

INFRASTRUCTURE AND CAPITAL PROJECTS COMMITTEE

A G E N D A

**Meeting to be held
Monday 29 July 2013 – 6.30pm
Civic Centre
181 Unley Road Unley**

MEMBERS

Councillor J Boisvert – Presiding Member
Mayor Lachlan Clyne – ex officio
Councillor J Koumi
Councillor R Sangster
Councillor R Salaman
Ms N Edwards
Mr G Brennan
Mr P Di Iulio

REPORT TO COUNCIL : 26 August 2013

ACKNOWLEDGEMENT

We acknowledge that the land we meet on today is the traditional land of the Aboriginal people and that we respect their spiritual relationship with their country.

We also acknowledge that the Aboriginal people are the custodians of the Adelaide region and that their cultural and heritage beliefs are still important to the living Aboriginal people today.

APOLOGIES

CONFLICT OF INTEREST

INFRASTRUCTURE AND CAPITAL PROJECTS COMMITTEE

A G E N D A

DEPUTATIONS

ITEM NO		PAGE NO
6	Community Asset Review (CAR) Attachment 1	1 – 4
7	Opportunity to Create More Car Parking Spaces on King William Road Attachment 1	5 – 9
8	Strategic Waste Plan Attachment 1	10 – 12

DECISION REPORT

REPORT TITLE: COMMUNITY ASSET REVIEW (CAR)
ITEM NUMBER: 6
DATE OF MEETING: 29 JULY 2013
AUTHOR: ALAN JOHNS
JOB TITLE: MANAGER, PROPERTY ASSETS
RESPONSIBLE OFFICER: JOHN DEVINE
JOB TITLE: GENERAL MANAGER ASSETS AND INFRASTRUCTURE
COMMUNITY GOAL: HEALTHY AND ACTIVE COMMUNITY
Local clubs and sporting organisations are a strength of our community
REPRESENTOR/S:
ATTACHMENTS: 1. DRAFT COMMUNITY ASSET STRATEGY 2013 - 2017

PURPOSE

The purpose of this report is to seek the Committee's endorsement of the revised Community Asset Review 2013-2017 (including amended Guiding Principles) prior to presentation to the August Council meeting.

RECOMMENDATION

MOVED:

SECONDED:

That:

1. The report be received.
 2. The Community Asset Review 2013-17 (Attachment 1 to Item 6/13) be forwarded to Council for consideration.
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BACKGROUND

The Community Asset Review (CAR) has been undertaken in response to an audit of Council's community assets in 2007 - 08, known as the Strategic Building Review. From this review, a series of draft recommendations were developed and presented to Council as a first draft of the Strategic Building Review, "A Way Forward for Community Assets".

In November 2011, Council resolved to consult on the Review's recommendations with the relevant primary stakeholders, i.e. sporting clubs and community groups who lease Council's community assets. At this time, the Strategic Building Review was also renamed the 'Community Asset Review'.

Consultation was undertaken with primary stakeholders from January to April 2012. As a result of the feedback received, the draft (CAR) was prepared.

Assets covered by the CAR include Council's community and sporting facilities but excludes a number of major properties namely the Civic Centre, Town Hall and Depot.

The CAR report and associated presentation was considered and discussed by the Infrastructure & Capital Projects Committee at its April meeting with a series of recommendations being developed to enhance the report.

DISCUSSION

Prior to April 2013, the development of the CAR was undertaken by Council's Community team (predominantly the Recreation and Open Space group and has now been identified as a Council wide initiative that will involve input from both the Community, and Assets and Infrastructure teams over the next 4 years.

From a strategic point of view, the Assets and Infrastructure Committee identified a number of areas to be defined and clarified, particularly:

- Further development and refinement of a series of Guiding Principles (these should be applicable across all asset categories)
- Development of appropriate Goals in line with the agreed Principles
- Development of an appropriate Action Plan spanning the next 4 years

The Community Asset Review 2013 – 2017 aims to provide a strategic direction for the provision and improvement of community related assets in the City of Unley over the next four years. The plan also provides longer-term directions to guide upgrades, acquisition and disposal of community related assets over the next 10 years.

The next key steps to progress the Community Asset Review are considered to be:

1. Infrastructure and Capital Projects Committee to re-examine the scope and completeness of CAR (including Principles, Goals, and Strategies), then endorse the Strategy in July 2013
2. Seek Council endorsement of the CAR including principles, goals and strategies in September 2013
3. Incorporate information from the soon to be completed Community Centres Review into CAR
4. In conjunction with the Community Services directorate, prepare a detailed Action Plan (utilising the base information developed to date) that focusses on a staged approach to implementing the CAR recommendations over four years. This will identify accountability for each action and completion time-frame.
5. Present the detailed Action Plan to the Infrastructure and Capital Projects Committee and outline the proposed reporting procedures to monitor implementation progress.

COMMUNITY CONSULTATION

Widespread community and sporting club consultation occurred during mid-2012 and resulted in significant feedback that is incorporated into the CAR Report.

ANALYSIS OF OPTIONS

Option 1 – The Community Asset Review (CAR) be forwarded to the Council for endorsement in August 2013

The existing CAR provides a suite of Principles, Goals and Strategies which together provide a comprehensive improvement plan to ensure Unley's community related assets are aligned with community requirements and strategic priorities.

Progress on preparing a detailed action plan covering the CAR recommendations will commence following Council endorsement. This action plan will provide a clear set of priority initiatives including accountabilities, and enable monitoring of progress of CAR recommendations.

Option 2 – The Community Asset Review (CAR), as amended, be forwarded to the Council for endorsement in August 2013

The Committee may identify changes to the existing CAR which better align or focus the Principles, Goals and Strategies with strategic priorities and community requirements.

Progress on preparing a detailed action plan covering the CAR recommendations will commence following Council endorsement. This action plan will provide a clear set of priority initiatives including accountabilities, and enable monitoring of progress of CAR recommendations.

RECOMMENDED OPTION

Option 1 is the recommended option.

POLICY IMPLICATIONS

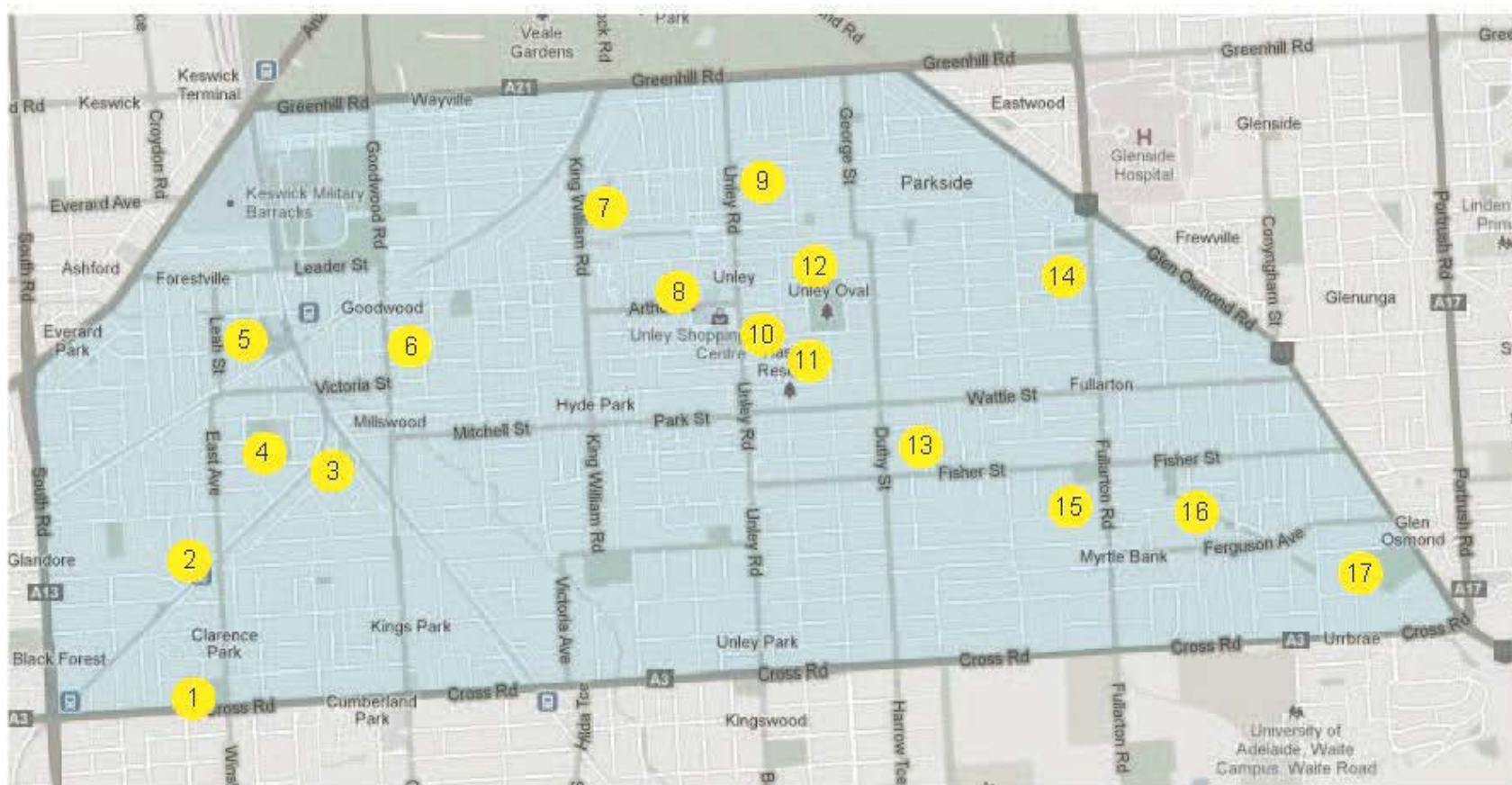
Endorsement of CAR will support the future identification and development of longer term financial and asset planning models that will assist service and building asset modelling.

Additionally, endorsement of CAR will result in reviews of several key policies, relating to property management and leasing and will also involve master planning of a number of key open space and recreation facilities.

SUMMARY

Utilising information gathered to identify desired community and sporting services and facilities across the community, the Community Asset Review provided an agreed and structured process to identify an appropriate action plan that will provide a strategic direction for the provision and improvement of community related assets in the City of Unley over the next four years.

Draft Community Asset Review 2013 – 2017



1. Fairmont Tennis Club – Page Park
2. Clarence Park Community Centre
3. Millswood Sports Complex and SASMEE Park (including Bowls, Croquet and Lawn Tennis Clubs)
4. Forestville Hockey Club, Goodwood Saints Football Club, Goodwood Cricket Club, Goodwood Tennis Club – Goodwood Oval
5. Unley Swimming Centre, Unley Amateur Swimming Club
6. Goodwood Community Centre and Goodwood Library
7. City of Unley Operations Depot
8. Unley Community Centre
9. Meals on Wheels – Maud Street
10. City of Unley Civic Centre and Town
11. Village Green Cottages and Unley Museum
12. Sturt Football Club, Sturt Bowling Club, Sturt Lawn Tennis Club, Sturt District Cricket Club – Unley Oval
13. Fern Avenue Community Garden
14. Broughton Arts Society
15. Fullarton Park Community Centre (Child and Youth Health)
16. Highgate Girl Guides, Fullarton Scouts Scammel Reserve, Myrtle Bank
17. Glen Osmond Scouts – Ridge Park

BACKGROUND

Purpose and Scope of this Strategy

The *Community Asset Strategy 2013 – 2017* aims to provide a strategic direction for the provision and improvement of community assets in the City of Unley over the next four years. The plan also provides longer-term directions to guide upgrades, acquisition and disposal of community assets over the next 10 years.

This plan has been developed in consideration of previous research known as the *Strategic Building Review* (completed in 2008), which identified the condition, use, and future requirements of Council's community assets. The *Strategic Building Review* outlined a list of recommendations for community assets, and following extensive stakeholder and community consultation, these recommendations have now been developed into actions for Council to focus on over the next four years, and form the basis of this strategy.

The *Community Asset Strategy* and associated Improvement Plan will be reviewed on a regular basis, with a new strategy being developed in 2017 in conjunction with the longer-term recommendations (*identified in the Strategic Building Review*), as well stakeholder and community needs, and other relevant strategic documents.

The *Community Asset Strategy 2013 – 2017* **relates to:**

- Community Centres
- Libraries
- Sports buildings - including club houses, grand stands and other similar structures
- Sports playing surfaces, including football, cricket, lawn bowls, croquet, lawn tennis, hard court tennis, petanque
- Scout and guide halls
- Other community buildings (such as Scouts, Guides and Meals on Wheels)
- All associated land with the above-mentioned assets

The *Community Asset Strategy 2013 – 2017* **does not relate** to:

- General infrastructure assets such as roads, drainage, footways, etc
- Civic Centre
- Town Hall
- Depot

A Community Centre's Review, and a Libraries' Review are both currently underway and relevant recommendations of these will be incorporated into this CAR.

Project Vision

The vision for this review is consistent with that identified by the *Strategic Building Review* as follows:

"The City will provide services to the community which are consistent with Local Government's role or that are part funded by other levels of government within a financially sustainable framework that does not place an unreasonable burden on ratepayers."

What is a Community Asset?

For the purposes of this report, community assets are defined as land, buildings and other associated infrastructure, such as Community Centers, community buildings, sports facilities and libraries that are available for use by community groups, sports clubs and the wider community.

In most cases, these assets are owned by Council and are used by community groups under a management agreement (such as a lease). These management agreements also define the management responsibilities of both Council and the user group. Essentially, community assets are different to other assets as they are capable of generating an outcome that can be reinvested into activities that benefit the community.

Community Asset Provision

The list below provides a snapshot of community asset provision in the City of Unley (refer to Appendix 1), and the groups who use these facilities:

- 10 community buildings (leased by community groups for various activities)
- 14 sports clubs (including Unley Park Sports Club as one club) which include:
 - 46 tennis courts (including all surfaces and non-leased courts)
 - 14 community groups
 - 14 sport buildings
 - 6 lawn bowling greens
 - 5 croquet courts
 - 1 large petanque piste (not including other non-leased pistes)
 - 4 grandstands
 - 2 football/cricket oval
 - 1 grass hockey pitch
 - 1 swimming centre

Council's Role in the Provision of Community Assets

The provision of assets for community benefit and use covers a wide variety of organisations and services within the City of Unley. The services provided from these facilities give the residents of Unley many opportunities to access recreation and sport, support services and other organisations that provide community benefit.

The City of Unley has been providing services to its community for over 100 years and in that time has acquired or constructed numerous buildings to meet community needs and demands. As with any asset when it reaches the end of its life, it is vital that any replacement and/or upgrade is designed in a manner cognizant of current or future community needs .

Council directly provides a range of services to the community from many of the assets considered in this report (see Attachment 1). Council also supports the provision of a range of services by providing facilities for community based organisations to hire and/or lease.

The provision of these assets allows lessees/hirers, most of who are not for profit organisations (including sporting groups), to access facilities they would otherwise be unable to in the commercial market. This ensures the community is able to access a range of services without Council being engaged in direct service provision. It also enables the community to be actively involved in shaping and providing services in the City as office bearers, volunteers and participants in these various organisations. If Council did not provide these facilities at a discount rental, many of the services would cease.

The combination of Council provided services and Council supported services enables the community to access a range of activities that contribute to the health and well-being of the local community. These services are extensive and diverse and currently include Meals on Wheels, sporting activities for all ages and abilities, youth theatre, artistic programs, a community garden, Scouts and Guides groups.

Whilst servicing different needs and populations, collectively these activities contribute to a socially connected, supportive and healthy community. While it can be difficult to quantify social outcomes, research indicates a link between social connectedness and health (Heart Foundation, 2009).

This investment represents Council's belief that the services provided from these assets significantly contributes to the quality of life of Unley's residents.

How the Strategy was Developed

This Strategy has been developed in consideration of extensive community consultation and research undertaken by the Strategic Building Review. This review included:

- A review of Council policies and strategies that relate or impact on the provision of community assets.
- Consultation with sports clubs and community groups, Elected Members and staff (outlined in Appendix 2).
- A review of demographic information and social trends and the implications of these for community asset provision in the City of Unley.
- A review of the financial implications of existing assets.

Links to Other Planning

For the Community Asset Strategy to be effective it must identify links with other Council strategies and policies (see Figure 1) as well as outline key strategies. This allows for the Council to have common direction on areas that are across a number of Council departments, it also provides alignment for future funding opportunities.

The key influencing documents to this Strategy are outlined as follows:

City of Unley	Other Documents
<ul style="list-style-type: none">• City of Unley Community Plan 2033• Open Space Recreation Strategy (reviewed 2011)• Community Land Management Plans• Environmental Sustainability Plan• Development Plan• Asset Management Plans (buildings and open space)• Community Centre's Directions Paper (expected completion August 2013)• Library Services Model Review (scoping in 2013/14)	<ul style="list-style-type: none">• South Australia's Strategic Plan 2011• Strategic Infrastructure Plan for South Australia 2004/05 – 2014/15• 30 Year Plan for Greater Adelaide

The relationship of these documents to the Community Asset Strategy 2013 – 2017 is shown in Figure 1 below.

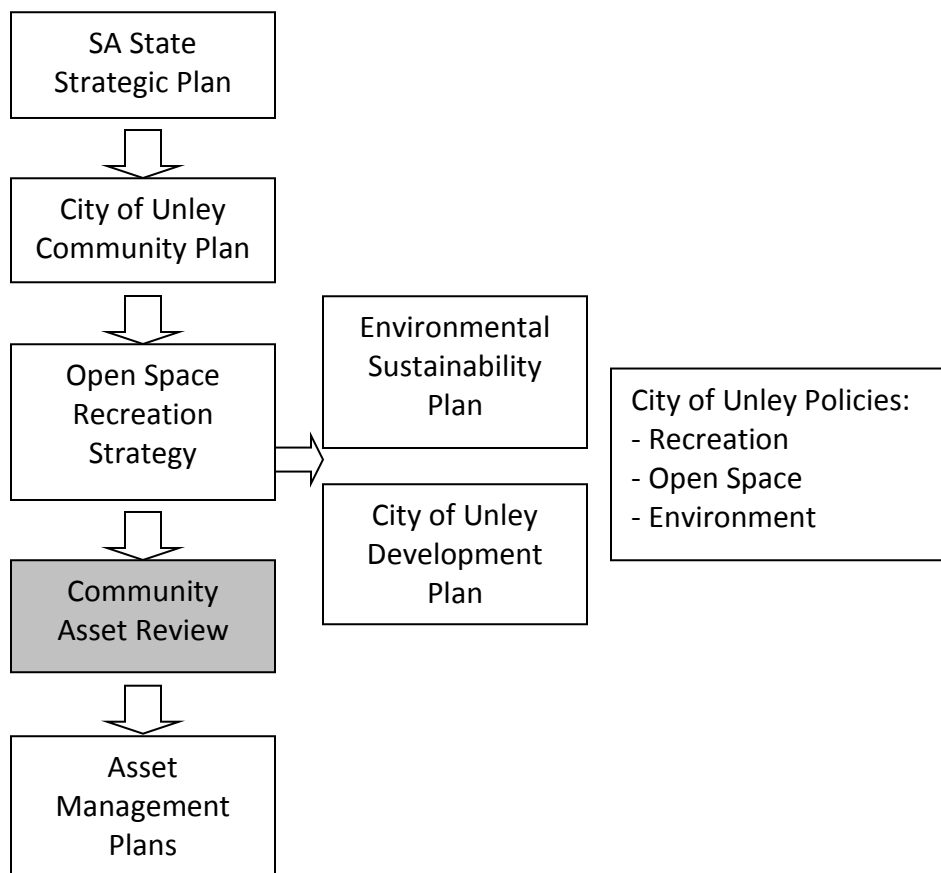


Figure 1: Relationship of the Community Asset Strategy to other strategies and plans.

A summary of the relevant directions and priorities in the above listed documents is as follows:

- A proposed increase to the population of South Australia to 2 million by 2027
- Potential for higher density residential areas in the City of Unley, creating an increased reliance on Council's community assets.
- A focus by the State Government on improving the health and wellbeing of South Australians including an increase in sport and recreation participation and an increase in the use of public spaces by the community.
- The provision of quality community facilities that enable appropriate services to be delivered to meet community need is a priority.
- The City of Unley will have an ageing community and will support the community through the provision of appropriate assets and services will be a priority.
- Investigate and capitalise on opportunities to provide more open space in the City of Unley.
- Ensure all Unley residents have access to safe and accessible facilities.
- There may be a requirement for Council to consider new ways of providing community assets, including their design, functionality, and management to achieve more efficient outcomes.
- A focus on reducing Council's impact on the environment.
- As many community assets are located on community land, Council's Community Land Management Plans and the *Local Government Act 1999* must be considered when proposing changes to community assets on community land.

Community and Stakeholder Engagement

The development of this Plan involved extensive consultation with Council staff, Elected Members, and primary stakeholders (sports club and community groups). The initial consultation on the draft recommendations was undertaken from January to April 2012. The draft Strategy was then released for wider community consultation (September and October 2012).

The key findings of the consultation included:

- There has been significant investment by Council and the community in community assets over the last 20 years.

- Many sports clubs and community groups in Unley have been based at their current location for over 50 years (and over 100 years in some cases).
- Some clubs have improved their membership and financial position in the last 5 years, whilst others have experienced decreases or other circumstances, which have impacted their long-term sustainability.
- Some facilities are no longer considered adequate to meet the current and/or future needs of users and the wider community due to their size, functionality, condition, or a combination of these reasons.
- Some facilities are and will continue to be adequate for current and future use over the next 5-10 years.

A detailed summary of the consultation is included in Appendix C.

Demographic Information and Social Trends

A number of trends that may impact Council's provision of community assets in the future have been identified and listed as follows:

Focus Area	Social Trends	Implications for Unley
Population Growth	<p>Population in 2011 = 36,840 (ABS Census, 2011)</p> <p>Projected increase = 7000 by 2040.</p> <p>Slow overall growth of 10% (0.6% per year), which translates to a total of 3576 new residents (ABS Census, 2006).</p>	<p>Whilst the City of Unley has not experienced high growth, it will continue to grow due to its proximity to the City, and standard of living.</p> <p>There will be a need to cater for the projected population growth.</p>
Age	<p>The age profile is steady across most age groups. The most significant decrease occurred in the 25 – 34 year age group with the 50 – 59 year age group experiencing the biggest growth.</p> <p>In particular there is an increase of 'baby boomers' (those born between 1943 and 1960) in Unley. Many baby</p>	<p>It is important that the City of Unley provides adequate services both to typical 'baby boomers' (those with substantial financial support) and others who may have ailing health, be housebound or require access to community</p>

	<p>boomers are nearing the age of retirement and as such may be spending more time at home.</p>	<p>services (Centre for Ageing Studies, 2006).</p> <p>It is important that access is provided to activities where older people feel safe and able to participate in recreation that offers continued social contact with the broader community. This may also result in increased demand for less strenuous recreation activities.</p>
Income	<p>The 2011 Census (ABS, 2011) shows households in Unley earn significantly higher median incomes than the Greater Adelaide Statistical Division.</p> <p>Unley Local Government Area = \$1,428 Greater Adelaide Statistical Division = \$1,106</p> <p>This is combined with the median monthly mortgage repayment for both areas as follows: Unley Local Government Area = \$1,950 Greater Adelaide Statistical Division = \$1,545</p>	
Housing	<p>The City of Unley has a slightly lower proportion of home ownership and higher proportion of rental than the metropolitan area. Detached houses are the predominant form of dwelling, comprising 61.5 percent of all dwellings. 20.4 percent of dwellings are flats or apartments, compared to 11 percent in the Greater Adelaide Statistical Area.</p>	

Employment	<p>Full-time and part-time employment in Unley remains similar to the Greater Adelaide Statistical Area. The percentage of all people employed is 57.9% in Unley and 56.9% in GASD (full time), and 32.4% in Unley and 31.6% in GASD (part time). Unemployment rates are also similar (4.7% in Unley and 5.8% in GASD).</p> <p>Unley has a higher number of people working over 40 hours per week (43.6%), when compared with the GASD (39.4%).</p>	<p>Whilst employment statistics in Unley are similar to the GASD, a higher proportion work over 40 hours per week, suggesting less residual time for many Unley residents, and a higher importance of quality leisure and recreation experiences.</p>
Vehicle Ownership	<p>Vehicle ownership in Unley (1.6 vehicles per household) is similar to the GASD average (1.7 vehicles per household).</p>	<p>Whilst current figures indicate relatively high car ownership, potential future higher density housing and proximity to key destinations may reduce vehicle ownership in Unley. This may place increased demand on public transport, walking and cycling networks, and access to other forms of transport.</p>
Culture	<p>When comparing country of birth statistics, Unley is similar to the GASD (72.2% and 70.2% respectively). Unley has seen an increase in the number of people born in China (2.1% in 2011 and 1.2% in 2006), this is higher than the GASD (1.3%).</p> <p>Unley has seen a decrease in people born in Greece since the 2006 Census (1.8% in 2011 compared with 2% in</p>	<p>Australia is a multi-cultural society and increasingly people are recognising the value of celebrating people's diversity. Public involvement in cultural pursuits and the arts is increasing accordingly.</p>

	2006).	
Accessibility	Over twenty percent (22.4%) of the South Australian population has some degree of disability, (ABS, 1998), which is higher than the national average.	Whilst this figure represents a higher than national average, there is increasing growth in participation by individuals with disabilities in recreation activities.

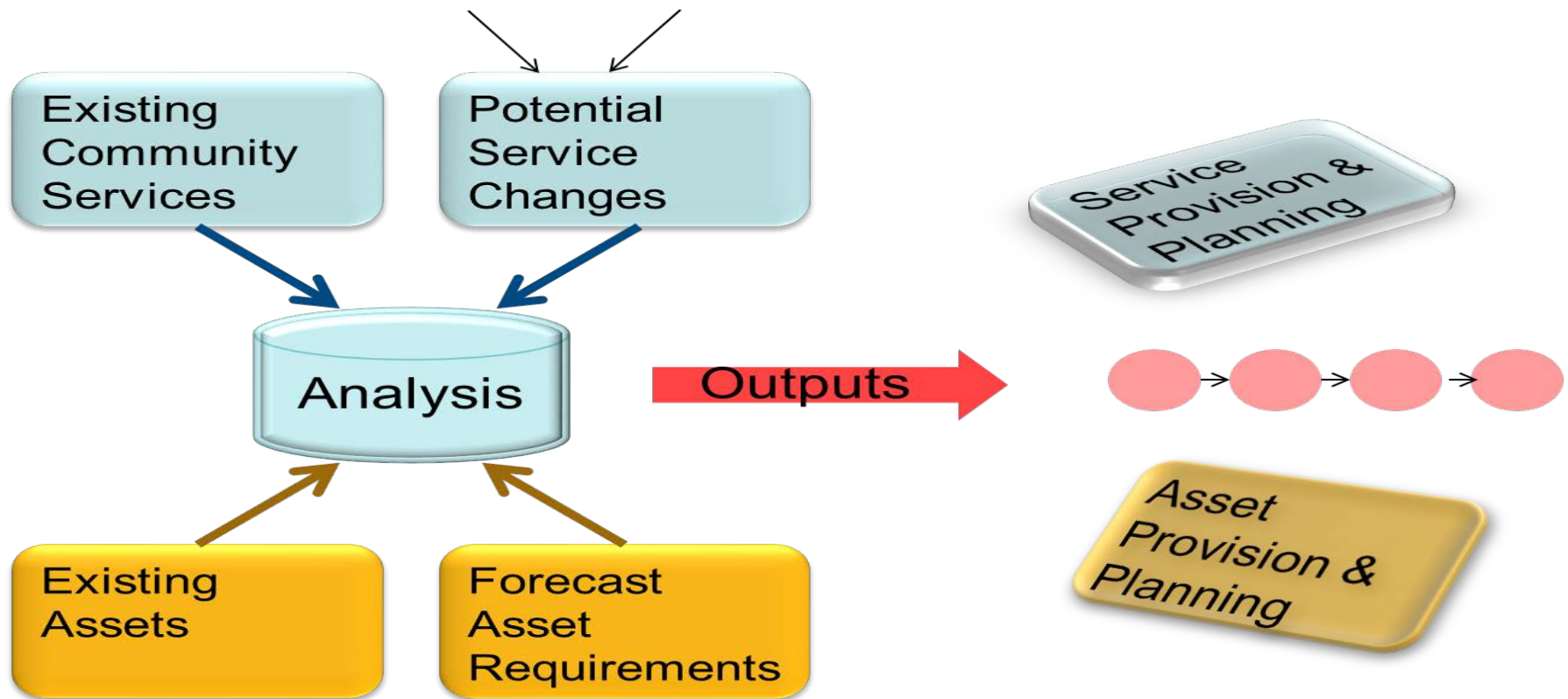
Other Considerations impacting Council's Community Assets

Quality versus Quantity	Community asset (including buildings and open space) provision is increasingly being managed through a cost benefit analysis approach where consideration is given to both the cost to maintain assets and use.
Zoning	The location of sports and recreation groups in open space is largely determined by appropriate recreation or community land use. Some clubs may grow to become so large that they 'outgrow' their facility.
Sustainability of Clubs, Community Groups and Community Assets	<p>Many local sport and recreation clubs and other community organisations are coming under increased pressure from escalating insurance premiums, declining membership, and a declining volunteer base. Such issues are magnified further when many clubs operate in isolation and are sole tenants of facilities.</p> <p>Clubs are also being encouraged to operate more like a business, with requirements placed on them to develop business and marketing plans to build their membership and ensure financial sustainability.</p>
Management Agreements	Management agreements (such as leases and licences) determine the nature and frequency of use of sports grounds. In many instances long-term leases 'land lock' open space thereby

	restricting access and potential use. Consideration must be given to community access to these areas for unstructured recreational use. This is particularly important for the City of Unley.
Sports Playing Surface Requirements	Communities are becomingly increasingly aware of public safety and are expecting higher standards of maintenance of open space, particularly relating to sports fields and courts. This relates to both the safety of players and participants, and ensuring optimal use of these areas.
Sports Hubs/Precincts	The issues facing local clubs and Councils regarding the declining membership and optimum use of open space are being addressed by many councils through the consolidation of assets and structured activities in areas that are deemed 'sports hubs' or precincts. This ensures a balance between club/organisation sustainability, facility functionality and reduces the cost to ratepayers. It will also be important for Council to continue to investigate asset consolidation and rationalisation.
Other Land Availability	Communities can and do access land that is not under the care and control of local authorities. Perhaps the most common of these is school land that is often used as thoroughfares, play spaces, informal recreation, and even sub-licensed to sporting clubs for structured use.
Supportive Environments	It is becoming increasingly recognised that the environment in which we live is a major factor in a person's choice or ability to access open space and other forms of leisure time activity. That is, the physical infrastructure supplied and managed by local authorities can either be seen to be conducive, or as providing a barrier to increasing activity and access to quality open space.

PART 2 – THE STRATEGY

A visual overview of the analysis process is shown below that recognises four input methodologies (existing services and notes potential future service changes and the relationship with existing assets and future asset requirement forecasts) that promotes continuous review via Process definition – Implementation and Evaluation in line with a set of Guiding Principles that can be applied across the whole asset range.



Guiding Principles

The purpose of the Guiding Principles is to provide a:

- Guide to assist with the design of new assets or upgrades to existing
- Test filter for the development of asset plans and strategies
- Test filter of asset related work throughout the life cycle of the asset
- Guide to assist with prioritisation of asset works and options

Principle 1 – Customer & Community requirements alignment

Assets are designed & maintained to ensure they are fit for purpose, meeting the agreed Level of Service, without additional functionality

Principle 2 – Legislatively Compliant

Assets are designed & maintained to meet compliance requirements at a minimum

Principle 3 – Strategic consistency

Assets related to services are planned & maintained within an integrated planning framework

Principle 4 – Sustainable

Assets are designed & maintained in a manner cognizant of a triple bottom line outcome (financial; environmental; social) & utilizing a life cycle approach

Principle 5 – Equity across the community

A balanced approach is taken ensuring that residents across the community have equal opportunities for required services

Principle 6 – Risk sensitive

Asset based decisions are done so in a manner where risks are identified, understood and managed (WHS; Environ; Public Safety; Political)

Principle 7 – Innovation & improvement focused

Alternative methods of providing services/ assets are regularly examined, & improvements considered, to ensure “best value” options are applied

CAR - Goals



Goal 1 – Community Asset planning & design

Community assets will be planned & managed to deliver the required services at targeted service levels consistent with the Guiding Principles

Goal 2 – Community property assets

The City of Unley offers a wide range of community property related facilities and infrastructure consistent with the Guiding Principles

Goal 3 – Sport & recreation assets

The City of Unley offers a wide range of sustainable sport & recreation facilities consistent with the Guiding Principles

Goal 4 – Portfolio Property management

In providing community assets the City of Unley takes a portfolio approach consistent with the Guiding Principles



Goals and Strategies

This page outlines the goals and strategies that Council will focus on in relation to planning for its community assets from 2013 – 2017.

A series of Actions will be developed for each Goal and strategy to support the adaptation and implementation of the community Asset Review. Whilst this strategy does not recommend amalgamation of clubs / relocations, this will be dealt with during the development of master plans.

GOAL 1 – COMMUNITY ASSET PLANNING & DESIGN

Strategy 1.1 – Ensure that Unley’s Property Management Policy is consistent with the strategic direction and planning framework

Strategy 1.2 - Ensure that assets are designed & maintained in a manner consistent with service expectations, & that Asset Management Plans reflect the declared Level of Service

Strategy 1.3 – Educate Community Groups on the levels of service Unley can provide in a sustainable manner

Strategy 1.4 – Work with Community Groups to achieve an optimum outcome balancing their service expectations & Unley’s asset contribution

GOAL 2 – COMMUNITY PROPERTY ASSETS

Strategy 2.1 – Ensure that our community related assets have the flexibility to meet changes in demand of our community services

Strategy 2.2 – Ensure that the all precinct plans take into consideration the need for a variety of community facilities

Strategy 2.3 – Ensure that appropriate asset management processes are followed for all community related property assets

Strategy 2.4 - Ensure that all relevant community assets have appropriate leases &/ or management agreements in place

GOAL 3 – SPORT & RECREATION ASSETS

Strategy 3.1 – Ensure that sporting and recreation facilities in the City are cognisant of community demand and variety for services underpinned by sustainable asset planning & management.

Strategy 3.2 – Explore opportunities for partnerships in the provision of services and infrastructure to support sporting & recreational needs

Strategy 3.3 – Explore alternative approaches to the provision of facilities and infrastructure to support sporting & recreational needs

Strategy 3.4 – Ensure that appropriate asset management processes are followed for all community property assets

GOAL 4 – PORTFOLIO PROPERTY MANAGEMENT

Strategy 4.1 – Ensure the property portfolio is proactively managed, including acquisition & divestment

Strategy 4.2 – Ensure property maintenance practices are in place consistent with the Guiding Principles

Strategy 4.3 – Ensure appropriate asset management processes are followed for all property assets

Appendix A

No.	Draft Recommendations for Primary Stakeholder Consultation
1	<p>Review the provision of tennis courts. This includes investigating the following options:</p> <ul style="list-style-type: none"> • review and consult on the possible increase in the proportion of organised use of Page Park courts – currently partly used by Fairmont Tennis Club • discuss with Millswood Lawn Tennis Club the inclusion of some synthetic courts instead of lawn courts to enable increased use of the courts • review the provision of courts linked to Unley Oval to enable increased open space (a smaller number of synthetic community courts could be considered). This could include the relocation of Sturt Lawn Tennis Club to Millswood. (see rec no. 3 & 11)
2	<p>Develop and consult on a Master Plan for Goodwood Oval, investigating:</p> <ul style="list-style-type: none"> • needs of organised sport and possible shared upgraded facilities including multi-user buildings (building and oval are currently shared by football and cricket; while hockey and tennis have separate facilities with limited casual access) improving the level of opportunities for casual access • options for hockey growth including potential relocation and synthetic turf • minimising car parking and other impact on residents recognising the residential setting, with quality facilities and no significant increase in size or function of facilities.
3	<p>Review and consult on the function, components and design of the Millswood Sporting Complex to develop a Master Plan including investigating:</p> <ul style="list-style-type: none"> • consolidation of the buildings and provision of a single consolidated multi-user shared clubroom and amenities in a central location that facilitates all users • increased off street car parking and visual exposure of the site • possible increase in accessible open space and/or tennis facilities. This could include moving Sturt Lawn Tennis Club to this location (tennis courts and fencing recently upgraded) (See Rec 1) • removal of bowls facilities and relocation of the Millswood Bowls Club.(discussed as part of rec. 4)

No.	Draft Recommendations for Primary Stakeholder Consultation
4	Due to the high provision of lawn bowling clubs in Unley and the relatively low number of users at Millswood, continue to review the business plan and viability with the aim to establishing three strong clubs or co-locating or merging two clubs.
5	Unley Swimming Centre Investigate options to improve the building facilities to better accommodate centre users and programs
6	Consider the consolidation of accommodation needs for the two Scouts groups and the Guides into one facility on Ridge Park Reserve , in order to achieve: <ul style="list-style-type: none"> consolidation of duplicated services within a small geographic area and more accessible public open space improved and more appropriate multi-user services available to the wider community. (One group could be located at Fullarton Park Centre (Child Youth Health currently leases a cottage at Fullarton Park – could potentially relocate to the Village Green in a wellbeing focus - see Rec 12)
7	Engage with Meals on Wheels regarding their future needs in regard to the ageing population.
8	Consider increased commercial use of some community assets, <ul style="list-style-type: none"> consider and report on social and economic implications of increasing additional commercial use of town hall consider commercial use of one or two village green cottages complementary to the other Village Green Cottages. (See Rec 12 & 13)
9	Consider the establishment of a Policy (eg Trust Fund) to transparently demonstrate to the community the use of net funds from proceeds of sale or commercial use of community facilities to improve existing or establish new community facilities.
10	Consider future alternative uses and/or disposal of some community assets, subject to the other recommendations and outcomes.

No.	Draft Recommendations relating to Unley Central Precinct Plan for Primary Stakeholder Consultation
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11	<p>Develop and consult on a Master Plan for the Unley Oval Sport Complex whilst retaining the existing character and function of the site. Opportunities to consider include:</p> <ul style="list-style-type: none"> • increasing the amount of open space by redesigning the southern “utility” area (sheds used by Council and Bowls Club) • providing a solution to existing interface and exclusivity issues between Unley Oval users • reducing exclusive club use areas and increase recreation activity opportunities accessible to the wider community • consider upgrading the quality, standard, size, and flexibility of club facilities and amenities. This could include considering facility development under the Oatey Grandstand. <p>Consider relocation of Sturt Lawn Tennis Club to Millswood Sporting Complex to improve recreation space at Unley Oval. (See Rec 3)</p>
12	<p><i>*Consider opportunities to strengthen and connect cultural and arts facilities and services by establishing a consolidated Arts and Cultural Precinct at either the Fullarton Park Centre or the Village Green. (already endorsed)</i></p> <p>Conduct an Arts and Cultural Precinct feasibility study into scope, alternative models, key partners, implications of locations, social, economic and environmental implications. Possible partners could include Urban Myth Theatre, Adelaide Potters Club and Broughton Arts Society and Unley Museum display. (See Rec 6,13, 14,15)</p>
13	<p>Consider a “theme” or alternative use for the “Village Green Cottages” to direct future community use. An Arts and Cultural Precinct (see rec. 12) could be considered OR if this is not pursued, based on the future population implications of the age profile, consider a community wellbeing focus (see Rec 14).</p> <p>Alternative uses of the area including redesigning or demolition could be considered.</p>

No.	Draft recommendations relating to Unley Central Precinct Plan not requiring Primary Stakeholder Consultation at this time
14	Consider improving community use of Fullarton Park Centre . This would require a reduction in the level of commercial / government hire. This could be achieved via enhancement as an Arts and Cultural Precinct as per recommendation 12 or a focus on other priority community purposes such as community well being.
15	Investigate potential relocation of the entire display element of the Unley Museum to a more active location in order to maximise community exposure and participation. This could involve establishing an annex to the Unley Library or considering inclusion of the Museum in any other appropriate development that may occur.

No.	Current Council Resolutions for Ongoing Action (for information only)
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No.	Current Council Resolutions for Ongoing Action (for information only)
16	Investigate opportunities to gain community or community group access to additional fields and ovals by pursuing partnerships with the Adelaide City Council and Horticultural Society to use the Adelaide Park Lands and Showground Oval .
17	Continue to work to support the upgrade of the Unley Park Sports Complex
18	Unley Community Centre All research and recommendations of the Report “Future Directions of Unley Citizens Centre and Council Services for the Ageing” be included for consideration in the development of a Precinct Plan for Unley Central. Funds to progress detailed site analysis and preliminary costing for a new or upgraded centre to provide services for the ageing community be considered in the preparation of the 2012 /13 Annual Business Plan and Budget
19	Consider rental increases for state or federal government services through the scheduled review of the Property Management Policy in May 2010.
20	Review and select a Location for a new Community Gardens facility: <ul style="list-style-type: none"> • Further community engagement and assessment proceed for the following potential community garden sites: The Goody Patch, Millswood Park, Parkside Primary School, and Soutar Park • A report be provided outlining suitable site selections, to coincide with the budget process for 2012/2013.
21	39 and 41 Oxford <ul style="list-style-type: none"> • Remove confidentiality and insert

Appendix B – Summary of Stakeholder Comments

The following list is a summary of comments from stakeholder groups. Council Administration conducted face-to-face meetings with primary stakeholders (including sports clubs and community groups) from January to April 2012. Wider community consultation on the draft *Community Asset Action Plan 2013-2016* was undertaken from September to October 2012.

Stakeholder	Summary of Key Comments
General Community	<ul style="list-style-type: none">• Support for the undertaking of Master Plan's at Council's key sport and recreation facilities.• Questions regarding who would implement the actions and how they would be implemented.• Primary stakeholders (sports clubs and community groups) reinforced their feedback from the previous consultation process, particularly in relation to the ongoing sustainability of their organisations and connection with the City of Unley.• Recommendations to investigate opportunities to achieve optimum use of facilities, such as from 8.00am until 5.00pm when many facilities are under used.• Requests to consider the impact of the environment in future decision making, such as the use of solar power and planting of new vegetation (such as fruit trees).• Concern with the future of the Village Green and a possible theme may be detrimental to some organisations.• Consideration of legislative constraints when proposing changes to existing community assets.• Inclusion of community groups who were not originally considered in the Community Asset Review draft recommendations.
Sport & Recreation Organisations	

<p>Fairmont Tennis Club (Page Park, Oakfield Ave, Clarence Park)</p>	<ul style="list-style-type: none"> • Open to allowing the courts to be used for coaching. • Keen to maximise the use of the courts in any way possible, but do not want to share. • The club have an agreed number of hours per year so there is scope to work other use around these times (which currently occurs at a low level). • Opportunity for a fitness circuit outdoors in the park. • The courts require maintenance by Council. • The future of the Club was outlined as viable in terms of sustaining participation levels, and financially.
<p>Forestville Hockey Club (Goodwood Oval – hockey pitch, Fairfax Ave, Millswood)</p>	<ul style="list-style-type: none"> • Club is the oldest hockey club in Australia (established in 1905), and is the only hockey club from Burnside to Seacliff, catering for a large catchment area. • 300 players, which is similar to membership levels in 2007. • Access to a full size synthetic hockey pitch (preferably water based) is essential for the continued viability of the club. Such a facility could be used by other sports and groups. • Club currently spends large amount on hiring other pitches around Adelaide for training and games. • Limited use for Forestville hockey pitch as it is grass. • Important for the club to remain in Unley, and retain the Forestville identity. • Minor upgrades to the club room are required. • Building size is currently adequate but more space would be required if synthetic pitch was installed, to facilitate increased use. • Club are willing to be part of a master plan for Goodwood Oval.
<p>Goodwood Saints Football Club (Goodwood Oval, Curzon Ave, Millswood)</p>	<ul style="list-style-type: none"> • 300 members (non-players), 365 players, 50 Auskick program participants. • Membership has slightly increased since 2007, but growth is limited due to availability of grounds. • Current facility is appropriate but will not meet future growth of club combined with needs of the community. • Minor upgrades to kitchen, bar, change rooms are required, and additional storage required. • Club are willing to be part of a master plan for Goodwood Oval.
<p>Goodwood Cricket Club</p>	<ul style="list-style-type: none"> • 170 players in total (6 senior and 7 junior teams), which is a decrease from 2007, and may be

(Goodwood Oval, Curzon Ave, Millswood)	<p>due to the lack of access to other facilities.</p> <ul style="list-style-type: none"> • One of the largest turf cricket clubs in SA due to good management and a strong junior program. • Cricket is a high cost sport (registration fees, balls, equipment). • Club struggles with pitch condition at start of season due to the football, and does not have a high impact on the oval. • Existing practice wickets are sufficient but there are issues with slopes and drainage. • Club agrees with consolidated facilities that enhance the oval, provides more storage and provides improved car parking.
Tennis SA and Goodwood Tennis Club (Millswood Tennis Complex, Goodwood Oval, Chelmsford Avenue, Millswood)	<ul style="list-style-type: none"> • 200 member players (Goodwood Tennis Club), 50 casual users per week, 100 spectators. • There is a suggestion that the club are at capacity with the current facility. • Centre is open approximately 80 hours per week (canteen open 80-100 hours per week). • Tennis SA has expressed the need for more hard courts in Adelaide, especially hard courts to facilitate year round participation. • Would like to upgrade floodlighting at all courts (including new lights on front four courts), with the ability to isolate individual lights. • Car parking needs improvement. • There may be an opportunity to sub-lease part of the existing building. • Willing to be part of a master plan for Goodwood Oval.
Millswood Croquet Club (18 Millswood Crescent, Millswood)	<ul style="list-style-type: none"> • Membership over 100 and has doubled in the last 2 years • Membership predominantly over 60 years of age • Moderate level of duplication (Unley Park Sports Club is approximately 2km away) • Current building too small (licenced for 45 people) • Off street car parking is limited • Lawn croquet courts are of a high standard, and club would like to have access to more playing areas • Of the 3 courts, 2 comply for competition • Club is currently in a good financial position, and continued growth in the sport is expected • Shared toilets are an issue • Would like a secure fenced facility

	<ul style="list-style-type: none"> • Wish to be separate from other clubs at the Millswood Sporting Complex • No objection to changing the building or configuration of the site for the benefit of the club
<p>Millswood Bowling Club (18 Millswood Crescent, Millswood)</p>	<ul style="list-style-type: none"> • 43 full members, 96 associate members, 67 social members (correct as of 2011). • Club established in 1922. • Night owls has remained popular, however full membership has decreased. • The club has experienced financial hardship in recent times. • Relocation of the club to another would possibly cause the club to fold. • Club has been involved in relocation discussions with Unley Park Sports Club, but clubs were not willing to negotiate and no decisions were made. • Club working to increase membership through external hirers, schools, and creating a community focus. • Some aspects of the facility need urgent upgrade, including toilet and kitchen facilities. • Club note that with an ageing population, demand for lawn bowls may increase. • No objection to changing the building or configuration of the site for the benefit of the club, and would like to remain at the site.
<p>Millswood Lawn Tennis Club (18 Millswood Crescent, Millswood)</p>	<ul style="list-style-type: none"> • 150 members, which has remained static due to capacity of the lawn tennis courts (as they require a rest). • Club established in 1922, and constructed building in 1975 using a Council loan which the Club has repaid. • 6 lawn tennis courts are required for club to participate in the lawn tennis association. • The club are willing to merge or relocate but would need an appropriate facility, such as 14 courts (if the merge was with another lawn tennis club), and an adequate club house.
<p>South Australian Society of Model and Experimental Engineers (SASMEE) (18 Millswood Crescent,</p>	<ul style="list-style-type: none"> • 134 members, which is a slight increase in the last 5 years. • Average 300-400 people attend fortnightly run days (5000 per year). • Five similar clubs in Adelaide, and SASMEE cater for a large catchment area. • Club undertakes all maintenance with no expectation on Council for assistance. • Space is major issues, including storage, car parking, crowd management, and extension of

Millswood)	<p>existing tracks.</p> <ul style="list-style-type: none"> • There is an accessible toilet, but other buildings are dated and require upgrade. • Opportunity to link to a men's shed with TOYS at Clarence Park. • Whilst no recommendations relate to this site, the club is willing to be involved in Master Planning for the Millswood site.
Sturt Lawn Tennis Club (Unley Oval, Trimmer Terrace, Unley)	<ul style="list-style-type: none"> • 100 members - 50 competition players, 50/50 male/female, aged 20-65 years, 30 social players 70% males, 30% females, 80% over 60 years, one member over 70 years. Membership has doubled in last 5 years (between 2007 and 2012). • Don't agree with moving to Millswood. • Open to community use of courts. • Open to shared facility/building. • Master Plan needs to consider lighting or courts, shared facility of an adequate size to provide adequate income stream/savings. • Club does recognise courts are under used. • Club are targeting 100 member in 2012 and junior coaching.
Sturt Bowling Club (Unley Oval, Trimmer Terrace, Unley)	<ul style="list-style-type: none"> • Approximately 50 competitive bowlers 50% male 50% female, 12 social members all male, 75% Unley, 210 night owl bowlers aged 12-70 years with majority aged 20-30 years. • Interested in discussing development/replacement of facilities. • Need more storage and space in order to service the demand. • Small improvements include entrance, roof and extra storage. • Artificial grass is a viable option. • Open to sharing the facility.
Sturt Football Club (Unley Oval, Trimmer Terrace, Unley)	<ul style="list-style-type: none"> • 3000 members (550 Unley residents), 200 players, 500 casual users and other participants • Improve floodlighting (Club has completed a design) to upgrade to 'match play' level. • Investigate fencing concerns (has been an ongoing issue). • Match day set up costs – infrastructure to assist a decrease in these costs for both the Club and Council.

	<ul style="list-style-type: none"> • Opportunities include north-west corner, garden shed area, ticket box/ public toilet, canteen, improve toilets/time clock and consider a permanent function facility at area rear garden sheds with links to Bowling Club. • Club could use Tennis Club building on game days. • Permanent facility under Jack Oatey Stand such as a canteen. • New gym under Jack Oatey Stand. • Convert room in McKay Stand to corporate entertainment area. • Dogs/public access during training is still an issue.
Sturt District Cricket Club (Unley Oval, Trimmer Terrace, Unley)	<ul style="list-style-type: none"> • 160 members/players. This has remained static over the past 5 years, but has grown over the past 10 years. • Would like upgraded facilities in order to bid for state/national games. • Whatever the club's future, would still like a presence at Unley Oval. • The Sturt District Cricket Club feels like the 'younger brother' of Sturt Football Club. • The club has large feeder schools area in Mitcham and Unley but needs more access to ovals. • Requirements include Saturday games and majority of Sundays at Unley Oval, 4 nights a week for training, nets 12 turf and 4 hard at Mitcham, club room overlooking playing field with bar facility.
Unley Park Sports Club (8 Northgate St, Unley Park)	<ul style="list-style-type: none"> • Around 250 players and members. • Approximately 90 tennis, 35 croquet, 65 lawn bowls (55 night owls) and 75 petanque). 60% male/40% female (90% are over 25 years). 50% Unley, 45% SE region and 5% wider area. • Membership has remained static over the past 5 years. • Club attracts a lot of social and school bookings and coaching. • Financially stable, continuing to complete facility upgrade to sustain current membership, attract new memberships and attract increased general usage. • In the past 5 years, the Club has upgraded floodlights on bowling greens and tennis courts and have also upgraded 4 synthetic tennis court surfaces. • Willing and able to accommodate other clubs, but would need to work through management model and would not want this to impact on the identity of other clubs.

Unley Swimming Club and Unley Amateur Swimming Centre(Ethel St, Forestville)	<ul style="list-style-type: none"> • Approximately 100,000 entries per year (9-month season). • Competition with new state swimming centre, but opportunity to attract different market. • Unley Amateur Swimming Club – no lease on building, club own the building but it is in poor condition on Council land, and the club may not be able to maintain expensive items. • More car parking is required. • Wasted space behind Plant Room (Northern end of centre). • Administration building contains asbestos (circa 1960's), does not meet current needs . Redvelopment should consider kitchen, function room, gym, office space. • Junior pools were upgraded in 2004, but require further upgrades to consider safety, DDA compliance, beach entry. • The maintenance of paving outweighs replacement costs in 8 years. • Shade sail should be a permanent structure (20 years rather than 6-8 years). • Unley Swimming Centre is an important community asset in Unley, but requires constant upgrades and more car parking to service community demand.
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Stakeholder	Summary of Key Comments
Community Organisations	
Adelaide Potters Club (84 Edmund Avenue, Unley)	<ul style="list-style-type: none"> • 30 members, which has remained static over the past 5 years (2007 – 2012). • Use of building is approximately 50 hours per week, and there may be opportunities to increase this use, however need to consider fragile items etc. • Not supportive of commercial use of Edmund Avenue cottages due to car parking difficulties. • Prefer to remain at the current site, but relocation is possible if appropriate space and facilities were provided. • Very supportive of the creation of an arts/cultural hub at the Village Green. Club is prepared to share space if this action was pursued. • Would like to see renovations of the building to open the views at the rear, and connect with the Village Green.

<p>Safer Communities (78 Edmund Avenue, Unley)</p>	<ul style="list-style-type: none"> • This building is the administration office for Safer Communities, which provides 3500 Safety Assist locations across SA. • A 25% increase in the number of Safety Assist locations and a 50% increase in the number of schools involved in programs is planned over the next 3 years (2012-2015). • Concern that increasing costs and/or reducing the number of premises for community groups will seriously impact many community groups. • Prefer the Village Green to be a health/well-being hub rather than an arts and culture focus. • Would not be able to relocate easily due to size requirements of a new facility, and opposes a relocation to Fullarton Park Community Centre. • Safer Communities are in a strong financially position.
<p>Child and Family Health Services (411 Fullarton Road, Fullarton)</p>	<ul style="list-style-type: none"> • 1500 people use the facility per year, which is predicted to remain static. • Building used 3 days per week, and potential to increase to 5 days per week. • Limited capacity to expand building. • Government funded service. Funding for service is high but low for building maintenance. • CaFHS would like to be part of a health and well-being hub, and prefer to be co-located with Fullarton Park Community centre if this option was pursued.
<p>Urban Myth (72 Edmund Avenue, Unley)</p>	<ul style="list-style-type: none"> • Note: In late 2012, Urban Myth relocated from this site to the Goodwood Institute building at Goodwood Road, Goodwood. These notes apply to the meeting held with them in February 2012, prior to this relocation. • 160 active members, which has remained static. Over 60% of members are from Unley. • Provides a unique service and works with other community groups to provide services, disadvantaged youth, the elderly, etc. • Do not support commercial use of Edmund Avenue cottages as having community organisations in the civic hub is advantageous to Council. • Support the Edmund Avenue cottages having a particular theme, whether this is arts and culture or health and well-being. The cottages could attract larger arts organisations, such as Fringe, SALA etc. • The cottages should be retained and upgraded to continue their use as community assets.

Cancer Care (76 Edmund Avenue, Unley)	<ul style="list-style-type: none"> • 500 clients (a reduction from 800 since 2007). • Based in Unley since 1986. • The only community-based not-for-profit organisation providing such a wide range of services in SA. • Have undertaken over \$40,000 in upgrades to the building and site since 2003. • Wishes to remain at their current site due to access for clients, relationship with the local area, links to the Village Green (a nice park area for clients). • Supports a health and well-being focus for the Edmund Avenue cottages.
Developing Alternative Solutions to Housing (DASH) Inc. (74 Edmund Avenue, Unley)	<ul style="list-style-type: none"> • Service approximately 250 people annually. • Demand for service fluctuates but will either remain at current levels or increase. • Service provided for a wide regional area, as well as Unley. • Service caters for people with high needs and the organisation provides additional services to what State Government services do not provide. • Prefers to remain at their current location. • Not supportive of commercial use of Edmund Avenue cottages, and supports the cottages having theme. • The cottages should be retained and upgraded to continue their use as community assets.
Meals on Wheels (82 Maud Street, Unley)	<ul style="list-style-type: none"> • 207 volunteers providing 100 meals per day in Unley (5000 meals per day across SA). • Volunteer base and meal provision has remained static over past 5 years (2007-2012) but expected to increase due to ageing population. • City of Unley is a key strategic location for Meals on Wheels and would like to remain in Unley for the long-term. • Current premises suitable but there may be a need to expand due to anticipated increase in demand. • Car parking for the Maud Street site is inadequate. • Potential future opportunities include the purchase of the building from Council, future partnership options and shared facilities, co-location with Unley Community Centre • Would like peppercorn lease to be maintained.

<p>Fullarton Scouts (Culross Avenue, Myrtle Bank)</p>	<ul style="list-style-type: none"> • Club founded 1926 and building constructed circa 1950. • Scouts own the building, Council owns the land. • Club has had a structural engineer certify the building, and has upgraded electrical wiring. • Group uses Scammell Reserve for activities. • Scouts do not agree with merging two clubs due to concerns with child protection legislation and a potential loss of identity to the groups. • Current building attracts other users (i.e. zumba, bridge etc) and could be expanded. • A new facility would be required if the direction to consolidate was pursued, and would need to consider storage, car parking, meeting space, relevant legislation.
<p>Glen Osmond Scout Group (Ridge Park, Barr-Smith Avenue, Mytle Bank)</p>	<ul style="list-style-type: none"> • Glen Osmond Scout Group has operated at Ridge Park since 1924. • Evidence shows Scouts SA is growing and current facility will not be adequate. • A new facility would be required if the direction to consolidate was pursued, and would need to consider storage, car parking, meeting space, relevant legislation. • The group currently has flexibility to access the facility when it suits them, and would like to retain this. • Relocation may cause loss of income to the group through hall hire fees. <p>*Note there have been concerns raised by Council staff regarding the structural condition of the building.</p>
<p>Highgate Girl Guides (53A Fisher Street, Myrtle Bank)</p>	<ul style="list-style-type: none"> • 25 girl guides. • Highgate Guides do not agree with the recommendation to consolidate buildings and scout/guide groups, due to the number of groups, a combined facility would not provide for all groups. • Guides see Scouts as a 'competitor'. • Highgate Guides have a strong connection with the local area, particularly Scammell Reserve. • A new facility would be required if the direction to consolidate was pursued, and would need to consider storage, car parking, meeting space, relevant legislation.

DECISION REPORT

REPORT TITLE: OPPORTUNITY TO CREATE MORE CAR PARKING SPACES ON KING WILLIAM ROAD

ITEM NUMBER: 7

DATE OF MEETING: 29 JULY 2013

AUTHOR: SATYEN GANDHI

JOB TITLE: TRAFFIC ENGINEER

RESPONSIBLE OFFICER: DAVID LITCHFIELD
GENERAL MANAGER, ECONOMIC DEVELOPMENT AND PLANNING

JOB TITLE:

COMMUNITY GOAL:

- Equitable Parking throughout the City
- A thriving and prosperous business community

REPRESENTOR/S: NIL

ATTACHMENTS:

1. LOCALITY PLAN
2. ALTERNATIVE A – 90° LAYOUT
3. ALTERNATIVE B - 45° LAYOUT
4. ALTERNATIVE C - 30° and 90° COMBINED LAYOUT
5. ALTERNATIVE D – MULTILEVEL CARPARK LAYOUT

PURPOSE

To provide information and seek support for further investigations into alternative parking layouts and parking facilities for the Council owned car park at Boffa Street, Goodwood.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be received

2. Further investigation be undertaken into alternative parking layouts and parking facilities for the car park at Boffa Street, with funds for these investigations to be taken from the King William Road Car Parking Fund.
 3. The outcome of the investigation be reported back to the Infrastructure and Capital Projects Committee
-

BACKGROUND

The City of Unley in 2002 created a car parking area at #1 Boffa Street. This area comprises 15 car parking spaces (on an approximately 559 sqm allotment) and is accessed via Boffa Lane. A locality plan is shown in Attachment 1 of this document.

The City of Unley endorsed its Community Plan 2033 with a strategic objective to provide 'Equitable parking throughout the city'. The Strategy aspires to achieve the following outcomes:

- On-street parking is optimised
- The mix of residential and business parking needs are met
- Commuter parking only occurs in appropriate areas

The purpose of this report is to provide information on preliminary concepts and opportunities in relation to the Council owned car park at 1 Boffa Street, Goodwood.

COMMUNITY ENGAGEMENT

There has been no community engagement undertaken at this stage. In the event Council endorses the proposed recommendation, appropriate community engagement will be undertaken with affected residents in accordance with Council's community engagement policy and 'Engage Outside the Square – Community Engagement Toolkit' .

DISCUSSION

The management of parking is vital for King William Road's position as a premier shopping precinct. The King William Road precinct experiences a high demand for parking by visitors, shoppers, locals and employees. It is important that steps be taken to ensure an appropriate mix of travel and parking options are provided to both meet the expectations of the community and provide good accessibility to the precinct.

The Council actively undertakes programs, initiatives and/or activities that enhance safety, accessibility, vibrancy and economic prosperity of its shopping

precincts. In order to achieve the desired outcomes, multiple initiatives have already been undertaken (e.g. 40km/hr speed limit on King William Road, King William Road Master Plan, etc.) by the Council.

The strategic objectives and user demand require a smarter and more efficient use of Council assets. The car park located in Boffa Street is an ideal location for optimising parking as it is a convenient walking distance to the core shopping area in the precinct. It currently provides 15 parking spaces including 1 disabled space.

Increased parking can be achieved through the redesign of the car park to maximise the space available, or through the construction of a multiple storey car parking facility. Various factors must be taken into consideration in any design including safety of access and egress from the parking area, the effect on traffic movements on the adjacent streets, as well as any effects on existing accesses to private parking areas.

Furthermore, any parking areas must be designed in accordance with the Australian Standards AS/NZS 2890.1 - Parking Facilities: Off-Street Car Parking, which govern aspects of the design such as the width of parking spaces and aisle widths to ensure adequate vehicle manoeuvrability. In the case of a multiple level car park, ramp grades and clearance height, among other aspects, must be adhered to. It is acknowledged that the existing provision for disabled car parking spaces will need to be maintained and/or upgraded with future developments.

A number of concepts have undergone preliminary investigation to determine whether they may be potentially feasible. These are provided in attachments to the report and are discussed below. Note that variations of these alternatives may be devised following further investigation.

Concept A – At grade 90° Parking Layout

Opportunities

- Can provide up to 20 car parking spaces (i.e. an increase of 5 spaces)
- Two spaces can be converted into one disabled park if deemed necessary

Considerations

- Motorists parked at the southern end of the car park may have difficulty seeing approaching vehicles from the west
- Removal of some existing kerbing, ornamental bollards, and lighting may be required
- Access arrangement and intersection controls will require a review

Concept B – At grade 45° Parking Layout

Opportunities

- Can provide up to 20 car parking spaces (i.e. an increase of 5 spaces)
- Ease of access will be improved relative to the existing layout

Considerations

- Parking bays will encroach onto existing road by approximately 1700mm on the eastern side
- Some difficulty accessing the roadway from existing private parking areas may be experienced
- Will require removal of one tree and construction of a new crossover at the northern end
- Removal of existing kerbing, ornamental bollards, and lighting will be required
- Access arrangement and intersection controls will require a review

Concept C - At grade 30° and 90° Combined Parking Layout

Opportunities

- Can provide up to 24 car parking spaces (i.e. an increase of 9 spaces)
- Includes one disabled parking space

Considerations

- Will require removal of one tree and construction of a new crossover at the northern end
- Removal of existing kerbing, ornamental bollards, and lighting will be required
- Access arrangement and intersection controls will require a review

Alternative D – Multiple Level Parking Facility

Opportunities

- Can provide up to 27 car parking spaces total over two levels

Considerations

- May be difficult to provide disabled parking due to ramp grades
- Relatively expensive compared to 'at-grade' alternatives
- Removal of existing kerbing, ornamental bollards, and lighting will be required
- Access arrangement and intersection controls will require a review

ANALYSIS OF OPTIONS

Option 1 – Further investigate the alternative parking layouts

Alternatives will be further explored including obtaining cost estimates, further design work, and additional analysis of the benefits and disadvantages of each potential option.

Advantages

- Additional parking capacity will be achieved in the King William Road precinct.

- Impact of on-street parking on local residents will be reduced.
- Aligns with the Community Plan objective of providing equitable parking throughout the City

Disadvantages

- Further investigation will require Administration time at the expense of other duties.
- Further investigation will require funding for engaging expert consultant services
- Alternatives may impact on accesses of existing private parking areas adjacent to the car park.

Option 2 – Do not undertake further investigations into the parking layouts

Advantages

- The resource of time and budget would not be required

Disadvantages

- An opportunity to optimise the use of Boffa Street car park will remain unexplored

RECOMMENDED OPTION

Option 1 is the recommended option.

POLICY IMPLICATIONS

A funding allocation of \$10,000 - \$15,000 will be required to undertake the detail design investigations and community engagement.

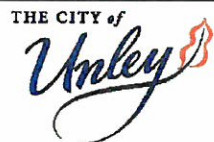
CONCLUSION

Access to parking is important to both the traders and residents in the vicinity of the King William Road shopping precinct. The Council is actively encouraging alternative modes of transport. However, it is also important to optimise the most efficient use of the existing assets and further investigations into the Boffa Street car park layout strives to achieve that outcome.





BOFFA STREET CAR PARK



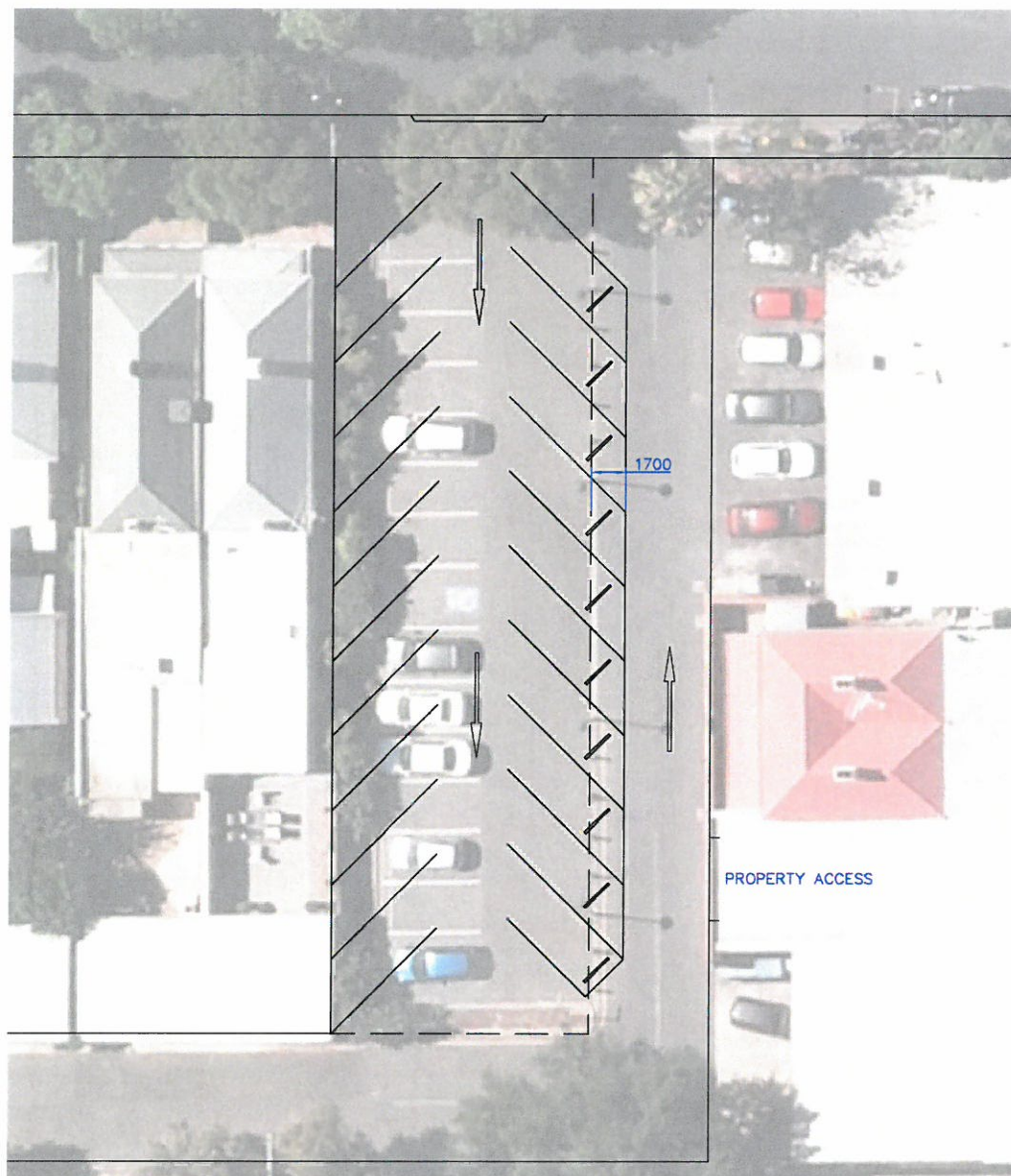
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DRAWN BY: HAYDEN SCHARNBERG
DATE: 19 JULY 2013
SCALE:
SHEET SIZE: A3
EDITION: ALTERNATIVE A



BOFFA STREET CAR PARK



Civic Centre
181 Unley Road
Unley SA 5061

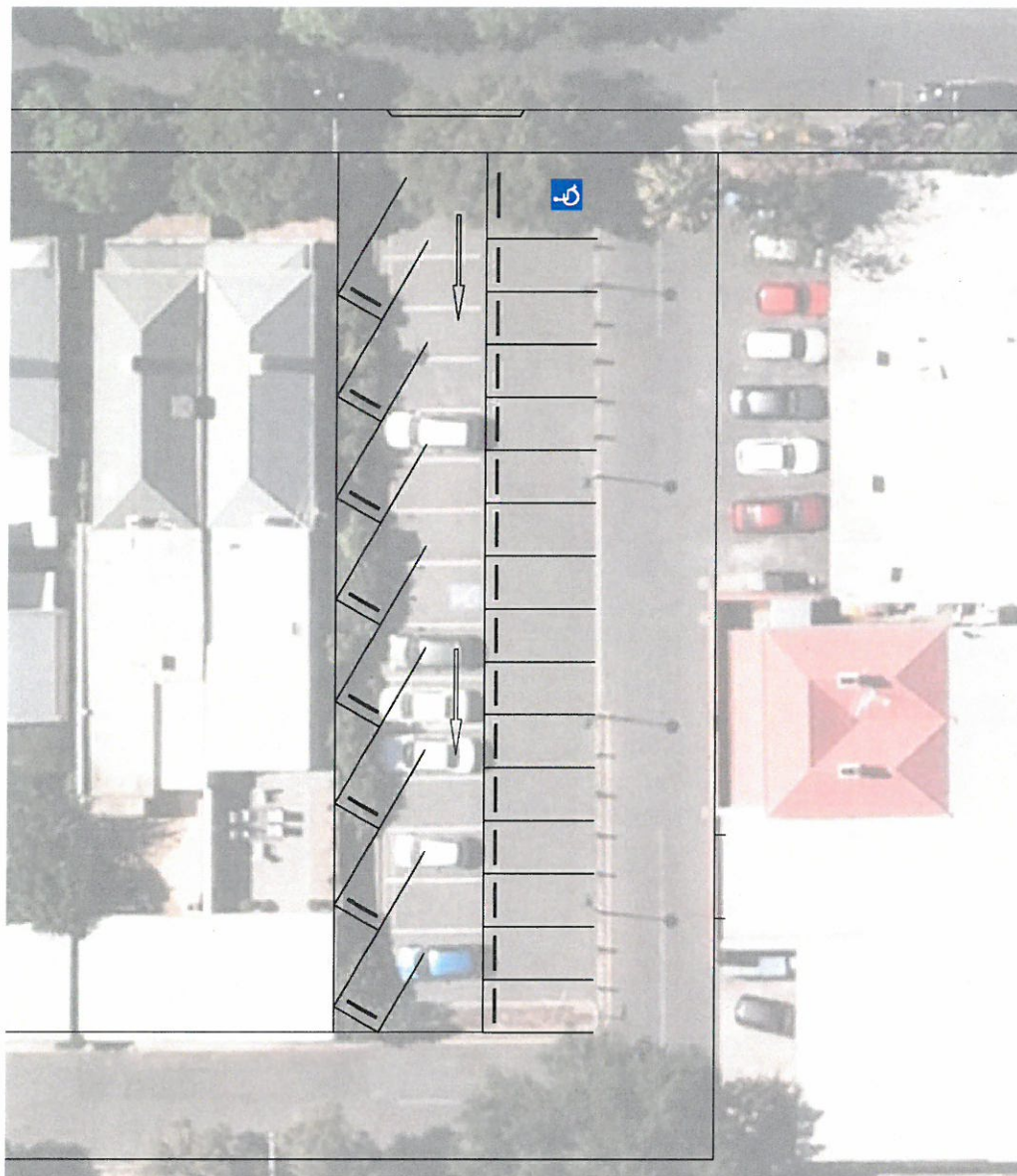
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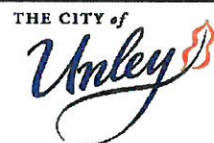
Email pobox1@unley.sa.gov.au
Website www.unley.sa.gov.au

DRAWN BY: HAYDEN SCHARNBERG
DATE: 19 JULY 2013
SCALE:
SHEET SIZE: A3
EDITION:

ALTERNATIVE B



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DRAWN BY: HAYDEN SCHARNBERG
DATE: 19 JULY 2013
SCALE:
SHEET SIZE: A3
EDITION: ALTERNATIVE C



LOWER FLOOR



UPPER FLOOR

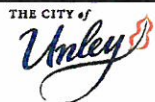


SECTION A-A

NOTES

- CAN PROVIDE UP TO 27 CAR PARKING SPACES
- CAR PARK IS DESIGNED IN ACCORDANCE WITH AS 2890.1 - OFF-STREET PARKING, HOWEVER SOME MOTORISTS MAY FIND MANOEUVERING DIFFICULT
- RAMPS CAN ONLY ACCOMMODATE ONE VEHICLE AT A TIME. THEREFORE POTENTIAL DELAYS AND/OR CONFUSION WHEN TWO VEHICLES APPROACH EACH OTHER
- PEDESTRIANS ARE REQUIRED TO SHARE RAMPS WITH VEHICLES
- NO OPPORTUNITY FOR DISABLED PARKING DUE TO INAPPROPRIATE RAMP GRADES FOR WHEELCHAIRS
- WILL REQUIRE REMOVAL OF EXISTING KERBS IN THE CAR PARK AND REMOVAL OF EXISTING LIGHT POLES AND BOLLARDS
- STRUCTURAL ELEMENTS ARE FOR EXAMPLE ONLY

BOFFA STREET CAR PARK



Civic Centre
181 Unley Road
Unley SA 5061

Telephone (08)
8372 5111
Facsimile (08) 8271
4886

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REFERENCE NO:

INFORMATION REPORT

REPORT TITLE: STRATEGIC WASTE PLAN
ITEM NUMBER: 8
DATE OF MEETING: 29 JULY 2013
AUTHOR: BRENTON CURTIS
JOB TITLE: MANAGER STRATEGIC ASSETS
RESPONSIBLE OFFICER: JOHN DEVINE
JOB TITLE: GENERAL MANAGER ASSETS AND INFRASTRUCTURE
COMMUNITY GOAL: GREENING
LEADERS IN WASTE REDUCTION
REPRESENTOR/S:
ATTACHMENTS: STRATEGIC WASTE PLAN 2013-2017

PURPOSE

This paper provides a background to enable discussion at Committee regarding the development of a waste management strategy.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be received.

BACKGROUND

Waste has been identified as a key objective in Council's 4 year plan "Greening ...Our path to a Sustainable City", is a service area that Council has been providing for its community for many years, and has legislated requirements to meet.

The principal components of the waste services are:

- Weekly domestic waste collection
- fortnightly recyclable collection

- fortnightly greens collection
- park and road side litter bins
- hard refuse collection once per year on call.

Currently the first four components are contracted out under a seven year agreement with East Waste which expires August 2014. The hard refuse service is provided internally, while litter bins are a shared responsibility between East Waste and Council.

The high cost of waste services, the community expectations, and legislative requirements demand that Council has a clear strategic direction and service level targets.

DISCUSSION

Given the importance placed on waste services by the community, the high profile in the 4 year plan, and the fact that Council has not reviewed its corporate waste management strategy for some time, the attached draft Waste Strategy has been prepared to give the organisation clarity of direction and objectives, and a clear set of service targets.

This strategy will assist Council in working towards achieving the proposed objectives in its 4 year plan in regards to waste management in the City of Unley.

Waste is also one of the single largest contracts and budgets that Council has and as such should have the appropriate management and direction to ensure the most efficient and cost effective service available. The draft strategy will inform the development of the new waste contract.

The draft waste strategy contains a suite of actions for management and the community to achieve the desired objectives outlined in the Plan while ensuring the responsible management of waste for the City.

As the cost of landfill and government charges continually increase a key approach for Council to ensure the costs of its waste management are contained is to reduce the amount of waste going to landfill by improved and efficient resource recovery practices.

A particularly difficult challenge for Council is slowing and reversing consumption trends. While a great deal of emphasis is placed on achieving increased diversion rates from landfill, the amount of waste generated due to increasing consumerism and packaging is extremely important and needs to be addressed through a combination of education and advocacy.

Council will seek out opportunities and or partnerships with industry; other Council's and business to improve on its already encouraging recovery rates and waste services.

Currently, there are a limited number of high density developments in Unley that receive a waste and recycling service from Council. However, future development is likely to be in the form of higher density development and redevelopment of existing sites, which will require appropriate waste related policies to be in place covering aspects such as waste collection vehicle accessibility, bin storage and bin size.

Where Council cannot provide a waste collection service, a system will need to be in place to ensure developments are diverting waste from landfill.

Draft Waste Management Strategy 2013 -2017

City Unley



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1 – Executive Summary

The sustainable management of waste is a key part of economic and community development. Local Government must reduce the environmental impact of waste by assisting their community to minimize waste production, increasing recycling and organic waste diversion rates, finding alternatives to landfill disposal and meeting statutory requirements.

Actions to reduce waste, either by the more efficient use of resources or by enabling the recovery and reuse of discarded material, are critical elements of sustainable waste management practices.

One of Council's greatest challenges is to manage waste from increasing and unsustainable consumption patterns. Waste per capita is rising steadily and part of Local Government's role is to educate and inform the community to help them make sustainable choices.

The City of Unley currently diverts 69% of its kerbside collected waste from landfill, an increase in diversion since 2009 where the diversion rate was 66%. The State Government's Waste Strategy released in 2005 by Zero Waste has set a diversion rate 70% by 2015.

A bin audit in 2012 indicated that approximately 12% (previously 22.6% in 2009) of the material by weight, (paper, green organics and glass) currently placed by residents in the residual waste bins could be diverted from the waste stream into the recycling or the green organics streams. If this waste was diverted waste disposal costs could be reduced.

In 2009 food represented 29% of waste in the Unley residual waste bin. This was lower than a study carried out by Zero Waste in 2010 which indicated that the average residual waste bin contains 44% food. However the recent Unley audit indicated that food presented in the waste bin had increased to 57%. This equates to 3.9kg of food per week per bin, from this figure an assumption can be made that 3700 tonnes of food annually is going to landfill (based on 16,000 properties) per year.

A continuing education program to target the removal of these items from the residual waste stream will be implemented during the life of this strategy together with the continued promotion of the kitchen organics program. The placement of this organic matter into the current green waste container will be a key step in reducing up to 3.9kg/hh/wk of material from landfill.

This strategy sets out the process that Council will use to move towards achieving the State Government's diversion targets. Continuous improvement and innovation is embedded within this strategy to ensure Council remains abreast of best practice technology. It includes actions to guide Council's waste management practices over the next four years. These actions will take a twofold approach, firstly aiming to encourage the community to avoid and minimize waste generation and, secondly to sustainably manage the waste collected by Council.

The proposed key Waste specific outcomes, and actions are :-

City of Unley's waste related *Outcomes*

- Community understanding of and commitment to environmental initiatives.
- Improved positive and reduced negative impacts on the environment.

- Ecologically sound and financially viable Council services.
- Improved environmental performance of the Council's services, land and buildings.
- Decreased waste generation and increased resource recovery and recycling to 70% (including food waste by 2017).

City of Unley's waste related Actions

- Encourage community participation and involvement in adopting environmentally positive behaviors.
- Continue Council leadership in mediating the potential conflicts between the natural and the urban environment
- Meet the 2015 State diversion targets for landfill, recycling rates and resource recovery, and change the service model to deliver these results as necessary.
- Align the Council's environment activity to achieve the desired environmental outcomes.
- Maintain, develop and encourage a program that involves local Schools participation in recycling and waste minimisation.
- Review the current Street Sweeping program to ensure it is environmentally sustainable.

2 - Introduction

The City of Unley is committed to reducing waste from its operations and from the community and to manage waste in a sustainable manner. This Waste Management Strategy outlines Unley's vision and key strategies over the next four years. This strategy will enable Council to build upon the momentum generated by the introduction of the best practice three-bin collection system in 2007, and it will help Council meet State Government targets. Through this strategy, Council aims to be a leader in waste management across the broader metropolitan region.

The key objectives to this strategy are to achieve best practice waste management; to work with State Government to deliver innovative solutions to minimize landfill; and to make informed waste related purchasing decisions.

This strategy incorporates best management practices both internationally and locally and adopts current thinking in waste management while seeking to continually innovate and improve as methodologies and technology change.



3 - Background

In 2010 the City of Unley adopted an Environment Sustainability Plan which contained a detailed waste action plan to achieve the waste minimisation objectives as follows:-

- To maximise Council and community recycling;
- To develop a waste avoidance strategy for Council services;
- To meet the required diversion rate through introduction of a food organics program as defined by Zero Waste SA;
- To incorporate waste minimisation principles/actions in Council purchasing policies.

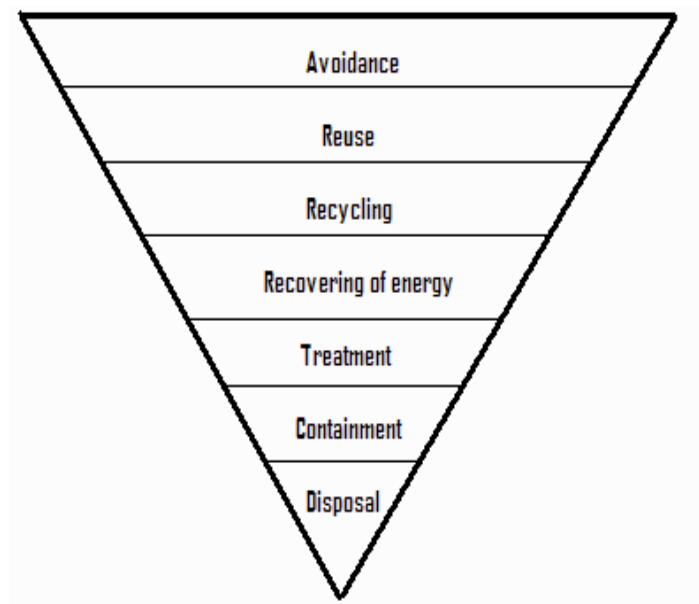
Council's Waste Management Strategy was not only developed to meet these objectives but also align with, the Zero Waste SA and The South Australian Governments Waste Strategy 2010 – 2015 and the National Waste Policy.

The National Waste Policy heralds a new, efficient and environmentally responsible approach to waste management in Australia. The policy, agreed by all Australian environment ministers in November 2009, sets Australia's waste management and resource recovery direction to 2020'.

This plan also builds on and refers to existing systems and operations, as well as recent government strategies and plans that deal with specific environmental issues.

Zero Waste SA

Zero Waste SA is the State Government Agency for waste minimisation and recycling and has been actively involved in the promotion of activities that significantly change the way South Australia addresses resource recovery, recycling and waste management developing the following waste management hierarchy.



The South Australian waste strategy also includes a series of targets for various waste streams as detailed below:-

Waste Stream	By 2006	By 2008	By 2015
Municipal waste	At least 25% of all material presented at kerbside is recycled	50% of all material presented at kerbside is recycled	70% of all material presented at kerbside is recycled
Commercial & Industrial (C&I)	5% increase in recovery and utilisation of C & I Materials	15% increase	30% increase
Construction and demolition (C&D)	20% increase	35% increase	50% increase

Council has met the 2008 target and has almost met the 2015 target. To meet the 2015 target a greater effort is required to remove more kitchen organics from Council's residual waste stream and include it into the current green organics collection program.

Environment Protection (Waste to Resources) Policy

The Environment Protection (Waste to Resources) Policy (EPP), in 2010, was proclaimed under the Environment Protection Act 1994. The EPP is consistent with the principles of the State Waste Strategy but also has a regulatory component. The EPP does have implications due to the mandatory requirements such as banning material from landfill.

Council supports the concept of banning these items that often contain hazardous material, from landfill. In the recent past Council has and is involved with projects to responsibly recycle these waste streams in order to keep them from ending up in a landfill site. Some of the challenges that will need to be faced during the life of this strategy are:-

- Landfill bans on material have been included with nothing offered as a replacement system or recovery method, this could seriously impact on Councils residual waste budget
- It is unlikely that Infrastructure and or markets will be established for all banned waste streams before the implementation of the EPP and the associated community education and awareness programs.
- This is not a market driven policy and is exposed to all of the issues associated with an open market economy. Nothing is in place if commodity prices collapse; stock piling is not an option.
- There will be issues for the hard waste collection programs due to a possible increase in illegal dumping in waste bins, recycling bins and roadside areas with a subsequent increase in costs to Local Government.
- An effective Waste to Resources EPP can improve resource recovery levels and reduce the amount of waste disposed of to landfill. Benefits arising from this will include reduced greenhouse gas emissions, water use and pollution, reduced demand for natural resources, and better amenity in some areas. However there will be a financial cost to implement this policy. Local Government needs to consider its options carefully as much of this implementation and ongoing cost will fall on it.

The EPP progressively bans waste from being disposed to landfill as follows:-

Product	Coverage
From 1st September 2010	
Hazardous waste	Statewide
Lead acid batteries	Statewide
Liquid waste	Statewide
Medical Waste	Statewide
Oil	Statewide
Whole tyres	Statewide
Aggregated card board and paper	Statewide
Aggregated glass packaging	Statewide
Aggregated PET or HDPE plastic packaging	Statewide
Vegetative matter collected by councils	Statewide
From September 2011	
Vehicles	Statewide
PP or LDPE plastic packaging	Statewide
Whitegoods	Statewide
From September 2012	
PVC or PS plastic packaging	Statewide
Fluorescent lighting	Adelaide Metro
Computer monitors and televisions	Adelaide Metro
Whole earthmoving tyres	Statewide
From September 2013	
Fluorescent lighting	Statewide
Computer monitors and televisions	Statewide
Other electrical or electronic equipment	Statewide

National Waste Policy

The National Waste Policy has enshrined the proposal for an Extended Producer Responsibility in 2010, builds on earlier commitments, and responds to the new waste environment. The policy covers wastes, including hazardous wastes and substances, in the municipal, commercial and industrial, construction and demolition waste streams and covers gaseous, liquid and solid wastes. Radioactive waste is excluded.

The aims of the National Waste Policy are to:-

- avoid the generation of waste, reduce the amount of waste (including hazardous waste) for disposal.
- manage waste as a resource.
- ensure that waste treatment, disposal, recovery and re-use is undertaken in a safe, scientific and environmentally sound manner,
- and contribute to the reduction in greenhouse gas emissions, energy conservation and production, water efficiency and the productivity of the land.

This Waste Management Strategy 2013-2017 is designed to provide:-

- A strategic framework to guide Council policy and decision making over the next three to five years.
- To work towards achieving the recycling targets set at local, state and federal government levels.
- Provide a high quality service to the community and to work with them to ensure a clean and healthy Unley environment.

4 - The Future Challenge

In December 2011 Zero Waste SA released the South Australia's Waste Strategy 2010 - 2015 which covers all aspects of solid waste disposal within South Australia. The Strategy forms part of an integrated framework of targets, goals and objectives for achieving the overarching vision of Zero Waste SA. The focus of the State Waste Strategy for the next five years remains focused on reducing waste going to landfill. Under this strategy other wastes will gradually be encompassed such as liquid and agricultural waste. Future reviews of this Strategy will need to address issues and incorporate actions focused on sustainable practices and community engagement in sustainability.

The key areas for sustainable waste management targeted by the actions in the State Strategic Plan are:-

- Minimising wastes produced by the community and Council;
- Maintaining continuous improvement and sustained growth in reuse and recycling;
- Ensuring no recyclables or organics is placed into the residual waste stream;
- Reducing commercial and industrial business waste;
- Providing services to an increasing number of people;
- Slowing down increased consumption patterns;
- Meeting more stringent recycling targets;
- Absorbing rising costs associated with dumping rubbish into landfills; and
- Providing education.

A particularly difficult challenge for Council is slowing and reversing consumption trends. While a great deal of emphasis is placed on achieving increased diversion rates from landfill, the amount of waste generated due to increasing consumerism and packaging is extremely important and needs to be addressed through a combination of education and advocacy.

Future development in Unley is likely to be in the form of higher density development and redevelopment of existing sites. Currently, there is a limited amount of high density developments in Unley and these receive a waste and recycling service from Council, when planning for this higher density, Council needs to consider waste collection vehicle accessibility, bin storage and bin size together with the development of a strategy and guidelines for this eventuality. Where Council cannot provide a waste collection service, a system will need to be in place to ensure developments are diverting waste from landfill.

This strategy sets out Council's activities for the next 4 years to address these challenges and achieve the South Australian government's targets, which are shown below:-

Municipal Sector

- 60% diversion rate of municipal solid waste for reuse and recycling by 2013. 70% diversion by 2015.

Commercial and Industrial Waste Sector

- 65% diversion rate of commercial and Industrial waste for reuse and recycling by 2013. 75% diversion by 2015.

Construction and Demolition Sector

- 85% diversion of Construction and Demolition waste for reuse and recycling by 2013. 90% diversion by 2015.

The proposed actions within the strategy have been identified to ensure that Council:-

- ⇒ Leads by example
- ⇒ Takes a whole of municipality approach (Council, community, commercial and industrial and educational)
- ⇒ Reduces consumption
- ⇒ Minimises waste
- ⇒ Maximises reuse
- ⇒ Maximises recycling
- ⇒ Reduces litter

Partnerships

Successful delivery of the actions and objectives in this strategy requires strong partnerships to be built with community organisations and other bodies, including:-

- ⇒ Zero Waste SA
- ⇒ Department of the Environment
- ⇒ EPA South Australia
- ⇒ KESAB
- ⇒ Eastern Alliance

These partnerships provide advantages for advocacy, information sharing, networking and funding resources.

The City of Unley's Environment Sustainability Plan July 2010-2013 commits the City to supporting and creating an environment that will sustain both current and future generations. This broad commitment covers many areas of environmental improvement; the focus will be directed towards developing long term planning solutions that respond positively to the changing structure of society and community demand for affordable yet responsive living environments.

Waste specific outcomes, actions and initiatives are listed below:-

City of Unley's waste related *Outcomes*

- Community understanding of and commitment to environmental initiatives.
- Improved positive and reduced negative impacts on the environment.
- Ecologically sound and financially viable Council services.
- Improved environmental performance of the Council's services, land and buildings.
- Decreased waste generation and increased resource recovery and recycling to 70% (including food waste by 2017).

City of Unley's waste related *Actions*

- Encourage community participation and involvement in adopting environmentally positive behaviors.
- Continue Council leadership in mediating the potential conflicts between the natural and the urban environment
- Meet the 2015 State diversion targets for landfill, recycling rates and resource recovery, and change the service model to deliver these results as necessary.
- Align the Council's environment activity to achieve the desired environmental outcomes.
- Maintain, develop and encourage a program that involves local Schools participation in recycling and waste minimisation.
- Review the current Street Sweeping program to ensure it is environmentally sustainable.

City of Unley's waste related *Initiatives*

- Develop new contract documentation for the waste, recycling, litter bins and hard waste collection and processing programs to commence in September 2014.
- Pursue joint contract development for the waste, recycling, litter bin and hard waste kerbside collected material with other interested Councils to reduce documentation costs and to ensure a best practice document.
- Maintain a world's best practice, environmentally sustainable, cost efficient three bin waste management system to address issues including contamination rates, capacity and user friendliness.

- Carefully investigate and implement a kitchen organics collection program in conjunction with the green organic program that is capable of achieving the State Government diversion from landfill target.
- Provide advocacy and leadership to contain and manage waste generation at its source.
- Building a sustainable environment is one of the key challenges facing Council which will have as targets.
 - ⇒ The annual residential waste generation per capita.
 - ⇒ The annual residential recycling rate per capita.
 - ⇒ The percentage of community rating satisfaction with overall performance in waste management as adequate or better – 85%



6 - Demographic Profile

The demographic profile of Unley is a key consideration in planning for a sustainable waste/recycling management service.

The City of Unley is a predominantly residential area and is located immediately south of the City of Adelaide. The City of Unley is bounded by Greenhill Road in the north, Glen Osmond Road in the east, Cross Road in the south and South Road and the Anzac Highway in the west.

The Census population of the City of Unley in 2011 was 36,842, living in 16,835 dwellings with an average household size of 2.29 persons. 18,897 people living in the City of Unley are employed, of which 61% are working full time and 38% part time.

The City of Unley began life as a series of large rural holdings that were sold prior to settlement. Once the colonists arrived, the land was subdivided and small villages sprang up to cater to the new residents. The first six subdivisions were Unley and Unley park, which were subdivided 1840, Goodwood, Fullarton and Parkside in 1849 and Black Forest in 1850.

Unley acted as a town centre for the growing number of communities, but each settlement had its own shops, schools, tradesmen, pubs and churches. Villages continued to sprint up on the main roads between Adelaide, Mitcham and Glen Osmond, as orchards and vineyards were planted, dairies and olive oil and jam making factories opened.

As the new subdivisions were opened, the space between the villages closed up, especially from the 1880s on. Open land that had been bush and farmland filled with houses and Unley gradually grew in to the united community it is today.

The concept of the City of Villages survives today in the varying characters of the suburbs and shopping precincts that combine to make up the City of Unley.

The modern City of Unley is made up of the suburbs of Everard Park, Wayville, Goodwood, Unley, Parkside, Fullarton, Myrtle Bank, Highgate, Malvern, Unley Park, Kings Park, Clarence Park, Black Forest, Millswood, Hyde Park, and Forestville.



7 – Domestic Waste Profile

The adoption by Council of the Environment Sustainability Plan July 2010 – June 2013 set some key objectives that should be achieved by the waste action plan.

The specific agreed objectives were:-

The City of Unley should continue to provide its disposed resources services competitively through the use of third party services with contract documentation which ensures waste is collected and processed efficiently in such a way as to achieve desired levels of waste reduction, reuse and recycling.

The City of Unley must maximize Council and community recycling.

The City of Unley should be recognised as being a driving force behind the achievement of residual waste levels, which are the lowest amongst comparable communities throughout Metropolitan Adelaide through the development of waste avoidance strategy for Council services.

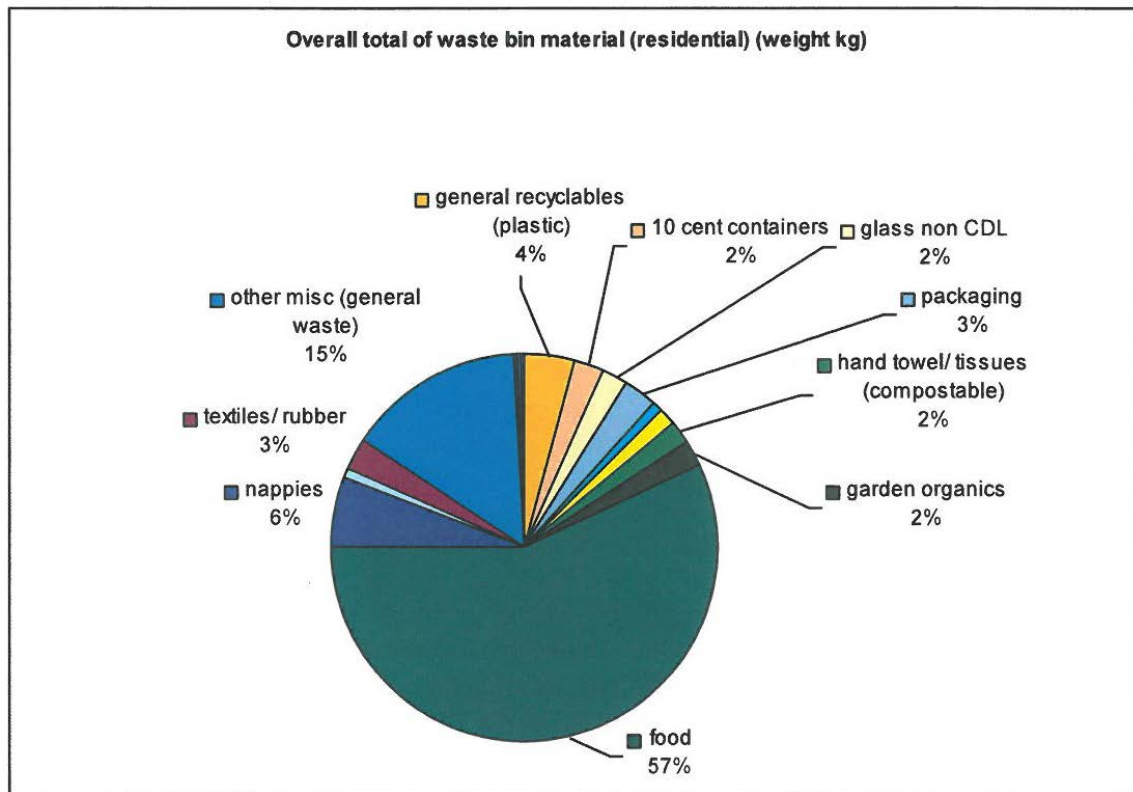
The City of Unley sponsors education programs and these resource support mechanisms to promote the achievement of low residual waste levels, which will be known of by a majority of the community it serves.

The City of Unley is to incorporate waste minimisation principles/actions in Council purchasing policies.

	Three Bin System
Number of services per week	18,953
Residual Waste to land fill annually	7,913 tonnes
Total Recyclables annually	4,616 tonnes
Green Organics annually	4,695 tonnes
Hard Rubbish Collection annually	480 tonnes
Annual Totals	17,704 tonnes
Residual waste/hh/wk	8.03 kg/hh/wk
Recycling/hh/wk	4.68 kg/hh/wk
Green organics	4.76 kg/hh/wk
Hard waste	0.49 kg/hh/wk
Waste to Landfill	44.6 %
Diversion from Landfill	55.4%

8 - Waste Practices in Kerbside Collection

A previous bin audit was completed during 2009. The system at that time was the same as the existing system, a 140L waste bin, 240L recycling bin and 240L green organics bin. The recent 2012 audit indicates Council is diverting 69% of the kerbside collected material from landfill up slightly from the 66% diversion rate that occurred in 2009.



General waste (including textiles) - This component, made up of items not accepted in the recycling or green waste kerbside bins, contained items, which can be recycled.

Food organics – Council provides discounted compost bins and worm farms to assist residents in diverting food waste from the Residual waste container. Trials have been conducted in other Council areas where kitchen organics have been included in the 240 litre garden organics container and Council's current organics processor is now accepting kitchen organics and both materials are, and can, be turned into good compost material. Council during the life of this strategy should review very carefully the existing systems operating within metropolitan Adelaide with the view of implementing any new technology and expanding its existing program in the next 12 months.

Recyclables – Council will continue to provide education about the items that can be placed in the recycle stream and investigate opportunities to increase the frequency of recyclables collection.

Nappies - New technologies are required to remove disposable nappies from the landfill stream.

9 - Unley's Approach to Waste Management

Research: continue to investigate and monitor changes in the management of waste.

Think strategically: for change and understand community aspirations in the context of Council's role in waste management. Implement policies and guidelines that influence Council and community in waste management.

Communicate: promote better waste management practices and share experiences with local business, industry and residents.

Be accountable: take responsibility for our actions and report accurately on our waste management activities.

Show Leadership: lead by example and reduce Unley's impact on the environment through reduced waste disposal.

Be innovative: see new ways to achieve better outcomes in reshaping the consumption patterns of our community and make use of recycled products.

Use teamwork: work together to achieve the best outcome for residents. Develop new partnerships between Council, business and across the community to achieve change in the way our community thinks about waste.



10 - Action Plan

The following program outlines both Council and the Community activities which will enable Council to deliver on its strategic waste related outcomes and actions over the life of the plan.

Council Education

Waste Hierarchy	Action	Responsibility	Cost	Timeline
Waste avoidance	Promote better waste minimisation and management practices through staff education programs and waste wise events.	Assets and Infrastructure	Within operational budget	13/14
Waste avoidance/reuse/recycle	Incorporate waste education into the staff induction program.	Assets and Infrastructure	Within operational budget	13/14
	Promote waste initiatives and projects through the Assets and Infrastructure Team.	Assets and Infrastructure	Within operational budget	13/14
Waste avoidance/reuse/recycle	Promote a range of waste wise practices to staff, including: <ul style="list-style-type: none">the use of reusable bags for staff shopping.reusable cups rather than disposable cups for take-away drinks and staff coffee machines.rubbish free catering.	Assets and Infrastructure	Within operational budget	13/14
Recycle	Provide education and signage for Council staff in using the three bin system (food scraps/green bin, recycling, residual waste)	Assets and Infrastructure	Within operational budget	13/14

Council Activities

Waste Hierarchy	Action	Assets and Infrastructure	Cost	Timeline
Waste avoidance	Include environmental issues as criteria in selecting contractors for waste contracts, such as minimizing greenhouse gases and using alternative fuels.	Assets and Infrastructure	Within Operational Budget	13/14
Waste avoidance	Investigate targets for departmental paper use.	Assets and Infrastructure	Within Operational Budget	13/14
Waste avoidance	Create a no-print policy for all council policies and strategies which includes: Policies available on line. Hard copies distributed to libraries. Hard copies available on request.	Assets and Infrastructure	Within Operational Budget	14/15

Waste avoidance	Review the use of vending machines in Council premises. Reduce the use of disposable cups from coffee machines.	Assets and Infrastructure	Within Operational Budget	14/15
Waste avoidance/reuse/re cycle	Create a policy document that embeds waste wise protocols in all Council procedures, operations and services.	Assets and Infrastructure	Within Operational Budget	ongoing
Waste avoidance/reuse/re cycle	Develop and adopt a green purchasing policy.	Assets and Infrastructure	Within Operational Budget	14/15
Waste avoidance/reuse/re cycle	Hold regular strategic waste planning sessions between key internal stakeholders	Assets and Infrastructure	Within Operational Budget	ongoing
Waste avoidance/reuse/re cycle	Review the Waste Management Operations Policy	Assets and Infrastructure	Within Operational Budget	14/15
Recycle/Reuse	Ensure Council events incorporate green purchasing, waste wise, energy and water reduction measures.	Assets and Infrastructure	Within Operational Budget	ongoing
Recycle/Reuse	Provide garden bins which also accept food scraps for Council owned and operated facilities including: Community Centres. Neighborhood Centres.	Assets and Infrastructure	Within Operational Budget	14/15
Recycle/Reuse	Investigate the creation of a compost interpretation area in the parks area.	Assets and Infrastructure	Within Operational Budget	15/16
Recycle/Reuse	Minimise green waste removed from open space and parks through re-use	Assets and Infrastructure	Within Operational Budget	ongoing
Recycle/Reuse	Review street sweeping program to ensure it is environmentally sustainable and meets best practice	Assets and Infrastructure	Within Operational Budget	14/15

Community – Education

Waste Hierarchy	Action	Responsibility	Cost	Timeline
Waste avoidance/reuse	<p>Prepare an education strategy which incorporates:-</p> <ul style="list-style-type: none"> Promoting reusable cleaning materials. Promoting Council's leadership in waste management through festivals and other public events. An ongoing program for recycling/composting education. Promoting green purchasing programs. Encouraging business and schools to participate in Zero Waste SA's waste education programs through KESAB. Promoting extended producer responsibility with residents and business as it applies to CDL and E-Waste. Develop an exchange education materials and programs through the Eastern Region's Environment group. 	Assets and Infrastructure	Within Operational Budget.	13/15
Recycle	<p>Develop programs to promote:-</p> <ul style="list-style-type: none"> All solid plastics recycling (types 1-7). Squash, Don't Wash your recyclables campaign to maximise recycling bin capacity and save water. Waste/Recycling services for businesses. Correct sorting of wastes to achieve higher diversion rates. 	Assets and Infrastructure		13/15
Recycle	<p>Provide waste management information for the community including:-</p> <ul style="list-style-type: none"> Annual waste management calendars. Waste management kit for new residents. Waste information for business services. Community updates when new materials can be received at the transfer station. An education campaign targeting residents from non-English speaking backgrounds. Promoting Council's services through Unley Life Magazine, media releases and advertisement. 	Assets and Infrastructure		Ongoing
Recycle	<p>Work with the Rates area, Community Centres and/or local Real Estate Agents to distribute materials on waste/recycling services provided in the City of Unley to new residents</p>	Assets and Infrastructure		Ongoing

Recycle	Deliver an education campaign on good composting techniques including workshops in suitable locations throughout the City.	Assets and Infrastructure		Ongoing
Recycle	Investigate and promote an education visitation program to be run in conjunction with KESAB allowing residents to see the processing services of the Waste/Recycling system	Assets and Infrastructure		Ongoing

Community – Kerbside Collection

Waste Hierarchy	Action	Responsibility	Cost	Timeline
Recycle/reuse	Review hard waste collection service to disallow collection of E- Waste by compactor/ vehicle flat top	Assets and Infrastructure		June 2013
Recycle/reuse	Review collection contract to ensure best practice is being maintained and contractor is meeting contract obligations	Assets and Infrastructure		May 2013
Recycle/reuse	Implement a Kerbside audit covering waste recycling and green organics	Assets and Infrastructure	\$20,000	Nov 2014
Recycle/reuse	Assess kitchen organics program as implemented by The City of Charles Sturt and The City of West Torrens.	Assets and Infrastructure		January/ Feb 2014
Recycle/Reuse	Decision on kitchen organics, and if positive develop an appropriate implementation program with suitable information	Assets and Infrastructure		March- June 2014
Recycle	Develop waste management guidelines for multi-unit developments and distribute at Civic Centre	Assets and Infrastructure	\$10,000	2014
Recycle	Council to endorse a requirement for developers to submit a waste management strategy with permit applications for new developments.	Assets and Infrastructure		2014/15
Recycle	Research and adopt new technologies or practices when available for the diversion of: <ul style="list-style-type: none"> ▪ Disposable nappies. ▪ Residential volumes of clinical/prescribed waste. 	Assets and Infrastructure		Ongoing
Recycle	<ul style="list-style-type: none"> ▪ Research the continuation of a recycling service to commercial precincts: ▪ review every 12 months 	Assets and Infrastructure		2013/14 & ongoing

Community – Schools

Waste Hierarchy	Action	Responsibility	Cost	Timeline
Waste avoidance/reuse/recycle	Continue with and promote the KESAB schools program	Assets and Infrastructure		Ongoing
Waste avoidance/reuse/recycle	Seek to encourage school involvement in composting, provide containers as necessary.	Assets and Infrastructure/ Included in KESAB program		Ongoing

Community – Activities

Waste Hierarchy	Action	Responsibility	Cost	Timeline
Waste avoidance/reuse/recycle	Run a training program for home care workers in sustainable waste management	Assets and Infrastructure		13/14
Waste avoidance/reuse/recycle	Encourage community groups to run waste education programs in conjunction with KESAB and Zero Waste SA programs	Assets and Infrastructure		Ongoing
Waste avoidance/reuse/recycle	Promote environment events including: <ul style="list-style-type: none"> ⇒ Clean Up Australia day ⇒ World environment day ⇒ National recycling week 	Assets and Infrastructure		Ongoing
Recycle	Identify and use methods to encourage householders to assist their elderly and incapacitated neighbours with recycling and composting.	Assets and Infrastructure		Ongoing

Community - Litter

Action	Responsibility	Cost	Timeline
Monitor problem areas to identify litter hotspots and trend in littering behaviours	Assets and Infrastructure		Ongoing
Work with key bodies including schools, businesses and community groups to prevent cigarette butts and other forms of litter.	Assets and Infrastructure		Ongoing
Identify alternative measures to deal with cigarette butt litter	Assets and Infrastructure		Ongoing
Work with Council's drainage /street sweeping department to identify and target problem areas and items.	Assets and Infrastructure		Ongoing

11 – Implementation, Monitoring, Review

It is vital to measure progress to assess the effectiveness of any Strategy. Continuous improvement can only be achieved by reflecting on the success and failures of the strategy and adapting actions appropriately.

A yearly information report should be presented to Council, regarding the progress of implementation of this strategy and a comprehensive review plan will be conducted every two years. The information report will consist of:-

- ⇒ Quantitative data in the form of tonnages, costs and diversion rates.
- ⇒ Status of current programs.
- ⇒ Funding requirements for future program.
- ⇒ Industry update.

The monitoring and review process will acknowledge the Council's Waste Strategy achievements, ensure current best practice's reflected, discuss the reasons for ant failures and make any adjustments needed to improve actions.

