

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



**NOTICE OF  
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING**

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

**Tuesday 1 May 2018**

**Commencing at 6.30pm**

**In the Chamber**

**Council Administration Centre**

**245 Sturt Road, Sturt**

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

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

A handwritten signature in purple ink, appearing to read "Adrian", with a stylized flourish at the end.

Adrian Skull  
**CHIEF EXECUTIVE OFFICER**

26 April 2018

**CITY OF MARION  
INFRASTRUCTURE & STRATEGY COMMITTEE AGENDA  
FOR THE MEETING TO BE HELD ON  
TUESDAY 1 MAY 2018  
COMMENCING AT 6.30 PM  
COUNCIL CHAMBER  
245 STURT ROAD, STURT**



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**1. OPEN MEETING**

**2. KAURNA ACKNOWLEDGEMENT**

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

**3. MEMBER'S DECLARATION OF INTEREST (if any)**

**4. CONFIRMATION OF MINUTES**

- 4.1 Confirmation of the minutes for the Infrastructure & Strategy Committee meeting held on 3 April 2018 .....4

**5. BUSINESS ARISING**

- 5.1 Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings.....11

**6. REPORTS FOR NOTING**

- 6.1 Nil

**7. CONFIDENTIAL REPORTS**

- 7.1 BMX Project  
Report Reference: ISC010518F01.....19

**8. REPORTS FOR DISCUSSION**

- 8.1 Infrastructure Projects Update  
Report Reference: ISC010518R8.1 .....20

**9. WORKSHOP**

- 9.1 Smart Cities Pilot Project Opportunities  
Report Reference: ISC010518R9.1 ..... 37

**10. PRESENTATION**

Nil

**11. ANY OTHER BUSINESS**

**12. MEETING CLOSURE**

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

**13. NEXT MEETING**

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

**Time: 6.30pm**

**Date: 5 June 2018**

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

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 3 APRIL 2018**



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**PRESENT**

**Elected Members**

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

His Worship the Mayor Kris Hanna

**Independent Member**

Mr Christian Reynolds

**In Attendance**

Councillor	Janet Byram
Councillor	Raelene Telfer
Councillor	Ian Crossland
Councillor	Jason Veliskou
Mr Adrian Skull	Chief Executive Officer
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager City Services
Ms Fiona Harvey	Manager Innovation and Strategy
Ms Kate McKenzie	Manager Governance
Mr Greg Salmon	Manager City Activation
Mr Mathew Allen	Manager Engineering and Field Services
Mr Adam Gray	LED Streetlighting project, Engineering and Field Services
Ms Ann Gibbons	Environmental Sustainability Manager, Innovation and Strategy
Ms Rebecca Neumann	Senior Environmental Planner, Innovation and Strategy
Mr Mark Western	Integrated Coasts (coastal planning consultant)
Ms Georgie Johnson	Smart Cities Project Officer, Innovation and Strategy
Ms Elaine Delgado	Strategy Leader, Innovation and Strategy (minute taker)

**1. OPEN MEETING**

The meeting commenced at 6.31pm.

**2. KAURNA ACKNOWLEDGEMENT**

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

**3. MEMBERS DECLARATION OF INTEREST**

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

- No declarations were made.

**4. CONFIRMATION OF MINUTES**

**Moved Cr Pfeiffer, Seconded Mr Reynolds** the minutes of the Infrastructure and Strategy Committee Meeting held on 6 March 2018 be taken as read and confirmed.

**Carried unanimously**

**5. BUSINESS ARISING**

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

- The Business Arising statement was noted.
- Due to local government elections being held in November 2018, the following agenda items proposed for the 6 November 2018 meeting are to be included in the 2 October 2018 schedule of items:
  - Capital. Construction – Quarterly Update
  - Infrastructure Projects Update

**Action: Reschedule the 6 November 2018 Committee meeting agenda items to the 2 October 2018 meeting.**

**6. REPORTS FOR NOTING**

Nil

**7. CONFIDENTIAL ITEMS**

Nil

**8. REPORTS FOR DISCUSSION**

**6.40pm Oaklands Wetlands Water Supply  
Report Reference: ISC030418R8.1**

Mr Ricketts, Water Resources Coordinator, provided a project update with the following points noted:

- The project is a stormwater reuse scheme to reduce the reliance on mains water primarily for council-owned properties with surplus water used by third parties
- 31 council owned and third party sites are using water from the wetlands
- The wetlands has capacity for treating 400 megalitres of water
- It was reported that 25% of green energy is used to operate the smart pumping system, this was questioned and further clarity will be provided
- The use of wind to supplement the power supply has been investigated but not currently viable
- The City of Marion currently has sufficient water to meet demand through both north and south pipelines
- There is potential for the installation of solar power in council-owned co-located sites to provide an additional power source for the pumping system. An analysis will be undertaken and reported back to Council.
- Water is currently used for purposes such as greening reserves, street trees, Darlington Upgrade Project, cleaning of public transport buses, and water is offered to some sports clubs at minimal cost.
- There is potential for an exponential increase in future demand for water at the Tonsley and Flinders project sites which would require additional infrastructure
- A detailed agreement is required to finalise water supply arrangements with Tonsley
- Water supply options for Tonsley for industrial/commercial/domestic use included:
  - SA Water to supply gap water direct
  - SA Water/City of Marion partnership
  - City of Marion/3<sup>rd</sup> party partnership (currently the preferred model and under financial assessment)
  - City of Marion to supply Tonsley
- It is important that Council ensures streamflow issues are appropriately addressed for the benefit of all stakeholders in the event of insufficient rainfall
- The wetlands currently has 4 wells with a potential for new wells in future if legislation permits
- Council is liaising with water regulators to ensure ongoing water security
- Any potential for contamination is monitored and managed operationally through environmental licences, and a research project is being undertaken
- Modelling is being undertaken to future-proof the system that includes:
  - A hydrogeological review from 500ML to 700ML
  - Extraction from 172ML to 700ML
  - Introduction of Water Allocation Plan
  - Essential Services Commission of SA price review
  - Office of the Technical Regulator require Safety Management Reliability Technical Management Plan
  - Department of Health testing
- Future opportunities for the use of Oaklands Wetland water could include:
  - Darlington Upgrade site
  - Oaklands rail crossing
  - Flinders Link corridor
  - Oaklands Park residential redevelopment precinct
  - Local schools
  - City of Mitcham
  - City of Marion vehicles

**Action: An analysis of the potential for the installation of solar power in council-owned co-located sites to be presented to Council**

## 9. WORKSHOP

### 8.27pm Smart Cities Opportunities

**Report Reference: ISC030418R9.1**

#### 9.1 Smart Cities Opportunities

Ms Harvey introduced Mr Adam Gray who is developing a Smart City Framework for the City of Marion. Mr Gray provided an overview of Smart City opportunities and invited comments from members on key considerations and potential short-term Smart City projects in addition to those currently being undertaken. The following comments were made:

- Development of a framework is critical to ensure an understanding of current and future problems to ensure that Smart City projects to identify solutions that are targeted
- Risk management is essential in gathering, using and monitoring 'big data' and 'open data'
- Collaborative and targeted partnerships, at federal, state and local government levels and with the private sector, are critical to successful Smart City project planning and implementation
- It is essential that the Smart City framework to be developed, and resulting projects to be identified, link with council's strategic directions and core business so council is effective and efficient
- Key roles for council are to be aware of federal and state government strategic directions and as a key facilitator of the Internet of Things
- Leadership roles for council in Smart Cities can include collaborative partnership, facilitator, provider, owner, advocate, and governance and data management
- It is important that a Smart Cities approach includes consideration of:
  - Clarity and shared understanding of the problems that council needs to solve to ensure effective and efficient delivery of services to its community, and the role of technology in delivery of these services
  - Consideration of cost/benefit in use of technology to obtain and manage data, and question whether the use of technology the best way to obtain data
  - Continuous improvement
  - Alignment with strategic directions
  - Trialling low risk projects
  - potential projects that are commercially viable
  - Development of new partnerships
  - Embedding innovation across council functions
  - Establishing a leadership group to provide directions on where to apply a Smart Cities approach and to oversee governance
  - Participation in Smart Cities professional development and networks
  - Data security
- Potential short-term Smart Cities projects where installation of technology enables data to be collected to enable continuous improvement could include trials at sites such as:
  - Playgrounds
  - Oaklands Rail Crossing precinct
  - Streets with LED street lighting installed with consideration given to cost/benefit of installation of PE cells concurrently with the LED lighting upgrade
  - Urban activation precincts
  - Tonsley
  - Marion Cultural Centre

- Cove Civic Centre
- Oaklands Wetland
- Innovation, a concept closely linked with Smart Cities, always has risk and this needs to be considered in council's identification of projects
- Development of a Framework is the foundation of a Smart Cities approach to ensure a shared agreement and understanding
- Council needs to be a 'fast follower' in Smart Cities so early mistakes are avoided and best practice can be adopted so community benefits are maximised
- The development of a matrix with weighted criteria to support council decision-making was discussed as a potential way forward

8.50pm Cr Prior left the meeting

8.53pm Cr Prior returned to the meeting

## Recommendations

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

1. Notes the overview of Smart Cities policy, approaches and programs provided in Appendix 1
2. Participates in a workshop to consider potential priority opportunities for further investigation
3. Recommends a report be provided to General Council in May 2018 that includes a basic Smart City decision-making framework so Council can consider short-term opportunities for funding in 2018-19

**Carried unanimously**

## 10. PRESENTATION

### **8.55pm Coastal Management Plan Report Reference: ISC030418R10.1**

Ms Neumann introduced Mr Western who provided a presentation and progress report on the development of the Marion Coastal Management Plan. The following points were made:

- There are three underlying principles for coastal adaptation:
  1. It is a local endeavour as local elements impact on the coastal environment, such as housing density, vegetation, ageing infrastructure, type of coast, etc.
  2. It needs to occur over a long period of time, such as 100-200 years. The process includes establishment of a digital baseline for factors such as erosion; scenario analysis re risks and vulnerabilities that are plausible futures; monitoring locally and regionally
  3. It should initially be 'data driven' to establish the physical reality, followed by community consultation to identify community values within that context



- The coastal scoping study comprises two phases:
  - Phase 1 – completed in November 2017 included partition of the coastline based on geological layout; establishing the context; a tour of the coast; a preliminary risk assessment; and recommendations
  - Phase 2 – to be completed by June 2018 comprises digital modelling of coastline; extreme event analysis; sea-water modelling; analysis of erosion rates; geological review of cliffs in relation to urban development; and a stormwater audit

The following points were made in discussion:

- Members would like to review the outcomes of Phase 2 of the coastal scoping study following its completion in June 2018
- The project team is working with Council's ICT Department re the management of data
- The idea of ocean baths as a feature of the coastline was raised however, this would require further consideration and investigation

**Moved, Cr Gard, Seconded Mr Reynolds** that the meeting be extended to 9.40pm

The following points were raised as the meeting resumed:

- The project has included working with regional partners, including the City of Onkaparinga who will be using a similar approach for the management of their coastline
- The confluence of stormwater and seawater at the Field River could need further modelling under future climate scenarios however there is no immediate evidence for concern.
- Any management responses to sea level rise have the potential to be costly however being informed by data may mean low-cost early interventions can be made to avoid high cost activities in the future.
- This project forms a key part of Council's response to climate change adaptation as described in the [Resilient South Regional Climate Change Adaptation Plan](#) and [Resilient Southern Region Local Government Implementation Plan 2015-2019](#)
- Referrals to the Coast Protection Board in City of Marion were reviewed and indicate that Council has responded appropriately to advice received.

**Actions:**

- **The Hallett Cove Coastal Processes Study Report by Doug Lord to be distributed to committee members**  
<https://cdn.marion.sa.gov.au/sp/Hallett-Cove-Beach-Coastal-Management-Study-Report.pdf>
- **Information about the Coastal Management Plan, including a video of the 3D coastal imagery be posted on Council's Facebook page.**

**Moved Mayor Hanna, Seconded Cr Gard** that the Infrastructure and Strategy Committee:

1. Receives a presentation on the Marion Coastal Management Plan and provides feedback on the progress to date and next steps.
2. Notes a draft Marion Coastal Management Plan will be presented to the Committee in June 2018 for consideration.

**Carried unanimously**

**11. ANY OTHER BUSINESS**

Nil

**12. MEETING CLOSURE**

The meeting was declared closed at 9.40pm.

**13. NEXT MEETING**

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on 1 May 2018 in the Council Chamber, 245 Sturt Road, Sturt.

**CONFIRMED**

.....  
**CHAIRPERSON**  
/ /

**CITY OF MARION**  
**BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS**

AS AT 01 MAY 2018



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	1 August 2017	7.1 An update report on the ICT Digital Transformation Plan be provided to the Committee every six months (including, where possible, how the City of Marion compares to other Councils).	John Deally	February 2018	Being presented at the 6 March meeting	COMPLETED 6 March 2018
2.	6 February 2018	4 <b>Terms of Reference and Overview of Skills</b> <ul style="list-style-type: none"> <li>Notes the Terms of Reference identified at Appendix 1 to the report be amended as follows: <ul style="list-style-type: none"> <li>Include 3.4 under the section titled 'Elected Member Representatives'</li> <li>Reword 5.1.3 to ensure only strategic topics are included on the Committee's agenda</li> <li>Include a reference to Council's quest for Innovation</li> </ul> </li> <li>Notes the overview of skills provided by the Expert Member.</li> </ul>	Fiona Harvey		Changes to the Terms of Reference will require a resolution of Council, therefore the Committee may wish to consider whether they progress these changes	COMPLETED 6 March 2018
3.	6 February 2018	6.1 <b>Business Arising Smart Street Lighting Infrastructure</b> <ul style="list-style-type: none"> <li>A report be presented to the April 2018 meeting of the Infrastructure and Strategy Committee outlining: <ul style="list-style-type: none"> <li>➤ Smart Cities commercial and technological advancements to inform potential partnership opportunities, including any commercial penalties, for a pilot project.</li> <li>➤ Smart Cities projects being undertaken by other councils.</li> <li>➤ Approach SAPN to deliver an accelerated program of delivery for Stages 2 and 3.</li> </ul> </li> </ul>		3 April 2018	Report scheduled for April 2018 Committee meeting ISC030418R9.1	COMPLETED 3 April 2018

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
4.	6 February 2018	7.2 <b>Energy Efficiency and Renewable Energy Roadmap</b> <ul style="list-style-type: none"> <li>Provides feedback on the draft Energy Efficiency and Renewable Energy Roadmap (Appendix 2) and the key questions posed for discussion.</li> <li>Notes that Energy Efficiency and Renewable Energy opportunities will be included in the Committee's 2018 Annual Works Program.</li> </ul>	Ann Gibbons	5 June 2018	Report scheduled for June 2018 Committee meeting	
5.	6 March 2018	5.2 <b>Meeting Schedule and work Program for 2018</b> <ul style="list-style-type: none"> <li>Prepare Smart Cities 'roadmap' for discussion at the May meeting</li> </ul>	Fiona Harvey	1 May 2018	Included in the upcoming item schedule for May 2018	
6.	6 March 2018	8.1 <b>ICT Digital Transformation Plan Update</b> <ul style="list-style-type: none"> <li>ICT update scheduled for 4 September 2018 to support a discussion on a sequential roadmap that includes a critical path for 3 project classes addressing their purposes and benefits 1) Productivity/Enablers; 2) Regulatory/Legislative/Compliance; 3) IT Asset Renewal</li> </ul>	John Deally	4 September 2018		
7.	3 April 2018	5.1 <b>Business arising</b> <ul style="list-style-type: none"> <li>Reschedule the 6 November 2018 Committee meeting agenda items to the 2 October 2018 meeting</li> </ul>	Colleen Madsen		Scheduled	COMPLETED
8.	3 April 2018	8.1 <b>Oaklands Wetland Water Project</b> <ul style="list-style-type: none"> <li>An analysis of the potential for the installation of solar power in council-owned co-located sites to be presented to Council.</li> </ul>	Glynn Ricketts		An energy consultant has been engaged to investigate the most cost effective solution for installing additional solar power to offset the "black power" used at Oaklands Wetlands, analysis to assess both current and future power demand at the wetlands. Once we have received and reviewed the report it will be presented to Council.	

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
9.	3 April 2018	9.1 <b>Smart Cities Opportunities</b> <ul style="list-style-type: none"> <li>• Recommends a report be provided to General Council meeting in May 2018 that includes a basic Smart Cities decision-making framework so Council can consider short-term opportunities for funding in 2018/19.</li> </ul>	Fiona Harvey	May 2018	Scheduled for General Council Meeting 22 May 2018	
10.	3 April 2018	10.1 <b>Coastal Management Plan</b> <ul style="list-style-type: none"> <li>• Outcomes of the Stage 2 data collection and modelling to be presented to the Infrastructure and Strategy Committee in June along with the draft Marion Coastal Management plan.</li> <li>• The Hallett Cove Coastal Processes Study Report by Doug Lord to be distributed to committee members.</li> <li>• Information about the Coastal Management Plan, including a video of the 3D coastal imagery be posted on Council's Facebook page.</li> </ul>	Fiona Harvey/ Rebecca Neumann	June 2018  May 2018  May 2018	  Hard copy left in Elected Members' room – emailed to advise 17/4/18 Copy posted to Christian Reynolds Posted on Facebook 19 April 2018	  COMPLETED  COMPLETED

\* Completed items to be removed are shaded

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

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

**Presiding Member** – Luke Hutchinson

**Expert Member** – Christian Reynolds

**Members**

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

## Draft Infrastructure and Strategy Committee Program 2018

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

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

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

## Draft Infrastructure and Strategy Committee Program 2018

<b>Meeting:</b> Infrastructure & Strategy Committee	<b>Date:</b> Tuesday 1 May <b>Time:</b> 6.30pm – 9.30pm <b>Venue:</b> Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson
Smart Cities Pilot Project Opportunities	R	Discussion on the Smart Cities opportunities, with reference to trends nationally and globally (incl. Roadmap)			Fiona Harvey
BMX Options	R				Greg Salmon

<b>Meeting:</b> Infrastructure & Strategy Committee	<b>Date:</b> Tuesday 5 June <b>Time:</b> 6.30pm – 9.30pm <b>Venue:</b> Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Stormwater	R	Management of stormwater as a key asset; Management of stormwater as a key asset; planning, prioritisation, design and construction			Mat Allen
Energy Efficiency and Renewable Energy opportunities	R	Progress of the Energy Efficiency and Renewables Roadmap			Ann Gibbons
Draft Marion Coastal Management Plan	R	<i>From I&amp;S Committee 3 April 2018 R10.1</i> Including outcomes of the Stage 2 data collection and modelling			Rebecca Neumann
Funding strategy for 'spade ready' projects	R	<i>Projects ready for implementation; how funding opportunities to be identified/activated; need for a Council public policy statement on how Council funds its projects</i>			Vincent Mifsud

<b>Meeting:</b> Infrastructure & Strategy Committee	<b>Date:</b> Tuesday 3 July <b>Time:</b> 6.30pm – 9.30pm <b>Venue:</b> Chamber				
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Capital Construction – Quarterly Update	R	Request from 2 May 2017 meeting			Tony Lines
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects			Abby Dickson



## Draft Infrastructure and Strategy Committee Program 2018

		Update on any emerging risks, significant changes			
Export marketing – Date TBC	R	Initiatives to attract new residents, and new business/ commerce/ industry to the City			Greg Salmon
Economic development – Date TBC	R	Existing and potential location of employment land/industrial districts; Council's role in supporting business and partnering with the Southern Adelaide Economic Development Board; ideas for community energy and technology.		Potential Tonsley guest speaker	Greg Salmon
Sport and recreation	R	Progress of soccer in southern Marion; Mitchell Park Sports and Community Centre			Greg Salmon
Asset optimisation	R	5-10 year plan for ownership, management, divestment and procurement within the context of Council's strategic plans			Fiona Harvey

<b>Meeting:</b> Infrastructure & Strategy Committee	<b>Date:</b> Tuesday 7 August <b>Time:</b> 6.30pm – 9.30pm <b>Venue:</b> Chamber				
<b>Topic</b>	<b>Type of Report</b>	<b>Description</b>	<b>Duration</b>	<b>External Attendees</b>	<b>Staff Responsible</b>
Community issues and opportunities	R	Ageing population; support for physical and mental health		Potential guest speaker	Fiona Harvey/ Liz Byrne
Strategic directions delivery	R	Delivery against Council's strategic directions			Fiona Harvey
Development of Council's 4-year Business Plan 2019-2023	R	Initial discussion on key inputs into the development of Council's next 4 year Business Plan			Fiona Harvey

<b>Meeting:</b> Infrastructure & Strategy Committee	<b>Date:</b> Tuesday 4 September <b>Time:</b> 6.30pm – 9.30pm <b>Venue:</b> Chamber				
<b>Topic</b>	<b>Type of Report</b>	<b>Description</b>	<b>Duration</b>	<b>External Attendees</b>	<b>Staff Responsible</b>
ICT Digital Transformation Plan Update	R	Six monthly update (refer ISC 1 August 2017)			John Deally
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson

## Draft Infrastructure and Strategy Committee Program 2018

Transport	R	How we move people into, out of, and within the City of Marion - public transport; walking and cycling; use of private vehicles; North-South Corridor issues and opportunities; consideration of Council's role in advocacy for better quality infrastructure.		Potential guest speaker	Mat Allen
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<b>Meeting:</b> Infrastructure & Strategy Committee	<b>Date:</b> Tuesday 2 October <b>Time:</b> 6.30pm – 9.30pm <b>Venue:</b> Chamber				
<b>Topic</b>	<b>Type of Report</b>	<b>Description</b>	<b>Duration</b>	<b>External Attendees</b>	<b>Staff Responsible</b>
Oaklands/Marion Cultural Centre Plaza	R	Precinct opportunities			Greg Salmon
Capital Construction – Quarterly Update	R	Request from 2 May 2017 meeting			Tony Lines
Infrastructure Projects Update	R	- Progress updates on key infrastructure projects - Update on any emerging risks, significant changes			Abby Dickson
Infrastructure and Strategy Committee Handover		- Request from March 2018 meeting			

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

<b>Meeting:</b> Infrastructure & Strategy Committee	<b>Date:</b> Tuesday 4 December <b>Time:</b> 6.30pm – 9.30pm <b>Venue:</b> Chamber				
<b>Topic</b>	<b>Type of Report</b>	<b>Description</b>	<b>Duration</b>	<b>External Attendees</b>	<b>Staff Responsible</b>

**CITY OF MARION  
INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING  
1 May 2018**

**CONFIDENTIAL REPORT**

**Originating Officer:** Carla Zub, Project Manager Strategic Projects & Sean O'Brien Community Facility Planner

**Manager:** Greg Salmon, Manager City Activation

**General Manager:** Abby Dickson, General Manager City Development

**Subject:** BMX Project – Progress Report

**Report Reference:** ISC010518F01

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If the Infrastructure and Strategy Committee so determines, this matter may be considered in confidence under Section 90(3)(b) and (d) and of the *Local Government Act 1999* on the grounds that the report contains information relating to financial information about delivery and whole of life costs for the BMX Project.



**Adrian Skull**  
**Chief Executive Officer**

**RECOMMENDATION**

That pursuant to Section 90(2) and (3)(b) and (d) of the *Local Government Act 1999*, the Infrastructure and Strategy Committee orders that all persons present, with the exception of the following persons: Adrian Skull, Vincent Mifsud, Abby Dickson, Tony Lines, Kate McKenzie, Elaine Delgado, Greg Salmon and Carla Zub, be excluded from the meeting as the Committee receives and considers information relating to the BMX Project, upon the basis that it is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential on the grounds that the report contains information of a commercial nature and would on balance, be contrary to the public interest.

**CITY OF MARION  
INFRASTRUCTURE & STRATEGY COMMITTEE MEETING  
1 MAY 2018**

**General Manager:** Abby Dickson, General Manager City Development  
**Subject:** Infrastructure Projects Progress Updates  
**Report Reference:** ISC010518R8.1

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**REPORT OBJECTIVE**

To provide the Infrastructure & Strategy Committee with a progress report on key infrastructure projects.

**RECOMMENDATION**

**DUE DATES**

**That the Infrastructure Committee:**

- |   |                   |
|---|-------------------|
| <b>1. Notes the progress report on key infrastructure projects.</b> | <b>1 May 2018</b> |
|---|-------------------|

**DISCUSSION**

A number of key infrastructure projects are progressing in line with priorities adopted by Council. The reports attached in appendix 1 and 2 provide a progress update on the projects against the key project performance measures of schedule, budget, milestones, and issues/risks identified.

**Appendix 1 & 2–** Infrastructure projects progress update reports

## Infrastructure and Strategy Committee

**Project Name:** Edwardstown Oval redevelopment

**Council Role:** Council as project partner (Fed \$4m, Marion \$4.8m) and project deliverer

**Report Ref No:** ISC071117R7.1



### Project Status

**STATUS:** **GREEN** On-Track **AMBER** Warning (heading off track/ potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
<b>INITIATE PHASE - Complete</b>				
<b>PLAN PHASE</b>				
Secure land	COMPLETE	COMPLETE	COMPLETE	The DAP meeting occurred on the 06/09/17. Development plan consent was obtained.
Finalise design and cost	COMPLETE	COMPLETE	COMPLETE	The tender was awarded in December 2017. Additional funds required for the velodrome works were endorsed at this meeting.
Prudential Review and Endorsement	COMPLETE	COMPLETE	COMPLETE	Section 48 report approved by Council in 2016.
Facility Management Model	GREEN	GREEN	GREEN	Financial and Management Models have been accepted by all affiliate clubs. The Board dissolved in December 2017. Council is in the process of setting up leases with the clubs to continue operations, until a new board is formed. Recruitment for facility manager is being finalised.
Approval to proceed to call construction tenders	COMPLETE	COMPLETE	COMPLETE	A report went to a General Council meeting on the 28 <sup>th</sup> November for approval to award the tender.
<b>DELIVER PHASE</b>	GREEN	GREEN	GREEN	Construction began on site in January 2018 and stage 1 ½ the car park has been handed over to the public and Stage 2 Memorial Gardens are currently underway. Memorial gardens to be completed for ANZAC day. The works are being completed on programme.

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
<b>CLOSE PHASE</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	Close process occurs after Commissioning Stage and specifically at the end of the 12 month defects and liability period.

Scope	June 2017	July 2017	Aug. 2017	Sep. 2017	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018	March 2018	April 2018	May 2018 +	Feb. 2019	March 2019
Detailed Design/Documentation														
Development Approval														
Procurement EOI stage														
Pre tender estimate														
Procurement Construction tender stage														
Construction														
Commissioning														

## Key Risks

#	Description	Response / Mitigation	Status
1	Stakeholders do not reach agreement on the design and management model for the integrated facility	Engage with stakeholders, both internal and external. Engagement includes wider community	OPEN
2	Project cost exceed \$8M	Project to be released for tender and alternatives, value add strategies requested from tenderers.	OPEN
3	A new Board does not form	Expressions of Interest will be released and the engagement of a Facility Manager will assist.	OPEN

## Infrastructure and Strategy Committee

**Project Name:** BMX

**Council Role:** Project Partner (ORS \$3.3m; Onkaparinga \$750,000; Marion \$750,000) and Project Deliverer

**Report Ref No:** ISC031017R7.1



### Project Status

<b>STATUS:</b>	<b>GREEN</b> On-Track	<b>AMBER</b> Warning (heading off track/ potential to head off track)	<b>RED</b> Off Track / Problem	<b>COMPLETE/ON-HOLD</b> Complete/On-Hold
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Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
<b>INITIATE PHASE - Complete</b>				
<b>PLAN PHASE</b>				
Secure land	<b>AMBER</b>	<b>GREEN</b>	<b>GREEN</b>	DEWNR awaiting legal advice on possibility of them applying under Section 49 of the Development Act to streamline approval process. No progress on lease between DEWNR and Marion, requires more detail on layouts, costs, management and certainty of location before it can be completed.
Finalise design and cost	<b>AMBER</b>	<b>GREEN</b>	<b>RED</b>	Concept design stage completed. Concept cost estimate well above the \$4.8million budget. Additional options have been investigated. The project is also exploring potential alternative sites. Project on hold until resolved direction on site locality and budget/ funding. Concept design is followed by two further design stages before construction tenders can be called. All design stages require stakeholder and Council approval.
Prudential management approval (Section 48 report)	<b>AMBER</b>	<b>GREEN</b>	<b>RED</b>	Confidential draft Section 48 report tabled at 10 October 2017 Finance and Audit Committee meeting. Final Report to be developed, timing to be confirmed. No progress on Management Plan being developed with clubs, BMX bodies and funding stakeholders due to cost/budget issues.

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
Approval to proceed to call construction tenders	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	Section 48 report, as well as design and pre-tender cost estimate to be approved before calling construction tenders. Time frames are yet to be determined and will occur after location, scope and costs have been finalised by funding partners.
<b>DELIVER STAGE</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	Construction stage can only commence after Council approves calling of tenders, acceptable tenders are received and Council endorses the recommended contractor. The program in the Deed will be renegotiated once the funding issues have been resolved.
<b>CLOSE INITATE</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	Close process occurs after Commissioning Stage (practical completion) and specifically at the end of the defects and liability period (final completion)

## Key Risks

#	Type (Issue, Risk, Change)	Description	Response / Mitigation	Status
1	Risk	Highly expansive clay soils making site unsuitable, or cost to remove and replace	Geotechnical treatment options being explored and costed; layout and alignment of UCI track has an impact.	Ongoing
2	Risk	Effect of highly expansive clay soils and flat site on stormwater drainage	Design options being explored and costed. Timing of construction - earthworks.	Ongoing
3	Risk	Operational and maintenance costs after construction completed	Develop an equitable management model with Councils, State Government and BMX clubs and bodies.	Ongoing
4	Risk	Insufficient budget	Deed of Agreement between City of Marion and the Minister for Recreation and Sport states that if costs exceed the \$3.5million budget then parties will use best endeavours to reach a mutually agreeable funding solution.	Ongoing

**Timeline:** Timeline to be developed once budget and design issues are resolved.



## Infrastructure and Strategy Committee

**Project Name:** Soccer Facilities

**Council Role:** Funding Partner – An in principle capped financial commitment of \$2.5 million towards the project.

**Report Ref No:**



### Project Status

<b>STATUS:</b>	<b>GREEN</b> On-Track	<b>AMBER</b> Warning (heading off track/ potential to head off track)	<b>RED</b> Off Track / Problem	<b>COMPLETE/ON-HOLD</b> Complete/On-Hold
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Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
<b>INITIATE PHASE</b>				
Develop project outcomes	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	Council resolution to provide funding for the project June 2016. A deed will need to be established with FFSA to confirm the scope of the project and expected outcomes for Council. FFSA has undertaken preliminary site investigations.
Develop partnerships	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	<p>The City of Marion will provide funding as part of the partnership with the State Government and FFSA to develop a new Southern Regional Football Facility (SRFF) to be located at Majors Rd O'Halloran Hill. Roles and responsibilities for developing the facility will be confirmed in the initial planning stage of the project.</p> <p>A meeting is to be held between FFSA, Cove FC and City of Marion to update the club on the project and confirm directions for football in the region over the longer term.</p>
Approve design concept and cost estimate	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	A concept design and business case will be developed for the project as the first stage of the planning process.
Approval to proceed to next stage	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	Project timeframes will be clarified and agreed in the funding deed

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
<b>PLAN PHASE</b>				
Secure land	<b>GREEN</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	The preferred location for the SRFF is on Crown Land identified as Volume 6088 Folio 98 on the southern side of Major's Rd. DEWNR require additional information from the business case to determine the lease structure.
Finalise design and cost	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	NA
Approval to proceed to call construction tenders	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	NA
<b>DELIVER PHASE</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	NA
<b>CLOSE PHASE</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	NA

## Key Risks

#	Type (Issue, Risk, Change)	Description	Response / Mitigation	Status
1	Risk	Expansive Clay Soil – is likely to impact on cost of development	Football Federation has been provided with a copy of BMX geotechnical report and a site specific geotechnical investigation is taking place.	Ongoing
2	Risk	Clarification of what will be delivered at the SRFF and Business model are needed Impacts on football in Marion and capacity of SRFF to cater for football in the region are unknown – access for local clubs has not been confirmed	Work closely with FFSA to ensure Marion's needs are identified and secured in planning process and business model.	Ongoing

Timeline to be developed when project progresses to commitment stage.

## Infrastructure and Strategy Committee

**Project Name:** Mitchell Park Sports and Community Centre

**Council Role:** Project Partner (Council \$9.875m, balance to be achieved) and project deliverer

**Report Ref No:** ISC031017R7.1



### Project Status

**STATUS:** **GREEN** On-Track **AMBER** Warning (heading off track/ potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
<b>INITIATE PHASE - Complete</b>				
<b>PLAN PHASE</b>				
Secure funding	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	Partnership funding to be pursued, opportunities include 2018 State election, 2019 Federal election. Grant programs have been monitored for potential funding opportunities. A funding strategy to be developed for Council's consideration as a lead up to the State Election. Advocacy materials developed.
Finalise design and cost	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	Further design development is subject to securing balance of funding to develop the project. An EOI for clubs and organisations is an opportunity to gauge potential programming partners and user groups for the facility. A report went back to Council in December 2017. The report noted 11 additional interested parties that could fill the capacity of 4 indoor courts.
Approval to proceed to call construction tenders	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	ON HOLD
<b>DELIVER STAGE</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.
<b>CLOSE PHASE</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	<b>ON-HOLD</b>	Close process occurs after Commissioning Stage and specifically at the end of the defects and liability period

**Key Risks**

#	Type (Issue, Risk, Change)	Description	Response / Mitigation	Status
1	Risk	Partnership funding not secured	Proactively seek partnership funding	Ongoing

Timeline to be developed when project progresses to commitment stage.

## Infrastructure &amp; Strategy Committee Project Report

**Project Name:** Marion Outdoor Pool (MOP) Upgrade – Stage 1 &2 works July 2017- June 19**Council Role:** Funder and deliverer**Report Ref No:** ISC031017R7.1**Project Status**

**STATUS:** **GREEN** On-Track **AMBER** Warning (heading off track/ potential to head off track) **RED** Off Track / Problem **COMPLETE/ON-HOLD** Complete/On-Hold

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
<b>INITIATE PHASE</b>				
Develop project outcomes	COMPLETE	COMPLETE	COMPLETE	Concept developed through masterplan process. City of Marion Business Plan 2016 – 2019 required masterplan to be presented to Council The Infrastructure and Strategy Committee (ISC070317R7.2) provided feedback on the masterplan seeking a scaled down scope of works. A report was prepared for Councils consideration.
Design concept and cost estimate	ON-TRACK	ON-TRACK	ON-TRACK	<p>Council endorsed funding for a slide (GC280317M03) from the Asset Sustainability Reserve to be delivered and operational by October 2017 – <b>completed</b></p> <p>9 May 2017 (GC090517R02) - Council endorsed an allocation of up to \$268,000 in the 2017/18 Annual Business Plan and Budgeting process for:</p> <ul style="list-style-type: none"> <li>– Preparation of detailed design and costing for the reconfiguration of the foyer and upgrade to the façade</li> <li>– Supply and installation of new shade structures.</li> <li>– Preparation of detailed design and costing for a new BBQ and picnic area.</li> <li>– Preparation of designed design and costing for the change room upgrade</li> </ul> <p><b>Complete</b></p> <p>Funds approved as part of the Annual Business Plan and Budget at the 27 June Council meeting. <b>Complete</b></p>

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
				<p>Now proceeded to Commitment Stage with design and budgeting being prepared.</p> <p>Detailed design and cost phase for Stage 2 to be conducted from October to November 2018.</p>
Approval to proceed to next stage	ON-TRACK	ON-TRACK	ON-TRACK	Stage 1 Works funded for 2017-18 & funds included in draft 2018-19 budget for stage 2 works.
<b>PLAN PHASE</b>				
Land	COMPLETE	COMPLETE	COMPLETE	Land owned by City of Marion.
Finalise design and cost	ON-TRACK	ON-TRACK	ON-TRACK	All designs for stage 1 completed by Jan 2018 <b>Complete</b> Designs for stage 2 works to be completed by November 2018
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	Council approval for stage 1 works provided at 27 February 2018 General Council meeting. Tender to commence in May 2018.
<b>DELIVER PHASE</b>				
Waterslide & shade structure installation	COMPLETE	COMPLETE	COMPLETE	<p>Second slide has been installed.</p> <p>21 new shade structures have been installed.</p> <p>2 new shade structures have been installed over toddler and learner pools.</p>
<b>Stage 1 Works:</b> <ul style="list-style-type: none"> <li>Kiosk reconfiguration</li> <li>Change room upgrade</li> <li>Upgrade to equipment store room and cleaners store</li> </ul>	ON-TRACK	ON-TRACK	ON-TRACK	<p>Council approval and funds allocated in February 2018</p> <p>May – Sept 2018</p>

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CLOSE INITATE	ON-HOLD	ON-HOLD	ON-HOLD	Subject to Council approval to proceed.

<b>Scope – Marion Outdoor Pool Stage 1 works</b>	May 2017	June 2017	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	May 2018	June 2018
<b>New Slide &amp; Shade Structures,</b>												
Procurement Construction tender stage												
Detailed Design/Documentation												
Development & Building Approval												
Construction (Slide & shade Structure)												
Commissioning												
<b>Design – future works</b>												
Budget Adopted												
Scope works, tenders and procurement of contractors												
Detailed design and cost phase												
Council considers design and costs												
<b>Hold Point</b>												
Budget approved												


<b>Scope – Marion Outdoor Pool Stage 1a works</b>	Feb 2018	March 2018	April 2018	May 2018	June 2018	July 2018	Aug 2018	Sept 2018	Oct 2018	Jan 2019	April 2019	Oct 2019
Budget approved												
<b>Kiosk, change rooms, equipment store and cleaners room upgrades</b>												
Procurement Construction tender stage												
Detailed Design/Documentation												
Development & Building Approval												
Construction												
Commissioning												



<b>Stage 2 Design – future works, façade, multi function room, entrance and staff accommodation</b>												
Budget Adopted												
Procurement of contractor for detailed design and cost												
Detailed design documentation and cost phase												
Procurement of contractor for construction												
Development & Building approval												
Construction												
Commissioning												

**Key Risks:**

#	Type (Issue, Risk, Change)	Description	Response / Mitigation
1	Risk	Future works are not fully integrated into stage 1 works	Require design work to consider future works
2	Risk	Cost exceed budget	Detailed brief developed and proactive contract management

Custom: Infrastructure and Strategy Committee														March 2018		Run Date: 26/Apr/18 08:58	
ELT	SLT	LT	Project Title	Work Area	Project Objective	Sources	Strategic Alignment	Start Date Active	Start Date Original	End Date Active	End Date Original	Status	Progress in reporting month	Progress in coming month	Risk	Mitigation of risks & issues	
Anthony Lines	Mathew Allen	Mark Griffin	C3. 13.3 - Streetscapes	Engineering	To provide consistent design for streets that balances the needs of pedestrians/cyclists and vehicles, provides visual amenity, supports connectivity and safety, and is environmentally sustainable.	3-year Business Plan 2016-19, CEO Priority Project	Connected	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	Finniss Street has commenced. Railway Terrace, meeting set for the first week in April to discuss project priorities. Heron Way is currently out for tender.	Finniss Street continuing, monitor installation. Railway Terrace monitor design. Heron Way - tender is about to be awarded.	Medium	Integration of Project with existing works program, resources for coordination of program. Significant risk associated with damage to new infrastructure on Alawoona Avenue as a result of development.	
Abigail Dickson	Greg Salmon	Brett Grimm	C4 - Oaklands Rail Crossing	City Activation	To ensure the Oaklands Crossing project maximises the community and economic benefits to the region and connects to the broader precinct.	3-year Business Plan 2016-19	Connected	01-Oct-16	01-Oct-16	30-Jun-19	30-Jun-19	Commenced	Ward briefing 19th March onsite. EM Forum hosted 20th March with PTP team presenting project scope. Community information sessions hosted by PTP on 21st and 24th March. Preliminary site investigations are being undertaken bore holes for geotech. Deed of agreement for funding contribution being drafted. Ongoing discussion and resolution to right of entry permit for PTP to have exclusive use Dwyer Rd Reserve during contract. Section 226 being applied for by PTP for Diagonal Way. SCAP application stage 1 submitted for trees and car parking	Formalise DEED and Right of Entry for Dwyer Rd Reserve. Review of community consultation findings from information sessions. 30% design reviews	High	There may be a risk that the project does not deliver beyond the immediate objective of removing the level rail crossing and thereby compromise the longer term 30 Year Plan and Structure Planning vision for this area. Council support and leadership to progress the proposed broader precinct development opportunities will be required to engage DPTI and other stakeholders in the more ambitious aspirations of this project.	
Abigail Dickson	Greg Salmon	Brett Grimm	C5, P2 - Darlington Tonsley Flinders Rail	City Activation	Support the rail expansion from Tonsley to Flinders Medical and University precinct. Maximise employment and local business benefits from the \$620m Darlington Upgrade project and related \$85m Flinders Link rail project	3-year Business Plan 2016-19	Connected	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	Flinders Drive and Sturt Rd bridges being constructed with concrete decks and abutment walls. Motorway being excavated. Southern expressway bridge flyover being constructed offline. Planning for major switches and bridge installs for Southern Expressway and Ayliffs late June mid July 2018. Communication packages being developed with traffic controls. Impact limited over two weekends due to method of construction. Flinders link reaching 70 percent design development. Switch back pedestrian cyclist integrated structure to viaduct. Negotiating Birch Crescent verge width to ensure shared use path by Council can be accommodated.	70 percent design reviews of Flinders link. Discussing ASR irrigation to the Darlington project. Discussing with third party retailer. Tonsley Train Station design principles to be developed by ODASA and DPTI	Medium	Facilitating an alignment of Council objectives and wishes with the proposed design elements features is both an issue and challenge. Proactive preparation and input through design review meetings and comment is proving to be effective in achieving mutually beneficial outcomes. A lack of communication and partnership between the State Government, Contractor and councils.	

Custom: Infrastructure and Strategy Committee													March 2018		Run Date: 26/Apr/18 08:58	
ELT	SLT	LT	Project Title	Work Area	Project Objective	Sources	Strategic Alignment	Start Date Active	Start Date Original	End Date Active	End Date Original	Status	Progress in reporting month	Progress in coming month	Risk	Mitigation of risks & issues
Abigail Dickson	Carol Hampton	James O'Hanlon	L2.6, 13.9 - Tennis and Netball	City Property	Deliver State of the Art Sport and Recreational Facilities across the City: Modern Sustainable Tennis and Netball Facilities across the city to meet the needs of the community now and into the future _Business Plan_	3-year Business Plan 2016-19, CEO Priority Project	Liveable	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	Warrdale Park Tennis alternate funding model endorsed by Council 270318 with works scheduled to begin September 18. No carry overs related to this project with funding coming from CFPP and external funding. Marion Tennis Club - funding submission being submitted to ORS - closes April 11th. Hallett Cove Beach Tennis Courts - Works commenced late March with expected completion in June 18 Woodforde Reserve - Works commenced late March with expected completion in June 18 Seaview High School / Tarnham Rd - GeoTech analysis undertaken with report due in April. Prepared scope of works for costings for both Tarnham Rd and Seaview School court options.	Tarnham Rd / Seaview Courts - Prepare report with options for Council based on outcome of Geo Tech and Costings Tender for Warradale Park Tennis Club project Manage / Monitor progress of current projects	Low	Council approved directions for clubs are well supported by the clubs. A low risk exists in relation to completing all works stated for completion by June 2018. Works have commenced with favourable weather conditons. Unknow site conditions - Trott Park which will be carried over due to soil conditions requiring additional funding
Abigail Dickson	Carol Hampton	Alicia Clutterham	L4.3, 13.2 - Hallett Cove Foreshore	Open Space and Recreation	Deliver Iconic open spaces and playgrounds across the Cirt: Hallett Cove Foreshore precinct redevelopment	CEO Priority Project	Liveable	01-Jul-16	01-Jul-16	01-Nov-18	01-Nov-18	Commenced	Tender procurement in progress for playground and carpark	Construction Tender to be awarded.	Low	Additional works required for Stage 3 GPT and stormwater pipework. Engineering team reviewing consultant engineer designs and conceptulaising options for future reporting. Stage 4 detail design construction drawings will be packaged as separable portions to manage coordination of works.
Abigail Dickson	Greg Salmon	Brett Grimm	P1 - Tonsley Redevelopment	City Activation	To help ensure that the Tonsley Innovation Precinct is successful in attracting business investment and jobs for the benefit of the Marion and wider regional community.	3-year Business Plan 2016-19	Prosperous	01-Jul-16	01-Jul-16	30-Jun-19	30-Jun-19	Commenced	Approval given to activate the Tonsley Pod once a month April-June within existing budget. 5000+ people attended Science Alive on 25 March. ProTom International confirmed. Preferred Eol for boiler house announcement shortly. Hydrogen plant to be established. District Energy Scheme to be developed. 37 dwellings sold. Living Lab to open. Zeiss 120 staff move in April. Stage 2 streetscape final completion mid April with 3 yr RSA maintenance. Stage 3 Streetscape under construction due for PC early May. Reserve to west of the substation under construction	Tonsley Activation: The first activation will take place on Thursday 26 April from 9am to 6pm. This will have a sustainability theme. We are looking into a virtual geocaching app to promote the history of the site. Guided Tonsley walking tours take place every Thursday at 11am by a volunteer. Demand is high for the tours with the need to put on additional tours for school groups and community. Stage 3 streetscape PC and reserve adjacent the substation. Progressing ASR water third party retailer agreements and potential link to Darlington corridor being discussed. PEET progressing with stage 1 works resolving bonding arrangements. Key stakeholders for integrated transport and car paking to meet to discuss next steps.	Medium	Further analysis needed on the revenue and cost assumptions prior to reaching final agreement on transfer arrangements for the public infrastructure.



Custom: Infrastructure and Strategy Committee													March 2018		Run Date: 26/Apr/18 08:58	
ELT	SLT	Project Title	Work Area	Project Objective	Sources	Strategic Alignment	Start Date Active	Start Date Original	End Date Active	End Date Original	Status	Progress in reporting month	Progress in coming month	Risk	Mitigation of risks & issues	
Anthony Lines	Mathew Allen	Mark Griffin	VN2.2 - Deliver Sustainable Street Lighting program	Engineering	Transition of Councils public street lighting from old, inefficient lights to new safe and sustainable LED street lights	3-year Business Plan 2016-19	Innovative	01-Jul-17	01-Jul-17	30-Jun-19	30-Jun-19	Commenced	Commenced transition of LED lighting including the removal of 122 old inefficient lights and replacement with new LED street lights in Glandore.	Conitnue with the physical transition to new LED lighting. Work with SAPN to bring forward the 2019/20 street lighting roll out into 2018/19.	Medium	LGA Business Case Funding Kelvins



**CITY OF MARION  
INFRASTRUCTURE & STRATEGY COMMITTEE  
1 May 2018**

**Originating Officer:** Georgie Johnson, Smart Cities Project Officer  
**Manager:** Fiona Harvey, Manager Innovation and Strategy  
**General Manager:** Abby Dickson, General Manager City Development  
**Subject:** Smart Cities Opportunities  
**Report Reference:** ISC010518R9.1

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**REPORT OBJECTIVE**

The purpose of this report is to provide the Infrastructure & Strategy Committee with:

- A proposed definition of Smart Cities for the City of Marion to adopt, a decision making matrix with criteria, to support the consideration and prioritisation of Smart City projects; and
- Details of five potential pilot projects for consideration.

**RECOMMENDATION**

**DUE DATES**

**That the Infrastructure and Strategy Committee:**

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|--|----------------------|
| <b>1. Provides feedback on the Smart Cities definition and decision making matrix for assessing projects which will form part of the Smart Cities Framework, provided in Appendix 1;</b> | <b>1 May 2018</b>    |
| <b>2. Considers and provides feedback on the five proposed pilot projects to trial the Smart Cities approach in 2018/19;</b>   | <b>1 May 2018</b>    |
| <b>3. Notes that a draft framework will be presented to the Infrastructure and Strategy Committee by June 2018 and then brought to Council for consideration and endorsement;</b>        | <b>June 2018</b>     |
| <b>4. Notes that, if supported, a progress/update report on the five identified projects will be provided to Council in December 2018.</b>   | <b>December 2018</b> |

**BACKGROUND**

The concept of 'smart cities' is growing with the help of various Smart City initiatives led by all levels of government along with private and education sector organisations, often in collaboration. Most recently the LGA has initiated the development of a broader strategy based on the analysis of the SA local government sector undertaken in 2017, in collaboration with the University of Adelaide.

The City of Marion has committed to targeted Smart City opportunities through the Strategic Plan 2017-2027 and the 3-Year Business Plan 2016-2019, particularly in areas relating to using technologies to improve efficiency and service delivery, operating more sustainably, sharing information and connecting with our community, and using data to provide evidence and support decision making. There is opportunity to progress Smart City principles and actions across all of the six themes of the Strategic Plans, and across the short term and medium-longer term. This is shown graphically in Appendix 3.

Applying a 'Smart City' lens across almost all areas of responsibility for local government provides a great opportunity, and also brings the challenge to determine the key priorities that will provide the best outcomes for the community.

At the 3 April 2017 Infrastructure and Strategy Committee, it was requested that staff develop a basic Smart City decision-making framework to enable Council to consider short-term opportunities for funding in 2018-19. This report seeks the Committee's feedback on criteria to support the consideration and prioritisation of Smart City projects. The decision making criteria will form part of a broader Smart Cities Framework being developed for Council's consideration.

## ANALYSIS

Cities are undergoing significant change, and at the centre of that change is rapidly improving technology and data gathering capabilities. The City of Marion's readiness to be at the forefront of change is why we must be futureproofing our city with a 'Smart City' lens.

Readiness is a key concept that is promoted strongly by the Smart Cities Association of Australia. Administration is proposing two key action streams to prepare the City, and be ready. These include;

1. The Preparation of a Smart City Framework: A framework will assist Council in framing the smart city opportunities to ensure projects are consistent with our community vision and other strategic plans; and the right systems, policies and practices are in place to maximise community benefit. A key theme within the framework is understanding the problem or challenge in depth before seeking a technology solution.
2. Experiential Learning: Structured and strategic pilot projects provide excellent opportunities for Council to engage with key stakeholders and vendors in the delivery of smart city projects to learn. This component also includes learning from other user experiences through forums and network engagement.

Smart Cities is a broad term that is defined differently by different organisations.

Administration has considered a range of contemporary definitions and, when considering these in the context of what 'Smart City' means for the City of Marion seeks the Committee's support for the following definition:

*"A smart city uses technology and data to drive economic activity, accelerate innovation and better manage energy, resources and services. Most importantly, smart cities are people focused."*

## Smart Cities Priority Scoring System – See Appendix 1

The proposed priority scoring system provides a matrix against which potential projects can be evaluated. The criteria chosen reflect the priority Smart City vision for the City of Marion, ensuring the focus is on economic activity, resource and environmental benefits, service delivery and community impact. Importantly they also support and prioritise smart city projects that are aligned with council's strategic priorities.

The draft assessment criteria include:

- Community Impact
- Activation & Urban Design Benefits
- Environmental Benefits
- Technology & Data
- Strategic Alignment
- Finance
- Capacity to deliver

### Potential Opportunities for the City of Marion

It is proposed Council will develop and pilot a number of Smart City projects during the 2018/19 financial year. These smaller scale pilots will provide an opportunity for Council to:

- better understand the technology available and what works best in different situations;
- work through the key parameters around ownership and management of elements such as connective networks, infrastructure such as sensors, data, dashboards, etc.;
- engage with a range of potential partners and stakeholders;
- collect and use the data and information quickly to inform decisions; and
- better understand risks, timeframes, cost and benefits for full scale roll out.

Five projects are proposed to be scoped and implemented in the short term (1-2 years)

The proposed pilot projects have been assessed against the draft criteria to test their application (Appendix 2).

<b>Proposed Project 1</b>	<b>Monitoring of Playground usage, using sensor technology</b>
<b>Scope</b>	To gather data that would be beneficial to inform playground removal, upgrade and new playgrounds into the future. Three pilot projects have been identified for the sensor technology trial <ul style="list-style-type: none"> <li>• Harbrow Grove Reserve, Seacombe Gardens</li> <li>• Sandery Avenue Reserve, Seacombe Gardens</li> <li>• Ramsay Avenue Reserve, Seacombe Gardens.</li> </ul>
<b>Costs</b>	\$48,500 – already identified in draft budget for FY18/19
<b>Timing</b>	Proposed FY18/19 – 12-month trial.
<b>Outcome</b>	Low cost, low power wireless activity detection sensors to provide comprehensive real time equipment usage and visitor data to inform decision making on investment in playgrounds.
<b>Score</b>	31

<b>Proposed Project 2</b>	<b>Urban Activation Precinct Evaluation</b>
<b>Scope</b>	To monitor the urban activation project progress by understanding before and after intervention data at the five site locations. <ul style="list-style-type: none"> <li>• Lampshade Café (Warradale)</li> </ul>

	<ul style="list-style-type: none"> <li>• SAALC (Oaklands Park)</li> <li>• Little Bici Café (Trott Park)</li> <li>• Once and Again Café (Plympton South)</li> <li>• The Next Chapter Café (MCC)</li> </ul>
<b>Costs</b>	\$10,000 included in Approved \$250,000 Project Funding.
<b>Timing</b>	Baseline data to commence being collected 10 days post agreement signed for two years.
<b>Outcome</b>	Comprehensive baseline data, Six Month Report, Year One and Year Two Report on the before and after use of the urban activation sites to help measure the impact of the activation program.
<b>Score</b>	35

<b>Proposed Project 3</b>	<b>Oaklands Crossing and surrounds as a Smart City precinct</b>
<b>Scope</b>	During design phase negotiate with PPT Alliance and DPTI regarding using/ future pricing for integration of smart technology. Monitor usage, pedestrian activation, car parking, future proof for potential driverless car transport integration as a connecting hub, cycling shared facilities integration of or similar.
<b>Costs</b>	Explore opportunities for investment using Councils in kind funding \$4m contribution to project outside the current scope. Potential partnerships to be explored and leverage for funding- grants and partnership funding.
<b>Timing</b>	Current and ongoing as development progresses.
<b>Outcome</b>	Embedding Smart technology in the Oaklands precinct to provide an improved community experience, connectivity, and business/economic opportunities.
<b>Score</b>	36



<b>Proposed Project 4</b>	<b>Smart LED lighting trial</b>
<b>Scope</b>	The installation of approx. 65 smart lights throughout the Tonsley precinct.
<b>Costs</b>	Total budget cost 2018/19 - \$25,000.
<b>Timing</b>	Proposed FY18/19 – 12 month trial.
<b>Outcome</b>	This project proposes to trial the installation of approx. 65 smart PE cells into new LED lighting in the Tonsley precinct to pilot the asset management improvements and potential communication network opportunities that may be realised from a city wide roll out of smart lighting. Engagement with technology vendors and SA Power Networks is a key pillar of this proposed project.
<b>Score</b>	37

<b>Proposed Project 5</b>	<b>Tonsley as Australia's leading Smart City hub</b>
<b>Scope</b>	<p>Collaborate with Renewal SA, PEET Group, Junction Australia, Southern Adelaide Economic Development Board and DPTI to ensure infrastructure in and around the Tonsley Innovation District include Smart Technology. Focusing on:</p> <ul style="list-style-type: none"> <li>• New Tonsley Train Station</li> <li>• Alawoona Avenue Housing Development</li> <li>• Alawoona Avenue &amp; Birch Crescent Streetscape Upgrades</li> <li>• Smart Parking in and around the Tonsley Innovation District</li> <li>• Smart LED Lighting Trial in Innovation District (Proposed Project 4)</li> <li>• Innovative Waste and Recycling solutions</li> <li>• Innovative energy solutions (including district energy, smart grid, EV charging)</li> <li>• Gig-city ultra-fast internet network internet service plans</li> <li>• ASR Connection</li> <li>• Autonomous vehicles trial</li> <li>• 5G network</li> </ul>
<b>Costs</b>	Full scope currently being developed with all partners, including roles and responsibilities.
<b>Timing</b>	Current and ongoing as development progresses.
<b>Outcome</b>	<p>Feasibility analysis of the residential development and innovative business opportunities at Tonsley to develop the site and surrounding areas as a Smart City hub.</p> <p>Use the site as a 'test bed' for smart technology.</p>
<b>Score</b>	35

## CONCLUSION

The proposed projects identified in the report provide Council with a significant opportunity to progress a range of smart city solutions within area aligned to Council's strategic objectives.

In parallel, a Smart City framework will be developed for consideration of the Committee by June 2018 which will guide Council's leadership and governance of future projects and programs.

The proposal is to develop a Smart City framework using the themes of the Community Vision, with the addition of a Business efficiency theme, to ensure the focus of the Smart City approach will progress the goals and vision of the community, and respond to a priority issue or opportunity, rather than install technology for the 'sake of it'.

## **APPENDICES**

**Appendix 1:** Smart City Priority Scoring System

**Appendix 2:** Smart Cities Pilot Projects Scoring

**Appendix 3:** Smart Cities Strategic Links

A smart city uses technology and data to drive economic activity, accelerate innovation and better manage energy, resources and services. Most importantly, smart cities are people focused.

NB: All projects should deliver good value by achieving the maximum amount of increased amenity for residents through improved service delivery opportunities.

Priority Scoring System Criteria		Scoring / Weighting			Comments
1.	<b>Community Impact</b>			Score	
	Consider: <ul style="list-style-type: none"> <li>How many people are likely to experience an increased level of mobility, health &amp; wellbeing as a result of the project occurring?</li> <li>Will the project greatly improve neighbourhood accessibility and amenity?</li> </ul>	0	↔	7	A higher score is given to projects able to demonstrate direct community benefits.
2.	<b>Activation &amp; Urban Design Benefits</b>				
	Consider: <ul style="list-style-type: none"> <li>What level of potential economic benefit does the project have?</li> <li>What opportunity exists for creativity and activation through the project?</li> <li>Is there connection to Infrastructure Investment in surrounding area?</li> <li>Number of other regional initiatives the project aligns with?</li> <li>Are there opportunities to develop external partnerships?</li> <li>Does the project promote regulatory reform?</li> <li>Will the project lead to greater patronage of the targeted precinct?</li> </ul>	0	↔	7	A higher score is given to projects with <ul style="list-style-type: none"> <li>Collaborative Partnerships</li> <li>Defined Economic Benefit</li> <li>Connection to Federal and State Government Infrastructure Investment</li> <li>Improved patronage within the City</li> </ul>
3.	<b>Environmental Benefits</b>				
	Consider: <ul style="list-style-type: none"> <li>What level of opportunity exists for the project to contribute to minimising waste and pollution by avoiding, reducing, reusing and recycling?</li> <li>Does the project present opportunities to actively monitor the benefits of climate change mitigation &amp; adaptation initiatives, for example: reduced urban heat, increased urban greening and tree canopy cover, or reduced energy/water consumption?</li> <li>To what extent can the project assist in climate change mitigation &amp; adaptation?</li> </ul>	0	↔	7	A higher score is allocated to projects than demonstrate a quantitative environmental outcomes, e.g. <ul style="list-style-type: none"> <li>Reduce tonnes of waste</li> <li>Reduce greenhouse gas emissions</li> <li>Reduce litres of mains water</li> <li>Increase % canopy cover</li> </ul>
4.	<b>Technology &amp; Data</b>				
	Consider: <ul style="list-style-type: none"> <li>Does the project present opportunities to proactively explore the use of innovative technology solutions?</li> <li>Will the project prioritise the use of technology solutions leveraging valuable, open and real time data?</li> <li>Will the project contribute to the development and delivery of innovation in the City of Marion?</li> </ul>	0	↔	7	A higher score is given to projects able to demonstrate Innovative solutions using technology to capture valuable data and analyse it.
5.	<b>Strategic Alignment</b>				
	Connection to: <ul style="list-style-type: none"> <li>City of Marion Community Vision, Towards 2040</li> <li>City of Marion Strategic Plan 2017-2027</li> <li>City of Marion Business Plan 2016-2019</li> <li>South Australia's Strategic Plan</li> <li>The 30-Year Plan for Greater Adelaide</li> <li>Southern Adelaide Economic Development Board Strategic Plan</li> </ul>	0	↔	7	A higher score is given to projects that can demonstrate external strategic alignment. i.e.: with priorities of SRWRA, Resilient South, etc.
6.	<b>Finance</b>				
	Consider: <ul style="list-style-type: none"> <li>Will the project be eligible for external funding including grant opportunities?</li> <li>Is there an opportunity for the proposed project to be carried out in conjunction with necessary, or otherwise budgeted, works?</li> <li>Will service delivery improvements be possible as a direct benefit creating opportunities for savings in the medium to longer term?</li> <li>Will this project lead to increased cost efficiencies or commerciality for council/partners</li> </ul>	0	↔	4	A higher score is given to projects that can demonstrate grant funding opportunities, linkages to other funded projects, cost efficiencies, savings and service delivery improvements.
7.	<b>Capacity to deliver</b>				
	Consider: <ul style="list-style-type: none"> <li>Are the resources available within existing capacity?</li> <li>Is there an opportunity to leverage capacity through partnerships?</li> </ul>	0	↔	4	A higher score is given to projects that can demonstrate delivery within existing resources or utilising partnership capacity.
<b>TOTAL</b>					<b>/ 43</b>

Project Priority – High 30-43; Medium 20-30, Low <20

Smart Cities Pilot Project Scoring Matrix								
Project	Community Impact (7)	Activation & Urban Design Benefits (7)	Environmental Benefits (7)	Technology & Data (7)	Strategic Alignment (7)	Finance (4)	Capacity to deliver (4)	Total
Monitor of Playground usage, using sensor technology	5	5	0	7	7	3	4	31
Urban Activation precinct monitoring, using sensor technology	5	7	2	7	7	3	4	35
Oaklands Crossing and surrounds as a Smart City Precinct	7	7	4	7	7	2	2	36
Small scale Smart LED lighting trial	4	7	5	7	7	3	4	37
Tonsley as Australia's Smart City Hub	4	7	5	7	7	2	3	35

30 - 43 H  
20 - 30 M  
< 20 L

## Community Vision - Towards 2040

Liveable

Engaged

Connected

Prosperous

Innovative

Valuing  
Nature

## City of Marion Strategic Plan 2017 - 2027

## City of Marion Business Plan 2016 - 2019

## Smart Cities Framework (TBD)

### Smart Cities Vision:

A Smart City uses technology and data to drive economic activity, accelerate innovation and better manage energy, resources and services. Most importantly, smart cities are people focused.



An Organisation of Excellence

Integrated Technology and Systems as an Enabler