His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 04 September 2018 06:30 PM

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

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

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

Adrian Skull
Chief Executive Officer

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OPEN MEETING

KAURNA ACKNOWLEDGEMENT

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

ELECTED MEMBER'S DECLARATION (if any)

CONFIRMATION OF MINUTES

Confirmation of minutes - Infrastructure and Strategy Committee Meeting 7 August 2018

Originating Officer   Governance Officer - Victoria Moritz

Corporate Manager   Manager Innovation and Strategy - Fiona Harvey

Report Reference: ISC180807R4.1

RECOMMENDATION:

That the minutes of the Infrastructure and Strategy Committee Meeting held on 7 August 2018 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	ISC180807 - Draft Minutes ISC meeting 7 August	PDF File

MINUTES OF THE INFRASTRUCTURE AND STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 7 AUGUST 2018

PRESENT

Elected Members

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

His Worship the Mayor Kris Hanna

Independent Member

Mr Christian Reynolds

In Attendance

Councillor	Ian Crossland
Councillor	Raelene Telfer
Councillor	Jason Veliskou
Mr Adrian Skull	Chief Executive Officer
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager City Services
Ms Kate McKenzie	Manager Governance
Ms Liz Byrne	Manager Community Connections
Ms Cassandra Gibson-Pope	Unit Manager Community Wellbeing
Ms Rebecca Neumann	Senior Environmental Planner
Mr Greg Salmon	Manager City Activation
Ms Donna Griffiths	Unit Manager Economic Development
Ms Carla Zub	Project Manager Strategic Projects
Mr Mark Griffin	Unit Manager Engineering Services
Ms Jaimie Thwaties	Unit Manager Governance and Records

1. OPEN MEETING

The meeting commenced at 6.30pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

- Nil declarations were made

City of Marion Minutes of the Infrastructure and Strategy Committee Meeting
Tuesday 7 August 2018 – Reference Number ISC070818

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4.   CONFIRMATION OF MINUTES

Moved Councillor Hull, Seconded Councillor Pfeiffer that the minutes of the Infrastructure and Strategy Committee Meeting held on 3 July 2018 be taken as a true and correct record of proceedings.

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.

6.   CONFIDENTIAL REPORTS

Nil

7.   REPORTS FOR DISCUSSION

Order of Agenda

The Chair sought and was granted leave of the meeting to vary the order the agenda and bring forward the external presentation regarding 'Positive Ageing (Report Reference: ISC180807R04).

6.33pm Positive Ageing
Report Reference: ISC180807R04

Manager Community Connections introduced Ms Veera Mustonen, Executive Director, Global Centre for Modern Ageing, LifeLab at Tonsley and Mr Chris Russell, Marketing and Communications, Global Centre for Modern Ageing.

Mr Russell and Ms Mustonen presented on the Global Centre for Modern Ageing and LifeLab at Tonsley.

The following points were raised / noted in relation to the presentation:
- One of the aims of the Global Centre for Modern Ageing is to understand what is happening in the ageing population
- Their vision is to be a world leader of modern aging and an advocate for the ageing community
- Want to change the perception that the ageing community is a burden.
- They received seed funding but their aim is to be self sufficient
- They engage with the ageing population in developing solutions for their needs.
- The top issues in the realm of Local Government are ageing in place, subdividing property and mobility (e.g. footpaths etc).
- The findings are presented back to the businesses engaged in the project as part of the commercial arrangement.
- The trials being carried out are building up a database.
- Being based in the City of Marion enables collaborative approaches with Tonsley businesses, HACC, Cooinda etc.
- They are an independent body from Council.
- The project is enabling them to develop a pool of people to co-design and test products.

City of Marion Minutes of the Infrastructure and Strategy Committee Meeting
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The Chair sought and was granted leave of the meeting to adjourn the item until after the Draft Coastal Climate Change Plan.

6.59pm 'Positive Ageing (Report Reference: ISC180807R04) item adjourned

6.59pm Draft Coastal Climate Change Plan
Report Reference: ISC180707R01

The Senior Environmental Planner introduced Mr Mark Western from Integrated Coasts.

The Committee noted the report and the following points were raised / noted:
- The first stage of the project was to collect all the history
- The second stage of the project was to collect new data and obtain a digital forecast
- The third stage will provide suggested concepts to manage and provide recommendations for action (including suggested timeframes)
- The Draft Coastal Climate Change Adaptation Plan attached as appendix 3 is essentially a model.
- It was explained that the file size of Appendix 3 was due to the City of Marion's current GIS system not being able to accommodate the imagery / analysis. If Council were using ESRI as the corporate GIS system then it would have been possible to view a dynamic 3D model electronically and therefore not have a 400 page static map based attachment. It was confirmed that the GIS system is being reviewed as part of the Business System Fitness Review Project.
- The document (Appendix 3) provides a really clear baseline of the current condition, that can be reviewed over time and the difference measured.
- Monitoring will need to be continually done.
- Currently lobbying to have the gauge at Port Stanvac reinstated. If successful this would provide additional local data.
- The document (Appendix 3) can be used to link into other plans (e.g. storm water management)

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

1. notes the progress on coastal climate change planning (Attachment 1) including:
   - the proposal for Stage 3: ongoing monitoring and action planning (Attachment 2), and
   - the draft *City of Marion Coastal Climate Change Plan* (Attachment 3, distributed separately).

2. presents the draft *City of Marion Coastal Climate Change Plan*, including some recommendations about monitoring etc, to Council on 11 September 2018 seeking endorsement of the document for targeted engagement.

3. notes that a summary of targeted engagement and a draft coastal monitoring and adaptation plan (Stage 3) will be presented to Council in early 2019.

Carried Unanimously

7.30pm Positive Ageing (item reconvened)
Report Reference: ISC180807R04

The Manager Community Connections and Unit Manager Community Wellbeing gave a presentation on Positive Ageing.

The Committee noted the report and the following points were raised / noted:

- Commonwealth Home Support Program is currently funded until June 2020.
- In order to receive funding as part of the program individual must go through the assessment. The assessment is a requirement of the funding and it is free of charge for those being assessed.
- Messenger Newspapers, Facebook, word of mouth and during access to other services (e.g. the mobile library) are all used to promote the services
- Specific campaigns are also run (e.g. Humans of Marion)
- Work needs to continue to lobby for guaranteed funding beyond 2020 (including via the Local Government Association and Australian Local Government Association)

ACTION: provide information (via report or email) about what COTA and other groups are currently doing to secure funding.

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

1. Notes the presentation.

Carried Unanimously

8.11pm Export Marketing and Economic Development
Report Reference: ISC180807R02

Manager City Activation and Unit Manager Economic Development introduced the item.

The Committee noted the report and the following points were raised / noted:
- The purpose of the report includes encouraging business to come to Marion, employees to live here etc.
- The report shows a picture in time.
- It is a baseline that could be used for applicable grant applications.
- Queried what is being done to assist the small businesses (e.g. in the industrial sections of Edwardstown).
- The employment and economic landscape is changing (e.g. Tonsley) but what does this mean for small business
- Council has a connecting role in relation to employment and growth

ACTION: Additional details be provided on the details of the Exports noted in the document

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

1. Notes this report.

2. Requests an update report in 12 months time on how the 'Economic Statement' has been used.

Carried Unanimously

8.35pm BMX Project Update including Project Time Frame
Report Reference: ISC180807R03

Manager City Activation and Project Manager Strategic Projects introduced the item.

The Committee noted the report and the following points were raised / noted:
- DPTI followed the correct process required under the Aboriginal Heritage Act
- The Environmental Management Plan has been provided by DPTI

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- Happy Valley BMX Club, The Cove BMX Club, BMX SA and BMX Australia have all confirmed in writing that they are supportive of the site (with some conditions)

ACTION: Confirm if the project is included in the City of Onkaparinga's long term financial plan

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

1. Notes the report.

2. Notes that investigations are continuing around the cultural significance of the Darlington site to the Kaurna and Ramindjeri communities with a further report to be provided to Council about the outcomes cultural heritage assessment.

3. Notes that BMX Australia, BMX South Australia and the local clubs are supportive of the Darlington location should the detailed investigations conclude that it is a viable site for the international BMX Facility.

Carried Unanimously

8.   REPORTS FOR NOTING

8.48pm Quarterly Capital Construction Update
Report Reference: ISC180807R05

General Manager City Services and Unit Manager Engineering Services introduced the item.

The Committee noted the report and the following points were raised / noted:
- The financial figures are as at the reporting date, final figures are still to be confirmed.
- A table showing true carry overs will be available in about 2 weeks.
- The percentage complete is the important measure and they are at the right end of the scale but most are under 100%. Should consideration be given to 3 year rolling budgets?
- Collaborative project currently being undertaken with the City of Charles Sturt and the City of Port Adelaide Enfield on capital spend will provide recommendation for improvement.
- From the information provided it is hard to determine the internal versus external resources used.
- Would like to see year on year comparisons.
- The graphs are overly simplistic and could provide more detail.

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

1. Notes this report.

2. Requests a review of cost per unit, incorporating overheads and comparing internal versus external be undertaken.

3. Requests a report including unit delivery comparisons (distinguishing between design versus delivery costs) to be presented to Council in December 2018.

4. Requests carryovers to be reported showing the impact on next years delivery.

Carried Unanimously

9.   WORKSHOP / PRESENTATION

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Nil

10. ANY OTHER BUSINESS

November Infrastructure and Strategy Committee Meeting

Moved Mayor Hanna, Seconded Councillor Pfeiffer that the November 2018 Infrastructure and Strategy Committee be cancelled.

Carried Unanimously

11. MEETING CLOSURE

The meeting was declared closed at 9.37pm.

12. NEXT MEETING

The next meeting of the Infrastructure and Strategy Committee will be held at 6.30pm on Tuesday 4 September 2018 in the Council Chamber, 245 Sturt Road, Sturt.

CONFIRMED

..
CHAIRPERSON
     /   /

BUSINESS ARISING

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

Business Arising Statement - Action Items

Originating Officer	Executive Assistant to General Manager City Development - Colleen Madsen
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC180904

REPORT OBJECTIVE

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

RECOMMENDATION

That the Infrastructure and Strategy Committee:

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

Attachment

#	Attachment	Type
1	ISC040918 - Business arising statement - action items Appendix 1	PDF File
2	ISC040918 - Meeting schedule and upcoming items - Appendix 2	PDF File

CITY OF MARION
APPENDIX 1
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS   **AS AT 04 SEPTEMBER 2018**

	Date of Meeting	Item		Responsible	Due Date	Status	Completed / Revised Due Date
1.	6 March 2018	8.1	**ICT Digital Transformation Plan Update** • 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	John Deally	4 September 2018	On track for 4th September	COMPLETED
2.	3 April 2018	10.1	**Coastal Management Plan** • 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.	Fiona Harvey/ Rebecca Neumann	05 June 2018	Report provided to the August ISC.	COMPLETED
3.	3 July 2018	ISC180703R03	**Tonsley Water Agreement** • Recommends that a report be provided to Council recommending that Council delegates to the CEO approval to enter into an Agreement with Enwave to sell treated storm water into the Tonsley Precinct and Flinders University Development subject to agreement being tabled with Council with tiered pricing model and demand model • An opportunity be provided by Administration for an Elected Member briefing if desired by Members	Glynn Ricketts	14 August 2018	Agreement to be signed by CEO's on 11 September 2018	COMPLETED
4.	7 August 2018	ISC070818R04	**Positive Ageing** • Provide information (via report or	Liz Byrne	September 2018	Information will be provided to the Committee via email	

	Date of Meeting	Item		Responsible	Due Date	Status	Completed / Revised Due Date
			email) about what COTA and other groups are currently doing to secure funding.			by mid-October	
5.	7 August 2018	ISC070818R02	**Export Marketing and Economic Development** • Additional details be provided on the details of the Exports noted in the document • Update report in 12 months' time on how the 'Economic Statement' has been used	Donna Griffiths Donna Griffiths	4 September 2018 September 2019	To be provided via email prior to 4 September meeting	
6.	7 August 2018	ISC070818R03	**BMX Project Update Including Project Time Frame** • Confirm if the project is included in the City of Onkaparinga's long-term financial plan	Greg Salmon	4 September 2018	City of Onkaparinga has confirmed that the funding for the BMX project is included within their long-term financial plan.	COMPLETED
7.	7 August 2018	ISC070818R05	**Quarterly Capital Construction Update** • Requests a review of cost per unit, incorporating overheads and comparing internal versus external be undertaken • Requests a report including unit delivery comparisons (distinguishing between design versus delivery costs) be presented to Council in December 2018 • Requests carryovers to be reported showing the impact on next year's delivery	Mathew Allen	December 2018	Report to be prepared for Council in December 2018	

* Completed items to be removed are shaded

Draft Infrastructure and Strategy Committee Program 2018

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

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

Presiding Member – Luke Hutchinson

Expert Member – Christian Reynolds

Members

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

Draft Infrastructure and Strategy Committee Program 2018

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

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

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

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

Draft Infrastructure and Strategy Committee Program 2018

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

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

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

Draft Infrastructure and Strategy Committee Program 2018

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

Meeting: Infrastructure & Strategy Committee		**Date**: Tuesday 4 September **Time:** 6.30pm – 9.30pm		**Venue:** Chamber	
Topic	**Type of Report**	**Description**	**Duration**	**External Attendees**	**Staff Responsible**
ICT Digital Transformation Plan Update	R	Six monthly update (refer ISC 1 August 2017)			John Deally
Infrastructure Projects Update	R	For noting: Progress updates on key infrastructure projects Update on any emerging risks, significant changes			Abby Dickson
Transport	R	How we move people into, out of, and within the City of Marion - public transport; walking and cycling; use of private vehicles; North-South Corridor issues and opportunities; consideration of Council's role in advocacy for better quality infrastructure.		Potential guest speaker	Mat Allen
Development of Council's 4-year Business Plan 2019-2023	R	Initial discussion on key inputs into the development of Council's next 4 year Business Plan including Delivery against Council's strategic directions	30 mins		Fiona Harvey

Draft Infrastructure and Strategy Committee Program 2018

Meeting: Infrastructure & Strategy Committee		Date: Tuesday 2 October Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Oaklands/Marion Cultural Centre Plaza	R	Precinct opportunities			Greg Salmon
Capital Construction – Quarterly Update	R	Request from 2 May 2017 meeting			Tony Lines
Smart Cities	R	Priority problem areas and potential technology solutions *(Re-scheduled from 4 September)*			Georgie Johnson
Infrastructure and Strategy Committee Handover		- Request from March 2018 meeting			

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

Meeting: Infrastructure & Strategy Committee		Date: Tuesday 4 December Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible
Quarterly Capital Construction Update	R	From 7 August ISC meeting • Requests a review of cost per unit, incorporating overheads and comparing internal versus external be undertaken • Requests a report including unit delivery comparisons (distinguishing between design versus delivery costs) be presented to Council in December 2018 • Requests carryovers to be reported showing the impact on next year's delivery			Mat Allen

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

CONFIDENTIAL ITEMS

REPORTS FOR DISCUSSION

Renewable Energy and Battery Opportunities

Originating Officer	Environmental Sustainability Manager - Ann Gibbons
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC180904R01

REPORT OBJECTIVE

To provide a report advising of opportunities, including renewables, to minimise the use of grid electricity that includes analysis of battery storage options to support the optimal energy capture and reuse at the most appropriate Council facilities.

EXECUTIVE SUMMARY

At the 5 June 2018 Infrastructure and Strategy Committee meeting, the following resolution was endorsed:

Provides a report to Council advising of opportunities, including renewables, to minimise the use of grid electricity that includes analysis of battery storage options to support the optimal energy capture and reuse at the most appropriate Council facilities.

In response to the above resolution, this report presents two attachments:

Attachment 1 – a summary of energy efficiency and renewable projects on Council sites so far

Attachment 2 – an investigation into the feasibility of battery storage at Council sites.

Attachment 1 highlights the investment already made into energy efficiency and renewable energy. The direction for further investment in this area has been set in Council's *Energy Efficiency and Renewable Energy Plan* (endorsed GC180710R04) with a focus on development of Environmental Sustainability Design (ESD) Guidelines to incorporate ESD principles, including energy efficiency and renewable energy, into all Council buildings.

Attachment 2 summarises the case, based on the high electricity using site Cove Civic Centre, that battery storage will not provide a good direct financial payback for Council, however could offer benefits in community education, leadership in use of smart technology, and resilience to power outages. The cost for a battery storage system at Cove Civic Centre is estimated to be $38,000 (best case), with a payback period exceeding 20 years (battery warranty period is currently 10 years).

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes this report.**

2. **Provides feedback on the proposed next steps:**

   - **whether Council would install a battery storage system as a public education display or only for financial reasons; and**

   - **other potential benefits that could be considered to make battery storage a better investment (Section 5 of Attachment 2).**

3. **Notes the *Energy Efficiency and Renewable Energy Plan* (endorsed GC180710R04) includes direction for further initiatives that will be brought to Council for consideration as part of upcoming four-year Business Plan.**

Valuing Nature:	It is a key priority of the 2016-2019 Business Plan to "significantly increase energy efficiency across our council facilities" as part of the goal for "a healthy and climate resilient urban environment"

DISCUSSION

Update on Energy Efficiency and Renewable Projects

The City of Marion has made significant investment in energy efficiency and renewable energy across it's portfolio of assets and facilities over the past two years.

Attachment 1 provides a summary of energy efficiency and renewable energy projects delivered to date along with additional opportunities to minimise the use of grid electricity by Council's buildings and facilities.

The delivery of these projects arose from a comprehensive audit of all Council-operated sites with annual energy spend of more than $5,000 (with the exception of the Castrol Shed at Perry Barr Farm).

Opportunities for further investment in this area have been set out in Council's *Energy Efficiency and Renewable Energy Plan* (endorsed GC180710R04).

In addition, clubs and tenants in Council-owned buildings have invested in solar panels.

This combined investment has resulted in over 500kW of solar panels being installed across the city, significantly offsetting electricity use from the grid, and making the City of Marion one of the leading local governments in this area.

Feasibility of Batteries

Attachment 2 provides a summary of the feasibility of battery storage at Council sites. The analysis concludes that currently the cost-benefit for battery storage is poor on a financial basis.
The report explains that battery technology and market uptake are still quite immature and costs for purchase and set up are high relative to the benefits that might be gained. This equation is likely to improve over time as the cost for batteries reduces with improved technology and market uptake.

Cove Civic Centre was seen as the best potential site for battery storage and a detailed analysis of the costs and benefits were made. Even under the best-case scenarios, payback could not be achieved within the 10-year warranty of the battery. The analysis also notes that if the battery was operated for maximum cost efficiency, then there would be a slight increase in net electricity usage due to losses between electricity generation, storage and then reuse.

Since the direct payback for battery storage is currently low, the primary benefits for battery usage at Council facilities would be:

- Showing leadership in support for use of emerging technology – include smart real-time displays of energy performance

- education and community awareness around battery usage

- resilience to power outages.

This scenario is often the case with new technology where direct financial benefit/payback is not immediately achievable, however the other benefits could also have a 'knock-on' effect on building/improving the technology, influencing the sector, and providing leadership in the community.

The Infrastructure and Strategy Committee's feedback is sought on whether it supports further, more in-depth investigations into battery storage technology for Council facilities eg Cove Civic Centre. This would require funding a consultant to undertake the detailed analysis, which could be presented as a new initiative to the incoming Council.

Alternatively, an update report could be provided in 2-3 years when it is likely that the battery market would have matured and pricing may be more favourable.

Suggested Next Steps

The consultants report proposes the following next steps:

1. Contact your electricity retailer, origin, to ensure you are getting a feed-in tariff for the solar PV generation you supply.

2. Consider whether you would install a battery storage system as a public education display (Section 5.1) or if only for financial reasons.

3. If not, consider whether other considerations in Section 5 may make the investment worthwhile.

The first of these is currently being pursued with Origin Energy, and will also be included as a requirement in the negotiation of new electricity supply contracts towards the end of 2019.
Input is sought from the Infrastructure and Strategy Committee on the second two proposed actions.

Attachment

#	Attachment	Type
1	Attachment 1 - Summary Energy Efficiency and Solar Projects - Aug 2018	PDF File
2	Attachment 2 - Battery Energy Storage Assessment - report prepared by The Energy Project	PDF File

Summary of Energy Efficiency and Renewable Energy Projects (as at August 2018)

Site	Energy Efficiency	Estimated Cost	Estimated Annual Savings	Status	Solar	Estimated Cost	Estimated Annual Savings	Status
Council operated sites								
Administration Building	**Lighting upgrades – includes:** • Interior lighting upgrade to LED • Exterior lighting controls • Undercroft carpark lighting upgrade	$44,133	$22,157	Implementation plan approved (GC240516R14); Installation complete	14kW	$19,000	$3,000	Approved (GC140616R07); Installation complete
	HVAC upgrades	$730,000	$41,268	Considered (GC230216R04); not approved	18.5kW additional	$32,000	$3,200	Considered (GC270916R11); not approved
					55kw solar carport	$115,000	$10,750	Considered (GC270916R11); not approved
City Services	New facility Energy review completed – Dec 2016	NA	NA	NA	60kW	$75,000	$11,800	Approved (GC140616R07); Installation complete
					36kW (Oaklands offset)	$43,395	$5,650	Approved (GC Procurement commenced
Cove Civic Centre	New facility Energy review completed – Dec 2016	NA	NA	NA	50kW	$63,000	$17,500	Approved (GC140616R07); Installation complete
					50kW additional	$62,000		Approved (GC270916R11); Installation complete

Site	Energy Efficiency	Estimated Cost	Estimated Annual Savings	Status	Solar	Estimated Cost	Estimated Annual Savings	Status
Glandore Community Centre	**Opportunities include:** air conditioning control and compatibility, lighting upgrade, ceiling insulation, equipment improvements	$22,000	$3,300	Approved (GC131216R); Installation complete	25kW	$44,000	$7,000	Approved (GC140616R07); Installation complete
Marion Cultural Centre	**HVAC upgrades – includes:** • Upgrade of outdated Building Management System (BMS) • Review and possibly upgrade Gallery M humidity and temperature controls **Lighting upgrades – includes:** • Gallery M stalk lighting upgrade • Gallery M hi-bay lighting upgrade • Replace 25W halogen lighting with LED • Café lighting • Library lighting • Theatre lighting Other – includes: • Power Factor Correction (PFC) • Demand reset based on usage patterns	$78,331	$27,823	Implementation plan approved (GC240516R14); Installation complete	100kW	$125,000	$20,500	Approved (GC140616R07); Installation complete
Marion Outdoor Pool	• Upgrading outdoor flood lighting to LED • Pumping: resetting overnight recirculation rates	$14,800	$1,579	Considered (GC230216R04); not approved	20kW	$27,000	$4,100	Approved (GC140616R07); Installation complete

Site	Energy Efficiency	Estimated Cost	Estimated Annual Savings	Status	Solar	Estimated Cost	Estimated Annual Savings	Status
Park Holme Library	**HVAC upgrades – includes:** • Retro-fit economy dampers • Building Management System (BMS) **Lighting upgrades – includes:** • Replacement of fluorescent tubes with LED fittings	$38,458	$9,808	Implementation plan approved (GC240516R14); Installation complete	22kW	$30,000	$6,100	Approved (GC140616R07); Installation complete
Trott Park Neighbourhood Centre	Small facility No proposed improvements	NA	NA	NA	15kW	$21,000	$3,600	Approved (GC140616R07); Installation complete
Living Kaurna Cultural Centre	**Opportunities include:** building envelope improvements, air conditioning control, lighting upgrade, equipment improvements	$23,000	$3,300	Approved (GC131216R); Installation complete	3kW	$5,300	$900	Approved (GC131216R) Installation complete
Cooinda	**Opportunities include:** lighting upgrade, air conditioning upgrade, ceiling insulation, equipment improvements	$20,000	$2,800	Approved (GC131216R); Installation complete	15kW	$18,800	$3,700	Approved (GC131216R) Installation complete
TOTALS (Approved)		**$225,922**	**$69,188**	**3.3 yr payback**	**374kW**	**$533,495**	**$83,850**	**6.4 yr payback**

Site	Energy Efficiency	Estimated Cost	Estimated Annual Savings	Status	Solar	Estimated Cost	Estimated Annual Savings	Status
Council owned leased sites								
Cove Sports	**Opportunities include:** external awnings, air conditioning control, lighting upgrade, lighting control, ceiling insulation, equipment improvements	$22,200	$4,200	Approved (GC131216R); Lighting upgrade complete	15kW	$20,300	$4,600	Approved (GC131216R); Installation complete
Glandore Oval	**Opportunities include:** lighting upgrade, equipment improvements	$9,500	$1,800	Approved (GC131216R); Completed	5kW	$9,000	$1,000	Approved (GC131216R); Installation complete
Club Marion	**Opportunities include:** external awnings, air conditioning control, refrigeration upgrades, ceiling insulation	$62,000	$11,000	Approved (GC131216R)	60kW	$67,000	$10,500	Approved (GC131216R); Installation scheduled for Sept 2018
Morphettville Sports	**Opportunities include:** rationalising and upgrading refrigeration	$10,000	$1,400	Approved (GC131216R); Deferred pending redevelopment of site	10kW	$14,000	$3,100	Approved (GC131216R); Installation deferred pending redevelopment of site
Plympton Oval	**Opportunities include:** air conditioning control, lighting upgrade, lighting control, ceiling insulation, equipment improvements	$22,300	$3,400	Approved (GC131216R); Lighting upgrade complete	15kW	$18,800	$3,800	Approved (GC131216R); Installation complete
TOTALS		**$126,000**	**$21,800**	**5.8 yr payback**	**105kW**	**$129,600**	**$23,000**	**5.6 yr payback**

4

Site	Energy Efficiency	Estimated Cost	Estimated Annual Savings	Status	Solar	Estimated Cost	Estimated Annual Savings	Status
Marion Leisure & Fitness Centre	**Opportunities include:** building & carpark lighting upgrade, refrigeration opportunities, equipment improvements	$74,000	$14,550	Proposed	60kW	$60,000	$9,300	Proposed – to be financed through CFPP
Council-owned leased sites – activities funded by tenants or by other grants								
Active Elders, Ascot Park	-	-	-	-	10kW			40 x 250 watt panels installed; funded by lessee
Parkholme Community Hall	-	-	-	-	6kW			30 x 200 watt panels installed; fully funded by lessee
Marion RSL	-	-	-	-	30kW	$47,074		120 x 250 watt panels installed in 2014; fully funded by the Marion RSL (GC121113R04)
Marion Bowling Club	-	-	-	-	120 panels	$38,821	Approx. $10,000	Installed in 2015; funded by Marion Bowling Club ($20,821 MBC + $18,000 Rec & Sport grant) (GC140715R02)
Marino Community Hall	-	-	-	-	3.6kW	$5,367		Grant funding received from Dept of the Env & Energy; Installation complete

Marion City Council

Attention: Ann Gibbons

Report: Battery Energy Storage Assessment –
Council Portfolio

28 August 2018

Contents

1   Our Approach

The City of Marion Infrastructure & Strategy Committee has requested Council staff to:

> Provide a report to Council advising of opportunities, including renewables, to minimise the use of grid electricity that includes **analysis of battery storage options to support the optimal energy capture and reuse at the most appropriate Council facilities.**

This report responds to the request for analysis of battery storage options at Council facilities with a good "first pass" of what to consider when looking at battery storage.

Council has installed a significant amount of solar PV on around 10 facilities and is installing solar PV on a number of leased facilities. These systems have been sized to minimise the amount of solar exported to the grid in order to maximise the return on investment and to meet SA Power Networks' grid connection requirements.

A full year of electricity consumption and solar PV generation data is not yet available from these facilities so an in-depth analysis across your portfolio has not been possible. Instead, our approach was broader:

1. Present a summary of the current battery storage market and introduce the 'cost of storage'.
2. Estimate your existing Solar PV system electricity generation and facility electricity consumption.
3. Select and assess a facility as an example of what to consider when assessing the feasibility of battery storage. We have used the Cove Civic Centre.
4. Identify other "value add" considerations that could make battery storage an attractive investment, and the merits of doing so.

We conclude our report with some suggested follow-up actions should you wish to pursue these opportunities further. In summary, if you want a cost-reduction measure, you may be better of waiting for prices to improve. However, if you want a public education piece then there may be opportunity to install a public display now while the technology is not as well-known.

2   An overview of batteries

2.1   The battery market

The battery energy storage market is fast-moving and complex. Four characteristics of this market should be kept in mind as you consider an investment in battery storage: an immature market, delivery delays, the challenge of comparing products and falling prices.

The battery market is immature. Battery storage products are new and not yet an 'off the shelf' solution. While the market is moving fast to overcome this, performance testing of numerous lithium-ion batteries by ITP Renewables for the Australian Renewable Energy Agency (ARENA) found that products were very immature – lacking manuals, multiple communications errors, firmware update issues and so on[1]. It's unlikely you will find a 'set and forget' product in the current market that won't have technical issues.

We have observed delivery delays affecting several battery manufacturers. Tesla, while the most recognised brand, is also the most notable among these delays. Any investment decision should factor in these delays to project timelines.

Comparing battery storage products can be challenging: the range of products in the market varies widely, each product varies across many parameters and some products may be more suited to a particular use case. One comparison method is to find the 'energy throughput' for each product. This is the total amount of energy a battery is expected to store and deliver over its warranted lifetime. This method compares individual products that may differ on warranty period, battery capacity, rate of degradation or number of operating cycles (to name a few parameters). From our experience the well-known Powerwall 2 from Tesla is competitively priced for the energy it provides over its warranted lifetime. As such, our financial analysis in Section 4.3 uses the Powerwall 2.

Historically, battery storage prices have fallen and as the market matures are likely to continue to fall.

2.2   Cost of storage

To give an indication of the cost of battery storage – irrespective of any particular use case – we can compare the 'energy throughput' of a battery to the upfront cost of that battery. We'll use the Tesla Powerwall 2 as an example. It has a starting useable capacity of 13.2kWh, an energy retention warranty after 10 years of 70% (i.e. 9.2 kWh) and a round-trip efficiency of

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[1]Source: http://batterytestcentre.com.au/

90%[2]. This calculates to approximately 37 MWh of aggregate throughput over its warranted lifetime[3]. With an installed cost starting at around $11,000 this 37 MWh equates to a unit cost of around $0.30 for each kWh cycled through the battery under warranty.

Because this approach assumes the battery is fully utilised over its warranted lifetime, this unit cost to cycle electricity through a battery (around 30 cents per kWh) is the 'best case' scenario for a battery owner, setting the lowest cost per kWh for that particular product. The advantage of this approach is that the feasibility of this product can be easily checked across multiple facilities by comparing with the cost of purchasing electricity from the grid. While this ignores multiple advantages of battery storage (covered in Section 5.3) it provides a simple 'back of the envelope' assessment.

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[2] Source: https://www.tesla.com/sites/default/files/pdfs/powerwall/powerwall_2_ac_warranty_au-nz_1-5.pdf? accessed 2018-08-08

[3] approximately 13.2 kWh x 365 days x 10 years x 90% efficiency x 85% (i.e. the average of 100% in year 1 and 70% in year 10)

3 Portfolio assessment

A full year of electricity consumption and solar PV generation data is not yet available from these facilities so an in-depth analysis across your portfolio has not been possible, but the data at hand was still instructive enough to identify some potential facilities.

3.1 Overview of facility consumption

Your electricity consumption per facility is estimated in Figure 1. Four facilities use around three-quarters of your portfolio's electricity consumption.

Our estimate of the electricity generated from your solar PV system is based on the system size you gave us, along with our estimates on the performance of that system, your rooftop, the system's location on your rooftop and an assumption that the system was operational throughout the year.
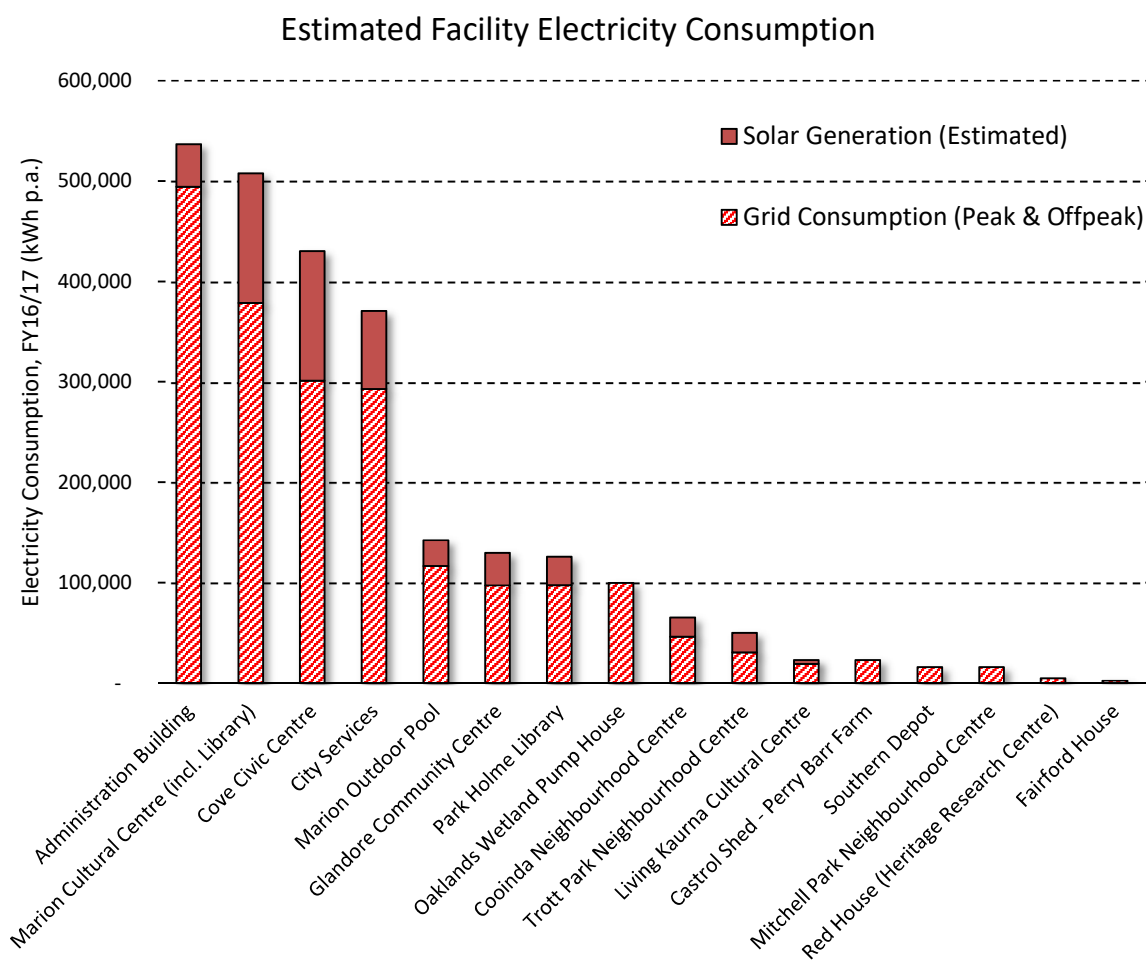

Figure 1: Estimated annual electricity consumption per facility, FY16/17.

3.2 Estimated solar generation across facilities

Facilities with solar PV systems that generate electricity that exceeds the facility's consumption at that time will export that electricity back into the grid. Instead of exporting, a battery storage system can store this electricity to be used later to offset grid consumption. To assess a facility's storage potential, we need to understand the facility's consumption and solar PV generation patterns.

Without interval data showing each facility's consumption and solar PV generation, we estimated which facilities had the greatest potential for grid exports by graphing estimated solar generation against grid consumption in Figure 2. Here, facilities without Solar PV are not shown. The largest facilities with the largest solar PV systems are in the top-right quadrant of the graph, and the smallest are in the bottom-left quadrant. Using this graph, we isolated Cove Civic Centre for deeper financial analysis in Section 4. Park Holme Library (circled blue) and Marion Cultural Centre aren't analysed in Section 4 but will be discussed in Section 5 when we examine other considerations for battery storage.
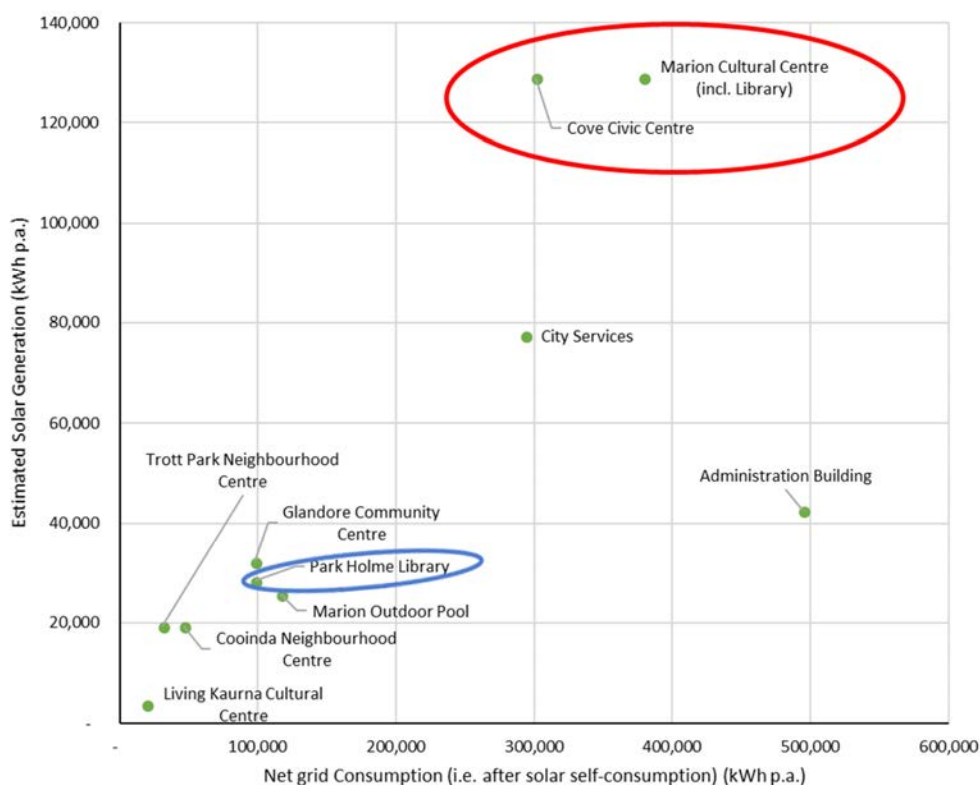

Figure 2: Grid consumption (after solar self-consumption) vs estimated solar generation, FY16/17

4 Selection and assessment of a facility for battery storage

This section assesses the economics of battery storage for Cove Civic Centre.

4.1 A facility with better prospects for battery storage

We selected Cove Civic Centre for analysis as our estimated data show it may have both a high proportion of solar generation and high electricity consumption (perhaps more so than Marion Cultural Centre).

You sent us 12-hourly interval meter data for the facility's grid consumption. This isn't granular enough to fully disaggregate Peak and Offpeak consumption (we would need 30-minute interval data) but it was sufficient to calculate the daily average consumption for each day-of-week (Figure 3). From this you can see the day-of-week profile is higher mid-week and lower on weekends which likely reflects the facility's operating hours.
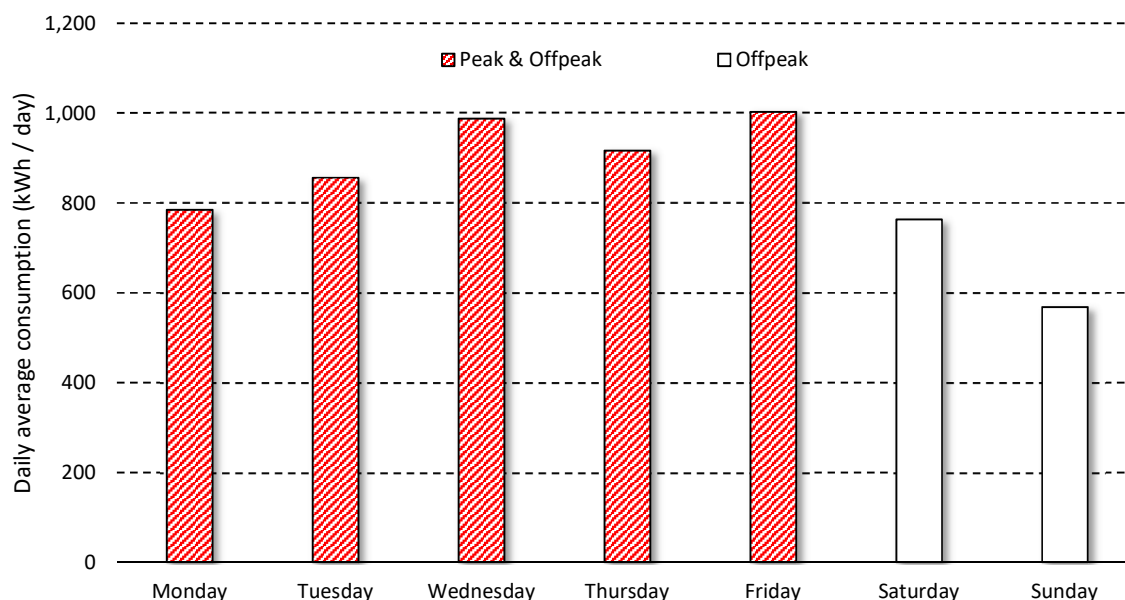

Figure 3: Cove Civic Centre net grid consumption (i.e. after solar self-consumption), by day-of-week and time-of-use, FY16/17. Peak is 7am to 9pm CST on weekdays.

In addition to understanding consumption patterns, we also need to understand the cost of electricity to the facility.

4.2   Facility tariff structure and value proposition

In most cases when assessing battery storage, only the consumption-based charges (c/kWh) are relevant to calculating the saving potential (that is, we set aside charges based on duration ($/day) or the maximum demand charges ($/kVA)). Cove Civic Centre's electricity invoice for June 2018 is in Figure 4. Summing these numbers (after accounting for loss factors and certificate prices), this facility pays consumption costs shown in Table 1.

Table 1: Cove Civic Centre electricity consumption rates for June 2018 invoice, by time-of-use.

Time of use	Cost for a unit of grid electricity (c/kWh, ex-GST)
Peak (7am to 9pm CST on weekdays)	$23.73 = (16.188 \times 1.0051 + 0.0374 + 0.0623 + 3.3 \times 0.1708 + 8.8998 \times 0.1606) \times 1.084 + 3.82$
Offpeak	$16.08 = (9.174 \times 1.0051 + 0.0374 + 0.0623 + 3.3 \times 0.1708 + 8.8998 \times 0.1606) \times 1.084 + 3.82$

This facility does not appear to receive a feed-in tariff. That is, excess solar PV generation fed back into the grid does not appear to receive a credit from your retailer, Origin Energy. Based on our experience, a feed-in tariff of around 8c/kWh should be achievable so we have included this in our assessment and suggest you contact your retailer Origin regarding this tariff. Residential customers are offered higher tariffs but, in our assessment, this is not necessarily reflective of actual costs and benefits and is not offered to large business customers.

The benefit from storing excess generation and consuming it to offset grid consumption is calculated by deducting the feed-in tariff. During a Peak period this will be 15.73 c/kWh (= 23.73 – 8) and 8.08 c/kWh (= 16.08 – 8) for an Offpeak period. This mode of battery operation is also known as energy arbitrage or solar arbitrage.

ENERGY CHARGES

Energy Charges	Quantity	Unit	Rate	Unit	MLF	DLF	Amount $ (Ex GST)
Peak	15,092.432	kWh	16.188000	c/kWh	1.00510	1.08400	$2,661.89
Off-Peak	8,190.336	kWh	9.174000	c/kWh	1.00510	1.08400	$818.65
Sub-Total							$3,480.54
GST							$348.05
Total Energy Charges							$3,828.59

NETWORK CHARGES

Network Provider: UMPLP | Tariff: LV

Network Charges	Quantity	Unit	Rate	Unit	Amount $ (Ex GST)
Demand and Capacity					
Block 1 Demand	175.85	kVA	8.217000	S/kVA	$1,444.96
Fixed					
Access Charge	30	Days	10.275000	S/Day	$308.25
Volume					
Peak	23,282.770	kWh	3.820000	c/kWh	$889.40
Sub-Total					$2,642.61
GST					$264.26
Total Network Charges					$2,906.87

REGULATED CHARGES

Regulated Charges	Quantity	Unit	Rate	Unit	DLF	Amount $ (Ex GST)
AEMO Participant Charge	23,282.768	kWh	0.037400	c/kWh	1.08400	$9.44
AEMO Ancillary Charge	23,282.768	kWh	0.062300	c/kWh	1.08400	$15.72
Sub-Total						$25.16
GST						$2.51
Total Regulated Charges						$27.67

ENVIRONMENTAL CHARGES

Environmental Charges	Quantity	Unit	Rate	Unit	Published Certificate %	DLF	Amount $ (Ex GST)
SREC Charge	23,282.768	kWh	3.300000	c/kWh	17.08	1.08400	$142.25
LREC Charge	23,282.768	kWh	8.899800	c/kWh	16.06	1.08400	$360.74
Sub-Total							$502.99
GST							$50.29
Total Environmental Charges							$553.28

Figure 4: Cove Civic Centre June 2018 electricity invoice. Consumption-based charges in yellow.

4.3   Financial analysis of battery storage for this facility

This financial analysis is contingent on sufficient excess solar PV electricity generated every day at the Cove Civic Centre for the battery storage system to store it and in turn discharge it later that day. Based on our work with you previously on the solar PV systems and our correspondence to date we understand these systems across your portfolio have been sized to minimise grid exports. As such, without interval data to verify the volume of grid exports, this analysis is indicative only. The potential savings we calculate will be eroded for each day you don't fully charge the battery (either due to lower solar PV generation (such as winter), higher-than-usual facility consumption during the day (using power from the solar PV) or both).

4.3.1   Potential Saving

Three Tesla Powerwall 2s, each with a usable capacity of 13.5kWh, could store 40.5kWh in total each day (which, from Figure 3, is around 5% of this facility's average daily consumption) with a round-trip efficiency of 90%. If these were charged with excess solar PV generation during each day and discharged fully each evening to avoid grid electricity, then your annual energy arbitrage opportunity per unit of storage capacity is calculated in Equation 1 (figures from Table 1). Equation 2 extends this to your situation of three Tesla Powerwall 2s.

Equation 1 $$(15.73 \times 5 + 8.08 \times 2) \times 90\% \times 52 = \$44.36 \; per \; kWh \; per \; year$$

Equation 2 $$44.36 \times 40.5 = \$1,797 \; per \; year$$

4.3.2   Potential Cost

The purchase price per Tesla Powerwall 2 is currently $9,600[4] and installation costs may vary between $3,000 and $6,000 plus any connection charges applied by SA Power Networks for a likely total ranging between $36,000 and $40,000 for three.

4.3.3   Financial Payback

With an upfront cost of around $38,000 and – at best – a maximum saving of $1,797, the best result you could achieve is a payback period exceeding 20 years. This exceeds the 10-year warranty period of the battery. In our view this is not feasible, so Section 5 describes other benefits you may consider to add value to a battery storage installation.

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[4] Source: https://www.tesla.com/en_AU/powerwall retrieved 2018-08-09

5   Other considerations to make a battery worthwhile

This section covers other potential benefits you may consider that could make battery storage a better investment.

5.1   Public education through monitoring system

If the battery system was installed at a facility that was frequently visited by the public, such as the Marion Cultural Centre and Library, a public display could be installed. In addition to an explanation of the installation, a display showing real-time performance of the battery storage and solar PV system may be available with some manufacturers. Major manufacturers already offer mobile phone apps for such monitoring (see Figure 5) which are easily adapted to permanent displays.
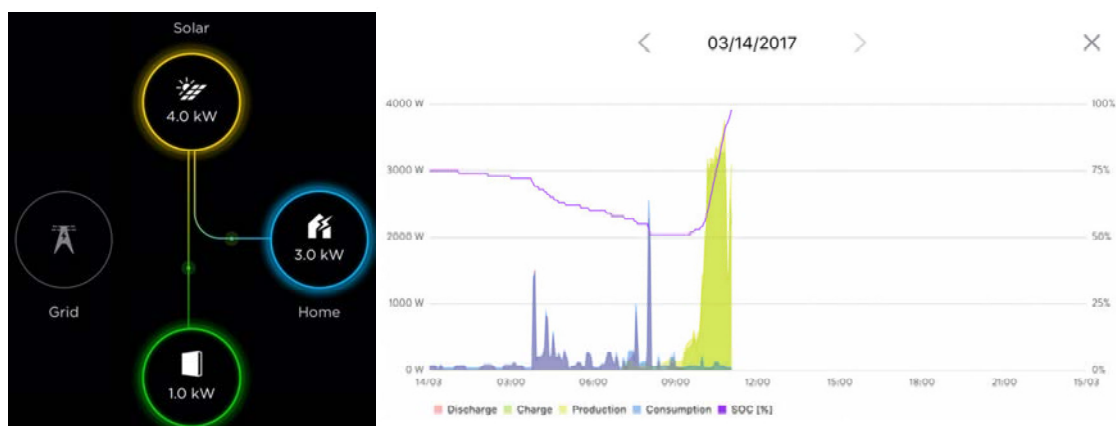

Figure 5: Screenshots of real-time monitoring mobile applications, adaptable to a public display. Left: Tesla[5]. Right: sonnenApp[6].

5.2   Price arbitrage

As your facilities are on a time-of-use tariff, electricity between 7am and 9pm on weekdays is more expensive (refer Table 1). Battery storage can take advantage of this price difference by charging from grid power during Offpeak periods and discharging during Peak periods to supply the facility. This is known as price arbitrage. Before we step through two examples of using price arbitrage, the decision to use a battery in this way has two important factors.

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[5] Source: https://cdn.teslarati.com/wp-content/uploads/2017/04/tesla-mobile-app-myhome-powerflow-screen.jpg

[6] Source: screenshot from sonnen's app https://itunes.apple.com/au/app/sonnen/id1058294279?mt=8

First, due to the round-trip efficiency losses of charging and discharging a battery (which could range from 71% to 93% depending on the product) using a battery in this way will result in a net increase in electricity consumption from the grid. Although using a battery this way will save you money, your brief to us was advise on opportunities *"to minimise the use of grid electricity"* so this mode of battery operation may not meet your goals.

Second, the savings from price arbitrage should be compared to the cost of energy throughput (discussed in Section 2.2). That is, if it costs 30 c / kWh to cycle energy through a battery but the price arbitrage difference is less than that, it may be best to save usage of the battery for a higher value opportunity.

5.2.1   Cove Civic Centre

Using Cove Civic Centre as an example, price arbitrage can improve the business case by increasing the frequency of charging and discharging the battery. In this case, price arbitrage is possible by charging overnight and discharging from 7am on weekdays (this would not apply on weekends as there is no price difference: see Figure 3). Using the Tesla Powerwall 2's roundtrip efficiency of 90% this would be worth 6.88c per kWh. Extending this to a full year would be worth $16.46 per kWh per year (see Equation 3). For three Powerwall 2s this would add $726 savings per year (see Equation 4). The improvement on financials is minor however: this is still a 14-year payback if the battery performed price arbitrage and solar arbitrage.

Equation 3 $$(23.73 - 16.08) \times 90\% \times \frac{5}{7} \times 365 = \$17.93 \; per \; kWh \; per \; year$$

Equation 4 $$16.46 \times 40.5 = \$726 \; per \; year$$

5.2.2   Park Holme Library

Another facility you could consider for price arbitrage is Park Holme Library, highlighted in Figure 2. From the facility's June 2018 invoice it had a time-of-use price difference of 15.69 c / kWh (including loss factors), a little over double all other facilities that we received invoice data on. This would double the savings in Equation 4 through price arbitrage. However, judging by its lower position relative to its consumption compared to Cove Civic Centre in Figure 2 it may have less solar export (though this graph is based on estimates and not actual data).

Also, this facility's electricity consumption is significantly smaller than Cove Civic Centre. As such, a smaller battery system may be more appropriate. However bear in mind that some installation costs are fixed irrespective of the system size, so this will increase the cost per unit of installed capacity.

5.2.3   Price arbitrage vs energy throughput

While the addition of price arbitrage improves the business case for both facilities this should still be related back to the 'energy throughput' cost calculations in in Section 2.2: The price arbitrage differences here – 6.88 c / kWh for Cove Civic Centre and 15.69 c / kWh for Park Holme Library – are less than the 30 c / kWh calculated for the Powerwall 2. If you only use the battery this way the business case will never stack up within the warranty period of the battery. One way to overcome this is to use the battery for multiple purposes. This is becoming increasingly possible as the market matures and other value streams, covered in Section 5.3, are unlocked.

5.3   Value streams from batteries

There are a range of other purposes – or 'value streams' – a battery storage system can provide, besides solar arbitrage and price arbitrage already mentioned. While these can improve the business case for using battery storage they were not evaluated in this report for two reasons.

First, more detailed facility data was not available. Such data is required to assess the viability of a battery to provide traditional active energy services, such as Demand Response[7] and peak shaving[8].

Second, the benefits of some value streams are unspecified, either due to a lack of reliable data or due to regulatory barriers. These value streams, mentioned below, may become more reliable in the future as regulations change and more information is available.

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[7] Demand Response is the ability of a third party to operate a battery (or other controllable load) to turn off during times of high demand on the electricity grid. The battery owner is paid for providing this ability.
[8] Peak shaving is like Demand Response, except is triggered when a facility's electricity consumption from the grid reaches a predetermined limit, usually as it approaches the facility's historical maximum – known as the facility's peak demand. By operating the battery at these times, electricity demand from the grid for this facility is reduced. For larger sites with a 'peak demand' charge, this can lower the facility's electricity bill.

One value stream with a lack of reliable data is Virtual Power Plants (VPPs) as these are operated by private companies in a complex market. A VPP is an aggregation of geographically dispersed batteries centrally coordinated by a third party that are usually activated during periods of high wholesale electricity prices. A battery owner can sign up to a VPP, allowing the third party to control the battery in exchange for some of the proceeds gained by that third party. VPP operators include Reposit, Tesla and Sonnen, each partnering with an electricity retailer to control the battery. While VPPs are operational now, we don't have reliable data to quantify the benefit of this value stream to your facilities so we did not include it in our analysis.

Another value stream currently inaccessible is the use of batteries to provide ancillary services. Should regulations change to allow batteries to provide these services then this would unlock further value for battery storage. Accessing this value stream would likely occur in a similar way to signing up to a VPP and will most likely be provided by those same operators. Again, to remain conservative we did not include the benefits of this unquantified value stream in our analysis.

5.4 Build more solar PV to store excess generation

If there are insufficient solar PV exports to the grid for a facility you are considering for a battery installation you may consider upgrading the solar PV system. If you are looking for a purely financial return because the business case of battery storage would include the cost of additional solar PV it may not be feasible.

Solar PV prices have fallen, though prices have been flat since December 2017 (see Figure 6). All else remaining equal, a larger system on a facility will improve the likelihood that a battery installation will provide the level of benefits estimated in Section 4.3.
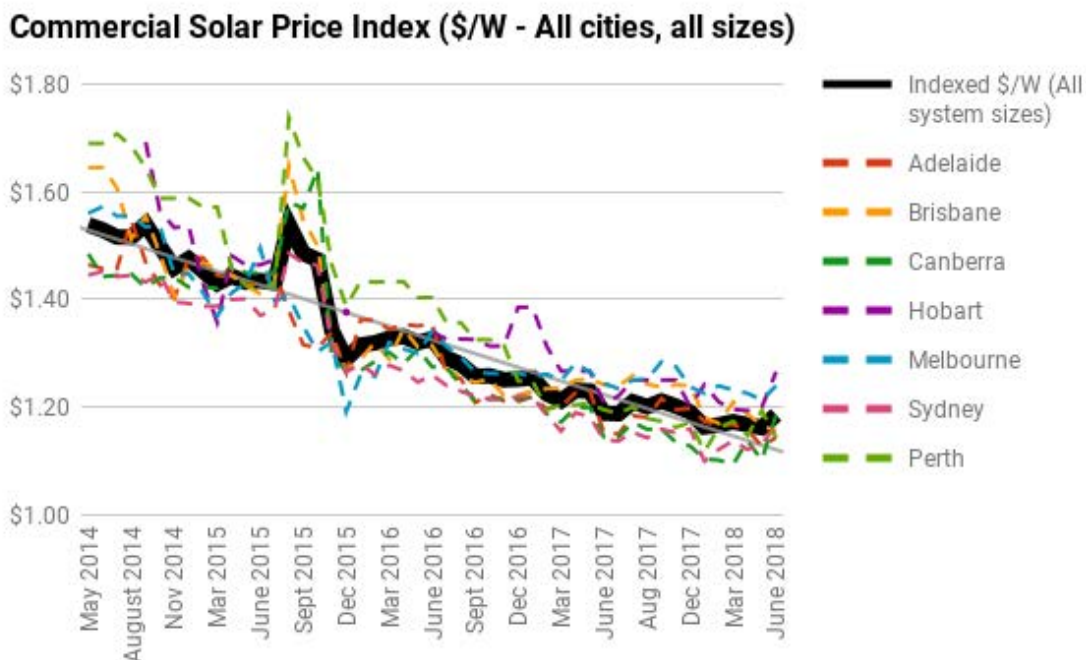
Commercial Solar Price Index ($/W - All cities, all sizes)

Figure 6: Commercial solar PV system prices.[9]

5.5   Brand impact of an installation

A battery installation can have a positive impact on the public's perception of you, particularly if coupled with a public display showing the battery's operations. South Australians show broad support for the adoption of renewable energy and battery storage[10].

Such an investment needs to be weighed up against the potential drawbacks of investing public funds. Due to the likely challenging financial returns of battery storage for your portfolio, such an investment may be viewed as a 'waste' of public funds. Also, should you employ the battery to perform overnight price arbitrage (as described in Section 5.2) this will increase your overall consumption of grid electricity.

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[9] Source: https://www.solarchoice.net.au/wp-content/uploads/Indexed-commercial-solar-system-prices-June-2018.png
[10] Source: https://www.energymatters.com.au/renewable-news/south-australian-energy-poll-follow-storage/

6 Suggested next steps

We suggest the following next steps:

1. Contact your electricity retailer, Origin, to ensure you are getting a feed-in tariff for the solar PV generation you supply.
2. Consider whether you would install a battery storage system as a public education display (Section 5.1) or if only for financial reasons.
3. If not, assess whether other considerations in Section 5 may make the investment worthwhile.

REPORTS FOR NOTING

Transport

Originating Officer	Unit Manager Engineering Services - Mark Griffin
Corporate Manager	Manager Engineering and Field Services - Mathew Allen
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC180904R02

REPORT OBJECTIVE

The purpose of this report is to provide the Infrastructure & Strategy committee with information in regards to:

1. Transport - how people move into and out of the City of Marion
2. The modes of transport – private vehicle use, the use of public transport and walking & cycling
3. North-South Corridor issues and opportunities
4. Council's role in advocacy for better quality infrastructure.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the report.**

GENERAL ANALYSIS

City of Marion consists of:
- A total area of 55 square kilometres
- 480 kms of road
- 22 railway stations (14 rail and 8 tram)
- Estimated Population of 88,983
- 23 schools
- 529 bus stops

The City of Marion is a City of contrast:

- **Northern section of the City** - older area (north of Seacombe Heights), generally being developed in the 1940's, 50's and 60's. The local road network is a 'grid' pattern layout with the main arterial roads running north-south (at a 1.6km spacing), and east-west arterial roads generally being minor in nature (for example Oaklands Road and Seacombe Road). large portions of this northern area are now being redeveloped, with housing block being subdivided to accommodate multiple dwellings.

- **Southern section of the City** - newer areas that have been established from the 1970's consisting of Sheidow Park, Trott Park and Hallett Cove. The road network is the 'cul-de-sac' design that complements the terrain. There are only three arterial roads within the southern area: Majors Road (east-west), Lonsdale Road (north-south) and Main South Road that forms the eastern boundary of the City.

The City of Marion is unique in that it does not have a large ribbon shopping area or main street. The majority of development within the City is residential, with pockets of light industrial, commercial and retail.

Roads are considered to be a public place and therefore available to all road users with a variety of requirements (in other words many competing needs), there are:

- The movement of traffic (accessibility and movability);
- Access to private property;
- Linkage to and for businesses;
- Delivery of goods;
- The provision of public transport;
- The use of alternative modes of transprt, such as bicycles; and
- on-street parking, which generally consists of:

  - Residential and visitor
  - Business (staff and customers)
  - School drop-off and pick-up
  - Parking-n-ride, in the vicinity of public transport services.

City of Marion's Transport Strategies

To deliver the various components of the Community and Corporate Plans, the City of Marion has developed a suite of transport related documents to formulate its Integrated Transport Plan, depicted as follows.

- **Road Hierarchy Plan** - Endorsed by Council
- **Walking and Cycling Guidelines** - Currently being reviewed by Council
- **Streetscape Plan and Guidelines** - Endorsed by Council
- **Parking Management Action Plan** - Developed but not yet been endorsed by Council.

DISCUSSION

1. Transport - how people move into and out of the City of Marion

Travel movements to and from work have been obtained from the 2016 Census data - Australian Bureau Statistics. However, data relating to other travel patterns and needs is not readily available, in fact it may be down to only local knowledge (which cannot be quantified).

Work related movements:
- Of the 21,656 people who work in the City of Marion 7,474 or 34.5% also live in the area.
- 32,383 or 77.5% of the City of Marion's resident workers travel outside of the area to work.

A summary of the Australian Bureau of Statistics Census 2016 data in relation to movements to work transport within the City of Marion is as follows:

Movements per day	Data	
Movements into Marion for work	21,656	
Movements out of Marion for work	32,383	
Travel to work by car	28,835	68.9%
Use Public Transport to work	4,458	10.8%
Bike to work	383	0.9%
Walk to work	552	1.3%

For further details on transport modes and movements refer to Appendix 1

2.The modes of transport – private vehicle use, the use of public transport and walking & cycling

Depicted below is the main mode of travel to work for Marion residents.

City of Marion - Employed persons	2016			2011			Change
Main method of trave	Number	%	Greater Adelaide %	Number	%	Greater Adelaide %	2011 to 2016
Train	2,350	5.7	2.3	2,056	5.2	2.1	+294
Bus	1,562	3.8	5.7	1,645	4.2	5.9	-83
Tram or Ferry	546	1.3	0.5	443	1.1	0.4	+103
Taxi	75	0.2	0.2	67	0.2	0.2	+8
Car - as driver	26,881	65.2	66.3	25,057	63.2	64.4	+1,824
Car - as passenger	1,681	4.1	4.5	1,916	4.8	5.2	-235
Truck	166	0.4	0.5	265	0.7	0.7	-99
Motorbike	239	0.6	0.5	225	0.6	0.6	+14
Bicycle	383	0.9	1.1	413	1.0	1.1	-30
Walked only	552	1.3	2.1	631	1.6	2.4	-79
Other	683	1.7	1.4	601	1.5	1.3	+82
Worked at home	1,193	2.9	3.6	1,041	2.6	3.2	+152
Did not go to work	4,598	11.2	10.4	4,759	12.0	11.2	-161
Not stated	303	0.7	0.8	517	1.3	1.3	-214
Total employed people (aged 15+)	41,212	100	100	39,636	100	100	+1,576

Further details refer to Appendix 1.

In 2016, there were 4,458 people who caught public transport to work (train, bus, tram or ferry) in City of Marion, compared with 28,967 who drove in private vehicles (car as driver, car as passenger, motorbike, or truck).

Analysis of the method of travel to work of the residents in the City of Marion in 2016, compared to Greater Adelaide, shows that 10.8% used public transport, while 70.3% used a private vehicle, compared with 8.5% and 71.8% respectively in Greater Adelaide.

The major differences in persons between the method of travel to work of the City of Marion and Greater Adelaide were:
- A larger percentage of persons who travelled by train (5.7% compared to 2.3%)
- A smaller percentage of persons who travelled by bus (3.8% compared to 5.7%)

- A smaller percentage of persons who travelled by car (as driver) (65.2% compared to 66.3%)

3. North-South Corridor issues and opportunities

The Darlington Upgrade Project is another important stage in the delivery of Adelaide's _North-South Corridor_ and will deliver an upgrade of approximately 3.3 kilometres of the existing Main South Road, including:

- A non-stop motorway between the Southern Expressway and Tonsley Boulevard
- A lowered, non-stop motorway passing underneath Flinders Drive, Sturt Road, Sutton Road/Mimosa Terrace and Tonsley Boulevard
- Grade separation of the Main South Road/Ayliffes Road/Shepherds Hill Road intersection
- Main South Road (at grade) surface roads along both sides of the lowered motorway to provide connections to Flinders Drive, Sturt Road and most local roads
- Full free flow interchange at the Southern Expressway/Main South Road with dedicated ramps providing direct access to the new motorway and Main South Road

The North-South Corridor is identified in the following strategies as one of Adelaide's most important transport corridors - the _South Australian Planning Strategy_ including the _30 Year Plan for Greater Adelaide_, the _Strategic Infrastructure Plan for SA_ and the _Integrated Transport and Land Use Plan_. It will be the major route for north and south bound traffic, including freight vehicles, running between Gawler and Old Noarlunga, a distance of 78 kilometres.

The current roadway is not working effectively and will not be able to handle the projected number of vehicles that will need to use the road, or cater for the size of freight carriers wanting to travel along it. In response, the Australian and South Australian Governments are working collaboratively to expand the route by creating a dedicated non-stop North-South Corridor.

The grade separation of the Oaklands Crossing will also play a role in improving the north-south movement of people and goods. DPTI has indicated that almost 42,000 vehicles negotiate the crossing daily, with the boom gates resulting in the crossing being closed for approximately 25% of the peak traffic periods.

Issues

In general all north-south main roads through the City are subject to congestion and lengthy delays during the peak periods.

In regards to the local road network, Council receives many requests in relation to:

- Traffic Movements - reduce both the speed of traffic and number of vehicles using residential streets within the City. Or restrict or prevent 'through traffic'.
- Parking - As with all metropolitan councils, the City of Marion is confronted with an increasing demand for on-street parking while ensuring accessibility. These requirements often seem to be contrary or at least seen as competing needs. In some suburbs this has further been exacerbated by the extent of 'in-fill' development that is occurring.
- Safety - despite the introduction of the lower speed limit, poor driver behaviour or the 'hoon element' is still of concern to many residents. In particular, the safety of unprotected road users (pedestrians and cyclists) around schools or proceeding along the local road network.

Opportunities

Streetscape of arterial roads - the City of Marion's road network affects all residents, businesses, visitor and those who drive through the council area to reach other destinations. Therefore, the design of our streets can have a reaching impact through providing amenity, economic development and improved community health & safety.

4. Council's role in advocacy for better quality infrastructure

Council's advocacy role is ongoing, currently staff are advocating in relation to the following State Government projects:

- Darlington Upgrade

- Flinders Link rail extension
- Tonsley redevelopment
- The Tonsley Greenway
- The relocation of the Clovelly Park Railway Station
- Oaklands Crossing
- Marion Road Planning Study
- Various Renewal SA redevelopments

CONCLUSION:

The road network (both State and Local) does and will provide many challenges, however it seems to be appropriate to ask:
- What does the future transport look like?
- What do we want for the local road network?
- What is our commitment to alternative modes of transport or is this necessary?

Attachment

#	Attachment	Type
1	Transport and travel - City of Marion	PDF File

City of Marion

Transport/Travel Data: Australian Bureau of Statistics (Census 2016)

Workers place of residence

Of the 21,656 people who work in the City of Marion, 7,474 or 34.5% also live in the area.

Journey to Work (workers) data shows where City of Marion's local workers come from and how far they are travelling to access employment in the area.

This shows the degree to which the local economy draws on the wider region to supply labour for its industries, as well as in planning and advocacy for roads and public transport provision.

The distance travelled by workers in different industry sectors may be influenced by the nature of employment opportunities (e.g. more specialist occupations may draw people from further afield); the number of jobs available in the industry sector; transport options available and commuting times to City of Marion.

Residential location of local workers

City of Marion	2016	
Location	Number	%
Live and work in the area	7,474	34.5
Work in the area, but live outside	14,182	65.5
Total workers in the area	21,656	100.0

Residents place of work

32,383 or 77.5% of the City of Marion's resident workers travel outside of the area to work.

Journey to Work (residents) data shows where City of Marion's resident workers go to work and whether they need to travel significant distances to work, or can live near work. This impacts upon planning and advocacy for roads and public transport provision, as well as economic development strategies to improve access to local employment.

City of Marion	
Location	Number
Live and work in the area	7,474
Live in the area, but work outside	32,383
No fixed place of work	1,937
Total employed residents in the area	41,794

City of Marion

Location	Number	
Adelaide (C)	8,259	19.8%
Marion (C)	7,474	17.9%
West Torrens (C)	4,268	10.2%
Mitcham (C)	3,789	9.1%
Onkaparinga (C)	3,569	8.5%
Holdfast Bay (C)	2,731	6.5%
Port Adelaide Enfield (C)	2,531	6.1%
No Fixed Address (SA)	1,884	4.5%
Charles Sturt (C)	1,857	4.4%
Unley (C)	1,523	3.6%
Norwood Payneham St Peters (C)	855	2.0%
Burnside (C)	815	2.0%
Salisbury (C)	561	1.3%

Travelled to Work by Car

In 2016, Trott Park - O'Halloran Hill had the highest proportion of people who travelled to work by car in the City of Marion.

This dataset includes persons aged 15 years and over who were employed during the week before the Census and travelled to work in a car as a driver or as a passenger, as their only method of travel (i.e. they didn't drive to a station and catch a train etc.)

City of Marion - Usual residence			
Area	Number	Total employed	%
Ascot Park	1,063	1,609	66.1
Clovelly Park - Bedford Park	984	1,452	67.8
Darlington - Seacombe Heights	720	977	73.7
Dover Gardens	841	1,192	70.6
Edwardstown	1,224	1,883	65.0
Glandore	536	852	62.9
Glengowrie	1,864	2,546	73.2
Hallett Cove	4,582	6,385	71.8
Marino	711	1,072	66.3
Marion	995	1,492	66.7
Mitchell Park	1,419	2,130	66.6
Morphettville	942	1,287	73.2
Oaklands Park	952	1,519	62.7
Park Holme	845	1,213	69.6
Plympton Park	1,041	1,493	69.7
Seacombe Gardens	816	1,263	64.6
Seaview Downs - Seacliff Park	1,316	1,821	72.3
Sheidow Park	2,756	3,681	74.9
South Plympton	1,380	2,016	68.5
Sturt	725	1,056	68.7
Trott Park - O'Halloran Hill	1,390	1,829	76.0
Warradale	1,718	2,507	68.5
City of Marion	**28,835**	**41,864**	**68.9**

In 2016, 68.9% of the City of Marion's employed population travelled to work by car compared to 70.5% in Greater Adelaide.

While the City of Marion had a lower proportion of people who travelled to work by car, it is important to note that this varied across the City. Proportions ranged from a low of 62.7% in Oaklands Park to a high of 76.0% in Trott Park - O'Halloran Hill.

Households without a car

In 2016, Mitchell Park had the highest proportion of households without a car in the City of Marion.

In 2016, 8.6% of the City of Marion's households did not have a car compared to 7.8% in Greater Adelaide.

While the City of Marion had a higher proportion of households without a car, it is important to note that this varied across the City. Proportions ranged from a low of 0.5% in Sheidow Park to a high of 16.0% in Mitchell Park. The five areas with the highest percentages were:

- Mitchell Park (16.0%)
- Oaklands Park (15.3%)
- Edwardstown (14.7%)
- Plympton Park (12.1%)
- Park Holme (11.4%)

Households with two or more cars (Total households)

In 2016, Sheidow Park had the highest proportion of households with two or more cars in the City of Marion.

In 2016, 48.9% of the City of Marion's households had two or more cars compared to 50.4% in Greater Adelaide.

While the City of Marion had a lower proportion of households with two or more cars, it is important to note that this varied across the City. Proportions ranged from a low of 33.8% in Oaklands Park to a high of 70.5% in Sheidow Park. The five areas with the highest percentages were:

- Sheidow Park (70.5%)
- Marino (66.7%)

People who travelled to work on public transport
(Employed persons aged 15 years and over)

In 2016, Oaklands Park had the highest proportion of people who travelled to work on public transport in the City of Marion.

In 2016, 10.8% of the City of Marion's employed population travelled to work by public transport compared to 8.6% in Greater Adelaide.

While the City of Marion had a higher proportion of people who travelled to work by public transport, it is important to note that this varied across the City. Proportions ranged from a low of 7.3% in Trott Park - O'Halloran Hill to a high of 15.5% in Oaklands Park. The five areas with the highest percentages were:
- Oaklands Park (15.5%)
- Ascot Park (15.2%)
- Edwardstown (13.4%)
- Glandore (13.0%)
- Plympton Park (12.5%)

People who cycled to work (Employed persons aged 15 years and over)

In 2016, Glandore had the highest proportion of residents who cycled to work in the City of Marion.

In 2016, 0.9% of the City of Marion's employed population travelled to work by bicycle (at any stage of their journey), compared to 1.1% in Greater Adelaide.
While the City of Marion had a lower proportion of people who cycled to work, it is important to note that this varied across the City. Proportions ranged from a low of 0.0% in Trott Park - O'Halloran Hill to a high of 3.2% in Glandore. The five areas with the highest percentages were:
- Glandore (3.2%)
- Edwardstown (2.1%)
- Marino (1.9%)
- South Plympton (1.5%)
- Clovelly Park - Bedford Park (1.5%)

People who walked to work (Employed persons aged 15 years and over)

In 2016, Oaklands Park had the highest proportion of residents who walked to work in the City of Marion.

In 2016, 1.3% of the City of Marion's employed population walked to work, compared to 2.2% in Greater Adelaide.
While the City of Marion had a lower proportion of people who walked to work, this varied across the City. Proportions ranged from a low of 0.0% in Park Holme to a high of 4.1% in Oaklands Park. The five areas with the highest percentages were:
- Oaklands Park (4.1%)
- Seacombe Gardens (3.2%)
- Marion (2.9%)
- Sturt (2.5%)
- Edwardstown (2.2%)

ICT 5 Year Plan - 2018 Update

Originating Officer	Manager ICT - John Deally
Corporate Manager	Manager ICT - John Deally
General Manager	General Manager Corporate Services - Vincent Mifsud
Report Reference	ISC040918R03

REPORT OBJECTIVE

To provide the Infrastructure and Strategy Committee (ISC) with details of the annual update to the ICT Digital Transformation Plan 2017-2022. The updated plan highlights projects completed in the previous financial year as well as new initiatives approved in the annual budget. The attached "ICT Program Plan 2018/19 Summary of Key Projects" lists projects for 2018/19 in 3 categories of Productivity/Enablers, Regulatory/Compliance and ICT Asset Renewal.

EXECUTIVE SUMMARY

The ICT Digital Transformation Plan 2017-2022 was provided to the ISC on 1st August 2017 (ISC010817R7.1) and to the Finance and Audit Committee on 15th August 2017 (FAC150817R8.7). It outlines the vision, strategies, principles and potential technology advancements over a 1 to 5 year operating framework.

The ICT Plan component (section 2.4) is an iterative document that is updated on an annual basis based on the outcomes of the annual business planning and budget process as well as recognising completed initiatives. The ICT Plan assists management with planning and identifying initiatives for inclusion in the budget (next 12 months) and also potential initiatives (2 to 5+ years) for future funding consideration in the Long Term Financial Plan.
The ICT Plan is a planning tool which proactively guides and drives our ICT technologies to the next level in order to support the aspirations of our Community Vision and the City of Marion (CoM) Strategic Plan 2017-2027.

Attached to this report is:
1. ICT Digital Transformation Plan 2017-2022 with ICT Plan Update 2018
2. ICT Program Plan 2018/19 – Summary of Key Projects

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes and provides its feedback on the annual update to the City of Marion ICT Digital Transformation Plan.**

DISCUSSION

Key Initiatives Completed in 2017/18

The ICT Plan 2018 update (section 2.4 of the attached ICT Digital Transformation Plan 2017-2022) shows initiatives completed within the previous financial year (highlighted with a "tick" symbol). Key achievements in 2017/18 include:

- New Web Site

- Elected Member Extranet
- Council Agenda and Minutes system
- Online Bookings System for Council Facilities (Phase 1 Pilot)
- Increased Public WI-FI Services (Glandore, Trott Park, LKCC, Swim Centre)
- Development Services Online Development Applications lodgement
- Electronic Bill Delivery to Customers (for rates)
- Dog and Cat Management Act (use of Government portal)
- Online Customer Service Requests lodgement (e.g. trees, graffiti)
- Asset Systems Review (organisation-wide)
- Staff Training Management System
- Open Space Mobile Work Orders (integrated to customer events request system)
- GIS Public Maps Online (e.g. Housing Diversity DPA, Flood Plain maps)
- Server Infrastructure Refresh Project 2018 (ICT Asset Renewal "business as usual")
- New Document Collaboration and Records Management system consolidation.

Key Initiatives Planned for 2018/19

The "current" column in the ICT Plan (section 2.4) also shows work in progress and planned items for the current budget year. The "Next 2-5+" years column(s) show potential initiatives for future funding consideration. A "**Summary of Key Projects for 2018/19**" is also attached based on department work area plans, significant "business as usual" and ICT asset renewal initiatives. A brief description of these projects is included and they are grouped into 3 categories of Productivity/Enablers, Regulatory/Compliance and ICT Asset Renewal.

The major initiatives are:

- Business Systems Fitness Review
- Asset Management Systems (AMIS) replacement options evaluation / investigation
- Enterprise Data Warehouse / Business Intelligence reporting evaluation project
- Project Management Office & Program reporting system
- Smart Cities Public WIFI pilot project (expression of interest ref.ISC050618R03)
- Maintain and improve core business information systems.

The Business Systems "Fitness" Review project is underway in 2018 for the purpose of assessing the strengths, weaknesses and gaps in our core organisational systems in terms of current and future business needs. This will also inform decision making strategies for new systems procurement including the AMIS replacement project.

CONCLUSION

This report provides the Infrastructure and Strategy Committee with an update on the ICT Digital Transformation Plan 2017-2022, highlighting planned and potential business systems and technology initiatives related to the business planning process.

Attachment

#	Attachment	Type
1	CoM ICT Digital Transformation Plan 2017-2022with2018UpdateAtt1	PDF File
2	COMICTProgramPlan201819keypro jectsextuseAtt2	PDF File

CITY OF
MARION

ICT Digital Transformation Plan 2017-2022

ICT 5 Year Plan: 10th August 2017
ICT Plan Annual Update: 1st August 2018

Table of Contents

1. The Vision for ICT in City of Marion

1.1 Introduction

This ICT Digital Transformation Plan outlines the vision, strategies, principles and potential technology advancements over a 1 to 5 year operating framework that will take our ICT technologies to the next level to support the aspirations of our Community Vision and the City of Marion (CoM) Strategic Plan 2017-2027.

1.2 Vision for ICT

The vision for ICT in CoM is to enable and improve customer service experience, business performance and residents' quality of life.

1.3 The Future State of ICT

The expectations of increased investment and further transformation in ICT digital services requires a future state capacity and capability within ICT and across the business, which enables moving:

From

- Keeping the "lights on"
- Reactive and stay within its technology boundaries
- Background and support to business led initiatives
- Under-investment in technology and processes
- Back office functions and infrastructure
- Local Gov Transaction processing systems

To

- Proactive, agile and innovative – leading with new ideas
- Smart ICT investment for customer experience
- Key enablers of business performance success
- Ongoing prioritised plan of funded initiatives
- Mobile and online service delivery and support
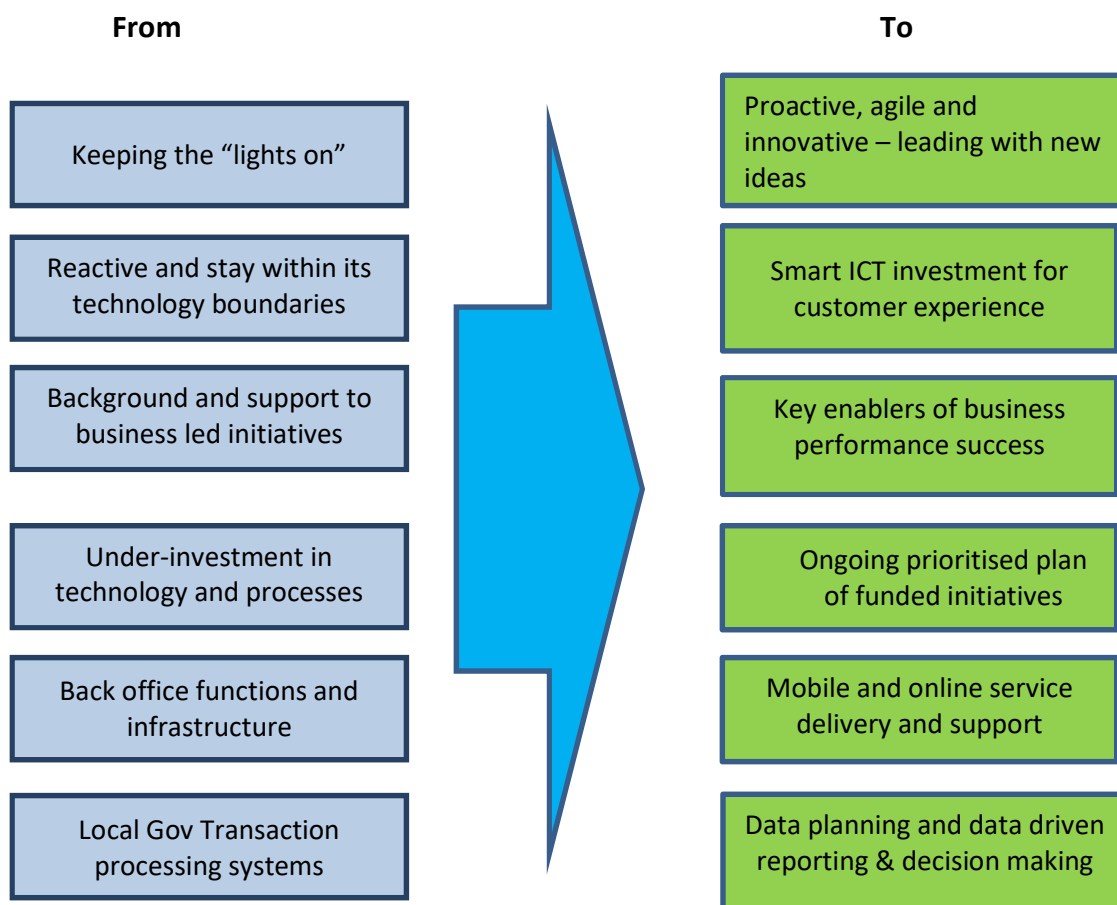- Data planning and data driven reporting & decision making

Figure 1 – Future State

2. ICT Strategy

We continue to modernise our systems and business processes to deliver on our ICT Vision. In the next 5 years, as part of the digital transformation plan, we will focus on the 7 strategic objectives (key results areas) outlined below.

2.1 ICT Strategic Objectives

The strategic objectives or key result areas (KRA's) of the ICT digital transformation plan are listed below and allow grouping of the various potential technology advancements over a 1 to 5 year operating framework detailed later on. The KRA's are:

1   Use ICT to optimise the **Customer Experience** (citizen centric online and face-to-face) for all stakeholders

2   Use ICT to effectively manage and utilise our **Community Assets, Land and Property**

3   Use ICT for **Engagement, Knowledge and Learning** (with staff and community)

4   Use ICT tools, information and location data (GIS) to improve **Business Performance**, efficiency and decision making

5   Maintain and maximise use of **Modern Business Systems** that are integrated, collaborative and connected (using cloud hosted technology where applicable)

6   **Enabling ICT infrastructure and networks** in all locations to connect our people and places (including future developments e.g. Edwardstown Oval, Mitchell Park, BMX complex)

7   Enable **Mobile applications** and online tools/data with **GIS mapping** integration (for efficient delivery of services, smart city application enablement and information anywhere anytime)

To achieve these strategic objectives, we need to embed ICT capability into our business transformation and ensure that ICT strategies and potential initiatives are effectively incorporated into our 3-year business plan goals and annual budget process. The CoM ICT Steering Committee has a role in ensuring appropriate priority, resourcing and funding are committed to the various work area plans.

2.2 ICT Key Result Areas – Strategic Alignment

The CoM 10 year strategies where ICT can be an enabler are shown in Appendix 1. The ICT strategic objectives (KRA's) are aligned broadly to the six themes of the Community Vision -Towards 2040 as follows:

Use ICT to improve our business:

LIVEABLE   **VALUING NATURE**   **ENGAGED**

Use ICT to optimise the **Customer Experience**

Use ICT to manage **Community Assets, Land & Property**

Use ICT for **Engagement & Learning**

Good Governance

Business Performance, efficiency & decision making (using data & GIS mapping)

Maximise use of current ICT tools and systems:

CONNECTED   **PROSPEROUS**   **INNOVATIVE**

Maintain **Modern Business Systems** integrated and connected

Enabling ICT infrastructure and networks to connect people & places

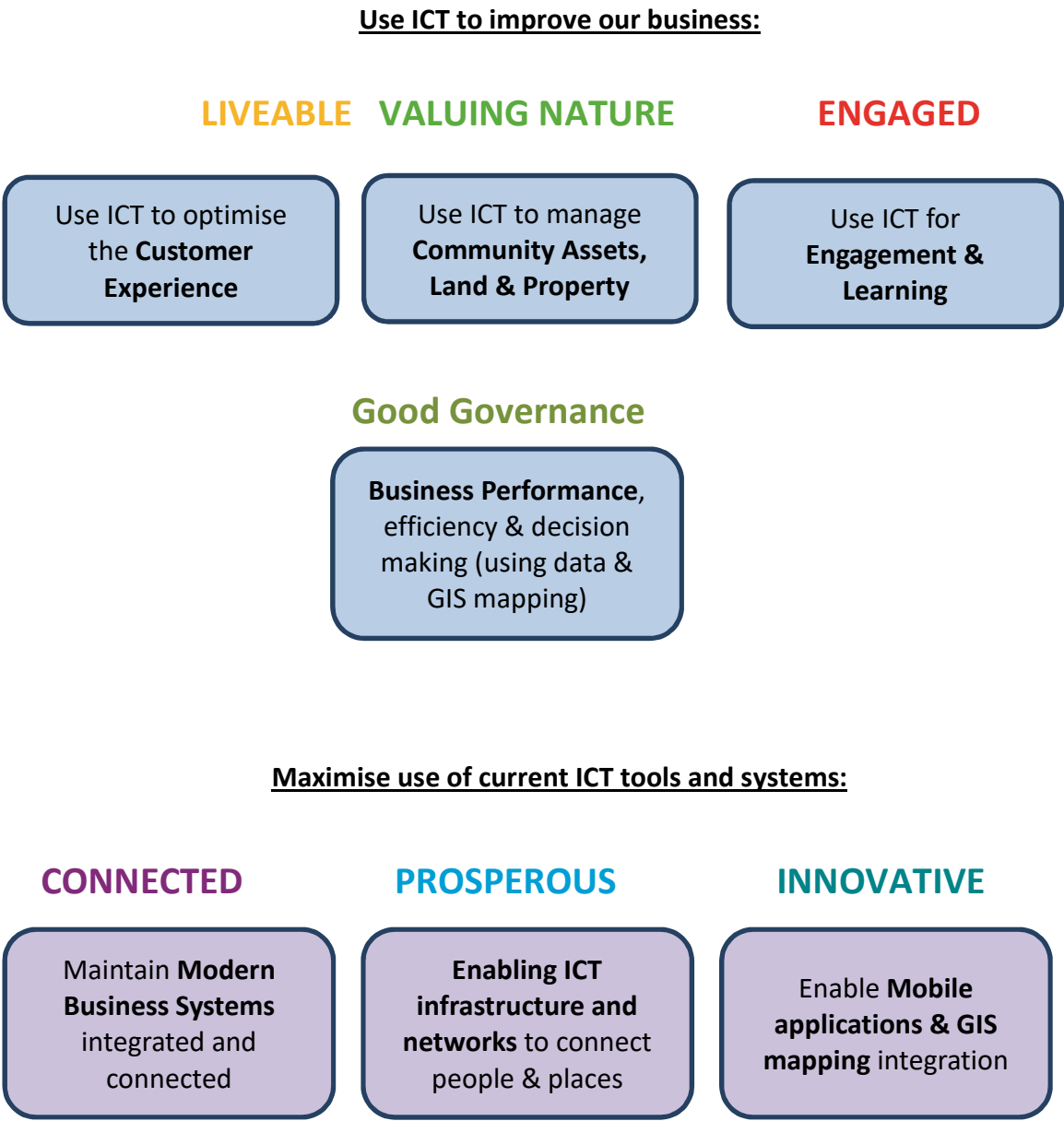Enable **Mobile applications & GIS mapping** integration

Figure 2 – ICT Strategy – 7 Key Result Areas

2.3 ICT Strategy Guiding Principles

These guiding core principles will be adopted when implementing new business solutions. Each project initiative needs to consider how the solution delivers against these strategic principles.

Category	ICT Guiding Principles
Access	1. Allow for secure access *anytime, anywhere, any device* to those who need the information and are authorised and authenticated (including reporting and analytics mobile solutions). 2. There will be a positive and consistent user experience for customer, resident, staff, elected member, volunteer, student and communities interacting online with City of Marion (CoM).
Information and Data Management Plan	3. There will be a 'single point of truth' for all CoM information sources 4. Customer will be uniquely identified across CoM to optimise customer service experience delivery 5. CoM information will be fully integrated and optimal to maximise its value (for ease of access, sharing, reporting and decision making) 6. Information will be captured once at the source with an important focus on data quality and accuracy (particularly names and addresses, and community assets). 7. Ways to reuse data and publish/acquire data sets for public benefit will be explored (including GIS mapping data).
Solution and Benefit Ownership	8. All business solutions will conform to CoM preferred Enterprise Architecture and standards 9. Solutions are fit for purpose, industry proven, integrated for operational efficiency, improve how we work, accessible by mobile workers, positioned for service delivery & supported by Corporate ICT 10. Capability for automated self-service will be provided to ensure human effort is invested efficiently 11. Initiatives will have a Business owner, who is responsible for adequate resource commitment to ensure successful project delivery.
Priority Assessment	12. Business cases are prepared for all ICT-related investments and the associated business benefits are identified and realised 13. Consideration will be given to strategic plan alignment, desirability, feasibility and viability in assessing ICT-related business initiatives 14. The CoM project prioritisation criteria will be used in assessing ICT-related business initiatives for technology implementation risk, complexity and ICT architectural alignment.
Agility and Innovation	15. Seek opportunities to work collaboratively with third parties, partnerships, the university sector and other councils. 16. Seek innovative, flexible and agile quick deployment solutions.

2.4 City of Marion ICT Plan (2018 update)

ICT Plan – Current and Potential ICT Initiatives (August 2018)			
STRATEGIC OBJECTIVE (Key Result Area)	**Current and Next 12 months** (approved in work area plans and budgets)	**Next 2-5 years** (consider in business planning process)	**Next 5+ years** (consider in business planning process)
LIVEABLE			
1. **Use ICT to optimise Customer Experience for all stakeholders**	• Council Facilities online booking requests expansion (web site) • Data Quality review and clean-up of names and addresses enabling effective online customer engagement • Customer relationship management single view of the customer • Hard Rubbish job fulfilment improved processes (mobile tools) • Smart online fees and remote sites payment processing √ Online services development applications tracking improvements for customers √ CoM Online processing for Land Division applications (via EDALA) √ New web site (customer experience and citizen service centric) √ Council Facilities online bookings via Web site √ Online customer service requests lodgement (e.g. trees, graffiti etc.) √ Electronic bill delivery to customers (rates) √ Ticketing system (MCC) √ Online development applications lodgement (Dev Connect) √ Dog and Cat Management Act (use of Government portal)	• Online section 7 certificate search requests • SA Government Planning portal linkages • Community service portal and engagement platform - extensive online self-services (CRM integrated) • Customer needs-based data analytics • Customer "smart" mobile applications • Real time service and facilities information • Smart parking • Cross-council service requests • Complaints Handling System (operational) • Multi-lingual cultural awareness service options	• Customer video conferencing • Open data sharing to the public • Common shared business applications with other councils • Use of Robotics

ICT Plan – Current and Potential ICT Initiatives (August 2018)			
STRATEGIC OBJECTIVE (Key Result Area)	**Current and Next 12 months** (approved in work area plans and budgets)	**Next 2-5 years** (consider in business planning process)	**Next 5+ years** (consider in business planning process)
LIVEABLE and VALUING NATURE			
2. **Use ICT to manage Community Assets, Land and Property**	• Expansion of Mobility tools for outdoor workforce (Open Space, Land & Property) • Smart lighting capability (LED upgrades) • Asset data and reporting improvements • Asset Management Systems replacement options evaluation and investigation • Mobile applications assets maintenance, inspections and work order systems (field workers) • Renewables and Energy Efficiency Measures reporting • Building Condition audits √ GPS fleet tracking, optimisation and safety √ Asset Systems review	• Strategic lease and property management system • Facilities, playgrounds and open space usage measurement (sensors) • Smart City applications and data capture • Improved integrated Asset system for maintenance and work order management • Asset utilisation monitoring and management • Improved asset reporting for budgeting, valuations, costings, capital works and renewal planning • Customer Service requests linkages to assets system • Green IT and carbon emissions-related initiatives • Use of drones (legislative requirements)	• Traffic and people movement applications • Real time asset condition monitoring • Smart waste collection schedules • Environment monitoring capability enhancements • "Big data" analytics linked to corporate data warehouse (customer, property, asset etc.)
ENGAGED			
3. **Use ICT for Engagement, Knowledge and Learning**	• Corporate Intranet upgrade (Combi) • Online training, e-learning - video tools (virtual classrooms) • Social media Community focus enhancement (new web site) • Web site and Libraries community learning √ Training Management System	• New ideas tracking and collaboration forums • Social networking internal e.g. Yammer • Engagement with students and universities • Staff Performance Development reviews system improvements (linked to Training Plans) • ICT computer literacy training (outdoor staff) • Virtual Communities and external social networks	• Knowledge Management enhanced intranet / employee portal • Virtual offices (employment and economic hubs) and work from home

ICT Plan – Current and Potential ICT Initiatives (August 2018)			
STRATEGIC OBJECTIVE **(Key Result Area)**	**Current and Next 12 months** **(approved in work area plans and budgets)**	**Next 2-5 years** **(consider in business planning process)**	**Next 5+ years** **(consider in business planning process)**
GOOD GOVERNANCE			
4. **Use ICT tools, information and GIS location data to improve business performance, efficiency and decision making (productivity enablers and compliance)**	• Online leave and staff timesheet processing • Business process automation forms and workflow (including finance and procurement) • Enterprise Data Warehouse / BI reporting evaluation project • Project Management Office & Program reporting system • Enhanced workforce and FTE reporting • Data Warehouse data plan management for reporting improvements for Finance and HR (BIS system) • ICT Service Helpdesk system upgrade • Long Term Plan financial modelling tool • Rates modelling system improvements • Contracts Management improved system • Corporate Performance Reporting improvements • Corporate Compliance Framework system improvements (Legal, Policy) • Grant applications and Grant Making administration √ Council agenda and minutes automation √ WHS hazard, risk and incident management √ Vehicle Fleet bookings system renewal √ Monthly KPI reporting for Finance and WHS √ Elected Member Extranet, discussion boards and enhanced search √ Service reviews progress improved reporting	• Data Warehouse reporting improvements for Rates Valuations and Procurement • Advanced analytics and real-time business intelligence (BI) • Stock system • Recruitment / Candidate Management system improvements • Improved Budgeting and Forecasting System • Contractor Compliance Management • Volunteer Management - resource, skills, activity scheduling • Talent and Leadership Management (retention)	• Artificial intelligence in decision making

ICT Plan – Current and Potential ICT Initiatives (August 2018)			
STRATEGIC OBJECTIVE (Key Result Area)	Current and Next 12 months (approved in work area plans and budgets)	Next 2-5 years (consider in business planning process)	Next 5+ years (consider in business planning process)
CONNECTED			
5. **Maintain and maximise use of Modern Business Systems (integrated, collaborative, connected, and cloud hosted where applicable)**	• Business Systems "Fitness" Review project • Contact Centre Unified Communications and telephony enhancements • Continually maintain and renew core business information management systems (including data integration and reporting) • Continually maintain and renew core ICT infrastructure and network services √ New Document and Records Management system consolidation (CoM Connect) √ Fibre data network connectivity and/or WIFI for neighbourhood centres (Glandore, Trott Park, LKCC, Swim Centre) √ Digitisation of historical development applications (from Microfiche) √ Development Services online processing tools √ Business Continuity service availability enhancements √ Leverage National Broadband Network (NBN) rollout (Swim Centre)	• Enterprise whole-of-organisation business systems (medium to long term planned replacement program) • ICT Data network capacity • Cloud computing applications and services • Cloud-based storage (business continuity) • Adelaide GIG City opportunities (gigabit internet for business)	• Full cloud-based infrastructure services
PROSPEROUS and CONNECTED			
6. **Enabling ICT infrastructure and networks to connect our people and places**	• Investigation of public WIFI options (Smart Cities) • Business growth and engagement opportunities (Web site) • Digital Hub establishment • Enabling technology and fibre data networks in current Strategic Developments (e.g. Edwardstown)	• Enabling technology in future Strategic Developments • Foot traffic monitoring and events attendance feedback • GPS tracking precinct focus	• Voice recognition enabled services

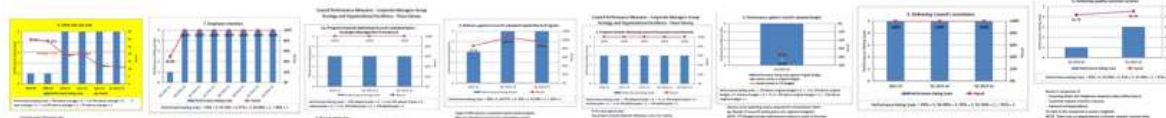| ICT Plan – Current and Potential ICT Initiatives (August 2018)			
STRATEGIC OBJECTIVE **(Key Result Area)**	**Current and Next 12 months** **(approved in work area plans and budgets)**	**Next 2-5 years** **(consider in business planning process)**	**Next 5+ years** **(consider in business planning process)**
INNOVATIVE			
7. **Enable Mobile applications and online tools/data with GIS mapping integration (efficient service delivery)**	• Ongoing deployment of GIS mobile device and web site map deployments • Increase GIS capabilities organisation-wide • Mobile device printing √ Open Space mobile work orders integrated to Customer Event Requests System (CES) √ GIS system public maps online (GIS Connect) √ Tablet computers (Windows 10+) √ Community Safety mobile applications for staff (environmental health management)	• Mobile forms and business process workflows (including health and job safety) • GIS mapping enhanced functionality and mobility capabilities • GIS new and consolidated datasets • Mobile applications for Development Services field workers • GIS high resolution time lapsed aerial photography	• Wearable internet connected technology (e.g. google glasses) • Assistive Technology smart home design and automation (development services) • 3D printing • Use of virtual reality in development applications and infrastructure planning

Appendix 1. ICT Enablement - CoM 10 Year Strategic Plan

The CoM 10 year strategic plan identifies a number of strategies where ICT can be an enabler. These strategies include:

- ➢ We will make our services, facilities and open spaces more accessible
- ➢ We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities
- ➢ Communities that are safe and inclusive, embracing active living and healthy lifestyles
- ➢ We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible
- ➢ We will increasingly use data and community responses to understand what our community values and then we will deliver what they want
- ➢ We will ensure our community is well informed about the services we provide
- ➢ Meaningful opportunities for community engagement, partnerships and co-creation
- ➢ We will use the best technology possible to improve efficiency of our operations and delivery of our services
- ➢ We will use data to provide evidence for resource allocation relating to our services
- ➢ We will use technology and social media to improve our sharing of information
- ➢ We will use technology to better engage with our communities, understand their needs and seek their feedback
- ➢ A community that harnesses creativity, research and collaboration to pursue innovative ideas
- ➢ A city that provides infrastructure and support that enables innovation to flourish
- ➢ We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere
- ➢ We will work with universities, business peak groups, Regional, State and Federal Government to facilitate local economic growth
- ➢ We will encourage our residential and business communities to pursue education and training, innovation and local investment
- ➢ We will bring people together through networking opportunities to provide more economic opportunities (e.g. business to business, landlord and tenant)
- ➢ We will provide more opportunities for use of the internet in public spaces
- ➢ A city that supports equitable access to diverse information sources and reliable digital technologies
- ➢ To strengthen the foundation of our business through excellent financial management and strong and transparent decision making whilst seeking to become nimbler, adaptive and less risk averse
- ➢ Using data and technology to help us set priorities and make decisions, measure our performance against our strategic and corporate priorities and are committed to seeking feedback from our community to strengthen this
- ➢ To maximise community value we place strong emphasis on developing delivery models using regional and partnership approaches.

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Appendix 2. ICT Strategy Key Result Areas Overview

CoM ICT Program Plan 2018/19 - Summary of Key Projects (indicative timelines)

ATTACHMENT 2

ID	ICT Roadmap Project Title	Brief Project Purpose / Benefit	Q1 Jul–Sep	Q2 Oct–Dec	Q3 Jan–Mar	Q4 Apr–Jun	Q5 Jul–Sep
1	*Productivity/Enablers/Service*						
3	**Business Systems Fitness Review**	Inform strategy for future systems replacements	▓▓▓▓	▓▓▓▓ ICT			
4	**ICT Service Helpdesk system upgrade**	Renew / Replace old Lotus-based system	▓▓▓▓	▓▓▓▓ ICT			
5	**Maintain and improve core business information systems (Civica Authority v7 local government system)**	Updated user-friendly platform supporting better reporting , integration and mobile device accesss	▓▓▓▓	▓▓▓▓	▓▓▓ ICT		
6	Online leave and staff timesheet processing	Efficiencies and accurate data through removal of paper-based processes	▓▓▓▓	▓▓▓▓	▓▓▓▓ Finance and Contracts		
8	Maintain and improve core business information systems (CoM Connect records and document management)	Ongoing business process workflow and document collaboration automation improvements	▓▓▓▓	▓▓▓▓	▓▓▓▓	▓▓▓ ICT	
9	Maintain and improve core business information systems (Customer Service events incl. Hard Rubbish)	Ongoing customer service-based improvements	▓▓▓▓	▓▓▓▓	▓▓▓▓	▓▓▓ ICT	
10	Maintain and improve core business information systems (Geospatial mapping)	Ongoing strategic and operational visual map deployments via web and mobile technologies	▓▓▓ ICT				
11	Customer relationship management single view of the customer	Solution options investigaton for consolidated systems view of all the services and interactions a client accesses within CoM		▓▓▓ Customer Experience			
12	Council Facilities online booking requests expansion (Phase 2)	Extend the new web site online bookings system	▓▓▓▓	▓▓▓▓	▓▓▓▓	▓▓▓ Customer Experience	
13	Enterprise Data Warehouse / Business Intelligence reporting evaluation project	Improved data analytics ("metrics that matter") and reporting capabilities across business information systems		▓▓▓▓	▓▓▓▓	▓▓▓ Strategy & Innovation	
14	Project Management Office & Program reporting system	Improve oversight, accountabiliy and evaluation of project and program delivery	▓▓▓▓	▓▓▓▓	▓▓▓▓	▓▓▓ Strategy & Innovation	
15	Asset Management Systems replacement options evaluation and investigation	Identify replacement systems to improve the maintenance and reporting of assets in accordance with Council's Asset Management Plans	▓▓▓▓	▓▓▓▓	▓▓▓▓	▓▓▓	

City of Marion

CoM ICT Program Plan 2018/19 - Summary of Key Projects (indicative timelines)

ATTACHMENT 2

ID	ICT Roadmap Project Title	Brief Project Purpose / Benefit	Timeline (Q1 Jul–Sep, Q2 Oct–Dec, Q3 Jan–Mar, Q4 Apr–Jun, Q5 Jul–Sep)
16	Online development applications lodgement (Dev Connect)	More efficient and customer friendly approach to lodgement and electronic processing of applications (instead of paper)	Jul–Sep (Q1) — Development & Regulatory Services
17	Asset data and reporting improvements	Improve data integration, accuracy and use across the organisation	Dec–Sep (Q2–Q5) — Strategy & Innovation
18	Smart City applications and data capture	High level plan to guide investigations of Smart City technologies and data	Jul–Jan (Q1–Q3) — Strategy & Innovation
19	Enabling technology and fibre data networks in current Strategic Developments (Edwardstown)	Edwardstown Oval project	Jul–Sep full (Q1–Q5)
20	Rates modelling system improvements	Renewal/replacement system for rates modelling	Jul–Apr (Q1–Q4) — Finance and Contracts
22	Contact Centre Unified Communications and telephony enhancements	Renewal/replacement for ageing phone system	Sep–Mar (Q1–Q3) — Customer Experience
24	Enabling technology and fibre data networks in current Strategic Developments (Admin reception foyer)	Refurbishment of customer service areas at admin incorporating ICT services	Jul–Apr (Q1–Q4) — Customer Experience
25	Contracts Management improved system	Improved visibility, reporting and management of contracts	Jul–Feb (Q1–Q3) — Finance and Contracts
26	*Regulatory/Legislative/Compliance*		
27	Dog and Cat Management Act	Legislative compliance and use of State Government Portal for dog registrations	Jul–Aug (Q1) — Development & Regulatory Services
33	Hazard Registers automation (Skytrust system)	Improved visibility and reporting of site hazards	Jul–Apr (Q1–Q4) — Corporate Governance
34	*ICT Asset Renewal*		
35	Maintain and renew core ICT infrastructure, network and desktop services (PC desktop devices)	Maintain reliable performing computer equipment (PCs, laptops) at various sites	Jul–Dec (Q1–Q2) — ICT
37	Maintain and renew core ICT infrastructure and network services (cyber security firewall)	Maintain reliable performing network security equipment and software	Jul–Apr (Q1–Q4) — ICT

Infrastructure Projects Progress Update

Originating Officer	Executive Assistant to General Manager City Development - Colleen Madsen
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC180804R04

REPORT OBJECTIVE

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

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. Notes the progress report on key infrastructure projects.

DISCUSSION

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

Attachment

#	Attachment	Type
1	Infrastructure Projects progress update Appendix 1	PDF File

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: ISC040918R

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
INITATE PHASE - Complete				
PLAN PHASE				
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	COMPLETE	COMPLETE	COMPLETE	Financial and Management Models have been accepted by all affiliate clubs. The Board dissolved in December 2017.
Approval to proceed to call construction tenders	COMPLETE	COMPLETE	COMPLETE	A report went to a General Council meeting on the 28 November for approval to award the tender.
DELIVER PHASE	GREEN	GREEN	GREEN	Construction began on site in January 2018. Stage 1 and stage 2 are completed. Stage 3 – the 2 storey building has begun and is approximately 30% complete. Works are tracking to programme, with time extensions submitted due to weather and latent conditions
Council is in the process of setting up leases with the clubs to continue operations, until a new board is formed. The facility manager has been hired and has begun familiarising themselves

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
CLOSE PHASE	**ON-HOLD**	**ON-HOLD**	**ON-HOLD**	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.	CLOSED
2	Project cost exceed $8M	Tracking of construction budget expenditure is monitored monthly by Cost Planners.	OPEN
3	A new Board does not form	Expressions of Interest for a new board will be released in November 2018.	OPEN

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: ISC040918

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
INITATE PHASE				
Develop project outcomes	GREEN	AMBER	GREEN	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	GREEN	AMBER	GREEN	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. The draft funding agreement between FFSA and City of Marion is currently being prepared by Minter Ellison. A meeting has been 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.
Approve design concept and cost estimate	GREEN	AMBER	GREEN	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	ON-HOLD	ON-HOLD	ON-HOLD	Project timeframes will be clarified and agreed in the funding deed

Milestone	Time /Schedule	Quality / Scope	Cost /Budget	Summary / Comments
PLAN PHASE				
Secure land	**GREEN**	**ON-HOLD**	**ON-HOLD**	The preferred location for the SRFF is on Crown Land identified as Volume 6088 Folio 98 on the southern side of Majors Rd. FFSA has lodged an Unsolicited Proposal with DEW for a long term lease over the land. It is currently being considered by DEW.
Finalise design and cost	**ON-HOLD**	**ON-HOLD**	**ON-HOLD**	NA
Approval to proceed to call construction tenders	**ON-HOLD**	**ON-HOLD**	**ON-HOLD**	NA
DELIVER PHASE	**ON-HOLD**	**ON-HOLD**	**ON-HOLD**	NA
CLOSE PHASE	**ON-HOLD**	**ON-HOLD**	**ON-HOLD**	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: ISC040918

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
INITATE PHASE - Complete				
PLAN PHASE				
Secure funding	ON-HOLD	ON-HOLD	ON-HOLD	Partnership funding is still being pursued. Decision on scope and budget will be deferred to the new Council. A proposal from West Torrens Council for 7 indoor courts is under consideration and may influence the final courts requirements at Mitchell Park.
Finalise design and cost	ON-HOLD	ON-HOLD	ON-HOLD	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	ON-HOLD	ON-HOLD	ON-HOLD	ON HOLD
DELIVER STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.
CLOSE PHASE	ON-HOLD	ON-HOLD	ON-HOLD	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 & 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: ISC040918

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
INITATE PHASE				
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	Council endorsed funding for a slide (GC280317M03) from the Asset Sustainability Reserve to be delivered and operational by October 2017 – *completed* 9 May 2017 (GC090517R02) - Council endorsed an allocation of up to $268,000 in the 2017/18 Annual Business Plan and Budgeting process for: – Preparation of detailed design and costing for the reconfiguration of the foyer and upgrade to the façade – Supply and installation of new shade structures. – Preparation of detailed design and costing for a new BBQ and picnic area. – Preparation of designed design and costing for the change room upgrade *Complete* Funds approved as part of the Annual Business Plan and Budget at the 26 June 2018 Council meeting. *Complete*

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
Approval to proceed to next stage	ON-TRACK	ON-TRACK	ON-TRACK	Now proceeded to Commitment Stage with design and budgeting being prepared. Detailed design and cost phase for Stage 2 to be conducted from October to November 2018. Stage 1 Works funded for 2017-18 & funds endorsed in 2018-19 budget for stage 2 works. Funds for stage 3 works allocated in LTFP 2019/20
PLAN PHASE				
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 *Complete* Designs for stage 2 works to be completed by November 2018
Approval to proceed to call construction tenders	ON-TRACK	ON-TRACK	ON-TRACK	Council approval for stage 1 works provided at 27 February 2018 General Council meeting. Tender assessment in June and awarded July 2018.
DELIVER PHASE				
Waterslide & shade structure installation	COMPLETE	COMPLETE	COMPLETE	Second slide has been installed. 21 new shade structures have been installed. 2 new shade structures have been installed over toddler and learner pools.
Stage 1 Works: • Kiosk reconfiguration • Change room upgrade • Upgrade to equipment store room and cleaners store	ON-TRACK	ON-TRACK	ON-TRACK	Council approval and funds allocated in February 2018 **Stage 1 Works** Stage Construction occurs May – Sept 2018 **Stage 2 Works** Detailed design Oct 2018-November 2018, tender and procurement mid November 2018 to mid February 2019 Construction occurs May – September 2019

Milestone	Time /Schedule	Quality / Scope	Cost \Budget	Summary / Comments
Stage 2 Works • Foyer/Entry • Façade • Multifunction room • Staff accommodation				
CLOSE INITATE	**ON-HOLD**	**ON-HOLD**	**ON-HOLD**	Subject to Council approval to proceed.

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

Scope – Marion Outdoor Pool Stage 1a works	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	▓											
Kiosk, change rooms, equipment store and cleaners room upgrades												
Procurement Construction tender stage		▓										
Detailed Design/Documentation		▓	▓	▓								
Development & Building Approval				▓	▓	▓						
Construction						▓	▓	▓				
Commissioning								▓	▓			

Stage 2 Design – future works, façade, multi function room, entrance and staff accommodation															
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

Infrastructure and Strategy Committee

Project Name: Morphettville Park Sports Club

Council Role: Project deliverer

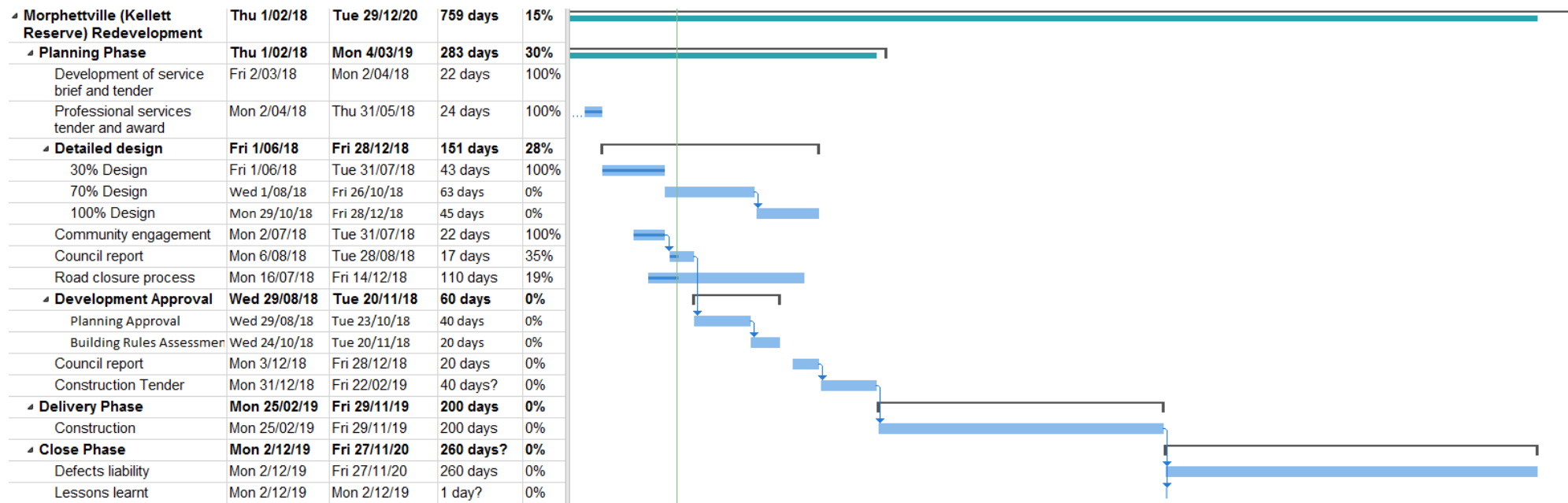**Report Ref No:** ISC040918

CITY OF
MARION

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
INITATE PHASE - Complete				
PLAN PHASE				
Secure funding	ON TRACK	ON TRACK	ON TRACK	Funding of $500,000 and $50,000 has been secured from the Office for Recreation and Sport and SANFL respectively, to upgrade the female change room facilities. Council has provisioned additional funding of $1.29 million to redevelop the facility in its entirety including change rooms, function space and closure of Quinn Street.
Finalise design and cost	ON TRACK	ON TRACK	ON TRACK	The preliminary design has been finalised with the cost estimate in the order of $2.9 million to deliver the scope of works. The additional $900,000 is a result of further investigations by the engineers whereby it was identified that the roof structure, slab and provision of services are more extensive than the initial cost estimate to which Council allocated the funding. Scope and budget brought to Council on 28 August 2018 and an additional $1.4M was allocated towards the project which includes an expanded scope of works to include larger change rooms and function space.
Approval to proceed to call construction tenders	ON-HOLD	ON-HOLD	ON-HOLD	ON HOLD
DELIVER STAGE	ON-HOLD	ON-HOLD	ON-HOLD	Construction stage to commence when Council approves calling of tenders, acceptable tenders are received and Council endorses contractor.

CLOSE PHASE	ON-HOLD	ON-HOLD	ON-HOLD	Close process occurs after Commissioning Stage and specifically at the end of the defects and liability period

#	Type (Issue, Risk, Change)	Description	Response / Mitigation	Status
1	Risk	Budget shortfall for scope of works.	Scope of works will be value managed through detailed design stage	Ongoing
2	Risk	State Government funding being withdrawn, political reputation being damaged.	Should the project be delayed beyond March/ April 2019, risk of the $500,000 ORS funding being withdrawn (Club holds funding)	Ongoing

Task	Start	Finish	Duration	%
Morphettville (Kellett Reserve) Redevelopment	Thu 1/02/18	Tue 29/12/20	759 days	15%
Planning Phase	Thu 1/02/18	Mon 4/03/19	283 days	30%
Development of service brief and tender	Fri 2/03/18	Mon 2/04/18	22 days	100%
Professional services tender and award	Mon 2/04/18	Thu 31/05/18	24 days	100%
Detailed design	Fri 1/06/18	Fri 28/12/18	151 days	28%
30% Design	Fri 1/06/18	Tue 31/07/18	43 days	100%
70% Design	Wed 1/08/18	Fri 26/10/18	63 days	0%
100% Design	Mon 29/10/18	Fri 28/12/18	45 days	0%
Community engagement	Mon 2/07/18	Tue 31/07/18	22 days	100%
Council report	Mon 6/08/18	Tue 28/08/18	17 days	35%
Road closure process	Mon 16/07/18	Fri 14/12/18	110 days	19%
Development Approval	Wed 29/08/18	Tue 20/11/18	60 days	0%
Planning Approval	Wed 29/08/18	Tue 23/10/18	40 days	0%
Building Rules Assessment	Wed 24/10/18	Tue 20/11/18	20 days	0%
Council report	Mon 3/12/18	Fri 28/12/18	20 days	0%
Construction Tender	Mon 31/12/18	Fri 22/02/19	40 days?	0%
Delivery Phase	Mon 25/02/19	Fri 29/11/19	200 days	0%
Construction	Mon 25/02/19	Fri 29/11/19	200 days	0%
Close Phase	Mon 2/12/19	Fri 27/11/20	260 days?	0%
Defects liability	Mon 2/12/19	Fri 27/11/20	260 days	0%
Lessons learnt	Mon 2/12/19	Mon 2/12/19	1 day?	0%

WORKSHOP / PRESENTATION ITEMS

Development of Council's 4-Year Business Plan 2019-2023

Originating Officer	Strategy Leader - Elaine Delgado
Corporate Manager	Manager Innovation and Strategy - Fiona Harvey
General Manager	General Manager City Development - Abby Dickson
Report Reference	ISC180904R

REPORT OBJECTIVE

This report provides background information to assist the Infrastructure and Strategy Committee Members to participate in a workshop to inform the development of the City of Marion's 4-Year Business Plan 2019-2023.

EXECUTIVE SUMMARY

The City of Marion's Strategic Management Framework includes a key 'delivery' plan that identifies the projects and programs, aligned to strategic goals and the community vision, that will be delivered over the Council's term. The 2016-2019 Business Plan is in its final year of delivery, with a new plan due to take effect from July 2019. The 10 year Strategic Plan (2017-2027) sets out the longer term strategies which the next Business Plan will seek to progress.

Key inputs into the development of the next Business Plan are:
- achievements over the last 3 years including the 3 year Business Plan, Annual Plans and through Council resolutions, mapped against the Strategic Plan
- a range of medium term plans and frameworks that have been adopted
- emerging trends, issues and opportunities

This workshop provides the Infrastructure and Strategy Committee an opportunity to put forward high level input for the development of the next Business Plan.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Participates in an initial workshop to provide ideas to be considered by Council for the development of Council's 4-Year Business Plan July 2019 - June 2023.**

GENERAL ANALYSIS

The City of Marion's Strategic Management Framework comprises a suite of plans that includes a 30-Year Community Vision, a 10-Year Strategic Plan (GC130617R08), and a 3-Year Business Plan for the period July 2016 to June 2019 (GC270916R03).

The Business Plan outlines projects and programs that Council has identified in its 4 year term as important to achieve the Community's vision through its purpose to 'improve our residents' quality life; continuously, smartly and efficiently (Appendix 1).

With the end of the 3-Year Business Plan approaching it is important that the process for the development of the next Business Plan commences. It is proposed that the next Business Plan be for a 4-Year period from

July 2019 to June 2023 to align with Council's 4-year term. This timeframe will also enable a smooth transition with a 6-month cross-over period at the commencement and conclusion of a council term.

A series of workshops with management and staff are being undertaken during September 2018 to seek input on potential ideas and opportunities as a starting point for consideration by Council. This workshop is seeking high level input from Committee Members for Council's consideration.

3-Year Business Plan Achievements and Annual Business Plan
In developing the 4-Year Plan it is important to review Council's achievements from the current 3-Year Plan. A total of 74 projects are in the 3-Year Plan. The vast majority have been, or are scheduled to be, delivered by June 2019. Key achievements have been realised in the areas of open space; sport and recreation; streetscapes; internal systems and website improvements; land use planning; water and energy efficiency; and environmental planning.

The following two projects have commenced but will be completed post June 2019:

| International Standard BMX Track | To be determined based on funding arrangements |
| Mitchell Park Sports a Community Centre | To be determined based on external partnership funding |

In addition to the 3 year Business Plan, Council has delivered projects/programs through its Annual Business Plans and Council resolutions which have all progressed strategic goals. Key projects/programs include:
- Upgrade of Council's website
- On-line booking service
- WiFi connectivity to key council sites
- Comprehensive event planning for Concert at the Cove

Council is also committed to the delivery of 19 projects outlined as new initiatives in the 2018/19 Annual Business Plan.

10-Year Strategic Plan
A key purpose of the Business Plan is to ensure Council delivers projects that meet the themes and strategies in the 10-year Strategic Plan (Appendix 2).

Appendix 3 outlines the 2016-2019 Business Plan and Annual Business Plan projects against the 6 themes and strategies in the Strategic Plan. The mapping of the projects delivered against the 10 year strategies assists in identifying the gaps and opportunities where Council may wish to focus over the next 4 years. The table shows that Council is delivering across all the strategies. The number of open space, recreation, sport, and environment projects has resulted in the Liveable and Valuing Nature themes having the strongest focus. The Innovative theme in particular with a lower number of projects presents opportunities for Council to focus further in this area.

4-Year Business Plan inputs
Council has adopted a number of medium term (3-5 year) frameworks and plans that will feed into the development of the 4 year business plan. Examples of these include:

- 5-year Renewable and Energy Efficiency program
- 5-year ICT Plan
- Coastal Management Plan
- Streetscape program
- Playground program
- Walking and cycling program

Organisational Excellence projects
In addition to 'community facing' projects a significant number of organisational excellence projects have been delivered to support improved service delivery to our residents. Examples of these include:

- Customer Experience Charter
- Work, Health and Safety Program
- Transitioning to electronic development records
- Work Area Planning and monitoring
- Asset Management Transformation program
- Workforce planning
- Mobile technology for field staff
- Embedding of Values and Employee Pulse Survey
- Leadership Development
- Service Review Program

Emerging Trends, Opportunities and Issues
In developing a Business Plan it is important to consider external factors that can impact on the community and influence Council's decision-making process to determine projects it wants to deliver. These trends include demographics, changes to the urban environment and movement of people, technology, environmental changes, business and economic development, and government directions. A list of trends, issues and opportunities is provided in Appendix 4.

Workshop questions
To assist in the preparation of a 4-Year Business Plan for Council's consideration input is sought from the Committee to the following question:

What areas should Council focus on for its next 4-year term to address opportunities, issues or gaps?

Attachment

#	Attachment	Type
1	ISC180904 Development of Councils 4 YBP - Appendix 1	PDF File
2	ISC180904 Development of Councils 4 YBP - Appendix 2	PDF File
3	ISC180904 Development of Councils 4 YBP - Appendix 3	PDF File
4	ISC180904 Development of Councils 4 YBP - Appendix 4	PDF File

City of Marion Business Plan 2016-2019

CITY OF
MARION

CONTENTS

WELCOME

Welcome to the **City of Marion Business Plan 2016-2019.**

Our city is undergoing exciting change, and there has never been a better time to present a clear plan for the future.

The development of Tonsley, Australia's first innovation district, is attracting investment to the region and creating new opportunities for businesses, training and education, while the Darlington Road upgrade will make our city more accessible.

This document explains the projects and programs Council will deliver to develop a city in line with our community's wishes.

You will learn about the modern sporting and community facilities we will build, our work to improve the transport network, including walking and cycling paths, create more open space, enhance the natural environment, and grow the economy.

We remain determined to develop our city in a smart and efficient way without placing an undue burden on ratepayers.

The **City of Marion Business Plan 2016-2019** is a significant step towards building a city that meets the aspirations of our community.

KRIS HANNA

Kris Hanna
Mayor

COMMUNITY VISION
› TOWARDS 2040

Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.

LIVEABLE

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

VALUING NATURE

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

ENGAGED

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

INNOVATIVE

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

PROSPEROUS

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

CONNECTED

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

OUR PURPOSE, VISION AND VALUES

OUR PURPOSE (Why we exist)	**To improve our residents' quality of life; continuously, smartly and efficiently**
OUR COMMUNITY VISION (What we want to become)	**A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected**
OUR VALUES	**With the community and safety at the forefront of everything we do, we value:** **Respect** - Treating everyone as we want to be treated, where all contributions are valued **Integrity** - Fostering trust and honesty in all of our interactions **Achievement** - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another **Innovation** - Encouraging new ideas, and learning from our experience to do things better

LIVEABLE

GOALS	2016/17	2017/18	2018/19
Communities that are safe and inclusive, embracing active living, and healthy lifestyles	**Amend the zoning of key sporting areas/hubs to support revitalised, modern sports facilities**		
	Deliver excellent Sport and Recreation Facilities across the City: • Community club and indoor sports stadium at Mitchell Park • Sports and community complex at the Edwardstown Soldiers Memorial Oval • A new regional soccer facility in the South in partnership with Football SA • An International standard BMX complex in the South, led by BMX SA • Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities • Modern sustainable tennis and netball facilities across the City to meet the needs of the Community now and into the future		
	Present the Marion Outdoor Pool Masterplan	**Complete the detailed design of the Marion Outdoor Pool Masterplan and seek grant/partnership funding**	
	Deliver Open Spaces and Playspaces across the City: • South Australia's first Inclusive Playspace at Hendrie Street Reserve • Jervois Street South Plympton Playspace • Hallett Cove Foreshore precinct redevelopment • Reserve Street Reserve Trott Park dog park, plus location and design for a second dedicated dog park • 8 local/neighbourhood scale playspaces, plus plans for a further 4 playspaces • Priority open space developments based on our Open Space plan, to meet the needs of a growing and changing community into the future • High quality public toilets in our priority reserves and parks		
Access to housing choice and services for a growing and diverse population	**Review housing zones to preserve the character of areas in the north of our city and create housing choice in the south**		
	In partnership with State Government, the SA Jockey Club and adjoining councils, support the housing development at Morphettville Racecourse		
	Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils		
	Support our community to 'age well' through participation in the Adelaide Living Laboratory		
	Review under-utilised council reserves and facilities to ensure community use is optimised	**Continue implementation of priorities from the review of reserves and facilities**	
	Undertake an evaluation and review of at least 9 council services to ensure they continue to provide maximum value to our community, now and into the future	**Undertake an evaluation and review of at least a further 12 council services to ensure they continue to provide maximum value to our community, now and into the future**	**Undertake an evaluation and review of at least a further 12 council services to ensure they continue to provide maximum value to our community, now and into the future**
Neighbourhoods that reflect local character, heritage and enable a sense of belonging	**Celebrate and recognise our Kaurna heritage through delivery of the 2016-2019 Reconciliation Action Plan (RAP)**		
	Build strong relationships with the Elders of the Kaurna community, facilitated by the RAP Committee		
	Better manage traffic in Marion and Oaklands Park	**Commence delivery of priority elements of the Streetscape Masterplan**	**Continue delivery of priority elements of the Streetscape Masterplan**
	Deliver youth partnership programs focused on providing diverse and exciting opportunities for youth leadership, engagement and services		

VALUING NATURE

GOALS	2016/17	2017/18	2018/19
A healthy and climate resilient urban environment	Significantly increase energy efficiency across our council facilities		
	Develop a business case and commence delivery of the transition to safe and sustainable street and public lighting	Deliver sustainable lighting program priorities	
	Implement the Climate Change Policy and Plan (Resilient South Program)		
	Design the final stages of the Oaklands Reserve redevelopment	Ensure all elements of the redevelopment project are in place to support construction	Commence construction of redevelopment
	Expand the Oaklands Wetland water distribution network to support sustainable irrigation of our parks and reserves		
		Investigate the potential to establish a water supply business using the Oaklands Wetlands water distribution network	Subject to investigation outcomes, plan of a water supply business in conjunction with the ongoing local distribution of Oaklands Wetland water
	Advocate for residents across our city on toxic contamination mitigation measures		
	Manage stormwater in close partnership with our neighbours		
	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes		
	Continue to transform the Glade Crescent Wetlands scheme		
	Develop and deliver a Regional Coastal Management Plan to support effective coastal management		
A City that reflects a deep value of the natural world	Plan and deliver a program for the protection of remnant native vegetation in our reserves		
Improved condition, diversity and connectivity of ecosystems	Strive for the opening up of Glenthorne Farm for community benefit in partnership arrangements	Working closely with key partners, maximise Glenthorne Farm community benefits	

ENGAGED

GOALS	2016/17	2017/18	2018/19
Communities that embrace volunteering and social interaction	Strive to become renowned for volunteers through targeted growth and diversity, and harnessing the skills and experience of our volunteers		
	Launch a Marketing Plan to enhance community engagement and partnering in council's services		
Meaningful opportunities for community engagement, partnerships and co-creation	Support our lease and licence holders to develop their club management capacity		
	Work in partnership with the Edwardstown Region Business Association and the Hallett Cove Business Association to grow membership and sustainability		
	Maximise community benefits through community led initiatives		
	Implement our reformed Community Grants programs with emphasis on diversity and community capacity building		
	Expand our network of community gardens in partnership with community groups		
	Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups	Subject to the outcomes of the pilot, expand the place activation program	
	Develop and deliver a Business Engagement Plan in consultation with the local business community to provide valuable business information to support small business growth		
	Grow the Community Leadership Program to support and harness the ideas and skills of emerging leaders within our community		

INNOVATIVE

GOALS	2016/17	2017/18	2018/19
A community that harnesses creativity, research and collaboration to pursue innovative ideas	Establish partnerships with innovation mentors, including hosting university students to work on innovation projects		
	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres		
	Maximise community feedback through a range of surveys, digital tools and campaigns to support our ongoing focus on innovation and improvement		
A City that provides infrastructure and support that enables innovation to flourish	Deliver a solar panel network at key council sites across the City	Expand the solar panel network to maximise the use of renewable energy at council facilities	
	Renew the Leasing and Licensing Policy to set up a strong support and collaboration model for clubs and organisations to continue to innovate their businesses		
	Continue to promote and provide valuable programs at the Cove Enterprise Hub to support start-ups and small businesses in the southern region		
	Investigate 'Smart City' technology and infrastructure opportunities		

PROSPEROUS

GOALS	2016/17	2017/18	2018/19
An exciting urban environment that attracts business investment and economic activity	Work in partnership to progress the Tonsley Redevelopment as a state of the art advanced manufacturing and urban environment		
	Work with key partners on the Darlington project and the Flinders Link rail project to maximise business and employment opportunities		
	Advocate for the future developments of the North-South Corridor to improve east-west connectivity, which maximises community access and connection with the valuable adjacent areas		
	Review the Edwardstown Industry/Commerce Planning framework to support future business needs		
	Support the development of priority precincts that cater for a range of residential and business needs, and services that are aligned with the 30 Year Plan for Greater Adelaide		
A City that promotes and supports business growth and offers increased local employment and skills development opportunities	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth		
	Re-invigorate the Southern Adelaide Economic Development Board to establish an industry-led, independent advocacy and advisory group for the southern Adelaide region	**Implement the priority actions of the Southern Adelaide Economic Development Board**	
	Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage businesses	**Work with key partners in the region and State Government to extend the Tonsley Small Business Advisory Services beyond June 2017**	
	Reduce red-tape to support and promote business growth and employment opportunities		
	Deliver digital economy education programs for businesses to capitalise on the NBN roll-out		
A welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	In partnership with local businesses, grow visitation and increase spending in the region through the delivery of a Visitor Economy Strategy		

CONNECTED

GOALS	2016/17	2017/18	2018/19
A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel	Expand the Walking and Cycling network linking key destinations across the City and beyond	Subject to funding, deliver key extensions to the shared use path along the Adelaide to Marino Rocks Greenway	
	Complete Glandore Laneways project to finalise council ownership of the laneways and improve safety and traffic flow		
	Deliver a Policy and Program to enhance streetscapes across the City		
A City that advocates improved public transport systems, linkages and networks that connect people to destinations	Advocate for key rail infrastructure including the grade separation at the Oaklands Rail crossing		
	Support the rail expansion from Tonsley to Flinders Medical and University precinct		
A City that supports equitable access to diverse information sources and reliable digital technologies	Expand our communication and engagement network through our website and social media platforms		
	Deliver valuable digital literacy programs in our libraries and neighbourhood centres		
	Develop a business case for a innovative 'Creative Space' that showcases leading edge technologies for the community's creative and learning opportunities	Subject to funding, deliver the 'Creative Space' and a range of programs to harness technologies and equipment	

OUR COUNCIL OF EXCELLENCE

To progress the community vision over the next 3 years, it is critical that we continue to improve our business through an ongoing focus on efficiency and effectiveness of our services, building workforce skills and capacity for the future, and having a strong focus on ensuring the safety of our community and staff.

The foundation of our business will continue to be strengthened through excellent financial management, strong and transparent decision making and an ongoing assessment of our changing local, regional and national issues and opportunities. We will continue to be

accountable for our performance against our strategic and corporate priorities and are committed to seeking feedback from our community to strengthen this.

To maximise community value we place strong emphasis on working with partners and collaborators across the city and region, acknowledging the expertise, knowledge and creativity these diverse groups contribute to the shared pursuit of community aspirations. We are committed to ongoing improvement in this area and as such will continually review our involvement and membership with partner bodies such as the Local Government Association.

CONNECT WITH US ONLINE

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City of Marion Strategic Plan 2017-2027

CITY OF
MARION

HOW OUR STRATEGIC PLANNING WORKS

Strategic Management Framework

To ensure Council's activities continue to contribute to the Community Vision – Towards 2040 we have a Strategic Management Framework in place. The framework shows how the suite of plans provide strategic direction and operational focus to ensure that goals and outcomes are achieved in the most effective and efficient way.

The framework provides a clear line of sight between the Community Vision – Towards 2040 and everyone involved in contributing to the vision, including Elected Members and staff. It also focuses on integration of the critical strategic plans to ensure we are well positioned to achieve the best outcomes in the community.

We are continuing to develop and refine elements of the new framework, including plans, key performance indicators and community partnerships which will provide a strong foundation for future years.

This Strategic Plan 2017-2027 provides our roadmap for the next ten years.

WELCOME

Here is the City of Marion Strategic Plan 2017-2027.

You will see it is consistent with our Vision for the city. All Council activities are now aligned to a current Business Plan. As we prepare a new Business Plan after each Council election, Council's choice of new projects will be guided by the priorities set out in this Strategic Plan.

The Council elected in 2014 was committed to organisational renewal and an ambitious program to upgrade our recreational facilities. This Strategic Plan covers the period during which these plans will come to fruition. Meanwhile the redevelopment of Tonsley and the expansion of Westfield Marion Shopping Centre will provide further opportunities. In all of this, collaboration with other Councils, and State and Federal Governments, is essential.

Council is becoming more conscious of water and energy efficiency. We are also exploring better service delivery through use of technology. Over the next 10 years I trust you will see practical benefits from this innovative thinking.

It's all about making our place an even better place to live.

Mayor Kris Hanna

COMMUNITY VISION
› TOWARDS 2040

Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.

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

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OUR PURPOSE, VISION AND VALUES

OUR PURPOSE
(Why we exist)

To improve our residents' quality of life; continuously, smartly and efficiently

OUR COMMUNITY VISION
(What we want to become)

A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected

OUR VALUES

With the community and safety at the forefront of everything we do, we value:

Respect - Treating everyone as we want to be treated, where all contributions are valued

Integrity - Fostering trust and honesty in all of our interactions

Achievement - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another

Innovation - Encouraging new ideas, and learning from our experience to do things better

LIVEABLE

Community Vision – Towards 2040

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

Key challenges and opportunities

- Population growth is increasing demands on services
- Housing choices are currently limited, particularly in the south. More housing options are required that cater for a diversity of household types and people at different life stages
- Balancing revitalisation and growth while retaining the City of Marion's unique visual character and heritage
- Increasing urban infill is creating traffic, parking, amenity and service demand
- The changing role of Council in community health
- Increase in number of pensioners and over 85s
- Increasing diversity of cultures and ethnicities
- Community access to Glenthorne Farm

10-year goal

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

10-year strategies

- We will make our services, facilities and open spaces more accessible
- We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities
- We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods
- We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations

Our current focus

- Communities that are safe and inclusive, embracing active living and healthy lifestyles
- Access to housing choices and services for a growing and diverse population
- Neighbourhoods that reflect local character, heritage and create a sense of belonging

VALUING NATURE

Community Vision – Towards 2040

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

Key challenges and opportunities

- Increasing scarcity and cost of energy production and potable water.
- Increasing impacts of climate change
- Building our understanding of and ability to adapt to climate change
- The impact of pest plants and animals on natural ecosystems

10-year goal

By 2027 we will improve stormwater management, increase energy efficiency, promote biodiversity and improve opportunities for people to play in open spaces and interact with nature

10-year strategies

- We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater.
- We will build community resilience to the impacts of climate change
- We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible.
- We will, within budgetary constraints, provide playgrounds (including opportunities for "Nature Play") within a fair distance to every resident
- We will encourage more community gardening in public spaces
- We will encourage our community to be careful in their energy and water consumption
- We will encourage our community to minimise waste going to landfill, and we will adopt best technologies and methods for recycling of green-waste and other waste

Our current focus

- A healthy and climate resilient urban environment and community
- A city that reflects a deep value of the natural world
- Improved condition, diversity and connectivity of ecosystems

ENGAGED

Community Vision – Towards 2040

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

Key challenges and opportunities

- Cynicism about government generally
- Increased numbers of volunteers and the desire for more flexible and short-term volunteering
- Diverse skills across the community that can be harnessed
- Increase in pensioners and over 85s
- High percentage of community not involved in social, recreational or community activities

10-year goal

By 2027 our community will feel engaged and empowered to influence the improvement of their own neighbourhood

10-year strategies

- We will increasingly use data and community responses to understand what our community values and then we will deliver what they want
- We will harness the experience, skills and interests of older people
- We will foster emerging leaders and actively engaged young people
- We will ensure our community is well informed about the services we provide
- We will provide ample structured opportunities for volunteering
- We will encourage community led initiatives and community responses to all of our significant proposals

Our current focus

- Communities that embrace partnering, volunteering and social interaction
- Meaningful opportunities for community engagement, partnerships and co-creation

INNOVATIVE

Community Vision – Towards 2040

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

Key challenges and opportunities

- Rapid technological change
- Partnership opportunities with universities, start-ups, businesses and the community
- Full development of the Tonsley Precinct
- NBN roll-out and Gig City

10-year goal

By 2027 we will be constantly ready to adapt to technological advances. We will be better and quicker at sharing relevant information

10-year strategies

- We will use the best technology possible to improve efficiency of our operations and delivery of our services
- We will use data to provide evidence for resource allocation relating to our services
- We will use technology and social media to improve our sharing of information
- We will use technology to better engage with our communities, understand their needs and seek their feedback

Our current focus

- A community that harnesses creativity, research and collaboration to pursue innovative ideas
- A city that provides infrastructure and support that enables innovation to flourish

PROSPEROUS

Community Vision – Towards 2040

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

Key challenges and opportunities

- The number of GST registered businesses in Marion is falling while the number of jobs remains static and our population is increasing
- Developments in the Tonsley and the Edwardstown industrial / retail precincts
- Continuing shift towards digital and knowledge based businesses with a regional focus on job creation in key growth areas of clean technology, advanced manufacturing and tourism
- Darlington upgrade and Flinders Link rail projects plus broader South Rd/North-South Corridor works
- Growth in higher/tertiary education particularly at Flinders University and Tonsley
- The expansion of Westfield Marion Shopping Centre
- The future of Morphettville race course

10-year goal

By 2027 our city will see realisation of the full potential of the Tonsley Precinct and other key commercial – industrial – retail zones

10-year strategies

- We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere
- We will work with universities, business peak groups, Regional, State and Federal Government to facilitate local economic growth
- We will encourage our residential and business communities to pursue education and training, innovation and local investment
- We will seek to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts
- We will bring people together through networking opportunities to provide more economic opportunities (e.g. Business to business, landlord and tenant)

Our current focus

- An exciting urban environment that attracts business investment and economic activity
- A city that promotes and supports business growth and offers increased local employment and skills development opportunities
- A welcoming city offering residents and visitors a wide range of leisure and cultural experiences

CONNECTED

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

Key challenges and opportunities
- Rapid technological change
- Not all residents have ready access to the internet, data or information and are digitally literate
- Rail expansion and infrastructure upgrades, including Oaklands Crossing, station locations and Flinders Link
- Prevalence of cars on our roads, coupled with the significant number of major arterial roads and transit corridors throughout the city
- Risk of isolation to residents who are ageing and mobility impaired
- Increased interest and participation in walking and cycling

10-year goal
By 2027 it will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community

10-year strategies
- We will provide a variety of options for social interaction
- We will encourage, where economically feasible, the provision of the daily needs of residents within a short walk or bike ride
- We will provide more opportunities for use of the internet in public spaces

Our current focus
- A road network that connects neighbourhoods and supports safe walking,cycling and vehicle travel
- A city that advocates improved public transport systems, linkages and networks that connect people to destinations
- A city that supports equitable access to diverse information sources and reliable digital technologies

GOOD GOVERNANCE

To progress the community vision over the next 10 years, it is critical that we continue to improve our business through building workforce skills and capacity for the future, reviewing policies and strengthening our reporting.

We will continue to strengthen the foundation of our business through excellent financial management and strong and transparent decision making whilst seeking to become nimbler, adaptive and less risk averse.

We are committed to using data and technology to help us set priorities and make decisions, against an ongoing assessment of our changing local, regional and national issues and opportunities.

We will continue to be accountable for our performance against our strategic and corporate priorities and are committed to seeking feedback from our community to strengthen this.

To maximise community value we place strong emphasis on developing delivery models using regional and partnership approaches. We acknowledge the expertise, knowledge and creativity these diverse groups contribute to the shared pursuit of community aspirations.

CONNECT WITH US ONLINE

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3-YEAR and ANNUAL BUSINESS PLAN PROJECT LINKS WITH 10-YEAR STRATEGIC PLAN STRATEGIES
Note: some projects contribute to more than one strategy and theme

THEME	10-YEAR STRATEGIES	PROJECTS
Liveable	**L1-**We will make our services, facilities and open spaces more accessible	Launch a marketing plan for all neighbourhood centres that supports creative use, programming and participation within the centres
		Lease Optimisation
		Undertake an evaluation and review of at least 9 council services to ensure they continue to provide maximum value to our community, now and into the future
		2017-18 Undertake an evaluation and review of at least 12 services
		Open Space Strategy Review
		Public Toilet Renewal
		Housing Zone review (includes Priority precincts)
		Morphettville racecourse
		Review under-utilised council reserves and facilities to ensure community use is optimised
		Land revocation
		Community Gardens Network
		Sporting Hub Rezoning
		Glenthorne Farm
		Better manage traffic in Marion and Oaklands Park
		Marion Cultural Centre external hire enhancement
	L2-We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities	Club capacity Building
		Cove Hub Program
		Mitchell Park
		Edwardstown Complex
		Southern Soccer Facility
		International BMX Complex
		Deliver Capella Reserve redevelopment in partnership with the Cove Football Club to pursue funding opportunities
		Tennis and Netball
		Marion Outdoor Pool Masterplan design and delivery
		Inclusive Playground
		Jervois Street Reserve
		Hallett Cove Foreshore
		Reserve St Reserve Dog Park - Post Construction Phase
		Second Dog Park
		Delivery of playgrounds and playground plans
		Community Gardens Network
		Oaklands Education Centre
		City of Marion Fringe Hub at the Marion Cultural Centre
		Morphettville Park Sports Redevelopment
		Mitchell Park Scoreboard - water and power connection
	L3-We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods	Streetscapes
	L4-We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations	Delivery of RAP
		Kaurna Relationships
		Comprehensive event planning for Concert at the Cove
		Community Events Fund
Valuing Nature	**VN1-** We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater	Glade Crescent wetlands
		Regional Coastal Management Plan
		Resilient South Program
		Design for erosion control at River Parade Hallett Cove
	VN2-We will build community resilience to the impacts of climate change	Valuing Marion's Nature
		Resilient South Program
	VN3-We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible	Deliver a solar panel network at key council sites across the City
		Renewables and Energy Efficiency initiatives
		Expand the solar panel network to maximise the use of renewable energy at council facilities
		Delivers sustainable lighting program priorities
		Oaklands Estate Reserve redevelopment
		Expand Oaklands Water
		Oaklands water supply business, implementation stage
		Stormwater partnerships
		Water Sensitive Urban Design
		Natural Landscapes Design and Maintenance Guideline
	VN4-We will, within budgetary constraints, provide playgrounds (including opportunities for "Nature Play") within a fair distance to every resident	Delivery of playgrounds and playground plans
	VN5-We will encourage more community gardening in public spaces	Community Gardens Network

	VN6-We will encourage our community to be careful" in their energy and water consumption	*Being progressed through services and programs, rather than dedicated projects
	VN7-We will encourage our community to minimise waste going to landfill, and we will adopt best technologies and methods for recycling of green-waste and other waste	*Being progressed through services and programs, rather than dedicated projects
		Toxic Land Management
Engaged	**E1**-We will increasingly use data and community responses to understand what our community values and then we will deliver what they want	Community value research
		Business software enhancements to support use of data
	E2-We will harness the experience, skills and interests of older people	Grow Community Leadership
		Develop and deliver an Age Friendly Strategy in partnership with neighbouring councils
		Adelaide Living Laboratory
	E3-We will foster emerging leaders and actively engaged young people	Innovation Mentorship
		Youth Partnership program
		Grow Community Leadership
		Aboriginal and Disability Traineeships
	E4-We will ensure our community is well informed about the services we provide	Marketing plan
		Customer Relationship Management - single view of the customer
	E5-We will provide ample structured opportunities for volunteering	Volunteer Growth
	E6-We will encourage community led initiatives and community responses to all of our significant proposals	Community Led Initiatives
		Community Grants Program
Innovative	**I1**-We will use the best technology possible to improve efficiency of our operations and delivery of our services	Smart Cities Opportunities
		On-line booking service
		WiFi connectivity to key council sites
	I2-We will use data to provide evidence for resource allocation relating to our services	Lease Optimisation
	I3-We will use technology and social media to improve our sharing of information	Website upgrade
	I4-We will use technology to better engage with our communities, understand their needs and seek their feedback	Community value research
		Develop a business case for an innovative 'Creative Space' that showcases leading edge technologies for the community's creative and learning opportunities
		Deliver Creative Space + programs to harness tech/equipment SEED digital literacy
		Upgrade of Council's website
Prosperous	**P1**-We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere	Business Association Sustainability
		Business Engagement Plan
		Tonsley Redevelopment
		SAEDB Projects
		Edwardstown Planning F-work
		Deliver the Tonsley Small Business Advisory Service, providing free advice to start up and early stage business
		Small Business Advisory
	P2-We will work with universities, business peak groups, Regional, State and Federal Government to facilitate local economic growth	North-South Corridor
		Darlington Tonsley Flinders Rail
		Digital Economy Education
		Deliver Creative Space + programs to harness tech/equipment SEED digital literacy
	P3-We will encourage our residential and business communities to pursue education and training, innovation and local investment	Being progressed through services and programs, rather than dedicated projects
	P4-We will seek to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts	Pilot a place activation project focused on the use of vacant commercial properties in partnership with local community groups
		Urban Activation
		Streetscapes
	P5-We will bring people together through networking opportunities to provide more economic opportunities	Re-invigorate the Southern Adelaide Economic Development Board to establish and industry-led, independent advocacy group for the southern Adelaide region
		SAEDB Projects
Connected	**C1**-We will provide a variety of options for social interaction	Club capacity Building
		Community Gardens Network
		Cove Hub Program
	C2-We will encourage, where economically feasible, the provision of the daily needs of residents within a short walk or bike ride	Expand the walking and Cycling network linking key destinations across the City and beyond
		Walking and Cycling Network
		Glandore Laneway
		Streetscapes
		Oaklands Rail Crossing
		Darlington Tonsley Flinders Rail
	C3-We will provide more opportunities for use of the internet in public spaces	Digital Communications
		Digital Literacy Programs

Issues & Opportunities

Liveable	Valuing Nature
Opportunities • Changing demographics: Growing population, emerging migrants & a higher increase in ageing residents and retirees *Issues* • Rate Capping • NDIS funding & access changes impacting current service delivery model • Concerning public health demographics	*Opportunities* • Responding to impacts of climate change- storm events, heat, rising sea levels • Increased community interest in nature play spaces & greening cities • Alternative energy solutions *Issues* Waste Management hierarchy changes influencing public discussion around sustainable long term solutions A net 5% decrease in green cover, majority related to tree canopy loss in COM
Engaged	**Prosperous**
Opportunities • Zoning improvements promoting housing diversity and integrated land use- Housing DPA and Southern innovation development plan amendment • Upcoming local government election Nov 2018 • Volunteers are increasing in numbers *Issues* • Emergence of episodic volunteering	*Opportunities* • Commercial & residential stimulus at Tonsley • Low interest rates promote construction & development • Solid employment growth • Growth in total output across industries • Commercial interest to enhance tourism *Issues* • Decline in retail jobs available due to overall competitive landscape • Ageing workforce
Innovative	**Connected**
Opportunities • Big data and smart cities • Rapid technological enhancements NBN and introduction of 5G technologies • Smart technologies, LED sensors & communication technology to enable more informed decision making • Autonomous vehicles and alternative fuels *Issues* • Increasing digital divide & demand on services to enhance digital literacy	*Opportunities* • East to west connectivity enhancement opportunities through Sturt road • State government major project activity- Oaklands & Darlington • Integration of walking & cycling networks in major transport infrastructure upgrades *Issues* • Potential risk of isolation to ageing & mobility impaired residents • Poor public transport linkages to public spaces and local business • High dependency on external funding sources with federal funding sources limited

OTHER BUSINESS

MEETING CLOSURE

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