

His Worship the Mayor
Councillors
CITY OF MARION



**NOTICE OF
STRATEGY COMMITTEE MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

Tuesday 5 April 2016

Commencing at 6.30pm

In the Chamber

Council Administration Centre

245 Sturt Road, Sturt

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 Committee Room 1 is via the main entrance to the Administration building on Sturt Road, Sturt.

A handwritten signature in purple ink, appearing to read "Adrian Skull", is written over a faint, circular official stamp.

Adrian Skull
CHIEF EXECUTIVE OFFICER

31 March 2016

**CITY OF MARION
STRATEGY COMMITTEE AGENDA
FOR THE MEETING TO BE HELD ON
TUESDAY 5 APRIL 2016
COMMENCING AT 6.30 PM
THE CHAMBER
245 STURT ROAD, STURT**



1. OPEN MEETING

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBER'S DECLARATION OF INTEREST (if any)

4. CONFIRMATION OF MINUTES

Confirmation of the Minutes for the Strategy Committee Meeting held on
2 February 2016.....I

5. BUSINESS ARISING

5.1 Review of the Action Statement identifying business arising from previous
meeting of the Strategy Committee.....FF

6. REPORTS

6.1 Draft 2016-2019 Business Plan
SC050416R6.1FI

6.2 Strategy Road Map
SC050416R6.2FJ

6.3 Environmental Scan and Global Trends
SC050416R6.3GH

6.4 Streetscape Project
SC050416R6.4H

6.5 Community Energy
SC050416R6.5I G

7. CONFIDENTIAL ITEMS

Nil

8. ANY OTHER BUSINESS

9. MEETING CLOSURE

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

10. NEXT MEETING

The next meeting of the Strategy Committee is scheduled to be held on:

Time: 6:30 pm

Date: 7 June 2016

Venue: To be advised

**MINUTES OF THE STRATEGY COMMITTEE
HELD AT ADMINISTRATION CENTRE
245 STURT ROAD, STURT
ON TUESDAY 2 FEBRUARY 2016**



PRESENT

Elected Members

Councillors Veliskou (Chair), Gard, Westwood

His Worship the Mayor Kris Hanna

Independent Member

Mr Damian Scanlon

In Attendance

Mr Adrian Skull	Chief Executive Officer
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager Operations
Ms Fiona Harvey	Manager Innovation & Strategy
Ms Sherie Walczak	Manager Corporate Governance
Ms Elaine Delgado	Strategic Planner (minute taker)

1. OPEN MEETING

The meeting commenced at 6.30pm.

2. KAURNA ACKNOWLEDGEMENT

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

3. MEMBERS DECLARATION OF INTEREST

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

No interests were disclosed.

4. CONFIRMATION OF MINUTES

Nil due to this being the inaugural meeting.

5. BUSINESS ARISING

Nil due to this being the inaugural meeting.

6. PRESENTATION

6.1 Overview of the City of Marion

Mr Adrian Skull presented to the Committee an overview of demographic, financial, and asset data; Council's approach to strategic planning; leadership and organisational structure; trends and issues affecting the City of Marion that inform strategic planning; and major projects being undertaken by Council and State Government that affect the City of Marion and region.

7. REPORTS

Strategy Committee Terms of Reference and Overview of Skills **Reference No: SC020216R7.1**

At the invitation of the Chair Members of the Strategy Committee and staff in attendance introduced themselves and provided an overview of their background and skills.

The Chair invited comments on the Strategy Committee's draft Terms of Reference which were as follows:

- Consideration should be given to conducting meetings at different locations, including Tonsley, with the Urban Planning Committee meetings being co-located to facilitate the Mayor's attendance at both
- The Council Chamber could be considered as the location for the next Strategy Committee meeting
- The focus of the Committee needs to be on strategic management plans as this is a requirement prescribed in the Local Government Act
- There is no immediate requirement for a representation review to be undertaken

Moved Cr Gard, Seconded Cr Westwood that the Strategy Committee:

1. Notes the Terms of Reference identified at Appendix 1 to the report.
2. Note the overview of skills provided by each of the Committee Members.

Carried unanimously

Work Program and Meeting Schedule for 2016 **Reference No: SC020216R7.2**

The following points were raised:

- Due to the rapidity of change consideration should be given to Council plans having realistic timeframes to ensure outcomes can be achieved
- Members would value some further information on Council's planning process

- It is important the Strategy Committee contributes to ensuring Council has clarity about its future directions
- With the concept of 'big data' evolving there is an opportunity to explore its use, including use of a substantial database that has been developed for Council. This is best achieved through posing strategic questions that the mining and analysis of data can answer to inform decision-making
- The Strategy Committee needs to remain focused on the 'big picture' – what is Council's contribution to achieving its aspirations and how can this be measured
- The value of establishing and maintaining networks with sectors beyond local government should be considered
- Any agenda items not addressed at their scheduled meeting are to be included in the draft agenda for consideration for the following Strategy Committee meeting
- There would be value in reports to Council indicating how they link with Council's strategic plans

Members discussed the indicative Work Program and potential areas of focus attached to the report. The following Program for meetings to be held from April – October 2016 was decided with the understanding that it may need to be amended on an as needs basis:

TUESDAY, 5 APRIL 2016

Topic	Action
Environmental Scan and Global Trends	Provide advice on key opportunities and impacts (Deferred from 2/2/16 Strategy Committee meeting)
Strategy 'road map'	Consider key contributors to the community's long-term aspirations
Streetscape Policy and Program	Update on progress and provide advice on next steps for streetscaping across the city (Deferred from 2/2/16 Strategy Committee meeting)
Total Development Plan of Everything	Option to combine with Urban Planning Committee
Community Energy	Discussion on outcomes of report scheduled to be presented to a General Council meeting on 23 February 2016

TUESDAY, 7 JUNE 2016

Topic	Action
Any items deferred from 5 April 2016 meeting	
Tonsley Redevelopment	
Darlington and broader north-south corridor upgrades	
Innovative Business	Explore how Council can do business more effectively into the future

TUESDAY, 2 AUGUST 2016

Topic	Action
Any items deferred from 7 June 2016 meeting	
Work Area Plans and linkages	
Regional approaches / Benchmarking	Explore benchmarking with other councils for efficiencies and improvements and how we can work beyond Council boundaries
'Big Data'	Identify trends and strategic questions to inform data mining that in turn can inform Council's contribution to addressing community issues and opportunities

TUESDAY, 4 OCTOBER 2016

Topic	Action
Any items deferred from 2 August 2016 meeting	
Community	Explore how Council can ensure its work maximises community benefit, e.g. vulnerable community members

Moved Cr Westwood, Seconded Cr Gard that the Strategy Committee:

1. Notes the amended work program for 2016.

Carried unanimously

**Strategic opportunities identified through the Strategic Directions Committee
Reference No: SC020216R7.3**

Strategic opportunities discussed by Members included:

Innovation

- Further exploration is needed on the concept of 'Innovation Districts' and the components considered necessary for their success
- Mr Scanlon offered to provide the Committee with an external speaker to inform discussions on the topic of 'Innovative Business'

Action: Mr Scanlon to seek an external speaker to address Council at a date yet to be determined

- Mr Scanlon offered to provide the Committee with some research findings on elements that contribute to successful Innovation Districts

Action: Mr Scanlon to identify and distribute research findings for Innovation Districts

- Exploring ideas so Council can obtain the best outcomes for its community and businesses through a roll-out of the NBN that is fibre to individual premises rather than fibre to the node

Community Energy Opportunities

- A report on Community Energy Opportunities is scheduled to be presented for consideration to a General Council meeting on 23 February 2016 and can be further discussed at the April meeting of the Strategy Committee
- Consideration could be given to inviting an external professional with industry expertise to review the 23 February 2016 General Council report and provide suggestions for improvement and address Elected Members
- Short-term innovation opportunities with existing technologies, and long-term innovation with new technologies, including thermal could be considered for exploration

Action: Mr Scanlon to provide information to the Strategy Committee on models for future discussion

8.20pm The Mayor left the meeting during this item to attend the Urban Planning Committee meeting

8.40pm The Mayor returned to the Strategy Committee meeting

Moved Cr Westwood, Seconded Cr Gard that the Strategy Committee:

1. Notes the strategic opportunities identified through the Strategic Directions Committee
2. Recommend to Council that further information be sought on community energy opportunities

Carried unanimously

Environmental Scan and Global Trends

Reference No: SC020216R7.4

This item was deferred to be considered for discussion at the Strategy Committee meeting to be held on 5 April 2016.

Development of Council's Business Plan 2016-2019

Reference No: SC020216R7.5

The following was raised by Members:

- The Mayor tabled suggested amendments to the draft Business Plan which were noted by the Committee, including the suggested addition of a Marketing Plan
- There was support for the Business Plan's timeframe that coincides with the current Council's term and also provides direction for the early stage of the next Council's term
- The delivery of the Business Plan will enable Council to deliver tangible outcomes during its term
- The Business Plan, which is one component of a suite of strategic management plans, provides an opportunity for benchmarking against best practice and this would be a demonstration of Council's authenticity and accountability to its ratepayers
- An alternative theme name of 'Nature-connected' to replace 'Biophilic' in the Community Plan was discussed with a preference to retain 'Biophilic'
- Mr Scanlon advised the Committee of the potential of involvement of university students in relevant projects

Action: Mr Scanlon to seek university students for involvement in Council projects when opportunities are identified

- It was agreed to seek feedback from all Elected Members on the Draft Business Plan 2016-2019 prior to its presentation to Council for endorsement with the report clearly indicating any amendments based on Elected Member feedback
- The comments provided by the Mayor will be included along with feedback from other Elected Members

Moved Cr Gard, Seconded Cr Westwood that the Strategy Committee

1. Recommend that the Community Plan's theme name 'Biophilic' remains unchanged
2. Seek feedback from Council's Elected Members on the Draft Business Plan 2016-2019 to be received by 17 February 2016
3. Request Council staff review and provide written comments where relevant on Elected Members' feedback on the Draft Business Plan and include these in the report to the General Council meeting on 22 March 2016

Carried unanimously

9.30pm Mr Damian Scanlon left the meeting

The Chair proposed a motion to extend the meeting for a further 10 minutes beyond 9.30pm.

Moved Cr Gard, Seconded Cr Westwood
Carried unanimously

Further points raised in discussion for item 7.5 were:

- The report to the General Council meeting on the Draft Business Plan should include an explanation of how it links with Council's budget process
- The next step following Council endorsement of the Draft Business Plan will be to develop project plans and identify resource requirements

Update on development of Streetscape Policy & Program
Reference No: SC020216R7.6

This item was deferred to be considered for discussion at the Strategy Committee meeting to be held on 5 April 2016.

8. CONFIDENTIAL ITEMS

Nil

9. ANY OTHER BUSINESS

Nil

10. MEETING CLOSURE

The meeting was declared closed at 9.40pm

11. NEXT MEETING

The next meeting of the Strategy Committee is scheduled to be held on:

Time: 6:30 pm
Date: 5 April 2016
Venue: To be decided

CONFIRMED

.....

CHAIRPERSON

/ /

CITY OF MARION

BUSINESS ARISING FROM STRATEGY COMMITTEE MEETINGS

AS AT 5 APRIL 2016



	Date of Meeting	Agenda Item		Responsible	Due Date	Status	Completed / Revised Due Date
1.	2 Feb 2016	7.3	Seek an external speaker to address Council at a date to be determined. Cr Veliskou to meet with Mr Scanlon, the Mayor and CEO to discuss.	Cr Veliskou Mr Scanlon	Prior to 5 April 2016		Completed
2.	2 Feb 2016	7.3	Identify and distribute research findings for Innovation Districts	Mr Scanlon	Prior to 5 April 2016		Completed
3.	2 Feb 2016	7.3	Provide information for the Strategy Committee on community energy models for future discussion	Mr Scanlon	Prior to 5 April 2016		Completed
4.	2 Feb 2016	7.5	Seek university students for involvement in Council projects when opportunities identified.	Mr Scanlon	On an as-needs basis		Completed

Completed items to be removed are shaded

SCHEDULE OF MEETINGS 2016			
Day	Date	Time	Venue
Tuesday	2 February 2016	6.30pm – 9.30pm	Administration Committee Room 2
Tuesday	5 April 2016	6.30pm – 9.30pm	Chamber
Tuesday	7 June 2016	6.30pm – 9.30pm	To be advised
Tuesday	2 August 2016	6.30pm – 9.30pm	Chamber
Tuesday	4 October 2016	6.30pm – 9.30pm	Chamber

INDICATIVE STRATEGY COMMITTEE WORK PROGRAM – 2016

TUESDAY, 2 February

Topic	Action
Introduction to the City Marion	
Committee's Terms of Reference and overview of skills	
Work Program 2016	Develop
Priorities identified through the Strategic Directions Committee	Provide advice on next steps
Council's Business Plan 2016-2019	Consider draft and process for further development
Streetscape Policy and Program	Update on progress and provide advice on next steps
Environmental Scan and Global Trends	Provide advice on key opportunities and impacts

TUESDAY, 5 April

Topic	Action
2016-2019 Business Plan	Provide input into finalisation of the Plan
Strategy 'road map'	Consider key contributors to the community's long-term aspirations
Environmental Scan and Global Trends	Provide advice on key opportunities and impacts (Deferred from 2/2/16 Strategy Committee meeting)
Streetscape Project	Update on progress and provide advice on next steps for streetscaping across the city (Deferred from 2/2/16 Strategy Committee meeting)
Community Energy	Discussion on outcomes of report scheduled to be presented to a General Council meeting on 23 February 2016

CITY OF MARION
Strategy Committee

TUESDAY, 7 June

Topic	Action
Any items deferred from 5 April 2016 meeting	
Tonsley Redevelopment	
Darlington and broader north-south corridor upgrades	
Innovative Business	Explore how Council can do business more effectively into the future
'Total Development Plan of Everything'	Option to combine with Urban Planning Committee

TUESDAY, 2 August

Topic	Action
Any items deferred from 7 June 2016 meeting	
Work Area Plans and linkages	
Regional approaches / Benchmarking	Explore benchmarking with other councils for efficiencies and improvements and how we can work beyond Council boundaries
'Big Data'	Identify trends and strategic questions to inform data mining that in turn can inform Council's contribution to addressing community issues and opportunities

TUESDAY, 4 October

Topic	Action
Any items deferred from 2 August 2016 meeting	
Community	Explore how Council can ensure its work maximises community benefit, e.g. vulnerable community members

**CITY OF MARION
STRATEGY COMMITTEE MEETING
5 APRIL 2016**

Originating Officer: Fiona Harvey, Manager Innovation & Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Draft 2016-2019 Business Plan
Reference No: SC050416R6.1

REPORT OBJECTIVE

The purpose of this report is to provide the draft 2016-2019 Business Plan and accompanying Vision for the Strategy Committee's consideration and feedback.

RECOMMENDATIONS (2)

DUE DATES

That the Strategy Committee:

- | | |
|--|--------------|
| 1. Provide feedback on the draft 2016-2019 Business Plan and Vision (as provided in Appendix 1 and 2) | 5 April 2016 |
| 2. Notes the draft Plan is proposed to be presented to Council for consideration and adoption for implementation from 1 July 2016. | 28 June 2016 |

DISCUSSION

Work has progressed on the Draft 2016-2019 Business Plan to continue to shape the 3 year road map through clarity on priority actions and outcomes. A 'Vision' to accompany the draft Plan has also been drafted which provides a suite of succinct, overarching statements of intent for the Council for the next three years, aligned with the themes of the Strategic Plan. The vision also provides a summary of the key deliverables by the end of this council's term.

It is planned to finalise the draft Business Plan and accompanying vision to present to Council for adoption. As the Business Plan is a key document in Council's suite of strategic plans, it is usual practice to consult with the community on the draft plan prior to it being adopted for implementation. There is potential to undertake community consultation on the draft Business Plan in conjunction with the Annual Business Plan from 4-24 May 2016. The Committee's feedback is sought on this process. Implementation of the Business Plan will commence from 1 July 2016.

Appendix 1: Draft 2016-2019 Business Plan
Appendix 2: Draft Business Plan Vision

Draft Business Plan 2016-2019

	Council Strategic Goal	2016/17	2017/18	2018/19
A Liveable City	Access to housing choice and services for a growing and diverse population	Commence a Housing Diversity DPA to review residential zoning within the City of Marion having regard to preservation of existing residential areas in the northern part of the city and creating housing choice in the southern part of the city	Complete the Housing Diversity DPA	
		Develop an age friendly City Strategy that incorporates access and inclusion in partnership with the Cities of Mitcham and Holdfast Bay - March 2016	Implement the highest priority initiatives from the Age Friendly City Strategy	Implement stage 2 high priority initiatives
	Neighbourhoods that reflect local character, heritage and enable a sense of belonging	Adopt the 2016-2019 Reconciliation Action Plan	Commence implementation of highest priority actions in RAP	Continue implementation of priority actions in RAP an determine process for review of the 3 year plan
		Finalise contruction of the Jervois Street Reserve redevelopment by July 2016		
		Complete detailed business case for the final Marion Outdoor Pool Masterplan - April 2016	Complete detailed design for high priority elements of masterplan and seek grant/partnership funding to support development	Pending identification of funding, commence development of highest priority elements of masterplan
		Progress traffic treatment works in the Marion Historic Village precinct - George and Dwyer Streets (pending outcomes of current assessment)	Deliver traffic treatment works in Marion Historic Village precinct - Diagonal Road and Crew St	Commence delivery of remaining elements of Streetscape Masterplan
	Neighbourhoods that are safe, activated and attractive places for people	Substantially complete a Recreation/Sport Hubs DPA to review the zoning of key sporting areas/hubs within the City of Marion to a more appropriate zoning. Complete 2017		
		Develop a costed master plan and business case for the development of the Mitchell Park Sports and Community Club precinct including a multipurpose indoor sports facility, and submit an application to the Federal Government for 50% funding contribution, subject to Council's approval - July 2016.	Pending the outcomes of the funding process, develop detailed designs and project plan for the precinct redevelopment	Subject to funding, commence delivery of precinct redevelopment
		Complete concept designs and submit an application to the Federal Government for a 50% funding contribution for delivery of the Edwardstown Oval redevelopment - COMPLETE	Pending the outcomes of the funding process, develop detailed designs and project plan for the precinct redevelopment	Subject to funding, commence delivery of precinct redevelopment
		Develop a lighting concept plan for Capella Reserve by March 2016 and work with the Cove Football Club to pursue funding opportunities to progress the lighting improvements. COMPLETE		
		Identify a potential site for a new regional soccer facility - December 2016	Develop concept designs and work with soccer peak body and other key stakeholders to seek funding to support development of new facility	Subject to funding being sourced, implement priority stages of new regional soccer facility development
		Support BMX SA to develop concept designs and a feasibility report for a new BMX complex - April 2016	Support BMX to seek grant funding/partnership opportunities to develop the BMX complex. Support development of detailed designs and all project documentation	Pending identification of funding, commence development of highest priority elements of the project
		Progress the Hallett Cove Foreshore development: with stormwater and civil works delivered, and detailed design and project documentation for stages 4 and 5 developed	Pursue grant funding opportunities to support progression of remaining stages including the reserve (stage 6), playspace (stage 4), amphitheatre (stage 5), coastal foreshore protection works and revegetation (stage 1), and connections and carparking (stage 6).	Commence deliver of priority remaining elements, pending funding
		Develop a plan for the future provision of tennis and netball courts across the City of Marion and begin implementation of priority actions	Implement 2017/18 priorities from the tennis and netball plan	Implement 2018/19 priorities from the tennis and netball plan
		Construct the Trott Park Dog Park commencing February 2016	Consider options for a second dedicated dog park and pursue grant funding opportunities to support the design and development of a second Dog Park	Progress detailed design and project planning for the second dog park, pending funding
		Undertake the Playspace Strategy review and develop a program of priority local and neighbourhood playspaces renewals, removals and upgrades. Commence plan and design of 2016/17 priority projects	Delivery of 2016/17 planned and designed priority playspace projects, and commence plans and designs for 2017/18 priority projects.	Delivery of 2017/18 planned and designed priority playspace projects and commence plans and designs for 2018/19 priority projects.
	An inclusive Community embracing diverse cultures, active living, and healthy lifestyles	Develop a Policy and review the provision of Open Space across the City and develop a delivery program	Deliver 2017/18 priority open space projects	Deliver 2018/19 priority open space projects
		Implement partnerships to deliver youth programs and services with first round of grants offered in March 2016	Delivery of 2017/18 priority youth partnership programs	Deliver of 2018/19 priority youth partnership programs
		Progress the Inclusive Playspace at Hendrie St in partnership with the Touched by Olivia Foundation: - Finalise funding agreement with Touched By Olivia Foundation - September 2016 -Undertake detailed design - Commence August 2016 -Progress development approvals and procurement	Deliver on-ground works and open inclusive playspace	
A City Connected with Nature	A healthy and climate resilient urban environment	Develop a detailed plan to increase energy efficiency of council facilities and commence roll out across Marion Swimming Centre, Marion Cultural Centre, Marion Administration Building and Parkholme Library- March 2016. Assess remaining City facilities and prioritise next tranche of energy efficiency measures	Deliver energy efficiency measures for identified second tranche priority facilities	Deliver energy efficiency measures for identified third tranche priority facilities
		Develop a business case to transition our 6400 street and public lights to safe and sustainable street sources and commence delivery by December 2016	Deliver 2017/18 sustainable lighting program priorities	Deliver 2018/19 sustainable lighting program priorities
		Implement 2016/17 priorities from the Resilient South Regional Climate Change Adaptation Implementation Plan. Commence March 2016	Implement 2017/18 priorities from the Resilient South Regional Climate Change Adaptation Implementation Plan. Commence March 2016	Implement 2018/19 priorities from the Resilient South Regional Climate Change Adaptation Implementation Plan. Commence March 2016
		Plan the final stages of the Oaklands Reserve redevelopment including playspace, open space, the biodiversity corridor and future of duckpond. Develop a concept plan, proceed to detailed design and seek matching state funding.	Undertake detailed design and documentation, and progress development approvals and procurement	Finalise procurement and commence construction of priority stages of redevelopment
		Increase the number of sites connected to Oaklands Wetland distribution network from 7 to a minimum of 11 and use up to 65ML of treated stormwater on these sites for irrigation by December 2016	Investigate the potential to establish a water supply business utilising the Oaklands Wetlands water distribution network	Plan commencement of water supply business in conjunction with ongoing local distribution of Oaklands Wetland water
		Proactively manage stormwater through: Implementing the two adopted Regional Stormwater Management Plans; Hallett Cove Creeks, and the Coastal Catchment between Glenelg and Marino and completing the draft Stormwater Management Plans for the catchments of 'East of Sturt River' and 'Urban area abutting Field River' for Council consideration and public consultation	Finalise the two draft Stormwater Management Plans and determine priorities for delivery of stormwater management initiatives. Commence delivery of 2017/18 priorities AND Commence the Stormwater Masterplan DPA	Commence delivery of 2018/19 Stormwater management priorities AND Complete the Stormwater Masterplan DPA, subject to Ministerial support
		Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes	Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes
		Commence stage 1A (access road, Gross Pollutant Traps, sedimentation basin and high flow bypass) - complete December 2016 and 1B (wetland cells, overflow weirs, additional drainage the planting and landscaping) construction works package at Glade Crescent Wetlands scheme - complete April 2017	Consider next priority stages of the Glade Crescent redevelopment and apply for grant funding for these stages	Pending successful attraction of funding, commence development of prioritised stages of redevelopment
		Develop a regional coastal management plan identifying key priority programs/projects to pursue sustainable coastal management in the region	Implement the 2017/18 priority actions from the Regional Coastal Management Plan	Implement the 2018/19 priority actions from the Regional Coastal Management Plan
	A City that reflects a deep value of the natural world	Develop a plan for the protection of remnant native vegetation in our reserves by December 2016	Deliver initiatives to protect remnant vegetation in 7 reserves	Deliver initiatives to protect remnant vegetation in a further 7 reserves

	Improved condition, diversity and connectivity of ecosystems	Strenuous effort to obtain commitment from the University of Adelaide or State Government that Glenthorne Farm will be opened up for community benefit	Ongoing consideration of opportunities to maximise Glenthorne Farm community benefit	Ongoing consideration of opportunities to maximise Glenthorne Farm community benefit
An Engaged City	Communities that support opportunity for volunteerism and social interaction	Investigate the potential to structure, resource and grow volunteers - commence January 2016	Target growth and diversity in volunteers through implementation of priority initiatives in the volunteer management strategy	Target further growth and diversity in volunteers through the Volunteer Management Strategy
		Develop a Marketing Plan focused on informing the community of the services City of Marion offer, completed by end 2016	Progress priorities in the Marketing Plan to increase community engagement and partnerships	Progress priorities in the Marketing Plan to increase community engagement and partnerships
	Meaningful opportunities for community engagement, partnerships and co-creation	Increase community benefits through community led initiatives using the Community Capacity Building approach by December 2016	Further Increase community benefits through community led initiatives using the Community Capacity Building approach by December 2016	Review program of community led initiatives to determine strategy for ongoing community capacity building approach
A Prosperous City	A urban environment that attracts business investment and economic activation	Facilitate the development of priority mixed use nodes/precincts identified in 30 Year Plan for Greater Adelaide		
		Work regionally to create jobs in the South through harnessing the Tonsley Redevelopment and the Southern Adelaide Economic Development Board; AND Delivering the Tonsley Small Business Advisory Service, providing free advice to start up and early stage businesses	Continued targeted delivery of the Small Business Advisory Service	Supporting the creation of jobs regionally through the commencement of the Industry/Commerce (Edwardstown) DPA
	A City that offers opportunity for work placement and local employment	Advocate for east-west connectivity and development adjacent to the North-South Corridor	Work in collaboration with State Government and other key stakeholders to maximise business and employment opportunities through the development of this major project	Work in collaboration with State Government and other key stakeholders to maximise business and employment opportunities through the development of this major project
		Deliver digital economy education programs for businesses to capitalise on the NBN roll-out - Commence March 2016	Develop, in close cooperation with other councils and State Government, a business attraction plan that support jobs growth in the order of 4,300 in the region	Deliver priority initiatives in the business attraction plan to pursue jobs growth in the order of 4,300 in the region
	A diverse and welcoming City offering both residents and visitors a wide range of leisure and cultural experiences	Grow visitation and increase spend in the region to secure additional economic benefit and increased jobs through the Visitor Economy Working Group	Continue to implement priority initiatives to grow visitation and increase spending in the Region	Continue to grow visitation and increased spending in the Region Supported by working with State Government, the SA Jockey Club and adjoining Councils to facilitate the commencement of the Racecourse (Morphettville) DPA (possibly need to move this element to different section)
An Innovative City	A City that harnesses creativity, research and collaboration to pursue innovative ideas	Develop a marketing plan for all neighbourhood centres and commence implementation	Commence implementation of highest priority actions in the marketing plan	Continue implementation of priority actions in the marketing plan and determine process for review of the plan
		Develop a multi-channel community feedback program and deliver the high priority community facilities survey	Deliver the community satisfaction survey and targeted forums, focus groups and social media community engagement campaigns	Deliver the community facilities survey and targeted forums, focus groups and social media community engagement campaigns
		Develop a program of support and assistance to organisations that have a lease or licence with CoM to develop their capacity and commence delivery	Ongoing delivery of the support and assistance program	Ongoing delivery of the support and assistance program
		Develop a detailed business case for the installation of a 400kW solar panel network across the City and commence delivery	Investigate further opportunities for the solar panel network and develop a business case based on investigation	Commence delivery of identified priority solar panel projects
	Provide flexible facilities across the City to support innovation	Establish a City of Marion presence at Tonsley in partnership with the New Venture Institute and Co-HaB		
A Connected City	A road network that supports safe walking, cycling and vehicle travel and connects neighbourhoods	Leveraging \$200k per annum, seek funding opportunities to implement high priority projects identified in the Walking and Cycling Strategy including the Tonsley Greenway, Sturt River Linear Park Greenway and other local cycling connections between Tonsley and the Marion Central precinct - commences 2016	Reconstruct the next section(s) of Railway Terrace to extend the off road shared use path along the Adelaide to Marino Rocks Greenway - commences 2017	Leveraging the allocated \$200k pa seek funding opportunities to implement next tranche of high priority projects
		Glandore Laneways project. Complete project by December 2016, subject to residents' cooperation		
		Advocate for grade separation at the Oaklands Rail crossing. Commence April 2016	Continued strong advocacy for grade separation at Oaklands Rail crossing	Continued strong advocacy for grade separation at Oaklands Rail crossing
	A City that advocates improved public transport systems, linkages and networks that connect people to destinations	Develop a Policy and Program framework for Streetscapes and commence implementation	Deliver 2017/18 priority streetscape projects	Deliver 2018/19 priority streetscape projects
Our Council of Excellence	A City that supports equitable access to diverse information sources and reliable digital technologies	Extend the use of CoM Web site to deliver on the multi-channel communications and engagement strategy including social media	Delivery of 2017/18 priority initiatives from the multi-channel communications and engagement strategy to increase followers to our social media accounts and hits to our website	Delivery of 2017/18 priority initiatives from the multi-channel communications and engagement strategy to further increase followers to our social media accounts and hits to our website
	Council delivers maximum community value through effective, efficient and equitable service delivery	Undertake high level reviews on all services as part of 2016-17 Work Area Planning AND Undertake in-depth service reviews on: Hard Rubbish and Illegal Dumping - expected completion March 2016 LKCC - expected completion May 2016 Land and Property Services - expected completion October 2016 Libraries - Commence 2016 Marion Learning Festival - commence March 2016	Undertake high level service reviews on all services as part of the 2017-18 Work Area Planning AND Second round of high priority in-depth service reviews undertaken	Undertake high level service reviews on all services as part of the 2018-19 Work Area Planning AND Third round of high priority in-depth service reviews undertaken
		Provide Council with a feasibility analysis of boundary realignment opportunities between the City of Marion and adjoining Councils - Commence January 2016	Work with adjoining councils to progress any agreed opportunities	
	Community wellbeing is maximised through the high standard of maintenance, renewal and development of City assets	Undertake a building audit and develop building renewal plans for all council facilities - Commence January 2016	Align Long Term Financial Plan with Building Renewal Plans and associated work program. Commence building renewal work program for highest priority sites	Continue building renewal program for high priority sites
		Develop an asset disposal / consolidation program and commence implementation of high priority initiatives - Program developed by November 2016	Progress identified 2017/18 priorities	Progress 2018/19 priorities
	Council has the skills, tools and capacity to deliver services, programs and projects to meet the community's expectations	Invest in new technology to modernise City of Marion's technology platform including retiring ageing Lotus Notes systems as a priority in 2016	Implement 2017/18 priority elements of new technology plan	Implement 2018/19 priority elements of new technology plan
		Develop and commence delivery of a comprehensive Strategic Workforce Plan, incorporating: -Developing and embedding organisational values -A Transition to Retirement Program -Emerging Leaders Program -Gap Year Training and Development Program -Retention including Reward and Recognition -Performance Development Framework including a Competency Framework -Recruitment Framework including Diversity Management	Continue delivery of priority initiatives from Workforce Plan	Continue delivery of priority initiatives from Workforce Plan and commence future focused review of the Plan
		Pursue Council's adopted target of 'Zero Harm with Improved Wellbeing' by ensuring Hazard Registers and underpinning SWMS/SWPs/SOPs, are in place and maintained for each Business Unit with improvement actions monitored and reported to WHS Committee bi-monthly.	Pursue Council's adopted target of 'Zero Harm with Improved Wellbeing' by ensuring Hazard Registers and underpinning SWMS/SWPs/SOPs, are in place and maintained for each Business Unit with improvement actions monitored and reported to WHS Committee bi-monthly.	Pursue Council's adopted target of 'Zero Harm with Improved Wellbeing' by ensuring Hazard Registers and underpinning SWMS/SWPs/SOPs, are in place and maintained for each Business Unit with improvement actions monitored and reported to WHS Committee bi-monthly.

	DRAFT 2016-2019 Business Plan Vision This vision shows what the City of Marion intends to achieve by 2019. It is a significant step towards delivering the Strategic Plan - Towards 2040.
A Liveable City	LIVEABLE By 2019 our city will have new sporting and community hubs, upgraded playspaces and a plan for diverse urban development to create a welcoming and inclusive community.
	By 2019 we will have delivered...
	Investment-ready plans for:
	Mitchell Park Sports and Community Club Precinct,
	Edwardstown Soldiers Memorial Oval precinct
	A new regional soccer facility
	The Marion Outdoor Pool
	A new BMX complex in partnership with BMX clubs in the southern region
	Well planned and renewed tennis and netball facilities that maximise community use
	Lighting at Capella Reserve
	Eight new / upgraded local and neighbourhood playspaces, and designs for a further four playspaces
	An Inclusive Playspace at Hendrie St Reserve in partnership with the Touched By Olivia Foundation and Department of Planning, Transport and Infrastructure
	A new reserve and playspace at Jervois St South Plympton
	One dedicated Dog Park and plans for a second dog park
	Dedicated, fit for purpose open space
	The Hallett Cove Foreshore Redevelopment priority stages
	Better traffic flow in the Marion Historic Village Precinct
	The Housing Diversity Development Plan Amendment
	The Recreation/Sports Hub Development Plan Amendment to revise zoning of key sporting areas/hubs
A Biophilic City	90% of the priority Reconciliation initiatives through the 2016-2019 Reconciliation Action Plan
	80% of the Age Friendly Strategy priority initiatives
	Assistance to residents to achieve a just resolution on the toxic vapour issues, particularly focused in areas around Chestnut Crt, Clovelly Park
	Critical Youth Programs in partnership with key youth program stakeholders
	BIOPHILIC By 2019 our city will have improved stormwater management, increased energy efficiency, more trees, and better access to areas where people can interact with nature.
	By 2019 we will have delivered....
	Better access for Community to Glenthorne Farm
	Increased energy efficiency of key council owned and operated buildings by at least 20%
	6400 street and public lights transitioned to safe and sustainable sources
	Key resilience initiatives towards climate change adaptation in the region
	At least 11 sites connected to Oaklands Wetlands Distribution Network and use of 65ML of treated stormwater across the City
	A business case for a water supply operation using the Oaklands Wetlands water
	A plan to support water conservation according watering classifications on Council parks and reserves
	Priority initiatives to effectively manage stormwater across the City
	5% of capital works budget dedicated to Water Sensitive Urban Design across the City
	Key elements of the Glade Crescent Wetlands Scheme
	High priority coastal management initiatives from the Regional Coastal Management Plan
	At least 3000 additional trees
	Protection of remnant vegetation in 14 of our reserves
	The remaining elements of Oaklands Reserve precinct

An Engaged City	ENGAGED By 2019 our city will benefit from an increase in the number of volunteers and community-led initiatives, and people will be better informed of the services we provide. By 2019 we will have delivered.... Growth and diversity in volunteer, adding significant value to the community An increasing trend in community-led initiatives A Marketing Plan informing the community of the services we offer
	PROSPEROUS By 2019 our city will attract investors, encourage business start-ups and support job creation while drawing more visitors to the region and capitalising on the NBN roll out and the Tonsley redevelopment. By 2019 we will have delivered.... Strong support for creation of jobs in the region focused through the Tonsley redevelopment and the Southern Adelaide Economic Development Board Tonsley small business advisory service, supporting start up and early stage businesses Maximise funding for southern region employment and workforce development programs A business growth and attraction plan that delivers 4,300 additional jobs in Southern Adelaide by 2019, in partnerships with other southern regional councils and the State and Federal government aligning with the 30 Year Plan for Adelaide Digital economy education programs to capitalise on the NBN roll-out Increased visitor numbers and spending in the region Priority mixed use precincts in line with the 30 Year Plan for Greater Adelaide Early stages of the Industry/Commerce (Edwardstown) Development Plan Amendment Early stages of the Racecourse (Morphettville) Development Plan Amendment in conjunction with State Government, the SA Jockey Club and adjoining councils
	INNOVATIVE By 2019 our city will have greater reliance on renewable energies and will improve the way we listen to residents while strengthening the capacity of local organisations to serve the community. By 2019 we will have delivered.... A capacity building support service to organisations that hold a lease or licence with the City of Marion A network of solar panels across Council facilities to maximise renewable energy opportunities A comprehensive community feedback program, using multi-channel techniques to inform service improvement A Marketing Plan for neighbourhood centres, council halls and community sports and recreation facilities
	CONNECTED By 2019 it will be much easier and safer to move around our city with new streetscapes and walking and cycling paths, while using new technology to better our community By 2019 we will have delivered.... A better network of walking and cycling connections Upgraded and integrated streetscapes in priority areas to connect people to destinations Strong advocacy for light rail from Tonsley to the Flinders Medical and University precinct 30% increase in the total number of City of Marion's social media accounts followers and a 5% increase in the City of Marion's website hits
Our Council of Excellence	OUR COUNCIL OF EXCELLENCE By 2019 we will have increased the efficiency and effectiveness of our services, have the skills and capacity to meet the community's needs and planned for the renewal of all Council facilities. By 2019 we will have delivered.... All Council services reviewed for efficiency and effectiveness Consolidation of our assets to maximise community benefit Effective Work, Health and Safety and Risk Management to support the Council's target of Zero harm A new technology platform to replace the ageing Lotus Notes systems A workforce that is being shaped and developed for the council of the future, through focused succession planning, leadership, and skills and performance development

**CITY OF MARION
STRATEGY COMMITTEE MEETING
5 APRIL 2016**

Originating Officer: Fiona Harvey, Manager Innovation & Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Strategy Road Map
Reference No: SC050416R6.2

REPORT OBJECTIVE

The purpose of this report is to provide an overview of the Strategy Road Map including the key contributors to the community's long-term aspirations.

RECOMMENDATIONS (1):

DUE DATES

That the Strategy Committee:

- | | |
|--|--------------|
| 1. Note the overview presentation of the Strategy Road Map | 5 April 2016 |
|--|--------------|

DISCUSSION

Strategy Road Map

Council, in collaboration with the City of Marion Community (including residents, business owners, not for profit organisations, state government representatives and other key stakeholders) undertook a comprehensive process during 2011-2012 to develop its long term community aspirations. The six themes that emerged through that process are articulated in the Strategic Plan- Towards 2040 which was adopted in December 2013:

- Liveable
- Biophilic
- Engaged
- Prosperous
- Innovative
- Connected

To pursue these long term aspirations, a framework has been developed that provides a clear line of sight towards the community's long term aspirations and a mechanism to support alignment and integration within the organisation to progress these aspirations. An overview of the Strategic Management Framework (Appendix 1) will be provided to the Committee covering the following key attributes of the framework:

- Council's suite of strategic plans
 - Strategic Plan – Towards 2040
 - Draft Business Plan – 2016-2019
 - Annual Business Plan

- Development Plan (and priority DPA's contained in the Strategic Directions Report)
 - Long Term Financial Plan
 - Asset Management Plan
- Key Community Policies and Strategies – Open Space and Recreation, Playspace, Ageing, Environment, Economic Development, Healthy Cities, Access and Inclusion, Streetscapes
- Business and individual plans to support the implementation of strategic priorities.

A layered system of KPIs and performance monitoring has also been established to support the ongoing monitoring and review of progress of priorities. This system continues to be refined as elements of the strategic management framework are developed and embedded. Appendix 2 provides a high level flow diagram of the connection between the layers in the Strategy Road Map.

A range of systems and processes have also been developed to support the pursuit of community's long term aspirations including:

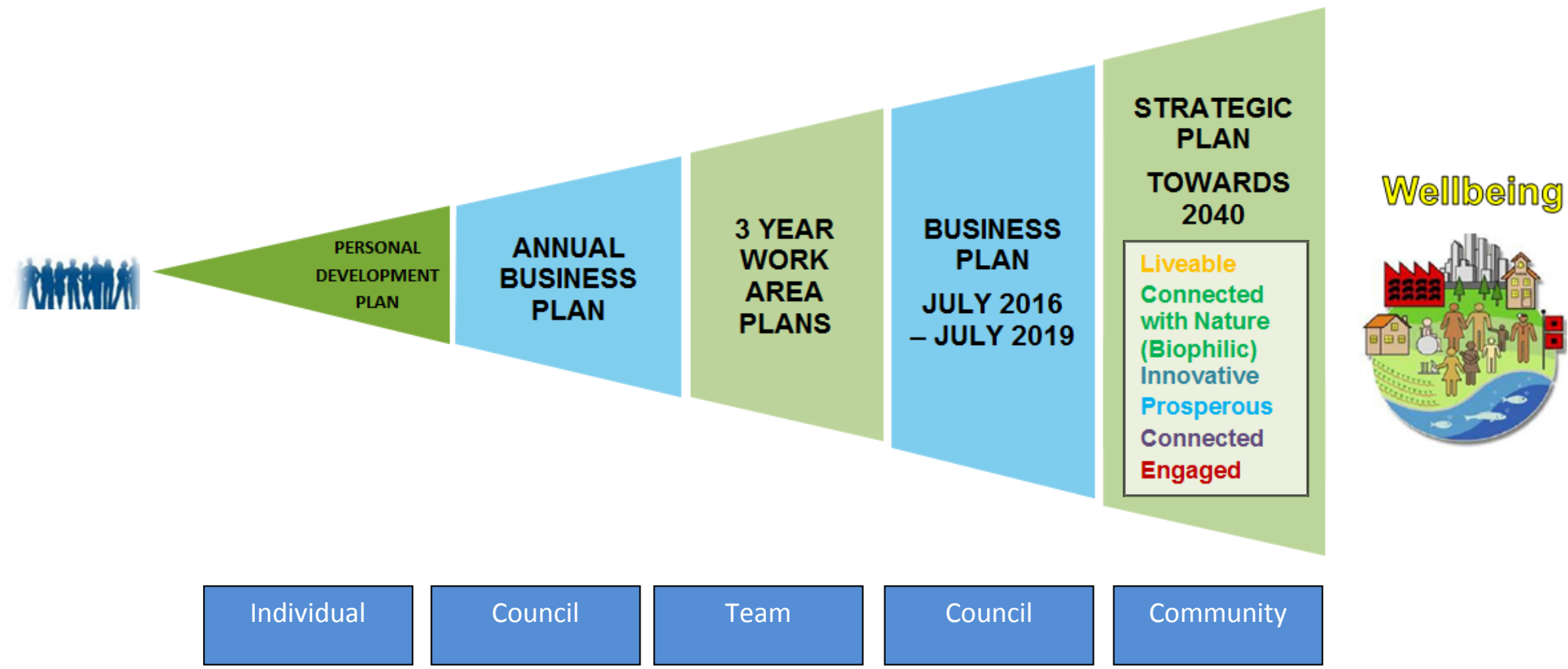
- Ongoing environmental scanning, including analysis of data and information regarding changes at the local, state, national and international level
- Strategic and operational risk and opportunity management
- Personal development planning.

Current areas of focus

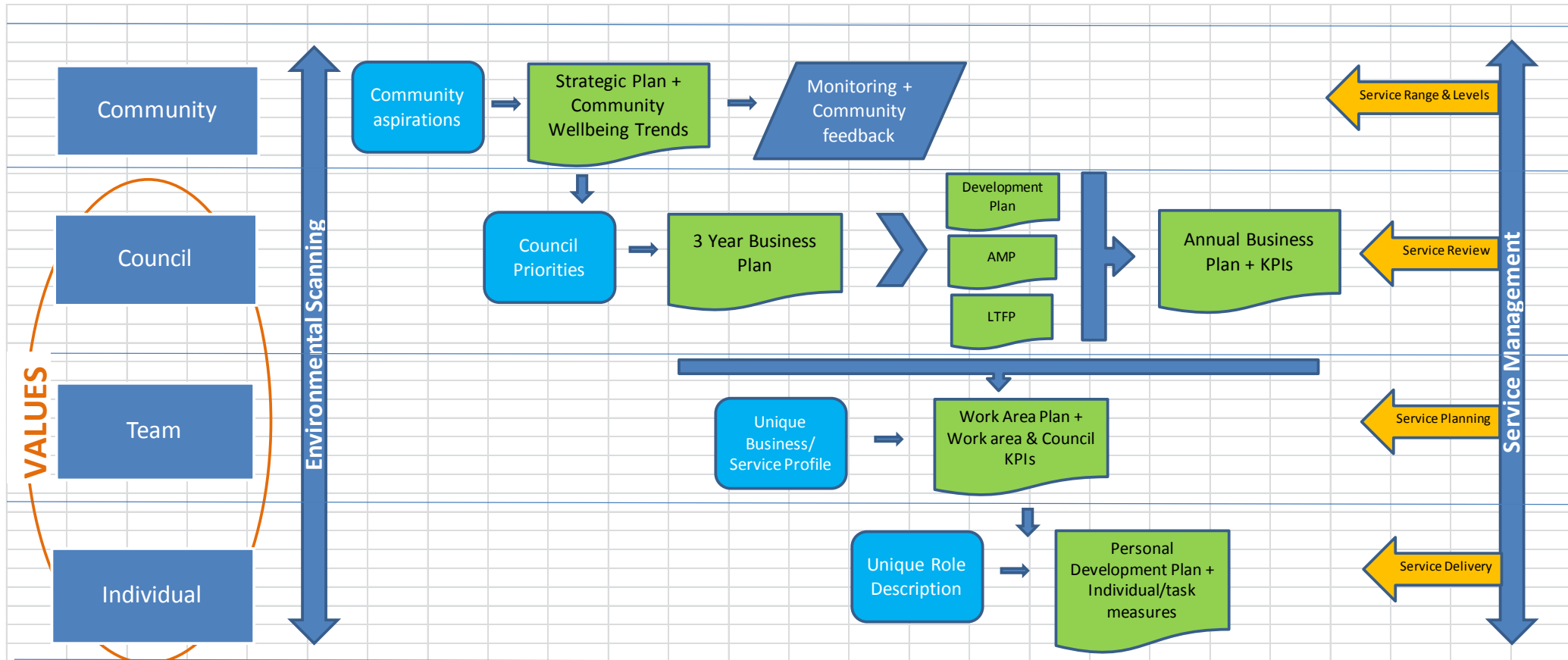
There are three key elements in support of the Strategy Road Map that are a current focus of development; 3 year business plan, organisational values and a comprehensive workforce plan. These key pieces of the framework will ensure that there is absolute clarity regarding the priorities for the next 3 years with clear actions and targets, supported by a workforce plan that includes focus on skills and expertise needed for the organisation in the short and long term, succession planning and supporting transition to retirement, and leadership development. The development of organisational values will ensure that all staff and Elected Members have a shared commitment to values and their underpinning behaviours. There is strong evidence that organisational values and behaviours support delivery of outcomes.

Appendix 1: Strategic Management Framework
Appendix 2: Strategy Road Map Flow Diagram

Appendix 1: Strategic Management Framework



Appendix 2: Strategy Road Map Flow Diagram



**CITY OF MARION
STRATEGY COMMITTEE MEETING
5 April 2016**

Originating Officer: Fiona Harvey, Manager Innovation & Strategy

General Manager: Abby Dickson, City Development

Subject: Environmental Scan and Global Trends

Reference No: SC050416R03

REPORT OBJECTIVE

To provide the Committee with the most recent City of Marion Environmental Scan (Appendix 1), along with a summary of current global trends (Appendix 2) to support consideration of key opportunities and threats for the City and Community.

EXECUTIVE SUMMARY

A broad environmental scan, using the PESTLE framework is undertaken annually, with the most recent scan completed in February 2016. This process supports ongoing consideration of key emerging opportunities and threats for the City, region, state and beyond. This work is fed into a range of areas including the development of the Annual Business Plan prior to it going out to public consultation, reviews of policies and strategies and operational plans.

The most recent Environmental Scan, with an assessment of criticality and opportunity, was presented to the Finance and Audit Committee on 8 March 2016. The Committee commented that the environmental scan was a good document and suggested some further emerging opportunities and trends to be included in the document. The Scan provided in Appendix 1 incorporates those additions.

Several programs and projects have been prioritised recently due to influences and opportunities identified within the environmental scan, including:

- Applications to the National Stronger Regions Fund for the Edwardstown Soldiers' Memorial Oval redevelopment and Mitchell Park Sports and Community Club precinct to address concerning public health demographics and opportunities to ensure neighbourhoods are safe, activated and attractive places for people.
- Implementation of partnerships to deliver youth programs and services, with the first round of grants offered in March 2016 to address the low percentage of young people involved in arts / cultural activities, student leadership and youth groups.
- Developing a 10-year Policy and Program framework for Streetscapes to address individual transport issues including narrow footpaths with limited resting / seating places which limit accessibility for mobility impaired, whilst improving public domain asset infrastructure and increasing place making and neighbourhood identity opportunities.
- Council adoption of an energy efficiency program across council facilities to address the impacts of a changing climate. These opportunities primarily relate to lighting upgrades and improvements to HVAC (heating, ventilation and air conditioning) systems.
- Council's allocation of up to \$600,000 to progress installation of solar panels on Council buildings across the City, also to address the impacts of a changing climate.

- Completion of a Regional Ageing Strategy in February 2016, in partnership with the Cities of Mitcham and Holdfast Bay, to address access and inclusion, limited housing choice and services for our growing ageing population.

Under the South Australian Public Health Act 2011 all councils have a mandate to take action to preserve, protect and promote public health within their area. The focus of public health is both at an individual and community level and covers all elements that contribute to overall community wellbeing. Within this context it is important for the City of Marion to actively monitor the health and wellbeing trends impacting our community (people, assets and environment), with this information able to inform the prioritisation of projects/programs and services that contribute to community wellbeing. A 'deep dive' analysis of health and wellbeing trends is conducted as part of the environmental scan and is provided in Appendix 3.

RECOMMENDATION (1):

DUE DATES

That the Strategy Committee:

1. **Notes the environmental scan and global trends information as presented in Appendix 1, 2 and 3.**

5 April 2016

Appendix 1: Draft City of Marion Environmental Scan – February 2016

Appendix 2: Global Megatrends

Appendix 3: Key High and Medium Risk Wellbeing Indicators

City of Marion Environmental Scan – February 2016

APPENDIX 1

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Political environment	Ongoing changes to Federal, State and Local Government policies and funding programs	✓				Maximise opportunities in the lead up to the next Federal election
	Community governance – growing expectation and desire to be effectively engaged in decision making requiring more active stakeholder management				✓	Increase the number of community led initiatives using the Community Capacity Building approach Develop a program of support and assistance to organisations that have a lease or licence with CoM to develop their capacity
	Participating in the ‘Council of the future’ review regarding the potential future direction, structure and amalgamation of local government, regional approaches and the ongoing debate regarding constitutional recognition for local government				✓	Provide Council with a feasibility analysis of boundary realignment opportunities between the City of Marion and adjoining Councils and commence implementation Investigating opportunities for shared services
Economic environment	Economic Demographics: - Marion’s economic contribution to the State is well below our population % with a fall in the number of GST registered businesses in Marion - More Marion residents work in Adelaide than in Marion. Our working population’s level of education is generally higher than that required by the jobs available in Marion so we have many more working residents employed in higher level jobs than are available in Marion. - Real pressures on the sustainability of local jobs. The number of jobs in Marion remains static although our population is increasing. There is only one job in the City of Marion for every two working residents. - SA has the highest unemployment rate in the country. The Marion unemployment rate (6.7% in June 2015) is now significantly higher than the State average whereas for the past few years it has been lower. - Growth in higher/tertiary education particularly at Flinders University and Tonsley.	✓				Work regionally to maximise employment and workforce development funding for the southern region Facilitate development of priority mixed use nodes/precincts identified in 30 Year Plan for Greater Adelaide Commence the Industry/Commerce (Edwardstown) DPA Opportunities to grow visitation and increase spend in the region to secure additional economic benefit and increased jobs through Visitation Working Group Opportunities to support small business through NBN rollout, Cove Civic Centre, improving the attractiveness of retail precincts and strips and through urban planning policy setting Establish a City of Marion presence at Tonsley in partnership with the New Venture Institute and Co-HaB. Agree with partners to short and long term governance arrangements for Tonsley Advocacy role for positive local economic impact, employment, training and local business opportunities from the Darlington upgrade and DPAs Tonsley small business advisory service offering support to start-up & grow local businesses Targeted key growth areas are clean technology, advanced manufacturing and innovative technologies Recreation/Sport Hubs DPA to review the zoning of key sporting areas/hubs Commence the Racecourse (Morphettville) DPA
	Compromised financial capacity of ratepayers in economic climate due to rising utility costs and declining interest rates.	✓				Lower rate increase of 2.75% forecast for next 9 years of LTFFP
	National & international trends include: - Retail everywhere – e-commerce and pop-up shops - Shop local - Collaborative consumption, co-working spaces and sharing economy - Greening supply chains				✓	
Technological environment	Rapid technological change and wide application of social media, mobile devices and wireless and broadband networks	✓				Extend the use of CoM Web site to deliver on the multi-channel communications and engagement strategy including social media
	Increased access to data and information	✓				Free Wi-Fi at Council sites and libraries. Free power, e-reference, learning and low cost printing facilities at libraries.
	The increasing “Digital divide” within our community given varied levels of digital literacy to access services, employment opportunities, social and cultural networks, lifelong learning, teleworking and information.	✓				Deliver digital economy education programs for businesses to capitalise on the NBN roll-out Digital literacy training and assistance at Libraries and neighbourhood centres
	The joy of missing out - trend in de-digitising to reconnect with people in person				✓	
	Opportunities in location aware service information and tourism apps for smart devices				✓	
	Increased use of video technology for 'how-to' information and video calls				✓	
	Opportunities to automate back office functions e.g. order & print out your own dog licence online				✓	
	Changing digital economic conditions and global employment opportunities				✓	

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Social & cultural environment	Public health demographics for Marion: - Higher than metropolitan average proportion of people with physically chronic conditions, mental health problems and psychological distress particularly in central and northern Marion - High % self-reporting health as fair/poor - High % of adults overweight/obese, high cholesterol, high blood pressure, asthma, arthritis - High proportion of premature mortality due to circulatory system, heart disease, cancers and self-inflicted injury - High proportion of hospital admissions due to mental health conditions - Higher proportion than metropolitan average of children not achieving recommended amount of physical activity (SAMSS data - High proportion of children with insufficient fruit and vegetable consumption - High proportion of females with osteoporosis - High % of adults with psychological distress - High % of people with multiple chronic health conditions - High % of older people not participating in sufficient physical activity - High % of community not involved in social, recreational or community activities - Low % of young people involved in arts/ cultural activities, student leadership, and youth groups - Low % of community on decision- making board or committees					Commence implementation of an approved marketing plan for all neighbourhood centres Embed the four priority areas of Public Health legislation (South Australia a Better Place to live): - Increasing Opportunities for Healthy Living, Healthy Eating and Being Active - Preparing for Climate Change - Sustaining and Improving Public and Environmental Health Protection - Stronger and Healthier Communities and Neighbourhoods for All Generations Reconsideration of place based urban design and other Council services to encourage active living, healthy lifestyles and social connectivity for all age profiles. Place-making opportunities in Tonsley, Mitchell Park Sports & Community Club precinct, Edwardstown Oval redevelopment, potential site for new regional soccer facility, new BMX complex, Marion Outdoor Pool Masterplan, transport hubs, Hallett Cove Foreshore redevelopment, local and main streets also linked with community governance approaches Maximise connectivity in and around major projects (Tonsley Park, Flinders, Westfield, Seacliff Redevelopment, Castle Plaza/Edwardstown, Hallett Cove, Oaklands Wetland, regional sport and community facilities) to address physical activity; isolation and disadvantage; poor health outcomes; access to education, training and employment; access to open space with walking distance of homes and businesses; access to arts and culture and public safety Develop a strategy for the future provision of tennis and netball courts across the City Consideration of healthy eating habits, food security and ready access to fresh food within our City Alignment with PERMA + Positive Emotion, Engagement, Relationships, Meaning and Accomplishment PLUS Optimism, Resilience, Physical Activity, Nutrition and Sleep messages Federal and state Arts and Cultural policy changes could provide opportunities to strengthen creativity, engagement and connectedness Investigate the potential to structure, resource and grow volunteers Implementation of partnerships to deliver youth programs and services Implementation of the Reconciliation Action Plan Appoint operator for the Marion Leisure and Fitness Centre
	Increasing community interest in volunteerism is providing a varied skill base but higher expectations. Longer working hours reducing the capacity for long-term volunteering and increasing the desire for more flexible periodic and short-term volunteering opportunities	✓				Appropriate work health and safety, development and deployment of volunteers and friends groups
	National and international trends on people remaining independent as they age – opportunity to focus more on individual wellbeing:	✓				HACC transitioning to national and regional customer led wellbeing and reablement home support programs offering more choice of suppliers – impact on our services yet to be determined
	Potential health issues around noise and air pollution around major traffic routes & building work	✓				
	Population growth and changing demographics: - High proportion of lone person households - Increase in 85+ year olds and pensioners - High % of households on low incomes and Housing SA rentals - Growth in education attainment levels - Increase in young families - Increase in new arrivals with lower disposable income - Changing ethnicity	✓				Reconsideration of place based urban design and other Council services to encourage active living, healthy lifestyles and social connectivity for all age profiles Continue and expand Crime Prevention Through Environmental Design
	The first stage of the National Disability Insurance Scheme (NDIS) in South Australia began on 1 July 2013 for children aged 13 years and under. From 1 February 2016 the National Disability Insurance Scheme (NDIS) started roll out and will be made available progressively across the state over the next two years. By July 2018, it is estimated that around 26,000 people will access the NDIS, including around 17,000 people from the existing South Australian specialist disability system. The agreement provides for another 6,500 people who are not currently receiving disability services to enter from July 2018 onwards.				✓	Analysis of what this may offer the City of Marion
	Vision 2030 Smart Libraries... Smart Communities - Our libraries are valued as institutions of civil democracy and community engagement. They are hubs of knowledge, creativity and innovation, bringing together the physical and digital worlds and providing opportunities for learning and leisure, linking the people of South Australia to each other and the world. ('Tomorrow's Libraries' by Libraries SA)				✓	Analysis of Library 'One Card' borrowing and collection data - potential for shared and specialised collection management across all formats

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Natural environment	Impacts of a changing climate (increasing temperatures and longer heatwaves, reduced rainfall but increased rainfall intensity, increased fire danger days and increased sea levels) on: - natural resources and ecosystems (including coastal and marine environments and water resources) - natural resources and ecosystems (including coastal and marine environments and water resources) - infrastructure and built environment (urban heat islands) - service level expectations for the public realm - essential services - manufacturing and business (business continuity support) - community health and wellbeing	✓				Undertake a study on the potential for the installation of a solar farm or solar panel network in the City Participation in SA climate change strategy consultation which has a renewed emphasis and focus on abatement and adaptation. Alignment with Carbon Neutral Adelaide and opportunities to align with the 'Low Carbon Investment Plan for South Australia' aimed at stimulating discussion about strategies to achieve a \$10 billion investment target in low carbon generation investments by 2025. Implement priorities (once considered by Council) from the Resilient South Regional Climate Change Adaptation Implementation Plan Develop a regional coastal management plan. Regional focus on coastal protection from metro seaside councils and addressing rising sea levels at Hallett Cove through residential general DPA Develop a plan to increase energy efficiency of council facilities and commence roll out of priority initiatives Develop a business case to transition to safe and sustainable street and public lighting Increase the number of sites connected to Oaklands water distribution network and increase use of treated stormwater on these sites for irrigation. Investigate the potential to establish a water supply business utilising the Oaklands Wetlands water distribution network
	Growth of localism - links to community gardening, urban bee keeping, verge gardening, food forager movement, etc.	✓				Citizen Science, Bio Blitz and Common Thread events - move to more community led events Increased promotion of related Neighbourhood Centre and Library resources
	Infrastructure issues associated with flooding and stormwater, keeping in mind Greater Adelaide stormwater management issues.					Implement the two adopted Regional Stormwater Management Plans; Hallett Cove Creeks, and the Coastal Catchment between Glenelg and Marino. Complete draft Stormwater Management Plans for the catchments of 'East of Sturt River' and 'Urban area abutting Field River' for Council consideration and public consultation. Commence the Stormwater Masterplan DPA in 2017 with Completion in 2018.
	Emergence of Nature Play	✓				Bio Blitz Nature Play activities, design of reserves and playspaces
	Adverse impacts of pest plants and animals on natural ecosystems		✓			Develop a plan for the protection of remnant native vegetation in our reserves Plan the final stages of the Oaklands Reserve redevelopment including the biodiversity corridor
	SA retailer energy efficiency scheme for the commercial and residential sectors		✓			
	SA Government 50% renewables commitment by 2025 & net zero emissions by 2050			✓		

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Urban environment	Urban demographics: - Limited housing choice to meet the needs of everyone in the community - Population growth and urban infill cause increased traffic and limited on-street parking with increasing demands on public places and spaces and public services	✓				<p>Develop an age friendly City Strategy that incorporates access and inclusion in partnership with the Cities of Mitcham and Holdfast Bay</p> <p>Housing Diversity DPA will reflect the unique topography of Marion requiring different urban solutions:</p> <ul style="list-style-type: none">- create more choice in southern Marion due to increased density- decrease density in the north to protect character and heritage areas, open space and trees whilst meeting 30 Year Plan for Greater Adelaide and review of Southern Growth Corridor population targets <p>Collaborate on Main South Road / Darlington DPA - higher Tonsley density, Sturt Triangle and Lot 707</p> <p>Develop a 10 year Policy and Program framework for Open Space and Playspaces and commence implementation. Deliver local and neighbourhood playspaces as prioritised through Playspace Strategy review</p> <p>Procure & construct the Jervois Street Reserve redevelopment</p> <p>Progress the Inclusive Playspace at Hendrie St in partnership with the Touched by Olivia Foundation</p> <p>Progress the Marion Historic Village Streetscape program</p> <p>Construct the Trott Park Dog Park</p>
	Opportunities in biophilia, WSUD, energy efficiency and green infrastructure including whole-of-government green infrastructure strategy (SA) and the Living Adelaide initiative to mitigate the adverse impacts of urban planning and infill development on biodiversity/natural environments/ecosystems/water resources management/renewable energy and stormwater infrastructure requirements	✓				<p>Target an allocation of 5% of drainage and traffic capital works budgets to Water Sensitive Urban Design outcomes</p> <p>Complete stage 1A (access road, Gross Pollutant Traps, sedimentation basin and high flow bypass) - complete December 2016 and 1B (wetland cells, overflow weirs, additional drainage the planting and landscaping) construction works package at Glade Crescent Wetlands scheme</p> <p>Influence DPTI to include biophilia and green infrastructure in projects within CoM</p> <p>Resilient South partnership projects such as Urban heat Island mapping project & the Developing a business case for urban trees project</p> <p>CoM contribution to the Water Sensitive SA project that delivers WSUD capacity building initiatives for Council staff, etc</p> <p>Commence implementation of an approved streetscaping plan for the whole of the city</p> <p>Strenuous effort to obtain commitment from the University of Adelaide or State Government that Glenthorne Farm will be opened up for community benefit</p>

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Transport and connectivity	Marion's road/rail/freight network: <ul style="list-style-type: none">- Poor east-west connectivity- Competing/overlapping transport systems- Multiple arterial roads carrying high volume of through traffic- Transit corridors dividing communities - Rail corridor, Lonsdale Road, South Road, Sturt drain- Unique terrain of the South combined with current transport services poses potential risk of isolation to residents that are ageing and mobility impaired increasing demand on community bus, neighbourhood centres and mobile library	✓				Advocate for east-west connectivity and development adjacent to the North-South Corridor South Road and Darlington interchange upgrades Wider South Road project Advocate for grade separation at the Oaklands Rail crossing Deliver traffic treatment works for George and Finnis Street Advocate for opportunities for light rail, in particular through to Flinders University
	Individual transport In Marion: <ul style="list-style-type: none">- Narrow footpaths with limited resting/seating places – poor accessibility for mobility impaired Inefficient public transport services and long commute to work times- Poor transport linkages to public places and spaces, goods and services, local business and industry- Insufficient and poorly integrated walking & cycling networks- Inadequate car parking for public transport commuters- Dominance of cars causing congestion on roads and increased on-street parking demands	✓				Implement high priority projects identified in the Walking and Cycling Strategy including the Tonsley Greenway, Sturt River Linear Park Greenway and other local cycling connections between Tonsley and the Marion Central precinct Reconstruct the next section(s) of Railway Terrace to extend the off road shared use path along the Adelaide to Marion Rocks Greenway Glandore Laneways in public ownership by December 2016 Commence implementation of an approved streetscaping plan for the whole of the city Partnership opportunities to promote healthier, active transport alternatives and to improve integration of transport options – walk, park & ride (leverage DPTI process)
	Increased walking, cycling and public transport usage with fewer young drivers		✓			
	Technological transport trends: <ul style="list-style-type: none">- Lightweight vehicles developed- Driverless cars - SA legislation reform underway (Motor Vehicles Act, Road Traffic Act)- Smart parking systems – greater use of technology- Car and bike sharing e.g. GoGet (Sydney) and Flexicar (Melbourne)- Big data, smarter transport for trucking and freight etc.				✓	

Current or emerging issues and opportunities		Criticality for action				CoM targeted response
		Short term: In next 12 months	Medium term: In next 2-4 years	Long term: In next 5-10 years	Watching brief/ Ongoing	
Service provision	Opportunity to develop more insightful understanding of customer value and service needs, including customer perspective in the development of service range and required service levels:	✓				Restructure, Service Review programme, roll-out of values, Resident satisfaction survey, KPI framework
	Accurate assessment of customer satisfaction levels	✓				Develop and implement a community feedback program, including an annual community satisfaction survey
	Greater effective use of evidence for decision making	✓				Deliver an annual Stakeholder survey on satisfaction with Council facilities
	Continued focus on driving innovation and continuous improvement in a constrained budgetary environment	✓				Resident satisfaction survey, KPI framework, service reviews Undertake service reviews on: 1. Hard Rubbish and Illegal Dumping - expected completion March 2016 2. LKCC - expected completion May 2016 3. Land and Property Services - expected completion October 2016 4. Libraries - Commence 2016 Service reviews, implement recommendations from Auditor General, optimisation of fleet lifecycle, regional waste services review and SA waste strategy 2015-2020 Review Leasing and Licensing Policy. Focused program to ensure 80% of facility leases are up to date (subject to negotiations with major lease holders) by June 2016
	Funding and social and cultural impetus to adopt more collaborative service delivery models and better empower the community to participate and engage in place making and social enterprise		✓			Opportunity to work more collaboratively with regional Councils in cost sharing
Governance, risk and strategic alignment	Alignment of the organisation to deliver the aspirations of the Community and Council Plans	✓				Endorsement of Council Plan and roll-out of integrated Work Area Planning
	Transition to an agile & responsive delivery model whilst maintaining prudent financial management	✓				Review of frameworks and procedures to support delivery
	Alignment of risk management throughout the organisation	✓				Monitoring of risk registers, reformed Risk Working Group
	Changes to regional emergency management planning	✓				Reformed Risk Working Group
						Update of emergency management procedures
Long term financial sustainability	Limited funding capacity for competing strategic projects or incremental service improvements given current rates assumptions and funding position - need for greater collaboration, partnering and innovative funding solutions to achieve community outcomes in a challenging fiscal environment	✓				Ongoing review of the Long Term Financial Plan to ensure council remains in a sound and sustainable financial position. Rate of 2.75% modelled for next 9 years Further models of collaborative procurement, public private partnership, cost sharing and funding streams investigated
	Uncertainty of future interest rates and its impact on our future loan portfolio.				✓	
	Increases in State Government fees and levies impact on the cost of delivering services				✓	
	Increasing maintenance and utility costs impact on the cost of delivering services				✓	New electricity contract will increase costs - mitigations investigated include streetlighting efficiency review
Asset reliability and sustainability	Reviewing our existing asset base: - In light of increasing costs and customer service requests to maintain and renew our existing asset base - Understanding which assets could be repurposed, reused or disposed of in order to enhance other assets to better meet community needs - Investigating innovative asset management models e.g. share community use, public private partnerships and related business and retail opportunities	✓				Embedding the Asset Sustainability matrix into prioritisation of customer service request resolution actions Undertake a building/facilities condition audit Develop a building renewal plan Develop an asset disposal / consolidation program and commence implementation
Employer of choice	Embedding Work Health & Safety system improvements throughout the organisation	✓				Pursue Council's adopted target of 'Zero Harm with Improved Wellbeing" by ensuring Hazard Registers and underpinning SWMS/SWPs/SOPs, are in place and maintained for each Business Unit with improvement actions monitored and reported to WHS Committee bi-monthly.
	Need to provide the appropriate technology tools and information resources for staff to connect, collaborate and do their jobs efficiently and effectively	✓				Replacement of Lotus Notes within 12 months - Invest in new technology to modernise City of Marion's technology platform including retiring ageing Lotus Notes systems as a priority in 2016 Improved contract management under wider review of procurement management
	Continued building of leadership and workforce capability and skills, particularly in the areas of project management, partnership models and industry experience	✓				Develop and deliver a Workforce Plan E3 learning & 70/20/10 T&D program, PMG training sessions, integrated work area planning, knowledge transfer from contractors
	Sustaining positive culture and a focus on delivery of outcomes during the period of change while the restructure takes effect	✓				GMs recruitment underway, Roll-out of values

GLOBAL MEGATRENDS**1. More from less**

The earth has limited supplies of natural and food resources for human survival and many are being depleted at alarming rates. Concurrently, population and economic growth are placing upward pressure on demand. Governments, the private sector and communities will be required to discover new ways of ensuring quality of life for current and future generations within the confines of these limited resources.

2. Going, going ... gone?

Much of the world's ecological habitats and biodiversity are in decline or at risk of extinction. Also implicated are the issues of greenhouse gas emissions and climate change. Whilst these issues are urgent, an increase in human response is being observed.

3. The silk highway

The world's economy is shifting from west to east and north to south. Billions of people in Asia, South America and Africa will transition out of poverty into the middle income classes with China and India being the new powerhouses of the world economy. This will result in new export markets, trade relations, business models and cultural ties. Australia can expect an increasing flow of international tourists.

4. Forever young

An ageing population is an asset with these people having a wealth of skills, knowledge, wisdom and mentorship. Challenges relating to ageing are a widening retirement savings gap and rapidly escalating healthcare expenditure. This will impact on the demand for services and the structure and function of the labour market.

5. Virtually here

There is increasing connectivity where individuals, communities, governments and businesses are progressively becoming more immersed in a virtual world. More business and shopping is being done on-line than ever before and this will continue to grow. A digitally connected world is enabling people to form new connections and selectively access information that they trust through multiple channels.

6. Great expectations

There is an increasing demand for experiences over products and for social relationships. People want services that meet their unique needs and have a desire for more personalised, better and faster services. This has implications for the private and public retail and human service delivery sectors. Social relationships that enable face-to-face interaction will hold increased importance as an antithesis to the plethora of social media and digital communication. In contrast, for people experiencing high levels of poverty there will still be the need for the basic necessities for survival.

7. Innovation imperative

Innovation will cut across all fields of scientific research and human endeavour to take us into the future rather than a reliance on the more traditional industries such as mineral exploration. Ideas are needed for clever solutions that enable industries to achieve more output for the same or fewer inputs.

City of Marion

Key High and Medium Risk Wellbeing Indicators

Wellbeing Indicator	Scope of Indicator	Wellbeing outcomes sought	City of Marion	Metropolitan Adelaide	Comparison to Benchmark
Demographic					
High proportion of lone person households	Marion LGA	Social interaction	30.0%	27.0%	+3.0%
High number of age pension recipients	Marion LGA	Affordable opportunities for physical activity, recreational activities and social interaction	79.0%	74.7%	+4.3%
High percentage of Housing SA rentals	Marion LGA	Affordable opportunities for physical activity, recreational activities and social interaction	9.4%	6.4%	+3.0%
Environment					
Increase in the incidence of heatwaves of 2 days greater than 40 degrees celsius	Southern Adelaide	Mitigation of the impacts of the urban heat island effect by creating cooler environments	Projected to increase by 40.0% by 2030 in Southern Adelaide	N/A	N/A
Increase in the incidence of heatwaves of 3 day sequences with average temperature greater than 32 degrees celsius	Southern Adelaide	Mitigation of the impacts of the urban heat island effect by creating cooler environments	Projected to increase by 200.0% by 2030 in Southern Adelaide	N/A	N/A
Increase in extreme daily rainfall	Southern Adelaide	Improved stormwater management	Projected to increase by 5.3% by 2030 in Southern Adelaide	N/A	N/A
Health & health affecting behaviour					
High proportion of females with osteoporosis	Marion LGA	Participation in physical activity	5.1 (Age standardised rate per 100)	4.8 (Age standardised rate per 100)	+6.3%
High proportion of hospital admissions due to mental health conditions	Marion LGA	Affordable and accessible opportunities for social interaction	1,308.2 (Age standardised rate per 100,000)	1,099.3 (Age standardised rate per 100,000)	+19.0%
Health & health affecting behaviour					
Proportion of male children with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards	5.1%	8.4%	-3.3%
Proportion of male adults with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards	32.7%	37.6%	-4.9%
Proportion of adults with sufficient vegetable consumption	Marion LGA	Equitable access to the produce of fresh food through community gardens/orchards	41.4%	44.6%	-3.2%

Wellbeing Indicator	Scope of Indicator	Wellbeing outcomes sought	City of Marion	Metropolitan Adelaide	Comparison to Benchmark
High percentage of community not involved in social, recreational or community activities	Marion LGA	Involvement in social, recreational and community activities	58.7%	54.1%	+4.6%
Low percentage of community on decision-making board or committees	Marion LGA	Clubs and community groups offer opportunities for community leadership	11.3%	17.5% (South Australia)	-6.2%
High percentage of female adults overweight or obese	Marion LGA	Participation in physical activity	57.8%	52.0%	+5.8%
High percentage of adults aged 45-64 years overweight or obese	Marion LGA	Participation in physical activity	74.6%	68.4%	+6.2%
High percentage of adults aged 55-64 years with high cholesterol	Marion LGA	Participation in physical activity	32.9%	28.1%	+4.8%
High percentage of adults aged over 65 years with high cholesterol	Marion LGA	Participation in physical activity	42.6%	39.6%	+3.0%
Proportion of children with asthma	Marion LGA	Participation in physical activity	22.6%	13.8%	+8.8%
High percentage of female adults with psychological distress	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities	14.6%	10.4%	+4.2%
High percentage of children self-reporting health as fair/poor	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities	21.4%	17.9%	+3.5%
High percentage of males self-reporting health as fair/poor	Marion LGA	Participation in physical activity and involvement in social, recreational and community activities	42.1%	37.2%	+4.9%
Health & health affecting behaviour					
Low percentage of young people involved in arts / cultural / music activities	Marion LGA	Participation in youth activities	42.8%	46.0% (South Australia)	-3.2%
Low percentage of young people involved in student leadership activities	Marion LGA	Participation in youth activities	26.0%	30.5% (South Australia)	-4.5%
Low percentage of young people involved in youth groups and clubs	Marion LGA	Participation in youth activities	23.3%	27.7%	-4.4%

As at November 2015

**CITY OF MARION
STRATEGY COMMITTEE MEETING
5 APRIL 2016**

Originating Officer: Elaine Delgado, Strategic Planner
Manager: Fiona Harvey, Manager Innovation & Strategy
General Manager: Abby Dickson, General Manager City Development
Subject: Streetscape Project
Reference No: SC050416R6.4

REPORT OBJECTIVE

The purpose of this report is to provide an update on the Streetscape Project, to seek feedback on a draft Streetscape Policy for community consultation, and a proposed approach to develop a first draft Streetscape Program of capital and renewal works.

RECOMMENDATIONS (3)

DUE DATES

That the Strategy Committee:

- | | |
|---|--------------|
| 1. Note the proposed approach of the Streetscape Project | 5 April 2016 |
| 2. Considers and provides feedback on the draft Streetscape Policy | 5 April 2016 |
| 3. Considers and provides feedback on the approach to develop a Streetscape Program of capital and renewal works. | 5 April 2016 |

DISCUSSION

The Streetscape Project was presented to the Strategy and Infrastructure Committees at their inaugural meetings.

The report presented to the Strategy Committee on 2 February 2016 (SC020216R7.6) provided an introduction of the Streetscape Project. Background information, an overview of the Streetscape Working Party's initial informal discussions, together with relevant information to inform the project was presented. Discussion on this report was deferred by the Committee to the 5 April 2016 meeting.

The report presented to the Infrastructure Committee on 1 March 2016 (IC010316R7.5) provided an introduction to the project's proposed 3-stage approach that incorporates a Streetscape Policy, Program and Project Delivery, and outlined roles for both the Strategy and Infrastructure Committees. The Committee requested the Streetscape Project be a standing agenda item.

Following the Infrastructure Committee meeting the Elected Member Streetscape Working Party has continued to progress the project. The project approach has been revised to incorporate additional reporting (Appendix 1), a draft Streetscape Policy has been developed for presentation to Council (Appendix 2), and streetscape elements identified for use as a tool to develop a Streetscape Program of works (Appendix 3).

The draft Streetscape Policy was presented to the General Council meeting held on 22 March 2016 for endorsement, and to seek input from the Strategy Committee prior to community consultation (Appendix 2). The Policy outlines a vision, principles and scope as a high-level guide for the development of streetscapes city-wide. The principles acknowledge the integrated roles of streetscapes as places that balance the need for efficient vehicle, cycling and pedestrian movement with places where people of all ages and abilities can spend time. The principles also acknowledge the roles of streetscapes in achieving environmental outcomes, and enhancing the character of residential, business and education neighbourhoods and precincts. This report seeks feedback from the Strategy Committee to be incorporated into a final draft Streetscape Policy for community consultation from 11 April – 1 May 2016 via *Making Marion* on Council's website.

Streetscape elements (Appendix 3) have been identified for the City of Marion's road hierarchy. This report seeks feedback from the Strategy Committee on the use of these elements as a tool to determine locations for destinations that prioritise people, and those that offer streetscape improvement opportunities within the road hierarchy. The outcomes of this process will result in a first draft Streetscape Program. Criteria to be developed with input from the Strategy Committee at a later date will enable prioritisation of this first draft Program.

It should be noted implementation of this project will require considerable long-term investment of funds. The Streetscape Program is in the early stages of development and when completed will provide a prioritised list of capital and renewal works for which financial analysis will be required.

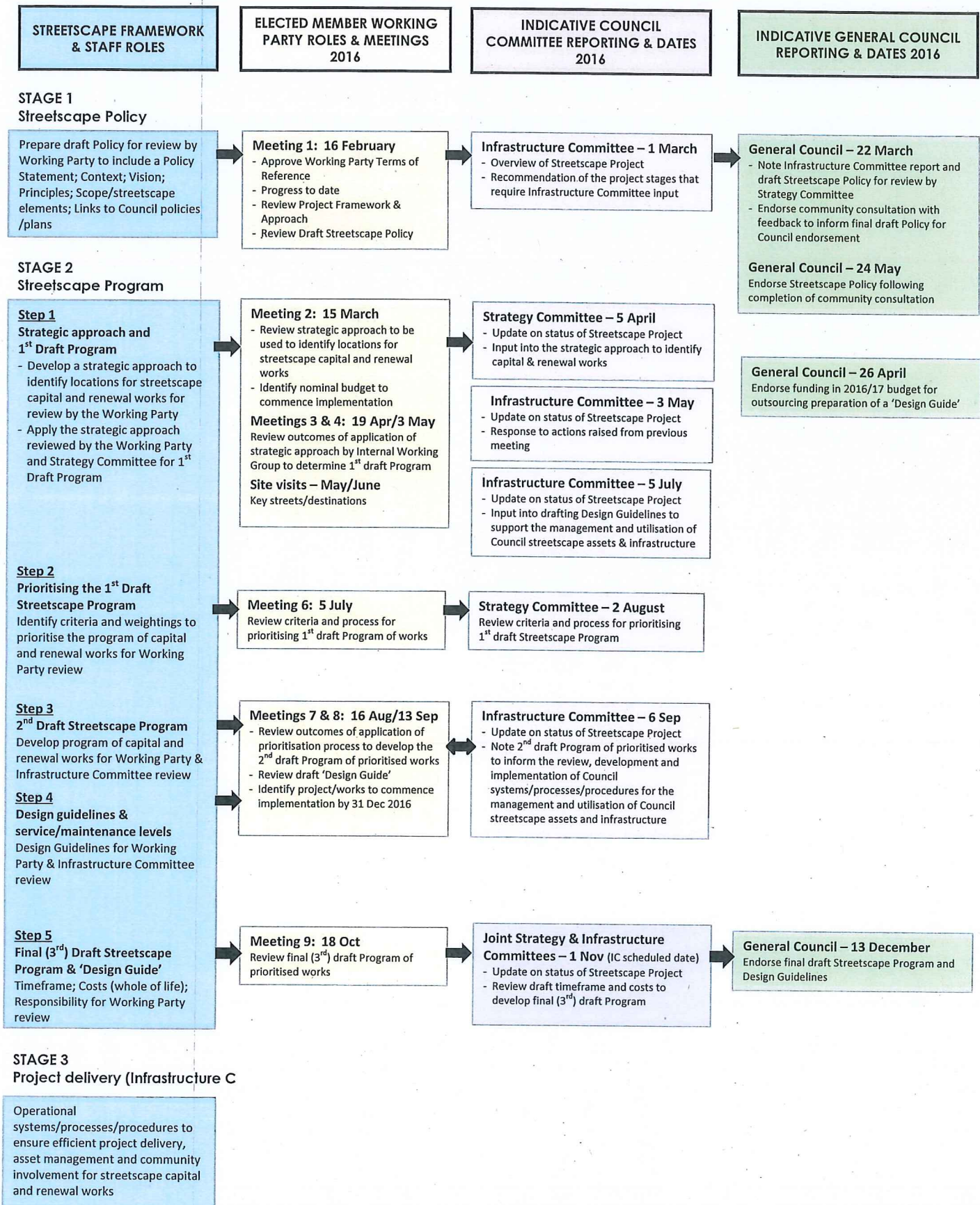
Appendix 1: Streetscape Project Approach

Appendix 2: Draft Streetscape Policy

Appendix 3: Streetscape elements to identify 'destinations' and 'improvement opportunities'

STREETSCAPE PROJECT

Approach to develop a 10-year Streetscape Framework for the City of Marion road and street network
As at 31 March 2016



Streetscape Policy



1. POLICY STATEMENT

Streetscapes are a key element of the public realm that along with open spaces and public plazas, play a significant role in how people experience the City of Marion. They are a principle asset that affects everyone - residents, businesses, workers and visitors – and they play a critical role in defining the character of neighbourhoods whether they be residential, commercial or business.

The planning, development and management of streetscapes are guided by the themes of the Strategic Plan – Towards 2040 that outlines the community's aspirations.

The Streetscape Policy provides a strategic approach to the development of road and street infrastructure, including verges and footpaths to create a city for people. This policy will influence streetscape outcomes at both city-wide and individual street levels.

2. CONTEXT

The City of Marion is dissected by an extensive road hierarchy that comprises a network of arterial, sub-arterial, distributor, collector, and local roads and streets. This network contains 460 kilometres of roads and 783 kilometres of footpaths.

3. VISION

To improve the amenity and functionality of streetscapes in the City of Marion so they add value to people's experience of the City.

4. PRINCIPLES

The following principles will guide the City of Marion's planning, development and management of streetscapes:

- A strategic approach will define the street network through balancing the dual roles of streets as safe thoroughfares for movement of pedestrians, cyclists and vehicles, and as destinations for people
- Streetscape design will be attractive, enable accessibility, and be of high amenity value in key locations so they are places where people of all ages, cultures and abilities want to spend time at different times of the day and year
- Landscaping will be environmentally sustainable incorporating the use of water sensitive urban design and the use of indigenous plantings where possible to support the role of streets as connectors, enhance habitat corridors, cool the urban environment, and enhance road safety
- Neighbourhood identity and sense of place will be enhanced by streetscapes that contribute to a positive neighbourhood image and provide opportunities for social interaction and cultural expression

- Streetscapes will be enhanced by visual connections with their surrounding environments
- Commercial, business and education precincts will be enhanced by streetscapes that contribute to the attractiveness of these areas
- The level of service for streetscapes will be maintained by the timely proactive maintenance, inspection and auditing programs

5. POLICY SCOPE

The scope of this policy includes the area of the street surface and adjoining land between property boundaries.

Streetscape elements include:

- Road/street surfaces, including parking bays, crossings
- Footpaths
- Bikeways
- Street trees
- Verges/landscaping/plantings
- Street furniture
- Street lighting
- Bus shelters/stops
- Public and community art
- Kerbs
- Utilities including power and stormwater infrastructure
- Traffic control devices
- Signage
- Retaining walls
- Off-road shared or single use walking and cycling paths except where located within public open spaces

6. IMPLEMENTATION

This policy is a component of a Streetscape Framework that also includes a Streetscape Program. The policy and program will be supported by operational systems and processes to ensure efficient delivery of appropriate service levels for streetscape capital and renewal works.

7. DEFINITIONS

Streetscape: The collective appearance of street elements including streets, footpaths, verges, furniture, building frontages and other land uses that are located along a street

Streets: Publicly owned land located between property boundaries that is for the use of motor vehicles, small wheeled vehicles, and bicycles that form a network of arterial roads and local streets

Footpaths: The pathway that exists in streetscapes that enables the safe and efficient movement of pedestrians

Bikeway: Bikeways can be on-road bicycle lanes that are marked for exclusive use by cyclists, separated bicycle lanes that are located against the kerb and separated from the vehicle travel lane by a parallel parking lane

Verge: The section of road reserve between the edge of a made roadway or constructed kerb and water table (if in place), and the boundary of the adjoining certificate or crown title boundary that does not contain a footpath

Traffic control devices: Devices used to inform, guide and control traffic including pedestrians, motor vehicle drivers and cyclists, such as roundabouts, chicanes, markers, signs and signals

8. LINKS

This policy links with the following current documents:

Australian Government

- Building Code of Australia
- Austroads standards for pedestrians

South Australian Government

- Road Traffic Act 1961
- Local Government Act 1999
- Development Act 1993
- South Australian Planning Strategy
- Development Regulations (e.g. fencing)
- South Australian Public Health Act 2011

City of Marion

- Strategic Plan – Towards 2040
- Business Plan 2016-2019
- Road Hierarchy Plan
- Development Plan
- Walking and Cycling Strategy
- Tree Management Policy
- Tree Management Framework
- Street Tree Audit
- Asset Management Policy and Plan
- Resilient South Regional Climate Change Adaptation Plan
- Economic Development Policy

March 2016

STREETSCAPE PROJECT

Decision-making streetscape elements to identify 'Destinations' and 'Improvement Opportunities'

As at 22 March 2016

Streetscape Elements	Destination Criteria	Improvement Opportunity Criteria
Urban Form		
• Community Zone/Recreation Policy Area DPA	✓	
• Locations that have existing identified 'destination' status	✓	
• Locations of Council built facilities, e.g. community centres, sports clubs, libraries	✓	
• Locations of Council Regional & Precinct level open spaces	✓	
• Locations of regional/district/neighbourhood/local zones (shopping centres)	✓	
• Locations of commercial/business precincts	✓	
• Locations of schools and educational institutions	✓	
• Locations of rail stations	✓	
• Locations of destinations not listed above, e.g. Tramstop 6	✓	
• Locations for revitalisation of vacant commercial properties	✓	✓
• Locations of older residents in aged care accommodation	✓	✓
• Locations of older residents by suburb	✓	✓
• Housing Diversity DPA	✓	✓
• Locations of residential areas outside scope of Housing Diversity DPA	✓	✓
• Urban renewal (e.g. 1 into 4) locations	✓	✓
Environment		
Trees/landscaping/environment		
• Street tree replacement program		✓
• Tree canopy		✓
• Tree maintenance		✓
• Significant trees		✓
• Urban heat islands		✓
• Water Sensitive Urban Design		✓
Infrastructure		
Road/street network		
• Road categories/hierarchy	✓	✓
• Major intersections		✓
• Traffic management issues, e.g. safety		✓
• Walking & Cycling Strategy Implementation Plan		✓
• Street sections of Coastal Walking Trail		✓
• Road reseal program		✓
• Street lighting assets: new		✓
• Street lighting assets: renewal		✓
• Undergrounding of power		✓
• Utilities – drainage		✓
• Utilities - NBN		✓

Footpath/verge/kerb network		
• Footpath program: new		✓
• Footpath program: renewal		✓
• Kerb repair and replacement program		✓
• Verge treatments		✓
• Street furniture, incl. bus stops		✓
Traffic		
• Usage levels: traffic volume		✓
• Traffic speed		✓
Other		
• External funding opportunities		✓
• Identified high need for improvement		✓

**CITY OF MARION
STRATEGY COMMITTEE MEETING
PROGRESS REPORT
5 April 2016**

Originating Officer: Ann Gibbons, Environmental Sustainability Manager

Manager: Fiona Harvey, Manager Innovation and Strategy

General Manager: Abby Dickson, General Manager City Development

Subject: Community Energy

Report Reference: SC050416R6.5

BACKGROUND:

Following a facilitated discussion on community renewable energy options for Marion at the 17 November 2015 Elected Members' Forum it was resolved at the 24 November 2015 General Council meeting (GC241115R05) that further investigation into the feasibility of a number of different options be undertaken.

At the 23 February 2016 General Council meeting (GC230216R05) it was resolved that Council:

1. *Notes the Solar Power Options report prepared by The Energy Project (Appendix 1);*
2. *Approves Option A for further detailed business case analysis, with this detailed business case to include solar infrastructure for the Cove Civic Centre and the Marion Council Depot; with a report to be brought back to Council in May 2016.*

(Note: Option A is to install numerous distributed solar power systems totalling 400kW in capacity in Council owned properties. A Distributed Power Plant (DPP) costing approximately \$600k that reduces electricity from the grid by an estimated 26%.)

In the same meeting it was also resolved that Council:

1. *Allocates up to \$600,000 in the 2016/2017 budget to fund solar infrastructure for implementation before June 2017.*

PROJECT UPDATE:

- Andrew Nance, The Energy Project, has been engaged to complete the detailed business case analysis.
- This work will include:
 - Assessment of roof top solar opportunities, limitations and constraints of up to eight Council owned and operated sites (including City Services and Cove Civic Centre);
 - Detailed business case development identifying the optimal combination of system sizes, locations and financing to maximize the contribution of solar output to Council's electricity demand.
 - Preparation of functional tender specifications for the procurement of distributed solar arrays that meet Council's procurement processes.

NEXT STEPS:

A detailed business case analysis will be brought to the 24 May 2016 General Council meeting for noting.