

His Worship the Mayor  
Councillors  
CITY OF MARION

## NOTICE OF INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING

Council Chamber, Council Administration Centre  
245 Sturt Road, Sturt

Tuesday, 06 October 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 and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration Centre on Sturt Road, Sturt.



Adrian Skull  
Chief Executive Officer



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**OPEN MEETING****KAURNA ACKNOWLEDGEMENT**

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

**ELECTED MEMBER'S DECLARATION (if any)****WORKSHOP / PRESENTATION ITEMS**

## Presentation by Jeremy Conway, Chief Executive, Infrastructure SA

<b>Originating Officer</b>	Executive Officer to General Manager City Development - Louise Herdegen
<b>Corporate Manager</b>	N/A
<b>General Manager</b>	General Manager City Development - Ilia Houridis
<b>Report Reference</b>	ISC201006R01

### REPORT OBJECTIVE

Jeremy Conway, Chief Executive Officer Infrastructure SA will present on the priorities of Infrastructure SA and potential opportunities that link to Local Government.

### EXECUTIVE SUMMARY

As Chief Executive of Infrastructure SA, Jeremy has led development of the State's first 20-year infrastructure strategy and is responsible for providing advice to the South Australian Government on infrastructure projects and prioritisation.

Jeremy currently participates in various advisory committees including the Consequence Management Group responsible for planning for the recovery from the 2019/20 bushfires and the Government Leadership Team in response to COVID-19, where he lead its Infrastructure Group. In 2019, Jeremy was also on the Community Advisory Panel for South Australia's Regional Development Strategy.

Jeremy was previously General Manager, Commercial and Legal in the Department for Infrastructure and Transport where he was responsible for building commercial capability within the department and managing the provision of legal and legislative services.

He also oversaw a number of strategic projects including the Future Mobility Lab Fund and was Chair of the Department's Connected and Autonomous Vehicles Steering Committee. Within his portfolio, he also had responsibility for the Portfolio Management Office, Intergovernmental Relations, the Office of the Registrar General and the Office of the Valuer General.

Prior to this Jeremy worked in the Department for the Premier and Cabinet where he led the provision and delivery of major strategic commercial and legal services to facilitate the development and implementation of government projects.

Jeremy's vast commercial and business experience comes from having worked in property development at Places Victoria for three years and in private equity CVC Capital Partners in London for nine years.

### DISCUSSION

Jeremy will deliver a presentation on the State Infrastructure Strategy, its priorities, challenged and opportunities and will include a focus on the role of and opportunity for Local Government.

At the conclusion of the presentation, there will be time for questions and discussions between Committee Members and Jeremy Conway.

## CONFIRMATION OF MINUTES

### Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 4 August 2020

**Originating Officer** Executive Officer to General Manager City Development - Louise Herdegen

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

**Report Reference:** ISC201006R02

### RECOMMENDATION:

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

### ATTACHMENTS:

#	Attachment	Type
1	ISC200804 - Final Minutes	PDF File

**MINUTES OF THE ISC200804 - INFRASTRUCTURE AND STRATEGY COMMITTEE MEETING - 4 August 2020**

**Tuesday, 04 August 2020 at 06:30 PM**

**Council Administration Centre, 245 Sturt Road, Sturt and via Zoom**



## **PRESENT**

Councillor Jason Veliskou, Councillor Bruce Hull, Councillor Raelene Telfer (via Zoom), Russell Colbourne (via Zoom), Councillor Tim Gard (via Zoom), Mayor Kris Hanna (from 7:34 pm)

## **IN ATTENDANCE**

Councillor Ian Crossland

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  
 Liz Byrne – Manager Community Connections  
 Donna Griffiths – Unit Manager Economic Development  
 Sheree Tebyanian – Strategic Planner  
 Louise Herdegen – Executive Officer City Development (Minutes)

## **OPEN MEETING**

Councillor Veliskou opened the meeting at 6:31 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 - Nil**

## **WORKSHOP / PRESENTATION ITEMS**

### **Presentation by Chris Menz, Chief Executive, Renewal SA (Report Reference: ISC200804R02)**

The Chief Executive introduced the Chief Executive of Renewal SA to present to the Members and share his experiences in urban renewal projects and keys to success when undertaking renewal initiatives.

Key discussion points noted:

- Concerns expressed about green space given up for infill.
- Balancing density and demand vs quality comes down to attention to detail. Great quality green space offsets density, understanding community needs, what the use is going to be and have the policy to stand up.
- We are looking for a general uplift as a city. Marketing the reality, genuine, city pride in the area, things you do well that make the city stand out. Creating 'jewels in the crown' will create halo effect ie Tonsley and Oaklands Park is an opportunity to see a change in the community.
- Public art embraces the marketing message. Can also create an entry status.
- Retrospectively create the placemaking identity.
- Open space– make the most of what you have with considered design.
- Standalone decaying sites around City of Marion and reluctance of owners to upgrade the sites.

- The key is working with the groups and get mutual understanding to moving/investing/addressing the site.
- Working collaboratively with the owners is important, understanding their core business that will drive their decision, preliminary business case, capability of parcel of land.
- Council can assist at Tonsley by promoting the businesses based there. Third party endorsement of the business and location can help others build a connection. Promote the business success and the benefits will come. May take time but it will happen.
- Rajah Street Reserve – Roger Rasheed foundation invested in the site – empowering the community particularly in depressed economic state. Start with what you've got and leverage it. Existing reserve will be increasing by 50% and will be genuine open space.
- People buy to cost. Price will lead but it's only a starting point. Quality environment will grow the area. The product and price will get them in, the place will hold them.
- Micromanagement is the enemy. Need to trust in the team, ensure good processes and governance is in place, hold accountability to business plans/strategy, working with developers and investors is critical.
- Streetscaping great offset to density. Great example at Tonsley.

7:34 pm Mayor Hanna joined the meeting

## **CONFIRMATION OF MINUTES**

**Confirmation of the minutes for the Infrastructure and Strategy Committee Meeting held on 2 June 2020** (Report Reference: ISC200804R01)

**Moved Mayor Hanna, Seconded Councillor Telfer**

That the minutes of the Infrastructure and Strategy Committee Meeting held on 2 June 2020 be taken as read and confirmed.

**Carried Unanimously**

## **BUSINESS ARISING**

**Business Arising Statement – Action Items** (Report Reference: ISC200804R03)

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

**Moved Mayor Hanna, Seconded Councillor Hull**

That the Infrastructure & Strategy Committee:

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

**Carried Unanimously**

**CONFIDENTIAL ITEMS – Nil**

## REPORTS FOR DISCUSSION

### Strategic Theme Environmental Scan - Prosperous (Report Reference: ISC200804R04)

The General Manager City Services and the Strategic Planner joined the meeting. The report was taken as read and feedback requested from the Members.

The following discussion points were noted:

- Political
  - Development Plan Amendments – Oaklands Park to be included.
  - South Road Upgrade to be included.
    - There is uncertainty in the community and businesses how the area will go forward.
    - Discussions continue with DPTI regarding options. Members comfortable with current level of engagement with DPTI.
    - Suggest consultation with the wider community to understand the needs and preferences of the residents, businesses and people that use South Road.
    - Suggest DPTI include a study of Marion Road/Anzac Highway, Morphett Road/Anzac Highway intersections. Traffic congestion at peak times mean some people endure up to 5-6 light cycle changes to get through. These are our residents and we need to do something about it. South Road is an important corridor and we need a solution quickly.
- Economic
  - Aspiring to move forward economically is challenging with Covid-19. With the disbanding of SAEDB what is being done to fill the gap? It is an important time to think through initiatives of economic development of our city.
  - Covid-19 will potentially have a long-term impact to the community and economy for years to come and suggest a Covid-19 Recovery Plan for the City of Marion be developed
  - Continually hear good things about Flinders Uni with their outlook on economy. Potentially a guest speaker for the next meeting.
  - Assessment whether the building stimulus was a factor for properties sold at Tonsley.
- Environmental
  - Tree canopy – City of Unley is exploring a range of financial measures and incentives to encourage the retention and expansion of tree canopy on private land. Request Administration monitor the progress.
  - Tree featured in media – Members thanked Council staff involved. Could Council offer a small amount of money for upkeep of trees, similar to the City of Marion Local Heritage Incentive Fund?
- Relationships
  - Federal electorates should be mentioned as different to State electorates.

### Moved Mayor Hanna, Seconded Councillor Gard

That the Infrastructure and Strategy Committee:

1. Notes the analysis presented in the report.
2. Provides feedback on areas of the environmental scan that may have an impact on Council's strategic objectives, projects and service delivery for further consideration by staff.

**Carried Unanimously**

## REPORTS FOR NOTING

### **Neighbourhood Centre Service Review & Future Directions of Centres** (Report Reference: ISC200804R05)

The General Manager City Services introduced the Manager Community Connections to present to Members on the future directions of Centres.

The following points of discussion were noted:

- Neighbourhood Centres (NHC) are a place for creating a sense of community, connection and pride. Important focus for the community to help with isolation and loneliness, for the aged, multi-cultural, new arrivals and vulnerable to have access to services, programs and activity. Especially important during this Covid-19 time.
- Thorough and comprehensive report.
- Suggest more frequent surveys to ensure working with current data.
- The Digital Transformation Project will be working with the Community Connections team.
- Suggest wayfinding signage from the old Hills Industries site to the nearby Edwardstown Sports & Community Centre.
- Pop up stand opportunity at Castle Plaza to provide further engagement with the community. Working with the Castle Plaza management.
- Important to have great facilities and people to bring together the community. Important people feel comfortable so their needs can be met.
- One Member advised a preference for neighbourhood centre functionality in the planned development of the Marino Community Hall site, and the importance of this as public consultation concerning the draft development plans commences shortly.
- A new 3 year marketing plan is currently being reviewed.
- Discussion regarding Trott park and how to further activate the Centre.
  - Trott Park hours increased from Mon-Thurs 9-4 to Mon-Fri and Sat morning (grant funding). Also a trial of evening opening and activities during daylight savings month (October 2019 – March 2020).
  - Survey regarding community bus to the site – 800 responses – the feedback indicated the community didn't want the bus.
  - What's going to change when last 4 years haven't yielded any results? Question taken on notice.
  - Need sound proofing in the committee room – can hear bouncing balls through the walls.
  - Numbers would exceed capacity if the Trott Park NHC was combined with the library. Business hub and venue hire at Cove Civic Centre. A further paper to be circulated to Members to provide additional context/information.
- Several operating models have been explored however the conclusion at the time was not efficient or effective for the money and effort involved.
- Visitation attendance is one measure for utilisation however community services is more about the social difference made in the person's life ie feel welcome, difference made to their lives, connection with others. The team is working on how to capture this data meaningfully.
- Staff have moved to different locations to provide a different perspective and opportunity to reinvigorate and reenergise the Centre and programs.
- The intention of the extended hours trial was to provide the traditional service with having staff available to greet and help while the Centre is open and inclusive for anyone to drop in. When groups hire the venues they don't like the responsibility of people outside their groups.
- Community Centres have just under 10 full time staff and 129 volunteers in this area. Meals and grant funding are servicing the need of Council.

8:26 pm Mayor Hanna left the meeting and did not return

**Moved Councillor Hull, Seconded Mr Colbourne**

That the Infrastructure and Strategy Committee:

1. Notes the outcomes of the Neighbourhood and Community Centre Service Review and the 2- year implementation plan of these outcomes.

**Carried Unanimously**

**OTHER BUSINESS - NIL**

- Guest speaker suggestions provided to follow up for next meeting.
- As part of the Independent Member end of year report, it was suggested an assessment of where the City of Marion is at using the environmental scans presented to the Committee throughout the year be included.
- Community consultation/engagement – feedback received by one Councillor says the process is flawed, not getting updates, community groups not getting a say, community don't feel engaged. Suggest it is added to an EM Forum for further discussion.

**MEETING CLOSURE** - Meeting Declared Closed at 9:29 PM

**CONFIRMED THIS xx DAY OF xx**

.....

**CHAIRPERSON**

## BUSINESS ARISING

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

### Business Arising Statement - Action Items

<b>Originating Officer</b>	Executive Officer to General Manager City Development - Louise Herdegen
<b>Corporate Manager</b>	N/A
<b>General Manager</b>	General Manager City Development - Ilia Houridis
<b>Report Reference</b>	ISC201006R03

## 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	ISC201006 forward agenda October 2020	PDF File
2	ISC201006 Business arising statement - action items	PDF File

# Meeting Schedule 2020



<del>4 February</del>	<del>6.30 – 9.30</del>
<del>7 April</del>	<del>6.30 – 9.30</del>
<del>2 June</del>	<del>6.30 – 9.30</del>
<del>4 August</del>	<del>6.30 – 9.30</del>
<del>6 October</del>	<del>6.30 – 9.30</del>
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 &amp; Strategy Committee

## Meeting Schedule 2020

Infrastructure and Strategy Committee		Date: Tuesday 4 February	Time: 6.30pm – 9.30pm	Venue: Chamber		
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible	
Oaklands Smart Precinct Project - Update	R	Progress update			G Johnson	
Infrastructure and Strategy Committee – 2019 review and considerations for 2020	R	Not considered at ISC191203			F Harvey	
Shaping our City	R	To support the Infrastructure and Strategy Committee in a strategic workshop discussion to consider			F Harvey	

Infrastructure and Strategy Committee		Date: Tuesday 7 April	Time: 6.30pm – 9.30pm	Venue: Virtual - Zoom		
Topic	Type of Report	Description	Duration	External Attendees	Staff Responsible	
Strategic theme environmental scan		To provide an update on the overarching analysis of the key critical issues and opportunities that relate to councils 'Valuing Nature' strategic theme.			S Tebyanian A Gibbons	
Best Practice Spotlight – Greening Marion		Wicked Labs: Greening Marion Complexity Science			R Neumann	
Confidential – COVID-19 - Strategic focus	F	Post COVID-19 recovery – impact on our projects			I Houridis	

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			S Tebyanian	
Asset Management		Asset Management Plans			B Lyons	
Revitalisation of Edwardstown Employment – Urban Design and Economic Activation Plan					D Griffiths	

## Infrastructure &amp; Strategy Committee

# Meeting Schedule 2020

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		Prosper			S Tebyanian
Best Practice Spotlight		Neighbourhood Centre Service Review			T Lines
Strategic item – guest speaker/expert		Chris Menz, CEO Renewal SA			A Skull

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
Environment scan		Connected & Innovative			S Tebyanian
Infrastructure and Strategy Committee – 2020 review and considerations for 2021					I Houridis
Strategic item – guest speaker/expert		Jeremy Conway – Infrastructure SA			I Houridis

*Subject to Committee Structure Review at General Council October 2020*

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
Independent Member Review					R Colbourne
New Committee focus					
Draft Transport Plan					T Lines
Tree Management					T Lines

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

ATTACHMENT 1  
 AS AT 30 SEPTEMBER 2020



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	20 February 2020	Infrastructure & Strategy Committee - 2019 review and considerations for 2020 (Report Reference: ISC200204R03) <ul style="list-style-type: none"> <li>Follow up with Governance to ensure all statutory requirements are addressed within the amended Terms of Reference</li> </ul>			To be included as part of Council Committee Review.	EMF200908 GC2010
2.	4 August 2020	Strategic Theme Environmental Scan - Prosperous (Report Reference: ISC200804R04) <ul style="list-style-type: none"> <li>Do we know how many homes have sold at Tonsley as a result of the Fed Government grants?</li> </ul> <b>Response</b> Sales following introduction of the grant: Stage 8 – Released 10 house and land packages and have SOLD 10 Stage 5 – Released 27 house and land packages and have SOLD 24 to date Stage 10A – 19 homes just to capture the grant	S Tebyanian	6/10/20	Complete	15/4/20

3.	4 August 2020	<p>Strategic Theme Environmental Scan - Prosperous (Report Reference: ISC200804R04)</p> <p>1. Administration to Monitor the City of Unley's exploration of a range of financial measures and incentives to encourage the retention and expansion of tree canopy on private land.</p> <p><b>Response:</b></p> <p>Yes, staff in the Environmental Sustainability team are staying in touch with other Councils to monitor programs related to trees on private land. The City of Unley publicly released their new Unley Tree Strategy in May 2020, which includes several initiatives aimed at maintaining and expanding trees on private land (including investigating incentives).</p> <p><a href="https://www.unley.sa.gov.au/files/assets/public/council/about-the-council/city-of-unley-tree-strategy-2020.pdf">https://www.unley.sa.gov.au/files/assets/public/council/about-the-council/city-of-unley-tree-strategy-2020.pdf</a></p> <p>Trends in tree canopy and green cover are regular items discussed with neighbouring councils through the Resilient South Program Management Committee (PMC) and council staff periodically attend the Resilient East "tree canopy working group".</p>	A Gibbons	6/10/20	Complete	30/09/20
		<p>2. Could Council offer a small amount of money for upkeep of trees, similar to the City of Marion Local Heritage Incentive Fund?</p> <p><b>Response:</b></p> <p>Council could consider a program similar to that offered by City of Burnside, where small grants through the Tree Assistance Fund can be sought for maintenance of Regulated and Significant trees on private property.</p> <p><a href="https://www.burnside.sa.gov.au/Environment-Sustainability/Trees/Tree-Assistance-Fund?BestBetMatch=tree%20maintenance%20fund d13b95b2-5146-4b00-9e3e-a80c73739a64 4f05f368-ecaa-4a93-b749-7ad6c4867c1f en-AU">https://www.burnside.sa.gov.au/Environment-Sustainability/Trees/Tree-Assistance-Fund?BestBetMatch=tree%20maintenance%20fund d13b95b2-5146-4b00-9e3e-a80c73739a64 4f05f368-ecaa-4a93-b749-7ad6c4867c1f en-AU</a></p> <p>Another potential option as an incentive for residents to plant and keep trees either on their land or in front of the property could be to subsidise a rechargeable battery-operated leaf blower to help residents manage leaf litter.</p>	Fiona Harvey	6/10/20	Complete	230/9/20

## City of Marion

4	4 August 2020	Neighbourhood Centre Service Review & Future Directions of Centres (Report Reference: ISC200804R05) <ul style="list-style-type: none"> <li>What's going to change when last 4 years haven't yielded any results?</li> </ul>	L Byrne		Complete For discussion at the 10 November 2020 EM Forum	30/09/20
5	4 August 2020	Other Business				
		<ul style="list-style-type: none"> <li>Follow up guest Speaker suggestions.</li> </ul>	L Herdegen	31/08/20	Complete	10/09/20
		<ul style="list-style-type: none"> <li>End of year report from Independent Member to include a summary of where the City of Marion is at using the environmental scans presented to the Committee throughout the year.</li> </ul>	R Colbourne	14/11/20		
		<ul style="list-style-type: none"> <li>Community Consultation/engagement to be added to an Elected Member Forum for further discussion.</li> </ul>	K McKenzie	31/08/20	Complete Timing to be discussed with the Mayor	01/10/2020

\* Completed items to be removed are shaded

## CONFIDENTIAL ITEMS - Nil

## REPORTS FOR DISCUSSION

### Strategic Theme Environmental Scan- Connected

<b>Originating Officer</b>	Strategic Planner - Sheree Tebyanian
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	ISC201006R04

### 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 'Connected' 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: 'Connected' with a 10 year goal that states 'By 2029 it will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community.'

There are three strategies under connected:

C1 We will provide a variety of options for social interaction

C2 We will encourage, where economically feasible, the provision of the daily needs of residents within a short walk or bike ride

C3 We will provide more opportunities for use of the internet in public spaces

### RECOMMENDATION

**That the Infrastructure and Strategy Committee:**

- 1. Provides feedback on the environmental scan and elements that may have a strategic impact on Council's strategic objectives, projects and service delivery for further consideration by staff.**

### DISCUSSION

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

#### **Strategic theme: Connected**

'By 2029 it will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community.'

## Political

- Project delivery: Council has endorsed 5 projects in the 4 Year Business Plan 2019-2023 that help to deliver the strategies outlined under 'Connected' in the Strategic Plan 2019-2029. The 'Trial implementation of extended operating hours at Neighbourhood Centres' is now complete. The remaining projects including the Transport Plan, Coastal walkway and Marino Hall are in progress. Council will consider neighbourhood centre operating hours at its December meeting.
- Community Indicators: 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. The 'connected' community indicators relate to walking and cycling paths and also internet usage.
- Oaklands Community Connections Project: To complement the redevelopment of Oaklands crossing, the City of Marion is continuing work on an exciting project that is expected to significantly improve parking surrounding the railway station. This project has also received Federal Government funding of \$867,500 (Department of Infrastructure, Regional Development and Cities Building our Future) which will create the first smart precinct within South Australia. Stage 1 & 2 of Dwyer Reserve and Diagonal Way is nearing 80% completion and is due for completion in early November 2020. Stage 3, which includes streetscape verge design and treatment is due to be complete in 2020/21.
- Coastal walkway: The City of Marion and State Government have partnered to renew the walkway which is a highly popular recreational trail along the coast.
- Community and Neighbourhood centre's: A service review of neighbourhood centres has recently been completed. There is opportunity to increase community involvement in needs analysis and program related planning and use of centre spaces. Collaborative long term strategic partnerships to deliver programs designed to support our community are also being investigated.
- Council's maintenance of infrastructure: Council has endorsed a number of plans, policies, work programs and community services that relate to different aspects of how people move around the city and include elements such as streetscape design, street trees, renewal and maintenance of roads, kerbs, footpaths and drainage, street lighting, parking and community transport services.
- Footpath blitz: Council embarked on a campaign seeking community feedback on the city's worst footpaths as part of a year long repair blitz.
- Footpath Condition Audit: A footpath condition audit is scheduled to assess the condition of the footpath network. A condition index will be used to prioritise footpath hierarchy and priority (using land uses/trip generations, primary and secondary footpath, bus route, walking and cycling data, road geometry, linkage and pedestrian catchment.)
- Sturt Linear Path: Funding of \$280,000 provided by the Federal Government's *Local Roads and Community Infrastructure Program* has enabled the path upgrade to be brought forward to 2020/21.
- Flinders Link: The \$141 million State and Federal funded project is due to be completed in the second half of 2020 and will see a 650 metre extension from the Tonsley rail station over Sturt Road and onto Flinders Medical Centre. An integrated shared pedestrian cycle path adjacent will feature adjacent to the rail line.
- Darlington upgrade project: Completion of the Federal and State Government partnered \$754 million project is due for completion in the first quarter of the 2020/21 financial year.
- Marion Road Planning Study: The State Government has undertaken a study to reduce congestion on Marion Road from Anzac Highway to immediately south of Cross Road.
- City- wide transport plan: a project in Council's 4 Year Business plan 2019-2023 is being developed. Recent engagement with elected members was held to consider the objectives and key goals of the plan.
- North-south corridor: The Department for Infrastructure and Transport has commenced preliminary geo-technical investigations and service locations.

- Walking & cycling guidelines: Council's endorsed plan sets a clear direction for walking and cycling in the city. Some funding is provided each financial year as part of the LTFP to implement projects as leverage to seek additional grants.

## Economic

- Federal funding: An allocation to the City of Marion of \$1,057,753 to be used for road related projects and infrastructure. The projects scheduled were for 2021/22 and are being brought forward in order to qualify for the funding.
- Investment Australia pipeline: Infrastructure Australia has prioritised \$64 billion towards 155 new projects with SA not receiving any funding allocation.
- State funding: Staff have submitted applications to the Greener Neighbourhoods Grant round 2020/21 which has increased funding due to the Covid-19 Government economic stimulus response. Funding was successful for further greening initiatives at Edwardstown and Lonsdale Road, which links to improved amenity and walkability of neighbourhoods. The Marion Central Streetscapes project provided matched funding by the state of \$735,000 through the April 2020 Open Space and Places for People grant.

Council takes a proactive approach to seek funding and values its partnerships with the State Government.

## Social

- Community satisfaction survey outcomes: The 2019 survey outcomes indicated that roads, footpaths and lighting are the services that need immediate attention as they have high importance by the community but rate low on satisfaction.
- Changes influenced by COVID-19:
  1. Whilst we do not have data as yet around the social isolation impacts of the pandemic, we do know from anecdotal feedback- from those delivering frozen meals to the community that some residents have not left their homes since March. The Positive Ageing and Inclusion team has partnered with SAHMRI to undertake research about the impacts that COVID-19 has had on the elderly cohort.
  2. Anecdotal evidence of an increase in walking and cycling paths being used. Bicycle sales have increased since the pandemic began.
  3. Border lock down: State border restrictions are beginning to ease which will have a flow on impact to the visitor economy.
  4. Pop up cycle ways: The NSW Government converted 7.5km of road in the Sydney CBD into a safe '[pop up cycleway](#)' to provide safe options to ride to the city and surrounds. Identical initiatives across Europe have become permanent in a shift to encourage a movement towards non- motorised transport and reduce city congestion. Paris has converted 35km of road into cycling lanes.
- Ageing population: Between 2019 and 2031, the number of people aged over 65 in South Australia is estimated to increase by around 29%. The provision of accessible trails that include shade and seating at regular intervals, suitable safe surfaces and lighting, as well as toilets within a reasonable walking distance will help incline this cohort to activities such as walking. (Infrastructure SA 2020).
- Flinders Greenway: The shared use path connecting Flinders University to Tonsley is due for completion in early 2021. The project has been funded by Council, Renewal SA and Department of Infrastructure and Transport and will see the delivery of a shared use path and associated landscaping to enhance accessibility, amenity and use of active modes of transportation within, as well as to and from the precinct.
- SA Walkability trends: The Office for Recreation, Sport, and Racing 'Game on: Get South Australia moving report' identifies that recreational walking is the most popular physical activity. (May 2020)
- Future trends/predictions:

1. Separation of roads, cycle-ways and pedestrian paths: already considered a successful system in several European cities with more people utilising bicycles as their key transport option. The increasing focus on the health and wellness of residents will see urban planners, designers, councils and developers encourage the development of walking and cycling 'superhighways' to boost physical activity and social cohesion.
2. Transit based walk-able neighbourhoods: Pedestrian-friendly neighbourhoods with expansive public spaces will be a major draw for potential home buyers. Such neighbourhoods will also give communities a sense of identity.
3. Electric Vehicles: sales are still growing at a rapid rate- despite COVID- 19- and will overtake hybrid sales this financial year (thedriven.io)

## 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.

- Smart Cities Strategic Plan: The deployment of technology to collect data, along with the ability for analysing data is crucial to enable data driven decision making.
- Electric vehicle (EV) charging stations: The City of Marion has partnered with Jolt who will install 8 EV charging stations across the city. The assets will be owned by Jolt and there is no cost to Council in delivering this service.
- Active Transport planning: ensuring safe and accessible walking and cycling routes are available. Future opportunities include e-scooters, autonomous vehicles- extending trials outside the boundaries of Tonsley and gathering data on utilisation to ensure service provision is meeting the needs of the community.
- Using data to measure what residents value: Platforms and software are currently being investigated as a part of the Oaklands Smart Precinct.
- Internet connectivity in the public realm: global trends indicate communities have a growing need for access to the internet within the public realm. The City of Adelaide has a WIFI project powered by the ten gigabit fibre optic network providing free high powered WIFI to the public in order to enhance the digital experience throughout the city.
- Infrastructure: smart places, including outcomes to be achieved at the Oaklands Precinct, will create greater connection through technology such as smart parking, way-finding, digital interactive kiosks promoting neighbourhood facilities, businesses and events will allow new ways for the community to connect.
- 5G technologies: Telstra, Optus and Vodafone (in joint venture with TPG) are building the new 5G networks that leverage existing 4G networks and will require the installation of thousands of small antennae for deployment. Each small cell requires permissions from landowners and or local authorities, power and a backhaul link. This, along with potential visual amenity may be an impediment to the roll-out. The advent of 5G technology promises to be a 'game changer' and provides sophisticated capabilities, data and efficiencies.
- LED lighting: installations on the Sturt Linear pathway have progressed which will enhance the usage of the area. The lighting is SMART capable and has the future potential to provide usage data.

## Legal

- Disability Access and Inclusion Plan (DAIP): the State Government has mandated that all Local Councils develop a 4 year DAIP by October 2020.
- Disability Discrimination Act 1992: Work will be carried out in 2020/21 to ensure that footpaths, kerbs, ramps and bus stops ramps are compliant with the Act.
- Planning reforms: 'As the trend towards urban infill continues, it provides more opportunities to plan for more walkable communities' (Infrastructure SA 20 Year Strategy, May 2020)
- Technological Physical Disruption: Public realm physical disruption with the inclusion of sensors, NBN and 5G could result in tech-based 'clutter' across streetscapes. Potential lobbying for legislation could be considered to ensure the public realm remains resident-centric.

## Environmental

- Road surfacing innovations: The City of Marion is currently trialling a concrete replacement that uses recycled polypropylene.
- Tree Canopy Cover and connectivity: several studies across the world have shown that where people perceive their neighbourhood to have lots of green space they are more likely to walk and be more physically active. In addition modal filters that include greenery such as trees, planting and raised beds accompanied by bike racks on streets reduces car dominance by acting as filters to reduce car driving levels. (naturalwalkingcities.com)

## Relationships

- Resident Groups: Continue to meet and produce feedback regarding their locality along with engaging in community consultation.
- Neighbouring Councils: Collaborative projects occur between the City of Marion and Cities of Holdfast Bay and Onkaparinga in relation to the Commonwealth Home Support Program.
- State Government: The City of Marion values its partnerships with the State Government on a number of local initiatives to improve connectivity within the City.
- Smart South Consortium: A memorandum of understanding 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.
- Cross- Collaboration: 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- Innovative

<b>Originating Officer</b>	Strategic Planner - Sheree Tebyanian
<b>Corporate Manager</b>	Manager Corporate Governance - Kate McKenzie
<b>General Manager</b>	General Manager City Services - Tony Lines
<b>Report Reference</b>	ISC201006R05

### 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 'Innovative' 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 six key themes. In previous agendas the Committee has considered Valuing Nature, Liveable, Engaged and Prosperous.

This environmental scan has a focus on 'Innovative'. The City of Marion has a 10 year goal that states "By 2029 we will be constantly ready to adapt to technological advances. We will be better and quicker at sharing relevant information."

Council's 10 year strategies are:

- I1: We will use the best technology possible to improve efficiency of our operations and delivery of our services
- I2: We will use data to provide evidence for resource allocation relating to our services
- I3: We will use technology and social media to improve our sharing of information
- I4: We will use technology to better engage with our communities, understand their needs and seek their feedback.

### RECOMMENDATION

**That the Infrastructure and Strategy Committee:**

- 1. Provides feedback on areas of the environmental scan that may have an impact on Council's strategic objectives, projects and service delivery for further consideration by staff.**

### GENERAL ANALYSIS

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

Strategic theme: Innovative

'By 2029 we will be constantly ready to adapt to technological advances. We will be better and quicker at sharing relevant information'

## **Political**

### Project Delivery

Council has endorsed 6 projects in the 4 Year Business Plan 2019-2023 that help to deliver the strategies outlined under 'Innovative' in the Strategic Plan 2019-2029. The projects are:

- Deliver and expanded online booking service for community managed facilities (complete)
- Develop a data platform 'Metrics that Matter' to enable improved service delivery (in progress)
- Implement the Social Media Strategy 2019-2023 (in progress)
- Develop a strategy and implement the enhancement of our business enterprise systems (including Asset Management System) (in progress)
- Develop an on-line one-stop-shop for customers to enable easy access to information and transactions for council services, rates, registrations and events (in progress)
- Research technology and automated solutions for the management of assets and streetscapes (in progress)

The roll out of the business enterprise systems includes 12 digital transformation projects under the banner of 'One Marion' that will help us achieve the Community vision.

The Oaklands Precinct project (a project under 'Liveable') will also support the delivery of strategies under the 'Innovative' strategic theme. Technology incorporated into the project will be deployed to learn about how our community engages with the precinct and assist with data driven decision making in the future.

### Community Indicators

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. The indicators for 'Innovative' include measuring the 'partnerships with universities and innovation leaders.'

### Cyber security

Cyber security is a significant threat to business and cyber attacks across a range of industries are on the increase. (*ABC News 'Cyber attacks on Australian business on the rise but experts not blaming state actors, 5 May 2020*). Australia's first Cyber collaboration centre was opened in June 2020 at Lot 14 Adelaide. The support by the State Government is intended to help position South Australia as a leader in Cyber security and to create high- tech jobs in a sector that is set to grow.

The State Government is focussed on strengthening cyber capabilities due to the high emergence of cyber threats. A cyber skills matrix is currently being undertaken by the State Government to determine the state's cyber capabilities and skills, opportunities and gaps. A number of nation leading TAFE courses have been established. The Local Government Association (LGA) has rolled out cyber security training. Through the implementation of Microsoft 365 at the advent of COVID-19, security was strengthened through multi-factor authentication to protect systems, data and information.

Council continues to monitor, assess and implement further mitigation strategies as cyber security remains a high risk for the sector.

### Smart CoM Strategic Plan

Council's endorsed plan (GC200825R11) will assist with the deployment of technology to collect data, along with the ability to analyse data that will enable evidenced based decision making.

## **Economic**

### Business enterprise systems

The roll out of the financial and digital transformation across the organisation will:

- deliver long term savings
- reduce inefficiencies and labour costs which can be reallocated to fund future growth

### Smart CoM Strategic Plan

The roll out of the plan over the next three years will deliver the following benefits:

- deliver operational efficiencies
- improve monitoring of use of spaces and venues
- monitor and ultimately reduce energy use and consumption

### External Grant Funding

The Department of Human Services provided Council with funding during COVID-19 that helped to purchase technology to continue delivery of services to the community via digital means.

## **Social**

### Consumer expectations

Digital transformation is constantly altering and technology is constantly moving at a rapid pace thereby increasing customer expectations. Mobile devices, applications, machine learning and automation are making things easier for customers to engage with businesses. The 'single view of the customer' project will provide a customer relationship management system that will provide a single, integrated view of each customer along with their interactions- enabling delivery of a more personalised service.

### COVID-19 and the future of work

COVID-19 provided a 'fast forward' lens into the future of work and how remote working can function. McKinsey & Co reported that remote working was gaining currency prior to COVID-19 and post recovery a plethora of organisations will permanently offer a hybrid off site/on site working model and suggest that a key focus needs to be on reskilling the workforce. If staff are working remotely, developing employees critical digital and cognitive capabilities, social and emotional skills, adaptability and resilience are suggested. (McKinsey & Co, *To emerge stronger from the COVID-19 crisis companies should start reskilling their workforces now*, 07 May 2020)

For organisations who do not move with this acceleration in the employment landscape talent retention may be a risk.

Council will take the learnings out of COVID-19 pandemic and consider how it may be embedded into future workforce planning.

### Youth engagement

The youth engagement and consultation report 2019-2023 noted that young people were interested in greater access to digital community noticeboards to keep them informed of events and opportunities.

### Libraries

The 'Libraries through the lens' program is a concept that has offered online programs delivered via Zoom webinars. The library staff report that the participation of workshops is positive and in some instances digital participation has been greater than on-site opportunities. Services like the monthly podcast show, the Marion library services 'Bricks and Bytes' show on Channel 44 and Youtube are engaging the community with libraries in an innovative way which is breaking the conceptions on what libraries traditionally do. It is anticipated that online program delivery will continue. Digital literacy training is a key service offered to the community to ensure that they are ready to navigate the digital realm.

### Social media

Meaningful engagement benchmarks have been established and are being monitored by the communications team. With *The Messenger* no longer being delivered in print format there is an opportunity for the City of Marion to engage with the community through our vast range of events, City limits publications, digital workshops and community engagement.

## **Technological**

### Local Government Sector

The private sector has invested heavily over the years in digital transformations to enhance the customer experience. This has raised community expectations around how organisations should do business and as such the roll out of Council endorsed digital transformation projects will ensure that the City of Marion is providing a service aligned to meet the needs of the customer. From a technology perspective the broad Local Government sector has typically been behind in adopting technological transformations.

Council played a 'first mover' role in the sector by endorsing the roll out of the project management system in 2018 which has enabled an enhanced path way for staff to effectively manage and report on millions of dollars of projects that are carried out annually. The City of Marion received an award for the roll out by the system by the Local Government Association.

### Infrastructure

Smart places will create greater connection through technology such as smart parking with wayfinding, digital interactive kiosks promoting neighbourhood facilities, businesses and events will allow provide new ways for the community to connect. The options being deployed through the Oaklands Smart Precinct will be scaled where appropriate to gather data to solve community based problems.

Asset management technologies: The establishment of an asset management system along with the deployment of sensors will provide more accurate data to inform decision making. The integration will ensure that the City of Marion is deploying best practice Asset Management.

### Walking and Cycling sensors

A sensor trial through a third party vendor aimed at gathering data for walking and cycling usage in 2018 did not provide reliable data. An opportunity exists within our LED lighting infrastructure to monitor usage of our walking and cycling paths.

### Technology opportunities

- Digital interface- at the community level where residents could effectively hover over their suburb to see upcoming capital works and project delivery is being deployed by other councils around Australia to improve communications with residents around where rates are being invested.
- Augmented reality- There are opportunities for Council to fast follow other Local Government areas experimenting with this innovative community experience.

### Using data to measure what residents value

Several councils across Australia are engaging third party data analytics and advisory services to help provide consumable dashboard visualisation and analytics, allowing for the monitoring of councils' investment within the community. Dashboards to visualise the data gathered through sensors and open source community data will be brought into the CoM Azure Tenancy to enable strategic planning and work flow management.

### Neighbourhood centres gaps/opportunities

The recent service review identified the following:

- data collection and management which will be rectified with the introduction of the customer relationship management system
- upgrade of televisions and connectivity to the corporate digital system and centralise marketing of content to these screens
- incorporating evidence based data to inform program delivery need, impact, effectiveness and also performance.

### Strategic goals

Council's Innovative strategy states 'We will use the best technology possible to improve efficiency of our operations and delivery of our services'. As technology is not static and is ever evolving, significant and continuing investment would need to be considered to achieve Council's strategy.

### City of Marion website

Customer friendly website prompt 'bots' will encourage visitors to have a greater level of engagement and support when navigating our website

## **Legal**

### Privacy Act

Local Government is not currently subject to the *Privacy Act 1988* (Cth), nor do the State based information based Privacy principles apply. Whilst the City of Marion has a policy there is not a consistent policy that applies across the Local Government sector. Council endorsed a motion (GC200729R06) LGA Annual General Management to advocate for new legislation.

## **Environmental**

### Energy Efficiency and Renewable Energy Plan

Endorsed by Council in 2018 the plan demonstrates leading energy efficiency and renewable energy in Council's operations.

### Climate related data

The City of Marion continues to use data to provide evidence around urban heat and tree canopy data impacting the City of Marion. There have been a number of State Government funding bodies that have required climate related data to strengthen grant applications submitted by Councils. Climate related data is also important in helping to inform Asset Management by exploring what can be done to build asset resilience in response to climate impacts.

### Resilient South project

The four 'Resilient South' councils (Marion, Mitcham, Holdfast Bay and Onkaparinga) submitted an application to the Local Government Research and Development Scheme to seek funding to deliver a 4 year pilot project that will seek to 'build climate resilience into asset management and long term financial planning', results of which will be shared in the sector. The application was successful in securing \$99 k over 4 years.

## **Relationships**

### Federal & State Government

Key funding opportunities provided by the Federal Government offer flow on impacts to the local economy, enhanced streetscapes and business precincts.

### Cross-Collaboration

A regional partnership approach with the Cities of Onkaparinga, Holdfast Bay and Mitcham supports the Resilient South program. Collaboration with Port Adelaide Enfield and the Cities of Charles Sturt has also provided shared resources across the councils which has resulted in greater efficiencies.

### Smart South Consortium

A Memorandum of Understanding between the 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.

## REPORTS FOR NOTING

### Infrastructure & Strategy Committee - 2020 review and considerations for 2021

<b>Originating Officer</b>	Executive Officer to General Manager City Development - Louise Herdegen
<b>Corporate Manager</b>	N/A
<b>General Manager</b>	General Manager City Development - Ilia Houridis
<b>Report Reference</b>	ISC201006R06

### REPORT OBJECTIVE

This report outlines a summary of the work program the Infrastructure and Strategy Committee (ISC) considered over 2020 and provides members of the 2021 Council Committees inputs for consideration into the 2021 work program.

### RECOMMENDATION

**That the Infrastructure and Strategy Committee:**

- 1. Recommends to Council that this report and any directions minuted are provided to the relevant Committee to inform its work program for 2021.**
- 2. Notes the activity of the 2019/20 Infrastructure and Strategy Committee members and acknowledges the contributions of members:**
  - 2.1. Presiding Member, Councillor Jason Veliksou**
  - 2.2. Independent Member, Mr Russell Colbourne**
  - 2.3. Councillor Tim Gard**
  - 2.4. Councillor Bruce Hull**
  - 2.5. Councillor Raelene Telfer**
  - 2.6. Councillor Sasha Mason**
  - 2.7. Mayor Kris Hanna**

### DISCUSSION

The ISC has a broad Terms of Reference (ToR) (Attachment 1) focussed on advising Council on long-term strategic objectives including:

- development and monitoring of Council's strategic management plans
- emerging risks and opportunities
- opportunities for innovation
- monitoring major projects (over \$4 million) and management of its assets
- service levels required to deliver on long-term objectives

The ISC's discussions are held in the context of Council's 30 year, 10 year and 4 year strategic and business plans and consider the continuously evolving nature of the City of Marion, the broader local government sector, and the region and state's operating environment.

During 2020 the ISC met 5 times in 2020 (not including the December 2019 meeting) and covered a broad range of topics relating to its ToR. In all, 17 items were discussed across 5 meetings, the topics discussed during 2020 are listed in Attachment 2, including a breakdown of frequency of items against the objectives of the Committee. The most commonly discussed issues were:

- Environmental Scan (6)
- Strategy (6)

- Projects & Assets (5)

The Committee received a number presentations that provided Members with quality information for advice and consideration. The Committee acknowledged and appreciated the time given by the presenters at each meeting which include:

- Greening Marion - Panel
  - Emily Humphreys, CEO & Co-founder, Wicked Lab
  - Tania Macdonald, Sustainable Urban Communities Coordinator, Dept for Environment and Water
  - Rebecca Neumann - Senior Environmental Planner, City of Marion
- Revitalisation of Edwardstown Precinct
  - Stephen Holmes, Director, Holmes Dyer
  - Ben Cunningham, Senior Consultant, Holmes Dyer
- Urban Renewal
  - Chris Menz, Chief Executive, Renewal SA
- Infrastructure
  - Jeremy Conway, Chief Executive, Infrastructure SA

Discussion regarding the setting of topics for the 2021 Council Committee program, could include the list outlined below, noting that there is currently a review of next years Council Committee structure:

#### **Council Strategic Management Plans**

- Community Vision Towards 2040
- City of Marion Strategic Plan 2019-2029
- City of Marion Business Plan 2019-2023
- Making Marion 2040

#### **Risks and Opportunities**

- Productivity Commission
- Local Government reforms
- Community demographics
- Changing and emerging community expectations
- Technology
- Environment and Sustainability
- Circular Economy

#### **Innovation**

- Council Collaborations
- Service Delivery
- Infrastructure Delivery
- Community Engagement

#### **Major Projects and Assets**

- Projects over \$4 million
- Asset Management and Renewal

#### **Service Levels**

- Service levels to community across Council programs
- Consideration of service levels to Long Term Financial Plan

#### **Attachment**

#	Attachment	Type
1	Attachment 1 - Infrastructure and Strategy Committee Terms of Reference	PDF File
2	Attachment 2 - Summary of Topics	PDF File

# INFRASTRUCTURE & STRATEGY COMMITTEE TERMS OF REFERENCE



## 1. ESTABLISHMENT

- 1.1 Pursuant to section 41 of the *Local Government Act 1999* (The Act) the Council has established an Infrastructure and Strategy Committee.

## 2. OBJECTIVES

- 2.1 The Committee is established for the purposes of:
- Providing advice to Council regarding matters of strategic importance.
  - The development and monitoring of Council's strategic management plans as defined under section 122 of the Act.
  - Providing advice to Council on the changing and emerging nature of the community, region and area in which it operates, and specifically the public policy objectives of other councils, State and Commonwealth governments.
  - Providing advice to council on the extent or levels of service required to be provided by the Council to achieve its long-term objectives.
  - Providing advice and recommendations to Council regarding the strategic management of council assets.
  - Monitoring of major Council Projects that are in excess of \$4 million and / or are of a nature which pose significant risk or high community impact.
  - Aligning Council's management of assets and infrastructure to its long term strategic objectives.
  - Providing advice to Council on opportunities for innovation aligned with its long term strategic objectives.

## 3. MEMBERSHIP

- 3.1 The membership of the Committee will comprise of:
- The Mayor
  - Five Elected Members
  - One expert member who is independent of Council
- 3.2 The Membership, term of appointment and the presiding member will be determined by resolution of the Council.

### Elected Member Representatives

- 3.3 An Elected Member will be the presiding member of the Committee.
- 3.4 The Elected Member Representatives will change during the term of Council however Council may resolve to re-appoint an Elected Member representative for consecutive terms if this provides continuity for the Committee.

### Expert Member

- 3.5 The expert member will have experience in strategic management covering areas such as business strategy/planning and integration/alignment of strategic directions, asset/facilities management, project management and/or civil/structural engineering.
- 3.6 The appointment of the expert member will be made by the Council for a term to be determined by the Council. Council may resolve to re-appoint an expert member for consecutive terms.
- 3.7 If Council proposes to remove an expert member from the Committee, it must give written notice to the expert member of its intention to do so and provide the expert member with the opportunity to be heard at a council meeting which is open to the public, if the expert member so requests.
- 3.8 A sitting fee for each scheduled meeting will be paid to the expert member of the Committee and will be set by Council. At a minimum, the remuneration sitting fee paid to expert members will be reviewed within 12 months of a Council (periodic) election.
- 3.9 Any fees for additional workshops and/or meetings outside the meeting schedule must be negotiated separately before the meeting occurs.

### Process to source Expert Members

- 3.10 The Council will determine the process for appointing an expert member. This will be through resolution if not defined by another Committee's Terms of Reference.

## **4. BASIS FOR OPERATION**

- 4.1 The Committee does not have any delegated powers of Council, and all decision of the Committee will constitute recommendations to the Council.
- 4.2 For the purposes of section 41(8) of the Act, the Council does not impose any reporting and accountability requirements on the basis that all decisions of the Committee constitute recommendations to Council.
- 4.3 The Committee will meet as resolved by Council between February and December each year.
- 4.4 A quorum for a meeting of the Committee shall be four Members of the Committee.
- 4.5 Each member present at a Committee meeting must, subject to the provision of the Act, vote on a question arising for decision at that meeting.
- 4.6 Where the Act, the Local Government (Procedures at meetings) Regulations 2000 and these Terms of Reference do not prescribe procedures to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own procedures.
- 4.7 Administrative support will be provided to the Committee as requested.
- 4.8 The Committee will review its Performance on a bi-annual (every two years) basis using performance indicators developed for that purpose.

## 5. TERMS OF REFERENCE

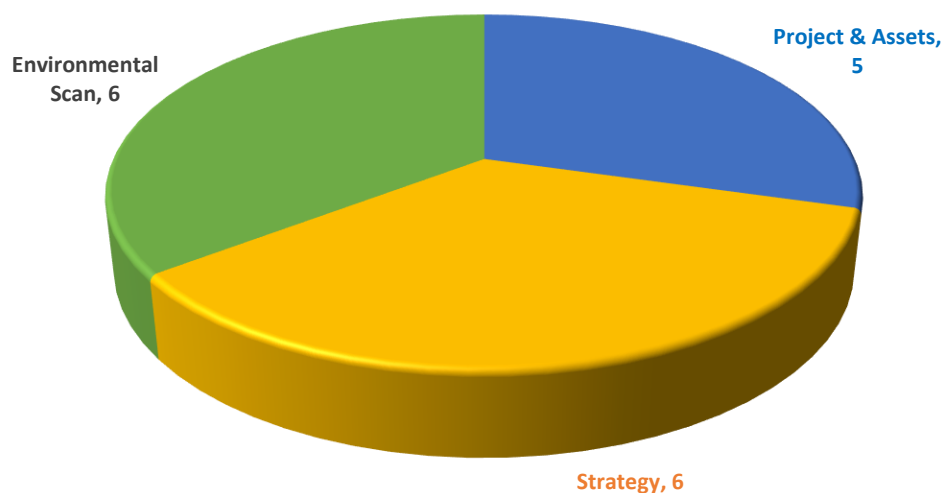
- 5.1 Within the parameters of the Act, and having regard to the powers, functions and responsibilities of the Chief Executive Officer, the Committee is charged with providing advice and recommendations to Council regarding:
- 5.1.1 To advise Council regarding the development, implementation and review of its strategic management plans.
  - 5.1.2 To ensure that Council policy and strategies provide and promote Community 'wellbeing' through enhancing and sustaining economic, environmental and community development of the City of Marion.
  - 5.1.3 To review strategic topics (not included within any other Committees Terms of Reference) prior to Council consideration and adoption.
  - 5.1.4 The development and implementation of Council policy relating to the management and utilisation of Council assets and infrastructure.
  - 5.1.5 The monitoring and potential implementation strategies for the sporting facilities priorities of the City of Marion.
  - 5.1.6 The monitoring, development and implementation of Council's Strategic Asset Management Plans in accordance with Council's Asset Management Policy.
  - 5.1.7 Opportunities to either acquire new assets or dispose of assets in accordance with Council's Disposal of Land and Assets Policy.
  - 5.1.8 Monitoring of major projects of the City of Marion or within the City of Marion.
  - 5.1.9 The opportunities to further develop strategic transport and integration of transport needs of the Community.
  - 5.1.10 The opportunities to further pursue Council's strategic objectives using innovative solutions.

Adopted by Council:	27 November 2018
Next Review:	November 2020
Previous Version:	28 February 2017 (GC280217R04)
Owner:	Manager Corporate Governance Manager Innovation and Strategy Manager Strategic Projects
Applicable Legislation:	Local Government Act 1999 Local Government (Procedures at Meetings) Regulations 2013 Development Act 1993

## Attachment 2

### Infrastructure & Strategy Committee Topics - 2020

#### BREAKDOWN OF TOPICS



#### 4 February 2020

- Oaklands Smart Precinct Project - Update
- Infrastructure and Strategy Committee – 2019 review and considerations for 2020
- Shaping our City

#### 7 April 2020

- Environmental scan – Valuing Nature
- Greening Marion
- Panel presentation – City of Marion, Wicked Labs, Department Environment & Water
- Confidential – COVID-19 - Strategic focus

#### 2 June 2020

- Environmental Scan – Liveable
- Environmental Scan – Engage
- Asset Management Update
- Revitalisation of Edwardstown Employment – Urban Design and Economic Activation Plan with presentation by Holmes Dyer
- Presentation – Holmes Dyer

#### 4 August 2020

- Environmental scan – Prosper
- Neighbourhood Centre Service Review & Future Directions of Centres
- Presentation - Chris Menz, Renewal SA

#### 6 October 2020

- Environmental scan – Connected
- Environmental scan – Innovative
- Presentation - Jeremy Conway, Infrastructure SA
- ISC Review of 2020 & considerations for 2021

## **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.