

His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

No Location - Meeting to be held electronically
Tuesday, 07 April 2020 at 06:30 PM

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the Local Government Act 1999 that an 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. Due to COVID-19 interested members of this community are welcome to attend by electronic means. Access to the meeting is via the link published on the City of Marion website (www.marion.sa.gov.au/about-council/council-meetings/infrastructure-strategy-committee) on the day of the meeting.



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 the minutes for the Infrastructure and Strategy Committee Meeting held on 4 February 2020

Originating Officer Executive Assistant to General Manager Corporate Services - Louise Herdegen

Corporate Manager Manager Corporate Governance - Kate McKenzie

Report Reference: ISC200407R01

RECOMMENDATION:

That the minutes of the Infrastructure and Strategy Committee Meeting held on 4 February 2020 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	ISC200204 Final Minutes	PDF File

**MINUTES OF THE INFRASTRUCTURE AND STRATEGY
COMMITTEE MEETING - 4 February 2020**

Tuesday, 04 February 2020 at 06:30 PM

Council Administration Centre, 245 Sturt Road, Sturt



PRESENT:

Councillor Jason Veliskou, Councillor Tim Gard, Councillor Sasha Mason, Mr Russell Colbourne, Councillor Bruce Hull (from 6:54 pm) Mayor Kris Hanna (from 7:36 pm), Councillor Raelene Telfer (from 8:26 pm)

DATE:

Tuesday, 04 February, 2020 | Time 6:30 PM

VENUE:

Council Chamber

IN ATTENDANCE:

Maggie Duncan	Councillor
Adrian Skull	Chief Executive Officer
Sorana Dinmore	General Manager Corporate Services
Ilia Houridis	General Manager City Development
Tony Lines	General Manager City Services
Brett Grimm	City Activation Senior Advisor
Georgie Johnson	Smart Cities Project Officer
Ashby Martin	Senior Systems Engineer, Smart Cities, SAGE
Cass Gannon	Performance & Innovation Leader / Strategy Leader
Louise Herdegen	Executive Assistant to the General Manager (Minute Taker)

OPEN MEETING

Councillor Veliskou opened the meeting at 06:32 PM

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 - Nil

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 3 December 2019 (Report Reference: ISC200204R01)

Moved Councillor - Tim Gard Seconded Councillor - Sasha Mason

That the minutes of the Infrastructure and Strategy Committee Meeting held on 3 December 2019 be taken as read and confirmed.

Carried Unanimously

BUSINESS ARISING

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

Business Arising Statement - Action Items (Report Reference: ISC200204R02)

Action: Add item description under item number in the Business Arising Statement table.

CONFIDENTIAL ITEMS - Nil

REPORTS FOR DISCUSSION

Infrastructure & Strategy Committee - 2019 review and considerations for 2020 (Report Reference: ISC200204R03)

The General Manager City Development explained the intention of the report was to summarise what the previous committee discussed.

The following discussion points were noted:

- Ensure we align with the future direction as outlined in the Strategic Plan.
- Invite specialists to address the committee.
- More emphasis on partnerships and explore the collaboration with private entities/companies with entrepreneurial qualities.
- Are we going to be fast followers, innovators or leaders? Choosing when we are the leaders/followers is key.
- Find examples of excellence around Australia and overseas and learn from them - information is publicly available.
- In our strategic planning methodology, we need to have particular regard for planning at the LGA level in relation to local government function, including such items as en masse council collaboration in respect to transport/connectivity, ie council boundaries should not limit the effects of general strategic processes and solutions.

Note: Further discussion regarding considerations/suggestions for 2020 continued under the Shaping our City item.

- Terms of Reference amendments:
 - remove items 5.1.2, 5, 7, 8 & 9 subject to no issues from statutory requirements
 - Keep 5.1.1, 3, 4 & 6 (only monitoring of, not development) and 10.
 - Objectives - remove 3rd last dot point. By removing 5.1.8 it makes this objective redundant - check with Governance regarding statutory requirements

Action: Follow up with Governance to ensure all statutory requirements are addressed within the amended Terms of Reference

- Major projects to be discussed at an Elected Member Forum to have input from the whole of Council
- Terms of reference are due for formal review in November 2020

7:55 pm Mayor Hanna left the meeting

7:59 pm Mayor Hanna returned to the meeting

Moved Mayor - Kris Hanna Seconded Councillor - Sasha Mason

That the Infrastructure and Strategy Committee:

1. Recommends to Council that this report and any directions minuted are provided to the 2020 Infrastructure and Strategy Committee to inform its considerations of a work program for 2020.
2. Notes the activity of the 2019 Infrastructure and Strategy Committee members and acknowledges the contributions of members:
 - 2.1. Presiding Member, Councillor Luke Hutchinson (concluding term)
 - 2.2. Councillor Ian Crossland (concluding term)
 - 2.3. Councillor Matthew Shilling (concluding term)
 - 2.4. Expert Member, Mr Christian Reynolds
 - 2.5. Councillor Tim Gard (continuing)
 - 2.6. Councillor Bruce Hull (continuing)
 - 2.7. Mayor Kris Hanna (continuing)

Carried Unanimously

Oaklands Precinct Pedestrian Movements (Report Reference: ISC200204R04)

The City Activation Senior Advisor presented the results of the pedestrian monitoring as outlined in Attachment 1 of the report. The following discussion was noted:

- Objectives of project “to gain insight into how the pedestrians move through the precinct between the new Oaklands Station and Marion Cultural Centre”
- SAGE automation were engaged by City of Marion to deploy sensor technology and capture data on pedestrian movement patterns
- Data capture:
 - SAGE data set is based on pedestrian trend analysis and not on total number accuracy. SAGE data sensors provide reference to trend patterns of movement across the intersection
 - data capture over a two week period December and January 2020. One week during Christmas period and one week post for normalisation of commuter/ pedestrians back to work.
 - data and assessment is provided as trend analysis and is not absolute numbers which would be much higher.
 - collected via WIFI detection of smart devices from 4 sensors located (Oaklands Station, intersection
 - Diagonal Rd and Morphett Rd, Diagonal Way and Crew Street and Marion Cultural Centre). The sensor detects pedestrian wifi and bluetooth signals and sends a signal to capture the movement at that point. Data is filters via time of 1 min 30 to simulate walking time frames between points thus removing motorist detections in the locality. Data is completely encrypted and anonymous. This method relies on the smart devices being detected and shows the number of times a smart device was detected between the sensors devices rather than head count.
 - ongoing data monitoring may help predict long term trends.
 - sensors will remain in place to collect data during the construction works to the precinct. Pedestrian monitoring will be a part of the “Smart Precinct” post construction.
 - Data results indicated fairly even distribution of pedestrian moving through both paths (Station – Morphett Road as compared to Station- Diagonal Way), slightly more currently utilise Morphett Road. Further analysis provides reference to a greater percentage of movement towards Trott Grove and Warracowie Way as compared to crossing the intersection on Morphett Rd heading to or from the south or south west
- Data indicates pedestrians have a slightly different preference when heading south than north. This could be due to a number of factors such as:
 - the area having the appearance of a construction site and therefore locals familiar with the area may choose a more direct route (Diagonal Way) whereas visitors may use the more defined

- path (Diagonal Road) and potentially use the aquatic centre as a way finding element
 - time of day and personal safety with passive surveillance a key consideration
- Public Safety - Concerns about people safely crossing at the traffic lights at Morphett Road. An option may be to have a crossing further south east along Diagonal Road closer to the entrance to the Marion Shopping Centre. Entering the shopping precinct from Warracowie Way raises safety concerns particularly for the elderly and people with prams/young children as there is currently no defined walkway.
- Community safety and asset protection is paramount in design and monitoring:
 - Community have raised concerns around foot traffic passing residential property all hours of the night given that anti-social behaviour is not uncommon in the area.
 - Pathway lighting will include sensors to detect movement to automatically adjust lighting levels increasing visibility when people are in the precinct and reducing energy when there are no pedestrians
 - Shelter will be light and central area lighting will be located to maximise the reach.
 - Site planning has considered CPTED principles with main focus of facilities centrally located with good passive surveillance and well lit along the central walkway. Landscape treatments proposed will maintain clear sight lines.
 - Administration commented that the proposed pathway connection to Diagonal Road considers CPTED principles with consideration of high volumes of motorists (approx. 24,000 average per day) and is well lit which provides good passive surveillance. Additional wayfinding and clear sight lines will enhance this movement corridor.
- One member expressed concerns of predetermined outcomes indicated by the devices being located on the opposite side of the road than where it needed to be and therefore no data has been collected for where it should have been. Due to the expediency of getting devices setup ASAP, the device #2 located within infrastructure that was already in place. There were only two sensors available without lead time to be deployed on poles.
- DPTI data on push button (green man activation) for Diagonal Road and Morphett Road intersection has been provided within the report. It indicates the average number of actions per day. This data has limitations as it does not express the number of people crossing the intersection only the green man activations. The data can't be correlated with SAGE pedestrian sensor data due to the relativity and variance in capture methodologies.
- Design:
 - Funding for pedestrian crossing - DPTI have provided in principle support and administration is working further with them for the opportunity for funding to be available. A report will be presented to Council in February.
 - There is a need for the City of Marion to promote the eventual route that is proposed as one that's designed to keep foot traffic away from local residences as much as possible.
 - Discussion on the detail design plans which respond to the movement patterns identified in the SAGE data. Both movement corridors illustrate improved amenity with tree planting, lighting, footpaths and wayfinding.
 - Designs illustrate new playground that responds to the community feedback including some smart play items, 3 on 3 basketball and netball court, nature play elements, shelters with solar panels and phone charging docks, smart lighting, irrigated turf and landscaping
 - Additional car parking provision on Diagonal Way and indented parks on Dwyer Rd. Total additional parks of 22.
 - Environmental impact statement considerations- it would be beneficial for projects of this size to assess watering, carbon footprints, refuse from people encouraging to use the area for periods of time such as the proposed BBQ's & playgrounds are addressed.
 - Project discussions should include estimates of whole of life costing to be assessed including maintenance and operational expenses.
- Protecting assets:
 - digital elements in the Smart Precinct will have GPS tracking in them.
 - While not currently in the design, it was discussed at the December meeting about the possibility of installing CCTV. This is being investigated further to ensure we consider all aspects of community and asset safety.

- Carparking sensor technology - will the sensors in smart car parking be able to detect if a motorbike is parked in a bay. G Johnson to follow up.
- Ethics of data storage and privacy constraints - Administration to provide recommendations to Elected members for consideration, for this and future projects, how data is captured, stored and used.
- Aligning strategies between Council and Westfield
 - Westfield have a vested interest in what Council are doing, administration are meeting with Westfield around precinct plans for both Council and their development.
 - The current proposal is to provide a pedestrian avenue/walkway from the eastern side of Warracowie Way to the main entry foyer of Westfield, connecting the plaza of MCC and provides key linkage to proposed pedestrian activated crossing to the railway station.

6:54 pm Councillor Hull joined the meeting

7:36 pm Mayor Hanna and Chief Executive Officer entered the meeting

Moved Councillor - Bruce Hull Seconded Councillor - Tim Gard
That the Infrastructure and Strategy Committee:

1. Notes the presentation and report (Attachment 1) on the Oaklands Precinct pedestrian movements
2. Notes that the Oaklands Precinct designs are scheduled to be presented to Council on 11 February 2020.

Carried Unanimously

REPORTS FOR NOTING - Nil

WORKSHOP / PRESENTATION ITEMS

Shaping our City (Report Reference: ISC200204R05)

The Chair sought and was granted leave of the meeting, for the workshop notes displayed on screen during the meeting, to be attached as an appendix to the minutes.

8.26 pm Councillor Telfer joined the meeting

OTHER BUSINESS

Mitchell Park

- Monitoring Mitchell Park design - Administration to be mindful of resourcing capabilities so community expectations are not raised unrealistically.
- Demands to be carefully managed to ensure available budget is utilised to achieve the best value for the whole community.
- Management model needs very careful consideration.

MEETING CLOSURE - Meeting Declared Closed at 9:24 PM

CONFIRMED THIS 7th DAY OF APRIL 2020

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CHAIRPERSON

Workshop Key Points

- What are the hot buttons?
- Leadership and engagement
- Marketing mindset/approach, products of ourselves eg. each of the 27 suburbs, are we talking about ourselves enough to attract businesses etc marketing research, distribution and pricing the outcome is that the City of Marion becomes a success
- The things that are hard – good transport, helping young and old – Making life easier
- Human side, Infrastructure other end, then in the middle is the environmental element
- Greening improves communities
- General community awareness of Ward Councillors in key demographic groups eg. Mums, Dads, Elderly
- Leveraging campaigns that exist
- Communicating with the community what we do
- Maximising our intended land use eg. State land parcel vacant, Club Marion Ladies bowling club change rooms vacant. Hall hire under the same category.
- Maximising the use of our Assets, many topics fall under this
- Perception of Council eg. Media
- Community Vision Linkages –
 - o Liveability, Arts vs Sports funding, bringing people to City of Marion, greater than sporting facilities
 - o Prosperous, Edwardstown business precinct, Urban activation project
 - o Environment, not good close followers, greening and the right species and looking after them
 - o Partnerships, relationships with the Federal and State Governments
- Partnerships
 - o Glenthorne Farm and destination playground
 - o Edwardstown and Castle Plaza
 - o Westfield Transformation
 - o Cove – BMX and Soccer will leave and opportunity to transform
 - o Tonsley – Alawoona Gateway, entrances
 - o Darlington – Marion along Sturt Rd, Blvd Sturt Rd to Sea HFB
 - o Greening our City – State Gov
- Ageing Well
- Pitching projects on a case by case basis
- Invite local members of parliament to have dinner with EM's
- Website strength, relationships etc doesn't come across to anyone else outside of council
- 7 days of Marion Tour is great
- More communication about what CoM are delivering, sharing with the broader community
- Collaborative consumption
- Increase social engagement, how we do it and can improve it
- Safe spaces for people in need
- Facilities where people can gather
- Access and equity, not spending as much in suburbs, but better off in SEIFA index
- What is City of Marion's role in lifting people up?
- Youth – shaping the next generation
- Rates, roads and rubbish – get this right to have the license from the community to focus on the other areas that may not be seen as the key focus of the council
- Dover Gardens Primary School, social housing failures, residents' concerns of impact on suburbs
- Know our infrastructure capacity, not only the wishlist
- Knowing the level of influence we have in the work we are engaging in
- Careful not to respond only to the loud voices

APPENDIX 1 – Shaping our City (ISC200204R05)*Minutes of the 4 February 2020 Infrastructure & Strategy Committee Meeting*

- Clear leadership vision
- Complexity of communications – hearing what is needed in a timely way
- Reactive vs proactive uses of financial resources
- Hear the voice of our communities
- **Spotlight on best practice (BP) – Greening, Drains, BP from around Aust – Action Item**
- **Next Meeting Proposed Items:**
 - o **Best Practice Spotlight: Wicked Labs: Greening Marion Complexity Science**
 - o **Futurist eg Peter Ellyard, Flinders Uni New Venture Institute or IBISWorld Philip Rutheven**
- **Proposed June Meeting:**
 - o **Best Practice Spotlight: Neighbourhood Centre Service Review**
- Environmental Scan regularly provided to the ISC and leads the BP spotlight
- Investigating public/private partnerships eg. Marion Hotel Quick Rd co-funding, BAE Systems
- Panel through a municipal lens
- Climate Change/Risk, challenges and awareness
- Select a focus theme for the meeting
- **Draft Agenda Structure**
 - Each meeting to be based on a Community Vision Theme**
 - 1. Standing Item: Environmental Scan update**
 - 2. Best Practice Spotlight**
 - 3. Strategic Item – potential for guest speakers/experts to attend**

WORKSHOP / PRESENTATION ITEMS

Greening Marion

Originating Officer	Senior Environmental Planner - Rebecca Neumann
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC200407R02

REPORT OBJECTIVE

To provide information on the Greening Marion pilot project and the use of a "Systemic Innovation Lab" to address complex social policy problems.

EXECUTIVE SUMMARY

Greening Marion is a pilot project trialling the use of a new approach to public policy development for urban greening outcomes. This report introduces the project and initial findings through a presentation from the project partners: City of Marion, Department for Environment and Water and Wicked Lab.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

- 1. Notes the information contained in this report.**
- 2. Receives a joint presentation on Greening Marion and the Systemic Innovation Lab approach from: Rebecca Neumann (Senior Environmental Planner, City of Marion); Tania Macdonald (Sustainable Urban Communities Coordinator, Department for Environment and Water), and Emily Humphreys (CEO and Co-founder, Wicked Lab).**
- 3. Provides feedback on the Greening Marion pilot project and discusses other potential applications of the Systemic Innovation Lab.**

DISCUSSION

For the past 12 months, staff have been working with the Urban Sustainability Unit of Natural Resources Adelaide and Mount Lofty Ranges (Department for Environment and Water (DEW)) on the Greening Marion project.

Greening Marion is a trial project that is piloting the use of a "Systemic Innovation Lab" (academic terminology) to address the need for increased plants and trees to support community connection with nature and resilience to the impacts of climate change - a goal that is commonly referred to as urban greening.

Despite significant increases in tree planting efforts by City of Marion on Council land (an increase of 3,500 trees per annum), the loss of total urban green cover in non-council land continues to outweigh the increase on council land. The 2017 report by RMIT and CAUL Hub titled "Where should all the trees go" identified a 4% total loss in total green cover for the City of Marion from 2013 to 2016. Current data being collected by other Councils in Adelaide indicate that this trend towards loss of green cover in the private realm is continuing to increase and is closely linked with increased urban infill (e.g. Ossola et al. 2020. Urban trees and peoples yards mitigate extreme heat in Western Adelaide). Similar trends are being seen across all cities in Australia.

Urban greening is increasingly being referred to as a complex or "wicked" social policy problem. Like other complex problems (e.g. obesity, poverty, climate change), responses to the problem cannot be planned and solved in traditional sequential steps by a single agency. Responses require collaborative effort from all players working together.

In recognition of this issue, DEW staff interested in trialling a new approach to dealing with complex problems approached Council staff with a proposal to work together to develop a project related to urban greening.

The approach called a "systemic innovation lab" was developed by consultants Wicked Lab (www.wickedlab.com.au) using their six-step FEMLAS process.

In 2019 an agreement was signed between City of Marion, DEW and Wicked Lab to trial the project. The commitment from City of Marion was \$1,500 to support training plus officer time to support project delivery. The project is being led by the State Government with investment to covering project management, consultant time, event management and publications.

Further information on the project delivery will be provided in the presentation. In addition the following attachments provide further information:

- Attachment 1: Systemic Innovation Lab and FEMLAS Process developed by Wicked Lab
- Attachment 2: Greening Marion project brochure
- Attachment 3: Key project milestones.

As highlighted in Attachment 3, the project is anticipated to be completed by end June 2020 (subject to change). Any opportunities to improve existing initiatives within existing budgets and service descriptions will be considered for 2020/21. Any new projects or changes that require additional funding will be identified through the new initiatives process as part of the Annual Business Plan and Budget for 2021/2022.

It is anticipated that this process will identify a number of new projects to support improved greening outcomes in Marion. The New Initiatives process will be used to seek funding consideration in future budgets.

Presentation slides will be distributed to members of the Infrastructure and Strategy Committee during the meeting.

Attachment

#	Attachment	Type
1	Attachment 1 - Wicked Labs Systemic Innovation Lab and FEMLAS Process	PDF File
2	Attachment 2 - Greening Marion project brochure	PDF File
3	Attachment 3 - Greening Marion project summary and milestones	PDF File

FEM LAS PROCESS

Wicked Lab's Systemic Innovation Lab Methodology

SYSTEMIC INNOVATION LAB

WICKED LAB'S METHODOLOGY

Systemic Innovation Labs aim to address wicked problems by transitioning systems through a multi-stakeholder and co-design process. Wicked Lab has developed a methodology to support Labs in this process.

Wicked Lab's **Lab Methodology** is informed by complex adaptive systems and systemic innovation theory. Complex adaptive systems and systemic innovation theory is well suited to Systemic Innovation Labs, as these Labs are concerned with the self-organisation of stakeholders to address a wicked problem.

Wicked Lab's Lab Methodology is based on a six-stage process that contains a feedback loop. We call this process **FEMLAS**. The six stages of the **FEMLAS** process are: **F**orm, **E**xplore, **M**ap, **L**earn, **A**ddress and **S**hare.

FEMLAS PROCESS

Three types of stakeholders take part in the **FEMLAS** process: **Core Team**, **Initiative/Organisation Participants** and **Other Partners** such as funders and supporters. The Core Team will undertake activities in the following 6 stages.

SIX STAGE CYCLE + FEEDBACK LOOP



Stage 1 **F**orm



Stage 2 **E**xplore



Stage 3 **M**ap



Stage 4 **L**earn



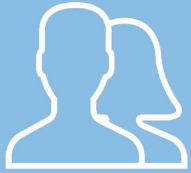
Stage 5 **A**ddress



Stage 6 **S**hare



Feedback loop
Stages 3 - 6



FEMLAS CYCLE STAGE 1

Form

At the **Form Stage of the FEMLAS process** the tasks undertaken are: forming the core team, defining the solution ecosystem boundary, framing the solution ecosystem, undertaking the initial mapping of the initiatives and organisations in the solution ecosystem, and developing a briefing paper

Form core team

The core team is formed with a diverse range of stakeholders, including user and government representatives, to ensure that the complexity and interconnectedness of the wicked problem is represented.

Build core team capability

- Complete Kickstarter workshop (overview of **FEMLAS** process)
- Complete Unit 1 Complex Systems Leadership Program

Define solution ecosystem boundary

This boundary consists of the wicked problem and the geographical place that will be the focus of the Lab.

Frame solution ecosystem into subsystems

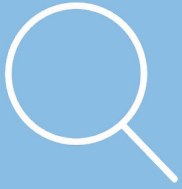
- Define subsystems of the problem to help focus efforts

Use Online Tool for Systemic Change to begin initial mapping

- Undertake initial mapping of the initiatives and organisations in the solution ecosystem based on the Core Team's experience and understanding of the solution ecosystem

Develop the Explore Solution Ecosystem Briefing Paper

- The briefing paper describes why the Lab is required and the logic behind the boundary and frame that have been chosen by the core team
- Describe specifics of what is required of initiative/organisation participants during the **FEMLAS** process



FEMLAS CYCLE STAGE 2

Explore

At the **FEMLAS Explore Stage**, the core team's key task is to engage with Initiative/Organisation Participants: the initiatives and the organisations in the solution ecosystem that are collaborating on these initiatives.

Further build core team capability (if not already completed)

- Complete Units 2 & 3 Complex Systems Leadership Program
- Complete Crosswalk module workshop

Disseminate Explore Solution Ecosystem Briefing Paper

The briefing paper is disseminated to potential Lab participants. It describes why the Lab is required and the logic behind the boundary and frame that have been chosen by the core team.

Continue mapping of solution ecosystem initiatives and organisations

A detailed mapping of the solution ecosystem is undertaken by the core team throughout the Explore stage. This mapping takes place during key informant interviews and sub-system focus groups.

Develop survey instrument

- Undertake and use the Initiative Characteristic Crosswalk to develop a survey instrument

Conduct interviews and focus groups

- Undertake key informant interviews
 - Distribute Explore Solution Ecosystem Briefing Paper
 - Have Participants complete survey instrument
- Facilitate sub-system focus groups
 - Distribute Explore Solution Ecosystem Briefing Paper
 - Have Participants complete survey instruments

During the interviews and focus groups, the participants are asked to participate as co-creators with the core team. These participants include public administrators and elected members.



FEMLAS CYCLE STAGE 3

Map

At the **Map stage of the FEMLAS process**, the main tasks are to: enter into the online tool the mapping data that was collected during the Explore stage, and to use the tool to create a transition card for the solution ecosystem.

Update Tool for Systemic Change

Enter into the online tool the mapping data that was collected during the Explore stage

Use the tool to create a transition card for the solution ecosystem

The transition card displays the identified initiatives in the solution ecosystem and shows how each initiative:

- contributes towards systemic change
- maps to the initiative characteristics for system transition, and
- strengthens the interface between the solution ecosystem and government



FEMLAS CYCLE STAGE 4

Learn

The **Learn Stage of the FEMLAS process** focuses on analysing the transition card to determine where in the solution ecosystem there are gaps in effort for achieving systems change.

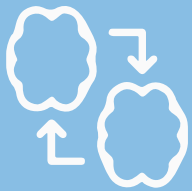
Use Online Tool for Systemic Change to highlight gaps in effort for solution ecosystem's:

- community transitioning characteristics
- strengthen government-community interface characteristics

These identified gaps are used to guide future action.

Develop Address Gaps in the Solution Ecosystem Briefing Paper

A Solution Ecosystem Gaps in Effort briefing paper is developed that informs the Initiative/Organisation Participants of the results of the mapping process. This briefing paper contains an image of the transition card and describes where gaps currently exist in the transition process.



FEMLAS CYCLE STAGE 5

Address

The **Address Stage of the FEMLAS process** focuses on addressing the gaps in effort for achieving systems change that were identified in the Learn Stage. Initiative/Organisation Participants are encouraged to participate as co-creators in addressing gaps through a large group intervention process / workshop.

Distribute the Address Gaps in the Solution Ecosystem Briefing Paper

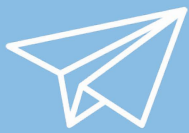
The second briefing paper that describes the findings from the Address Stage is distributed at the beginning of the Address Stage to Initiative/Organisation Participants.

Facilitate a large group intervention process

Initiative/Organisation Participants are invited to participate in a large group intervention process to co-create initiatives that address the identified gaps.

During the large group intervention process, participants identify if their organisations and initiatives can address the identified gaps in effort by amending their existing initiatives or creating new initiatives.

Initiative/Organisation Participants are encouraged to co-create new initiatives with other participants and to take a safe fail experimentation approach.



FEMLAS CYCLE STAGE 6

Share

At the commencement of the **Share Stage of the FEMLAS process** the transition card is updated to incorporate any amended and new initiatives from the Address Stage. This transition card is then embedded on the Lab's website and a FEMLAS Cycle Completion Report is completed and distributed.

Update Transition Card

Use Online Tool for Systemic Change to enter updates from Address Stage, including:

- new initiatives and organisations in solution ecosystem
- how new and amended initiatives in solution ecosystem map to community transitioning characteristics
- how new and amended initiatives in solution ecosystem map to the strengthen government-community interface characteristics

Embed Transition Card on website

The transition card is then embedded on the Lab's website so that it can be viewed, discussed and shared by all of the initiatives and organisations that are participating in the solution ecosystem.

FEMLAS Cycle Completion Report

- describe **FEMLAS** activities and learnings
- distribute **FEMLAS** Cycle Completion Report to initiative/organisation participants and other partners

Post FEMLAS Cycle updating

When new solution ecosystem initiatives are established, and existing initiatives change their transition characteristics, an online form on the Lab's website can be completed by participants to inform the core team of the changes so that the transition card can be updated.

Re-engage Lab Initiative/Organisation Participants

Periodically the FEMLAS iterative loop is repeated to re-engage participants.



hello@wickedlab.com.au
www.wickedlab.com.au

GREENING MARION

**A trial project to help us work together
for greener, more sustainable suburbs.**

PARK HOLME OAKLANDS PARK MARION



**Join us on a journey of
discovery as we explore
what's happening to
help green Park Holme,
Oaklands Park and
Marion.**

We'll look at:

- who is doing what
- where they are doing it
- how everyone fits in the big picture
- how to work more cohesively
- opportunities for the future.

Together, we will picture what greener, more sustainable suburbs would look like, and get moving to make it happen.

**That's good news for our
environment, suburban
wildlife, and for us.**



Where did nature go?



Communities, businesses and policy makers around the world recognise that a sustainable and climate resilient future must include more trees and green spaces. But the concrete keeps coming, the trees keep disappearing and our cities are getting hotter, drier and greyer.



We need more green spaces

Green, nature friendly yards, streets, and neighbourhoods are good for us. They're cooler, healthier and more inviting. People are drawn to them to relax, exercise and socialise.

We can grow food, explore, and experience a deep connection with something much greater than ourselves.

Our suburban wildlife also depends on green spaces for food and somewhere to live.

Different kinds of greening will suit different places and purposes.

- A well-placed green wall at the local shops can attract customers and reduce the use (and cost) of air conditioning.
- Local native plants will feed and shelter city wildlife.
- Irrigating a school's oval before a heatwave will provide natural outdoor 'air conditioning'.
- A community garden can feed and bring people together to learn from each other.
- Cool, shaded streets can make the difference between people walking or using their cars.

Greening can also help to save money, improve health, develop skills, and attract people to public spaces.





Creating a new network for greening

Are you involved in a greening activity that happens in, or relates to, the suburbs of Park Holme, Marion and/or Oaklands Park, and is delivered as part of:

- an organisation or group (does not need to be incorporated), or
- being an environmentally active individual, where you lead, support or influence others in your community (including informally)?

We invite you to register for Greening Marion, join its network, and share what you are doing.

Your activity could be local or part of a larger project. Greening activities might include:

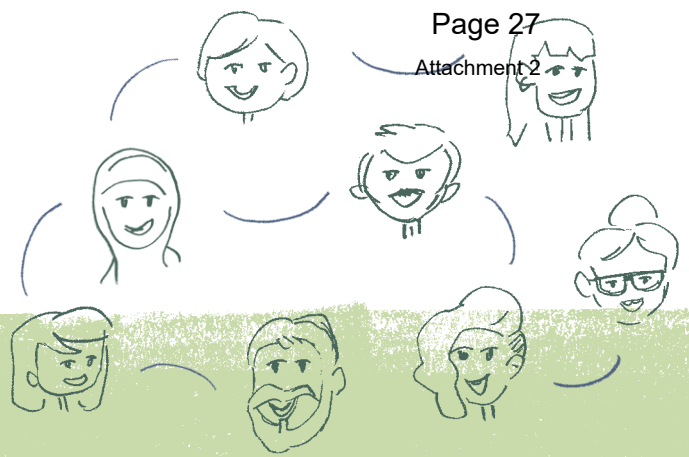
- community engagement and empowerment
- education and information
- grants and investments
- projects, programs and services
- on ground projects (e.g. revegetation, streetscaping, stormwater)
- plans, policies, legislation and regulations.

Project location

The trial will focus on greening activities that happen in, or relate to, the suburbs of Park Holme, Marion and/or Oaklands Park.

This area was selected for the trial as it has:

- several community hubs including schools
- a green hub – Oaklands Wetland
- a range of demographic profiles
- clear development trends, including subdivision of residential allotments and urban renewal
- environmental data available – including stormwater, development, tree planting and land surface temperature.



What to expect

Map activities

Late 2019

Talk to us about your greening activity and the role(s) it plays, so that we can 'map' how it fits within the big picture. *(One hour conversation, plus potential follow up.)*

Identify new opportunities

Consider the 'mapping' and how your efforts fit within the big picture. What new opportunities exist?

Action workshop

Early 2020

Take part in an action workshop to meet others from the network, explore what greener and more sustainable suburbs means to you, and get moving on creating this future together.

Project summary

Mid 2020

An end of project summary will illustrate the network, future opportunities for working together, and project learnings.





Trialling a new approach

Greening Marion will trial a 'Systemic Innovation Lab', a first for South Australia. This type of approach helps to address complex problems (like obesity, climate change and poverty) at a big picture (system) level.

It helps people to:

- better understand who is doing what
- see new opportunities for the future
- collaborate with others.

The lab will be delivered using a process developed by Wicked Lab, a South Australian social enterprise.

For more information on Greening Marion and the Systemic Innovation Lab approach visit naturalresources.sa.gov.au/adelaidentlofyranges



Government of South Australia
Adelaide and Mount Lofty Ranges
Natural Resources Management Board



Delivered in partnership with:



WATER
SENSITIVE SA



Wicked Lab

Why get involved?

Take part in Greening Marion to:

- ensure your efforts are counted in a big picture snapshot of current activities
- increase your confidence in choosing where to direct future efforts
- connect with others who want to see greener and more sustainable suburbs
- discover new partnership opportunities.

How to register

If you are involved in a greening activity that happens in, or relates to, Park Holme, Marion and/or Oaklands Park, please register your interest to take part.

Please provide the following information:

- your name, position (if applicable) and contact details
- name of activity/project
- location/area that your activity relates to
- one or two sentences about your activity.

Send these details to either:

- **Tania Macdonald, Natural Resources Adelaide and Mount Lofty Ranges**
Email: Urban.Sustainability@sa.gov.au
Phone: 8273 9124
- **Rebecca Neumann, City of Marion**
Email: environment@marion.sa.gov.au
Phone: 8375 6624

Once registered, we will contact you to make a time to talk about your activity.

Keep informed

If you would like to stay informed about Greening Marion, please email:

- Urban.Sustainability@sa.gov.au.



Attachment 3 – Greening Marion Project Summary and Milestones

23 March 2020

Background

“Greening Marion” is a trial project that aims to help us understand more about the urban greening initiatives being delivered in trial site in the City of Marion.

The project looks at how everyone’s greening projects, plans policies etc fit together as part of a complex system and whether there are opportunities to improve the capacity of this system to adapt to change.

The study focusses on the suburbs of Oaklands Park, Marion and Park Holme as this area contains a range of features representative of broader Adelaide area.

The pilot project uses a method called a Systemic Innovation Lab and follows the six stage FEMLAS process (Form, Explore, Map, Learn, Address and Share) to capture information on the current state of urban greening and develop opportunities for change.

Dr Sharon Zivkovic, developed the approach based extensive international research in partnership with entrepreneur and Wicked Lab co-founder Emily Humphreys. Further detail at www.wickedlab.com.au.

The project is being led by Department for Environment and Water with City of Marion as the primary partner.

- **DEW primary contact:** Tania MacDonald, Sustainable Urban Communities Coordinator
- **CoM primary contact:** Rebecca Neumann, Senior Environmental Planner

Current Status and Findings

The first three stages of the six-stage FEMLAS process have been completed. This has included approximately fifty (50) interviews with those that are delivering initiatives relevant to the study area.

The results are being compiled in a spreadsheet. Initial findings suggest:

- Greening initiatives that cover Council land are diverse and show a good range of characteristics for adaptability
- There are very few initiatives that focus on greening in the private realm
- Most participants saw an increasing need to deliver my action to protect and enhance greening on non-Council land.

Next Steps

The next major step of the project is to summarise and share results at a stakeholder workshop. All participants would then work together to identify areas for improvement to their own initiatives and flag ways of working with others.

Following the stakeholder workshop findings will be shared with all participants via a project report. This report will include actions that participants will be pursuing to as a result of the project including opportunities for future investment that could be considered by Council.

Table 1. Key Milestones and Timeframes:

<i>Sep 2018 – May 2019</i>	<p>Initial approach from Natural Resources, Adelaide and Mount Lofty Ranges (Department for Environment and Water) to City of Marion</p> <p>Initial scoping of project concept, brief and governance scoping including:</p> <ul style="list-style-type: none"> • Project lead to be Natural Resources, Adelaide and Mount Lofty Ranges (DEW) • Project scope to focus on urban greening • Study area to cover: Park Holme, Oaklands Park and Marion. <p>Establishment of 'Core Team' and 'Support Team' at a kickstarter workshop including representatives from:</p> <ul style="list-style-type: none"> • Adelaide and Mount Lofty Ranges Natural Resources Management Board (lead organisation) • City of Marion • Wicked Lab • Water Sensitive SA • Department of Planning, Transport and Infrastructure. <p>MoU signed between AMLR NRM, City of Marion and Wicked Lab.</p> <p>Starting of training module on Systemic Innovation Labs and complex systems leadership.</p>	1. FORM
<i>Jun – Dec 2019</i>	<p>Training modules on exploration of complex problem.</p> <p>Development of communications and engagement approach.</p> <p>Development of Greening Marion project brochure, web content and articles.</p> <p>Ward briefing for Elected Members (Warracowie, Woodlands & Mullawirra wards)</p> <p>Exploration of initiatives and stakeholders in study area</p> <p>Invitations to get involved and promotion of Greening Marion through social media.</p> <p>Conduct surveys / focus groups for all initiatives & stakeholders identified</p>	2. EXPLORE
<i>Dec 2019 – Feb 2020</i>	<p>Training module on mapping and development of transition cards</p> <p>Mapping data into online FEMLAS tool</p>	3. MAP
<i>Feb - Apr 2020</i>	<p>Training module on solution ecosystems</p> <p>Planning for large group intervention (stakeholder workshop)</p> <p>Development of Information Paper on solution ecosystem gaps</p>	4. LEARN
<i>Apr 2020</i>	<p>Training module on addressing gaps in the solution ecosystem</p> <p>Deliver large group intervention (stakeholder workshop) – planned for 29 April 2020 and a location in the study area.</p>	5. ADDRESS
<i>Apr – Jun 2020</i>	<p>Training module on sharing of results</p> <p>Review and evaluation of project</p> <p>Development of completion report</p> <p>End of project communications including sending completion report to all stakeholders.</p>	6. SHARE

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 Corporate Services - Louise Herdegen
Corporate Manager	N/A
General Manager	General Manager City Development - Ilia Houridis
Report Reference	ISC200407R03

REPORT OBJECTIVE

The purpose of this report is to review the business arising from previous meetings of the Infrastructure & Strategy Committee meetings, the meeting schedule and upcoming items (Attachment 1).

RECOMMENDATION

That the Infrastructure & Strategy Committee:

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

Attachment

#	Attachment	Type
1	Attachment 1 - Combined Business Arising Statement & Forward Agenda	PDF File

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

APPENDIX 1
 AS AT 30 MARCH 2020



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	20 February 2020	Infrastructure & Strategy Committee - 2019 review and considerations for 2020 (Report Reference: ISC200204R03) <ul style="list-style-type: none"> Follow up with Governance to ensure all statutory requirements are addressed within the amended Terms of Reference 			In progress - with Kate McKenzie for review.	

* Completed items to be removed are shaded

Meeting Schedule 2020



4 February	6.30 – 9.30
7 April	6.30 – 9.30
2 June	6.30 – 9.30
4 August	6.30 – 9.30
6 October	6.30 – 9.30
1 December	6.30 – 9.30

2020 Committee Membership

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

Presiding Member – Jason Veliskou

Expert Member

Russell Colbourne (1/1/2020 – 31/12/2020)

Members

- Tim Gard
- Bruce Hull
- Raelene Telfer
- Sasha Mason



Infrastructure & Strategy Committee

Meeting Schedule 2020

Infrastructure & Strategy Committee		Date: Tuesday, 4 February Time: 6.30pm – 9.30pm				Venue: Chamber
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Infrastructure & Strategy Committee – 2019 Review & Considerations for 2020	Deferred from the December 2019 meeting					
Oaklands Precinct Pedestrian Movements	To provide insights into pedestrian movement patterns between the Oaklands Station and Regional Centre				F Harvey/B Grimm	
Shaping Our City	Strategic discussion	Workshop				

Infrastructure & Strategy Committee		Date: Tuesday, 7 April Time: 6.30pm – 9.30pm				Venue: Chamber
Theme: Innovation & Valuing Nature	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Environmental Scan	To provide an update on the overarching analysis of the key critical issues and opportunities that relate to council's 'Valuing Nature' strategic theme				S Tebyanian	
Best Practice Spotlight	Wicked Labs: Greening Marion Complexity Science	Presentation		Yes	R Neumann	
Strategic Focus	Post COVID-19 recovery (confidential) Impact on our projects				I Houridis	

Infrastructure & Strategy Committee

Meeting Schedule 2020

Infrastructure & Strategy Committee		Date: Tuesday, 2 June Time: 6.30pm – 9.30pm				Venue: Chamber
Theme: Liveable & Engaged	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Environmental Scan						
Best Practice Spotlight						
Strategic focus	Potential speakers to discuss environment, climate change, waste related matters from an emergent or future perspective followed by a Q&A panel session (availability to be confirmed) <ul style="list-style-type: none">• Rohan Hamden (XDI) – available• Sarah Baker (Minter Ellison) – available• Kirstin Alford (We Are Museums) – checking availability	Workshop			A Gibbons	

Infrastructure & Strategy Committee		Date: Tuesday, 4 August Time: 6.30pm – 9.30pm				Venue: Chamber
Theme: Prosperous & Connected	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible	
Environment focus TBC						
Best Practice Spotlight	Neighbourhood Centre Service Review				T Lines	
Strategic item – guest speaker/expert	Futurist – Steve Sammartino? Grant Pelton – DEW – strategy development					
	Economic Development					
Asset Management	Asset Management <ul style="list-style-type: none">• Asset Management obligations• the process to meet these obligations, and• the results from our most recent Asset Maturity Assessment				B Lyons	

Infrastructure & Strategy Committee

Meeting Schedule 2020

Infrastructure & Strategy Committee		Date: Tuesday, 6 October Time: 6.30pm – 9.30pm				Venue: Chamber	
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible		
Environment focus TBC							
Best Practice Spotlight:	Productivity Commission				A Skull		
Strategic item – guest speaker/expert	Transition the futures into Local Government – panel idea						
ToR Review	Committee review in preparation for the November Council meeting						

Infrastructure & Strategy Committee		Date: Tuesday, 1 December Time: 6.30pm – 9.30pm				Venue: Chamber	
Topic	Description	Presentation / Workshop	Duration	External Attendees	Staff Responsible		
Independent member review					R Colbourne		
New Committee focus							

REPORTS FOR DISCUSSION

Strategic theme environmental scan- Valuing Nature

Originating Officer	Strategic Planner - Sheree Tebyanian
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC200407R04

REPORT OBJECTIVE

This report intends to provide the Infrastructure and Strategy Committee with an update on the overarching analysis of the key critical issues and opportunities that relate to council's 'Valuing Nature' strategic theme.

EXECUTIVE SUMMARY

An Environmental Scan is undertaken periodically to inform the Risk Working Group and the Finance and Audit Committee in relation to the Annual Business Plan. An Environmental Scan identifies critical issues and opportunities through application of the PESTLER framework (Political, Economic, Social, Technological, Legal, Environmental and Relationships).

The [City of Marion's Strategic Plan 2019-2029](#) includes the strategic theme: 'Valuing Nature' with a 10 year goal that states '*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.*'

This report focuses on the 'Valuing Nature' theme.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

- 1. Notes the analysis presented in the report.**
- 2. Provides feedback on other key areas they would like noted in the report.**

Valuing Nature: The City of Marion Strategic Plan 2019-2029 outlines 7 Strategies that encompass a diverse range of environmental themes.

DISCUSSION

An Environmental Scan undertaken on the 'Valuing Nature' strategic theme outlines a range of key issues and influences, as outlined below.

Political

- Council Tree Planting: an increase in the street scape budget in the Annual Business Plan 2019-20 allocated for extra trees to be planted on arterial roads. Guided by our 'Streetscape Policy', significant funding is allocated to the budget annually to enhance street-scapes which serves to improve amenity, reduce urban heat and improve the environment.

- Waste Management: the recycling crisis that resulted from the China Sword Policy has led to rapid change Australia-wide in the waste management sector. In South Australia, we are now seeing additional resources from Green Industries SA allocated for recycling and re-manufacturing infrastructure. Further influences include a Federal Government ban on the export of waste materials, and an emerging circular economy in which Local Governments are playing an increasing role.
- Local MP, David Speirs (Member for Black) is the Minister for Environment and Water. His liaison with Council on environmental matters include (but are not limited to) Glenthorne Farm, a Sea Pool at Hallett Cove, tree planting and Friends of the Lower Field River.

Economic

- Solid Waste Levy: the higher costs associated with processing recyclables locally and the cost imperative to reduce recycling contamination, along with the rising waste levy in SA, are also important considerations to balance.
- Circular Economy: a circular economy plays a significant role in addressing challenges such as climate change, biodiversity loss, resource scarcity, waste and pollution. Circular thinking, keeping resources in use for as long as possible to extract the maximum value, will continue to gain momentum in 2020. For the City of Marion this could include introducing sustainable procurement policies or guidelines and increasing the use of recycled products in our projects where possible.

Social

- Climate Change Response: climate change is a growing concern for our community, with an increasing number of residents seeking advice and support to build resilience at individual household, business and neighbourhood level. Council-run sustainability events such as 'Common Thread' are increasingly popular with local residents wanting to find out more about what they can do to respond to climate change and other environmental issues within their communities.
- Waste Minimisation: increasing community expectations that Council will play its part in waste minimisation and work towards better outcomes for the environment, such as further phasing out single use plastic products and responsive community education to address uncertainties about recycling. Food and drink businesses servicing council events have responded well to a directive to ban single-use plastics at Council events, and feedback from the community has been positive.
- Community Environmental Activism: the latter half of the 2010s has seen an increased level of engagement with global sustainability issues, and more recently there has been a significant growth in global environmental movements such as 'Extinction Rebellion' and climate strikes, resulting in the mass mobilisation of "ordinary people" demanding action on climate change and fighting for the future of our planet.

Technological

Rapid advancements in internet, mobile, artificial intelligence, data management and other technologies hold enormous potential to offer solutions to some of the most complex social and environmental problems.

- Renewable Energy: there has been a significant increase in the use of renewable energy by both businesses and households in recent years. There are currently around 12,696 solar installations (est. 50,881kW installed capacity) within the City of Marion with around 32% of dwellings having rooftop solar. This trend is expected to continue significantly in 2020 as the costs of renewables decrease and become more affordable for businesses and individuals.
- Hydrogen: a power-to-gas demonstration plant called Hydrogen Park SA (HyP SA) is being constructed by Australian Gas Infrastructure Group (AGIG) at the Tonsley Innovation District. HyP SA will produce hydrogen from renewable electricity, which will then be injected into the local gas distribution network at Tonsley Innovation District to provide low-carbon gas to homes and businesses. Opportunities for use of hydrogen as an alternative vehicle fuel are also progressing.

- Alternative Fuelled Vehicles: regulatory pressures on internal combustion engines (ICEs), combined with technological improvements in electric power-trains and batteries, are driving a surge of demand for electric vehicles (EVs) globally. Most incumbent car manufacturers are rolling out models, joined by new entrants without ICE legacies. While uptake of electric vehicles has been slower in Australia than overseas, there is a growing movement towards EVs as technology improves and prices come down.
- Transport Emissions: around one quarter of emissions are transportation-related, much of that from workers travelling to work or meetings. Improved technology has enabled many organisations to introduce work from home policies and conduct meetings remotely thereby reducing commuter and business related travel. Interestingly, the changed work practices introduced in response to the COVID-19 pandemic will have a positive environmental impact as more people work from home.

Legal

- Climate Risk: there is increasing recognition that Councils that fail to mitigate, manage and disclose climate risks in their governance and decision-making will expose themselves to legal liabilities, including potentially breaching fiduciary duties. With climate risks now occupying the minds of mainstream investors, those not addressing climate risks will increasingly struggle to access affordable finance and insurance.
- Climate Risk Governance Assessment: The City of Marion was one of four councils to complete a pilot climate change adaptation governance assessment in 2019, along with the City of Onkaparinga, Adelaide Hills Council and District Council of Mt Barker. The governance assessment provided an indication of how well the City of Marion is incorporating climate change adaptation governance into our corporate processes and frameworks.
- Plastic Pollution: anti-plastics sentiment is higher than ever. In response, the City of Marion passed a resolution banning the sale and/or public distribution of food and drinks served on or in, non-recyclable, single-use plastics at all Council events in August 2018 (Report ref GC180828M04). More recently, the South Australian Government has drafted the '*Single-use and Other Plastic Products (Waste Avoidance) Bill 2019*' prohibiting the sale, supply and distribution of certain single-use plastic products and establishes a framework for adding other products in the future.

Environmental

- Carbon Neutrality: reducing carbon emissions is a key climate change mitigation response. Development of a Carbon Neutral Plan for the City of Marion operations is under way, with a workshop to present data and gather input scheduled for the 21 April 2020 Elected Member Forum. The Plan will identify the steps required for the City of Marion to achieve carbon neutrality for its operations by 2030. A final Plan will be available in June 2020. Advice is currently being sought around a corporate key performance indicator that addresses carbon neutrality and this feedback will be provided to Elected Members at the 21 April Forum.
- Blue Carbon: The State Government's *Blue Carbon Strategy 2020–2025* sets a path for evidence-based program of projects and research geared towards blue carbon ecosystem protection and restoration. Opportunities across the South Australia are significant in this area, focussing mainly on mangroves, salt marshes and shellfish reefs. For Marion, there may be future investment opportunities around shellfish reefs off Marino, improvements to stormwater quality and coastal erosion for the protection of seagrasses and further consideration of carbon stores in wetlands areas.
- Tree Canopy Cover: despite significant increases in tree planting efforts by the City of Marion on council land (a net gain of 3,500 trees per annum for City of Marion), the loss of total urban green cover in non-Council land continues to outweigh the increase on council land. The 2017 report by RMIT and CAUL Hub titled '*Where should all the trees go*' identified a 4% total loss in total green cover for the City of Marion from 2013 to 2016. In addition to the loss of canopy cover, the report also ranks the City of Marion and six other metropolitan Adelaide Councils as having communities that are very vulnerable to heat due to loss of tree canopy (as measured by their VHHEDA index - Vulnerability to Heat, poor Health, Economic Disadvantage and Access to green spaces). Council is currently working with the State Government and other metropolitan Councils to acquire up to date detailed mapping on tree canopy cover.

- Green Cover on Private Land: current data being collected by other Councils in Adelaide indicate that this trend towards loss of green cover in the private realm is continuing to increase and is closely linked with increased urban infill (e.g. Ossola et al. 2020 "Urban trees and peoples yards mitigate extreme heat in Western Adelaide"). Similar trends are being seen across all cities in Australia.
- Biodiversity: species diversity underpins the ecosystem services that we all rely on in order to source materials for the products, food and fuel we use every day. Disrupting these services and ecosystems is putting our future livelihoods at risk. Professor Chris Dickman of The University of Sydney has been quoted in mainstream media to estimate that one billion animals were killed in the fires impacting Australia during the 2019/20 summer. Whilst a lot of the City of Marion's remnant vegetation is on public land, there are also locations particularly on or near the coast with remnant vegetation on private land. Like all native vegetation in the metropolitan area, most of these parcels have very little protection from further clearance as housing density continues to increase. This leads to further fragmentation of habitats and reductions in biodiversity. No recent Council-wide biodiversity audits have been completed, however from anecdotal records over many years there are reductions in specialist species (e.g. birds and reptiles) with an increasing trend towards generalist species; this is common trend in urbanised areas. There are some species with new records appearing including the nationally protected hooded plovers along the coast, some woodland and wetland bird species in areas of restored habitat and foraging grey-headed flying foxes.
- Water: it is predicted that in 2020, roughly 35% of the world's population will experience "water scarcity." For City of Marion focus has been on improving the efficiency of mains water use in irrigation and optimising the use of stormwater harvested from the Oaklands Wetland scheme. Demand for treated water is increasing and opportunities to expand the distribution of treated Oaklands water both north and south across the Council continues. This capture and treatment of stormwater is being outweighed by increased stormwater run-off due to increasing urban infill and changing rainfall patterns. Projections to the future highlight the lack of capacity in our current stormwater network with increased flood risk in many northern areas of the Council. There is a need for increased onsite stormwater water retention through 'water sensitive urban design' both on Council land and through better design of new private developments.
- Coasts: Coastal climate change impacts are increasing throughout the world with many countries already experiencing regular inundation as a result of sea level rise. Across Australian, particularly the beaches on the east coast models indicate that significant coastal flooding and erosion will continue to worsen with whole towns and major tourist sites under threat. For Marion, the risks are mostly low and the focus is on monitoring of coastal change and engagement of the community to ensure that any adaptation actions needed can be planned collaboratively in a timely and cost efficient way as outlined in the Coastal Climate Change Monitoring Plan adopted by Council in July 2019.

Relationships

- Southern Region Waste Resource Authority (SRWRA): a joint regional subsidiary of the Holdfast, Marion and Onkaparinga Councils. SRWRA has recently announced the development of a new Material Recycling Facility (MRF) that will be important in building a foundation for the circular economy so that recyclable material can be re-processed and manufactured locally. The MRF is intended to process approximately 30,000 tonnes of recyclable material per annum with the capacity to process 60,000 tonnes per annum. In addition, SRWRA has recently received an updated proposal from LMS Energy (LMS) to develop a trial 600kW solar system on the capped Northern Area of the SRWRA landfill adjacent to LMS's newly constructed Gas Utilisation Facility (GUF).
- Resilient South: community-wide climate change actions are being delivered through the Resilient South collaboration with the Cities of Holdfast Bay, Mitcham and Onkaparinga and the State Government. A primary focus of this regional program has been engaging with local communities through programs such as 'Climate Ready Communities' delivered in partnership with the Australian Red Cross.

- Green Adelaide: the Landscape South Australia Act 2019 replaces the Natural Resources Management Act 2004 and the Adelaide and Mount Lofty Ranges Natural Resources Management Board (the NRM Board) will be abolished in mid 2020 making way for a new regional planning board called 'Green Adelaide'. Green Adelaide covers a smaller area than the former NRM Board and whilst it broadly covers similar themes to the NRM Board, it will have a greater focus on urban issues. There will be opportunities throughout 2020 for Council to engage further with Green Adelaide to highlight priorities and identify investment opportunities.
- Environmental Volunteers: local Marion community members provide many hours of volunteer time each year protecting and restoring native vegetation. There are eight Friends Groups within the City of Marion working in Council-owned reserves and State-owned parks and six Trees for Life bushcare that groups have adopted sites across the City of Marion to look after valuable remnants of bushland.

CONFIDENTIAL ITEMS**Cover Report - COVID-19 - Impact and Recovery for Projects**

Originating Officer	Executive Assistant to General Manager Corporate Services - Louise Herdegen
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Development - Ilia Houridis
Report Reference	ISC200407F01

RECOMMENDATION

That pursuant to Section 90(2) and (3)(e) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Sorana Dinmore, Tony Lines, Louise Herdegen, Jaimie Thwaites and Kate McKenzie be excluded from the meeting as the Committee receives and considers the COVID-19 Impact and Recovery for Projects, upon the basis that Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person.

COVID-19 - Impact and Recovery for Projects

CONFIDENTIAL

Reason For Passing This Resolution:

Local Government Act (SA) 1999 S 90 (2) 3(e): matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person.

REPORTS FOR NOTING - Nil**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.