His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

Virtual Meeting Room - Zoom

Tuesday, 02 June 2020 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. 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 (https://www.marion.sa.gov.au/about-council/council-meetings/council-meeting-live-stream) 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 7 April 2020

Originating Officer	Executive Assistant to General Manager Corporate Services - Louise Herdegen
Corporate Manager	Manager Corporate Governance - Kate McKenzie
Report Reference:	ISC200602R01

RECOMMENDATION:

That the minutes of the Infrastructure and Strategy Committee Meeting held on 7 April 2020 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	ISC200407 - Final Minutes	PDF File

CITY OF MARION

MINUTES OF THE ISC200407 - INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

Tuesday, 07 April 2020 at 06:30 PM

Council Administration Centre, 245 Sturt Road, Sturt

Present

Councillor Jason Veliskou, Councillor Raelene Telfer, Councillor Tim Gard, Councillor Sasha Mason, Councillor Bruce Hull, Mayor Kris Hanna, Mr Russell Colbourne

In Attendance

Nathan Prior	Councillor
Ian Crossland	Councillor
Maggie Duncan	Councillor
Adrian Skull	Chief Executive Officer
Ilia Houridis	General Manager City Development
Tony Lines	General Manager City Services
Sorana Dinmore	General Manager Corporate Services
Kate McKenzie	Manager Corporate Governance
Mathew Allen	Manager Engineering, Assets and Environment
Jaimie Thwaites	Unit Manager Governance and Elected Member Support
Ann Gibbons	Unit Manager Environmental and Sustainability
Donna Griffiths	Unit Manager Economic Development
Rebecca Neumann	Senior Environmental Planner
Emily Humphreys	Wicked Lab - CEO and Co-founder
Tania Macdonald	Department for Environment and Water - Sustainable Urban Communities Coordinator

OPEN MEETING

Councillor Veliskou opened the meeting at 06:31 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

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

Nil declarations were made.

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 4 February 2020
Report Reference: ISC200407R01

Moved Councillor Gard, Seconded Councillor Mason

That the minutes of the Infrastructure and Strategy Committee Meeting held on 4 February 2020 be taken as read and confirmed with the amendment to the spelling of the name Philip Ruthven.

Carried Unanimously

REPORTS FOR DISCUSSION

Strategic Theme Environmental Scan- Valuing Nature
Report Reference: ISC200407R04

The following discussion points were noted:

- The focus and context of this report was on the City of Marion's 'Valuing Nature'. The SAEDB will fit in the theme around prosperity.
- Well reported, wide range and inclusive but concerned that some projects may fall through the cracks. Ways this will be prevented include:
  - projects grouped together with assigned owners;
  - approved Council motion and budget - recorded and tracked in project management system;
  - items in 4YBP - recorded and tracked in project management system; and
  - BAU items monitored through work plans and programs.
- The description in the corporate plan describing "Valuing Nature" is vague and doesn't help the community understand the theme. Suggest this be reviewed.
- Opportunity to embrace "made in Marion" to support local initiatives and enterprises.
- As a result of the Covid-19 virus, different types of waste products have emerged (ie masks, PPE, ventilators).
- Consideration to where our residents fit in to make sure we bring them along ie community garden groups.
- Disposal/Collection of glass – research and review options
  - Consideration to cost of education, additional bin collection, impacts on contract.
  - Options may be to provide deposit bins around the City or partner with businesses as collection points rather than providing an additional household bin.
  - Expand the 10c deposit to wine bottles – removes the glass from recycling bins / raises income stream if left in recycling. This initiative received support of the Members. The Mayor suggested a letter to the Minister (may need to be a Council resolution).
- Unexpected increase on waste/recycling services due to packaging from cardboard/foam with people setting up to work from home/preparing for self isolation.
- Potential targeted waste education campaign
  - residents - people spending more time at home / working from home leading to increased household & garden waste – what goes in what bin?
  - businesses - encourage the transition to using compostable/recyclable containers for takeaway food.
- Would like to see budget and progress for each item outlined in the report.
- Security and management of data important area for focus.

Moved Councillor Hull, Seconded Councillor Telfer

That the Infrastructure and Strategy Committee:

1. Notes the analysis presented in the report.

2. Provided feedback on other key areas they would like noted in the report.

Carried Unanimously

WORKSHOP / PRESENTATION ITEMS

Greening Marion
Report Reference: ISC200407R02

The Senior Environmental Planner introduced the joint speakers for the presentation - Emily Humphreys (CEO and Co-founder of Wicked Lab) and Tania Macdonald (Sustainable Urban Communities Coordinator at the Department for Environment and Water). Together they presented to the Committee on the Greening Marion pilot project.

Key discussion items outlined below.

- Explanation provided on the colour coding on the Transition Card. The colours represent a different focus area.
- Ward Members keen to receive detailed updates via Ward Briefings.
- Urban infill leading to an increase in tree removal and other impacts on the environment.
- City of Marion selected for pilot project as a result of existing relationships with the NRM Board and council has a good relationship with the community.
- KPIs are not congruent with this type of project because the nature is complex / adaptive systems. Too many interrelated variables and it's adapting all the time. Clear objectives were established at the commencement of the project to keep on track.
- The measures of the project use the Transition Card combined with award winning research.
- Thermal mapping is one of the many considerations of the project.
- The area for the pilot project was chosen as it is a good representation with elements found in most areas throughout the City.
- The diagnostic tool assists with interpreting the data along with a detailed spreadsheet. Effectively working like a SWOT analysis and guiding next steps. Interviews with people providing their story adds context to the data.
- Exciting to see a groundbreaking project in the City of Marion bringing together public policy and complex problems highlighting how the decisions you make influence/impact other areas.
- Can be scaled to use for any area of priority ie strategic plan - transport, young/aging community.

Moved Councillor Gard, Seconded Councillor Mason

That the Infrastructure and Strategy Committee:

1. Notes the information contained in this report.

2. Received 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. Provided feedback on the Greening Marion pilot project and discusses other potential applications of the Systemic Innovation Lab.

Carried Unanimously

CONFIDENTIAL ITEMS

Cover Report - COVID-19 - Impact and Recovery for Projects
Report Reference: ISC200407F01

Moved Councillor Hull, Seconded Councillor Telfer

1. That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Sorana Dinmore, Tony Lines, Louise Herdegen, Jaimie Thwaites, Kate McKenzie, Donna Griffiths and Karen Cocks 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 commercial operations of a confidential nature, the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council.

Carried Unanimously

8:24 PM the meeting went into confidence

Moved Councillor Mason, Seconded Mayor Hanna

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that this report, attachments and the minutes arising from this report, having been considered in confidence under Section 90 (2) and (3)(b) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2020.

Carried Unanimously

9:22 PM the meeting came out of confidence

BUSINESS ARISING

Business Arising Statement – Action Items
Report Reference: ISC200407R03

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

Moved Mayor Hanna, Seconded Councillor Mason

That the Infrastructure & Strategy Committee:

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

Carried Unanimously

REPORTS FOR NOTING - Nil

OTHER BUSINESS - Nil

MEETING CLOSURE - Meeting declared closed at 9:24 PM

CONFIRMED THIS 2nd DAY OF JUNE 2020

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CHAIRPERSON

BUSINESS ARISING

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

Business Arising Statement - Action Items

Originating Officer	Executive Assistant to General Manager Corporate Services - Louise Herdegen
Corporate Manager	N/A
General Manager	General Manager City Development - Ilia Houridis
Report Reference	ISC200602R02

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	ISC200602 Combined Business Arising & Forward Agenda	PDF File

CITY OF MARION APPENDIX 1
BUSINESS ARISING FROM THE INFRASTRUCTURE AND STRATEGY COMMITTEE MEETINGS **AS AT 21 MAY 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 • Follow up with Governance to ensure all statutory requirements are addressed within the amended Terms of Reference			In progress - with Kate McKenzie for review.	
2.	6 April 2020	Confirmation of Minutes • Correct spelling of name – Philip Ruthven	L Herdegen	9/4/20	Updated	Completed
3.	6 April 2020	Strategic Theme Environmental Scan- Valuing Nature (Report Reference: ISC200407R04) • Disposal/collection of glass – research and review options.	T Lines	2/6/20	In progress – draft Paper prepared by A Byrne with T Lines for review.	
4.	6 April 2020	• Potential waste education campaign targeted at: - Residents – what goes in what bin? - Business – takeaway container to be compostable/recyclable	A Gibbons	2/6/20	Completed Update on targeted waste education initiatives provided by T Lines at 21 Apr 2020 EMF; campaign is ongoing.	Completed
5.	6 April 2020	Greening Marion (Report Reference: ISC200407R02) • Provide updates at Ward Briefings as needed	R Neumann	2/6/20	Noted	Completed

* Completed items to be removed are shaded

Infrastructure & Strategy Committee
Meeting Schedule 2020

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~~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

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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

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Infrastructure and Strategy Committee		Date: Tuesday 2 June	Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	**Type of Report**	**Description**		**Duration**	**External Attendees**	**Staff Responsible**
Environment Scan Theme – Liveable & Engage		Report to outline clear purpose & objectives of this item Cover both aspects of the theme				S Tebyanian
Asset Management		Asset Management • Asset Management obligations • the process to meet these obligations, and • the results from our most recent Asset Maturity Assessment				B Lyons
Revitalisation of Edwardstown Employment – Urban Design and Economic Activation Plan		Presentation by Consultants				D Griffiths

Infrastructure and Strategy Committee		Date: Tuesday 4 August	Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	**Type of Report**	**Description**		**Duration**	**External Attendees**	**Staff Responsible**
Environment scan		Theme: Prosper & Connected				S Tebyanian
Best Practice Spotlight		Neighbourhood Centre Service Review				T Lines
Strategic item – guest speaker / expert		TBC				

Infrastructure and Strategy Committee		Date: Tuesday 6 October	Time: 6.30pm – 9.30pm		Venue: Chamber	
Topic	**Type of Report**	**Description**		**Duration**	**External Attendees**	**Staff Responsible**
ToR Review		Committee review in preparation for the November Council meeting				I Houridis
Best Practice Spotlight:		Productivity Commission				A Skull
Strategic item – guest speaker/expert		Transition the futures into Local Government – panel idea				

Infrastructure & Strategy Committee
Meeting Schedule 2020

CITY OF MARION

Infrastructure and Strategy Committee		Date: Tuesday 1 December		Time: 6.30pm – 9.30pm	Venue: Chamber		
Topic	**Type of Report**	**Description**			**Duration**	**External Attendees**	**Staff Responsible**
Review by Independent Member							R Colbourne
New Committee focus							

CITY OF MARION

CONFIDENTIAL ITEMS - Nil

WORKSHOP / PRESENTATION ITEMS

Revitalisation of Edwardstown Employment - Urban Design and Economic Activation Plans

Originating Officer	Unit Manager Economic Development - Donna Griffiths
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	General Manager City Development - Ilia Houridis
Report Reference	ISC200602R03

REPORT OBJECTIVE

The purpose of this report is to provide Elected Members with an overview of the draft Urban Design and Economic Activation Plans prepared as part of the Revitalisation of the Edwardstown Employment Precinct project.

EXECUTIVE SUMMARY

The Edwardstown Employment Precinct is a significant contributor to City of Marion economy. It is host to over 4500 jobs, over 1700 businesses and provides $1bn into our economy.

In 2019, Council resolved to investigate the revitalisation of the Edwardstown Employment Precinct from an Access, Amenity and Activation perspective. As a result, a forum was held and a 12 month action plan was developed in collaboration with the business community. Progress on the past 12 months is attached (Attachment 1).

Two key pieces of work were commissioned:
- an Urban Design Framework (Attachment 3) and
- an Economic Activation Plan (Attachment 2).

These two pieces of work can lay the foundations of what can be achieved over the next three years to revitalise the Edwardstown Industrial Precinct.

Mr Stephen Holmes from Holmes Dyer will present an overview of the recommendations contained in the Urban Design Framework.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Provide feedback on the draft Urban Design and Economic Activation Plans for the Revitalisation of the Edwardstown Employment Precinct project.**

2. **Recommend next steps for Revitalisation of Edwardstown Employment Precinct project.**

GENERAL ANALYSIS

This project is listed as a major project within the 2019/20 and 2020/21 Annual Business Plan.

This project supports the delivery of the community vision - Prosperous – By 2040, our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts whilst providing access to education and Skills Development.

This project supports the achievement of the following goals:

- E4 – We will ensure our community is well informed about the services we provide.
- VN6 – We will encourage our community to be careful in their energy and water consumption.
- VN7 – We will encourage our community to minimise waste going to landfill, and we will adopt best technologies and methods for recycling of green-waste and other waste.
- I4 – A city that provides infrastructure and support that enables innovation (entrepreneurialism) to flourish.
- P1 – we will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere.
- P2– We will work with universities, business peak groups, Regional, State and Federal Governments to facilitate local economic growth.
- P3 – we will encourage our business community to pursue education and training, innovation and local investment.
- P4 – We will seek to activate our city through quality streetscapes and place making initiatives to deliver vibrant and prosperous business precincts.
- P5 – We will bring people together through networking opportunities to provide more economic Opportunities (eg. business to business, landlord and tenant).

DISCUSSION

Current Status of the Project

Funding and resourcing for this project ends on 30 June 2020. Should members wish to pursue this project further a resource and / or funding will need to be allocated for 2020/2021 financial year.

Current Context

COVID Impacts:

- Greater reliance on government spending to stimulate the economy
- Consumers are becoming more cautious and digital
- Accelerated demand for e-commerce and e-services
- Unemployment is high and workforce flexibility is the new norm
- Increased technological competency means new high tech skills will be required over traditional low skill work and productivity must remain high.
- Significant disruption affected nearly all layers of the supply chain, highlighting vulnerabilities and revealing exposures of the current local, national and global supply chains
- Some businesses will survive, some will not, and some will fundamentally change - resetting the basis for competition
- Australia likely to be a desirable destination to live and work
- International exports, tourism and students may take some time to kick start
- Youth unemployment likely to remain high

Staff have reviewed the feedback from the business community, Urban Design Framework and Economic Activation plan and have created a 12 Month – Revitalisation of Edwardstown Employment Precinct Plan (Attachment 4).

Continuing this project, will derive the following benefits:

- Improve access to competitively priced goods and services

- Foster local commercial activity and business prosperity
- Enhance vibrancy and liveability of the area for local people
- Improve visual and aesthetic appeal of the built environment
- Present increasing employment opportunities for local residents
- Raise the profile of the City as a business and visitor destination
- Promote environmental responsibility through low-carbon initiatives and sustainable business practices
- Promote environmental and social benefits through encouraging local jobs for local people and minimising impact on transport infrastructure
- Generate financial benefit and reinvestment by the City for community projects and enhancement of services
- Support economic recovery

Next Steps

The Urban Design and Economic Activation Plans contain a number of recommended actions for Council to consider.

Staff have synthesised these along with recommendations based on learnings from work to date into a list of recommended actions with indicative resourcing required for the committee's consideration (Attachment 4).

1. Committee provide feedback and recommendations for the next stage of the project.
2. General Council report on 9 June 2020 to consider endorsing actions and budget for next stage of the project.

ATTACHMENTS

Attachment 1 – 2019/20 Action Plan – Achievements and Recommendations.
Attachment 2 – Economic Activation Plan (Australian Industrial Transformation Institute)
Attachment 3 – Urban Design and Economic Framework (Holmes Dyer Report)
Attachment 4 - Draft revitalisation of Edwardstown Plan 2020/2021

Attachment

#	Attachment	Type
1	Attachment 1 - 2019/20 Action Plan – Achievements and Recommendations	PDF File
2	Attachment 2 – Economic Activation Plan	PDF File
3	Attachment 3 – Urban Design and Economic Framework REDUCED	PDF File
4	Draft revitilisation of Edwardstown Action Plan 200528	PDF File

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
	REVITALISATION OF THE EDWARDSTOWN EMPLOYMENT PRECINCT PROJECT			
1	**Project Governance**: • Board Champion – Mayor / Councillor Joseph Masika • Project Sponsor – Ilia Houridis, General Manager City Development • Senior Leader – Greg Salmon, Manager City Activation • Project Manager – Donna Griffiths, Unit Manager Economic Development • Project Coordinator – Kate Silkstone, Edwardstown Project Coordinator (0.4 FTE) • *Internal Project Control Group* – meets monthly – Coordination and delivery of the project by establishing an internal working group of lead areas / subject matter experts to meet monthly. • *Project Steering Committee* (external) – meets monthly – Edwardstown business community – stakeholder reference group. Purpose is to feed into the plan, provide feedback on actions, give a business lens / insight into the project. Members range from small business (sole operators) to large business (20 + employees). • Agendas, Minutes and Action Registers are in place.	Existing resources and budget	• 6 Internal Project Control Group meetings held • 6 Project Steering Committee meetings held	Continue with this governance model
2	Establish a **Making Marion** site for the project to continue two-way communication. https://www.makingmarion.com.au/edwardstown-project https://www.makingmarion.com.au/greening-edwardstown A 'Faces of Edwardstown' section was included to celebrate the rich diversity of businesses and industry in Edwardstown.	Existing resources and budget	• Dedicated online consultation channel to keep the community informed and where they can contribute and comment on the project. • Traffic to the *Revitalisation of Edwardstown* between 30/08/19 and 29/04/20: 736 visits to the site with 60% visiting more than one page and 26% downloading documents or contributing to the discussion. • *Greening of Edwardstown* site established on 14/01/20.	• Continue to post key information and documentation on the Making Marion sites • Direct all communications to 'find out more by visiting the Making Marion sites'. • Continue the 'Faces of Edwardstown'

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
			At 29/04/20 there have been 166 visitors to the site, 48% viewing more than one page and 23% downloading documents or contributing to the discussion.	
3	Engage a **Project Coordinator** for two days per week to support the roll out of the Short Term Action Plan (0.4 FTE).	$40,000	Additional resource appointed in September 2019 to deliver the 24 actions until 30 June 2020.	Increase this resource to (0.8 FTE) and continue for 2020/21 FY
4	Report to Council on progress at six monthly intervals.	Existing	• January 2020 complete • Urban Planning Committee • June 2020	Continue with six monthly updates for 2020/21 FY
	Edwardstown Business Listing - Consolidation of business listing with rates database, Industry Capability Network, REMPLAN and local knowledge.	Existing	• A consolidated up to date listing of business and property owners. • Contact list used to gather market intelligence, and build community relationships.	Monitor and maintain this list to ensure that it is kept up to date in 2020/21 FY
ACCESS – how we move in, out and around the Edwardstown Precinct?				
5	**North South Consultative Group**: Establish a Consultative Committee to inform North South Road discussions with the Deputy Mayor as Chair. The Committee to include City of Mitcham, City of Marion, City of Unley and City of West Torrens. This committee will meet quarterly to advocate for business and connectivity for the region during the north-south corridor discussions.	Existing resources and budget	• Advocate for reduced disruption to business and improve connectivity with Melrose Park. • Monitor design. • One meeting held with a tunnel being the preferred option.	Consultative Committee for North-South Road Corridor with Cr Sasha Mason as chair to meet as required

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#		Action Item	Actual Budget	Benefit / Outcome	Recommendation
6		**Traffic Investigations**: Incorporate traffic management investigation into the *City Transport Plan*, with a focus on Raglan Avenue, Woodlands Terrace, Woodlands Park Station, Angas Avenue, Edwards Street, Dunorlan Road and Aclan Avenue. These streets were identified at the forum. To consider traffic counts, parking needs analysis, etc. Feed this into the Urban Design Framework.	Existing	Traffic data was incorporated into the Urban Design Framework to identify recommendations.	Adopt recommendations in Urban Design Framework
7		**Urban Design Framework:** Commission an Urban Design Framework and Implementation Plan. This will form a base to apply for future funding opportunities. Holmes Dyer engaged through open tender process.	$50,000	Key actions to revitalise access, amenity and activation for the next five years developed.	Action draft Implementation Plan
AMENITY – the look and feel of the precinct					
8		8A. Raise customer events for items within the Edwardstown Precinct Analysis Document. 8B. Start a campaign to 'snap and connect' – If the business community sees a problem – report it to Council.	Existing	• Investment in pride of place • Improve Edwardstown's image • Remove graffiti, weeds and rubbish • 2000 customer events were received and actioned for Edwardstown via a number of mechanisms	Continue 2020/21 FY
9		Public Art: Incorporate Stobie Pole Art into the Raglan Avenue streetscape upgrade.	Nil	Nil	Implement 2020/21 FY
10		Investigate the incorporation of 'façade mesh' to old Hills Site / Raglan Avenue to provide an uplift on Raglan Avenue.	$10,000 (from grant budget)	• Uplift of Raglan Avenue • Showcase the history of Edwardstown • Reinforce the character and underlying cultural diversity within Edwardstown	Implement 2020/21 FY

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
			• Create environments that have high levels of amenity and cultural identify	
11	**Greening of Edwardstown:** Investigate *Greening Adelaide Fund* and *Water Sensitive Urban Design Grant Funding Programs* for the Edwardstown Precinct. This fund requires a 50% council contribution. NB. Funding awarded. Project commenced November 2019. This project will cease on 30 April 2021.	$85,000 Grant And $85,000	• Improve public realm • Create green character amenity including green spaces to help people meet. • Reduce urban heat • Reduce air pollution and energy use Project outcomes: • 166 advanced trees • 75 tree inlets • 8 educational totems • Environmental monitoring • Community engagement	Finalise project by 30 April 2021. Action Item 2020/21 Investigate additional funding to extend the Greening of Edwardstown to include another four streets.
12	**Environmental Monitoring:** Investigate environmental monitoring of the precinct – tree canopy cover, air pollution and heat. An open tender is currently out and will close 7 February 2020.	[$20,000 in above]	Incorporated within #11 Greening of Edwardstown outcome	Finalise project by 30 April 2021
ACTIVATION – how do we create an environment for business growth and investment?				
13	**Economic Activation Plan -** Commission an Economic Activation Plan that supports business growth, smart precinct development, international trade and investment attraction. This will form a base to apply for future funding opportunities. The report was developed by the Australian Industrial Transformation Institute.	$10,000	Independent review of the precinct and recommendations to activate the precinct.	Deliver recommendations contained in the action plan

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
14	**Creative Hub / Makers Space**: Investigate models to deliver a **creative design co-working** space in Edwardstown.	$35,000 x 3 years	Attraction of the creative industries to Edwardstown	Monitor and report on outcomes.
15	**Zoning**: Investigate re-zoning opportunities for Edwardstown through the code conversation process within the Urban Planning Committee.	Existing	• Zoning supports the needs of the industry • Flexibility for new entrants	Monitor
16	**Business Advice:** Work with the Southern Adelaide Business Advisory Service to deliver advisory sessions in Edwardstown, identify high growth potential businesses and connect into the business support ecosystem. **Southern Business Mentoring Program** (program from November 2019) promoted to Edwardstown business community.	Existing	• Six businesses have participated in advisory sessions. • Advisory session have been promoted to 780 Edwardstown businesses. • A campaign was scheduled for May 2020 commencing with a business community networking event to meet mentors specialising in HR/WHS, Innovation and Transformation, Export and International Trade and dedicated days to meet with mentors at the Edwardstown Club.	Continue to promote the opportunity
17	**Networking Program:** Develop an Edwardstown focus for Southern Business Connections to operate out of Edwardstown Soldiers' Memorial Community Centre that celebrates the precinct. Support Southern Business Connections with expanding the admin service with this focus. Workshop topics and dates agreed at the Edwardstown Club: • Building your personal Brand – 18 February 2020 • Building your Business – 12 March 2020 • Building your Team – 21 April 2020 (postponed due to COVID) • Building Visibility – 19 May 2020 (postponed due to COVID)	Up to $5,000 [Spend to date $2500]	• Peer to peer networking and advice from Southern Business Connections • Quality speakers that meet the needs of the Edwardstown business community • Attendance at workshops: February – 27 participants March – 21 participants	Once COVID restrictions are released, reactivate this. Carryover funds

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
18	Meet with Vicinity Centres bi-monthly to inform a revised development plan for the Hills Site. NB. Vicinity Centres are part of the Business Community Meetings.	Existing	• Ongoing relationship • Monitor investment	On-going
19	Work with property owners to identify different leasing options to activate vacant spaces. A Property Event was held on 17 February 2020.	Existing	• 43 property owners attended	Nil
20	**Information**: Keep business up to date with activities through the Business Talk E-Newsletter and Making Marion site.	Existing	Engaged with 780 Edwardstown businesses through direct email communication about the project and/or through the Business Talk E-Newsletter and the Making Marion site.	Continue to build relationships with the Edwardstown business community and have a focus on showcasing Edwardstown business activity.
21	**Understanding Community Development Requirements:** Gather data plus evidence and develop a suitable plan for implementation if required.	Existing	Understand community development opportunities	Community Connections to action
22	Allocate one round of the Community Grants Program ($50,000) into a community project for the Edwardstown Precinct. An Art of Respect Project – aerosol mural (worth $40,000) was being considered for Raglan Avenue.	This relates to action item 10	Historical mural on Raglan Avenue	Continue using existing budget
23	Develop case studies of the five businesses in Woodlands Terrace that undertook the Energy Support Package to showcase to other businesses. Investigate continuing the energy support package to other areas within the precinct.	Existing	Understand if the project is transferable to other streets / businesses	Consider any recommendations
24	**Steering Committee**: Establish a precinct business focus group to meet bi-monthly. • Gaining feedback on direction – access, amenity and activation • Engaging on the Urban Design Framework and Economic Activation Plan	Existing	• 22 members • 18 industries represented • Market intelligence • Feedback into the future	Retain this group for the 2020/21 Action Plan
	TOTAL for 1 July 2019 to 30 June 2020 Actual Spend / Commitment	**Total COM Actual Spend**		

DRAFT Outcomes of the past 12 Months - Short Term Action Plan (1 July 2019 to 30 June 2020) for the Revitalisation of the Edwardstown Employment Precinct

#	Action Item	Actual Budget	Benefit / Outcome	Recommendation
		$292,000 CoM Total Grant = $85,000		

Budget Breakdown

Item		Actual Spend
0.4 FTE	Contract	$ 40,000.00
Urban Design Framework	Holmes Dyer	$ 50,000.00
Economic Activation Pan	Australian Industrial Transformation Institute	$ 10,000.00
SBC Networking Program	Southern Business Connections	$ 2,500.00
Greening of Edwardstown		
$85,000 Grant	DEW	
$85,000 Operational		$ 85,000.00
Creative Industries Hub (3 x $35k)	Tender yet to be awarded	$ 105,000.00

TOTAL ACTUAL SPEND / COMMITMENT		
		$ 292,500.00

Economic Activation of Precincts
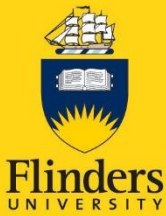
City of Marion

Flinders University
Australian Industrial Transformation Institute

Hamish Gamble, Sarah Crossman, John Spoehr

Australian Industrial Transformation Institute

May 2020

flinders.edu.au/aiti

Economic Activation of Precincts

City of Marion

Australian Industrial Transformation Institute

College of Business, Government and Law
Flinders University of South Australia

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South Australia 5042

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CAT: AITI202004

Key findings

- The Edwardstown Precinct in the City of Marion is home to more than 1,800 active businesses, operating in over 200 industries. Its prominent location along the South Road corridor and nearby public transport are ideal for industrial development and transformation.
- The largest employing industries in Edwardstown include the Retail industry, and Food Services, however an analysis of the relative employment in Edwardstown industries reveals the presence of Library and Information Services, Manufacturing; including clothing, furniture, transport equipment and fabricated metal products, and Professional, Scientific and Technical Services as unique industrial strengths.
- The Edwardstown Precinct is one of the most diversified regions in Australia. Of the 105 industries analysed, Edwardstown has an Industrial Comparative Advantage in 41 industries. This places Edwardstown in the top 50 of more than 2,000 regions analysed for industrial diversity. The presence of many industries, with high relative levels of employment, combined with the strong clusters of businesses which exist within the precinct, especially among manufacturing businesses is a significant strength for the Edwardstown Precinct. Collaboration among businesses, across industries, provides an opportunity for businesses to learn from each other, and work together to improve competitiveness.
- Industry development and diversification opportunities for Edwardstown exist in many industries, notably Machinery and Equipment Manufacturing and Fabricated Metal Product Manufacturing.
- The City of Marion should prioritise improving the capabilities of the existing manufacturing industries in the Edwardstown Precinct to take advantage of digital technologies and Industry 4.0 in light of the State Government's state growth agenda and focus on the high tech sector.
- 366 products are identified as opportunities for Edwardstown businesses to manufacture. These products are highly complex and share the industrial capabilities in which Edwardstown is strong.
- 156 of the products identified have experienced a strong five year growth in global demand and are opportunities for businesses in Edwardstown to begin or expand their export capabilities.

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1 Introduction

1.1 Background

The Cities of Marion, Charles Sturt and Holdfast Bay have commenced a project to help activate and revitalise the industry and employment precincts of Edwardstown, Charles Sturt and Somerton Park. The project aims to increase the three precincts' competitiveness through fostering innovation and employment growth, and by identifying and developing unique business development opportunities for each precinct.

This research report focusses on the Edwardstown Precinct; covering the three destination zones within the suburb of Edwardstown (bounded by Daws Road, South Road, Cross Road, and Towers Terrace/Roberts Street), identifying the precinct's skills, strengths and sectors and determining a pathway forward that takes advantage of growth industries identified through economic analyses and supported by government policy and plans.

The unfolding COVID-19 pandemic will have significant impacts on the productivity, economic viability and future focus of many sectors of the economy, including manufacturing, retail, and wholesale trade. Product opportunities and export priorities are likely to change according to altered global demand with impacts likely within most supply chains and across many sectors.

1.2 Strategic landscape

The Hon Steven Joyce's *Review of the South Australian Government's International and Interstate Engagement Bodies and Functions* (Joyce 2019) aimed to assist the South Australian Government to achieve its goal of lifting economic activity in South Australia and increasing the state's prosperity. The review impressed that identifying and accelerating the growth of sectors that have global appeal and in which the state has comparative advantage will build the future prosperity of South Australia. It recommended as an initial step, the definition of potential growth sectors that should be the focal point for the State Government over the next five to ten years. Nine sectors were identified through this process as having significant export growth potential and growth plans are under development for:

- Creative industries,
- Defence industry,
- Energy and mining,
- Food, wine and agribusiness,
- Health and medical industries,
- High-tech,
- International education,
- Space industry,
- Tourism.

The South Australian Government Chief Scientist developed the *Excite Strategy* to support the recommendations from the Hon Steven Joyce's review. The Chief Scientist identified innovation precincts and neighbourhoods as key 'Enablers of Collaboration' to support the growth of the Science, Technology, Engineering, Maths and Medicine (STEMM) Research and Innovation value chain (McMillen, 2019). The value chain comprises knowledge creation, knowledge transfer and knowledge application and requires key enablers in order to successfully deliver economic and non-economic outcomes. Innovation precincts, characterised by an agglomeration of industry, research and education activities, provide a mechanism for building partnerships and

entrepreneurism, assisting local businesses to improve competitiveness, productivity and innovative capacity (Department of Industry, Science, Energy and Resources, 2019). These unique environments, enabling the exchange of research knowledge, industry experience and business opportunity, help to translate innovation into high value, sustainable growth industries which underpin the economy.

The South Australian government has implemented policies focusing on key industry sector development, through the state sector growth plans, and the development of a business environment conducive to entrepreneurialism, through the Future Industries Exchange for Entrepreneurship (FIXE) hub.

1.3 Precinct success factors

Innovation precincts are clusters of industry, research and education activity in a specific geographic area (Department of Industry, 2019). They bring together leading institutions and companies, clustering start-ups, business incubators and accelerators in a physically compact, transit-accessible area. Precincts also are technically connected and combine mixed-use housing, office and retail environments (Wagner, Katz, & Osha, 2019).

Innovation precincts are a key source of economic productivity growth - a key determinant of a regions living standards (Baily & Montalbano, 2018). Their strength lies in their complexity, and integration of previously separated leaders, disciplines, investors and researchers (Wagner et al., 2019). Geographic clustering of firms and researchers has been extensively studied in economic development literature, revealing its value in terms of innovation, efficiency and productivity (Baily & Montalbano, 2018). The integration of and interaction between economic, physical and networking assets is what sustains and grows an innovation precinct (Baily & Montalbano, 2018). The economic assets include high value research sectors, creative industries, incubators, accelerators and training facilities. Physical assets relate to office buildings, lab spaces, retail outlets and parks, while the networking assets are the meetings, workshops and informal interactions that occur between precinct players (Baily & Montalbano, 2018). Separately, these assets are unable to support an innovation district, but together they provide a powerful platform for innovation and economic productivity (Baily & Montalbano, 2018).

The Silicon Valley high-tech precinct, backed by US Department of Defense funding in the 1950s, adopted a culture of collaboration by integrating research institutions, government funding, private sector investment and high-skilled workers to create a hub of innovation and entrepreneurship (Baily & Montalbano, 2018). The result is a highly innovative and economically productive precinct that, in 2016, contributed $722 billion to United States GDP (Baily & Montalbano, 2018).

Following the decline of the iron and steel industry in Pittsburgh, Pennsylvania, the Pittsburgh precinct realigned its charter with the strengths of the University of Pittsburgh and Carnegie Mellon University – information technology - focussing its efforts on biotech, pharmaceuticals and information technology (Baily & Montalbano, 2018). The positioning of the Pittsburgh precinct within the fast-growing health care sector, strong links with education and research institutions, and federal and state government funding lead to its success – contributing $138 billion to US GDP in 2016 (Baily & Montalbano, 2018).

Local leadership is critical to the success of an innovation precinct (Department of Industry, 2019). A successful precinct is one that builds on existing competitive strengths and comparative advantage. It utilises local skills and expertise through building collaborative relationships with likeminded industry partners and engages with research institutions and skills providers to ensure industry and community needs are addressed (Department of Industry, 2019).

Three of the key precinct success factors – Research and educational institutions; Collaboration with local partners; and Governance and investment – are discussed in more detail in the following sections.

1.3.1 Research and educational institutions

Collaboration with researchers and educational institutions is pivotal to the success of innovation precincts (Department of Industry, 2019). Collaborative partnerships support entrepreneurs and start-ups to establish and succeed, whilst also enabling established businesses to innovate and improve competitiveness and productivity (Department of Industry, 2019).

The Tonsley Innovation Precinct in the City of Marion, home to Flinders University and TAFE SA, is a hub of innovation and the nexus between research, vocational education and industry in South Australia.

> *"Tonsley brings together leading-edge research and education institutions, established businesses and start-ups, business incubators and accelerators as well as government and the wider community to connect and collaborate in Australia's leading innovation district."[1]*

The Tonsley Innovation Precinct focusses on four sectors that reflect South Australia's major economic strengths and opportunities – Health, medical devices and assistive technologies; Cleantech and renewable energy; Automation, software and simulation; Mining and energy services. The breadth of these focus sectors provides a wealth of knowledge sharing and collaboration opportunities that can support the reactivation of the Edwardstown Precinct.

1.3.2 Collaboration with local partners

Collaboration with local partners is essential for building a critical mass within a successful innovation precinct. Potential local partners include start-ups, small and medium enterprises (SMEs), large firms, researchers, specialised suppliers and international companies (Department of Industry, 2019). The ability to build on local strengths and common interests, to utilise complementary resources, and to share knowledge and technology enable an innovation precinct to compete and advance in competitive economies both locally and globally.

1.3.3 Governance and investment

Appropriate governance arrangements and organisational structure will provide a solid framework in which an innovation precinct can thrive. Coupled with this is the need for adequate and appropriate investment from precinct participants and funding bodies. The governance and investment arrangements will vary for each precinct according to scale, age and sophistication, and are critical to the precincts' success.

The *Revitalisation of the Edwardstown Employment Precinct Project* is supported by a Project Steering Group, comprised of members of the Edwardstown business community and key City of Marion staff. The Project Steering Group supports and informs the project, providing insights, information and recommendations on the Action Plan, with members acting as project advocates within the precinct community. The inclusion of business representatives provides a solid foundation for the Edwardstown Precinct revitalisation project. Consideration of financial investment is also a critical ingredient in the development of successful and thriving precincts.

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[1] https://tonsley.com.au/

1.4   Planning regulations

The South Australian planning system is undergoing significant reform to modernise and simplify planning and development across the state. The new Planning and Design Code (the Code), underpinned by the new *Planning, Development and Infrastructure Act 2016,* is being rolled out across South Australia to replace all existing council development plans, to unify and clarify planning policy across the State. The Code will become operational for all urban councils in July 2020.

These changes will impact the Edwardstown Employment Precinct, with the existing Development Plan Zoning Categories (Figure 1) replaced by the Planning and Design (P&D) Code Zones (Figure 2) from mid-2020. Under the new Act, the areas currently classified as 'Industrial', will be reclassified as either 'Employment' or 'Suburban Employment', and the existing 'Commercial' zones will become 'Suburban Employment' zones. The Castle Plaza Shopping Centre will be rezoned as a 'Suburban Activity Centre', whilst the area to the north will become 'Suburban Main Street' and 'Suburban Business and Innovation'.

The South Australian Government *Guide to the Draft Planning and Design Code* defines the following:

➢ **Employment Zone**

This zone supports a range of industrial, high-impact activities including general industry, logistical, warehousing, storage, research and training land uses.

➢ **Suburban Employment Zone**

This zone supports a diverse range of low-impact, light industrial, commercial (including bulky goods) and business activities that complement the role of other zones with significant industrial, shopping and business activities.

➢ **Suburban Activity Centre Zone**

This zone accommodates small-to medium- sized activity centres servicing a local or neighbourhood area. Development will primarily comprise shops, offices and consulting rooms. Residential development will be appropriate only in conjunction with non-residential development.

Building heights up to 4 storeys may be appropriate subject to appropriate interface with adjoining zones.

➢ **Suburban Business and Innovation Zone**

This zone provides for a range of commercial, light industrial, shop and residential land uses.

Development will be designed and sited to minimise impacts on adjoining land uses.

➢ **Suburban Main Street Zone**

This zone accommodates small-to medium- sized activity centres servicing a local or neighbourhood area. Development will primarily comprise shops, offices and consulting rooms. Residential development is appropriate only in conjunction with non-residential development.

Buildings will be oriented toward the main street to create active frontages and reinforce the main street character.

Building heights up to 4 storeys are anticipated where the building reinforces the main street edge. Buildings will decrease in height to provide an appropriate interface with adjoining low- to medium- density residential development.

In light of the proposed changes, the South Australian Local Government Association submitted a letter to the South Australian Government (November 2019) supporting the restriction of commercial development to main streets and commercial hubs in order to maintain and enhance activation of the main street areas of regions and towns.

The Edwardstown industrial and commercial precinct will be surrounded by residential areas classified in the new P&D Code as General Neighbourhood, Suburban Neighbourhood or Housing Diversity Neighbourhood.

The P&D Codes listed above are described in detail in Appendix A.

Figure 1: Development Plan Zoning Categories, Edwardstown Precinct
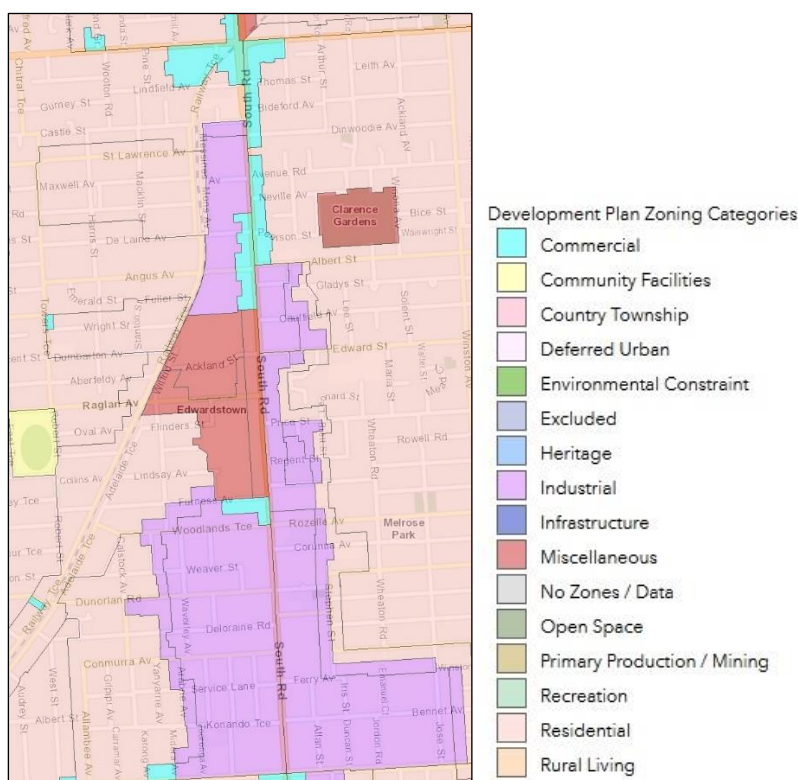
Map source: *Planning and Design Code Consultation Map Viewer*

Figure 2: Planning and Design Code Zones (operational from July 2020), Edwardstown Precinct

Map source: *Planning and Design Code Consultation Map Viewer*

2 Edwardstown Employment Precinct

The Edwardstown Employment Precinct refers specifically to the two industrial and commercial/industrial areas of the broader Edwardstown Precinct. This area is bounded by Cross Road, South Road, and Daws Road, and the Seaford railway line, and has been a central employment hub for the City of Marion for many years and is home to 1,824 businesses[2] and 4,435 residents (Australian Bureau of Statistics, 2016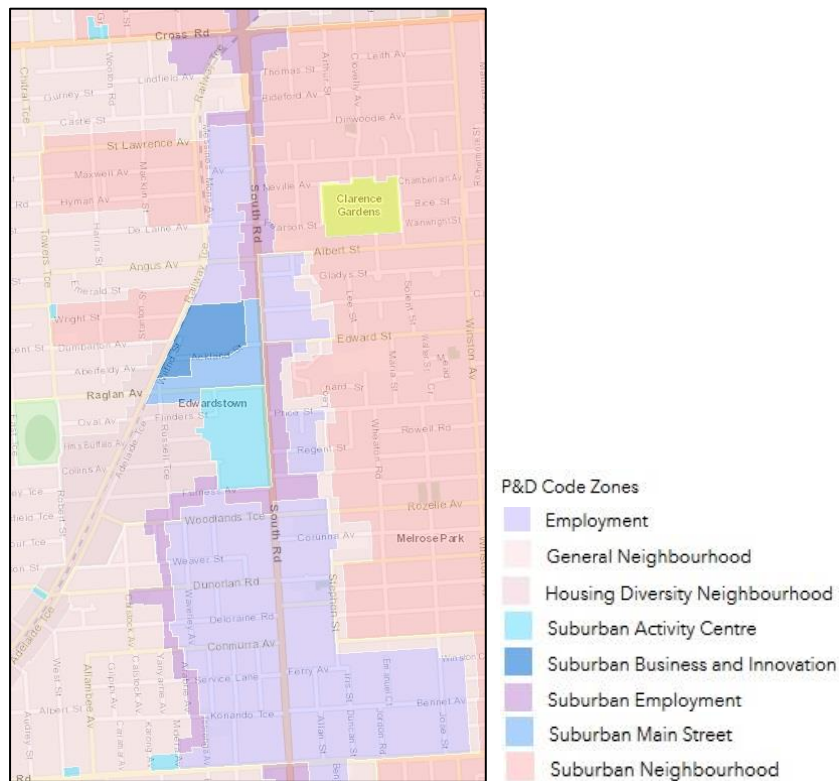). The 232-hectare industrial and commercial site is experiencing a period of decline with many underutilised and vacant sites.

The City of Marion are investing in strategic revitalisation and renewal activities, aiming to establish a mixed-use employment precinct for businesses and employees, integrated with diverse housing for residents. Located just 8 kilometres from the Adelaide central business district (CBD) and bordered by South Road, the Edwardstown Employment Precinct is ideally located for attracting new industries, workers and residents.

This research project is a direct action from the *Revitalisation of the Edwardstown Employment Precinct Project Action Plan* and will assist in future planning of business growth, international trade opportunities and investment attraction in the precinct over the next decade.

The *Revitalisation of the Edwardstown Employment Precinct Project* is supported by the Project Steering Group, comprised of members of the Edwardstown business community and key City of Marion staff. The Project Steering Group will support and inform the project, providing insights, information and recommendations on the Action Plan, with members acting as project advocates within the precinct community.

2.1 Review of existing plans and strategies

The City of Marion have implemented the *Revitalisation of the Edwardstown Employment Precinct Project* to provide a framework for reactivating the Edwardstown Employment Precinct. The project involved several important analyses to identify, support and inform the need to reactivate the Precinct, namely:

- Edwardstown Precinct Analysis (2019)
    - Edwardstown - Attachment 1: Demographic Profile
    - Edwardstown - Attachment 2: Economic Analysis
    - Edwardstown - Attachment 3: Connection with Melrose Park
- Short Term Action Plan (1 July 2019 to 30 June 2020)

The **Edwardstown Precinct Analysis** provides a contextual summary of the Edwardstown precinct, differentiating between the industrial/commercial precinct (the focus of this report) and the residential precinct. The Precinct Analysis highlights the key principles of *access*, *activation* and *amenity* as important for driving the future growth and development of the area. The visual strengths and opportunities of the precinct are identified through textual and photographic analyses, and the current access and movement situation for vehicles and pedestrians is documented. Environmental quality (noise and air emissions, urban heat, vegetation coverage) of the precinct area is also considered.

The Precinct Analysis presents a basic **demographic profile** for the area based on the 2016 ABS Census. An **economic analysis** provides employment, wage and salary information, economic output data, exports, sales and business-related statistics. Since the Edwardstown

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[2] Number of businesses trading on 1 January 2019 (Source: REMPLAN)

precinct analysis was released, more recent economic data has been made available and is presented in Section 3.

The proximity of the Edwardstown precinct to the suburb of Melrose Park (in the City of Mitcham) is highlighted in **Attachment 3: Connection with Melrose Park**. The western boundary of Melrose Park is formed by South Road, home to many commercial and industrial businesses, and adjacent to the eastern boundary of the Edwardstown Precinct. The *Edwardstown Precinct Analysis* indicates underutilisation of this industrial zone, suggesting potential to collaboratively reactivate the area of South Road in both Edwardstown and Melrose Park.

As part of the broader *Revitalisation of the Edwardstown Employment Precinct Project*, the City of Marion have developed and implemented an **Action Plan** that outlines activities to address the amenity, access and activation of the precinct over a twelve month period (from 1 July 2019 to 30 June 2020). The Action Plan covers all aspects of the project from greening initiatives, to urban design, transport infrastructure, attracting start-ups, street art and an economic activation plan – the mandate of this project.

3 Baseline mapping

This section utilises data from REMPLAN for the three destination zones which make up the suburb of Edwardstown to ensure consistency in the mapping of the current business environment, economic output, and employment analysis (sections 3.1, 3.4 and 3.5 respectively) (Figure 3). This area is referred to as the Edwardstown Precinct and reflects those businesses that were trading as of 1 January 2019.

Figure 3: Edwardstown Precinct
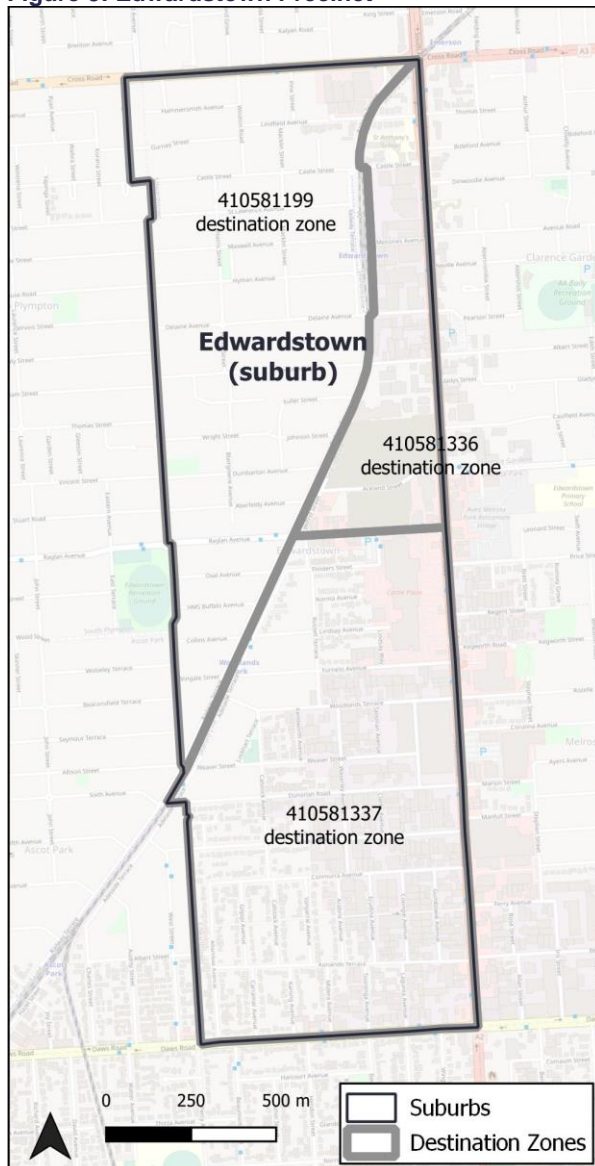
3.1   Current business environment

Over 1,800 businesses in the suburb of Edwardstown are registered on the Australian Business Register (ABR). A map of their location within the Edwardstown Precinct is shown below in Figure 4. There are five clear business 'hubs' within Edwardstown, where more than 40 businesses are congregated. These are visible in Figure 4. Business density appears to be highest on the South Road corridor, and along the train line, indicating the strength of these

transport corridors as drivers of business activity, and their potential for generating further economic activity.

Figure 4: Edwardstown Precinct business density
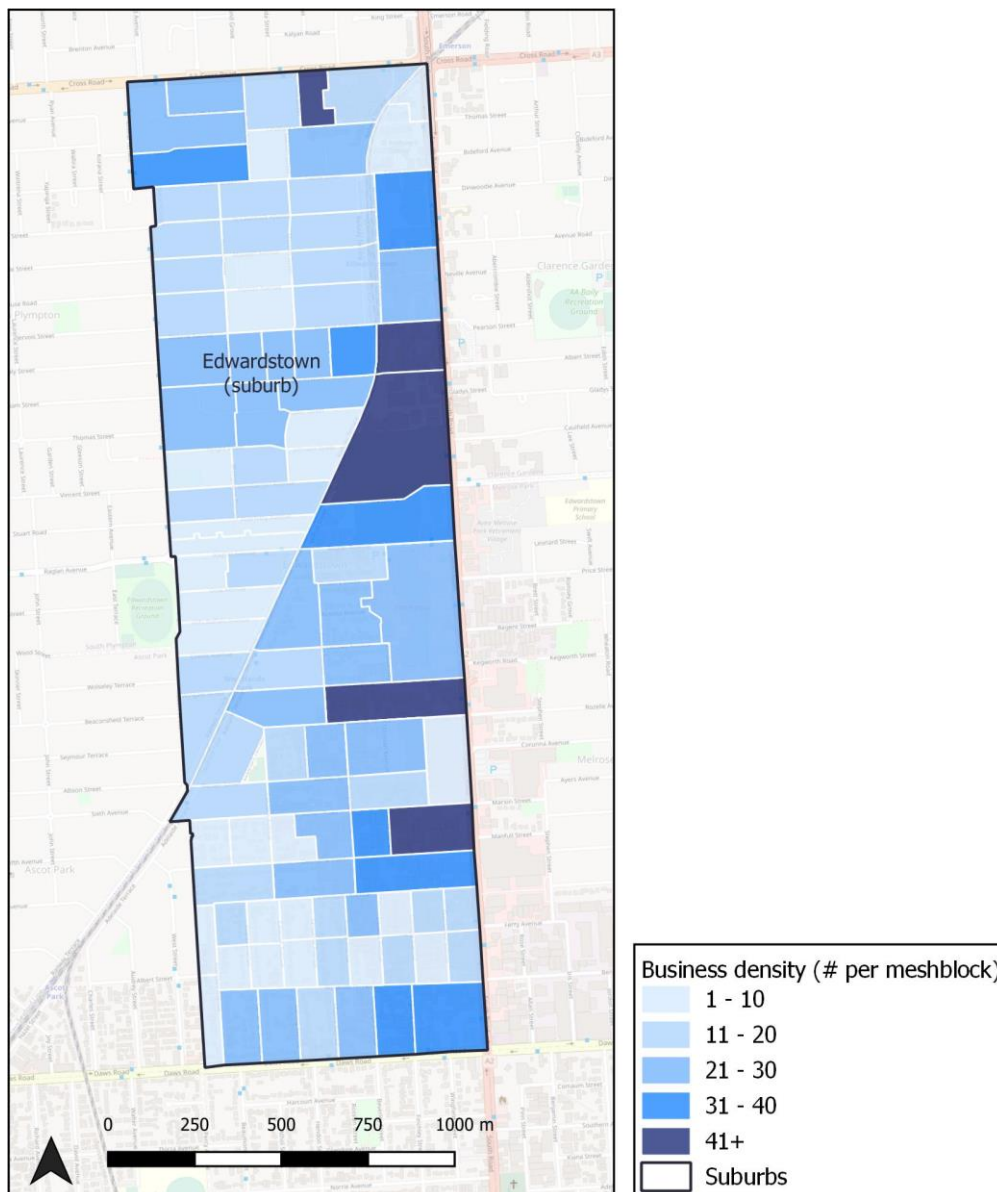
The intensity of Manufacturing businesses in Edwardstown is summarised in Figure 6, with a clear pocket of manufacturing businesses in the south eastern corner of the Edwardstown Precinct.

Figure 5: Edwardstown Precinct manufacturing business density
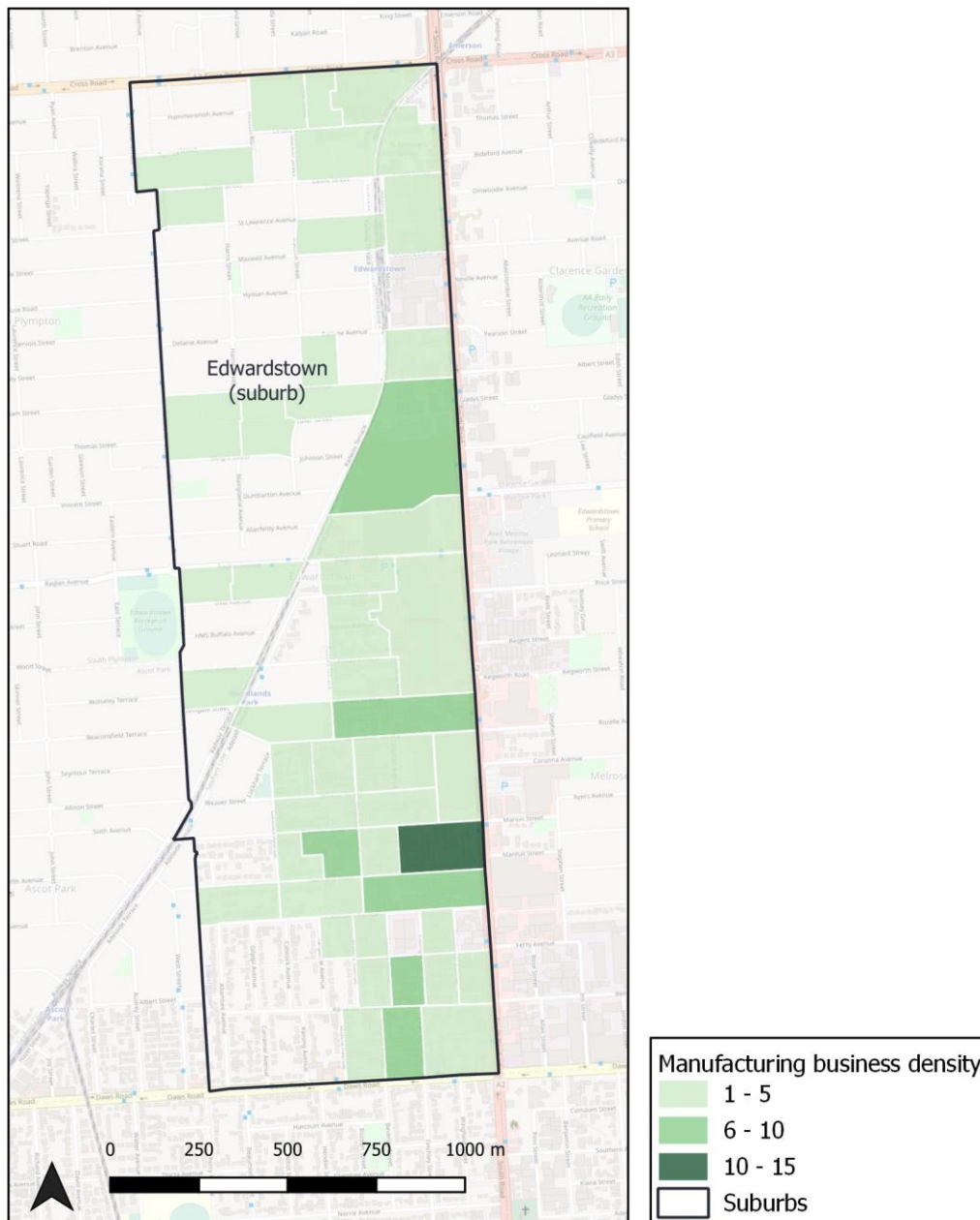
The businesses in the Edwardstown Precinct operate across more than 200 industry classes[3]. The top ten are shown in Table 1, with *Building and Other Industrial Cleaning Services*, and *Non-Residential Property Operators* each with 106 businesses.

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[3] Based on the 2016 Australian and New Zealand Standard Industrial Classification (ANZSIC) Revision 2.0

Table 1: Edwardstown Precinct Business Counts by Industry Class

Industry Class	Number of businesses
Building and Other Industrial Cleaning Services	106
Non-Residential Property Operators	106
Financial Asset Investing	90
Other Auxiliary Finance and Investment Services	65
Residential Property Operators	63
Superannuation Funds	63
Management Advice and Related Consulting Services n.e.c.	41
Computer System Design and Related Services	33
Non-Store Retailing n.e.c	30
Other Automotive Repair and Maintenance	28

The most common business operating in Edwardstown by entity type are sole traders, with more than 800 businesses described this way. The breakdown for all 1,800 Edwardstown businesses is shown below in Table 2.

Table 2: Edwardstown Businesses by Entity Type

Entity Type	Number of Businesses
Individual/Sole Trader	806
Australian Private Company	461
Discretionary Trading Trust	129
Discretionary Investment Trust	113
Fixed Unit Trust	67
Other Partnership	64
ATO Regulated Self-Managed Superannuation Fund	63
Family Partnership	56
Other Incorporated Entity	16
Strata-title	15
Discretionary Services Management Trust	8
Other Unincorporated Entity	7
Australian Public Company	5
Hybrid Trust	5
Deceased Estate	2
Limited Partnership	2
Other Trust	2
Cash Management Trust	1
Co-operative	1
Fixed Trust	1

Analysis of the entity start date for Edwardstown businesses reveals the relatively low level of entries between 2001 and 2013 as shown in Figure 6. However, since 2014 the number of new businesses operating in Edwardstown has increased significantly year on year.

Figure 6: Number of Businesses by Year of Entry Date, Edwardstown
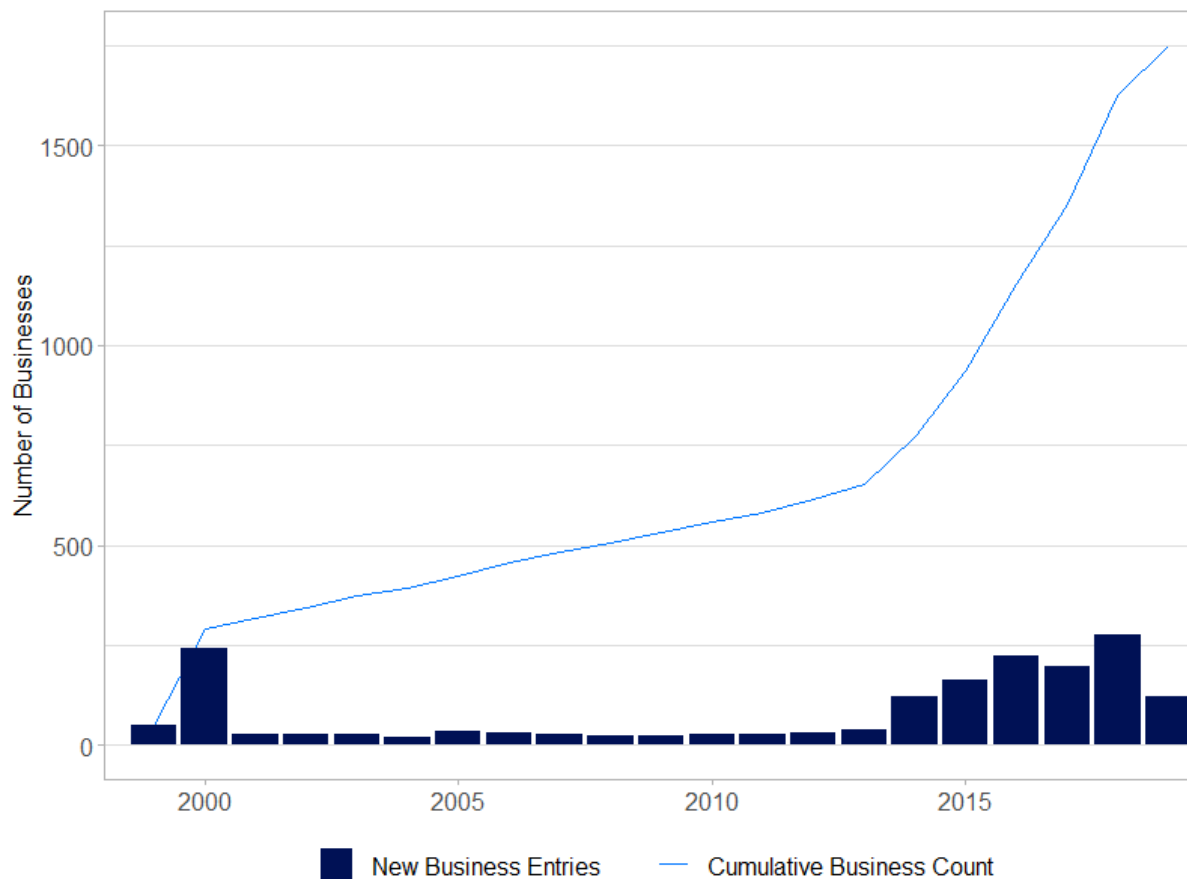
3.2 Business sentiment

The City of Marion Council has conducted a survey of businesses in the Edwardstown precinct to assess business sentiment in the region. Fifteen businesses operating in ten industries responded to the survey. On average these businesses have been operating for 23 years, with 15 of those years at their current location in Edwardstown and have grown from employing 40 people to 282 with the expectation of employing an additional 80 people over the next five years. All firms who responded to the survey indicated that they were looking to hire additional employees over the next five years indicating a high degree of confidence in the operation of their business, and the environment in which they operate. Six firms (40%) indicated that they would be willing to co-locate their business at Tonsley. The three most important factors for success of the businesses surveyed were the ease of their employees to get to work (through parking, and public/private transport infrastructure), high speed internet, and parking for customers. Of the four firms who are considering relocating their businesses, access to space, concerns about a grade separated South Road, and the ability to grow their business were given as the key reasons for the potential relocation.

3.3 Business counts

The finest level of data available for analysis of the ABS Business Count is at the ABS Statistical Area 2 (SA2) classification[4]. By this data, the number of businesses operating in Edwardstown increased from 868 in 2011, to 1,160 in 2019. By this data, the number of businesses operating

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[4] See Figure 10 for a comparison of the Edwardstown SA2 boundary with the Edwardstown Suburb boundary

in Edwardstown increased from 868 in 2011, to 1,160 in 2019 (Australian Bureau of Statistics, 2019). Figure 7 and Figure 8 show the breakdown of the number of businesses in Edwardstown by employment size and turnover ranges for 2011 and 2019. They show that Construction, Rental Hiring and Real Estate Services, and Transport, Postal and Warehousing businesses are the three largest industries by business count in Edwardstown in 2019. Over the period examined, there has been a clear increase in the number of non-employing businesses in Construction, Rental Hiring and Real Estate Services, and Transport, Postal and Warehousing. The corresponding increase in number of employing businesses has been observed in Construction, and Accommodation and Food Services businesses employing between one and four employees. Manufacturing remains a strong source of business activity and employment for Edwardstown.

In terms of turnover, the largest number of businesses in 2019 are in the Transport, Postal and Warehousing industry with a turnover of less than $50,000 (Figure 8). Construction businesses are the largest cohort of businesses earning between $50,000 and $100,000, and between $100,000 and $200,000. Between 2011 and 2019 there has been a significant increase in the number of low turnover Transport, Postal and Warehousing businesses, and the number of Construction businesses earning between $100,000 and $200,000.

Figure 7: Number of Businesses by Industry by Employment Size, 2011 and 2019, Edwardstown SA2

Number of Businesses
By Employment, Edwardstown
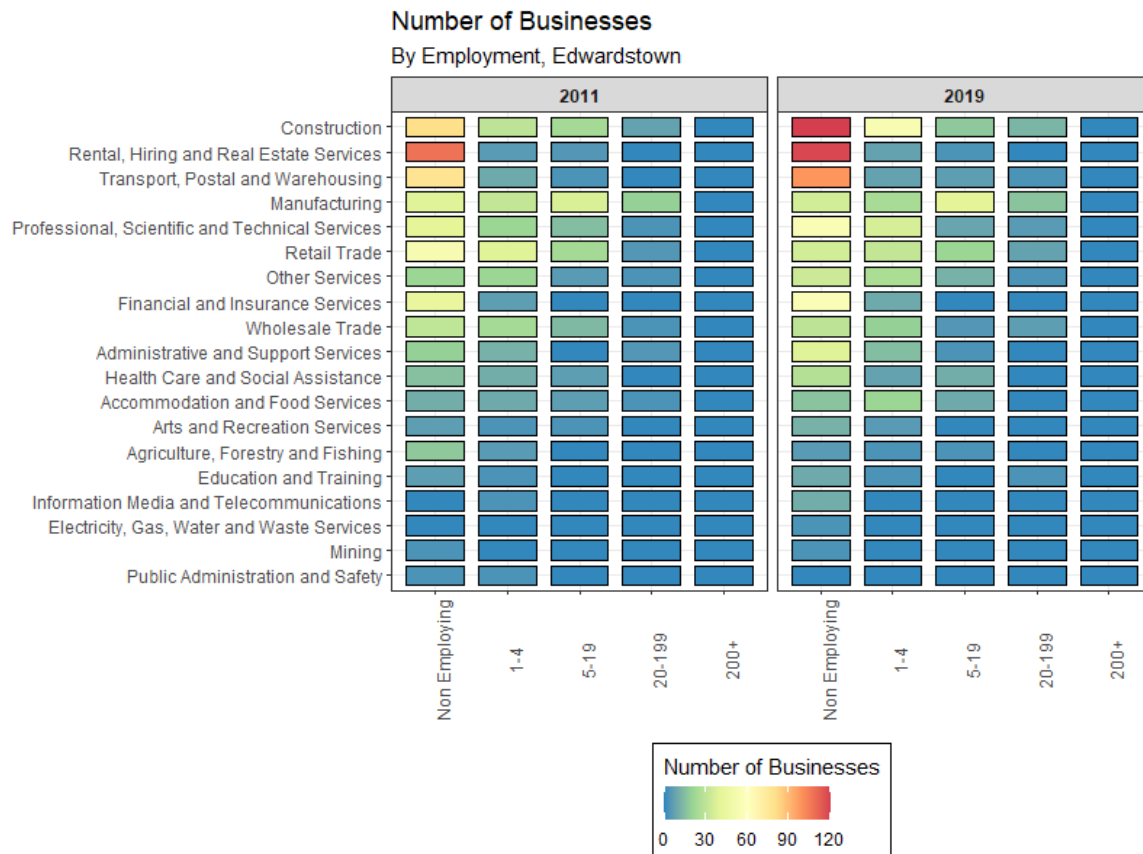
Figure 8: Number of Businesses by Industry by Turnover Size, 2011 and 2019, Edwardstown SA2

Number of Businesses
By Turnover, Edwardstown
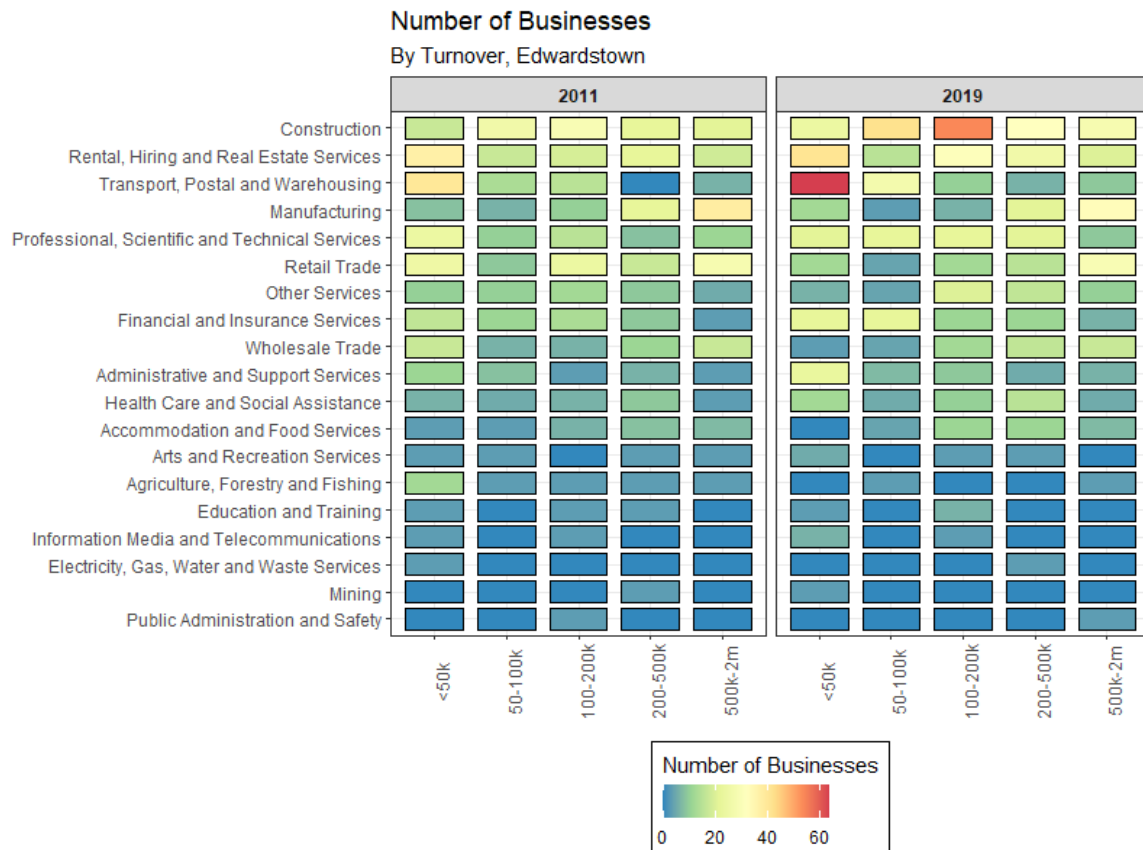
3.4   Output

The three destination zones which make up the Edwardstown Precinct represent 4.2% of the total area of Marion Council, but contribute an estimated $1.44 billion (23.2%) of Marion Council's total output of $6.21 billion. This output is strongly concentrated in the Manufacturing ($533.6 million; 37%) and Construction sectors ($254.4 million; 17.6%) (Figure 9).

Figure 9: Edwardstown Precinct Output ($millions) by Sector

Output - Marion (C) (2018 Release 2)
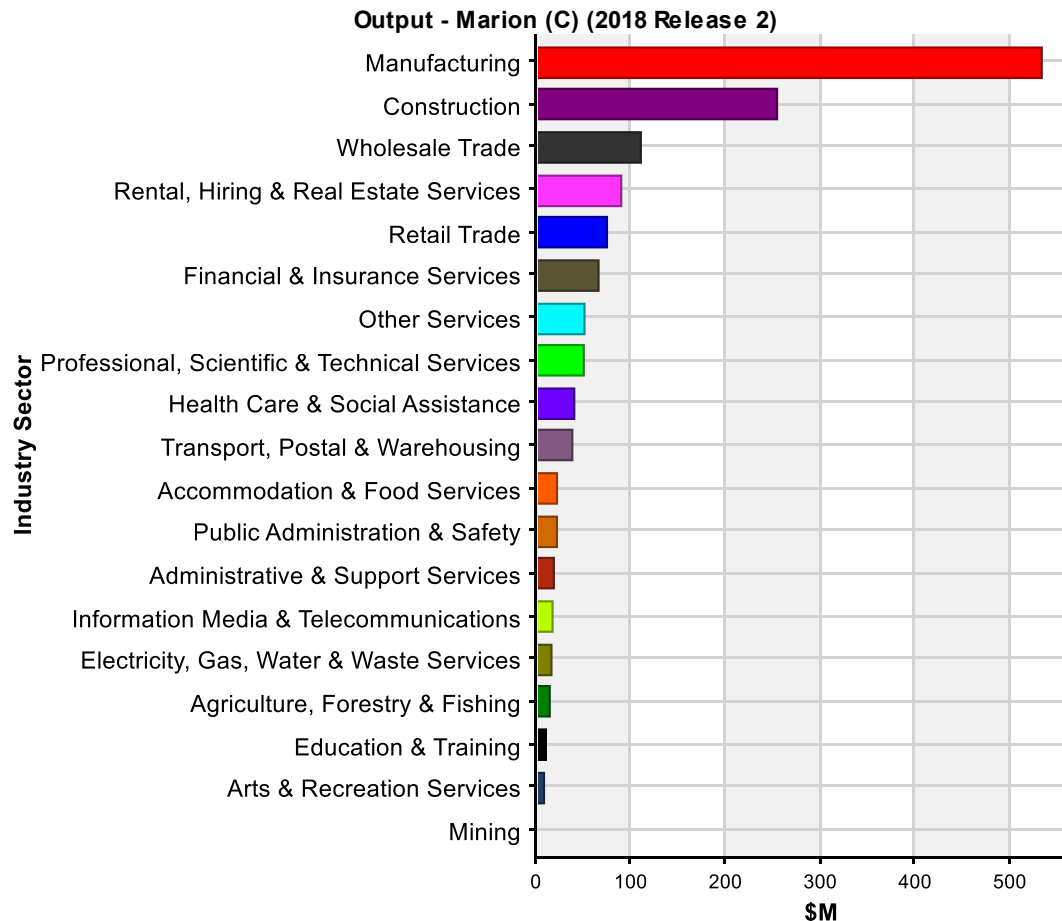
Within the Manufacturing sector, output is concentrated in Transport Equipment and Parts Manufacturing ($164.3 million; 11.4%)[5], Metal and Metal Product Manufacturing ($126.5 million; 8.8%) and Technical Equipment and Appliance Manufacturing ($78.8 million; 5.5%). Overall, 14 Manufacturing sectors contribute to the output of the Edwardstown Precinct (Table 3).

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[5] A significant proportion of this output is from the manufacture of Motor Vehicles and Parts, and Other Transport Equipment ($152.5 million). As Remplan data is sourced from the latest census (2016) it is likely that this sector's output has since decreased.

Table 3: Edwardstown Precinct Output ($millions) by Manufacturing Sector

Sector	Output	
Transport Equipment & Parts Manufacturing	$164.334	11.4%
Metal & Metal Product Manufacturing	$126.472	8.8%
Technical Equipment & Appliance Manufacturing	$78.808	5.5%
Basic Chemical, Cleaning & Polymer Manufacturing	$42.594	3.0%
Apparel Manufacturing	$33.942	2.4%
Food Product Manufacturing	$29.459	2.0%
Furniture Manufacturing	$17.606	1.2%
Printing (including the reproduction of recorded media)	$12.332	0.9%
Sawmill, Wood & Paper Product Manufacturing	$9.796	0.7%
Other Manufactured Products	$7.210	0.5%
Pharmaceutical Product Manufacturing	$6.567	0.5%
Non-Metallic Mineral Product Manufacturing	$4.495	0.3%
Beverage Product Manufacturing	$0.047	0.0%
Petroleum & Coal Product Manufacturing	$0.000	0.0%

Within Construction, the output is nearly evenly split between Construction Services ($131.0 million; 9.1%) and Construction ($123.4; 8.5%).

3.5 Employment

Total employment in the Marion Council area is estimated at 22,983 jobs. The Edwardstown Precinct contributes 4,582 (19.9%) to total employment, at an estimated 19.6 jobs per hectare. The largest employing industries in the Edwardstown Precinct, defined at the divisional level of the Australian and New Zealand Standard Industrial Classification (ANZSIC) are Manufacturing (925; 20.2%), Retail Trade (725; 15.8%) and Construction (610; 13.3%). Analysis of employment at the ANZSIC sub-divisional level within the Edwardstown Employment Precinct is presented in Section 4.

4 Opportunity identification

4.1 Economic analysis

There has been significant investment in the precinct in recent years - the $45 million Bunnings development, expansion of the Castle Plaza Shopping Centre ($40 million) and the $8 million Edwardstown Oval redevelopment have prompted increased economic activity. As discussed in Section 3, the Edwardstown Precinct employs people in a wide range of industries such as Manufacturing, Retail Trade, and Construction. At the two-digit ANZSIC (Industry Subdivision), the Edwardstown Precinct predominantly employs in Food Retailing (393), Other Store-Based Retailing (345), and Construction Services (269).

The Edwardstown Statistical Area (SA2) was used to define the Edwardstown Employment Precinct's employment figures, which are used in the analysis to identify the precinct's product level opportunities (Figure 10). This choice has been made, despite the Edwardstown Statistical Area being larger than the Edwardstown Precinct, in order to generate meaningful, statistically valid results. Although employment by industry data is available at the destination zone level, there are issues with data quality[6] and difficulties in generating meaningfully results for more than one destination zone. As such, the industrial strengths identified for the Edwardstown SA2 may not exactly match the industries present in the Edwardstown Employment Precinct.

Figure 10: Edwardstown Employment Precinct

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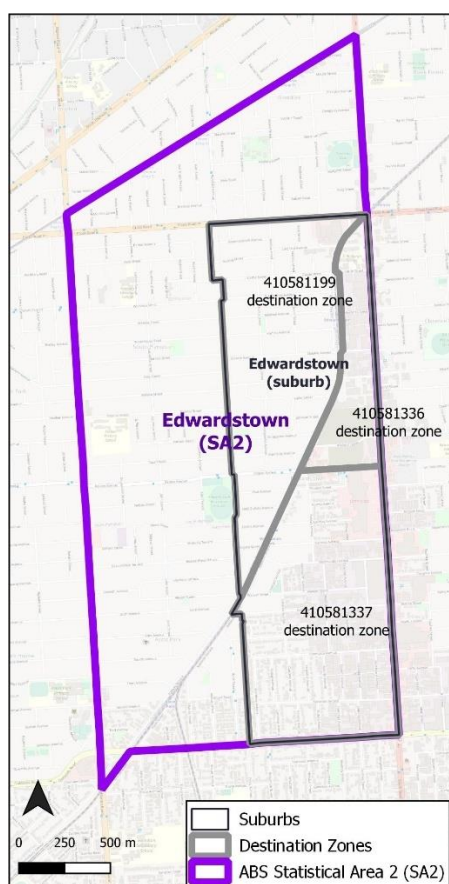
[6] In order to protect confidentiality, the ABS randomise some data where it could be used to identify individuals. For employment by industry data, any industries which employ below ten people are randomised. At very small geographic levels, this effect is more pronounced.

The basis for identifying the industrial strengths of Edwardstown is the Industrial Comparative Advantage (ICA). The Industrial Comparative Advantage (ICA) is calculated as the ratio of the share of employment in an industry in Edwardstown to the share of employment in the same industry in Australia. We disaggregate employment to the ANZSIC sub-divisional level, at which there are 105 industries. This data is from the ABS Census and as such is current as at 2016. As a share of Edwardstown's total employment, there are five times more employees in Furniture and Other Manufacturing compared to Australia. So, while Retail Trade (specifically Food Retailing and Other Store-Based Retailing) and Construction Services are the largest industries of employment in Edwardstown, the industry strengths of Edwardstown are better expressed in Table 4, which shows the top ten industries by industrial comparative advantage in Edwardstown. Compared to Australia, employment in Edwardstown is more concentrated in:

- Library and Other Information Services
- Manufacturing; including clothing, furniture, transport equipment, and fabricated metal products
- Professional, Scientific and Technical Services

Table 4: Edwardstown Industrial Strengths

Industry	Industrial Comparative Advantage (ICA)
Library and Other Information Services	9.0
Textile, Leather, Clothing and Footwear Manufacturing	5.3
Manufacturing, nfd	5.3
Furniture and Other Manufacturing	5.0
Fabricated Metal Product Manufacturing	4.8
Transport Equipment Manufacturing	4.5
Polymer Product and Rubber Product Manufacturing	3.6
Printing (including the Reproduction of Recorded Media)	3.5
Professional, Scientific and Technical Services, nfd	3.3
Primary Metal and Metal Product Manufacturing	3.0

The industrial strengths identified for the Edwardstown Statistical Area (SA2) are used as a filter for the product opportunity analysis, ensuring only the products which are more likely to be feasible for the Edwardstown Employment Precinct are highlighted. Although Library and Other Information Services is Edwardstown's strongest industry, it is not included in further analysis as the economic complexity model only considers tradeable products, and not services. As such its potential for development cannot be assessed in this analysis.

Finding the relationship between a precinct's employment strengths and their productive strengths is the next step in identifying opportunities at a precinct level. Utilising a model of economic complexity at the state level allows us to identify where productive capabilities exist in South Australia. This model uses the export value of 1,241 products from South Australia in 2016 to determine where South Australia has comparative advantage. Products are then matched to the industry which produces them, and this industry is matched to the industries in which Edwardstown has Industrial Comparative Advantage (Table 4). Results are filtered to include only:

1. Industries in which Edwardstown has industrial comparative advantage.
2. Products in which South Australia has comparative advantage.
3. Products that are exported from South Australia in some capacity.
4. Products that would increase the complexity of South Australia.

Out of the 1,241 products analysed, 366 opportunities are identified for Edwardstown, across 10 industries. They are summarised below in Table 5 and Table 6.

Table 5: Summary of Edwardstown product opportunities by industry

Industry	Product Opportunities
Machinery and Equipment Manufacturing	148
Fabricated Metal Product Manufacturing	44
Textile, Leather, Clothing, and Footwear Manufacturing	43
Primary Metal and Metal Product Manufacturing	34
Polymer Product and Rubber Product Manufacturing	32
Furniture and Other Manufacturing	30
Transport Equipment Manufacturing	23
Wood Product Manufacturing	7
Printing	4
Aquaculture	1

Table 6: Edwardstown product opportunities

Product	Industry	Exports (South Australia)	Complexity Gain
Screws and similar articles of iron or steel	Fabricated Metal Product Manufacturing	1,056,261	1.47
Machines n.e.c.	Machinery and Equipment Manufacturing	30,878,418	1.44
Lathes for removing metal	Machinery and Equipment Manufacturing	45,866	1.43
Machines for assembling electric lamps	Machinery and Equipment Manufacturing	11,151	1.41
Industrial electric furnaces	Machinery and Equipment Manufacturing	180,240	1.38
Instruments for measuring properties of liquids or gases	Machinery and Equipment Manufacturing	785,582	1.38
Machinery parts, not containing electrical features, n.e.c.	Machinery and Equipment Manufacturing	239,886	1.35
Interchangeable tools for hand tools	Machinery and Equipment Manufacturing	2,870,186	1.34
Parts of musical instruments	Furniture and Other Manufacturing	29,103	1.33
Tools for hand working, pneumatic, hydraulic motors	Machinery and Equipment Manufacturing	570,109	1.33

Imperative to the Council's decision making around which areas to prioritise is an assessment of the global demand for the products identified as opportunities. The 5-year growth of global exports (in US dollars) is -10.7%. Any products exported from South Australia which are growing faster than this could be considered, however we take the approach of only including products which have positive global export growth over the last five years. This reduces the potential opportunities for Edwardstown to 156 products. They are summarised in Table 7.

Table 7: Edwardstown Product Opportunities (Export Growth)

Product	Industry	Exports (South Australia)	Export Growth
Apparatus and equipment for photographic laboratories, n.e.c.	Machinery and Equipment Manufacturing	55,756	95.6%
Optical microscopes	Machinery and Equipment Manufacturing	678,785	72.7%
Video recording apparatus	Machinery and Equipment Manufacturing	47,535	60.2%
Textile footwear	Textile, Leather, Clothing and Footwear Manufacturing	131,779	50.3%
Plastic floor coverings	Polymer Product and Rubber Product Manufacturing	22,302	32.6%
Lamps	Machinery and Equipment Manufacturing	1,395,724	32.0%
Balances of a sensitivity < 50 milligram	Machinery and Equipment Manufacturing	3,494	31.9%
Wooden kitchenware	Wood Product Manufacturing	9,334	31.7%
Electrical lighting equipment used for motor vehicles	Transport Equipment Manufacturing	12,714,205	31.1%
Other aircraft and spacecraft	Transport Equipment Manufacturing	163,654	31.0%

5 Recommendations

The Australian Industrial Transformation Institute recommends that the City of Marion develop a **Precinct Activation Plan** based on the recommendations in this report. The Precinct Activation Plan should focus on the staged deployment of the following recommendations, which can be divided into three broader goals. Each stage is intended to be completed progressively, building on the completion of all the previous stages.

STAGE 1 – Focus on existing strengths

The first stage involves recognising the existing strengths of the Edwardstown Precinct, and assessing the commonalities between businesses in terms of barriers to growth, and goals and aspirations, through increased collaboration between existing businesses, and between the businesses and the Council. This can be achieved through the implementation of **Recommendation 1**.

STAGE 2 – Adopt new technologies

The second stage investigates the ability of Edwardstown manufacturing businesses to adjust their existing processes to utilise Industry 4.0 and digital technologies in light of the State Government's growth agenda, with potential financial assistance provided by State and Federal Government programs aimed at increasing Australian businesses manufacturing competitiveness. This stage of the Precinct Activation Plan would incorporate **Recommendation 2** and **Recommendation 3.**

STAGE 3 – Diversify manufacturing products

The final stage prioritises diversifying the products manufactured in Edwardstown to align with those products identified as opportunities in this analysis, in order to improve South Australia's economic complexity, and to drive future economic growth. This stage will require the implementation of **Recommendation 4** and **Recommendation 5** and should be progressed jointly by the City of Charles Sturt, City of Holdfast Bay, and City of Marion councils, focusing on product opportunities common to each of the Employment Precinct's analysed.

Recommendations

1. Recognise the importance of Edwardstown's existing industrial strengths.

The industrial strengths of the Edwardstown Precinct identified in Table 3 highlight the industries where employment intensity is higher than the national average. Assessing industrial strengths this way, rather than through total employment data, reveals the unique industry propositions of the Edwardstown Precinct. Recognising that these industries form the character of the Edwardstown Precinct and focusing on their development will help to solidify the industrial base of the Precinct. This development process should involve collaboration between businesses both within and across industries to identify barriers to growth, and collective goals, such that Council support can be better targeted.

2. Assess the skills of businesses in the Edwardstown Employment Precinct, and the broader City of Marion's access to skilled labour.

Using business intelligence and Council expertise, develop an inventory of the skills present in businesses within the Edwardstown Employment Precinct. This could be as simple as developing a 'rolodex' of the businesses in the Precinct, what they produce, and how. Consultation with local TAFE and Universities should coincide to identify whether appropriate training is taking place. Essential skills for the implementation of the second stage of the Precinct Activation Plan include

mechanical, electrical, and electronic engineers, electricians, and computer and data scientists. If these skills are missing, develop a strategy to attract those skills to the region via retraining opportunities, working with local TAFE and Universities to upskill local workers.

3. Encourage existing / local businesses to reconsider their manufacturing processes in light of the High Tech Sector Growth Plan.

The State Government is prioritising the *High Tech Sector* as a key enabling sector for improving South Australia's economic productivity. This sector focuses on the development and use of key enabling technologies such as 3D printing, automation and robotics, advanced computing and big data, remote sensors and the Internet of Things, and machine learning to strengthen existing sources of industrial growth. The Edwardstown Precinct is an ideal location for the City of Marion to develop and showcase these technologies being applied to existing manufacturing processes, due to the concentration of manufacturing businesses within the Employment Precinct, its proximity to South Australia's main transport corridor and the Tonsley Innovation Precinct. Opportunities exist for businesses to develop and trial new technologies in partnership with industry and educational institutions, utilising laboratories at the Tonsley Innovation Precinct and potentially accessing Government funding.

4. Conduct a feasibility analysis of the product opportunities identified within this report.

The products identified as opportunities in this analysis (Table 6) do not consider individual business needs. While a survey was conducted by the City of Marion on businesses within the Edwardstown Precinct, the number of responses was low. The findings from this report should be presented to businesses at the City of Marion's Business Community Meetings to discuss the opportunity analysis with local businesses, and identify their feasibility, and any barriers which may exist.

At a broader level, consultation between the City of Marion, City of Holdfast Bay, and City of Charles Sturt on the product opportunities which are present in all three Councils, as detailed in the summary report, is recommended to target opportunities collectively, building economies of scale.

5. Create a business environment favourable to exporting.

The model of economic complexity uses exports as a proxy for productive capabilities. A business which can export their product (whether interstate or overseas) creates additional sources of revenue and enables greater business growth. The products identified in Table 7 are those with strong global import demand. Exposing Edwardstown businesses to these markets would help them to become more competitive, bringing additional domestic benefits. Businesses need specific export capabilities including market knowledge, and an understanding of the regulatory framework. The South Australian export accelerator program can be targeted to assist businesses who wish to export – whether for the first time, to expand their business and create jobs, or to enter new markets (see Appendix C).

Appendix A: Planning and Design Code descriptions

Extracted from the Guide to the Draft Planning and Design Code (Government of South Australia, 2019).

Employment Zone

This zone supports a range of industrial, high-impact activities including general industry, logistical, warehousing, storage, research and training land uses.

Suburban Employment Zone

This zone supports a diverse range of low-impact, light industrial, commercial (including bulky goods) and business activities that complement the role of other zones with significant industrial, shopping and business activities.

Suburban Activity Centre Zone

This zone accommodates small-to medium- sized activity centres servicing a local or neighbourhood area. Development will primarily comprise shops, offices and consulting rooms. Residential development will be appropriate only in conjunction with non-residential development.

Building heights up to 4 storeys may be appropriate subject to appropriate interface with adjoining zones.

Suburban Business and Innovation Zone

This zone provides for a range of commercial, light industrial, shop and residential land uses.

Development will be designed and sited to minimise impacts on adjoining land uses.

Suburban Main Street Zone

This zone accommodates small-to medium- sized activity centres servicing a local or neighbourhood area. Development will primarily comprise shops, offices and consulting rooms. Residential development is appropriate only in conjunction with non-residential development.

Buildings will be oriented toward the main street to create active frontages and reinforce the main street character.

Building heights up to 4 storeys are anticipated where the building reinforces the main street edge. Buildings will decrease in height to provide an appropriate interface with adjoining low- to medium- density residential development.

General Neighbourhood Zone

This zone encourages a range of dwelling types to increase housing diversity and supply. Other non-residential uses, including small-scale office and consulting rooms, and a range of community facilities, including education, recreation and community centres, will also be encouraged. Development will generally retain a suburban character and scale of 1 or 2 building levels.

Suburban Neighbourhood Zone

This zone adopts current development plan guidelines relating to building heights and allotment sizes. It will be applied where there is justification to vary site areas, setbacks and building heights due to local context / issues.

Housing Diversity Neighbourhood Zone

Development in this zone will generally retain a low-rise residential character and will involve replacing existing dwellings with medium density housing, primarily in the form of terrace housing, group dwellings or residential fat buildings.

Appendix B: Economic Analysis

Identifying targeted product level opportunities for precincts requires an understanding of the supply of labour at the precinct level, and the broader productive capabilities in the state, and how these can be matched. State level productive capabilities are determined using an economic complexity framework developed by AITI to incorporate the Australian States, and labour supply at the precinct level is determined through an adaption of the economic complexity model.

5.1 Economic complexity

Economic complexity modelling pioneered by Hausmann and Hidalgo (Hidalgo & Hausmann, 2009) has been identified as a tool to measure the productive knowledge present in a region based on the products that it exports with *comparative advantage* (Hausmann, Hwang, & Rodrik, What You Export Matters, 2007) (Hausmann, et al., 2014) (Hidalgo, Klinger, Barabasi, & Hausmann, 2007). Economic complexity identifies the present productive capabilities in a region, using data on the products it exports. Second, it identifies the similarities of capabilities required to develop products and quantifies the extent that these capabilities are present in a region. The premise of economic complexity is that a region can only successfully develop an industry for which it has comparative advantage or related capabilities. It must have the capability, skills and know-how (Rigby, 2015): it cannot do something competitively if it does not know how to do so.

Economic complexity analysis uses global export data to rank both countries and products based on their level of complexity[7]. Two measures of complexity are calculated: Economic Complexity Index (ECI) which ranks the complexity of countries, and Product Complexity Index (PCI) which ranks the complexity of products. The relationship between the number of products a region exports with comparative advantage (its diversity), the number of countries which export a product with comparative advantage (its ubiquity), and their respective complexity can be explained with an analogy to Scrabble. In the analogy, capabilities are represented by letters, and products are represented by words. Players (countries) with rarer letters (capabilities) can play both more words (products) and combine their letters in unique ways to produce words worth more points.

Countries with high economic complexity also tend to have many diverse businesses, which produce and export products which combine capabilities in such a way that cannot be produced elsewhere in the world (Roos, 2017). The most complex products are sophisticated chemicals and machinery, and the least complex products are raw materials and extractive agricultural products such as wheat.

Economic complexity analysis determines how related capabilities, materials and assets can be leveraged to provide and scale up production in areas which may be deemed economically important. Economic complexity analysis identifies where productive capabilities in an economy lie. Productive capabilities are identified by an assessment of the revealed comparative advantage in a product for a country, measured by the value of exports of that product relative to total world trade.

5.1.1 Methodology

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[7] It is important to differentiate between economic or product complexity and 'technical complexity'. Where two regions may use very different technologies to extract minerals, the product which is exported has the same economic complexity. Although there may still exist a difference in the productivity of these activities across regions, this is not the focus of the economic complexity model, and these differences are likely to show up as other productive capabilities

The key outputs from economic complexity analysis include a description of the products in which a country has capabilities, based on the products which are exported with revealed comparative advantage, a level of economic complexity which is comparable across countries and across time, and a ranking of product complexity. This study follows the method for calculating economic complexity as developed by Hausmann and Hidalgo and uses the dataset published by The Growth Lab at Harvard (The Growth Lab at Harvard University, 2019) where Australia has been removed and replaced with the Australian States. As such, references to 'countries' below can be interpreted as a reference to an Australian State. An explanation of the indicators, and their derivation is provided below:

Revealed Comparative Advantage

Revealed comparative advantage (RCA) is a measure of the level of comparative advantage which a country possesses for a given product:

$$RCA_{cp} = \frac{X_{cp}}{\sum_c X_{cp}} / \frac{\sum_p X_{cp}}{\sum_{cp} X_{cp}}$$

Values of *RCA* over 1 indicate that a country has comparative advantage in the production of that product. That is, the share of the country's total exports captured by a product to its total exports is greater than the share of the world's total exports captured by the world's exports of that product. Comparative advantage in the production of a product is a useful proxy for a country's level of productive capabilities. The RCA is converted into a matrix M_{cp} with value 1 if the country-product pair has RCA greater than 1, and 0 otherwise.

Economic Complexity Index

The economic complexity index (ECI) is the level of complexity embedded in an economy, based on the complexity, ubiquity ($k_{p,0}$), and diversity ($k_{c,0}$) of the products they export. Highly complex economies export many highly complex (knowledge intensive) products, which in turn are exported by relatively few economies. The derivation of the Economic Complexity Index uses diversity (the number of products an economy exports with RCA>1) and ubiquity (the number of economies that export a product with RCA>1):

$$M_{cc} = \sum_p \frac{M_{cp}M_{c'p}}{k_{c,0}k_{p,0}}$$

The ECI is the eigenvector corresponding to the second largest eigenvalue of M_{cc}

Product Complexity Index

The Product Complexity Index (PCI) is the level of complexity embedded in a product, based on the complexity and the ubiquity of economies which export them. Highly complex products are non-ubiquitous products which are exported by complex economies. There is a recursive relationship between ECI and PCI, as can be seen by the similarity between the M_{cc} and M_{pp} matrices. The Product Complexity Index is the eigenvector corresponding to the second largest eigenvalue of M_{pp}.

$$M_{pp} = \sum_c \frac{M_{cp}M_{cp'}}{k_{c,0}k_{p,0}}$$

Proximity

The proximity between two products measures the relatedness of those two products based on the productive knowledge required to export them with comparative advantage. It is based on the proportion of economies which export both products with comparative advantage.

$$\phi_{pp'} = \frac{M_{cp}M_{cp'}}{\max(k_{p,0}, k_{p',0})}$$

Density

Density provides an indication of how near an economy is from the productive knowledge required to export a new product with Revealed Comparative Advantage. The density for a product is the proportion of related knowledge that the economy has revealed comparative advantage in, weighted by the proximity between the related products and the target product. Density can also be referred to as Distance where Distance = 1 – Density.

$$d_{cp} = \sum_{p'} \frac{(1 - M_{cp'})\phi_{pp'}}{\sum_{p'} \phi_{p,p'}}$$

5.2   Industrial Comparative Advantage

Analysis of employment by industry is an inadequate measure of the economic opportunities in a precinct however, as it does not identify where a precinct outperforms another. For example, employment in Manufacturing and Retail Trade tends to be high in all precincts. To that end, we have employed a measure of industrial comparative advantage, to identify in which industries a precinct employs a higher share than the Australian average. That is:

$$ICA_{p,i} = \frac{E_{p,i}/\sum_i E_{p,i}}{\sum_p E_{p,i}/\sum_{p,i} E_{p,i}}$$

Where ICA is the industrial comparative advantage for precinct p in industry i, and $E_{p,i}$ is the level of employment in precinct p in industry i. A precinct is defined as having industrial comparative advantage in an industry if $ICA \geq 1$. This is analogous to the revealed comparative advantage measure used to identify productive capabilities at the state level.

6 Appendix C: Government Support

A range of government programs at the state and federal level exist to assist businesses develop their export capabilities and strengthen the innovative capabilities of local companies.

6.1 South Australian Government Funds

South Australian Venture Capital Fund

The Department for Trade and Investment (DTI) offer the South Australian Venture Capital Fund (SAVCF) to early-stage companies to assist them to accelerate their growth to a national and global scale. The SAVCF aims to strengthen the competitiveness of local, innovative companies to attract co-investment from national and international private investors.

The SAVCF is for high growth companies with export potential that have demonstrated a market for their product or service.

Research, Commercialisation and Startup Fund

The Department for Innovation and Skills (DIS) supports researchers, entrepreneurs and businesses to accelerate their progress through the Research, Commercialisation and Startup Fund (RCSF). The funding is offered in three streams:
- Stream 1: Strategic Research Initiatives
  - Supports research initiatives that will create innovative solutions or translate research into industry or commercial outcomes that address economy-wide challenges for South Australia.
- Stream 2: Startup and Early Stage Company Incentive
  - Provides entrepreneurs with funding to start and scale their innovative early-stage business.
- Stream 3: Entrepreneurship and Innovation Ecosystem Initiatives
  - Supports programs, events and activities that have broad benefit to the startup community.

South Australia Export Accelerator

The South Australian Export Accelerator (SAEA) grant provides funding assistance to businesses looking to grow into international markets. The three funding categories available are designed to support businesses that are either emerging, current or mature exporters.

Export Market Development Grants

The Export Market Development Grants (EMDG) aims to increase international sales for Australian exporters through reimbursement of promotional expenses.

South Australian Landing Pad

The South Australian Landing Pad assists companies looking to make their first investment in the Asia Pacific Region, Australia or South Australia. The program is available to companies at all stages of growth (except seed-stage companies).

6.2 Australian Government Funds

Industry 4.0

The Australian Government offers a range of Industry 4.0 initiatives to enable businesses to grow and embrace new technologies.

Testlabs Program

The Industry 4.0 Testlabs pilot program supports businesses to transition to Industry 4.0 technologies. In Adelaide, Flinders University at Tonsley provides a physical space for businesses to trial and explore Industry 4.0 technologies in partnership with universities and other small and medium enterprises.

Higher Apprenticeship Program

The Industry 4.0 Higher Apprenticeship Program trains technicians to a higher skill level and includes completing an Associate Degree covering:
- Advanced manufacturing processes
- Automation and robotics
- Internet of Things
- Cloud computing
- Advanced algorithms
- Smart sensors

Advanced Manufacturing Early Stage Research Fund (AMESRF)

The Advanced Manufacturing Growth Centre offers the Advanced Manufacturing Early Stage Research Fund (AMESRF) to support small-scale and pilot research projects and businesses in advanced manufacturing. The grant funding is between $100,000 and $400,000 for up to 50% of eligible project costs and must be completed within twelve months.

Entrepreneurs' Programme

The Department of Industry, Science, Energy and Resources' Entrepreneur's Programme provides a network of business advisers to assist small and medium enterprises be more competitive, attract investment and work with researchers through the following grant programs.

Accelerating Commercialisation Grant

The Accelerating Commercialisation program provides small and medium businesses, entrepreneurs and researchers with access to expert advice and funding to assist with getting innovative ideas to the marketplace.

Incubator Support – New and Existing Incubators

The Incubator Support – New and Existing Incubators program provides incubators with funding to assist start-ups develop capabilities to succeed in international markets.

Business Management

The Business Management component of the Entrepreneur's Programme consists of two elements:
- Business Advice and Facilitation
  - Business Evaluation – a broad review of the business and development of action plan to increase ability to trade in Australia and other markets.
  - Supply Chain Facilitation – learn how to identify supply chain opportunities.
  - Growth Services – assistance to identify growth opportunities for the business
- Business Growth Grants – assistance to implement recommendations in business management plans

Innovation Connections

The Innovation Connections program assists businesses to understand their research needs, connect with researchers and provides funding for collaborative research projects. The grant is for businesses in one of the following growth sectors:

- Advanced Manufacturing
- Food and Agribusiness
- Medical Technologies and Pharmaceuticals
- Mining Equipment, Technology and Services
- Oil, Gas and Energy Resources

Additionally, businesses that provide enabling technologies and services to the above growth sectors are also eligible to apply.

Early Stage Venture Capital Limited Partnerships

Early Stage Venture Capital Limited Partnerships provides fund managers and investors with support to help stimulate early stage venture capital investments. Benefits include tax exemptions on an investor's share of a fund's income and tax gains.

Venture Capital Limited Partnerships

The Venture Capital Limited Partnership (VCLP) program offers tax benefits to fund managers and eligible foreign investors to help stimulate venture capital investment. Benefits include an exemption for eligible foreign investors from capital gains tax on their share of a fund's returns from eligible venture capital investments.

Research and Development Tax Incentive

The Australian Government provides a Research and Development Tax Incentive to encourage businesses to invest in research and development activities. The tax incentive offsets some of the costs associated with investing in research and development to help encourage innovation and business growth.

Innovative Manufacturing Cooperative Research Centre

The Innovative Manufacturing Cooperative Research Centre will co-fund industry-led manufacturing research projects by matching industry cash contributions between $250,000 and $3 million ideally for projects that run for between two and four years in duration.

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Pages 67 to 124 of this agenda have been redacted as per the resolution of Council at its meeting on 28 July 2020 (GC200728F05).

One Year Action Plan - Revitalisation of the Edwardstown Employment Precinct (Draft)

#	Action Item	Benefit/Outcome Why is this important?	Staff resource	Budget (Up to)
GOVERNANCE AND PROJECT MANAGEMENT				
1.	**Project Coordinator** – **critical to the delivery of this plan. The following actions cannot be delivered without a project coordinator.** Level 6 (0.8 FTE) for one year required to deliver this plan in 2020/21 FY	A dedicated resource that will coordinate and manage the deliverables on time and within budget	Economic Development	$80,000
2.	**Project Governance:** 1. Board Champion – Councillor Joseph Masika 2. Project Sponsor – Ilia Houridis, General Manager City Development 3. Senior Leader – Greg Salmon, Manager City Activation 4. Project Manager – Donna Griffiths, Unit Manager Economic and Cultural Development. 5. Project Coordinator – Kate Silkstone, Project Coordinator (0.8 FTE) 6. Monthly Business community meetings at the Edwardstown Club held the first Monday of each month. 7. Internal Project Control Group – Coordination and delivery of the project by establishing an internal working group of lead areas / subject matter experts to meet monthly.	• Organisational excellence • A framework for responsibility and accountability • Clear deliverables and project management • The business community is involved in the project • Activation of the Edwardstown Club as a place for networking for the business community	Economic Development	Existing resources and budget
3.	**Update Reports to Council** on progress at biannual intervals: January and June 2021.	We will keep elected members informed of the achievements of the project	Economic Development	Delivered by Project Coordinator
4.	Use the **Making Marion** sites to continue engagement and two-way communication. Undertake six weeks of engagement on the Urban Design Framework and Economic Activation Plan. • https://www.makingmarion.com.au/edwardstown-project • https://www.makingmarion.com.au/greening-edwardstown	• Engage, consult and inform with the wider Edwardstown business community on key elements of the project • Showcase successes and outcomes • Share local business stories	Economic Development	Delivered by Project Coordinator

One Year Action Plan - Revitalisation of the Edwardstown Employment Precinct (Draft)

5.	Identify **partnerships** and funding opportunities to support the delivery of the Edwardstown Revitalisation Plan.	• Community ownership of the revitalisation • Leverage greater value for the project by working with others.	Economic Development	Delivered by Project Coordinator
6.	Monitor and maintain the **Edwardstown Business and Property Listing** to ensure that it is kept up to date.	• A consolidated up to date listing of business and property owners.	Economic Development	Delivered by Project Coordinator
7.	Investigate the establishment of a **Business Improvement District** (BID) / other opportunities as a model to fund and provide direction on the future of the action plan.	• Generate a sustainable model for project delivery and budget. • Community led action plan.	Economic Development	Delivered by Project Coordinator
8.	Working across City of Marion and externally to identify opportunities to leverage internal funds to delivery actions.	• Use of existing resources and budgets to support the delivery of this project and look for potential savings.	Economic Development	Delivered by Project Coordinator
				TOTAL Project Governance = up to $80,000
ACTIVATION **NB – to be read in conjunction with the Professor Spoehr report.**				
9.	**Industry Support Program:** Investigate a Manufacturing to High Tech Industry program to support business growth by providing connections to State Government, Federal Government, Universities, capability nodes and Tonsley Innovation District. Connect local businesses to create value from Industrial waste. Investigate Green Industries SA business grant opportunities for: • Resource Efficiency and Productivity • Valuing Business Waste • Industry & Business Groups	• Develop collaboration • Connect businesses into the business support ecosystem • Retain and grow existing businesses • Improved industry capability • New products, services and markets are realised • Greater export capacity • Innovation in the circular economy space • Reduce environmental impact of economic activity • Create new job opportunities	Economic Development	Up to $30,000

One Year Action Plan - Revitalisation of the Edwardstown Employment Precinct (Draft)

10.	**Zoning**: Council to continue to liaise with DPTI to ensure the zoning proposed by the Code reflects specific directions currently sought by the Development Plan (Castle Plaza and the transition precinct) and to ascertain the opportunity for a Code Amendment to be undertaken, when and if required, once a final Edwardstown Precinct Plan has been created.	• Zoning supports the needs of the industry	Development and Regulatory Services	Delivered by Project Coordinator
11.	**Create a brand** for the Edwardstown Industrial Precinct that: • celebrates the history of Edwardstown (using the information from the Marion Heritage Research Centre) • builds on its strengths, diversity and comparative advantages • attracts investment, including more manufacturers and creatives • recognises local Edwardstown businesses Design concepts to be presented to Council.	• Attract investment in manufacturing, high tech and creative industries • Destination focus • Recognition and recall of Edwardstown as an industrial precinct • Local businesses to self-promote as an Edwardstown business	Economic Development	Up to $20,000
12.	Project Champion / Mayor to **advocate for project funding** from the State / Federal Government to support this initiative.	• Leverage Council funds • Generator of employment and business growth • Realise the long term vision	Economic Development	Existing
13.	Streamline support for businesses to provide **opportunities for youth** via apprentices, trainees and work experience. Develop a database of businesses interested in participating in industry and school partnerships, and employing an apprentice or trainee. Link these to appropriate Industry Partnership Managers.	• Industry and school partnerships • Young people gain employment or experience • Support the State Government with their target of 20,000 new apprenticeships and traineeships.	Economic Development	Delivered by Project Coordinator
14.	**Business Engagement**: A. Develop an Edwardstown business focus for Southern Business Connections (our local business association) to operate out of the Edwardstown Club for ongoing provision of **networking and peer to peer** support. This is a rollover from 2019/20. Workshop topics to include: • Building your Team	• Workshops and networking tailored to the needs of the Edwardstown business community provided by peers • Share knowledge and experience • Establish mutually beneficial business relationships	Economic Development	$2,500 *rollover funds from 2019/20

One Year Action Plan - Revitalisation of the Edwardstown Employment Precinct (Draft)

	• Building Visibility - Measurement B. Retain the **Edwardstown Business Community** monthly meetings • Monitor a shift in the base line mapping due to intervention. • Review and monitor activities. • Share ideas. C. Meet with Vicinity Centres bi-monthly to understand development opportunities.	• Activation and recognition of the Edwardstown Club as the local hub for business gatherings • Gathering of market Intelligence • Outcomes are directly related to the needs of the business community • Business and industry voice in everything that is done		
15.	**Access to 1:1 Business Advice:** • Encourage businesses to take up the Commonwealth Government **Energy Advisory services** to support the reduction of energy costs on their business. Advocate for an advisor to be located in South Australia. • Campaign to encourage businesses to take up the **Southern Business Mentoring Program** service in disciplines such as retail, strategic marketing, general business, HR, digital communications, international trade and transformation and innovation.	• Tailored support • Reduce energy costs • Business growth via mentoring in particular disciplines • Retention and growth of business community	Economic Development	Existing
16.	**Business Retention**: Celebrate businesses in Edwardstown greater than 25 Years with a plaque from the Mayor and site tours to raise the profile of our business community. One business per month for eight months.	• Recognise commitment to Edwardstown – retention of local businesses • Celebrate business success • Ongoing support for local jobs	Economic Development	$1,000
17.	Launch the **Creative Industries Co-working Hub**. NB. Awaiting outcome of tender process.	• Support local artists and the development of creative industries • Community meeting space and access for workshops/events • Potential for retail, gallery space and café • Opportunity to utilise and recycle what is considered to be 'industrial waste'	Community Cultural Development	Existing *rollover of funds from 2019/20 ($35,000 x 3 years)
			TOTAL Economic Activation $51,000	

One Year Action Plan - Revitalisation of the Edwardstown Employment Precinct (Draft)

ACCESS NB – to be read in conjunction with the Urban Design Framework report			
18.	**Consultative Committee for North-South Road Corridor** to inform North South Road discussions with Cr Sasha Mason as chair. The Committee to include City of Mitcham, City of Marion, City of Unley and City of West Torrens. This committee will meet quarterly to advocate for business and connectivity for the region during the north-south corridor discussions. The funding will create an Illustrative package to assist with advocacy if required.	• Monitor • Advocate for tunnelling South Road as this has the potential to improve access conditions for Edwardstown. • Advocate for direct access/exit points at Daws Road and Cross Roads as this will have the impact of enhancing Edwardstown's connectivity to broader markets and suppliers. • Advocate for creation of South Road Boulevard at surface level	Council	Up to $40,000
19.	Advocate not to centralise or reduce the number of **train stations** to enhance the walkability and access within the site.	• People have less than 200 metres to walk to access public transport.	Economic Development	Existing
				TOTAL up to $40,000
AMENITY NB – to be read in conjunction with the Urban Design Framework report			
20.	**Greening of Edwardstown**: In partnership with the Greening Adelaide Fund and Water Sensitive Urban Design Grant Funding Program plant 100 advanced trees, provide 75 tree inlets and position 8 educational totems in Furness Avenue, Woodlands Terrace, Dunorlan Road, Deloraine Road and surrounding streets. NB. This project is due to complete on 30 April 2021.	• Improve public realm • Create green character amenity including green spaces to help people meet • Reduce urban heat • Reduce air pollution and energy use Project deliverables: • 166 advanced trees • 75 tree inlets	Economic Development	$170,000 COM contribution 50% $85,000 *rollover of funds from 2019/20

One Year Action Plan - Revitalisation of the Edwardstown Employment Precinct (Draft)

		8 educational totems - Environmental monitoring - Community engagement		
21.	**Greening of Edwardstown - Stage Two** Investigate Greening Adelaide Fund and Water Sensitive Urban Design Grant Funding Programs as an opportunity to extend the Greening of Edwardstown project to include another four streets and / or green walls. This fund requires a 50% council contribution.	- Improve public realm - Create green character amenity including green spaces to help people meet - Reduce urban heat - Reduce air pollution and energy use	Economic Development	$60,000 Request for grant of $60,000
22.	**Stobie Pole Art**: Incorporate Public Art into the Raglan Avenue streetscape upgrade via Stobie Pole Art. This project carried over from 2019/20 FY.	- Reinforce the character and underlying cultural diversity within Edwardstown - Create environments that have high levels of amenity and cultural identify	Community Cultural Development	Existing
23.	Provide façade mesh to Raglan Avenue that depicts the industrial history of the site. More permanent treatments have been investigated and marine hoarding will cost up to $100,000.	- Improve public realm - Uplift of Raglan Avenue - Showcase the history of Edwardstown - Reinforce the character and underlying cultural diversity within Edwardstown - Create environments that have high levels of amenity and cultural identify.	Community Connections	Up to $10,000
24.	Investigate **Laneway Activation** of the service road running parallel between Conmurra Avenue and Konanado Terrace to become an outdoor event space for use by local creatives.	- Support local artists and the development of creative industries - Potential to host creative markets and local food trucks	Community Cultural Development	Existing
25.	Create an industrial **historical trail** through Edwardstown via murals (on private walls). Create one mural per year for the next three years.	- Celebrate the industrial history of the precinct - Create a point of difference - Improve the amenity of the precinct	Community Cultural Development	Up to $25,000

One Year Action Plan - Revitalisation of the Edwardstown Employment Precinct (Draft)

26.	Continue the campaign to **clean up Edwardstown** by enabling the residential and business community to report problems to Council.	- Pride of place - Remove graffiti, weeds and rubbish - Improve Edwardstown's image - Improve property values - Attract new business to add vibrancy to the precinct - Create a safer environment	Economic Development	Delivered by Project Coordinator
27.	Investigate **open space / pocket park acquisition** as a buffer between residential and industrial land. To include areas where: - residential density is forecast to increase - community hubs are located - clusters of public housing exist Investigate opportunity to seek DPTI open space funding contribution to any potential land acquisitions as per CEO delegation of up to $1 million.	- Improve public realm - Pride of place - Create green character amenity including green spaces to help people meet - Improve property values - Bring communities closer together - Attract new business to add vibrancy to the precinct	City Property and Open Space Recreation Planning	Existing
			Total Amenity = up to $95,000	
			Total Project = up to $266,000	

REPORTS FOR NOTING

Asset Management Update

Originating Officer	Unit Manager Asset Solutions - Brendon Lyons
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC200602R04

REPORT OBJECTIVE

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

- What is Asset Management
- Why the City of Marion is obligated to undertake Asset Management
- How the City of Marion is meeting these obligations
- The City of Marion's Asset Management Maturity Assessment from 2017 to 2020

EXECUTIVE SUMMARY

The City of Marion owns and manages a large and diverse asset portfolio, valued at over $1 billion. Our assets enable the provision of services to the community and businesses for current and future generations. Assets play a vital role in the local economy and on our residents' quality of life.

Council's assets range from roads and footpaths, to buildings, playgrounds, barbecues, shelters, vehicles, machinery and stormwater drains. We receive a number of "gifted" assets from State Government and developers which attract ongoing operational and maintenance costs over their life.

The South Australian Local Government Act 1999 and its regulations require each council to have Asset Management Plans covering the management of infrastructure and other major assets of the Council for a period of at least ten years. In addition to the legislative requirement, our role is to ensure our assets meet the needs of the community now and into the future.

The City of Marion's vision for Asset Management is - "To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life".

It is this vision that is driving Asset Management improvement at the City of Marion.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the report.**

DISCUSSION

What is Asset Management

Local Government is responsible for managing the life cycle of their assets with the objective of providing an affordable level of service in the most cost-effective manner. The process used to achieve this is Asset Management. The key objective is to maximise service delivery potential using a life cycle approach to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets while managing risks and costs.

In simplest terms, asset management guides how assets are "looked after" on a day to day basis, managed and maintained throughout their life and planned for in the medium to long term.
The City of Marion is transforming asset management within the organisation with a focus on four key pillars:
People - Through training and up-skilling to build capability and knowledge.
Data - Through improved data quality and data management
Process - Through documented business processes developed by extensive engagement across the organisation
Systems - Through integrated systems (Finance / Customer Request Management /GIS)

Supporting this are legislative obligations for Council to have a set of Asset Management Plans that form part of the organisation's strategic documentation.

Asset Management Obligations and how are we meeting them

Under the Local Government Act 1999 [Chapter 8, Part 1, Section 122 (1)(1a)], Council is required to develop and adopt Asset Management Plans (AMPs). These AMPs, form part of Council's strategic documentation and are required to be reviewed as soon as practicable after adopting the Council's annual business plan for a particular financial year; and in any event, within 2 years after each general election of the council [Chapter 8, Part 1, Section 122 (4)(a)(b)]. This means that the City of Marion is required to adopt a suite of AMPs by November 2020.

Over the past 12 months, the Asset Solutions Team has been partnering with Asset Owners to develop AMPs for the following asset classes:

- Transport Assets
- Stormwater Assets
- Fleet, Plant and Equipment Assets
- Water Resource Assets
- Building and Structure(s) Assets
- Open Space Assets
- Coastal Walking Trail
- Artwork, Culture and Heritage Assets

The AMPs will progressively be brought to the Finance and Audit Committee for comment before General Council endorsement. The detailed governance reporting timeline and asset management plan endorsement program is attached (refer Attachment 1 – Asset Management Plans – Governance Approval Process).

Asset Management Maturity

In parallel to the legislative requirement to develop AMPs the organisation has been tracking its performance in asset management by undertaking an industry standard Asset Management Maturity Assessment.

The Asset Management Maturity Assessment uses a series of questions that have been developed around asset and financial management maturity competencies. These are linked to the key elements of the national sustainability frameworks adopted by Australian State and Federal Governments. The questionnaire helps to identify what has been done and what needs to done to achieve 'core' maturity for an organisation that manages and is responsible for large asset portfolios such as the City of Marion.

There are 11 elements of asset and financial management identified as part of the national frameworks. The Asset Management Maturity Assessment allows an organisation to rate their progress against each assessment competency of the 11 elements as either not started, partially complete or complete.

The 11 elements are:
- Strategic Plan
- Annual Budget
- Annual Report
- AM Policy
- AM Strategy
- AM Plans
- Governance
- Levels of Service
- Data & Systems
- Skills & Processes
- Evaluation

In 2017 the City of Marion engaged consulting firm Jeff Roorda and Associates (JRA) to undertake the first Asset Management Maturity Assessment. JRA engaged with key stakeholders across the organisation to baseline CoM's asset management maturity against the 11 elements of the asset management framework. This assessment identified that City of Marion was meeting 1 out of 11 of the core competencies with 37% of the 208 assessment areas completed.

The findings of the Asset Management Maturity Assessment and a study into the City of Marion's asset management systems and tools led to the development of the Asset Management Improvement Plan 1.0 (AMIP 1.0). This plan identified a series of critical projects to build the City of Marion's asset management capability against the core competencies.

In March 2019, the City of Marion undertook a second Asset Management Maturity Assessment. This assessment highlighted an improvement across the organisation driven by the success of the projects undertaken as part of AMIP 1.0. However, the City of Marion was still only achieving competency in 2 out of 11 of the core competencies with 65% of the 208 assessment areas completed.

The remaining competency gaps identified in the second Asset Management Maturity Assessment formed the key projects for 2019/20 in AMIP 2.0.

The key project areas for AMIP 2.0 were:
- Development of Asset Management Plans (for each asset class)
- Documentation of Data Standards and Definitions
- Process Mapping for high level and activity level asset processes
- Development of a consistent Asset Hierarchy aligned to the Asset Design As Constructed (ADAC) standard
- Data Cleanse

In March 2020, the City of Marion undertook a third Asset Management Maturity Assessment. This assessment highlighted a significant improvement across the organisation driven by the success of the projects undertaken as part of AMIP 1.0 and AMIP 2.0. This assessment identified that CoM was now achieving competency in 7 out of 11 of the core competencies with 89% of all the 208 assessment areas completed.

The results of the 2020 Asset Management Maturity Assessment highlight a significant improvement in asset management understanding and capability across the organisation.

Other supporting areas of success are:
- Implementation of an Asset Management Induction shown across the organisation and to all new employees as part of the induction process.

- A well-established governance group (Asset Steering Committee) consisting of Asset Owners, Finance, ICT, Executive and a dedicated Executive Sponsor.
- An adopted Asset Management Policy and Asset Management Strategy.
- Development of system and user requirements for an Asset Management Information System and is poised to approach the market with a Request for Proposal.

Future achievement of "core" competency in asset management by the City of Marion will be addressed by projects targeted in the following areas:

- Defined, documented and quantified current and target levels of service (Community and Technical) to assist the organisation to understand expectation, identify associated costs, define measures to monitor success and detail plans to deliver them.
- Monitoring and reporting performance on community levels of service.
- Improved asset financial data modelling.
- Differentiation of operational and maintenance costs (through General Ledger and Chart of Accounts) to support business analysis, scenario modelling and KPI measurement.
- Finalisation of a single point of truth asset data and embedding business processes to ensure data flow through handover of assets and communication of asset disposals.

The full 2020 Asset Management Maturity Report assessment can be found in the attachments (refer attachment 2 – City of Marion 2020 Asset Management Maturity Report).
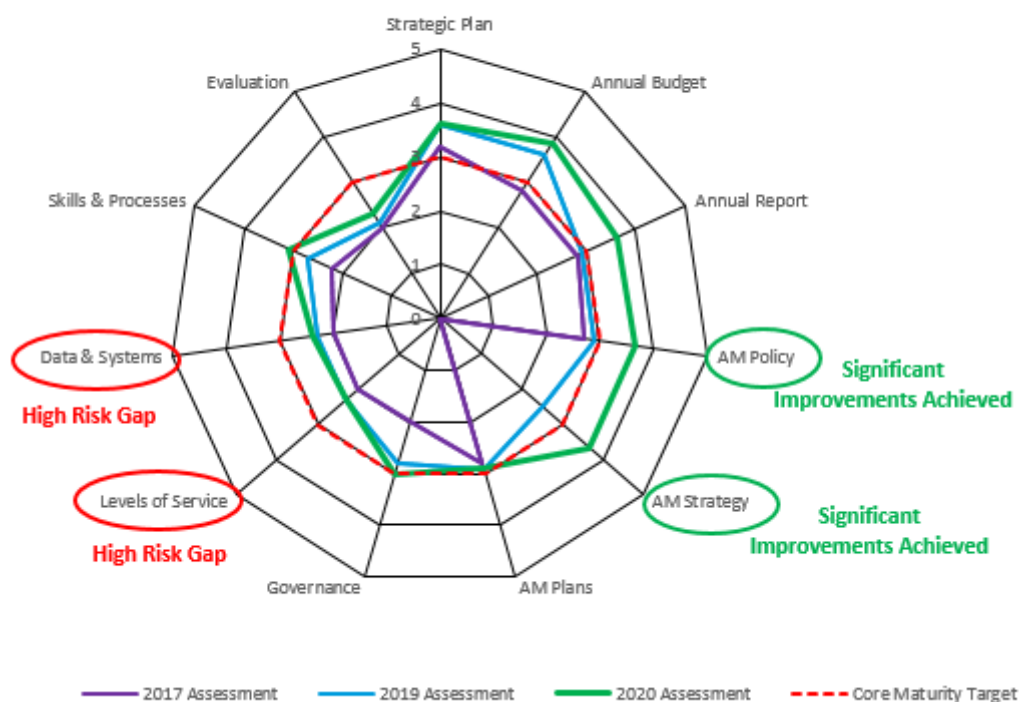
Attachment

#	Attachment	Type
1	Attachment 2 - City of Marion 2020 Asset Management Maturity Report	PDF File
2	Attachment 1 - Asset Management Plans - Governance Approval Process	PDF File
3	ISC200602 Asset Management Update	PDF File

Attachment 2

City of Marion 2020 Asset Management Maturity Audit - Internal Self-Assessment

Asset Management Maturity Scale				
Aware	**Basic**	**Core**	**Intermediate**	**Advanced**
1	**2**	**3**	**4**	**5**

Version: 3
Date: 28 April 2020

INTRODUCTION

The City of Marion owns and manages a large and diverse asset portfolio, valued in excess of $1 billion. These assets make up the social and economic infrastructure that enables the provision of services to the community and businesses for current and future generations, playing a vital role in the local economy and on quality of life.

A guided self-assessment of current financial and asset planning, management and reporting processes was undertaken conservatively and measured against a nationally consistent framework, comparing results with an assessment undertaken in 2019. Findings were analysed with the purpose of identifying opportunities to achieve and maintain core asset management maturity.

BASELINE AND TRENDS

In March 2017, City of Marion undertook a baseline guided maturity assessment against the National Assessment Framework (NAF) for "core" asset management and "advanced" asset management. City of Marion met the core asset management maturity requirements (a minimum score of 3) in only one of the 11 elements (Strategic Plan). Achieving an overall total of 9% compliance against the 11 elements.

In March 2019, City of Marion had improved scores in all 11 elements and met the core maturity (a minimum score of 3) in two of the 11 elements (Strategic Plan and Annual Budget). Achieving an overall total of 27% compliance against the 11 elements.

TARGET

City of Marion's next guided NAF maturity assessment is due by 30/6/2021 with a target to achieve a minimum rating of 3 (core maturity) for all 11 elements. Ongoing annual evaluation should track visible progress towards this target.

2020 CORE MATURITY RESULTS
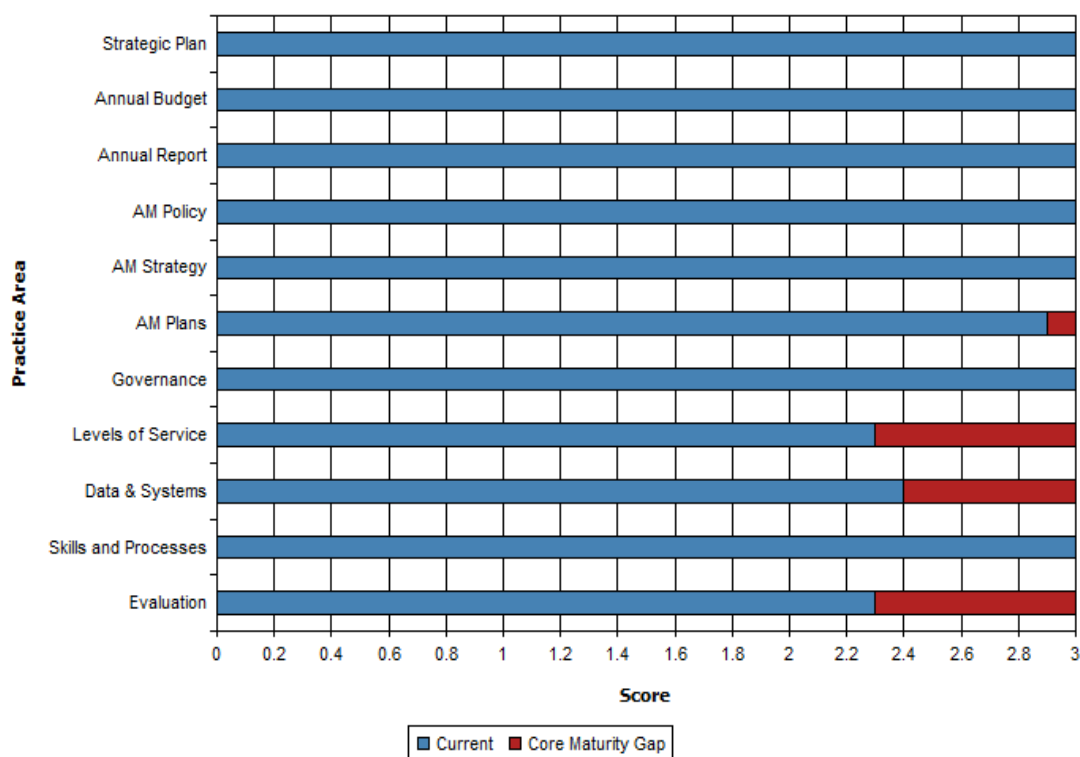
Version: 3
Date: 28 April 2020

In February 2020, City of Marion had improved scores in all 11 elements and now meets the core maturity (a minimum score of 3) in seven of the 11 elements: Strategic Plan, Annual Budget, Annual Report, Asset Management Policy, Asset Management Strategy, Governance and Skills and Processes. Achieving an overall total of 64% compliance against the 11 elements.

City Of Marion - Asset Management Maturity Assessment March 2020
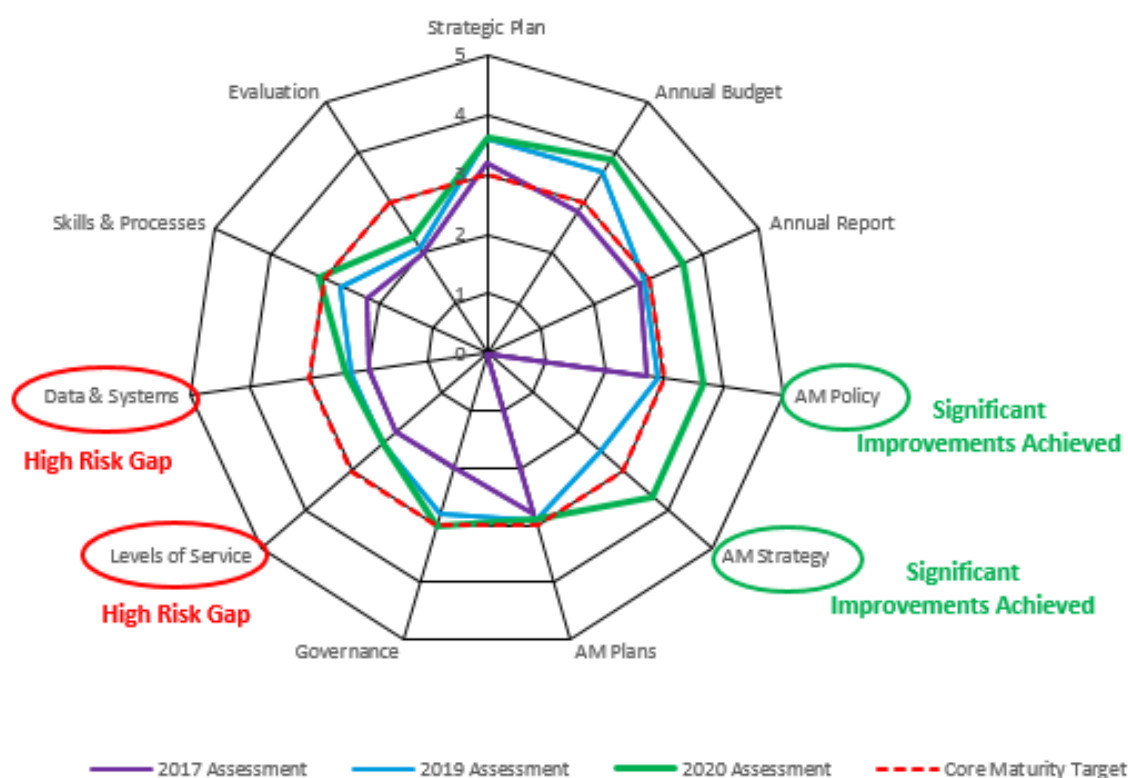
Significant Improvements	Highest Risk
Asset Management Strategy	Data & Systems
Asset Management Policy	Levels of Service

Key Areas of Focus for Asset Management Improvement Program 3.0 (2020/21):

Define, document and quantify current and target community levels of service and technical levels of service - understand the actions, costs, measures and plans to deliver them. Monitor and performance report on community levels of service.
Improved asset financial data modelling
Split out operational and maintenance costs to support business analysis, scenario modelling and KPI progress measurement
Single point of truth asset data

Version: 3
Date: 28 April 2020

METHODOLOGY:

The COMPAS success measures dashboard endorsed by Assets Steering Committee uses the National Assessment Framework (NAF) as City of Marion's assessment tool and includes the baseline and targets.

The NAF is a structured online questionnaire evaluating progress against 11 elements which align with delivery of the City of Marion's Asset Management vision:

'To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life'

The main objective is for council to focus on achieving, maintaining and surpassing 'core' level asset management and financial planning maturity to ensure it can at the very least:

- Record and report on the state of all assets to the community

- Meet current statutory reporting requirements

- Ensure community safety

- Provide management information to guide decisions by council on the cumulating impact of decisions

The IPWEA NAMS.PLUS Maturity Model is an online product designed in accordance with the NAF and has been utilised by over 200 councils Australia wide.

Key attributes of the model are:

- It is designed around the asset management journey of council;

- It assesses where a council is on the asset management maturity curve;

- It evaluates progress towards 'Core' maturity in asset management and financial planning; and

- It provides specific reporting to individual councils, and could be aggregated for reporting at a regional, state and national level.
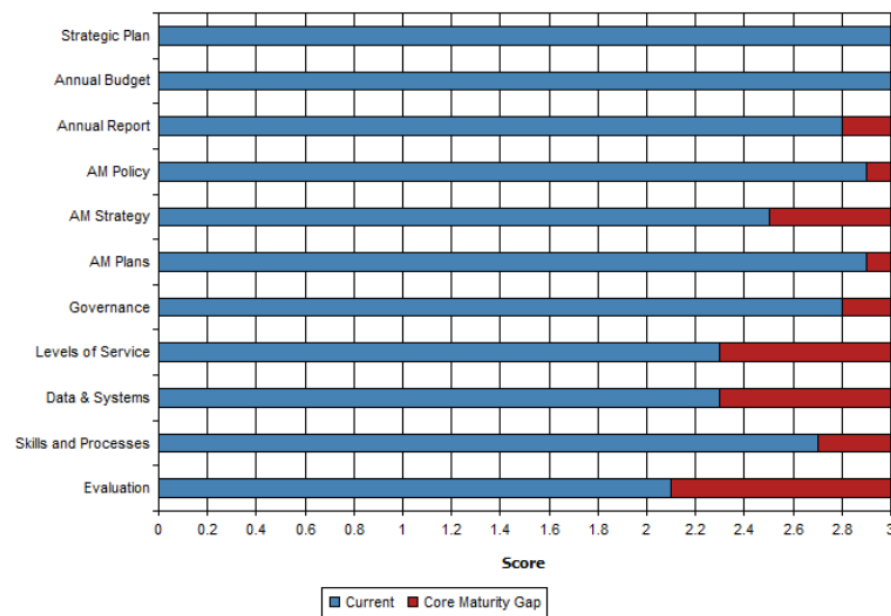
2020 DETAILED RESULTS

The City of Marion's target is to achieve a minimum rating of 3 (core maturity) for all 11 elements by 30 June 2021 and achieve visible progress in the interim - evaluated annually.

In February 2020, City of Marion had improved scores in all 11 elements and now meets the core maturity (a minimum score of 3) in seven of the 11 elements.

2020
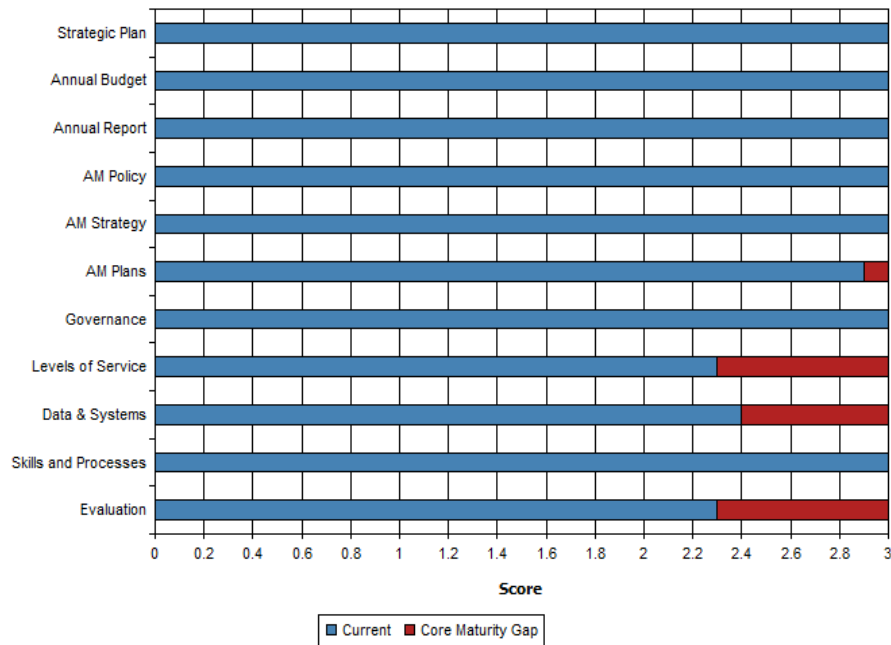
2019

Significant improvements have been made in:
- Asset Management Policy
- Asset Management Strategy

Element	March 2020 Overall Rating	March 2019 Overall Rating	Improvement
Strategic Plan	3.6	3.6	0.0
Annual Budget	3.9	3.6	0.3
Annual Report	3.6	2.9	0.7
AM Policy	3.7	2.9	0.8
AM Strategy	3.7	2.5	1.2
AM Plans	2.9	2.9	0.0
Governance	3.0	2.8	0.2
Levels of Service	2.3	2.3	0.0
Data & Systems	2.4	2.3	0.1
Skills & Processes	3.1	2.7	0.4
Evaluation	2.3	2.1	0.2

In order to achieve a minimum rating of 3 (core maturity) for all 11 elements by 30 June 2021, the City of Marion must focus resources on:
- Data & Systems
- Levels of Service
- Evaluation

Projects will be identified in the updated Asset Management Improvement Plan (AMIP 3.0) to address areas of lowest maturity and embed improvements made.

OUTSTANDING OUTCOMES TO ACHIEVE CORE MATURITY IN ALL 11 ELEMENTS
14 outstanding core outcomes (11% remaining overall) must be met to reach core maturity in all 11 elements by Marion's target date of 30/6/2021.

The elements with the greatest % of outstanding core outcomes are:
- Levels of Service
- Evaluation
- Data & Systems
- Asset Management Plans

Element	Total core outcomes	Outstanding core outcomes	% core outcomes completed
Strategic Plan	11	0	100%
Annual Budget	9	0	100%
Annual Report	10	0	100%
AM Policy	7	0	100%
AM Strategy	6	0	100%
AM Plans	30	4	87%
Governance	10	0	100%
Levels of Service	6	3	50%
Data & Systems	13	5	62%
Skills & Processes	16	0	100%
Evaluation	5	2	60%
TOTAL	**123**	**14**	**89%**

KEY AREAS OF FOCUS

Version: 3
Date: 28 April 2020

Analysis of supporting commentary for each outstanding outcome, prioritises these areas of focus by impact on core maturity:

Area of focus	Outcomes	Elements addressed	Elements addressed
Define, document and quantify current and target community levels of service and technical levels of service - understand the actions, costs, measures and plans to deliver them. Monitor and performance report on community levels of service	1. Council has undertaken the process of defining, quantifying and documenting current community levels of service and technical levels of service and costs of providing the current levels of service. 2. Council has service plans for each of its services, which have been developed in consultation with the community. 3. Current and target levels of service (for both community levels of service and associated technical levels of service) are clearly defined in each asset management plan. 4. Asset management plans provide information about assets, including particular actions and costs to provide a defined (current and/or target) level of service in the most cost effective manner 5. Asset management plans address asset performance and utilisation measures and associated targets as linked to levels of service 6. Technical levels of service are monitored and performance reported. 7. Community levels of service are monitored and performance reported.	7	Levels of Service (3) AM Plans (2) Evaluation (2)
Improved asset financial data modelling	1. Council's asset financial reporting functionality is comprehensive and includes audit trails, depreciation calculations, reporting thresholds and records of acquisition and disposal of assets. 2. Asset management systems have the functionality to generate maintenance and renewal programs and produce associated cash flow forecasts. 3. Council has defined and documented procedures for determining asset replacement and treatment unit rates, which are then stored in Council's asset management system.	3	Data & Systems
Split out operational and maintenance costs to support business analysis, scenario modelling and KPI progress measurement	1. Asset management plans include forward programs identifying cash flow forecasts projected for: 2. Operational expenditure including depreciation expense - (bullet point iv)	2	AM Plans
Single point of truth asset data	1. There is a common corporate data framework used across all asset groups, which is defined by Council's infrastructure asset hierarchy.	2	Data & Systems

2. Council has a consolidated, integrated, accurate, up-to-date and complete componentised asset register with the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.		

These areas will inform the development of an updated Asset Management Improvement Plan (AMIP 3.0) which will be implemented in 2020/21.

CONFIDENCE AND OUTCOME ANALYSIS

Stakeholder ownership and 'what we know' has increased during COMPAS - resulting in a more accurate assessment of scoring confidence.

Element	Assessment Scoring Confidence 2017	Assessment Scoring Confidence 2019	Assessment Scoring Confidence 2020	Outcome performance trend			
				Number of outcomes	↔	↑	↓
Strategic Plan	Medium	High	High	20	19	1	0
Annual Budget	Medium	High	High	14	13	1	0
Annual Report	Medium	High	High	16	2	14	0
AM Policy	Medium	High	High	13	2	11	0
AM Strategy	High	High	High	11	6	5	0
AM Plans	Medium	High	High	37	24	13	0
Governance	Medium	High	High	18	16	2	0
Levels of Service	Medium	Medium	High	14	14	0	0
Data & Systems	Medium	High	High	27	21	6	0
Skills & Processes	Medium	High	High	28	21	7	0
Evaluation	Medium	Medium	High	10	1	9	0
				208	**139**	**69**	**0**
					67%	33%	0%

Each element contains a number of detailed outcomes. The performance of each outcome has been assessed and the trend mapped.

For Asset Management Plans and Levels of Service, a maturity variance was noted across organisation and asset classes. This has been consolidated for an organisation score. There is potential to assess maturity by asset class workshops then consolidate results for these two elements in future assessments.

Number of plans	Asset Management Plan	Report Preparation		FAC Meeting	AMP Update	Report Preparation		GC Meeting	AMP Update	Consultation	AMP Update	Report Preparation		GC Meeting
		Report due to General Manager	Due to Governance FINAL 5PM WED	FAC provide feedback on draft AMP	feedback updates to draft AMP	Report due to General Manager	Due to Governance FINAL 5PM WED	Council endorse draft AMP for community engagement	feedback updates to draft AMP and Making Marion finalisation	21 days community engagement	feedback analysis & AMP finalisation	Report due to General Manager	Due to Governance FINAL 5PM WED	Council endorse final AMP
1	Fleet, Plant and Equipment	4/05/2020	13/05/2020	19/05/2020	20/5/20 - 3/6/20	1/06/2020	17/06/2020	23/06/2020	24/6/20 - 25/6/20	26/6/20 - 16/7/20	17/7/20 - 22/7/20	20/07/2020	5/08/2020	11/08/2020
3	Transport Stormwater Water Treatment & Resources	22/6/2020	3/07/2020	10/07/2020	15/7/20 - 22/7/20	20/07/2020	5/08/2020	11/08/2020	13/8/20 - 19/8/20	20/8/20 - 9/9/20	11/9/20 - 23/9/20	21/09/2020	7/10/2020	13/10/2020
4	Buildings & Structures Open Space Coastal Walkway Artworks, Cultural & Heritage	22/6/2020	3/07/2020	10/07/2020	15/7/20 - 5/8/20	3/08/2020	19/08/2020	25/08/2020	27/8 20 - 31 /8/20	1/9/20 - 22/9/20	23/9/20 - 7/10/20	6/10/2020	21/10/2020	27/10/2020

CITY OF MARION

About -

ASSET MANAGEMENT

Infrastructure and Strategy Committee

2nd June 2020

marion.sa.gov.au

ASSET MANAGEMENT
WHAT – HOW – WHY - WHAT NEXT

Brendon Lyons
Unit Manager Asset Solutions

marion.sa.gov.au

What

The City of Marion owns and manages a large and diverse asset portfolio, valued at over $1 billion

What

ASSET MANAGEMENT LIFECYCLE

The City of Marion's Asset Management vision is:

"To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life"

How

ASSET MANAGEMENT FRAMEWORK

30 YEAR COMMUNITY VISION TOWARDS 2040	A shared Community Vision innovating a future for the city and its residents	✔
10 YEAR STRATEGIC PLANS STRATEGIC PLAN LONG TERM FINANCIAL PLAN ASSET MANAGMENT STRATEGY AND PLANS - DETAILED BELOW	A suite of plans that focus Council's contributions to the Community Vision	✔
ASSET MANAGEMENT POLICY	A consistent asset management approach supporting informed and effective strategic decision-making	✔
10 YEAR ASSET MANAGEMENT STRATEGY DELIVERED BY ASSET MANAGEMENT PLANS AND ROLLING 3-YEAR ASSET MANAGEMENT IMPLEMENTATION PLAN	Sets a clear direction to meet the evolving service delivery needs of the community	✔
10 YEAR ASSET MANAGEMENT PLANS TRANSPORT, WATER TREATMENT AND RESOURCES, STORMWATER, FLEET, PLANT AND EQUIPMENT, COASTAL WALKWAY, BUILDINGS AND STRUCTURES, ARTWORKS, CULTURE AND HERITAGE	Provide forecasts that can deliver affordable levels of service targets while managing risks	**November 2020**
OPERATIONAL PLANS AND WORK PROGRAMS	Deliver a defined level of service in the most cost effective way throughout the asset lifecycle	**Ongoing**

CITY OF MARION

How
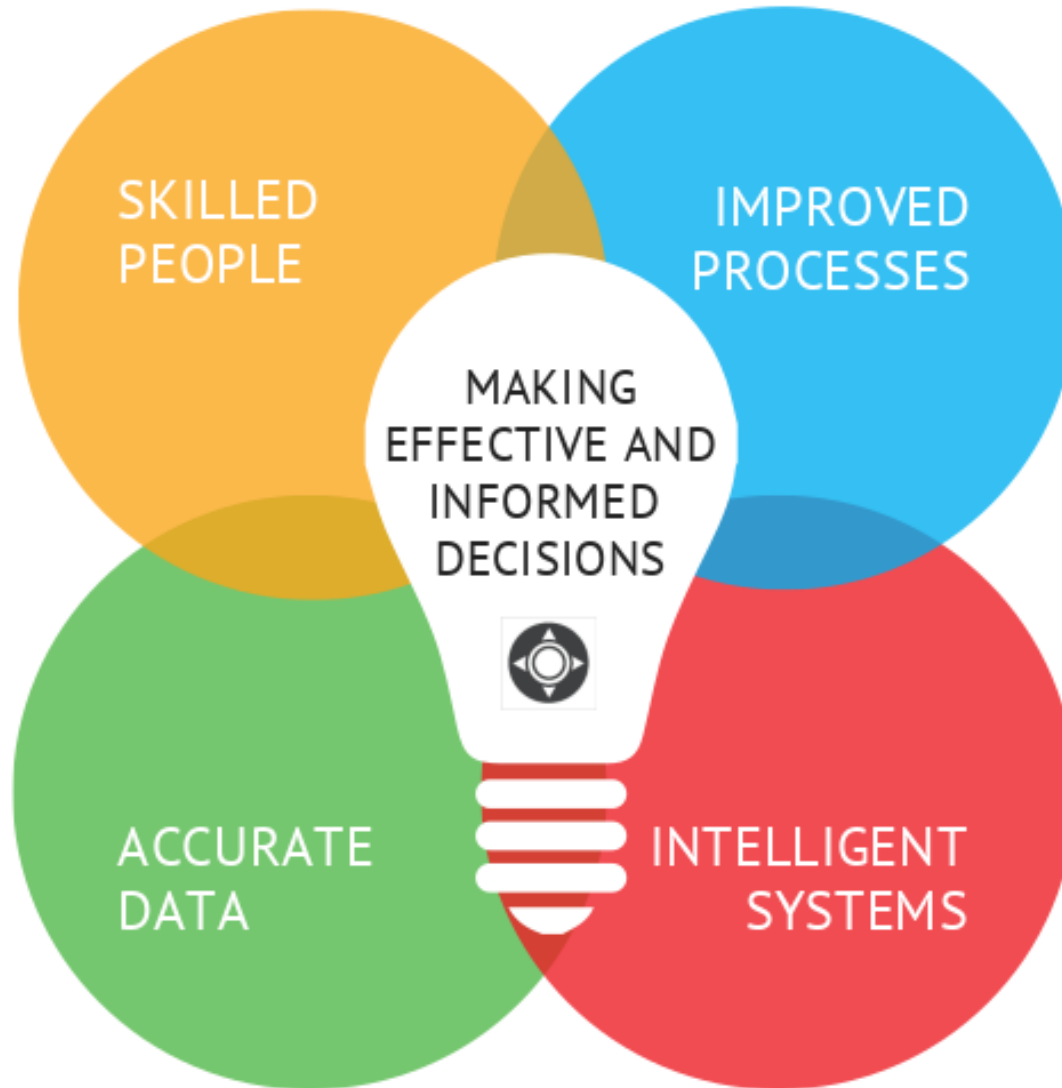
Why – The Benefits

- Strong governance and accountability

More sustainable decisions -

- Enhanced customer service

Effective risk management -

- Improved financial efficiency

What Next

2020

Endorsement of Asset Management Plans

2021

Community engagement to define Levels of Service for assets

2020 - 2022

Asset Management Information System
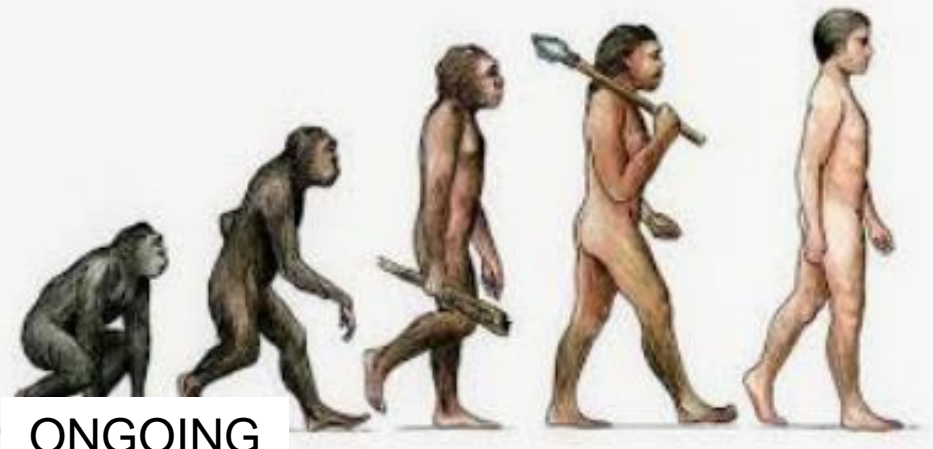
ONGOING

Asset Management Journey

CITY OF MARION

ASSET MANAGEMENT

Do you have any questions?

CITY OF MARION

ASSET MANAGEMENT

Thank you

REPORTS FOR DISCUSSION

Strategic Theme Environmental Scan- Liveable

Originating Officer	Strategic Planner - Sheree Tebyanian
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC200602R05

REPORT OBJECTIVE

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 'Liveable' strategic theme.

EXECUTIVE SUMMARY

An Environmental Scan is undertaken periodically to inform the Risk Working Group, the Finance and Audit Committee and the Infrastructure and Strategy Committee. 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: 'Liveable' with a 10 year goal that states 'By 2027 we will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds.'

This report focuses on the 'Liveable' strategic theme.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the analysis presented in the report.**

2. **Provides feedback on any other key areas they would like noted in the report.**

DISCUSSION

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

Strategic theme: Liveable
'By 2027 we will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds.' (City of Marion Liveable 10 year goal).

To provide the basis for discussion around what defines a 'Liveable' city the following definition by the Infrastructure Australia *Planning Liveable Cities report* (December 2018) has been used. 'A liveable community is one in which it is easy and comfortable to carry out day-to-day life, for a range of different people. It should be safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing linked by convenient public transport, walking and cycling infrastructure to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities.'

Political

- <u>Project delivery:</u> Council has endorsed 14 projects in the 4 Year Business Plan 2019-2023 that help to deliver the strategies outlined under 'Liveable' in the Strategic Plan 2019-2029. The projects are reported monthly through the CAMMS project management tool. These 14 projects are all on track.
- <u>Community Indicators:</u> Council has endorsed a baseline suite of community indicators (GC200211R06) that will help us to track progress against a suite of indicators that are linked to our strategic themes. Baseline community indicators were reported to Council on 11 February 2020 and are reported on every two years.
- <u>Open Space program:</u> Council has endorsed a draft 8 year Open Space Plan for public consultation in June 2020. Council will consider and adopt (if appropriate) with the plan beginning in July.
- <u>Council Tree Planting:</u> An increase in the streetscape and treescape budgets in the Annual Business Plan 2019-20 allocated for extra trees to be planted on arterial roads. Guided by our Streetscape Policy, and Tree Management Framework, significant funding is allocated to the budget annually to enhance street-scapes which serves to improve amenity, reduce urban heat and improve the environment.
- <u>Draft Planning & Design code:</u> the code proposes a reduction in allotment sizes, in the number of car parks required per bedroom which has the possibility of exacerbating the current issues of cars parked on streets, as well as provisions for private certifiers to assess additional forms of development which may result in poor planning outcomes within the council area. Council has actively lobbied to have the code implementation pushed back to 2021 to allow for greater consultation with residents and for the process to be refined.
- <u>Libraries:</u> memorandum of understanding funding agreement for the state's public library network, between the Local Government Association (LGA) and the State Government expires in June 2021. Negotiations will commence later in 2020. The current funding agreement was 10 years in length and achieved the One Card network.
- <u>Disability Access and Inclusion Plan (DAIP):</u> the State Government has mandated that all Local Councils develop a 4 year DAIP by October 2020. The draft DAIP will be discussed with members at a future EM Forum.
- <u>Keeping rates low:</u> Council has developed a draft Annual Business Plan and Budget with a 0% rate increase for 2020/21. Council is pleased to be in a position to support the community by keeping rates low and balancing service delivery, infrastructure responsibilities and economic stimulus.

Economic

- <u>External Grant funding</u>
    1. In the 2019/20 financial year to date, Council has received $2.5 million in grant funding related to projects and business as usual work that supports outcomes in the strategic plan and 4 year business plan. An additional $5.5 million has been promised as a result of Federal Election pledges and grants awarded for the Coastal Walkway and Southern Soccer, totalling close to $5 million. Without the valuable partnerships with State and Federal Government, delivery of the 4 year business plan 2019-2023 would be compromised
    2. A report in *The Advertiser* on 19 May 2020 indicates that the State Government will incur a budget deficit of more than $1 billion this year and next. This may have an impact on future grant funding rounds.
    3. Economic stimulus has been offered in the way of an increase to State and Federal Government funding rounds.

- <u>Other service related Funding:</u> Funding from the Department of State Development allows the Neighbourhood Centre's to provide ACE (Adult Community Education) courses. ACE provides an opportunity for individuals to improve their confidence, build foundation and employability skills. The funding future of the program is uncertain at this stage. The City of Marion received approximately $160,000 per annum to deliver these services to the community.

- COVID-19 impacts:
  1. Unemployment: 7.2% for South Australia, this equates to job losses of more than 40,000 as a result of COVID-19 (ABS April 2020). Retail trade is the Council's largest employment sector and was severely impacted throughout the COVID-19 restrictions.
  2. Impacts To The Supply Chain: There is expected to be a flow on impact through the supply chain, highlighting vulnerabilities and revealing exposure of the current local, national and global supply chains.
  3. On-Going Business Survival: It has been widely reported that some businesses will not recover from the crisis. Retail was a sector that had already seen several large scale closures over the last 12 months as the shift towards online spending and low consumer spending was evident.
  4. Tourism/Visitation: Effectively all international flights and a high percentage of domestic air travel has ceased in Australia. Remplan forecast that this halt to tourism and visitation will result in a reduction in output of $383 million and a loss of 2,000 jobs in the council area.
  5. Migration: Prime Minister Scott Morrison said that Australia's net overseas migration numbers would drop by 85 per cent in the 2020/21 financial year, compared to 2018/19 numbers. (National Press Conference, 1 May 2020 reported in the *Financial Review*). Population growth is a major driver of economic growth and reductions will see impacts to the housing market and local economies.

Social

- Population Growth: The city's population growth is approximately 1% per year. Part of this growth stems from migration through overseas arrivals. (note migration forecasts above are likely to have an impact).
- Access To Services For Our Older Population: Council commissioned Aurin and Flinders University to undertake a Liveability analysis to help inform the key needs of residents aged 65+ in our community. A key finding included 'Older residential populations in Seacombe Heights and Seaview Downs were identified as some of the most vulnerable. Greater than average older residential populations in these suburbs have poor access to services such as community programs and community gardens with access compounded by relatively steep terrain' (Crossman, S.E. and Hordacre, AL. 2019. *Liveability for older residents - City of Marion*. Adelaide: Australian Industrial Transformation Institute, Flinders University of South Australia). Community connections are considering the findings of the report as it was received in January 2020. For residents of Seacombe Heights and Seaview Downs the community bus continues to service the residents by taking them shopping and to neighbourhood centre programs.
- Disability Access and Inclusion: Council is undertaking a condition assessment of kerb ramps as part of the footpath maintenance schedule that will inform the upgrade program.
- Public Health: Higher than metropolitan average number of people with physically chronic conditions, mental health problems and psychological distress particularly in northern and central Marion (PHIDU data 2019). Some community members have transitioned to the NDIS however there is a concern about those who do not qualify. A survey conducted by McKinsey on 15 May 2020 indicated 44% of Australian's are concerned about overall public health due to the COVID-19 situation.
- Household Income & Mortgage Stress: Compared to Greater Adelaide our council area has a slightly higher number of low income households (21.5% compared to 20.6%) and a slightly lower percentage of households earned a high income (15.6% compared to 16.7% for Greater Adelaide). In 2016, 9.5% of households purchasing their first dwelling were experiencing mortgage stress. Mortgage stress is where residents are paying more than 30% of their usual gross weekly income on mortgage repayments. Key mortgage stress areas are Ascot Park, Dover Gardens, Park Holme, South Plympton and Morphettville (Population ID).

- <u>Crime:</u> The South Australian Police publish crime offence statistics for suburbs across South Australia. In the City of Marion during 2018-2019, Oaklands Park experienced the highest number of crimes (1,381 reported offences), followed by Edwardstown which recorded half as many offences (645). Over 80% (87.3% in Oaklands Park, 83.3% in Edwardstown) of the crimes committed in these suburbs were offences against property which include acts such as theft, shoplifting and vandalism. The perception of safety in an area is critical to liveability for residents.
- <u>Walking & Cycling:</u> Communities have taken this time throughout COVID-19 to reconnect with their local neighbourhood surrounds including an increase in walking and cycling paths being used. Refer to the Walking and Cycling Guidelines 2018- 2022 and the Transport Plan being developed.

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.
- <u>Smart Cities:</u> The deployment of technology to collect data, along with the ability for analysing data is crucial to enable data driven decision making. Council is in the process of drafting a Smart CoM Strategic Plan aligning where appropriate the Four Year Business Plans projects to include technology and data to solve community-based problems and achieve our organisational purpose.
- <u>Using data to measure what residents value:</u> There are several councils across Australia engaging third party data analytics and advisory services to help provide consumable dashboard visualisation and analytics allowing for the monitoring of council's investment within the community. Platforms and software are currently being investigated as a part of the Oaklands Smart Precinct.

Legal

- <u>Representation Review:</u> Every eight years, Council is required to review its elector representation structure in accordance with Section 12 of the *Local Government Act 1999*. This is a comprehensive review of the composition and ward structure of the Council. The Review will include a two staged community consultation with a range of options for the community to consider and then a proposed structure. The outcomes of the Representation Review will be implemented at the 2022 Local Government Elections.

Environmental

The following key points were raised in the 'Valuing Nature' ISC report in April 2020. They have a direct impact to strategies outlined under 'Liveable' in the strategic plan.

- <u>Climate Change:</u> Extreme heat and consistent high temperatures contribute directly to deaths from cardiovascular and respiratory disease, particularly amongst elderly people (World Health Organisation 2020) Climate Change Policy, Climate-Change-Adaptation-Governance-Assessment-Report-for-Marion.
- <u>Tree Canopy Cover:</u> 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), through the Tree Management Framework the loss of total urban green cover in non-Council land continues to outweigh the increase on council land. The 2017 report by RMIT University 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.

- <u>Green Cover on Private Land:</u> 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. Opportunity to model GIS data e.g. google maps to see where the significant changes are?
- <u>Future of Work & Impact to the Environment:</u> 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 on air quality as more people work from home.

Relationships

- <u>Resident Groups:</u> Continue to meet and produce feedback to the liveability regarding their locality.
- <u>Neighbouring Councils:</u> Collaborative projects occur between the City of Marion and Cities of Holdfast Bay and Onkaparinga in relation to the Commonwealth Home Support Program.
- <u>Local MP, David Speirs:</u> (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. Minister Speirs provided support of the Woodend Primary tree planting that will improve the amenity of the area.
- <u>Local MP Nicolle Flint:</u> (Member for Boothby) pledged funding for the Glandore Community Centre playground, Marion Golf course, Gymnastics SA, Mitchell Park Sports and Community Centre and the relocation of the nets at the Glandore Oval (Adelaide cricket club).
- <u>State Government:</u> Staff have liaised with contacts within key government agencies including the Office for Recreation, Sport and Racing and the Department of Planning, Transport and Infrastructure to seek partnership on a number of 'Liveable' projects including: Coastal Walkway, Marion Streetscape Program, Southern Soccer Facility, Morphettville Park Sports and Community Centre, BMX and will continue to work towards a partnership approach where possible.
- <u>Smart South Consortium:</u> A MOU between Cities of Marion and Onkaparinga, Flinders University, Renewal SA and SAGE Automation was signed in 2019 to collaboratively explore how Smart Cities applications can address real community-based problems. The group is currently exploring Smart Transit looking at end-to-end community experience and liveability around mobility.
- <u>Cross- Collaboration:</u> The partnership with Cities of Charles Sturt and Port Adelaide Enfield has resulted in a number of benefits including collaborative procurement, irrigation etc. which helps to reduce costs to our ratepayers.

Strategic theme environmental scan- Engaged

Originating Officer	Strategic Planner - Sheree Tebyanian
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	ISC200602R06

REPORT OBJECTIVE

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 'Liveable' 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: 'Engaged' with a 10 year goal that states 'By 2027 our community will feel engaged and empowered to influence the improvement of their own neighbourhood'.

RECOMMENDATION

That the Infrastructure and Strategy Committee:

1. **Notes the analysis presented in the report.**

2. **Provides feedback on any other key areas they would like noted in the report.**

DISCUSSION

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

Strategic theme- Engaged
'By 2027 our community will feel engaged and empowered to influence the improvement of their own neighbourhood'.

The key themes underpinning the 10 year 'Engaged' strategies relate to the use of data and community responses to deliver what our community wants, engaging youth, harnessing the skills of older people, and volunteering opportunities.

Political
- Youth Strategy for South Australia: The State Government has released it's inaugural three year youth action plan indicating a commitment to involving youth as contributors to policy.
- Youth Engagement & Consultation Report: Following the endorsed Youth Engagement and Consultation report, young people indicated that they would like to be involved in decisions that affect them including planning and development of youth related events, programs and activities.

- <u>Youth Collective Committee:</u> Council endorsed a 0.2 position to oversee a Youth Collective Committee – this committee will give young people the opportunity to contribute and feed into topical, local and council priorities. This committee will start in June and participants will be selected by an application process.
- <u>Job keeper payment & impacts to volunteering</u>: volunteering is integral to help deliver services to the community, the current job keeper payment may impact a cohort of volunteers who participate because of Centrelink payment requirements.

Economic
- <u>Liveability analysis:</u> using the Liveability Analysis for residents aged 65+ years' report (conducted by Aurin and Flinders University researchers in 2019) is a key tool to assist council to target their planning, funding applications, partnerships and investments.
- <u>Volunteers:</u> an average of 360 people contribute over $1 million worth of voluntary services annually (hours).
- <u>Funding:</u>
    - Adult Community Education (ACE) is shifting from a 3 year funding round to funding on an annual basis which will mean significant time spent applying for funding versus a delivery focus. Marion received $160,000 per annum from ACE to provide services. Community Hubs funding ends at June 2021 with no advice as to whether the funding will continue. Marion receives $240,000 per annum to deliver services to the community.
    - Commonwealth Home Support Program (CHSP) has been renewed only until the end of June 2022. If this funding was lost or diminished it would significantly impact in home support services for those eligible (residents aged 65+ years and those with a disability generally qualify for CHSP). Marion receives $1.5 million in funding per annum.

Social
- <u>New migrant arrivals</u>: partnership opportunities with organisations and agencies who work with new arrivals. The City of Marion is perfectly situated to health and allied services, schools and affordable housing options. The City of Marion is known to welcome cultural diversity and this should be celebrated and nurtured.
- <u>Volunteering trends</u>:
    - 19.4% of residents in Marion participate in some form of voluntary work (ABS 2016) Increasing community interest in volunteering is providing a varied skill base but higher expectations. Longer working hours are reducing the capacity for long- term volunteering and increasing the desire for more flexible periodic and short term volunteering opportunities.
    - COVID-19 may also continue to be of concern to older volunteers who feel a reluctance to participate due to increased vulnerability.
    - Opportunities to harness the skills of the 'baby boomer' cohort who are entering retirement.

- <u>Youth engagement</u>: following the Youth Engagement and Consultation report, young people indicated that they would like to be involved in decisions that affect them including planning and development of youth related events, programs and activities.

Technological
- <u>Digital Literacy:</u> is as important as reading and writing, financial and cultural literacy. COVID-19 has highlighted the necessity for digital literacy. The City of Marion is proactive in seeking grant funding to deliver digital literacy services across the community. Access to free public wi-fi, investment in technologies is essential infrastructure to ensure social equity in the community through access to these services.
- <u>Use of data and community responses:</u> every year the City of Marion holds a Community Satisfaction Survey (the survey) to enable council to measure our community's satisfaction with the services we provide. The main 5 focussed priorities from the feedback included: roads, footpaths, lighting, storm-water and aged care. The current Footpath Blitz program demonstrates how feedback informed our work programs.

Legal

- Representation Review: Every eight years, Council is required to review its elector representation structure in accordance with Section 12 of the *Local Government Act 1999*. This is a comprehensive review of the composition and ward structure of the Council. The Review will include a two staged community consultation with a range of options for the community to consider and then a proposed structure. The outcomes of the review will be implemented at the 2022 Local Government Elections.
- Royal Commission of the Ageing: outcomes from this are likely to have an impact and the criteria to receive grant funding is expected to be more rigorous.

Environmental

- 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 bush care sites that groups have adopted across the City of Marion to look after valuable remnants of bushland.
- Open Garden: the Living Kaurna Cultural Centre (LKCC) 'Access 4 U' garden is targeted to recipients of NDIS and those with a disability to provide a safe space for everyone and promotes social inclusion and is well attended.
- Volunteer Aboriginal Men's and Women's group: Aboriginal only volunteer group in South Australia with approximately 18 members. The group supports activities held at the LKCC.

Relationships

- Volunteers: neighbourhood centres, libraries and positive ageing & inclusion teams all rely on volunteers to help provide valuable services to our community.
- Service delivery partners: the City of Marion primarily delivers its youth services through a $193,500 grants and partnership model. Our funded/partner organisations change annually and are based on identified needs and gaps both at local and state level.
- Organisations that support disability groups: carers, Access 4 U (initiated the open garden at LKCC)
- Organisations supporting the Aboriginal and Torres Straight Islander communities: Sonder 'Closing the Gap', Tauondi Aboriginal College regularly support their clients to connect with the LKCC and participate in activities.
- Library partners: SAPLN (South Australian Public Library Network) and PLS (Public Library Services) provide CoM community with access to over 3 million library items.
- Flinders University: student placement, assist with research conducted by the university by helping to facilitate key audiences for the university to undertake their research. The university has also provided unsolicited funding support for community events.
- Global Centre for Modern Ageing: we have helped to connect the centre with key members of our ageing population in order to assist in their research.

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.