

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 7 MARCH 2017**



PRESENT

Elected Members

Councillor Byram (Chair), Councillor Hull and Councillor Westwood

His Worship the Mayor Kris Hanna

Independent Member

Mr Christian Reynolds

In Attendance

Councillor Raelene Telfer

Councillor Jason Veliskou

Mr Adrian Skull

Ms Abby Dickson

Ms Sherie Walczak

Ms Jaimie Thwaites

Ms Carol Hampton

Ms Fiona Harvey

Ms Patrice Pearson

Mr Tony Lines

Chief Executive Officer

General Manager City Development

Acting Unit Manager Governance & Records (minute taker)

Acting Manager Governance

Manager City Property

Manager Innovation and Strategy

Engagement Officer

General Manager Operations

1. OPEN MEETING

The meeting commenced at 6.34pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

No interests were disclosed.

4. 6.35pm CONFIRMATION OF MINUTES

Moved Councillor Westwood, Seconded Christian Reynelds that the minutes of the Infrastructure and Strategy Committee Meeting held on 7 February 2017 be taken as read and confirmed with the following amendments:

Item 7.1 *Infrastructure and Strategy Committee Terms of Reference and Overview of Skills* dot point 3 to read: *A quorum for a meeting of the Committee shall be four Members of the Committee.*

Carried Unanimously

5. BUSINESS ARISING

The business arising statement was noted and no comments made.

6. PRESENTATION

Nil

7. REPORTS

7.1 6.36pm Work Program and Meeting Schedule for 2017 Report Reference: ISC070317R7.1

The Committee noted the Work Program and Meeting Schedule for 2017 and provided feedback as outlined:

- Tonsley Project and the value of the Infrastructure and Strategy Committee providing guidance with regards to a strategic approach during the project:
 - Potential for internal participation regarding the site itself ie street beautification
 - It links community with the TOD connection, Glenelg walkway and rail overpass
- Morphettville Sports Club –recently won \$500k state funding with work commencing soon
 - Opportunity for staff to meet with the Club regarding a concept plan
 - Consideration for inviting them to a meeting
 - Question raised if Council should be matching the grant funding
 - Prioritise for discussion at the next meeting scheduled for 4 April 2017
- Renewal SA's transfer of 387 (ex Housing Trust) homes in Morphettville to housing association provider, Junction Australia
 - Impact to Council is a 75% rate reduction to housing association providers
 - When one house is knocked down it will be replaced with 2 or 3
 - Renewal SA are not developers so they have no obligation with regards to infrastructure
 - There is an opportunity for Council to meet growing expectation to provide infrastructure
 - Some concern that the density of Morphettville development is below expectation in the 30-year plan and should be bigger, however it may be dense enough with urban infill
 - Strategic design avoids adhoc development issues such as parking on one side of street and restricting vehicle movement which attracts long term versus short term residents
 - Renewal SA increased level of density following Council's response to the original plans
 - A fiscal responsibility remains regarding approval of high density - Long term, Councils will be impacted for not ensuring density as per State Government requirements

- Morphettville Renewal SA project
 - Working on a Partner Agreement as Council have been asked to contribute to costs of existing infrastructure (sewer, kerb & water table, footpaths). Negotiations are progressing.
 - Rates will increase as a result of the project will take 2 or 3 years to realise the cost to offset the upfront cost to Council
 - Great work on this project was acknowledged
- Infrastructure Assessment Studies
 - City's assets groaning under pressure of higher urban density... roads, sewer, water, utilities, internet with more people 'hooking in'
 - Time for review with major projects in Tonsley, Morphettville and Castle Plaza
 - Council has great assessments of its own assets but not of others (eg gas, electricity)
 - Consideration for further studies to be undertaken but noted the Urban Planning Committee may be undertaking some
 - Suggestion that we should be undertaking infrastructure assessment studies across Council eg Castle Plaza redevelopment will max out sewerage in the area if it goes ahead in its current proposal – noted that developers interstate are required under legislation to contribute to infrastructure but this is not a requirement in South Australia
- Service provision
 - This is an agenda item for June 2017 meeting
 - Review ability to deliver services better – expand session to look at road map of how technologies are integrated services into current services not stand alone
 - Alternative energies / solar panels plus other ie wind – use buying capacity – identify the gap between the current plan and what is achievable
 - Smart cities to be further explored
 - Emulate Melbourne Councils approach to carbon efficient fleet including trucks
 - Plus other costs mechanisms that can be leveraged on or consolidated into the business ie solar, generators, battery backups etc...
 - Create energy roadmap instead of being reactive to incidents ie power outage
 - Acknowledged ICT has advanced significantly which provides new opportunities
- Feature project every second month
- Key risks need to be assessed with regards to projects and analyse the impact on Council
- Mid-year review on the performance of the Committee scheduled for 4 July 2017

Actions:

- Morphettville Sports Club to be placed on 4 April 2017 Agenda
- Members are to submit their feedback on the Work Program and Meeting Schedule for 2017 which will be incorporated into the program for further discussion at the next meeting.

**7.2 7.16pm Marion Outdoor Swimming Centre
Report Reference: ISC070317R7.2**

The Unit Manager Cultural Facilities gave a presentation on the Marion Outdoor Swimming Centre (MOSC) Master Plan and provided feedback as outlined:

- Foyer redevelopment:
 - There have been no changes to foyer since inception.
 - As part of the foyer redevelopment there must be synergies with Touched by Olivia (TBO) inclusive playground and Oaklands Plaza and ensure equitable access to people with a disability
 - The entrance needs to be creative and inviting

- Concerns were raised that customers can walk through without paying
- Opportunities to combine staff services ie ticket staff/ kiosk staff should be considered
- Timing of Stages
 - Suggestion to switching the Waterslide in Stage 1 and Splash pad in Stage 2
 - It was noted that the slide generates income and without it, patronage could decrease.
 - Consideration for adding a waterslide next financial year, separate to this plan, so its delivery is not delayed. Manager City Property to check prudential advice with regards to waterslide being an 'add-on' or part of the holistic project
 - Suggestion to align the timing of the car park with the timing with TBO playground
 - Mr Reynolds suggested undertaking a review of patronage numbers, with 75000 (known/paying) users, to prioritise the components of the stages.
- Energy efficiency
 - The energy efficiency ratings were discussed and the possibility of cogeneration of energy – reference was made to a report which had already been provided to Council.
 - Confirmation was given that solar panels are being installed
 - Discussed the use of gas as an energy source given concern energy costs will increase 300% however this will be included in whole of life costs as part of the Section 48 prudential report
 - Request to upgrade the aging change facilities, with consideration for dual flush toilets, metered showers, which will have a positive environmental impact
- Accessibility to disabled patrons
 - Plans need synergy with TBO to ensure accessibility to people with a disability
 - Consideration should be given to modifications to the pool design for ramp accessibility
- General comments with regards to the plan:
 - Discussed the multipurpose room use and the proposed functionality
 - Support was noted for the upgrade of change facilities and storage for clubs
 - Mr Reynolds questioned if a benchmarking exercise was undertaken against other outdoor pools, will proposed upgrades align contemporarily to other pools? It was noted that the improvements will raise the outdoor swimming centre above others in this area.
- Challenge to Council: how do we make use of the facility during the off season?
- Financial comments with regards to the plan:
 - Original MOSC masterplan of \$11.6m has been scaled down
 - Proposing upgrades around \$4m undertaken in a staged approach.
 - Need to market the upgrades to capitalise on the upgrades. General Manager City Development responded that it will be included in the Section 48 prudential report. Also noted that a marketing plan has been developed and the Facebook page has 3.5k engaged likers.
 - Manager City Property seeking funding for the next step of design and prudential reporting via an upcoming report to Council.
 - Mr Reynolds understands that fiscal loss is outweighed by community benefit however advised Council to develop plans to stabilise the position.
- Community engagement and benefits:
 - Consultation was questioned, specifically the Community Survey Study in the Master Plan. The online survey didn't specify elements that would increase patronage. Consensus is that the slide will be the income generator and should be prioritised.
 - It was noted that the City of Marion is well served with aquatic facilities where kids learn to swim and can carry through to Olympic Swimmers and/or divers.

As this was the first feature project, discussion was had in terms of the value of the feedback. The Committee acknowledged it was of value and staff in attendance agreed that it contributed to them moving forward with the next stage of reports and plans

7.3 8.16pm Overview of Strategic Management Framework Report Reference: ISC070317R7.3

8.17pm Councillor Veliskou left the meeting and did not return

Manager Innovation and Strategy tabled draft 10-year plan, environment scan and a suite of community trend indicators which resulted in the following discussion:

- It was noted that with no commitment for a regular survey there will be no longitudinal result.
- It was confirmed that last year's survey is to be run this year and an annual survey is a KPI.
- Mr Reynolds advised that strategy plans should be live documents and customer feedback surveys are important to advise improvements.
- It was suggested that we need to take heed of the environment but we need to get on with making it happen even if it needs tweaking along the way.
- It was noted that the term Biophilia has been removed
- Reference was made to a statement from a battalion team at Warradale "deeds and not words" and the need for achieving outcomes.
- Mr Reynolds suggested annual review of the 3 or 4 year plans would be beneficial.
- New and/or changing feature projects will impact on the long-term plan as other infrastructure may need to be bolstered.
- To ensure responses are collective opinions of the community, can we send a sheet in annual rates notices to bolster numbers of responses?
- Mr Reynolds to provide some tools to the group that will assist raise numbers in the survey.
- The Mayor has a number of minor amendments to make with regards to the plan... eg the wording of 'playspaces' but will consolidate and provide to staff.
- Reference was made to page 48 regarding rate capping by the State and raised the question on how do we respond to manage and assess them strategically. Need to ensure we advocate for the voices on issues such as rate capping and that Council may need to consider them in the current 3-year plan.
- Questions were raised regarding the 'blacked out areas' and how these will be reported through to Council. Manager Innovation and Strategy responded that they are a watching brief and if anything in those areas spiked, they would be reported. The Finance and Audit Committee was identified as the appropriate forum for reporting.
- It is amazing that we can see where we have been and where we are going.
- Does the year 2026 align with Council terms?
- A missing component is a governance commitment. How we are going to become a Council of Excellence? This strategy can be built in when it is submitted to Council in April.

Actions:

- **Any further comments are to be submitted to General Manager City Development and/or Manager Innovation and Strategy by 30th March 2017.**

7.4 8.41pm Community data Report Reference: ISC070317R7.4

The Committee noted the report on Community Data and provided feedback as outlined:

- Survey items categorised as: People, places and services... used to inform planning.
- The survey provides good information about satisfaction levels but doesn't provide information about what the respondents value.
- Question raised if data is available to identify patterns etc that can inform decisions.

- Is there technology with regards to attendances at tennis clubs and swimming centres etc... Are their opportunities like DPTI use ie mobile phone technology to count cars going through Oaklands Crossing?
- A requirement to build in an ethics component is needed when collecting data (ie staff looking through resident's bins to collect data).
- Need to identify what data is missing and what data be collected, including people value?
- Mr Reynolds questioned how data is aggregated to analyse, build profiles, select key metrics and provide for informed decisions.
- ABS data will be available starting next month through till October.
- Parramatta City Council's Importance Vs Satisfaction modelling was provided
- Concern raised regarding the depth and breadth of our current data collection, specifically playgrounds, including how it is used in reporting. Like service reviews, data review needs to be undertaken. Once data identified, how can the data be accessed?
- It was agreed that a better matrix is required in order to make better decisions.
- It was suggested that past data was manipulated to give a certain result (eg statistics done on incoming direct calls vs number of calls to the call centre)
- Information was provided about the Pulse survey currently being undertaken with staff.
- Mr Reynolds spoke to the correct methodology to collect data given the demographic split and honing in on 'what the customer/resident wants'. Potential for business intelligence tool called teamguage. Hard data and soft data coming together to deliver a strategy. Digital solutions are needed.
- Better marketing is required to remove the perception that all we provide is 'bin night'.
- Mr Reynolds advised undertaking a gap analysis of community engagement for asset and project management.
- The Members agreed that a report from Administration is required, including options and costings, prior to money being committed.

7.5 9.19pm Oaklands ASR

9.20 pm Mayor Hanna left the meeting and did not return

General Manager Operations, presented an update on Oaklands ASR.

- It was questioned if selling water commercially over South Road was core business of Council and it was suggested that we should focus on core business being watering parks and reserves. The General Manager Operations responded that 10 parks are being irrigated and the inclusion of more would require an investment in capital expenditure.
- Drought concerns were raised and our contingencies if there is no water to recycle.

9.32pm Moved Councillor Hull, Seconded Christian Reynolds that the meeting be extended by 10 minutes

Carried Unanimously

- Mr Reynolds suggested analysis was required through a lens of commercial viability.
- If there was more use for water, the cost per kl would reduce given infrastructure costs having been already spent. The Committee was uncertain regarding the amortization of the capital costs. This should be considered in the report to Council.

8. WORKSHOP

Nil

9. CONFIDENTIAL ITEMS

Nil

10. ANY OTHER BUSINESS

9.35pm Letter from Hon Leon Bignell, Minister for Recreation and Sport

Councillor Byram, tabled a letter (Appendix 1) with regards to the regional football facility proposed for Majors Road O'Halloran Hill.

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

1. Note the letter.
2. Refer the letter to the CEO to take appropriate action.

Carried Unanimously

11. MEETING CLOSURE

The meeting was declared closed at 9.40pm

12. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on Tuesday 4 April in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

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CHAIRPERSON

/ /

Appendices

Appendix 1: Letter from Hon Leon Bignell, Minister for Recreation and Sport



Leon Bignell MP

MRECS F2017/000010

Mayor Kris Hanna
City of Marion
PO Box 21
OAKLANDS PARK SA 5047

Dear Mayor *Kris* Hanna

Thank you for your letter updating me about the City of Marion's resolve to commit \$2.5 million in its 2017/18 budget toward a regional football facility on Majors Road, O'Halloran Hill. I note this resolution is contingent upon State Government funding.

As you may be aware, the maximum amount of matched funding available through the *Community Recreation and Sport Facilities Program* is \$1 million. Whilst this amount falls short of all you are seeking, it may be possible for the City of Marion to progress the project as a staged development. I therefore encourage the City of Marion to apply for funding for this project through the 2017/18 round of the *Community Recreation and Sport Facilities Program*, which is now open and closes 10 April 2017.

I also encourage the City of Marion to prepare a business case, such as the one it prepared for the Mitchell Park Sports and Community Centre. Business cases are an important tool to inform State Government decision-making regarding funding for projects of this scale.

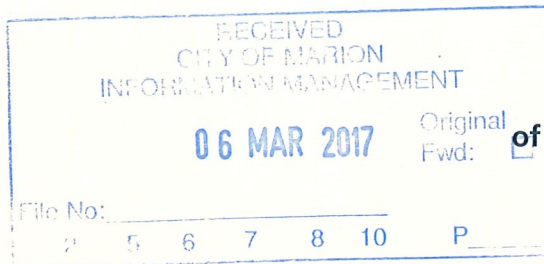
I still have concerns of whether the two sports could co-exist. The Sam Willoughby International BMX Track, as part of BMX regulations, will have loud speakers commenting on races throughout the day which could have implications on football matches adjacent this facility. As you would agree, the development of this BMX track on time and on budget is the City of Marion's and State Government's most pressing joint priority at this time.

Thank you again for providing me with an update about this project. I wish you well in securing funds for this project.

Yours sincerely

Leon Bignell MP
Minister for Recreation and Sport

March *3* 2017



Government of South Australia

Minister for Agriculture, Food and Fisheries

Minister for Forests

Minister for Tourism

Minister for Recreation and Sport

Minister for Racing

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