

His Worship the Mayor  
Councillors  
**CITY OF MARION**



**NOTICE OF  
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 2 February 2016**

**Commencing at 6.30pm**

**In Committee Room 2**

**Council Administration Centre**

**245 Sturt Road, Sturt**

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

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

A handwritten signature in black ink, appearing to read "Adrian Skull", is written over a light blue rectangular background.

Adrian Skull  
**CHIEF EXECUTIVE OFFICER**

28 January 2016

**CITY OF MARION  
STRATEGY COMMITTEE AGENDA  
FOR THE MEETING TO BE HELD ON  
TUESDAY 2 FEBRUARY 2016  
COMMENCING AT 6.30 PM  
COMMITTEE ROOM 2  
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**

Nil

**5. BUSINESS ARISING**

Nil

**6. PRESENTATION**

6.1 Overview of the City of Marion

**7. REPORTS**

7.1	Strategy Committee Terms of Reference and overview of skills SC020216R7.1 .....	4
7.2	Work Program and meeting schedule for 2016 SC020216R7.2 .....	8
7.3	Strategic opportunities identified through the Strategic Directions Committee SC020216R7.3 .....	13
7.4	Environmental Scan and Global Trends SC020216R7.4 .....	16
7.5	Development of Council's Business Plan 2016-2019 SC020216R7.5 .....	24
7.6	Update of the Streetscape Policy and Program SC020216R7.6 .....	29

**8. CONFIDENTIAL ITEMS**

Nil

**9. ANY OTHER BUSINESS**

**10. MEETING CLOSURE**

The 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 Strategy Committee is scheduled to be held on:

**Time: 6:30 pm**

**Date: 5 April 2016**

**Venue: Committee Room 2**

**CITY OF MARION  
STRATEGY COMMITTEE MEETING  
2 FEBRUARY 2016**

**Originating Officer:** Fiona Harvey, Manager Innovation and Strategy  
**General Manager:** Abby Dickson, City Development  
**Subject:** Strategy Committee Terms of Reference and Overview of Skills  
**Reference No:** SC020216R7.1

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**REPORT OBJECTIVE**

To note the Strategy Committee's Terms of Reference and provide an opportunity for each of the members to give an overview of their skills.

**EXECUTIVE SUMMARY**

The Strategy Committee is a formally constituted Committee of Council pursuant to Section 41 of the Local Government Act 1999 and is responsible to Council.

The Committee's role is to report to Council and provide appropriate advice and recommendations on matters contained within the Committee's Terms of Reference (as adopted by Council at its General Meeting on 22 September 2015). A copy of the Terms of Reference is attached at Appendix 1.

The Committee comprises of 3 Elected Members and an expert member who each bring different skills and experience to the Committee.

Each Committee member is invited to give an overview of their own skills and experience relevant to the Committee's objectives (as defined in the Terms of Reference).

<b>RECOMMENDATION (2):</b>	<b>DUE DATES</b>
<b>That the Strategy Committee:</b>	
1. <b>Notes the Terms of Reference identified at Appendix 1 to the report.</b>	<b>Feb 2016</b>
2. <b>Note the overview of skills provided by each of the Committee Members.</b>	<b>Feb 2016</b>

**Appendix I: Strategy Committee Terms of Reference**

# STRATEGY COMMITTEE TERMS OF REFERENCE



## 1. ESTABLISHMENT

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (The Act) the Council has established a Strategy Committee.

## 2. OBJECTIVES

- 2.1 The Committee is established for the purposes of:
- Providing advice to Council regarding matters of strategic importance
  - The development and monitoring of Council's strategic management plans as defined under section 122 of the Act:
  - Providing advice to Council on the changing and emerging nature of the community, region and area in which it operates, and specifically the public policy objectives of other councils, State and Commonwealth governments
  - Providing advice to council on the extent or levels of service required to be provided by the Council to achieve its long-term objectives

## 3. MEMBERSHIP

- 3.1 The membership of the Committee will comprise of:
- The Mayor
  - Three other elected members
  - One expert member who is independent of Council
- 3.2 The Membership, term of appointment and the presiding member will be determined by resolution of the Council.

### Elected Member Representatives

- 3.3 The Presiding Member will be one of the Elected Member Representatives. This member will receive the allowance prescribed in accordance with the Local Government Remuneration Tribunal determination.
- 3.4 The Elected Member Representatives will change during the term of Council however Council may resolve to re-appoint an Elected Member representative for consecutive terms if this provides continuity for the Committee.

### Expert Member

- 3.5 The expert member will have experience in strategic management covering areas including business strategy and planning; integration and alignment of strategic directions and policies; foresight and critical analysis and thinking; systems development; change management principles and practice; and monitoring performance and outcomes,
- 3.6 The appointment of the expert member will be made by the Council for a term to be determined by the Council. Council may resolve to re-appoint an expert member for consecutive terms.
- 3.7 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide the expert member with the opportunity to be heard at a council meeting which is open to the public, if the expert member so requests.
- 3.8 Remuneration will be paid to the expert member of the Committee to be set by Council from time to time. At a minimum, the remuneration paid to expert members will be reviewed within 12 months of a Council (periodic) election. The basis will be a set fee per meeting.

### Process to source Expert Members

- 3.9 In accordance with sections 5.20 and 5.22 of the People and Culture Committee Terms of Reference, the People and Culture Committee will source and recommend to Council the appointment of the expert members on a Council committee.

## **4. BASIS FOR OPERATION.**

- 4.1 The Committee does not have any delegated powers of Council, and all decision of the Committee will constitute recommendations to the Council.
- 4.2 For the purposes of section 41(8) of the Local Government Act 1999, the Council does not impose any reporting and accounting ability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 The Committee will meet bi-monthly between February and November each year.
- 4.4 A quorum for a meeting of the Committee shall be three members of the Committee.
- 4.5 In the absence of the presiding member from a meeting, the members present will determine who will preside at the meeting.
- 4.6 Each member present at a Committee meeting must, subject to the provision of the Local Government Act 1999, vote on a question arising for decision at that meeting.
- 4.7 Where the Local Government Act 1999, the Local Government (Procedures at meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the committee, the Committee may determine its own procedures.
- 4.8 The Chief Executive Officer will ensure appropriate support is provided to Committee.

## **5. TERMS OF REFERENCE**

- 5.1 Within the parameters of the Local Government Act 1999, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with undertaking the following:
- 5.1.1 To advise Council regarding the development, implementation and review of its strategic management plans.
  - 5.1.2 To investigate and recommend to Council any boundary realignments required to benefit the community as a whole.
  - 5.1.3 To develop a process for Council to conduct a representation review as required by the Local Government Act 1999.
  - 5.1.4 To ensure that Council policy and strategies provide and promote Community 'wellbeing' through enhancing and sustaining economic, environmental and community development of the City of Marion
  - 5.1.5 To review any topic specific strategies or plans (not included within any other Committees Terms of Reference) prior to Council consideration and adoption.
  - 5.1.6 To investigate opportunities for City of Marion to participate in benchmarking programs in pursuit of continuous improvement
  - 5.1.7 To investigate and recommend to Council opportunities for the City of Marion to enter into cost sharing or co-operative arrangements with other stakeholders
  - 5.1.8 To monitor the process for Council to assess the current and future extent and levels of services required to be delivered by Council
  - 5.1.9 To advise Council regarding opportunities for community advocacy and issues management, and monitor progress of programs put in place in this respect
  - 5.1.10 To advise Council regarding opportunities for environmentally sustainable and energy efficient practices

Adopted by Council:	22 September 2015
Next Review:	December 2016
Previous Version:	Nil
Owner:	Manager Governance and Manager Strategy
Applicable Legislation:	Local Government Act 1999

**CITY OF MARION  
STRATEGY COMMITTEE MEETING  
2 FEBRUARY 2016**

**Originating Officer:** Fiona Harvey, Manager Innovation & Strategy  
**General Manager:** Abby Dickson, City Development  
**Subject:** Work Program and Meeting Schedule for 2016  
**Reference No:** SC020216R7.2

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**REPORT OBJECTIVE**

Setting an annual work program helps to ensure that the Strategy Committee addresses the scope of activities identified in the Committee's Terms of Reference, and ensures that the workload of the Committee is planned, managed and resourced. It allows the Committee to relay the dates and times of the meetings to the community and provides for upcoming business to be dealt with in a timely manner.

**EXECUTIVE SUMMARY**

A work program, based on the Committee's Terms of Reference and meeting schedule for 2016 will be discussed by the Committee. The template for the work program is provided in **Appendix 1** as a starting point for the Committee's consideration.

**Appendix 2** provides a summary of potential areas of focus for the Committee's consideration based on discussions held with Elected Members at the 15 January 2016 Elected Member Forum.

**RECOMMENDATION (1):**

**DUE DATES**

**That the Strategy Committee:**

1. Considers the work program for 2016 as attached in Appendix 1.

**2 Feb 2016**

## Appendix 1

**INDICATIVE STRATEGY COMMITTEE WORK PROGRAM - 2016**  
**TUESDAY, 2 FEBRUARY 2016**

<b>Topic</b>	<b>Action</b>
Introduction to the City of Marion	
Committee's Terms of Reference and overview of skills	
Work Pprogram 2016	Develop
Priorities identified through the Strategic Directions Committee	Provide advice on next steps
Council's Business Plan 2016-2019	Consider draft and process for further development
Streetscape Policy and Program	Update on progress and provide advice on next steps
Environmental Scan and Global Trends	Provide advice on key opportunities and impacts

**TUESDAY, 5 APRIL 2016**

<b>Topic</b>	<b>Action</b>
Total Development Plan of Everything	Option to combine with Urban Planning Committee
Regional approaches	
Tonsley Redevelopment	

**TUESDAY, 7 JUNE 2016**

<b>Topic</b>	<b>Action</b>
Darlington and broader north-south corridor upgrades	
Benchmarking	

**TUESDAY, 2 AUGUST 2016**

<b>Topic</b>	<b>Action</b>



## Appendix 2

### Potential areas of focus of for the Strategy Committee

- Innovation – thinking outside the box. Ideas generation
- Match our vision with our resources – alignment through priorities, plans and organisation
- Environmental scanning and changes
- Long term mega trends –what is happening in the world beyond Marion, Adelaide, Australia, world
- Equity across the City
- Working beyond Council boundaries – regional approaches
- Understanding social/community issues and opportunities
- Translation of strategic issues to action and outcomes
- Tonsley redevelopment
- Positivity – results, innovation – moving forward
- Streetscaping across the City
- Drive value of properties – Marion as a draw card – linking elements to high level vision
- Sturt Road - spine of Marion – commercial and vibrant thoroughfare
- Advocacy on the north-south corridor upgrade and what it can bring to Marion
- Benchmarking with other councils – efficiencies and improvement, using structures such as the G6 Group of Councils
- Opportunities and prompts from a broad strategic perspective to inform the other Committee



**CITY OF MARION  
STRATEGY COMMITTEE MEETING  
2 FEBRUARY 2016**

**Originating Officer:** Fiona Harvey, Manager Innovation & Strategy  
**General Manager:** Abby Dickson, City Development  
**Subject:** Strategic opportunities identified through the Strategic Directions Committee  
**Reference No:** SC020216R7.3

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**REPORT OBJECTIVE**

To provide the Committee with a summary of the discussions relating to areas of strategic opportunity identified through the Strategic Directions Committee during 2015.

**EXECUTIVE SUMMARY**

The SDC participated in a series of workshops during 2015 to explore potential strategic opportunities and issues. Three key opportunities were prioritised for further exploration over the course of the year. Progress has been made on all of the opportunities through various forums and committees since the finalisation of the Strategic Directions Committee (SDC) and will continue to be a priority over 2016 and beyond.

**RECOMMENDATION (1):**

**DUE DATES**

**That the Strategy Committee:**

- |  |            |
|--|------------|
| 1. Notes the strategic opportunities identified through the Strategic Directions Committee | 2 Feb 2016 |
|--|------------|

**DISCUSSION:**

Over a series of 4 workshops during 2015 the SDC<sup>1</sup> identified a suite of strategic opportunities and issues for further exploration. The SDC worked through a process to prioritise the suite and identified three key strategic ideas for further analysis and scoping:

1. Community energy opportunities
2. Innovation Districts
3. Total Development Plan

The Committee applied an 'Ideas Assessment Framework' comprising the criteria of 'uniqueness', 'alignment with Council's strategy', and 'value' to the above three topics. The outcome of this process was the selection of the 'Total Development Plan' for further exploration at SDC meetings with the following key strategic ideas identified:

*Improved 'quality of life benefits' to ratepayers delivered through the Total Development Plan and defined as:*

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<sup>1</sup> A formally constituted Committee of council established pursuant to Section 41 of the Local Government Act 1999 and Section 101A of the Development Act 1993.

- 1) *Attracting new economic development and employment growth within and adjacent to the City of Marion*
- 2) *Provision of high quality amenity (attractiveness and attractions), enhanced safety (and feeling of welcomeness), increasing well-being and sense of place*

### Total Development Plan

Workshops were conducted to further elicit potential initiatives to progress the Total Development Plan. Twenty Five initiatives were initially proposed to address the strategic idea of the 'Total Development Plan' which was then reframed as the 'The Development Plan of Everything' (DPOE). This recognises that the Development Plan is the key tool that specifies the type of development that can occur in the council area. It also recognises that in pursuing strategic opportunities many are outside the scope of the Development Plan which require other tools, such as council policies and plans, for their realisation. Hence an integrated approach that encompasses 'everything' is needed to ensure the delivery of strategic outcomes that meet community needs.

The 25 initiatives were further condensed and grouped to 9 key initiatives:

1. Ensure that the DPOE incentivises the connections to community and surroundings encouraging people to 'live' outside of their houses and ensure that walking distances (defined as less than 400m?) to nature and activated places/destinations from all development is enabled
2. DPOE to incentivise the creation of more jobs and increased economic activity through leveraging current Marion City strengths with regards to employment and skills base
3. The DPOE to encourage higher density mixed-use development along transport routes and in doing so highlight the transport priorities for connecting Tonsley to Flinders to Marion Shopping Centre
4. Marion City Council to facilitate and the DPOE to incentivise 'waste' incubator business opportunities
5. Design style guidelines to be contained within the DPOE
6. Maintain residential character zones for look and feel (pre 2003)
7. DPOE to strengthen requirements around stormwater management to aquifers and through natural watercourses rather than engineered systems (pipes and gutters)
8. Marion City Council to make use of 'Big Data' and analytics to influence all areas of the DPOE
9. Precinct developments to be enabled, incentivised, guided and supported by the DPOE and the City of Marion. Initial focus on Tonsley, Marion 'Heart', Glenthorne Farm, Southern Cultural Hub, Park Holme Recreation and Community Hub, and Majors Road Sporting Hub. DPOE to encourage and incentivise Hotel accommodation for 'destinations' in Marion (including Tonsley and short-term at Oaklands crossing)

Since the discussions on the TDPOE initiated through the SDC, further discussions and workshops were conducted to review the residential densities permitted in the existing Policy Areas of the Residential Zone within the City of Marion and progress a Development Plan Amendment (DPA). It is intended that the review will identify residential areas falling into the following two categories:

1. Areas where the original pattern of housing is still intact, and which are not located in proximity to public transport or activity centres, where further infill development can be curtailed.

2. Areas which are in proximity to public transport and activity centres, where density guidelines can be amended to facilitate increased housing density.

This DPA is an item for the Urban Planning Committee's consideration at its meeting on 2 February 2016 (UPC020216R6.4).

#### Innovation Districts

The discussions on Innovation Districts, with a focus on the Tonsley redevelopment, were pursued through the SDC and various other committees and working groups. Discussions are continuing with key stakeholders including Flinders University, Renewal SA, Department of State Development and City of Mitcham as the redevelopment progresses, with a significant recent focus on the Darlington upgrade project.

#### Community Energy priorities

Community energy priorities have progressed through the adoption of a resolution of Council on 24 November 2015. Council resolved to allocate resources to undertake a high level feasibility investigation on two potential renewable energy opportunities:

- A solar farm at a site to be determined;
- Installation of solar PV on Council buildings.

A report on the investigation is scheduled to be tabled with Council in February 2016.

**CITY OF MARION  
STRATEGY COMMITTEE MEETING  
2 FEBRUARY 2016**

**Originating Officer:** Fiona Harvey, Manager Innovation & Strategy  
**General Manager:** Abby Dickson, City Development  
**Subject:** Environmental Scan and Global Trends  
**Reference No:** SC020216R7.4

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**REPORT OBJECTIVE**

To provide the Committee with the most recent City of Marion Environmental Scan (Appendix 1), along with a summary of current global trends (Appendix 2) to support consideration of key opportunities and threats for the City and Community.

**EXECUTIVE SUMMARY**

A broad environmental scan, using the PESTLE framework is undertaken annually to support ongoing consideration of key emerging opportunities and threats for the City, region, state and beyond. This work is fed into a range of areas including the development of the Annual Business Plan and Budget, reviews of policies and strategies and operational plans.

Under the South Australian Public Health Act 2011 all councils have a mandate to take action to preserve, protect and promote public health within their area. The focus of public health is both at an individual and community level and covers all elements that contribute to overall community wellbeing. Within this context it is important for the City of Marion to actively monitor the health and wellbeing trends impacting our community (people, assets and environment), with this information able to inform the prioritisation of projects/programs and services that contribute to community wellbeing. A 'deep dive' analysis of health and wellbeing trends is conducted as part of the environmental scan and is provided in Appendix 3.

**RECOMMENDATION (1):**

**DUE DATES**

**That the Strategy Committee:**

- 1. Provides feedback regarding the environmental scan and global trends information as presented in Appendix 1, 2 and 3.**

**2 Feb 2016**

**Appendix 1: Draft City of Marion Environmental Scan – November 2015**

**Appendix 2: Global Megatrends**

**Appendix 3: Key High and Medium Risk Wellbeing Indicators**

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Political environment	Ongoing changes to Federal, State and Local Government policies and funding programs	✓				Maximise opportunities in the lead up to the next Federal election
	Community governance – growing expectation and desire to be effectively engaged in decision making requiring more active stakeholder management				✓	
	Participating in the 'Council of the future' review regarding the potential future direction, structure and amalgamation of local government, regional approaches and the ongoing debate regarding constitutional recognition for local government				✓	
Economic environment	<b>Economic Demographics:</b> - <b>Marion's economic contribution to the State is well below our population % with a fall in the number of GST registered businesses in Marion</b> - <b>More Marion residents work in Adelaide than in Marion. Our working population's level of education is generally higher than that required by the jobs available in Marion so we have many more working residents employed in higher level jobs than are available in Marion.</b> - <b>Real pressures on the sustainability of local jobs. The number of jobs in Marion remains static although our population is increasing. There is only one job in the City of Marion for every two working residents.</b> - <b>SA has the highest unemployment rate in the country. The Marion unemployment rate (6.7% in June 2015) is now significantly higher than the State average whereas for the past few years it has been lower.</b>	✓				Opportunities to grow visitation and increase spend in the region to secure additional economic benefit and increased jobs through Visitation Working Group  Opportunities to support small business through NBN rollout, Cove Civic Centre, improving the attractiveness of retail precincts and strips and through urban planning policy setting  Advocacy role for positive local economic impact, employment, training and local business opportunities from the Darlington upgrade and DPAs  Tonsley small business advisory service offering support to start-up & grow local businesses  Targeted key growth areas are clean technology, advanced manufacturing and innovative technologies  Rezoning of Sports Hubs
	Compromised financial capacity of ratepayers in economic climate due to rising utility costs and declining interest rates.	✓				Lower rate increase of 2.75% forecast for next 9 years of LTFFP
	National & international trends include: - Retail everywhere – e-commerce and pop-up shops - Shop local - Collaborative consumption, co-working spaces and sharing economy - Greening supply chains				✓	
Technological environment	Rapid technological change and wide application of social media, mobile devices and wireless and broadband networks	✓				Optimisation of Council's e-resources, communications and engagement strategy
	Increased access to data and information	✓				Free Wi-Fi at Council sites and libraries. Free power, e-reference, learning and low cost printing facilities at libraries.
	The increasing "Digital divide" within our community given varied levels of digital literacy to access services, employment opportunities, social and cultural networks, lifelong learning, teleworking and information.	✓				Digital literacy training and assistance at Libraries and neighbourhood centres
	The joy of missing out - trend in de-digitising to reconnect with people in person				✓	
	Opportunities in location aware service information and tourism apps for smart devices				✓	
	Increased use of video technology for 'how-to' information and video calls				✓	
	Opportunities to automate back office functions e.g. order & print out your own dog licence online				✓	
Changing digital economic conditions and global employment opportunities				✓		

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Social & cultural environment	<p><b>Public health demographics for Marion:</b></p> <ul style="list-style-type: none"> <li>- <b>Higher than metropolitan average proportion of people with physically chronic conditions, mental health problems and psychological distress particularly in central and northern Marion</b></li> <li>- <b>High % self-reporting health as fair/poor</b></li> <li>- <b>High % of adults overweight/obese, high cholesterol, high blood pressure, asthma, arthritis</b></li> <li>- <b>High proportion of premature mortality due to circulatory system, heart disease, cancers and self-inflicted injury</b></li> <li>- <b>High proportion of hospital admissions due to mental health conditions</b></li> <li>- <b>Higher proportion than metropolitan average of children not achieving recommended amount of physical activity (SAMSS data</b></li> <li>- <b>High proportion of children with insufficient fruit and vegetable consumption</b></li> <li>- <b>High proportion of females with osteoporosis</b></li> <li>- <b>High % of adults with psychological distress</b></li> <li>- <b>High % of people with multiple chronic health conditions</b></li> <li>- <b>High % of older people not participating in sufficient physical activity</b></li> <li>- <b>High % of community not involved in social, recreational or community activities</b></li> <li>- <b>Low % of young people involved in arts/ cultural activities, student leadership, and youth groups</b></li> <li>- <b>Low % of community on decision- making board or committees</b></li> </ul>	✓				<p>Aligning to and reporting on the four priority areas of Public Health legislation (South Australia a Better Place to live):</p> <ul style="list-style-type: none"> <li>- Increasing Opportunities for Healthy Living, Healthy Eating and Being Active</li> <li>- Preparing for Climate Change</li> <li>- Sustaining and Improving Public and Environmental Health Protection</li> <li>- Stronger and Healthier Communities and Neighbourhoods for All Generations</li> </ul> <p>Reconsideration of place based urban design and other Council services to encourage active living, healthy lifestyles and social connectivity for all age profiles</p> <p>Maximise connectivity in and around major projects (Tonsley Park, Flinders, Westfield, Seacliff Redevelopment, Castle Plaza/Edwardstown, Hallett Cove, Oaklands Wetland, regional sport and community facilities) to address:</p> <ul style="list-style-type: none"> <li>- physical activity</li> <li>- isolation and disadvantage</li> <li>- poor health outcomes</li> <li>- access to education, training and employment</li> <li>- access to open space with walking distance of homes and businesses</li> <li>- access to arts and culture</li> <li>- public safety</li> </ul> <p>Consideration of healthy eating habits, food security and ready access to fresh food within our City</p> <p>Alignment with PERMA + Positive Emotion, Engagement, Relationships, Meaning and Accomplishment PLUS Optimism, Resilience, Physical Activity, Nutrition and Sleep messages</p> <p>Federal and state Arts and Cultural policy changes could provide opportunities to strengthen creativity, engagement and connectedness</p> <p>Build opportunities for all generations and inter-generational social connection. Place-making opportunities in Tonsley, sporting hubs, transport hubs, local and main streets also linked with community governance approaches</p>
	Increasing community interest in volunteerism is providing a varied skill base but higher expectations. Longer working hours reducing the capacity for long-term volunteering and increasing the desire for more flexible periodic and short-term volunteering opportunities	✓				Appropriate work health and safety, development and deployment of volunteers and friends groups
	National and international trends on people remaining independent as they age – opportunity to focus more on individual wellbeing:	✓				HACC transitioning to national and regional customer led wellbeing and reablement home support programs offering more choice of suppliers – impact on our services yet to be determined
	Potential health issues around noise and air pollution around major traffic routes & building work	✓				
	<p><b>Population growth and changing demographics:</b></p> <ul style="list-style-type: none"> <li>- <b>High proportion of lone person households</b></li> <li>- <b>Increase in 85+ year olds and pensioners</b></li> <li>- <b>High % of households on low incomes and Housing SA rentals</b></li> <li>- <b>Growth in education attainment levels</b></li> <li>- <b>Increase in young families</b></li> <li>- <b>Increase in new arrivals with lower disposable income</b></li> <li>- <b>Changing ethnicity</b></li> </ul>	✓				<p>Reconsideration of place based urban design and other Council services to encourage active living, healthy lifestyles and social connectivity for all age profiles</p> <p>Continue and expand Crime Prevention Through Environmental Design</p>
	Vision 2030 Smart Libraries... Smart Communities - Our libraries are valued as institutions of civil democracy and community engagement. They are hubs of knowledge, creativity and innovation, bringing together the physical and digital worlds and providing opportunities for learning and leisure, linking the people of South Australia to each other and the world. ( 'Tomorrow's Libraries' by Libraries SA)				✓	Analysis of Library 'One Card' borrowing and collection data - potential for shared and specialised collection management across all formats

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Natural environment	Impacts of a changing climate (increasing temperatures and longer heatwaves, reduced rainfall but increased rainfall intensity, increased fire danger days and increased sea levels) on: - natural resources and ecosystems (including coastal and marine environments and water resources) - natural resources and ecosystems (including coastal and marine environments and water resources) - infrastructure and built environment (urban heat islands) - service level expectations for the public realm - essential services - manufacturing and business (business continuity support) - community health and wellbeing	✓				Participation in SA climate change strategy consultation which has a renewed emphasis and focus on abatement and adaptation.  Alignment with Carbon Neutral Adelaide and opportunities to align with the 'Low Carbon Investment Plan for South Australia' aimed at stimulating discussion about strategies to achieve a \$10 billion investment target in low carbon generation investments by 2025.  Resilient South implementation plan  Regional focus on coastal protection from metro seaside councils and addressing rising sea levels at Hallett Cove through residential general DPA  Factoring impacts into DPAs, service review program and capital works scheduling
	Growth of localism - links to community gardening, urban bee keeping, verge gardening, food forager movement, etc.	✓				Citizen Science, Bio Blitz and Common Thread events - move to more community led events  Increased promotion of related Neighbourhood Centre and Library resources
	Emergence of Nature Play - this is particularly connected to our Biophilic aspiration	✓				Bio Blitz Nature Play activities, design of reserves and playspaces
	Adverse impacts of pest plants and animals on natural ecosystems		✓			
	SA retailer energy efficiency scheme for the commercial and residential sectors		✓			
	SA Government 50% renewables commitment by 2025 & net zero emissions by 2050				✓	
Urban environment	<b>Urban demographics:</b> - <b>Limited housing choice to meet the needs of everyone in the community</b> - <b>Population growth and urban infill cause increased traffic and limited on-street parking with increasing demands on public places and spaces and public services</b>	✓				Housing Diversity DPA will reflect the unique topography of Marion requiring different urban solutions: - create more choice in southern Marion due to increased density - decrease density in the north to protect character and heritage areas, open space and trees whilst meeting 30 Year Plan for Greater Adelaide and review of Southern Growth Corridor population targets  Collaborate on Main South Road / Darlington DPA - higher Tonsley density, Sturt triangle and Lot 707
	Opportunities in biophilia, WSUD, energy efficiency and green infrastructure including whole-of-government green infrastructure strategy (SA) and the Living Adelaide initiative to mitigate the adverse impacts of urban planning and infill development on biodiversity/natural environments/ecosystems/water resources management/renewable energy and stormwater infrastructure requirements	✓				Influence DPTI to include biophilia and green infrastructure in projects within CoM  Resilient South partnership projects such as Urban heat Island mapping project & the Developing a business case for urban trees project  CoM contribution to the WaterSensitive SA project that delivers WSUD capacity building initiatives for Council staff, etc  Streetscape working Party  Access to Glenthorne
Transport and connectivity	<b>Marion's road/rail/freight network:</b> - <b>Poor east-west connectivity</b> - <b>Competing/overlapping transport systems</b> - <b>Multiple arterial roads carrying high volume of through traffic</b> - <b>Transit corridors dividing communities - Rail corridor, Lonsdale Road, South Road, Sturt drain</b> - <b>Unique terrain of the South combined with current transport services poses potential risk of isolation to residents that are ageing and mobility impaired increasing demand on community bus, neighbourhood centres and mobile library</b>	✓				South Road and Darlington interchange upgrades  Wider South Road project  Oaklands crossing campaign
	<b>Individual transport in Marion:</b> - <b>Narrow footpaths with limited resting/seating places – poor accessibility for mobility impaired Inefficient public transport services and long commute to work times</b> - <b>Poor transport linkages to public places and spaces, goods and services, local business and industry</b> - <b>Insufficient and poorly integrated walking &amp; cycling networks</b> - <b>Inadequate car parking for public transport commuters</b> - <b>Dominance of cars causing congestion on roads and increased on-street parking demands</b>	✓				Streetscape Working Group  Partnership opportunities to promote healthier, active transport alternatives and to improve integration of transport options – walk, park & ride (leverage DPTI process)
	Increased walking, cycling and public transport usage with fewer young drivers		✓			
	Technological transport trends: - Lightweight vehicles developed - Driverless cars - SA legislation reform underway (Motor Vehicles Act, Road Traffic Act) - Smart parking systems – greater use of technology- Car and bike sharing e.g. GoGet (Sydney) and Flexicar (Melbourne) - Big data, smarter transport for trucking and freight etc.				✓	

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Service provision	<b>Opportunity to develop more insightful understanding of customer value and service needs, including customer perspective in the development of service range and required service levels:</b>	✓				Restructure, Service Review programme, roll-out of values, Resident satisfaction survey, KPI framework
	<b>Accurate assessment of customer satisfaction levels</b>	✓				Resident satisfaction survey
	<b>Greater effective use of evidence for decision making</b>	✓				Resident satisfaction survey, KPI framework, service reviews
	<b>Continued focus on driving innovation and continuous improvement in a constrained budgetary environment</b>	✓				Service reviews, implement recommendations from Auditor General, optimisation of fleet lifecycle, regional waste services review and SA waste strategy 2015-2020
	<b>Funding and social and cultural impetus to adopt more collaborative service delivery models and better empower the community to participate and engage in place making and social enterprise</b>		✓			Opportunity to work more collaboratively with regional Councils in cost sharing
Governance, risk and strategic alignment	<b>Alignment of the organisation to deliver the aspirations of the Community and Council Plans</b>	✓				Endorsement of Council Plan and roll-out of integrated Work Area Planning
	<b>Transition to an agile &amp; responsive delivery model whilst maintaining prudent financial management</b>	✓				Review of frameworks and procedures to support delivery
	<b>Alignment of risk management throughout the organisation</b>	✓				Monitoring of risk registers, reformed Risk Working Group
	Changes to regional emergency management planning	✓				Reformed Risk Working Group  Update of emergency management procedures
Long term financial sustainability	<b>Limited funding capacity for competing strategic projects or incremental service improvements given current rates assumptions and funding position - need for greater collaboration, partnering and innovative funding solutions to achieve community outcomes in a challenging fiscal environment</b>	✓				Rate of 2.75% modelled for next 9 years  Further models of collaborative procurement, public private partnership, cost sharing and funding streams investigated
	Uncertainty of future interest rates and its impact on our future loan portfolio.				✓	
	Increases in State Government fees and levies impact on the cost of delivering services				✓	
	Increasing maintenance and utility costs impact on the cost of delivering services				✓	New electricity contract will increase costs - mitigations investigated include streetlighting efficiency review
Asset reliability and sustainability	Reviewing our existing asset base: - In light of increasing costs and customer service requests to maintain and renew our existing asset base - Understanding which assets could be repurposed, reused or disposed of in order to enhance other assets to better meet community needs - Investigating innovative asset management models e.g. share community use, public private partnerships and related business and retail opportunities	✓				Embedding the Asset Sustainability matrix into prioritisation of customer service request resolution actions
Employer of choice	Embedding Work Health & Safety system improvements throughout the organisation	✓				WHS training,
	Need to provide the appropriate technology tools and information resources for staff to connect, collaborate and do their jobs efficiently and effectively	✓				Lotus Notes Replacement Program  Improved contract management under wider review of procurement management
	Continued building of leadership and workforce capability and skills, particularly in the areas of project management, partnership models and industry experience	✓				E3 learning & 70/20/10 T&D program, PMG training sessions, integrated work area planning, knowledge transfer from contractors
	Sustaining positive culture and a focus on delivery of outcomes during the period of change while the restructure takes effect	✓				GMs appointed, Roll-out of values

## GLOBAL MEGATRENDS

### 1. More from less

The earth has limited supplies of natural and food resources for human survival and many are being depleted at alarming rates. Concurrently, population and economic growth are placing upward pressure on demand. Governments, the private sector and communities will be required to discover new ways of ensuring quality of life for current and future generations within the confines of these limited resources.

### 2. Going, going ... gone?

Much of the world's ecological habitats and biodiversity are in decline or at risk of extinction. Also implicated are the issues of greenhouse gas emissions and climate change. Whilst these issues are urgent, an increase in human response is being observed.

### 3. The silk highway

The world's economy is shifting from west to east and north to south. Billions of people in Asia, South America and Africa will transition out of poverty into the middle income classes with China and India being the new powerhouses of the world economy. This will result in new export markets, trade relations, business models and cultural ties. Australia can expect an increasing flow of international tourists.

### 4. Forever young

An ageing population is an asset with these people having a wealth of skills, knowledge, wisdom and mentorship. Challenges relating to ageing are a widening retirement savings gap and rapidly escalating healthcare expenditure. This will impact on the demand for services and the structure and function of the labour market.

### 5. Virtually here

There is increasing connectivity where individuals, communities, governments and businesses are progressively becoming more immersed in a virtual world. More business and shopping is being done on-line than ever before and this will continue to grow. A digitally connected world is enabling people to form new connections and selectively access information that they trust through multiple channels.

### 6. Great expectations

There is an increasing demand for experiences over products and for social relationships. People want services that meet their unique needs and have a desire for more personalised, better and faster services. This has implications for the private and public retail and human service delivery sectors. Social relationships that enable face-to-face interaction will hold increased importance as an antithesis to the plethora of social media and digital communication. In contrast, for people experiencing high levels of poverty there will still be the need for the basic necessities for survival.

### 7. Innovation imperative

Innovation will cut across all fields of scientific research and human endeavour to take us into the future rather than a reliance on the more traditional industries such as mineral exploration. Ideas are needed for clever solutions that enable industries to achieve more output for the same or fewer inputs.

## City of Marion Key High and Medium Risk Wellbeing Indicators

Wellbeing Indicator	Scope of Indicator	Wellbeing outcomes sought	City of Marion	Metropolitan Adelaide	Comparison to Benchmark
<b>Demographic</b>					
High proportion of lone person households	Marion LGA	Social interaction	30.0%	27.0%	+3.0%
High number of age pension recipients	Marion LGA	Affordable opportunities for physical activity, recreational activities and social interaction	79.0%	74.7%	+4.3%
High percentage of Housing SA rentals	Marion LGA	Affordable opportunities for physical activity, recreational activities and social interaction	9.4%	6.4%	+3.0%
<b>Environment</b>					
Increase in the incidence of heatwaves of 2 days greater than 40 degrees celsius	Southern Adelaide	Mitigation of the impacts of the urban heat island effect by creating cooler environments	Projected to increase by 40.0% by 2030 in Southern Adelaide	N/A	N/A
Increase in the incidence of heatwaves of 3 day sequences with average temperature greater than 32 degrees celsius	Southern Adelaide	Mitigation of the impacts of the urban heat island effect by creating cooler environments	Projected to increase by 200.0% by 2030 in Southern Adelaide	N/A	N/A
Increase in extreme daily rainfall	Southern Adelaide	Improved stormwater management	Projected to increase by 5.3% by 2030 in Southern Adelaide	N/A	N/A
<b>Health &amp; health affecting behaviour</b>					
High proportion of females with osteoporosis	Marion LGA	Participation in physical activity	5.1 (Age standardised rate per 100)	4.8 (Age standardised rate per 100)	+6.3%
High proportion of hospital admissions due to mental health conditions	Marion LGA	Affordable and accessible opportunities for social interaction	1,308.2 (Age standardised rate per 100,000)	1,099.3 (Age standardised rate per 100,000)	+19.0%
<b>Health &amp; health affecting behaviour</b>					
Proportion of male children with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards	5.1%	8.4%	-3.3%
Proportion of male adults with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards	32.7%	37.6%	-4.9%
Proportion of adults with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards	41.4%	44.6%	-3.2%

Wellbeing Indicator	Scope of Indicator	Wellbeing outcomes sought	City of Marion	Metropolitan Adelaide	Comparison to Benchmark
High percentage of community not involved in social, recreational or community activities	Marion LGA	Involvement in social, recreational and community activities	58.7%	54.1%	+4.6%
Low percentage of community on decision-making board or committees	Marion LGA	Clubs and community groups offer opportunities for community leadership	11.3%	17.5% (South Australia)	-6.2%
High percentage of female adults overweight or obese	Marion LGA	Participation in physical activity	57.8%	52.0%	+5.8%
High percentage of adults aged 45-64 years overweight or obese	Marion LGA	Participation in physical activity	74.6%	68.4%	+6.2%
High percentage of adults aged 55-64 years with high cholesterol	Marion LGA	Participation in physical activity	32.9%	28.1%	+4.8%
High percentage of adults aged over 65 years with high cholesterol	Marion LGA	Participation in physical activity	42.6%	39.6%	+3.0%
Proportion of children with asthma	Marion LGA	Participation in physical activity	22.6%	13.8%	+8.8%
High percentage of female adults with psychological distress	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities	14.6%	10.4%	+4.2%
High percentage of children self-reporting health as fair/poor	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities	21.4%	17.9%	+3.5%
High percentage of males self-reporting health as fair/poor	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities	42.1%	37.2%	+4.9%
<b>Health &amp; health affecting behaviour</b>					
Low percentage of young people involved in arts / cultural / music activities	Marion LGA	Participation in youth activities	42.8%	46.0% (South Australia)	-3.2%
Low percentage of young people involved in student leadership activities	Marion LGA	Participation in youth activities	26.0%	30.5% (South Australia)	-4.5%
Low percentage of young people involved in youth groups and clubs	Marion LGA	Participation in youth activities	23.3%	27.7%	-4.4%

**As at November 2015**

**CITY OF MARION  
STRATEGY COMMITTEE MEETING  
2 FEBRUARY 2016**

**Originating Officer:** Fiona Harvey, Manager Innovation & Strategy  
**General Manager:** Abby Dickson, City Development  
**Subject:** Development of Council's Business Plan 2016-2019  
**Reference No:** SC020216R7.5

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**REPORT OBJECTIVE**

To provide the Strategy Committee with a draft three year business plan for consideration and further development.

**EXECUTIVE SUMMARY**

Elected Members considered the first draft of a three year business plan for the period July 2016-June 2019 at its planning workshop on 16 January 2016. As the development and monitoring of council's strategic plans is a key objective of the Strategy Committee, it was proposed to refer the draft business plan (**Appendix 1**) to the Committee for its consideration and further development.

**RECOMMENDATION (1):**

**DUE DATES**

**That the Strategy Committee:**

1. **Considers the draft business plan (as provided in Appendix 1) and provides feedback on the process to finalise the plan.**

**2 Feb 2016**

**DISCUSSION:**

The *Local Government Act 1999*, Section 122 sets out a council's requirements regarding its strategic management plans. It prescribes that councils must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the 'strategic management plans'. The plans must:

- Identify councils' objectives over, at least, a 4 year period
- Indicate consideration, participation and coordination with other regional, state and national governments' policies, objectives and services.
- Demonstrate assessment of financial sustainability, extent/ levels of service, extent of infrastructure management and anticipated changes in its area
- Identify council's principle activities, means of delivery and measures of performance

The City of Marion's Strategic Management Framework (SMF) (Appendix 2) sets out the overarching framework for Council's strategic and business plans. The focus of the SMF is to ensure that the key elements of the strategic planning and management systems

and processes are aligned and integrated to ensure that Council can effectively pursue the Community's aspirations over the next 25 years. The SMF is underpinned by a series of processes to support decision making, resource allocation, service delivery and performance monitoring.

Currently the City of Marion has a number of adopted plans that form its suite of strategic management plans. :

- 25 Year Community Plan- Towards 2040 (adopted in 2013, Appendix 2)
- 10 Year Strategic Plan 2010-2020 (adopted in 2010 and refined in 2011)
- 10 Year Long Term Financial Plan (reviewed and adopted annually)
- 10 Year Asset Management Plan (adopted in 2016)
- Medium Term Strategic Directions Report (strategic urban development priorities) (adopted in 2013)

Short term business plans, policies and strategies have been developed to implement the suite of strategic plans.

The draft 3 year business plan provides a medium term, action-oriented plan that identifies the key strategic priorities over the remaining three years of the council term. This plan has been drafted within the framework of the six aspirations of the Community Plan (Appendix 3). The development and adoption of the business plan, in conjunction with the other strategic plans, will satisfy the requirements of the Local Government Act.

In conjunction with the development of the business plan, it is proposed to make some minor changes to terminology in the Community Plan:

- Rename the Community Plan the Strategic Plan to reflect its long term, visionary nature
- Change the 'Biophilic' theme to 'Connected with Nature'

#### Process to finalise the Business Plan

It is proposed that the Strategy Committee lead the process to seek input from all Elected Members to further progress the Business Plan.

#### **Appendix 1: Draft Business Plan 2015-2019**

#### **Appendix 2: City of Marion Community Plan – Towards 2040**

## Draft Business Plan 2016-2019

Appendix 1  
SC020216R7.5

	Council Strategic Goal	Strategic Priorities	Lead	2016/17	2017/18	2018/19
A Liveable City	Access to housing choice, jobs and services for a growing and diverse population	Commence a Housing Diversity DPA to review residential zoning within the City of Marion having regard to preservation of existing residential areas in the northern part of the city and creating housing choice in the southern part of the city - Complete 2017	Steve Hooper		X	
		Develop an age friendly City Strategy that incorporates access and inclusion in partnership with the Cities of Mitcham and Holdfast Bay - February 2016	Cassandra Gibson Pope	X		
	Neighbourhoods that reflect local character, heritage and enable a sense of belonging	Finalise procurement and construct the Jervois Street Reserve redevelopment by July 2016	Alicia Clutterham	X		
		Complete detailed business case of the final Marion Outdoor Pool Masterplan - April 2016	David Barrett	X		
		Present the 2016-2019 Reconciliation Action Plan and commence implementation in February 2016	Marq Edgecombe			X
		Progress the Marion Historic Village Streetscape program based on Council's consideration of its priority - July 2017	Mathew Allen			X
	Neighbourhoods that are safe, activated and attractive places for people	Develop a costed master plan and business case for the potential development of the Mitchell Park Sports and Community Club precinct - July 2016.	Sean O'Brien	X		
		Complete concept designs and submit an application the Federal Government for a 50% funding contribution for delivery of the Edwardstown Oval redevelopment - March 2016	Sean O'Brien	X		
		Develop a lighting concept plan for Capella Reserve by February 2016 & identify potential site for a new regional soccer facility - December 2016	Sean O'Brien	X		
		Support BMX SA to develop concept designs and a feasibility report for a new BMX complex - April 2016	Sean O'Brien	X		
		Progress the Hallett Cove Foreshore redevelopment: -Undertake Stormwater and civil works commencing October 2016; staged detailed design and documentation; development approvals and procurement -Progress stages 4, 5 and 6 as funding is secured	Alicia Clutterham			X
		Embed Public Health principles and priorities within the Council's strategic plans. Commence with Council Plan 2016	Fiona Harvey			X
		Substantially complete a Recreation/Sport Hubs DPA to review the zoning of key sporting areas/hubs within the City of Marion to a more appropriate zoning. Complete 2017	Steve Hooper			X
		Develop a strategy for the future provision of tennis and netball courts across the City of Marion - September 2016	Sean O'Brien	X		
		Construct the Trott Park Dog Park commencing February 2016	Alicia Clutterham	X		
		Deliver the traffic treatment works for George and Finnis Street by end 2016	Mark Griffin	X		
	An inclusive Community embracing diverse cultures, active living, and healthy lifestyles	Develop concept plan, detailed design and commence construction of local and neighbourhood playspaces as prioritised through Playspace Strategy review. Commence Strategy review January 2016	Alicia Clutterham			X
Progress the Inclusive Playspace at Hendrie St in partnership with the Touched by Olivia Foundation: - Finalise funding agreement with Touched By Olivia Foundation - August 2016 -Undertake detailed design - Commence August 2016 -Progress development approvals and procurement - commence November 2016 -On ground works - commence 2017		Alicia Clutterham			X	
Implementation of partnerships to deliver youth programs and services with first round of grants offered in March 2016		Shaun Stevens			X	
Appoint the Operator for the Marion Leisure and Fitness Centre by June 2016		David Barrett	X			
A healthy and climate resilient urban environment	Develop a plan to increase energy efficiency of council facilities and commence roll out of priority initiatives - February 2016	Ann Gibbons			X	
	Develop a business case to transition to safe and sustainable street and public lighting and commence delivery by December 2016	Mathew Allen			X	
	Implement priorities (once considered by Council) from the Resilient South Regional Climate Change Adaptation Implementation Plan. Commence March 2016	Ann Gibbons			X	
	Increase the number of sites connected to Oaklands distribution network from 7 to a minimum of 11 and use up to 65ML of treated stormwater on these sites for irrigation by December 2016	Glynn Ricketts	X			
	Investigate the potential to establish a water supply business utilising the Oaklands Wetlands water distribution network	Mathew Allen			X	
	Implement the two adopted Regional Stormwater Management Plans; Hallett Cove Creeks, and the Coastal Catchment between Glenelg and Marino	Mathew Allen/Steve Hooper			X	
	Complete draft Stormwater Management Plans for the catchments of 'East of Sturt River' and 'Urban area abutting Field River' for Council consideration and public consultation	Brenton Mitsos		X		
	Commence the Stormwater Masterplan DPA in 2017 with Completion in 2018.	Steve Hooper			X	
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes	Mark Griffin			X	
	Commence stage 1A (access road, Gross Pollutant Traps, sedimentation basin and high flow bypass) - complete December 2016 and 1B (wetland cells, overflow weirs, additional drainage the planting and landscaping) construction works package at Glade Crescent Wetlands scheme - complete April 2017	Glynn Ricketts		X		
A City Connected with Nature	Develop a regional coastal management plan -commencing 2016	Ann Gibbons		X		
	A City that reflects a deep value of the natural world	Mathew Allen/Brett Jaggard	X			
	Improved condition, diversity and connectivity of ecosystems	Rebecca Neumann		X		
	Strenuous effort to obtain commitment from the University of Adelaide or State Government that Glenthorne Farm will be opened up for community benefit	Rebecca Neumann		X		
	Plan the final stages of the Oaklands Reserve redevelopment including the biodiversity corridor, including: develop a concept plan; seek grant funding opportunities; undertake detailed design and documentation of stages 1 and 2; develop approvals and procurement; construct stage 1 and 2 - Consideration by Council March 2016	Alicia Clutterham			X	

A Prosperous City	An urban environment that attracts business investment and economic activation	Agree with partners to short and long term governance arrangements for Tonsley	Adrian Skull		X	
		Facilitate development of priority mixed use nodes/precincts identified in 30 Year Plan for Greater Adelaide	Steve Hooper			X
		Work regionally to create jobs in the South	Neil McNish			X
		Deliver the Tonsley small business advisory service, providing free advice to start up and early stage businesses	Neil McNish		X	
		Commence the Industry/Commerce (Edwardstown) DPA	Steve Hooper			X
	A City that offers opportunity for work placement and local employment	Work regionally to maximise employment and workforce development funding for the southern region	Neil McNish			X
Advocate for east-west connectivity and development adjacent to the North-South Corridor		Adrian Skull			X	
Deliver digital economy education programs for businesses to capitalise on the NBN roll-out - Commence March 2016		Neil McNish			X	
A diverse and welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	Grow visitation and increase spend in the region to secure additional economic benefit and increased jobs through the Visitor Economy Working Group	Neil McNish			X	
	Commence the Racecourse (Morphettville) DPA	Steve Hooper			X	
A Connected City	A road network that supports safe walking, cycling and vehicle travel and connects neighbourhoods	Implement high priority projects identified in the Walking and Cycling Strategy including the Tonsley Greenway, Sturt River Linear Park Greenway and other local cycling connections between Tonsley and the Marion Central precinct - commences 2016	Rudy Tieman/Mark Griffin	X		
		Reconstruct the next section(s) of Railway Terrace to extend the off road shared use path along the Adelaide to Marion Rocks Greenway - commences 2017	Rudy Tieman			X
		Glandore Laneways in public ownership by December 2016	Rudy Tieman	X		
		Advocate for grade separation at the Oaklands Rail crossing. Commence April 2016	John Valentine/Craig Clarke		X	
	A City that advocates improved public transport systems, linkages and networks	Develop a 10 year Policy and Program framework for Streetscapes and commence implementation	Fiona Harvey/Mathew Allen			X
	Develop a 10 year Policy and Program framework for Open Space and Playspaces and commence implementation	Fiona Harvey/Mathew Allen			X	
A City that supports equitable access to diverse information sources and reliable digital technologies	Extend the use of CoM Web site to deliver on the multi-channel communications and engagement strategy including social media	John Deally / Craig Clarke			X	
An Engaged City	Communities that support opportunity for volunteerism and social interaction	Investigate the potential to structure, resource and grow volunteers - commence January 2016	Vanita Schwarz	X		
	Meaningful opportunities for community engagement, partnerships and co-creation	Increase the number of community led initiatives using the Community Capacity Building approach by December 2016	David Sharp	X		
		Provide Council with a feasibility analysis of boundary realignment opportunities between the City of Marion and adjoining Councils and commence implementation - Commence January 2016	Fiona Harvey/Steve Hooper		X	
An Innovative City	A City that harnesses creativity, research and collaboration to pursue innovative ideas	Develop a marketing plan for all neighbourhood centres and commence implementation	Cassandra Gibson Pope			X
		Develop a program of support and assistance to organisations that have a lease or licence with CoM to develop their capacity	Carol Hampton	X		
		Review Leasing and Licensing Policy by June 2016	Carol Hampton	X		
		Undertake a study on the potential for the installation of a solar farm or solar panel network in the City by February 2016	Ann Gibbons/Neil McNish	X		
Provide flexible facilities across the City to support innovation	Establish a City of Marion presence at Tonsley in partnership with the New Venture Institute and Co-HaB	Neil McNish		X		
Our Council of Excellence	Council delivers maximum community value through effective, efficient and equitable service delivery	Undertake service reviews on: Hard Rubbish and Illegal Dumping - expected completion March 2016 LKCC - expected completion May 2016 Land and Property Services - expected completion October 2016 Libraries - Commence 2016	Kate McKenzie		X	
		Deliver an annual Stakeholder survey on satisfaction with Council facilities	Carol Hampton			X
		Focused program to ensure 80% of facility leases are up to date (subject to negotiations with major lease holders) by June 2016	Carol Hampton	X		
		Develop and implement a community feedback program, including a biannual community satisfaction survey	Fiona Harvey			X
		Ongoing review of the Long Term Financial Plan to ensure council remains in a sound and sustainable financial position	Ray Barnwell			X
	Community wellbeing is maximised through the high standard of maintenance, renewal and development of City assets	Undertake a building/facilities condition audit by April 2016	Carol Hampton	X		
		Develop a building renewal plan- Commence April 2016	Fiona Harvey	X		
	Council has the skills, tools and capacity to deliver services, programs and projects to meet the community's expectations	Develop an asset disposal / consolidation program and commence implementation - Program developed by November 2016	Fiona Harvey/Carol Hampton			X
		Pursue Council's adopted target of 'Zero Harm with Improved Wellbeing' by ensuring Hazard Registers and underpinning SWMS/SWPs/SOPs, are in place and maintained for each Business Unit with improvement actions monitored and reported to WHS Committee bi-monthly.	Sherie Walczak			X
		Invest in new technology to modernise City of Marion's technology platform including retiring ageing Lotus Notes systems as a priority in 2016	John Deally			X
Develop and deliver a Workforce Plan	Stephanie Roberts	X				

**Six themes of your Community Plan**

These six themes represent the shared values and aspirations that will guide how our city develops in line with your vision.



**LIVEABLE**

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

**PROSPEROUS**

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

**BIOPHILIC**

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

**INNOVATIVE**

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

**ENGAGED**

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

**CONNECTED**

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

**LIVEABLE**



**BIOPHILIC**



**ENGAGED**



**PROSPEROUS**



**INNOVATIVE**



**CONNECTED**



**CITY OF MARION  
STRATEGY COMMITTEE MEETING  
2 FEBRUARY 2016**

**Originating Officer:** Elaine Delgado, Strategic Planner  
**General Manager:** Abby Dickson, City Development  
**Subject:** Update on development of Streetscape Policy & Program  
**Reference No:** SC020216R7.6

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**REPORT OBJECTIVE**

To provide the Strategy Committee with an update on the discussions of the Streetscape Working Party established to develop a Streetscape Policy and 10-year Program.

**RECOMMENDATION (1):**

**DUE DATES**

**That the Strategy Committee:**

- |   |            |
|---|------------|
| 1. Considers the progress to date on the development of a Streetscape Policy and Program for the City of Marion | 2 Feb 2016 |
|---|------------|

**DISCUSSION:**

Cr Veliskou presented a Motion to the General Council meeting on 9 December 2014 (GC091214M03) seeking the establishment of a Streetscape Working Party as follows:

*'That council establish a streetscape working party for the incoming council to provide input in the development of the Council's streetscape policy draft before it goes to consultation.'*

The Working Party comprises Councillors Gard, Hutchinson, Pfeiffer, Telfer and Veliskou.

Meetings of the Working Party commenced with discussions on 5 November and 2 December 2015. Points raised at these meetings are at Appendix 1.

Initial information provided to the Working Party to inform the project (Appendix 2) includes:

- An overview of feedback from community engagement undertaken for the Community Plan – Towards 2040 relating to streetscapes
- Council policies, strategies, plans and programs with a current or potential future relationship to streetscapes
- Streetscape elements for consideration in the development of a Streetscape Policy and Program
- High and medium risk wellbeing indicators (attached to SC020216R7.4 Appendix 3)
- Images of desired streetscape elements

The discussions to date will inform the approach for the development of a Streetscape Policy and 10-Year Program for the City of Marion. The proposed approach is scheduled to be tabled at the next Working Party meeting on 16 February 2016.

Report Reference: SC020216R7.6

**Appendix 1: Excerpts from the Streetscape Working Party Discussions**  
**Appendix 2: Initial information provided to the Streetscape Working Party**

## **EXCERPTS FROM STREETSCAPE WORKING PARTY DISCUSSIONS**

### **5 November 2015**

Attendees: Crs Hutchinson, Pfeiffer, Veliskou

#### **Vision:**

To improve the amenity and functionality of streetscapes in the City of Marion so they add value to people's experience of the city

#### **Project objective:**

To create an outcome focused policy and supporting framework to guide the development of streetscapes

#### **Strategic Issues:**

- Undergrounding of power lines
- Impacts on provision of street trees by Development Plan zoning and policies
- Design and maintenance of footpaths need to ensure walkability
- Streetscape design needs to consider water management and water sensitive urban design
- Streetscape standards need to consider the demographics of an area, such as where older residents live, to encourage use
- A 'Link and Place' approach could be applied to this project to identify streets that are primarily for vehicle movement with a design objective to save time, and streets that are destinations in their own right with a design objective to spend time. The outcomes of this analysis would define street character and guide standards for streetscape development
- Identify relevant *Making Marion* community feedback and other data to identify community values and issues
- Project outcomes need to consider council's Tree Management Policy and Framework

#### **Operational issues:**

- Landscaping and maintenance of verges by residents/land owners
- Consider the development and promotion for voluntary use of design guidelines for private open space in the front of dwellings to encourage plantings that enhance streetscapes so there is a sense of connectivity
- Funding of streetscapes if proposed standards are beyond those identified in the current Asset Management Plan – upfront capital vs long term benefit

### **2 December 2015**

Attendees: Crs Gard, Hutchinson, Pfeiffer, Telfer

The following provides a summary of points made in discussion:

- Streetscapes are a key issue and opportunity for the City of Marion that can confer many benefits to the community
- It is important to have a 'whole of city' strategic approach to identifying future outcomes for the road and street network
- Street trees are a critical element of streetscapes but the project also needs to encompass many other aspects such as verges, footpaths, street furniture, etc.

- It is important that the strategic approach for the development of streetscapes ultimately informs service levels
- Consideration could be given to identifying demonstration sites as the project further develops
- A tree audit is in the process of being undertaken the outcomes of which will inform the streetscape project
- Members noted the streetscape elements listed in the Discussion Paper and provided feedback
- The 2007 City of Marion Urban Form and Neighbourhood Character Study (GC280817R03) and associated Urban Design Opportunities Study and Master Plan for Sturt, Seacombe Gardens and Dover Gardens (GC110917R02) can be added to the list of Council documents as background references – these were prepared prior to the development of the 30-Year Plan for Greater Adelaide the outcomes of which will result in the emergence of different types of neighbourhood character in various locations
- The City of Marion has a breadth of staff expertise that can be utilised throughout the course of this project
- 'Link and Place' is a robust tool in the *Streets for People Compendium for South Australian Practice 2012* that has the potential for application to determine streetscapes and inform service levels both across the City of Marion or at limited locations
- Chairing of future meetings of the Streetscape Working Party to be decided

## INITIAL INFORMATION PROVIDED TO THE STREETScape WORKING PARTY

### December 2015

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#### 1. FROM OUR COMMUNITY'S PERSPECTIVE

The quality of streetscapes affects everyone who lives, works, owns a business, recreates or visits in the City of Marion.

In reviewing emerging issues and opportunities, and feedback from *Making Marion* community engagement, the need for streets as places for people is evident. The qualities highlighted as important were for streets that people can use to walk and cycle, that are attractive and pleasant environments to use, are well maintained, and that provide places to socialise and meet with others.

The following are categorised themes from community feedback relating to streetscapes:

##### Transportation

- Discouraging car use
- Better maintained and more walk paths
- Better maintained and wider bike paths
- Better traffic and road management to reduce traffic
- Better maintained roads
- More parking (free, easy access)

##### Environment

- More trees on the streets for avenue effect
- More shade at public transport stops and on streets
- More parks, playgrounds
- More community gardens to grow vegetables and fruit
- More free open space for people to meet, exercise, etc.
- Encouraging energy efficiency
- Promote the use of renewable energy, e.g. solar paneling

##### Social & Cultural

- Farmers' markets
- Activities for people to get together, e.g. cultural, youth
- Encouraging more physical activity through walking and cycling

##### Economic

- Places to attract businesses to meet the need for growth in local jobs
- The 'shop local' trend

In summary, streets are key contributors to people's health and wellbeing. They are places to be physically active, engage with others, have opportunities to connect with nature, and participate in the arts and community activities. They are also places where trees and landscaping can improve air quality and mitigate the effects of climate change, and places that enable safe commuting between destinations.

## 2. COUNCIL POLICIES/ STRATEGIES/ PLANS/ FRAMEWORKS/ PROGRAMS

### Current – with direct links to streetscapes

#### In chronological order

Date & Council report reference where applicable	Policy/ Strategy/ Plan/ Framework/ Program	Purpose	Relationship to Streetscapes
2010 GC230210R05	<b>Adopt a Tree Program</b>	Community members to assist in protecting street trees by registering to adopt a tree	Incorporated into Tree Management Framework
2012 GC280812R05	<b>City of Marion Walking and Cycling Strategy 2012-2017</b>	To consider the walking/cycling network as a whole and provide direction and information to facilitate an integrated strategic approach to the planning, design, construction and maintenance of existing and future walking and cycling paths NOTE: A review and update noted as required as state government and other development projects, new facilities and community needs develop and change (p.76)	Outlines an integrated cycling and walking network plan. Includes a guide for detailed design elements of paving, plantings, furniture, etc., and design considerations for integration with the built form.
2012 GC240412R07	<b>Tree Management Policy</b>	To strengthen the character, liveability and biodiversity of the City of Marion through a strategic and proactive approach to tree planting and management. It includes Tree Management Principles and other policy considerations relating to trees in streets, parks and reserves.	Supersedes Replacement of and Removal of Trees and Shrubs Policy (2010) & Street Tree Strategy (2008)
2012 GC240412R07	<b>Tree Management Framework</b>	To build on the Tree Management Policy and provide strategic direction for all trees on public land including streets and parks. It includes a Tree Character Vision and Tree Management Principles.	Supersedes Replacement of and Removal of Trees and Shrubs Policy (2010) & Street Tree Strategy (2008)
2012 GC120814R04	<b>Asset Management Policy</b>	To support informed and strategic decision making on the provision of assets to support services	

Date & Council report reference where applicable	Policy/ Strategy/ Plan/ Framework/ Program	Purpose	Relationship to Streetscapes
2014 GC260814R06	<b>Resilient South Regional Climate Change Adaptation Plan</b>	A partner project between the Cities of Marion, Holdfast Bay, Onkaparinga and Mitcham. This plan is to prepare the region for resilience to natural hazards associated with climate change.	The Plan includes actions relating to water sensitive urban design, vegetation of the public realm to reduce the impacts of the urban heat island effect, improved stormwater management, installation of climate sensitive outdoor infrastructure, streetscape planning that considers impacts on essential services infrastructure.
2015 GC230615R09	<b>Asset Management Plan</b>	In the context of the Asset Management Policy to inform Council's long term investment in its assets and align forecast expenditure in the LTFP with projected asset maintenance and renewal requirements	Assets in relation to streetscapes include transport infrastructure (roads, footpaths, kerbing, bridges, bus shelters, irrigation, signage, traffic control devices), open space, buildings and drainage
March 2015	<b>Development Plan</b>	The Planning Strategy (30-Year Plan for Greater Adelaide) outlines the State Government's direction for land use change and development in South Australia. The Development Plan aligns with the Planning Strategy containing policies that describe what kinds of development are appropriate and where they may occur.	Information in the Development Plan sections: <i>Land Division / Transportation and Access</i> are of a general nature that relates to development sites - i.e. - 'Provision of safe, pleasant, accessible, integrated and permeable pedestrian and cycling networks that are connected to the public transport network.' - 'Road reserves...accommodate street tree planting, landscaping and street furniture'. <i>Landscaping, Fences and Walls</i> refers to landscaping and fences enhancing attractiveness of development which adds

Date & Council report reference where applicable	Policy/ Strategy/ Plan/ Framework/ Program	Purpose	Relationship to Streetscapes
2015 GC080915R03	<b>City of Marion Walking and Cycling Network Program</b>	To implement the Walking and Cycling Strategy 2012-2017 (GC280812R05) through identification and clarification of priority projects and allocation of funding in the LTFP from 2016/17	amenity to streetscapes. Projects (new and renewal) include: <ul style="list-style-type: none"> <li>• Sturt Linear Park</li> <li>• Mike Turtur Bikeway (Tramway Park) Greenway</li> <li>• Willunga-Marino (Coast to Vines) Trail</li> </ul>
2015 GC080915R03	<b>City of Marion Walking and Cycling Network Program (cont'd)</b>		<ul style="list-style-type: none"> <li>• Coastal Trail</li> <li>• Adelaide to Marino Rocks Rail Corridor Greenway</li> <li>• Tonsley Rail Greenway</li> <li>• Southern Expressway Recreation Trail</li> <li>• Regional City Trails and Network Links (various locations)</li> <li>• Local Path Trails and Network Links (Hallett Cove)</li> </ul>

**CURRENT – With future potential to link to streetscapes**

Date & Council report reference where applicable	Policy/Framework	Purpose	Relationship to Streetscapes
2012 GC140212R05	<b>Community Garden Policy</b>	To provide dedicated areas of public land to be used by the community for horticultural based activities including the growing of 'food' plants and other plants, the demonstration of gardening and environmental best practice and the sharing of 'gardening' information and ideas	Use of streetscapes as 'community gardens' or 'edible landscapes/verges' is outside the scope
2012 GC140212R05	<b>Community Garden Framework</b>	In the context of the Community Garden Policy to provide information and guidelines to assist interested community members to plan, develop and manage a	Use of streetscapes as 'community gardens' or 'edible landscapes/verges' is outside the scope

		community garden	
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### 3. STREETScape ELEMENTS AND WHERE CAPTURED IN COUNCIL POLICIES/ STRATEGIES/ PLANS/ FRAMEWORKS/ PROGRAMS

Streetscape Elements	Council Policies/ Strategies/ Plans/ Frameworks/ Programs
Roads/streets (incl. parking, crossings)	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> <li>• Walking and Cycling Strategy</li> </ul>
Footpaths	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> <li>• Walking and Cycling Strategy</li> </ul>
Bikeways	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> <li>• Walking and Cycling Strategy</li> </ul>
Street trees	<ul style="list-style-type: none"> <li>• Tree Management Policy &amp; Framework</li> <li>• Walking and Cycling Strategy</li> <li>• Adopt a Tree Program</li> </ul>
Verges/landscaping/plantings	<ul style="list-style-type: none"> <li>• Walking and Cycling Strategy</li> </ul>
Street furniture	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> <li>• Walking and Cycling Strategy</li> </ul>
Street lighting	<ul style="list-style-type: none"> <li>• Walking and Cycling Strategy</li> </ul>
Bus shelters	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> </ul>
Public art	<ul style="list-style-type: none"> <li>• Walking and Cycling Strategy</li> </ul>
Kerbs	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> </ul>
Stormwater infrastructure	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> </ul>
Traffic control devices	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> </ul>
Signage	<ul style="list-style-type: none"> <li>• Asset Management Policy &amp; Plan</li> <li>• Walking and Cycling Strategy</li> </ul>
Built form	<ul style="list-style-type: none"> <li>• Development Plan</li> <li>• Walking and Cycling Strategy</li> </ul>