet management
- Online Spatial Mapping System Improvements
- Online forms/applications portal
- Finance/Payroll System Improvements
- Sensors – Internet of Things (IoT)
- Retail data
- 3D Virtual City Model
- Virtual reality technology
- Online Survey/Community Forums/Media/Online Videos
- App development or Web based solution for areas such as timesheet and resource management, and parking
- Translating tool on the website, neighbourhood centre, call centre.

Other Initiatives

Public WIFI

The EOI for Public WIFI closed on Wednesday 15 August 2018. The Request for Proposal sought to explore the benefits to our community by entering into a trial with an Internet Service Provider to provide cost effective free high speed internet services to residents across the city in an area. Dependent on the trial outcomes the City of Marion would then explore how the services could extend to cover the whole Council

area. A preferred provider was identified through the EOI process and staff are working with them on their methodology and potential pilot area.

Smart City Consortium

The Department of Industry and Skills contributed \$50,000 grant funding towards a Smart City Consortium. The Smart City Consortium is designed to bring together local businesses, government, and education/research organisations fundamentally uniting otherwise independent entities to collaborate, innovate, and accelerate measured improvements to a range of identified areas. The group's mandate is to increase the pace of sustainability and workability, and to begin to transform services and quality of life to those in and involved with the wider Adelaide region.

A number of South Australian organisations have already indicated their interest in becoming inaugural members, and to establish a smart cities consortium unique to Australia. The grant funding deed is to be used towards:

- Desktop research into global best-practice for similar consortiums, including Toronto and Portland consortium information sessions for potential members
- Establishment of legal framework, member agreements, establishment costs and ongoing operating costs
- Resources

LED Smart Lighting

SA Power Network (SAPN) has informed staff of an EOI to run a smart lighting trial. Manager Infrastructure will be applying for the SAPN trial around the Edwardstown and Oaklands Precincts.

Oaklands Smart Precinct Proposal

A funding bid for the Oaklands Crossing Precinct was submitted to the Smart Cities and Suburbs Grant Funding Round 2 on 2 July 2018, with announcements expected September/October. The bid identifies a range of opportunities to embed innovation and technology through the precinct including parking, open space, irrigation, lighting, walking and cycling paths, wayfinding/signage, CCTV, and IoT sensors.

Flinders University Students

A work placement student has commenced on the Smart South Consortium research and governance framework to fulfil the Department of Industry and Skills grant.

Flinders University New Venture Institute Innovation Degree requires a group assignment focussing on a 'problem space' utilising Design Thinking methodology. A group of students have selected Innovative Smart Initiatives to improve service delivery as their 'problem focus' for their assignment. Staff have asked students to focus on the Infrastructure and Open Space services and how technology can improve the service in these areas.

DISCUSSION

Potential Priorities

Through the review of current trials and potential opportunities, nine initiatives were identified for consideration for future funding/prioritisation to introduce smart, innovative technology and improvements to service delivery and community outcomes. These nine initiatives have been assessed through the adopted Innovative Smart Initiatives - priority scoring system and summarised in Appendix 3.

Six of the nine initiatives will be considered through the development of 2019/20 Operational Budgets

1. Barbeque maintenance technology solutions
2. Sturt Linear Park - Smart lighting upgrade
3. OptimoRoute - based on trial outcomes, rollout/scale up the route planning software to other business areas.
4. Smarterworks - based on trial outcomes, include ongoing funding for the use of software for project planning
5. Online interactive map solution to support improved information provision and interaction with customers
6. "Section Seven- Property Sale Searches" - Explore options for confidential/log in section on web

based solution to allow customers to manage searches.

Three of the nine initiatives will be submitted for council consideration through the New Initiative process as part of the 19/20 Annual Business Planning process:

7. Data Solution project - Cost what is required for the Oaklands Water reporting integration and automation and educational solution to be added to next stage of the Metrics that Matter project.
8. Australian Institute for Machine Learning (AIML) - Explore opportunities with AIML and potential partners on the images and video footage project to provide a proactive automated monitoring solution for assets
9. Streetscape monitoring - Assess best technology and monitoring solution for monitoring streetscape upgrades

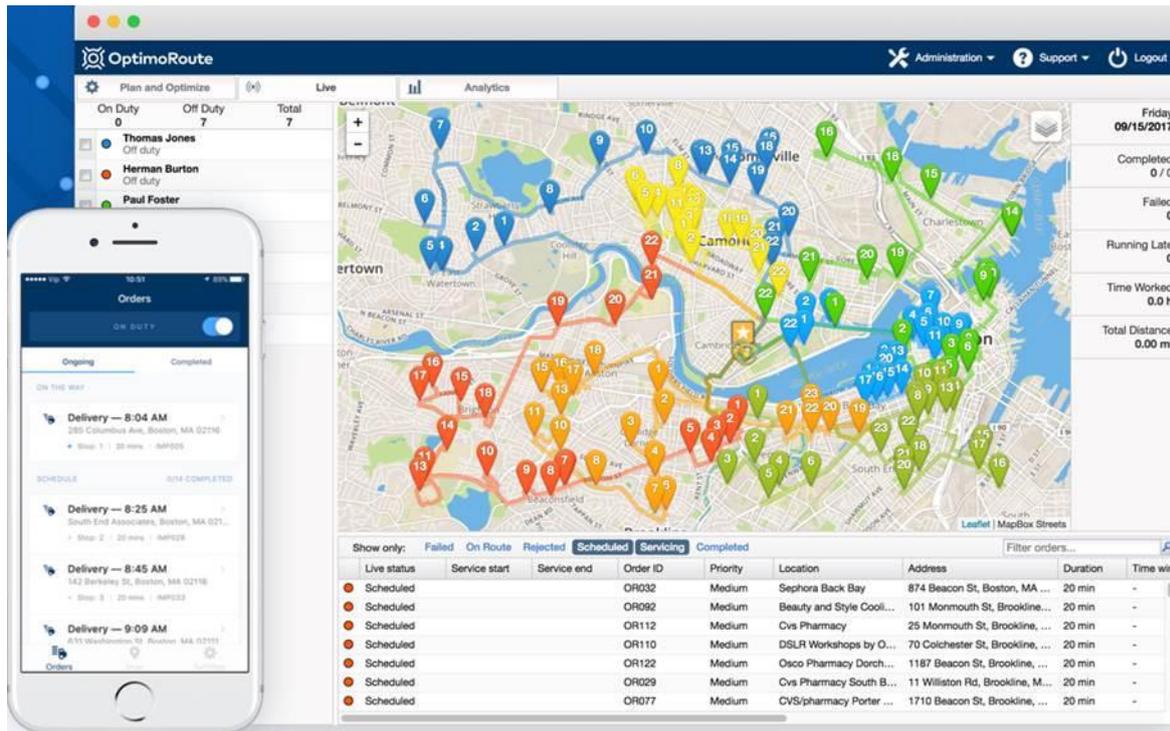
Data and Analytics:

Almost all of the opportunities and solutions identified will provide significant data sets for the City of Marion that we have not held, managed or analysed in the past. This will likely require investment in capability building, skills and resources to extract the most value out of these data sets. It will also require close integration with the data solution/warehousing (Metrics that Matter) project to ensure the valuable data collected is stored and managed in an appropriate way, following the principles of best practice data governance and management.

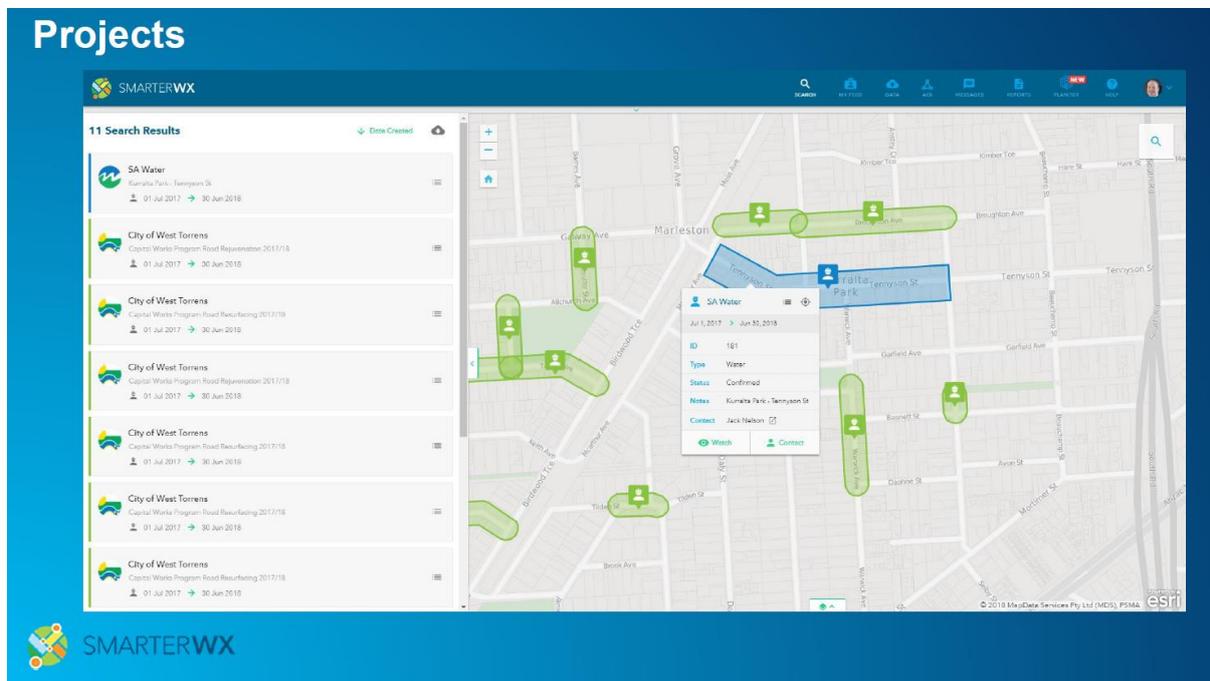
Attachment

#	Attachment	Type
1	ISC0181002R3 - Innovative Smart Initiatives - Appendix 1	PDF File
2	ISC181002R3 - Innovative Smart Initiatives - Appendix 2	PDF File
3	ISC181002R3 - Innovative Smart Initiatives - Appendix 3	PDF File

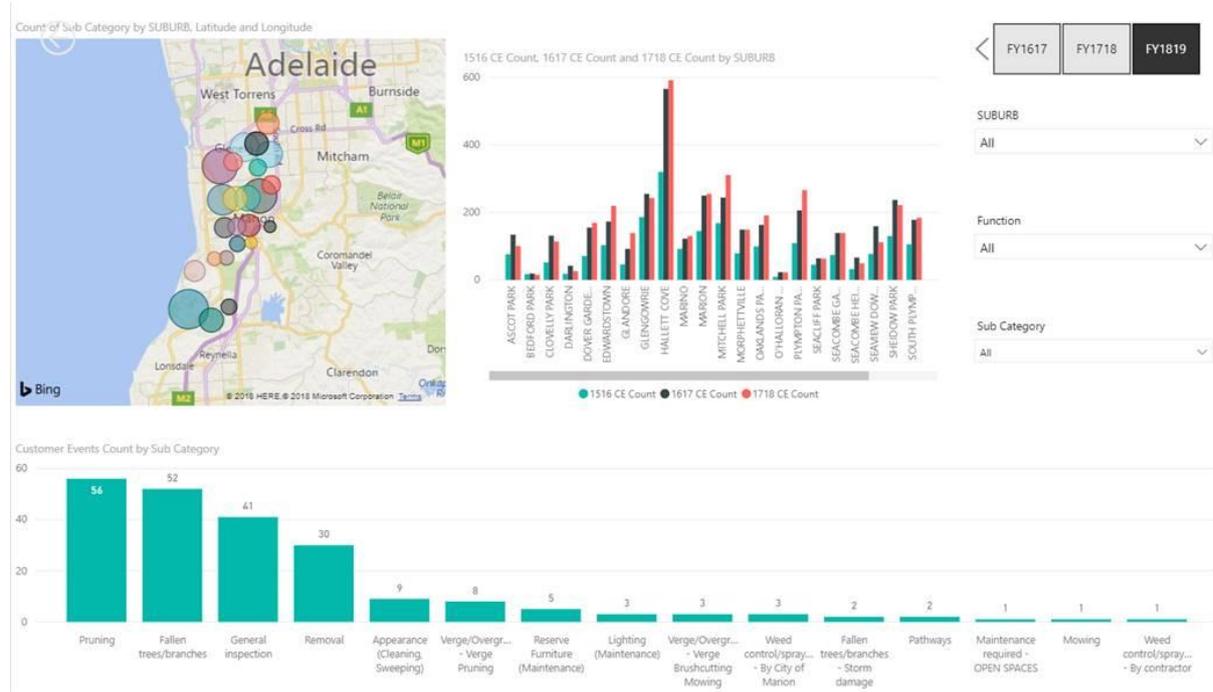
Optimo Route Application example



SmarterWX – Project tracking example



Open Space Dashboard example only



CUSTOMER EXPERIENCE

Information/Data	Service Area	Problem	Potential Solution
All customer information and interactions accessible in one place, to improve understanding of community segments eg business, non-English speaking background residents.	Customer Experience	Customer interactions coming through multiple channels and not able to be consolidated and analysed effectively.	✓ Progressing (in part) through CRM review and customer data analysis projects
Analysing customer interactions, (Customer requests, social media posts, feedback on plans, projects, policies, requests for information) how and why our customers are contacting us.	Customer Experience Community Engagement	Customer interactions coming through multiple channels and not able to be consolidated and analysed effectively.	✓ Progressing (in part) through CRM review and customer data analysis projects
Provision of accessible information to the community using mapping to show activities, services and projects in real-time across the City. eg tree data, flood mapping, thermal imagery, coastal data, capital works	Many services and functions	Community unable to visually see in one place what's happening across the city. Staff unable to visually see in one place what key projects/activities are happening across the city	✓ Progressing as part of the Business Systems Fitness Review with GIS system one of the key systems being reviewed ✓ SmarterWX trial
Tracking numbers and status of development applications	Development and Regulatory Services	Customers currently have poor visibility on the progress of their planning applications. Staff could increase productivity if more information could be provided to Customers.	✓ Working with DPTI on Planning reforms including online forms/applications portal and performance indicators. ✓ Progressing (in part) through the Planning Online Portal improvements projects
Greater understanding of non-English speaking background residents' needs	Community Connections	Residents from non-English speaking backgrounds not able to effectively engage/be informed. Ability to proactively/future proof our services in this sector.	Translating tool on the website, neighbourhood centre, call centre.
Better community segmentation data to understand importance of services provided and performance/satisfaction and gaps for these service areas.	Community Engagement Service reviews Prioritisation of projects/programs and funding	Staff being able to understand expectations of our community and respond to and focus on areas of relevance for them. Customer's feedback analysed in segmented form to improve their Customer experience with us.	Online Survey Community Forums Online Videos Media Event Surveys Sensors – Internet of Things (IoT)

ENVIRONMENTAL OPPORTUNITIES

Information/Data	Service Area	Problem	Potential Solution
Monitoring key locations already identified as hot spots through thermal mapping	Environmental Sustainability Development Services	Staff ability to communicate and educate the Community on environmental data and trends information available.	Online Spatial Mapping System
Analyse carbon inventory data and water consumption data profiles – establish consumption targets that can be monitored and reported (internally and publicly).	Environmental Sustainability	Staff capacity and ability to analyse subject matter data sets and report to the community accurately and timely.	Data Solution - Analysing existing and new data.

ECONOMIC/SOCIAL OPPORTUNITIES

Information/Data	Service Area	Problem	Potential Solution
Information on creative industries, trends of human behaviour and society in Marion and what their needs are to help us inform decision making on public realm infrastructure and design, social inclusion programming.	City Activation Engineering & Field Services Community Connections	Lack of in depth understanding on our residents and businesses, what do they want from Council and will they want into the future. Ability to analyse and inform our programming meeting the needs of our community. Ability to analyse and inform our infrastructure investments currently trending to demographic information.	Data Solution - Analysing existing and new data.
Opportunities for data sharing/collaboration to support business and innovation between state and local government, universities and industry.	City Activation Innovation and Strategy	Significant data exists in isolated systems and organisations, hindering the ability to support connectivity and innovation between state and local government, universities and industry.	-Open Data and data sharing -Ecosystem of support for entrepreneurs and innovators ✓ Progressing through the Smart South Consortium Project under the SAEDB and ✓ Development of an Open Data Framework
Improved knowledge of where people spend their money, trends and interests	City Activation	Staffing capacity to analyse and understand where and why our tourist/visitors are spending.	Data Solution - Analysing existing and new retail data.

ASSET AND INFRASTRUCTURE MANAGEMENT

Information/Data	Service Area	Problem	Potential Solution
A centralised database of all properties and records of owners and tenants for accurate service history of the facility.	City Property	Staff unable to concisely manage Property information due to lack of system.	✓ Progressing as part of the Asset Management Information System project
Process or system to improve management of purchasing, inventory, servicing and incident repairs of fleet.	Workshops Fleet Management	Staff unable to concisely manage Fleet information due to lack of system.	✓ Progressing as part of the Asset Management Information System project
Having technology/ICT support to work across all locations and out in the field reducing double handling of administration/records management.	Engineering & Infrastructure	Staff working 'in the field' are using paper based tools for undertaking their work programming, reporting, tracking etc Productivity and efficiency gains are achievable with mobile technology	Mobile technology for field based staff ✓ Progressing as part of the Asset Management Information System project and Service Review program
Data monitoring of community facilities and assets eg usage, movement, dwell times in buildings and reserves, playgrounds, roads, water levels, stormwater trunk mains, side entry pits, parking, footpaths, Community facilities	Open Space Recreation and Planning, Engineering & Infrastructure, City Property, Asset Management	Lack of information on why, how and who are using our assets and infrastructure. Ability to proactively/future proof our planning, maintenance and renewal.	Sensors – Internet of Things (IoT) ✓ Progressing as part of a number of trial projects Urban Activation Project Optimo Route Trial Playground Monitoring Public Wifi Pyro Box motion sensors
Improved sharing of Projects/programs within the organisation and between other key stakeholders such as SA Water, SAPN, DPTI e.g. capital works program, streetscaping, walking and cycling, open space	Infrastructure/project focused teams	Staffs ability to collaborate cross functionally and externally to reduce impact on our community around planning and infrastructure works.	✓ FY18/19 Trial/ Project - SmarterWX Project Management Software
Pedestrian/cyclists counters to track usage on key paths/networks which may inform future planning.	Engineering & Field Services City Activation	Staff being able to understand why, how and who are using our assets and infrastructure. Ability to proactively/future proof our planning, maintenance and renewal.	Sensors – Internet of Things (IoT) ✓ Progressing through the Urban Activation Project monitoring trial Key Walking and Cycling trails and Streetscape project monitoring opportunities
Data on parking trends around our shops and train/tram stations.	Engineering & Field Services	Staffs ability to analyse and understand how and why people are using our roads, public transport hotspots and parking.	Sensors – Internet of Things (IoT) and Parking app or web based solution ✓ Potential at Oaklands Crossing (either through funding bid submitted to Smart Cities and Suburbs Program or partnership with DPTI/PPT)

ORGANISATIONAL EXCELLENCE

Information/Data	Service Area	Problem	Potential Solution
Real-time financial data to support budget/staffing decisions	Finance and Payroll	Staffs ability to make informed decision making, efficient use of public money, transparency.	✓ FY18/19 Project ICT Business Systems Review Finance/Payroll System
The ability to better manage and report on projects including risks, budgets, project progress.	Many teams/services Project Management Office	Staff being able to efficiently and cross functionally manage projects.	✓ FY18/19 Project Project Management System
Create a 3D City Model of the city, or key precincts, where we can plan growth scenarios and add developments etc to visualise what impact this would have	City Activation Development and Regulatory Services Innovation and Strategy	Staff being able to strategically review urban planning of the City and ability to have holistic view to future proof/inform decision making. Improve Customer Experience for Community to have access to information around Planning.	Online 3D City Model
Trial the use of Virtual Reality, with a specialist partner in areas such as community education, access and inclusion, specialised staff training (eg use of equipment such as chainsaws), building design and usage, open space upgrades	Service Provision Asset Management Community Connections Staff Learning and Development	Staff being able to improve services provided to community utilising access to technology, programmes and courses at universities; schools and Tafe to train/educate staff/community.	Virtual reality technology
Real-time data around staff availability for workload for teams during the day, improve allocation of work, streamline timesheets clocking in/out during day.	Engineering & Field Services Finance & Contracts	Leadership staff ability to analyse and inform our programme daily workloads when staffing numbers/access to plant etc change. Proactively manage service delivery in real time. Staff ability to increase productivity and reduce administration/double handling of timesheets.	Timesheet app or web based solution

Smart Cities Pilot Project Scoring Matrix

Project	Benefit to customer experience or business performance (7)	Strategic Alignment (7)	Value (7)	Environmental Benefits (4)	Total X/25
AIML Machine Learning asset proactive monitoring	6	4	7	3	20
Streetscape Project pedestrian monitoring	5	5	5	1	16
Rollout/Scale up Optiworks	4	4	4	3	15
Ongoing use of SmarterWX	3	5	6	3	17
BBQ Maintenance Technology solution	3	4	4	2	13
Sturt River Linear Park Smart Lighting	4	4	5	3	16
Oaklands Water reporting included in Data solution project	4	4	4	3	15
Online Interactive Map Developer resource	5	4	4	1	14
Section Seven Property Sale Technology solution	2	4	2	0	8

>15		H
10 - 15		M
< 10		L

WORKSHOP / PRESENTATION ITEMS

OTHER BUSINESS

MEETING CLOSURE

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