

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 June 2019 at 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 Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

**ELECTED MEMBER'S DECLARATION (if any)****CONFIRMATION OF MINUTES****Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 7 May 2019**

**Originating Officer** Governance Officer - Belinda Murch

**Corporate Manager** Manager Corporate Governance - Kate McKenzie

**Report Reference:** ISC190604R01

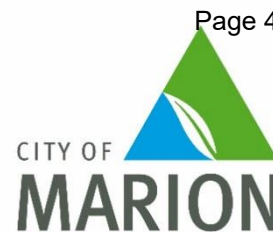
**RECOMMENDATION:**

**That the minutes of the Infrastructure and Strategy Committee Meeting held on 7 May 2019 be taken as read and confirmed.**

**ATTACHMENTS:**

#	Attachment	Type
1	ISC190507-Draft Minutes V2	PDF File

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY  
COMMITTEE MEETING HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 7 MAY 2019**



**PRESENT**

**Elected Members**

Councillor Ian Crossland, Councillor Tim Gard, Councillor Bruce Hull, Councillor Matthew Shilling  
His Worship the Mayor Kris Hanna (from 8:55 pm)

**In Attendance**

Mr Adrian Skull  
Ms Abby Dickson  
Mr Vincent Mifsud  
Ms Fiona Harvey  
Mr Mathew Allen  
Mr Greg Salmon  
Ms Donna Griffiths  
Ms Nikki Govan  
Mr Richard Watson  
Ms Georgie Johnson  
Ms Ann Gibbons  
Ms Louise Herdegen

Chief Executive Officer  
General Manager City Development  
General Manager Corporate Services  
Manager Innovation and Strategy  
Manager Engineering and Field Services  
Manager City Activation  
Unit Manager Economic Development  
SAEDB (Chair)  
Communications Advisor  
Smart Cities Project Officer  
Environmental Sustainability Manager  
Executive Assistant to General Manager  
Corporate Services / Minutes

**1. OPEN MEETING**

In the absence of the Chair, the Chief Executive Officer opened the meeting at 6.43 pm on Tuesday 7 May 2019.

**Nominations for Chair**

In the absence of the Chair the Chief Executive Officer called for nominations for a chair to preside over the meeting. The following nominations were received:

- Councillor Crossland

**Moved Councillor Gard**

**Seconded Councillor Shilling**

That Councillor Crossland be nominated to preside over the meeting.

**Carried**

## 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. ELECTED MEMBER'S DECLARATION (if any)

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

NIL

## 4. CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 2 April 2019 (Report Reference: ISC190507R01)

**Moved Councillor Shilling**

**Seconded Councillor Gard**

That the minutes of the Infrastructure and Strategy Committee Meeting held on 2 April 2019 be taken as read and confirmed.

**Carried**

## 5. BUSINESS ARISING

Review of the Business Arising from previous meetings of the Infrastructure and Strategy Committee Meetings (Report Reference: ISC190507R02)

**Moved Councillor Shilling**

**Seconded Councillor Gard**

That the Infrastructure and Strategy Committee notes the business arising statement.

**Carried**

## 6. WORKSHOP / PRESENTATION ITEMS

**Southern Adelaide Economic Development Board (SAEDB)**

(Report Reference: RSC190507R03)

The Chair of the Southern Adelaide Economic Development Board (SAEDB), Nikki Govan, gave a presentation on the SAEDB including background information, objectives, current and future projects as a focus for the Board. The following discussion points were noted:

- Meetings are held quarterly in addition to Committee meetings for specific projects.
- The Hunter Development Board may be looked at as a guide regarding the Wine Centres project.
- Potential for the SAEDB to take an interest in the generation of gas/electricity at Pedlar Creek.
- Innovation Hub at Noarlunga - suggest look at Hallett Cove Library as that was established as a business centre to hold meetings, presentations, function rooms. Look at challenges and what learnings can be taken from here. Council recognises the

potential to better utilise the space and looking at opportunities to do more. High speed internet should be a draw card for users of the facility.

- The Board remains non partisan to enable work to continue regardless of who is in Government.
- The Board is committed to building good relationships with Government members
- Noarlunga chosen for Innovation Hub to ensure projects funded equitably in each of the Marion & Onkaparinga Council areas.
- The Board are benchmarking with other entities and are striving to create greater unison in the southern region, particularly between the Board and local government, with view to creating greater strategic focus, including grant funding support from State and Federal Governments for major projects.
- Opportunities for SAEDB and SRWRA to connect. May fit with some funding opportunities currently being looked at. Keen to look at potential opportunities to recoup some of the waste levy that SRWRA pay.
- Members would find ongoing communication beneficial with details on which projects are being lobbied and status. This would enable Members to assist where there's an opportunity.
- Members can follow SAEDB on LinkedIn to stay up to date with activities of the Board.

**Moved Councillor Shilling**

**Seconded Councillor Gard**

That the Infrastructure and Strategy Committee notes the update report on the Southern Adelaide Economic Development Board.

**Carried**

### **Regional Collaboration and Working Across Boundaries**

(Report Reference: ISC190507R04)

The Chief Executive Officer gave a presentation on the regional collaboration with Port Adelaide Enfield and Charles Sturt Councils was provided to members. The following is a summary of the discussion points:

- many things we do are business as usual but we need to spend time looking at opportunities and we are already reaping rewards.
- support for resourcing inhouse of core activities where there is cost savings. Ensure internal work practices are always improving to maintain best practice. Risks are key people leaving.
- would be ideal to be doing this with neighbouring councils. Easier to work with like-minded councils and open to exploring collaboration opportunities when they are ready.
- protocols in place where staff working across councils to adhere to practices and procedures of the council.
- the quality of our service reviews are great but capacity to deliver recommendations is stretched.
- Looking at what can realistically be achieved.

**Moved Councillor Gard**

**Seconded Councillor Shilling**

That the Infrastructure and Strategy Committee note the presentation from the Chief Executive Officer on the regional collaboration and working across boundaries presentation.

**Carried**

## **7. REPORTS FOR DISCUSSION - Nil**

## **8. REPORTS FOR NOTING**

### **Grants Attraction Program Update (Report Reference: ISC190507R06)**

The Communications Advisor gave an update on how the City of Marion is identifying and pursuing external funding opportunities for Council project. The key discussion points are listed below:

- 46 staff have been trained to seek for external funding by building relationships, being proactive, developing project briefs.
- the strategy is now leading grant funding rather than being reactive.
- we are building relationships with Council property leasees to ensure they understand their obligations under their lease agreements. Particularly around unauthorised maintenance/construction work on Council property.
- ensure there is a clause in the lease agreement that makes it clear leasees are to obtain approval from Council before doing any work on Council owned property, including applications for funding to develop Council assets.
- commend management on taking this initiative and being on the front foot rather than reactive. Active relationship building of funding entities builds better understanding of strategy and aspirations.
- City of Marion financial position is very strong so be gallant in approach to funding as mostly it can be matched.
- members will be receiving monthly updates on grants applications that have been submitted and outcomes.

**Moved Councillor - Matthew Shilling      Seconded Councillor - Bruce Hull**

That the Infrastructure and Strategy Committee notes the report.

**Carried**

### **City of Casey Electric Vehicle Case Study (Report Reference: ISC190507R05)**

The General Manager Corporate Services gave an update on the City of Casey's electric vehicle (EV) conversion program of heavy fleet vehicles. The following are points of discussion:

- Challenge in getting hydrogen vehicles in Australia – may be easier if Australia allowed left hand drive vehicles on the roads.
- Scope local government to see who is leading the way and use them as a benchmark. Yarra City Council apparently are doing things quite well.
- Whole of life costs missing but believe the focus was predominately environmental. If we are going to continue down this track, recommend we look at whole of life costing.

- Trade-in price for hybrids seems to be quite good.
- Batteries in these vehicles have a limited life span and concern over disposal and becoming landfill.
- City of Marion in partnership with Mitsubishi Solar Power Charging Station.
- There may be a potential opportunity to benefit from charging stations. Kangaroo Island has great infrastructure network (via grant funding).

**Moved Councillor Hull**

**Seconded Councillor Shilling**

That:

1. the Infrastructure and Strategy Committee notes this report.
2. best practice is explored within in local government and present findings to the Elected Member forum in June 2019. Preferable to include whole of life costing. Mr Reynolds to provide comment on the report.

**Carried**

#### **Urban Activation Project Data Analysis (Report Reference: ISC190507R07)**

The Manager City Activation and Unit Manager Economic Development provided an update on the data collected for the Urban Activation Project. The following discussion points were noted:

- trend data over summer period. Will be interesting to see the trend over the winter period.
- promotion and marketing from both City of Marion and business led to two additional jobs being created.
- digital advisory service is a value add to the project participants to help businesses with social media marketing via Instagram and Facebook.
- data collection before intervention, implementation phase 6 months, then review data after implementation.
- any assistance we can provide to allow businesses to be creative will drive an economic boost to the area.
- this project has given us a good understanding of red tape issues that businesses need to navigate.
- Business SA \$99 membership is considered a good investment for businesses to continue to grow.
- some challenges have been from disengaged landlords. Businesses keen but landlords uninterested.
- key learning if we repeat this process is to be strategic in the selection of participants.
- all projects will be completed by end of June 2019. A report will be brought back to the Committee in August.

**Moved Councillor Hull**

**Seconded Councillor Gard**

That the Infrastructure and Strategy Committee note the report.

**Carried**



### **Playground Data Analysis Report (Report Reference: ISC190507R08)**

The Smart Cities Project Officer provided an update on the Innovation trial for playground data collection and analysis. The following points of discussion were noted:

- one of our projects tweeted by SAGE - great achievement to be recognised by other organisations and for them to be promoting our projects and innovations.
- SAGE have been very collaborative with the City of Marion and keen to work with councils.
- looking forward to having complete data sets so we can base decisions on actual data.
- opportunity to move sensors to continue to gather data at other locations.

#### **Moved Councillor Shilling**

#### **Seconded Councillor Hull**

That the Infrastructure and Strategy Committee:

1. Notes this progress report on the use of data collection technologies within Council playgrounds.
2. Notes a future report will be presented at the completion of the 12 month trial for the three data collection technologies and future data collection opportunities.

**Carried**

### **Capital Works Progress Update (Report Reference: ISC190507R09)**

The Manager Engineering and Field Services gave an overview of the City of Marion's quarterly capital construction progress. Key points to note from the discussion are listed below:

- bridges identified for upgrade - completion of works expected by end of June.
- transport - a lot of works being undertaken at present - Grand Central Shamrock Hallett Cove is likely to be carried over due to additional consultation requirements.
- drainage on track to be completed

8.55 pm Mayor Hanna joined the meeting.

- Marion Swim Centre - changing over pumps
- Bore water used for street trees.
- Renewal footpath construction - resources used to service reactive works in other areas.
- Linear Path - will be complete by end of June.
- Small number of projects may not be completed but overall a reasonable result.
- LED street lights - no further update as yet. Waiting on response to request.
- Railway Terrace - footpath just been replaced but for the most part considered to be in good condition. The footpath replacement was part of the streetscape upgrade plan and was required to get the best results.

**Moved Councillor Shilling**

**Seconded Mayor Hanna**

That the Infrastructure and Strategy Committee notes the report.

**Carried**

**Oaklands Smart Precinct Update (Report Reference: ISC190507R10)**

The Manager Innovation and Strategy provided an update on the Oaklands Smart Precinct project. The following points were noted from the discussion:

- Elected Members struggled to discern the intent of the report and how the community would ultimately benefit.
- Working through the project and a number of data sources being collated and dashboards being created.
- Suggest we share some of the dashboards with members to provide a visualisation and to get a better understanding of the project. Provide an explanation of what the project is in plain English to enable the members to explain it to residents.
- Smart technology - will it enable traffic management to be optimised? DPTI manage traffic lights but can source a response from DPTI.
- Engaging with SAGE to understand transport, walking connectivity etc and bring data through
- Flinders University- NVI students looking at eco-system mapping of smart cities initiatives in metro Adelaide - a lot of information being gathered on initiatives at other councils, as well as data governance. Present findings in July to ISC
- Concerns around ethics of using data but hopefully the data governance research will address this.
- Consider the requirements of using of technology/apps in carpark before construction. Confirmed this was included in the bid and discussed with DPTI. Technology can be installed in various ways such as CCTV or sensors on top of asphalt and believe we haven't missed any opportunities.

**Moved Councillor Hull**

**Seconded Councillor Shilling**

That the Infrastructure and Strategy Committee:

1. Notes the progress report on the Oaklands Smart Precinct Project.

**Carried**

**9. OTHER BUSINESS / LATE ITEMS**

**Seaview High School Sports Facilities Partnership (Report Reference: ISC190507R11)**

Councillor Hull declared a conflict of interest, citing his child is a student at the school and left the meeting.

9:18 pm Councillor Hull left the meeting.

The General Manager City Development provided an update of the redevelopment of the courts at Seaview High and to build a multipurpose facility to support community use of the courts and playing fields in partnership with the Department of Education. The following points of discussion were noted:

- in principle support given by Council on 26 March 2019.
- potential sale/partial sale of land to fund any shortfall in funding.
- application has been lodged with the Office Recreation, Sport & Racing for grant funding.
- Seaview High School and Department of Education have been advised of Council's in principle support.
- challenge with school requirements to maximise flexibility of space to cater for all users.
- more detailed report to come back to the Committee in July.

**Moved Councillor Gard**

**Seconded Mayor Hanna**

That the Infrastructure and Strategy Committee:

1. Notes the report.
2. A detailed report be provided to the Committee in July 2019.

**Carried**

9:22 pm Councillor Hull re-entered the meeting.

### **Skate Facility Feasibility Study**

Councillor Prior joined the meeting.

Councillor Prior asked the Committee to support a request for a feasibility study for a skating facility in the City of Marion. The key points from the discussion are outlined below:

- Skating options the facility would support include, but not limited to skateboarding, roller skating, roller derby.
- Preferably looking at an indoor facility to support year round use.
- Skateboarding has been included in the Olympics in 2020 and no facilities available.
- Possibly a major project – how does it fit in with priorities?
- What is the cost/availability for staff to do feasibility study or need to outsource?
- Location is unknown, resourcing unknown.
- A report could be considered based on a high level overview with any information that may be readily available.
- Important to note this is not a decision making committee. Prudent and right to potentially build into long term planning with considerations to community needs around age, gender, indoor/outdoor, disability.

### **Procedural Motion**

**Moved Councillor Shilling**

**Seconded Councillor Gard**

That the meeting be extended to the end of the discussion on this item

**Carried Unanimously**

9:29 pm Meeting extended.

- Pro youth opportunity
- Next Elected Member forum will receive a presentation on the City Property plan that will include a detailed analysis and will identify gaps.
- Maybe we could include a question in the next community survey about community facilities – if we were to expand what would you like to see?
- concern about the number of major projects already in the pipeline.
- considered a core function to look at opportunities in the City of Marion.
- discretion of the chair to admit new business following consultation prior to the meeting.

**Moved Councillor Gard**

**Seconded Councillor Shilling**

That the Infrastructure and Strategy Committee:

1. seek management cooperation in providing an assessment of potential community need for skating facility and;
2. provide a high level report to the Infrastructure & Strategy Committee meeting in July 2019.

**Carried**

## **10. CONFIDENTIAL ITEMS - Nil**

## **11. MEETING CLOSURE**

The meeting was declared closed at 9.41 pm.

## BUSINESS ARISING

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

### Business Arising Statement - Action Items

<b>Originating Officer</b>	Executive Assistant to General Manager City Development - Pauline Corcoran
<b>Corporate Manager</b>	Manager Innovation and Strategy - Fiona Harvey
<b>General Manager</b>	General Manager City Development - Abby Dickson
<b>Report Reference</b>	ISC190604R02

## 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	ISC190604 - Business arising statement - action items	PDF File
2	ISC forward agenda June 2019	PDF File

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
			<ul style="list-style-type: none"> <li>Update report in 12 months' time on how the 'Economic Statement' has been used</li> </ul>	Donna Griffiths	Sept 2019	
1.	5 March 2019	ISC190305R04	<b>Marino Hall – Update on Development Options</b> <ul style="list-style-type: none"> <li>Redevelopment opportunity comes into the City Property Strategic Asset Management Plan.</li> </ul>	Megan Hayward	30 June 2019	<p>MH is working up an EOI document that can go out to the developer market to see what is possible on the site to deliver a mixed use land development.</p> <p>Once a concept is achieved and costed, we will be able to go out to community consultation on that design.</p>
2.	5 March 2019	ISC190305F01	<b>Marion Golf Club</b> <ul style="list-style-type: none"> <li>Profiling of sports use report to be provided to members.</li> </ul>	James O'Hanlon	2 April 2019	<p>Report due back to council on the 25th June.</p> <p>Report is in final draft stage</p>
5.	2 April 2019	ISC190402R02	<b>Business Arising Statement</b>  <b>Electric Vehicles</b> <ul style="list-style-type: none"> <li>A report on hydrogen vs electric vehicles to be shared with the members.</li> </ul> <p>EV National Panel - forward details to the members</p> <b>Waste Management</b> <ul style="list-style-type: none"> <li>Data from SRWRA's methane gas production to be shared with members</li> </ul> <ul style="list-style-type: none"> <li>Seeks a report on:</li> <li>a) the City of Casey's electric</li> </ul>	<p>C Reynolds</p> <p>C Reynolds</p> <p>Vincent Mifsud</p> <p>Colin Heath/Ann Gibbons</p>		<p>Email sent to Members 22/4/19</p> <p>7 May 2019</p>

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
			<ul style="list-style-type: none"> <li>vehicle conversion program of heavy fleet vehicles; particularly the economic benefits.</li> <li>b) the current &amp; future opportunities of EV via the National EV panel.</li> </ul>			
6.	2 April 2019	ISC190402R05	<b>Future of Lighting</b> <ul style="list-style-type: none"> <li>seek a report on data capture in City of Marion to date for the Urban Activation Project and playground utilisation</li> </ul>	Fiona Harvey/Georgie Johnson	Completed	7 May 2019
7.	5 May 2019	ISC190507R05	<b>City of Casey Electric Vehicle Case Study (Report Reference: ISC190507R05)</b> <ul style="list-style-type: none"> <li>best practice is explored within in local government and present findings to the Elected Member forum in June 2019. Preferable to include whole of life costing.</li> <li>Mr Reynolds to provide comment on the report.</li> </ul>	Ann Gibbons  C Reynolds	18 June 2019	Research being undertaken to be presented as part of the EM Forum discussion on Energy Efficiency and Renewables Plan review
8.	5 May 2019	ISC190507R05	<b>Playground Data Analysis Report (Report Reference: ISC190507R08)</b> <ul style="list-style-type: none"> <li>Notes a future report will be presented at the completion of the 12 month trial for the three data collection technologies and future data collection opportunities.</li> </ul>	Victoria Masterman		Data monitoring equipment was installed across 7 sites within the City of Marion.  A report will be presented to ISC in February 2020, once 12 months of monitoring is complete.  Playground Technology Trials.

	Date of Meeting	Item		Responsible	Due Date	Status	Completed / Revised Due Date
						<p>Three techniques are being trialled:</p> <ul style="list-style-type: none"> <li>- Biba games installed at Appleby Road Reserve, Roy Lander Reserve and Barton Drive Reserve</li> <li>- SAGE Sensors installed at Jervois Street Reserve, tracking equipment usage</li> <li>- Connected Parks Sensors and gate counters installed at Cowra Crescent Reserve, Hendrie Street Reserve and Oakvale Way reserve. Tracking patronage levels and equipment usage</li> <li>-Smart BBQ to be installed at Shamrock Reserve in July 2019. Tracking usage and maintenance issues</li> </ul>	
9.	5 May 2019	ISC190507R11	<b>Seaview High School Sports Facilities Partnership (Report Reference: ISC190507R11)</b> <ul style="list-style-type: none"> <li>• A detailed report be provided to the Committee in July 2019.</li> </ul>	Megan Hayward/Sean O'Brien	2 July 2019		
10.	5 May 2019	ISC190507R11	<b>Skate Facility Feasibility Study</b> <ul style="list-style-type: none"> <li>• seek management cooperation in providing an assessment of</li> </ul>	Megan Hayward/James	2 July 2019		



	Date of Meeting	Item		Responsible	Due Date	Status	Completed / Revised Due Date
			potential community need for skating facility and; <ul style="list-style-type: none"><li>• provide a high level report to the Infrastructure &amp; Strategy Committee meeting in July 2019.</li></ul>	O'Hanlon			

\* Completed items to be removed are shaded

## Infrastructure and Strategy Committee 2019

### Meeting schedule

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

### Committee Membership

- Membership – 5 Elected Members + 1 Expert Member
- Quorum - 4 Committee Members

**Presiding Member** – Luke Hutchinson

**Expert Member** – Christian Reynolds

### Members

- Ian Crossland
- Tim Gard
- Bruce Hull
- Matthew Shilling

Infrastructure & Strategy Committee		Date: Tuesday, 2 July   Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Update of Recycled Materials in Road Construction					Tony Lines	

Infrastructure & Strategy Committee		Date: Tuesday, 6 August    Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Strategic Priority – City Property Strategic Asset Management Plan	Progress update on development of Plan				Megan Hayward	
Strategic Discussion – Innovation and Entrepreneurship	CoM’s focus on Innovation Smart South Consortium (SAEDB) Energy Project (SAEDB) Export Marketing and economic development Workforce of the Future Opportunities through Lot 14 and Tonsley in relation to business attraction and innovation Federal Election commitments, policy change and funding opportunities				Abby Dickson/ Fiona Harvey	
Guest Speaker (Options- TBC)	Jim Whalley – Chief Entrepreneur John Spoeher - Factory of the Future Mark Fusco -Advanced Manufacturing Robert Dew – Innovation Management					

Infrastructure & Strategy Committee      Date: Tuesday, 3 September    Time: 6.30pm – 9.30pm      Venue: Chamber					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
ICT Digital Plan + Transformation project					TBC
Edwardstown/Melrose Park Employment Precinct					Greg Salmon/Donna Griffiths
Updates: <ul style="list-style-type: none"> <li>- Oaklands Smart Precinct Project</li> <li>- Capital Construction Program</li> </ul>					Various

Infrastructure & Strategy Committee      Date: Tuesday, 1 October    Time: 6.30pm – 9.30pm      Venue: Chamber					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible
Strategic Discussion/Innovation Opportunities-Future City Transport/Mobility Planning	Hydrogen and Electric vehicles Autonomous vehicles <b>First mile/last mile opportunities</b>				Mathew Allen / Fiona Harvey
Guest Speaker -TBC	Christian Reynolds Renmark Paringa Council – Autonomous vehicle trial experience				

Infrastructure & Strategy Committee      Date: Tuesday, 5 November    Time: 6.30pm – 9.30pm      Venue: Chamber					
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible

Strategic Priority – City Property Strategic Asset Management Plan	Progress update on development of Plan				Megan Hayward
Strategic Discussion –Strategic Review of the Customer Experience Plan	Committee’s input into the strategic review of City of Marion’s Customer Experience Plan				Karen Cocks
Updates:					Various

Infrastructure & Strategy Committee		Date: Tuesday, 3 December Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Strategic Discussion – The value of Data					Fiona Harvey	
Guest Speaker (Options- TBC)	Peter Worthington Eyre – Chief Data Officer SA Government Aron Hausler /Matt Salier – NVI Nick Faulkner – Adelaide University					

## CONFIDENTIAL ITEMS - Nil

## REPORTS FOR DISCUSSION

### Living Kurna Cultural Centre Management Models

<b>Originating Officer</b>	Unit Manager Community Cultural Development - Marg Edgecombe
<b>Corporate Manager</b>	Manager City Activation - Greg Salmon
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>General Manager</b>	General Manager City Development - Abby Dickson
<b>Report Reference</b>	ISC190604R03

### REPORT OBJECTIVE

This report is to seek Elected Member's views on the future management arrangements for Warriparinga. Three models have been presented for consideration. Each potential model considers the scope of the project, the proposed outcomes and the timeframe in which each model could come to fruition.

### EXECUTIVE SUMMARY

At the General Council Meeting on 14 May 2019, a motion was put to commence an open tender process for the management of the Warriparinga site. The matter was deferred by Council for further discussion at the Infrastructure and Strategy Committee (ISC).

Council has been working with the Kurna Yerta Aboriginal Corporation (KYAC) to develop a co-management agreement for Warriparinga. This process has taken longer than expected due to developments arising from the Kurna Native Title Consent Determination process. In October 2018 KYAC proposed an alternate management of the Warriparinga site. These two models, along with a third of continued Council management, are outlined for consideration by the ISC. Three models will be explored in detail below including:

- Model 1: Open tender to attract an external organisation to deliver services and manage the Warriparinga site.
- Model 2: Continue to work with KYAC to provide Kurna management of the site through proposed 51%/ 49% co-management model.
- Model 3: Continue management of the site by Council with increased visitation, economic development and cultural tourism targets.

### RECOMMENDATION

**That the Infrastructure and Strategy Committee:**

- 1. Considers three potential models for the future management of Warriparinga and recommends Model xxxx for Council's consideration.**

### GENERAL ANALYSIS

Council passed the following motion in June 2016 (GC140616R16):

- 1. Considers the Living Kurna Cultural Centre Service Review Report 2016 (Appendix 1) and recommends Option 2B (Transition to a Kurna Community Governance Model) as a preferred*

*model of Governance.*

2. *Notes that consultation requirements arising under applicable enterprise agreements will need to be undertaken prior to an endorsement of the preferred model.*
3. *Following the consultation, receives a report on 28 June 2016 seeking endorsement of the preferred model.*

The City of Marion and the Kaurna Nation Cultural Heritage Association (KNCHA) established a Warriparinga Development Group (WDG) to oversee and assist Council to manage the development of the Warriparinga site over the five year period 2018/19 to 2022/23.

The WDG met monthly and comprised Tony Lines, David Harman and independent Lew Owen representing Council, and Uncle Jeffrey Newchurch, Auntie Lynette Crocker, Uncle Cecil Graham, and later Jess Davies and Auntie Suzanne Russell, representing Kaurna (initially KNCHA, and later KYAC).

The shared vision was that Warriparinga would become the predominant centre for Kaurna people in the southern area of Adelaide, a place where Kaurna could practice culture, develop businesses, and share their culture and history with the wider community.

A draft Agreement was developed based on the following objectives, to:

- develop a sustainable governance and business model for the joint operation of Warriparinga for approximately 5 years
- assist Kaurna people to develop a sustainable future and to conserve and develop their culture and heritage through the activities at Warriparinga, including the upskilling and development of Kaurna Elders and youth to take active roles in the governance and running of the site
- measure the delivery of the Agreement objectives through agreed Key Performance Indicators (KPIs)
- anticipate transferring the Warriparinga operations to full Kaurna governance and management, following achievement of 5 years of KPI compliance.

The model proposed 50/50 joint management and funding (to be implemented gradually over the five years) by the City of Marion and KYAC.

In addition to agreeing an initial Memorandum of Understanding and preparing the draft Agreement, the WDG also developed Terms of Reference for the WDG to operate under during the term of the Agreement, considered potential businesses for the site, and met with Conservation Volunteers Australia (CVA) about site opportunities.

Councillors Crossland and Hull and ex-Councillor Byram were regular participants in the Agreement formation process.

The 2016 LKCC Service Review Report, endorsed by Council in June 2016, outlined the implementation plan for Option 2B and included the timing for the implementation of this model to be 18 months, or after any reasonable extension period. If this timing was not met, then management of the centre should be openly tendered to third parties. Given the revenues from the sale of Lot 707 had not been realised (critical for funding contributions under the Agreement) and that Kaurna had been busy with the Native Title consent determination and essentially restructuring their community, the December 2017 time frame was extended. In June 2018 a final draft Agreement was submitted to KYAC for final review, before going to Council for endorsement. However on 2 July 2018 KYAC's Legal Advisor emailed Council to advise that "KYAC directors do not believe that current contractual proposals are possible at this stage but wish to discuss other arrangements".

Elected Members were advised of this at an Elected Member Forum and through regular monthly WAP updates.

Staff sought to understand what the nature of these "other arrangements" was, and KYAC's Legal Advisor

attended a meeting of the WDG in October 2018 to explain that KYAC was now interested in a lease of the Warriparinga site rather than a co-management model. Staff requested a 'one pager' summarising the intended terms of a lease, to be provided by January/February 2019. To date this information has not been supplied.

Staff advised KYAC that the future of the site would be considered at the 23 April 2019 General Council Meeting. KYAC representatives then asked to meet (held Monday 15 April 2019) to discuss Kurna involvement at Warriparinga. While no 'one pager' was received, a long-term lease model was again raised as the preferred arrangement, and KYAC has since written to Council (refer Appendix 1) requesting that Council not consider definitive action regarding LKCC until KYAC has had further consultation with possible funders ILSC (Indigenous Land and Sea Corporation) and IBA (Indigenous Business Australia). KYAC's Legal Advisor stated that the Agreement as drafted is now "off the table". KYAC advised that they were unable to fund the original co-management model, but that funding available from ILSC or IBA for a majority stake-holding in a lease (51/49% or greater) should be available. KYAC's Legal Advisor also advised that ILSC and IBA do not fund loss-making exercises, and believe that KYAC could make this a profitable business.

Further correspondence from KYAC's legal representatives, dated 30 May 2019, indicate that KYAC are working with ILSC and IBA towards preparing a business and financial plan for LKCC (refer Appendix 3).

The current net cost to Council is approximately \$275,000 per annum.

This report seeks the Committee's feedback on:

- Future models and partners to operate the site.
- Opportunities for growing tourism revenues through the site.
- Future use of the Coach-house, including costs of restoration.
- Collaboration with other Councils on matters like the Tjilbruke Track, and other educational facilities like Tauondi College.

Correspondence has been received from the Friends of Warriparinga and is attached as Appendix 2.

## **DISCUSSION**

Following the change in approach from the Kurna people on the proposed management of the Warriparinga site three models for the management of the site are outlined for consideration by the ISC. Three models will be explored in detail below including:

- Model 1: Open tender to attract an external organisation to deliver services and manage the Warriparinga site.
- Model 2: Continue to work with KYAC to provide Kurna management of the site through proposed 51%/ 49% co-management model.
- Model 3: Continue management of the site by Council with increased visitation, economic development and cultural tourism targets.

## **Project Scope**

It is envisaged that the scope of each model would be very similar whether outsourced, under Kurna management or managed by Council. This would include the:

- delivery of services from the Living Kurna Cultural Centre and Fairford House
- on-going restoration of the Coach House as a State Heritage listed site and as a building from which to provide additional service
- maintenance of the Warriparinga grounds, including working with the long standing Friends of Warriparinga,
- maximising on the cultural, social and economic return of the site
- respecting the cultural significance of the site to Kurna.



## Project Outcomes

Outcomes for all potential models should consider the aspirations of Banbabanbalya Agreement, that has been developed through the process of consulting with the Kurna community and working with KNCHA (later KYAC), and which reflect the original Deed of Grant issued by the Commonwealth Government in 2000. As articulated in the original LKCC Service Review report (GC140616R16) there are opportunities to expand the economic return from services delivered from the site, specifically through the development of other services including increased tourism opportunities, linking other Aboriginal services to the site and balancing the increase in activity with the cultural and spiritual significance of the site. The three proposed outcomes of the Banbabanbalya Agreement articulates this balance as follows:

**Kurna practice culture:** The Centre is a learning place for Kurna meyunna (Kurna people) and future generations, a place for Kurna to remember and renew Kurna cultural and spiritual practices, care for country, revive language, link to dreaming stories, perform ongoing ceremony and heal through cultural practices.

**Kurna practice business:** The LKCC is a place where employment, training and business enterprise opportunities are developed for the empowerment and economic stability of the Kurna meyunna and other Aboriginal people. It is a place to develop business opportunities and skills (for both commercial and social/cultural outcomes) for Kurna meyunna and other Aboriginal people living on Kurna Yerta (Kurna Land), through cultural tours, workshops, gallery and retail shop sales, venue hire bookings, heritage monitoring, tourism, education and other initiatives.

**Everyone comes to share with Kurna:** The centre is a place where respect and recognition of Kurna culture is developed, the wider community come to learn about Kurna and other Aboriginal cultures, the history of the site (both Kurna and early European) is celebrated and community ties between Aboriginal and non-Aboriginal people are strengthened through sharing our cultural differences and similarities.

## Three Potential Models for Discussion

Model 1	Open Tender to attract an external organisation to deliver services and manage the Warriparinga site
Description	<ul style="list-style-type: none"> <li>A tender document would be developed to test the market for a third party to tender to lease the facility and grounds and run the business.</li> <li>Management agreement to specify the outcomes as described above including maintain cultural programming, respect of the Kurna and European settlement heritage of the site (including undertaking or assisting Council in restoring the Coach House), on-going engagement with the Kurna community and Friends of Warriparinga, and targets for Aboriginal employment and increased tourism income.</li> </ul>
Cost	<ul style="list-style-type: none"> <li>Income for Council will be derived from the commercial (or negotiated) lease arrangements, which could lead to savings of operational costs to Council.</li> <li>There could be costs associated with redeployment of existing LKCC staff.</li> <li>Costs associated in legal fees in drafting the agreement.</li> </ul>

<b>Resourcing</b>	<ul style="list-style-type: none"> <li>Staff resources from Land and Property, Contracts team and City Activation in drafting the tender documents and lease agreement and by Land and Property in on-going management of the lease.</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>Potential tenderer will have track record and business focused systems in place.</li> <li>Potential to attract experienced cultural tourism operator.</li> <li>Potential to attract Aboriginal service provider experienced in educational, tourism or cultural facility operator. This may or may not be a Kurna based operator.</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>Model not preferred by Kurna Community.</li> <li>Loss of opportunity for building capacity in Kurna Community in business and governance.</li> <li>Tender organisation will need wide variety of skills including cultural, education, tourism operations as well as management of a sensitive site.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>Successful tenderer does not reach full potential of site in agreed time frame.</li> <li>Projected growth in cultural tourism is not achieved.</li> <li>Damage to relationship between Kurna and Council and potential reputational risk to Council.</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>Report to General Council Meeting 23 July 2019.</li> <li>Projected time line to develop tender documents - 6 weeks.</li> <li>Tender process - 6 weeks.</li> <li>Development of lease agreement - 4 weeks.</li> <li>Projected handover of site to successful tenderer by December 2019.</li> </ul>
<b>Considerations</b>	<ul style="list-style-type: none"> <li>The market is yet untested.</li> <li>Potential for this model to be put in place until such time as KYAC are positioned to manage the site.</li> </ul>

<b>Model 2</b>	<b>Continue to work with KYAC to provide Kurna management of the site through proposed 51%/49% co-management model</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>KYAC lease the facility and run it as a business with majority 'ownership' of the site.</li> <li>Council as co-manager of the site with minority shareholding in the business.</li> <li>Minority shareholding could include other partners with City of Marion such as neighbouring Councils (yet to be explored).</li> </ul>

<b>Cost</b>	<ul style="list-style-type: none"> <li>• Saving to Council in operational costs per annum.</li> <li>• Costs associated with possible redeployment of existing LKCC staff.</li> <li>• Legal cost of advice and drafting Agreement.</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>• Staff resources from Land and Property, Contracts and City Activation in drafting the lease agreement and by Land and Property in on-going management of the lease.</li> <li>• Staff resources in on-going maintenance of buildings and reserve (depending on conditions of lease to be determined).</li> <li>• Staff resources in maintaining relationship with Kurna community.</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Meets aspirations of Kurna Community – preferred Kurna model.</li> <li>• Increased capacity building for Kurna community.</li> <li>• Increased opportunity for the Centre to attract Aboriginal Grant Funding not available to local government or potentially private or other not for profit organisations.</li> <li>• ILSC and IBA will provide business development support to KYAC.</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• Potential further time delays in commencement of this model (yet to be determined).</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• KYAC do not reach full potential of site in agreed time frame.</li> <li>• KYAC do not have financial means to manage the site.</li> <li>• KYAC do not have the capacity to manage the site.</li> <li>• Projected growth in cultural tourism is not achieved.</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>• Report to General Council Meeting 23 July 2019.</li> <li>• Projected timeline to develop lease agreement with KYAC – yet to be determined.</li> </ul>
<b>Considerations</b>	<ul style="list-style-type: none"> <li>• KYAC are still developing their overall community governance models following the Native Title Consent Determination. While this is taking longer than expected due to negotiations with the State Government, this proposed management model of Warriparinga will form a part of a larger portfolio of cultural and business operations for the Kurna community.</li> </ul>

<b>Model 3</b>	<b>Continue management of the site by Council with increased visitation, economic development and cultural tourism targets</b>
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<b>Description</b>	<ul style="list-style-type: none"> <li>• Service continues in its current form and format with programming and staffing improvement introduced to increase income, social, cultural and economic impacts and site activation.</li> <li>• This could include the development of a business case to shift the operations from a community development model to a commercial model to include tourism operation to the program, the development of a café and development of the Coach House to become an art development centre or workshop space (in consultation with Kaurna).</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>• Cost towards engagement of an external consultant to work with staff to develop a business case exploring staffing levels and the reduction in cost to Council based on increased tourism potential.</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>• Existing staffing with additional costs as per program needs.</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• No disruption to community expectations or current service users.</li> <li>• Stable systems in place such as Finance, Payroll, Contracts, Maintenance, data collection, management of sensitive site such as wetlands etc.</li> <li>• Ensure on-going maintenance and responsibility of heritage assets.</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• Limited 'ownership' from Kaurna Community in terms of service delivery, future direction, business development opportunity.</li> <li>• On-going full cost of service to Council, but with increased income potential to improve cost recovery .</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• Not meeting Kaurna community expectations.</li> <li>• Potential damage to relationship between Kaurna and Council and reputational risk to Council.</li> <li>• Projected growth in cultural tourism is not achieved.</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>• Report to General Council Meeting 23 July 2019.</li> <li>• Engage external business analyst to develop business case - 6 weeks.</li> <li>• Projected timeline to develop tourism business case - 6 weeks.</li> <li>• Commence implementation of additional services and initiatives, November 2019.</li> </ul>

<b>Considerations</b>	<ul style="list-style-type: none"> <li>• Delivery of this model could be undertaken utilising the range of specialist services provided by Council (including Economic Development, Community Cultural Development, Land and Property, Open Space Management, Water Management) and working with external commercial operators for elements such as café until such time as KYAC are positioned with funding and business case development through support of ILSC and IBA.</li> </ul>
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### **Opportunities for growing cultural tourism revenues through the site.**

There are opportunities to grow the cultural tourism revenues through the site. These include:

- creating packages for the tour bus and cruise ship industry,
- development of an on-site café,
- expanding operating hours for the Gallery/Gift Shop to include weekends,
- events such as bush food tours and dinners, cultural music and dancing events,
- development of a bush food and medicine garden.

The current model of service at the LKCC is based on community development principles with some cost recovery for tours, art and weaving workshops and venue hire. Depending on the preferred model, a business case would need to be developed to determine the potential cultural tourism market, the staffing levels required to resource the additional activities and the additional infrastructure costs associated with development of a café and bush food and medicine gardens.

### **Future use of the Coach-house, including costs of restoration.**

The State Heritage listed Fairford House Coach House was originally built in the 1860's as a wine making storage facility. Later it was used as a fruit packing shed with the large timber packing benches still in place. During WWII Italian prisoners of war worked as grape pickers and slept in the loft. The stone stable is a later addition on the southern end of the former wine store.

Land & Property are currently undertaking structural repairs (assisted by a \$10,000 grant from State Heritage). While the Coach House is still largely intact, with much of the early fittings and building fabric still remaining, to conserve the fabric of this significant historic site more extensive restoration work is planned to be undertaken. Depending on the extent of the restoration, this would provide the opportunity to utilise the building for such things as:

- a cultural arts workshop space and artist-in-resident studio
- an event space for such things as long table lunches, small music events etc.
- an additional space for education programs.

Further scoping will need to occur to determine the extent of the full restoration and fit out internally.

### **Collaboration with other Councils on matters like the Tjilbruke Dreaming Trail, and other educational facilities like Tauondi College.**

Staff have continued to have informal conversations with the other Councils working with Kaurna on the further development of the Tjilbruke Dreaming Trail. As a significant Kaurna dreaming, there is opportunity to further develop a coordinated approach to highlight the dreaming story and develop key educational and tourism sites along the coastal trail. This would be in partnership with KYAC and potentially the State Government.

LKCC staff have developed strong partnership with Tauondi Aboriginal College and are currently working with them to deliver career and employment advice to Aboriginal people, delivery of Kaurna Language classes and short courses such as hospitality. There is opportunity to further develop this partnership and provide

further educational opportunities to Aboriginal people living in the southern suburbs.

### Attachment

#	Attachment	Type
1	Appendix 1_Correspondence from Tim Campbell re LKCC 160419	PDF File
2	Appendix 2_Correspondence from Friends of Warriparinga	PDF File
3	Appendix 3_Correspondence from Tim Campbell re LKCC 300519	PDF File



16 April 2019

Chief Executive Officer  
City of Marion  
PO Box 21  
Oaklands Park SA 5046

**By mail & email**

**Attention: Tony Lines**

Dear Sir

**Living Kurna Cultural Centre (LKCC) Warriparinga**

We act for Kurna Yerta Aboriginal Corporation RNTBC (KYAC).

The Chair of KYAC, Jeffrey Newchurch, a Director, Suzanne Russell and myself met with some of your staff at Warriparinga yesterday.

The recent hectic history of KYAC was discussed, due to the legitimate query as to why KYAC had not continued discussion with the City of Marion. The last meeting was in October 2018.

KYAC has been planning its new corporate/trust structure and governance as a result of the State Government ILUA arising out of the Native Title Claim. Proposed plans for Lot 707 (Indigenous Land and Sea Corporation) have also taken up a significant part of the planning of the new corporate/trust structure.

Once these structures are carefully and properly established, Kurna through KYAC will be in a position to take advantage of the many opportunities which are arising for Kurna including Warriparinga.

KYAC has also been involved in the repatriation of Old People at Tennyson Dunes. It has been consulted regarding a proposed Aboriginal Gallery at Lot 14 (the old RAH site), and the sale of buildings owned by the Aboriginal Lands Trust at North Adelaide.

KYAC has limited resources yet constant demands on the time of the KYAC Directors and Kurna Elders.

The KYAC Directors have considered proposals for the operation of the LKCC and surrounding areas.

In-principle discussions have been held with ILSC and IBA regarding funding for a Kaurua controlled entity to lease LKCC and operate it as a business.

We ask the Council not to consider any definitive action regarding LKCC until KYAC has further consulted ILSC and IBA.

We thank the Council for their support for LKCC and the opportunity to discuss and plan the future of LKCC.

Yours faithfully  
**CAMPBELL LAW**



**Tim Campbell**  
Principal

*Liability limited by a scheme approved under Professional Standards Legislation.*





4 May 2019

Adrian Skull  
CEO, City of Marion

Dear Mr Skull,

**Re: Future of the Living Kaurna Cultural Centre (LKCC)**

The Friends of Warriparinga understand that the future management of the Living Kaurna Cultural Centre is to be reconsidered by Council. We further understand that the Kaurna people have requested a short extension to enable them to finalise their funding arrangements to enable the planned handover of management to the Kaurna in association with the CoM.

By way of historical context for our interest in this matter, our association developed from community action to save the River Sturt at Warriparinga from being put into a concrete drain. It was thus preserved as the only natural stretch of river remaining on the Adelaide Plains, at a place that is of particular Kaurna cultural significance. Our work there extends back 27 years, and the conservation and revegetation work we then began provided an ideal environment for the establishment of the LKCC as a Federal Reconciliation Project at the turn of the Millenium.

Since then, we have worked in close collaboration with the LKCC. We have worked to ensure the presence of suitable indigenous plants (food, fibre and medicine) to support Kaurna cultural tours, which have educated and entertained many thousands of schoolchildren. The LKCC and its unique natural setting also provide a haven in suburbia for the local community, hosting many and varied community groups and activities, both indigenous and non-indigenous.

The LKCC and Warriparinga therefore provide an invaluable community resource, for very little financial investment. It needs to be borne in mind that the financing of the site includes not just the LKCC, but the essential maintenance of the state-listed European heritage assets, and that much of the onsite work is done freely by us as volunteers. We believe it is therefore great value for money for the CoM.

We wish to offer our strong support for the proposal to grant the Kaurna extra time to finalise their arrangements, so that the joint management plan can be implemented. We are impressed that, although the Kaurna community is small, their long-running native title claim was recently successful. We therefore believe that it would be highly appropriate to allow them some leeway to complete their preparations for this other project of taking on the management of the LKCC, rather than the CoM moving down a different path. The current plan would enable the centre to continue its excellent community work in the spirit of reconciliation that inspired its establishment.

Yours sincerely,

Bruce Wilson  
Chair, Friends of Warriparinga

[bwjb90@bigpond.com](mailto:bwjb90@bigpond.com)



30 May 2019

Marg Edgecombe  
Unit Manager Community Cultural Development  
City of Marion  
PO Box 21  
Oaklands Park SA 5046

**By mail & email**

Dear Marg

**Living Kurna Cultural Centre (LKCC) Warriparinga**

We write in response to your email dated 28 May 2019.

We can inform you that Kurna, with Jeffrey Newchurch as Chair of KYAC are working with ILSC and IBA towards preparing a business and finance plan for LKCC and will get back to you as soon as they can.

We thank the Council for their support for LKCC and appreciate that the matter has been deferred.

Yours faithfully

**CAMPBELL LAW**

A handwritten signature in blue ink, appearing to read "Tim Campbell".

**Tim Campbell**  
Principal

*Liability limited by a scheme approved under Professional Standards Legislation.*

**REPORTS FOR NOTING - Nil****WORKSHOP / PRESENTATION ITEMS****SRWRA Representative**

<b>Originating Officer</b>	Executive Assistant to General Manager Corporate Services - Louise Herdegen
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	Acting General Manager Corporate Services - Ray Barnwell
<b>Report Reference</b>	ISC190604R04

**REPORT OBJECTIVE**

To understand the current challenges ie China Sword and other policy/market challenges, as well as future opportunities for waste and recycling in SA.

**RECOMMENDATION**

**That the Infrastructure and Strategy Committee:**

- 1. Note the presentation by the Southern Region Waste Authority.**

**DISCUSSION**

Presenters: Mark Booth, SRWRA Board Chair and Chris Adams, SRWRA Chief Executive Officer.

Mark has an extensive background in senior management in the public and private sectors and holds positions on a number of public and private sector boards and committees. As a consultant Mark has advised public and private sector organisations on projects in Australia and overseas. He has particular expertise in working with local government, the legal industry and in waste management.

Mark also has a significant track record in advising local government in South Australia across the spectrum of issues a council must deal with and in working with professional service firms to meet the financial, human and technological challenges they face.

Chris Adams joined SRWRA as Chief Executive Officer on 8 April 2019. He has worked in the private and public sectors and has over 20 years local government experience working in Victoria.

## Flinders University Representative

<b>Originating Officer</b>	Elected Member Support Officer - Tom Matthews
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	Acting General Manager City Development - Fiona Harvey
<b>Report Reference</b>	ISC190604R05

### REPORT OBJECTIVE

To stay abreast of new solar developments in the local area

### RECOMMENDATION

**That the Infrastructure and Strategy Committee:**

- 1. Note the presentation by Mark Gregory on the Flinders University solar project.**

### GENERAL ANALYSIS

Follow up from an earlier request from the Mayor to have representatives from Flinders Uni to present on their solar project at an upcoming Infrastructure and Strategy Committee meeting. Mark Gregory, Vice-President Corporate Services will present. David Banks, Director of Property, Facilities and Development would likely also be in attendance.

## Current challenges and future opportunities for management of waste and recycling at the City of Marion

<b>Originating Officer</b>	Education Officer Waste & Recycling - Allison Byrne
<b>Corporate Manager</b>	Manager Innovation and Strategy - Fiona Harvey
<b>General Manager</b>	General Manager City Development - Abby Dickson
<b>Report Reference</b>	ISC190604R06

### REPORT OBJECTIVE

The purpose of this report and presentation is to provide the Infrastructure and Strategy Committee with information on:

- The performance of the City of Marion's three-bin kerbside collection service;
- Current issues affecting waste and recycling management;
- Relevant State and Federal Government policy and legislation; and
- Emerging innovation and opportunities for collection and processing of waste and recyclables.

Input is also sought from the Committee on what future waste and recycling services delivered by Council might look like.

### EXECUTIVE SUMMARY

The City of Marion provides a three-bin kerbside waste and recycling collection service to residents. A community education service delivers a range of targeted initiatives to encourage and support good waste and recycling behaviours in the Marion community.

Improving diversion of waste from landfill continues to be a key strategic goal of Council. The waste and recycling sector has been facing increasing changes in the last 18 months, which presents both challenges and opportunities regarding the China Sword policy and subsequent impacts on recycling markets, the need to reduce food waste, and how we deliver effective services to changing housing density and household compositions.

Adapting to changing conditions and investing in smart and flexible services can improve value, and better meet community expectations and environmental outcomes.

### RECOMMENDATION

**That the Infrastructure and Strategy Committee:**

- 1. Notes the report and presentation;**
- 2. Provides input in the meeting to waste and recycling opportunities and trends that may shape future service delivery.**

### GENERAL ANALYSIS

<b>Valuing Nature:</b>	VN7 We will encourage our community to minimise waste going to landfill, and we will adopt best practice technologies and methods for recycling of green waste and other waste.
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### DISCUSSION

The City of Marion's existing kerbside collection system consists of three bins:

- Yellow Bin - Recycling - 240 litre - collected fortnightly

- Green Bin - Organics - 240 litre - collected fortnightly on alternate weeks to Recycling
- Red Bin - Garbage - 140 litre - collected weekly

A tender process is currently under way to continue provision of this service for the next ten years.

A waste education service delivers a range of initiatives to encourage and support good use of the three-bin kerbside waste and recycling system. Initiatives include:

- online and print promotional materials about correctly using the three-bin system;
- presentations and advice to community groups, businesses, schools and pre-schools to support and encourage waste avoidance;
- bin inspection and tagging program to increase recycling and address contamination of recycling bins;
- provision of kitchen caddies to households for recycling of food scraps in the Green Organics bin.

Key partners in the delivery of Council's waste and recycling collection service and community education programs include SOLO Resource Recovery, VISY Recycling, Peats Soils, Green Industries SA (GISA), EPA SA, KESAB Environmental Solutions, LGA (SA) and other SA metropolitan councils.

From the three-bin system, the City of Marion ratepayers are currently sending 54% of all materials collected to the yellow and green bins, which leaves 46% going in the red lid bin to landfill. Of this 46% going to landfill, over half is recyclable or compostable (56%). Food is a big proportion (27%), followed by mixed recyclables (13%). This is below the *South Australia's Waste Strategy* target of 60% waste diversion to recycling and organics by 2020 (GISA 2015), indicating room for improvement.

Emerging trends and innovations in the waste and recycling sector may lead to new service delivery models for resource recovery. Considerations may include:

- Potential influence of changing household composition and housing density on future service needs;
- Emerging technologies and market sectors;
- Innovative approaches to smart and flexible waste and recycling services;
- Adoption of circular economy principles providing opportunities to support and strengthen local recycling businesses.

A short presentation expanding on these items will be provided in the meeting followed by a discussion to explore Committee thinking regarding:

- The future of kerbside waste and recycling management;
- Council's role in advocacy for flexibility of service provision.

## Attachment

#	Attachment	Type
1	challenges and opportunities for recycling and waste management	PDF File



# CITY OF MARION

## Current challenges & future opportunities for waste & recycling

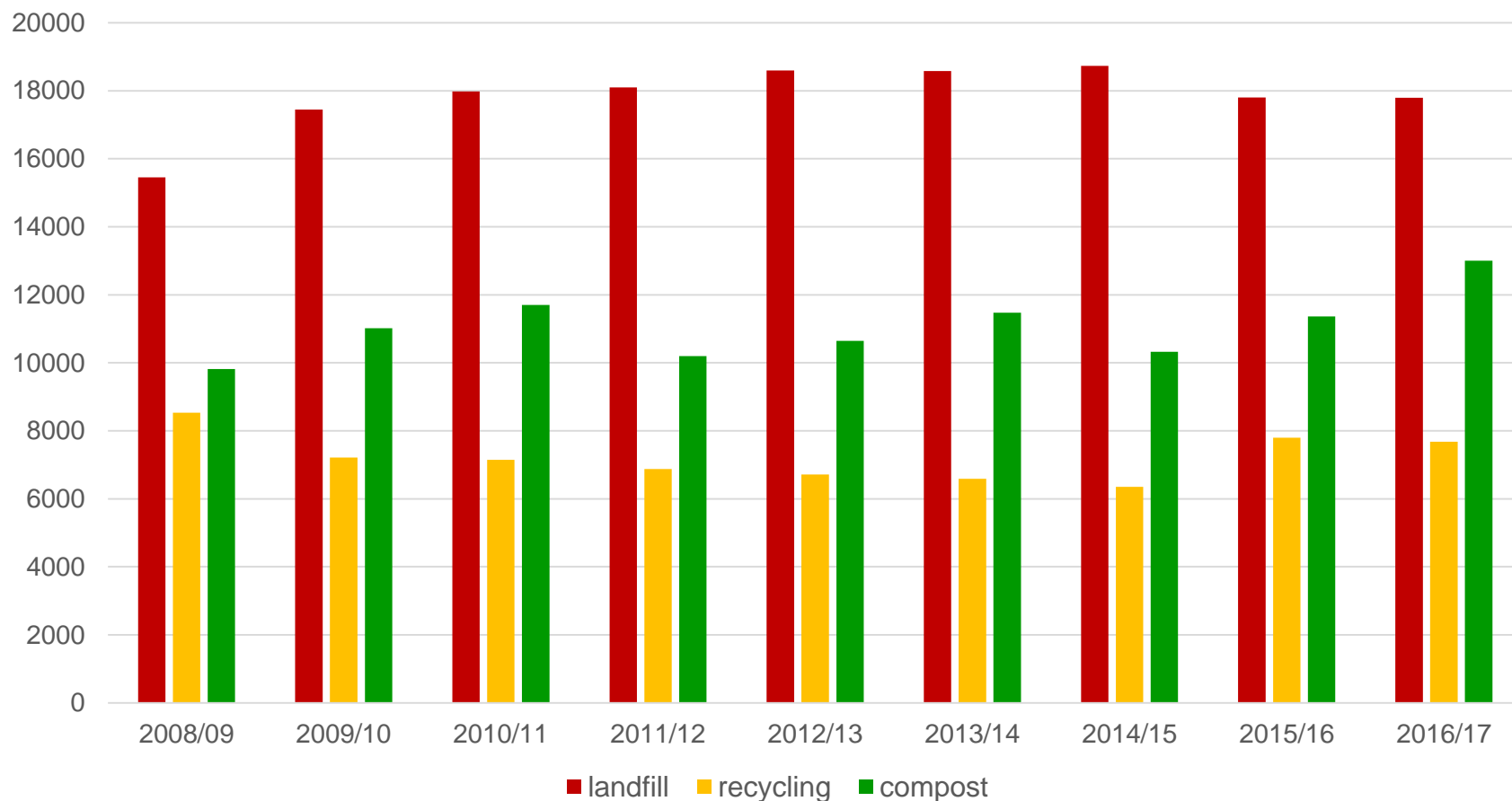
Infrastructure and Strategy Committee

4 June 2019

# Tonnes to landfill, recycling & compost



From CoM household bins since 2008/09

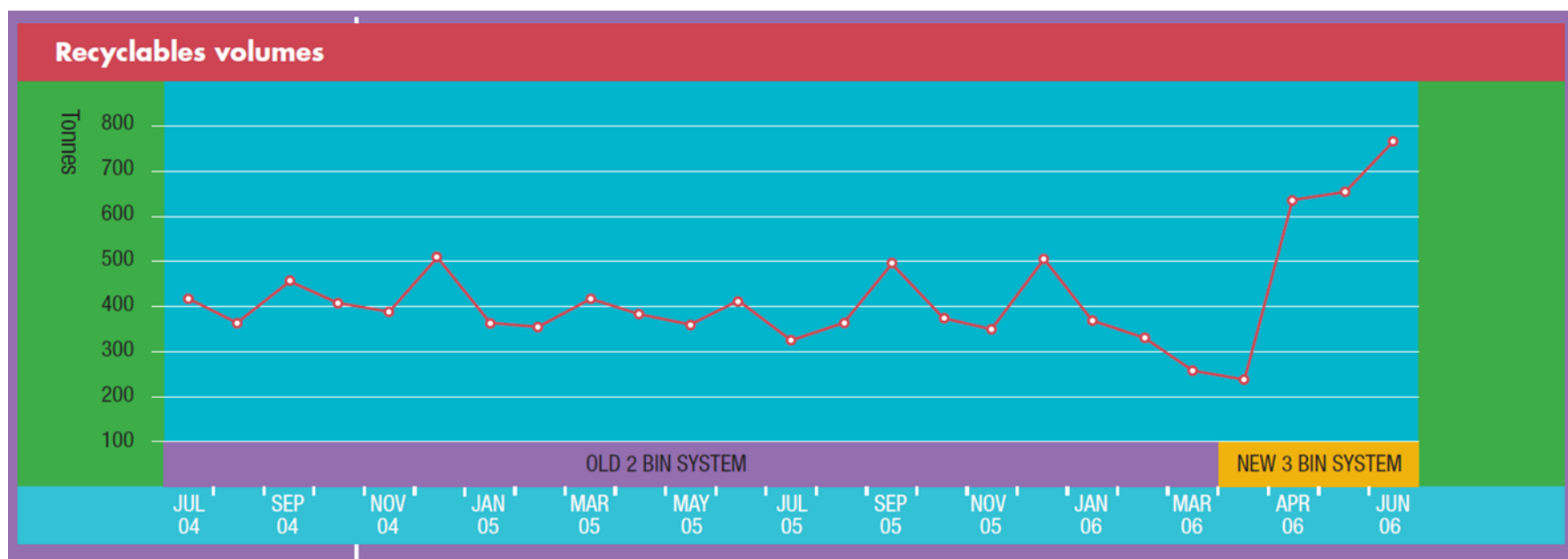




# Effect of the 3-bin system



Recycling tonnages collected between July 2004 & June 2006



# The three bin system



## The waste bin ...

- Still contains food (26% of this bin)
- Increasingly expensive to empty

**Aim:** get the food out of household waste bins



## The recycling bin ...

- Is clean-ish (but could be cleaner)
- Feeds an unstable market

**Aim:** establish stable, on-shore recycling markets

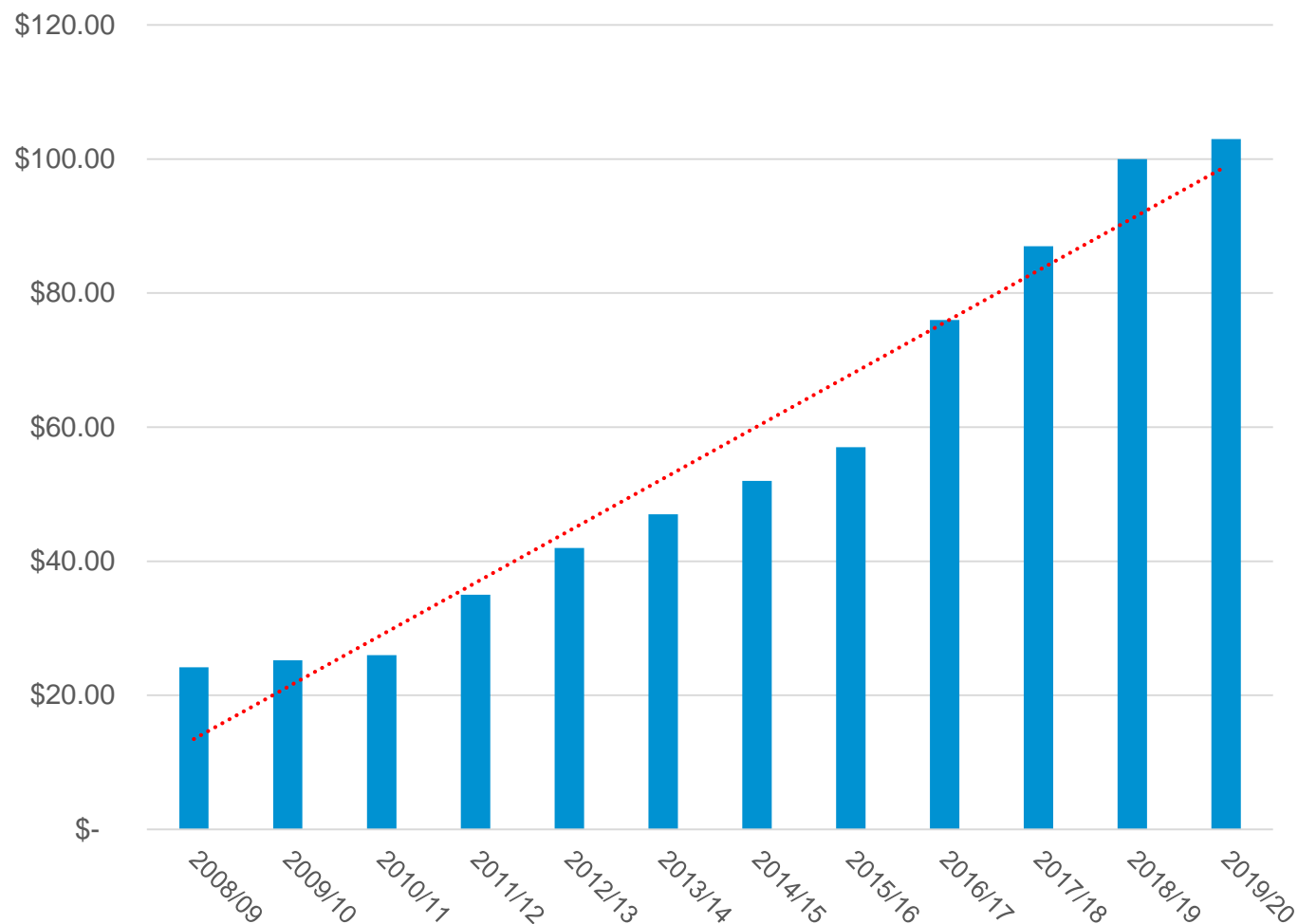


## The FOGO bin ...

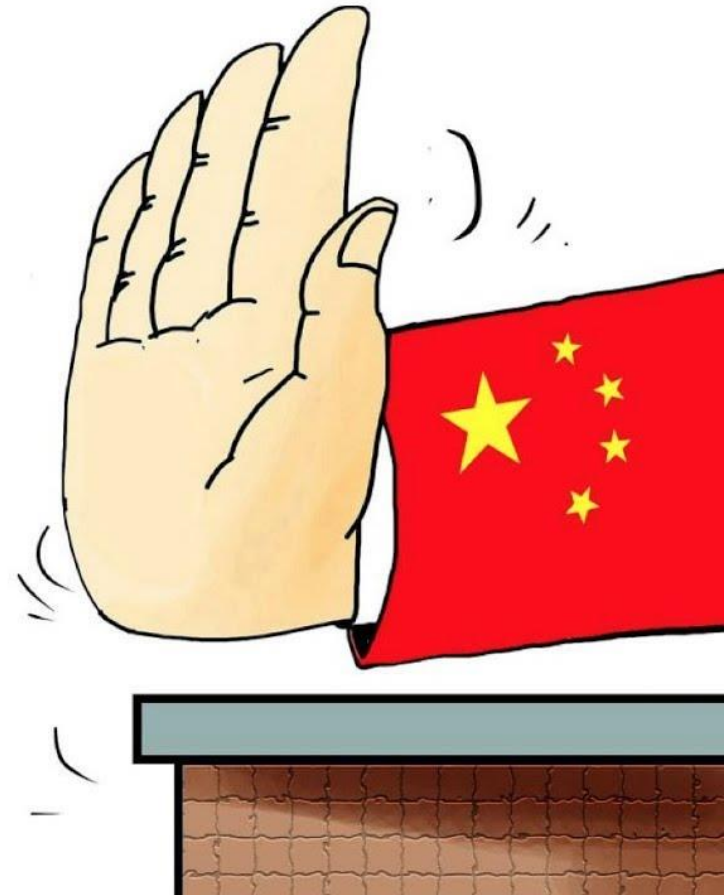
- Feeds a strong, stable & hungry industry
- Is clean, but sometimes overfull

**Aim:** get more 'Food' into our FOGO bins

## SA Waste Levy - \$ per tonne since 2008/09



# Constraints on recycling markets



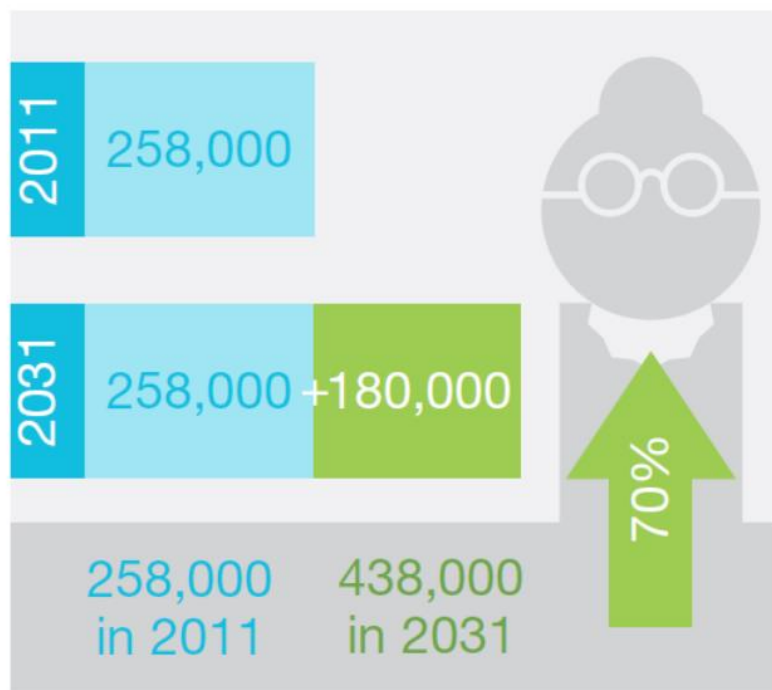
## Predominant household size in 2005



# Changing household composition

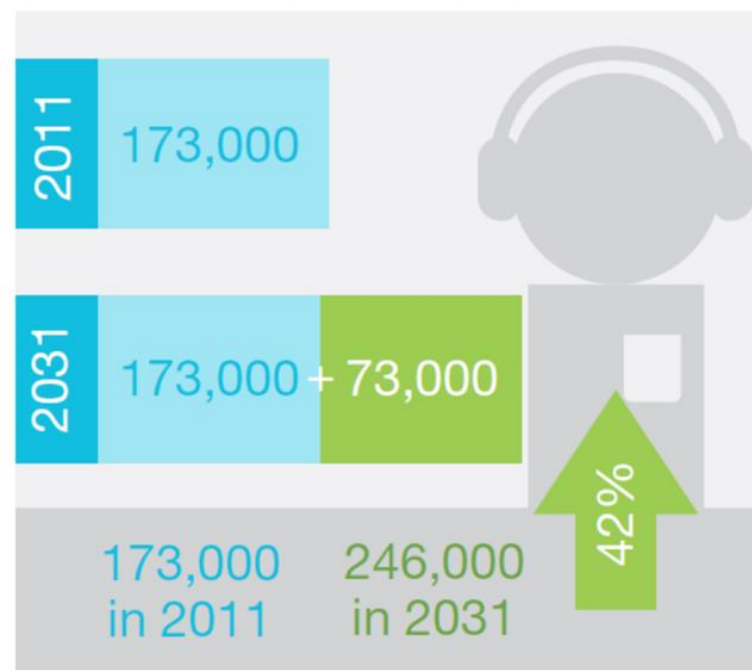


## THE NUMBER OF PEOPLE OVER 65+ IS GROWING



Source: ABS 2011.

## THE NUMBER OF SINGLE PERSON HOUSEHOLDS IS GROWING



Source: ABS 2011.

## Predominant household size beyond 2030





# Housing density changes



VIEW 3

## FLOOR PLANS EXAMPLE



LOT 382 LOT 381 LOT 380

## LOT 381



GROUND FLOOR PLAN



FIRST FLOOR PLAN



SECOND FLOOR PLAN



# Challenges & Opportunities



## Myth-busting

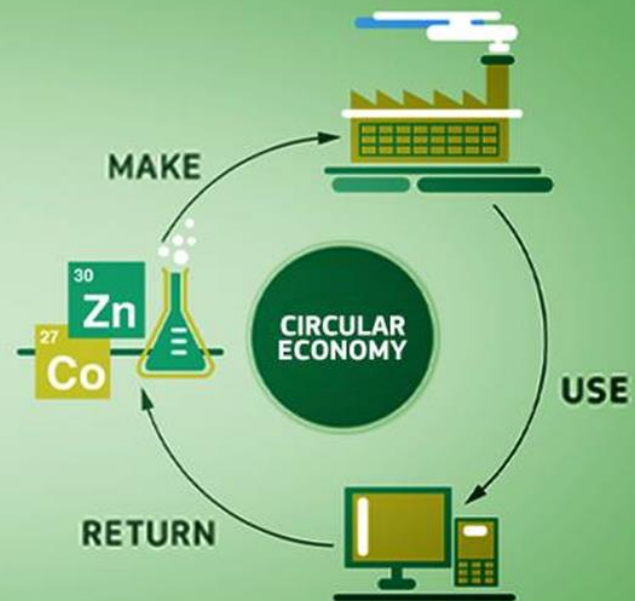
- That one size fits all
- That waste/recycling is free
- That education alone will change behaviour
- That bin sizes can't change
- That bin pick-up frequency can't change

# Towards a Circular Economy

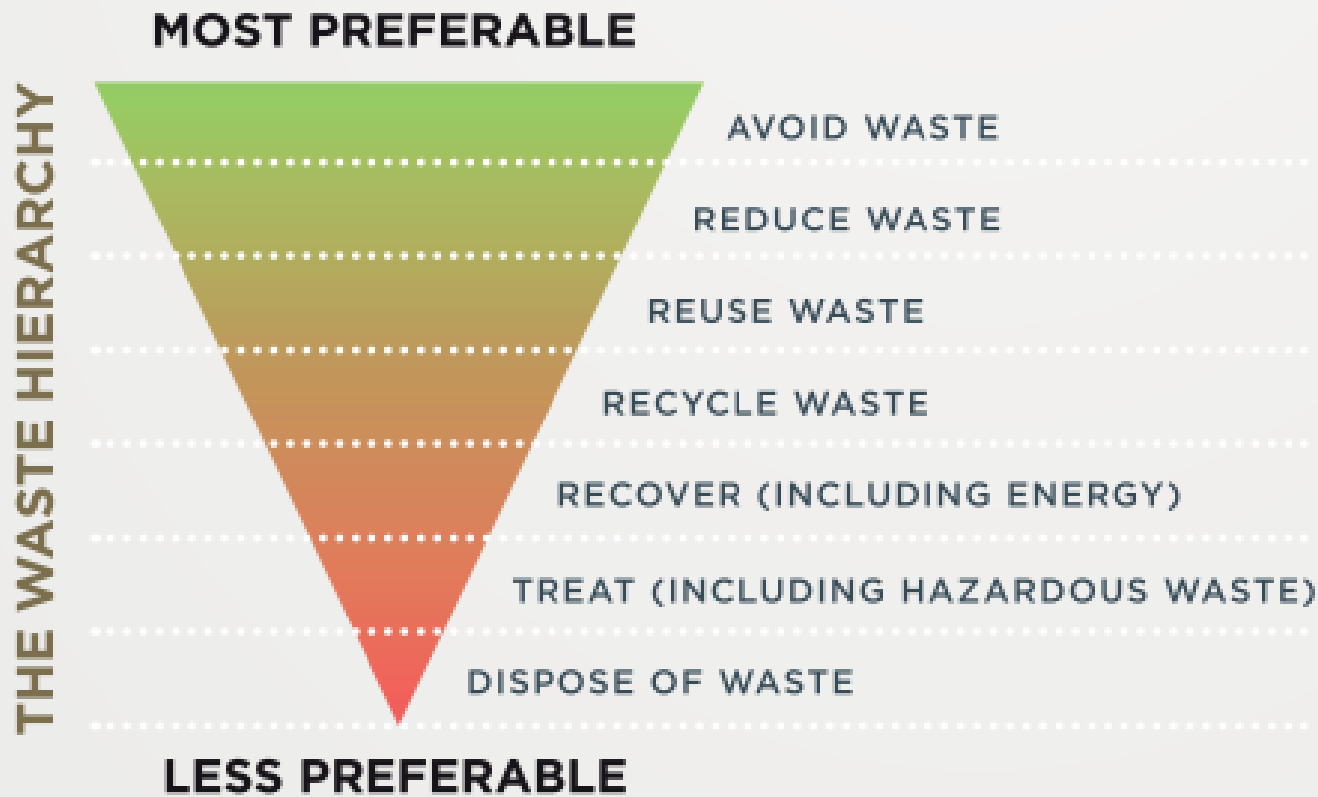
Are we today throwing away  
the resources of tomorrow?



**VS**



# Policy & legislation



## What if ...



- FOGO bins were collected weekly?
- Weekly waste collection used a smaller bin?
- Fortnightly waste collection allowed upgrade to a 240L bin?
- We all had choices – and only paid for what we need?

# Bin collection frequencies



**Fogo** **Is HERE**

Put your **GREEN BIN** out **every week**

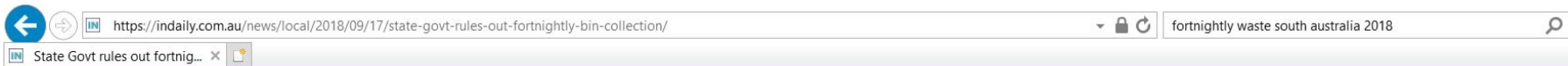
And your **RED** and **YELLOW BINS** on **alternate fortnights**

bega valley shire council

NSW GOVERNMENT

The advertisement features a dark green background with a top border of autumn leaves. It shows three stylized bins: a green one on the left, and red and yellow ones on the right. The text is in white and various colors to match the bins. Logos for Bega Valley Shire Council and the NSW Government are at the bottom.

# Policy & legislation



Adelaide's independent news



Now reading: State Govt rules out fortnightly bin collection



Jump to comments

ADELAIDE

Monday

September 17, 2018

## State Govt rules out fortnightly bin collection

LOCAL

The State Government has ruled out relaxing regulations to allow councils to collect rubbish bins fortnightly instead of weekly.



<http://indai.ly/274718>

Comments

Print article



Advertisement



**JOHN  
MAWURNDJUL**  
I AM THE OLD  
AND THE NEW

26 Oct 2018 – 28 Jan 2019  
Art Gallery of South Australia

# Choose your own 'right size'



## RIGHT SIZE YOUR GARBAGE CONTAINER

### CHOOSE THE GARBAGE CONTAINER THAT FITS YOUR HOUSEHOLD'S NEEDS



**20\*** GALLON  
Roll Cart

**60** POUNDS  
Weight Limit

APPROXIMATELY  
**2** TALL  
Kitchen Bags



**35** GALLON  
Roll Cart

**85** POUNDS  
Weight Limit

APPROXIMATELY  
**3** TALL  
Kitchen Bags



**60** GALLON  
Roll Cart

**135** POUNDS  
Weight Limit

APPROXIMATELY  
**4** TALL  
Kitchen Bags



**90** GALLON  
Roll Cart

**175** POUNDS  
Weight Limit

APPROXIMATELY  
**5** TALL  
Kitchen Bags

\*20-gallon roll carts are not available to every-four-week customers. Some 20-gallon service customers will receive a modified 35-gallon roll cart.

## Challenges & Opportunities



### **Question**

What should our kerbside waste and recycling service look like in 2030?

### **Answer**

Smarter, more flexible and cheaper service with better outcomes for environment and economy



**OTHER BUSINESS - Nil****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.