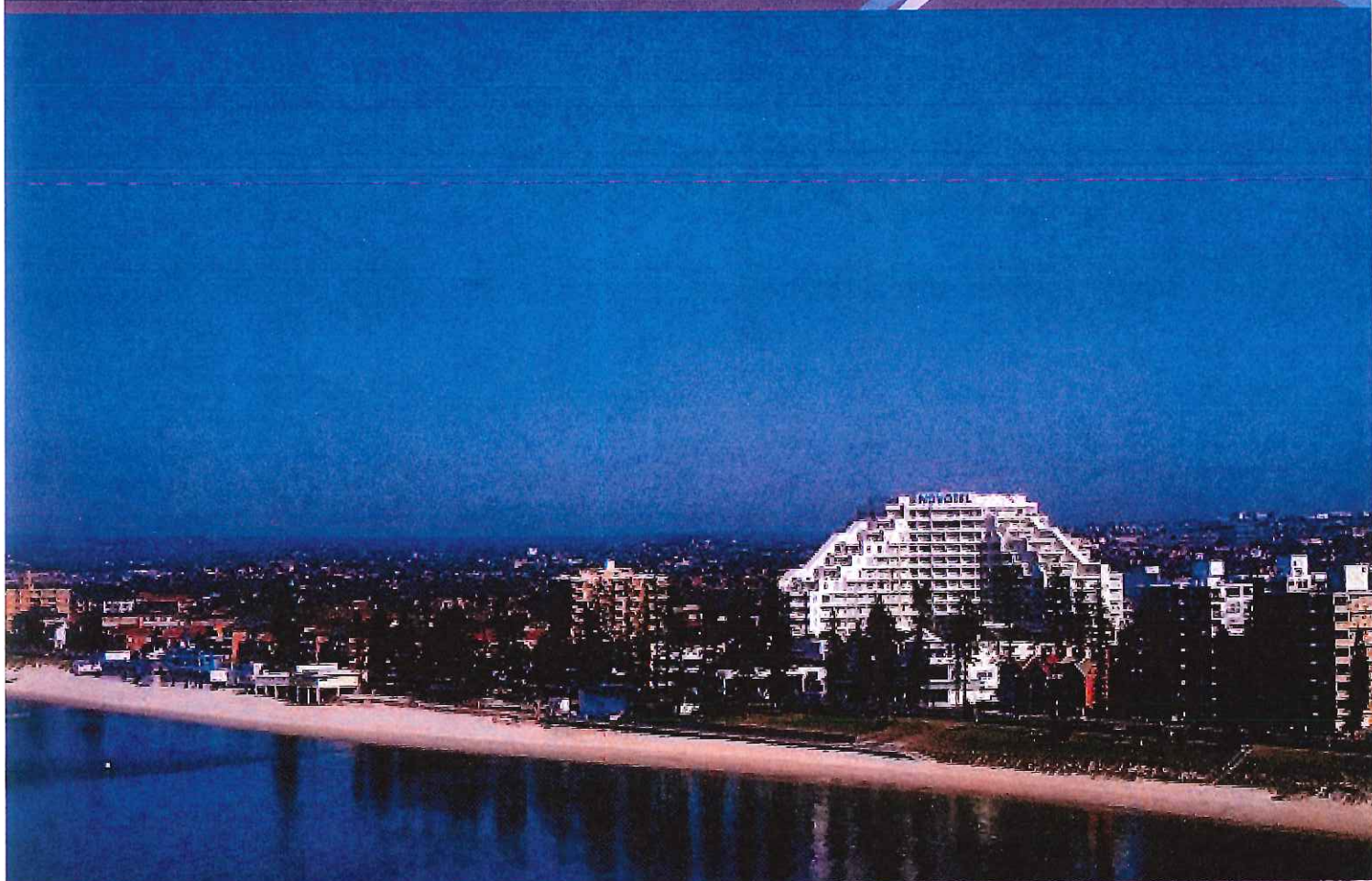


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AUSTRALIAN MAYORAL AVIATION COUNCIL
2017 ANNUAL
CONFERENCE
AND PLANNERS WORKSHOP



3–5 May 2017
Novotel Sydney Brighton Beach
Cnr. The Grand Parade & Princess Street
Brighton-le-Sands, Sydney

HISTORY AND OBJECTIVES

The Australian Mayoral Aviation Council was initiated through consensus by a number of local authorities meeting in Canberra in December 1982. Initially membership of the organisation was open to the Mayor, Warden and/or Councillor (or an appropriate nominee) of local authorities throughout Australia affected, or potentially affected, by airport operations or aircraft noise. The Constitution has subsequently been updated such that the Council is now the members and so may be represented by Mayors, Councillors and/or relevant staff as the member Council may determine.

The current membership is organised on a State basis wherein members from each State are represented on an Executive Committee which is endorsed at the Annual General Meeting.

The current Executive Committee is Vice President, Alderman Jock Campbell, City of Clarence TAS, Mayor Phil Marks, City of Belmont WA, Councillor Jack Medcraft, City of Hume VIC, Mayor John Trainer, City of West Torrens SA, Councillor Paul Tully, City of Ipswich QLD and Immediate Past President, Ron Hoenig MP, Member for Heffron NSW.

AMAC is currently without a President due to Council mergers in New South Wales. Ben Keneally who was Mayor of the City of Botany Bay and President of AMAC and his fellow Councillors at the City of Botany Bay and Rockdale City Council had their roles as elected representatives terminated.

The two Council's were merged in September 2016 and placed under administration until elections for the newly established Bayside Council in September 2017.

AMAC's primary objective is to ensure that all reasonable measures are taken by relevant authorities to minimise the deleterious effect of aircraft and airport operations on local communities.

The organisation, therefore, seeks development of an effective aviation system which serves the needs of the Nation while ensuring the rights of residents in communities adjacent to airports are recognised, respected and protected.

Although one of its' prime objectives is to progress noise abatement, AMAC is not an anti-aviation organisation. Rather it seeks to cooperate with the appropriate authorities and the airline industry generally, to achieve an acceptable and balanced solution to the obvious problems associated with the movement of aircraft.

COMMUNICATION WITH AVIATION ORGANISATIONS

Since its' inception, AMAC has pursued a course which has resulted in its' acceptance by relevant Federal Ministers and authorities so that it is, in effect, the umbrella organisation representing community views on aviation issues throughout Australia.

In response, the major authorities concerned with aviation, such as the Department of Infrastructure and Regional Development, Airservices Australia and various airport and aviation interest groups, recognise and liaise with AMAC. AMAC has also established avenues for input into the legislative process, aviation policy development and operational requirements which may have an effect on community well-being.

A LEARNING EXPERIENCE

AMAC has been fortunate in attracting a diverse range of expert speakers able to equip delegates, whether Councillors or staff, with a better understanding of the direction aviation is taking.

This knowledge in turn informs attendees and assists in building an understanding of the aviation sector and equips them to better represent their community on airport related issues.

INFORMATION SOURCE

In terms of advising members of activities, both current and future, AMAC produces a regular newsletter and convenes its most important forum, the National Conference, on an annual basis.

The Conferences are designed to provide delegates with the opportunity to meet and discuss issues, to hear and examine speakers on a wide variety of subjects and to determine the future of the organisation through the member forum of the Annual General Meeting.

CONFERENCE PROGRAM

WEDNESDAY, 3RD MAY

6:30pm - 7:30pm Informal welcome cocktails V3 Bar, Conference Hotel

7:30pm—onwards Evening Free

THURSDAY, 4TH MAY

9:00am - 9:30am Arrival Tea/Coffee

9:30am - 10:15am Sally Fielke—General Manager, Corporate Affairs, Sydney Airport

10:15am—11:00am Dr Garth Taylor, General Manager, Western Sydney Airport Unit, Department

11:00am - 11:15am Morning Tea Break

11:15am - 12:00pm Ken Keech, Executive Manager Aviation Development, Aerospace Australia Ltd

12:00pm - 12:30pm Annual General Meeting

12:30pm - 1:30pm Lunch

1:30pm - 2:15pm Bruce Gemmill—Chair, Australian Strategic Air Traffic Management Group (ASTRA)

2:15pm - 3:00pm Peter Crook—President Australian Helicopter Industry Association
Afternoon Tea Break

3:15—4:00pm Professor Rico Merkert-Chair, Transport and Supply Chain Management, Institute of Transport and Logistics, University of Sydney

4:00pm for 4:45pm Narelle Bell—Aircraft Noise Ombudsman

Planners Workshop

Brett Whitworth, Executive Director Local Planning Liaison, NSW Department of Planning and Environment

Kerryn Macaulay, General Manager, Aviation Environment, Department Infrastructure
Mathew Booth, Air Navigation Services, Air Services Australia

Morning Tea Break

Andrew Tiede, Manager, Air Navigation, Airspace and Aerodrome Branch
Ron Brent, Inaugural Aircraft Noise Ombudsman (stepped down from that role in February 2017)

Lunch

FRIDAY, 5TH MAY

8:30am - 9:00am Arrival Tea/Coffee

9:00am - 9:45am Ron Brent—Inaugural Aircraft Noise Ombudsman

9:45am - 10:30am Dr Ian Douglas—UNSW School of Aviation and Chair Australian Air Services Commission

10:30am - 10:45am Morning Tea Break

10:45am - 11:30pm Ron Bartsch—Chairman UAS International, Chairman AVLAW International, Member Administrative Appeals Tribunal

11:30am—12:15pm Mike Higgins—CEO Regional Aviation Association of Australia

12:15pm—1:00pm Lunch

1:00pm—1:15pm Bus to International Terminal

1:15pm—3:45pm Issue of security passes and guided airport tour

3:45pm—4:00pm Bus to Hotel via drop-off at domestic terminals

REGISTRATION

Delegates should complete the registration form included with this program and forward to the AMAC Co-ordinator accompanied by the relevant payment. Registrations should be forwarded no later than **Friday, 14th April 2017**.

Electronic Funds Transfer (EFT) or cheque payments are accepted. We cannot process credit card transactions at this time.

Conference Fee includes: Delegates welcome pack, attendance at the Annual General Meeting, Sydney Airport Inspection, conference sessions, arrival and daily tea breaks, lunch and attendance at the conference social dinner and welcome function.

Planners Workshop Fee includes: Arrival and morning tea break, workshop sessions and Thursday lunch.

Additional Charges: Partner tickets to the conference dinner is an additional fee.

Dress Code: The dress code for the conference, including the airport tour and social dinner is smart casual. Closed in shoes are recommended for the Airport tour.

NOTE: Photo ID (license/passport) required for security registration for the airport tour. Failure to present photo ID will exclude you from joining the tour.

Cancellation Policy: All cancellations must be made in writing to the Australian Mayoral Aviation Council. Cancellations received by 5.00pm Friday, 14th April 2017 will be liable for a \$100.00 administration fee. Those received after this date will not be entitled to any refund. Transfer of registration will be accepted.



Novotel Sydney Brighton Beach is situated in the heart of Brighton-Le-Sands' new foodies strip, teeming with cosmopolitan restaurants and cafes. Only 4km from Sydney Airport and 7km from the heart of Sydney CBD, the hotel is also convenient to iconic attractions such as the Sydney

NOVOTEL SYDNEY BRIGHTON BEACH

Cnr The Grand Parade & Princess Highway
Brighton Le Sands NSW 2216

Phone: (02) 9556 5111

Fax: (02) 9556 5119

HOTEL ACCOMMODATIONS

The conference fee does not include accommodation. A discounted rate on a range of accommodation has been negotiated at the Novotel Sydney, Brighton Beach for attending delegates. In order to receive the group rate, please contact the hotel directly and advise reservations that you are attending the AMAC Conference or quote **BAY030517**. Room rates are subject to availability and early reservation is recommended.

Phone: 02 9556 5111

Email: h1656@accor.com



For more information about the Novotel Sydney Brighton Beach, please visit the hotel web site at www.novotelbrightonbeach.com.au

CONFERENCE & REGISTRATION ENQUIRIES

Elizabeth Capecchi or Renai Melia

AMAC Co-ordinators

Phone: (02) 9366 3522

Fax: (02) 9562 1777

Email: Elizabeth.capecchi@bayside.nsw.gov.au

Email: renai.melia@bayside.nsw.gov.au

Mail: PO Box 21

ROCKDALE NSW 2216





2017 Annual Conference – Program Overview

While there have been a number of long standing controls designed to protect required airspace, there has been a good deal of more recent work in developing the National Airports Safeguarding Framework.

Planners participating in the workshop will have a valuable opportunity to delve into airspace and airport environmental and planning issues with panel members before joining the panel and delegates from the concurrent conference stream for lunch.

Following the Thursday luncheon adjournment the Planner's Workshop session will conclude while delegate sessions will continue through the afternoon.

Thursday evening will see the conference dinner at the hotel providing delegates, guests and conference speakers the opportunity to relax, network and generally enjoy the evening.

Speaking sessions will reconvene on the Friday morning and conclude at lunch time after which delegates will have the opportunity for a guided bus tour of Sydney (Kingsford Smith) Airport – the largest and busiest Tier 1 airport in Australia.

The tour will incorporate on-airfield access and, in that regard, security passes are mandatory.

In order for security passes to be obtained it is essential that you have with you an acceptable photo-ID (Drivers License or Passport). Without photo-ID you will be precluded from joining the tour as the necessary pass cannot be issued.

Joining the tour will be a memorable experience and is highly recommended. It will provide a unique opportunity to get up close with airfield real time operations.

At the conclusion of the tour, which will start and finish at the International Terminal, arrangements will be made to drop those tour members wishing to depart at the domestic terminals before proceeding back to the hotel with remaining delegates.

Aside from the expert Planners Workshop Panel, the diversity of conference speakers over the two days will undoubtedly provide delegates with an enhanced understanding and appreciation for the multiple facets of the aviation sector and its relationship with the community.

Your attendance and participation in 2017 conference activities is strongly encouraged.

John Patterson
Executive Director
AMAC.



2017 Annual Conference – Program Overview

Conference Program Overview

Those delegates who have attended recent conferences will note that the format of the 2017 Conference has changed and is now more streamline.

To those delegates from member Councils who have not previously attended an Annual Conference – Welcome.

To those non-member Councils recognising the Conference as an opportunity to learn a little more about a complex industry with existing or foreseeable impact on your community – also Welcome.

For those of you not familiar with the Australian Mayoral Aviation Council it is important to understand that participation in the conference is not restricted to Mayors, although quite a number do attend.

Attendance at the conference is open to Mayors, Councillors or Council staff as each Council may determine. The only exclusion relates to the Annual General Meeting where voting is restricted to member Councils with each member Council entitled to one vote.

Previous conferences have commenced on the Wednesday afternoon with the Annual General Meeting and an airport inspection.

The 2017 Conference proceedings will kick off on the Thursday morning 4th May at 9.30am. However, as many delegates, particularly those from outside of Sydney are anticipated to arrive on the Wednesday, there will be an informal welcome drinks at a gathering on the Wednesday evening. At the conclusion of the welcome function attendees have the evening free.

In that regard it is worth noting that as well as dining facilities within the hotel the Novotel Brighton Le Sands is surrounded by a multitude of dining options for you to choose from.

A further change in the program format is identified by the fact that there will be concurrent sessions on the Thursday morning.

One session stream will see speaker presentations to delegates with the Annual General Meeting programmed prior to the lunch break.

The second stream is designed specifically for Council planning managers and staff. It will be conducted as a half-day workshop aimed at explaining planning requirements relating to development and the protection of airspace around airports.

The workshop panel will include representatives from the Department of Infrastructure and Regional Development, Airservices Australia, the Civil Aviation Safety Authority, Planning NSW and Ron Brent, the inaugural Aircraft Noise Ombudsman.

Registration Form



I will attend the Friday afternoon Airport Tour (Please tick if attending) YES
NO
REMINDER: A Photo-ID will be required to gain admission to the Tour

Delegate information

Title (Dr, Mr, Ms, Mrs, Miss)	
Given Name	
Surname	
Position Title (Mayor/CR/CEO)	
Council/Organisation	
Address	
Suburb/Town	
State	Postcode
Phone	Fax
Mobile	
Delegate Email	
Contact Email	
Special requirements (dietary/access or other)	

Conference Delegates Program		TOTAL
AMAC Member incl GST	\$1,694.00	\$
Non Member Incl GST	\$2,090.00	\$
Planners Workshop incl GST		
Members	\$330.00	\$
Non Members	\$495.00	\$
TOTAL		\$

Additional Tickets		TOTAL
Conference Dinner Ticket incl GST	\$198.00	\$
TOTAL		\$

Total Payment

Delegates Program	\$
Additional Tickets	\$
TOTAL PAYMENT DUE	\$

Accompanying Guest

Title (Dr, Mr, Ms, Mrs, Miss)	
Given Name	
Surname	
Special requirements (dietary/access or other)	

Confirmation

Your registration will be acknowledged via email within 5 working days. A Tax Invoice will be provided for GST purposes. If you do not receive confirmation please contact Elizabeth Capecchi or Renai Melia on (02) 9366 3522 or email Elizabeth.capecchi@bayside.nsw.gov.au OR renai.melia@bayside.nsw.gov.au

Privacy

The information provided to complete this form is required to allow AMAC to process your registration.

Payment Options

Electronic Funds Transfer

Date: ___/___/___ Ref: _____
Bank: CBA, Mascot Branch BSB: 062 200 Account #: 100 213 87
Account Name: Australian Mayoral Aviation Council

Cheque made payable to Australian Mayoral Aviation Council

Please send with this completed form to:
Australian Mayoral Aviation Council, PO Box 21, ROCKDALE NSW 2216
T 02 9366 3522 • F 02 9562 1777 • E Elizabeth.capecchi@bayside.nsw.gov.au OR
renai.melia@bayside.nsw.gov.au

*Credit card transactions are not available.

Cancellation Policy

All cancellations must be made in writing to the Australian Mayoral Aviation Council. Please submit cancellations via email to Elizabeth.capecchi@bayside.nsw.gov.au or renai.melia@bayside.nsw.gov.au or post to PO Box 21, Rockdale NSW 2216. Please note that cancellations received by Friday, 14th April 2017 will be liable for a \$100 administration fee. Those received after 5.00pm on this date will not be entitled to any refund.

Total

Send this completed form to:

AMAC Coordinator • PO Box 21, Rockdale NSW 2216 • T 02 9366 3522 • F 02 9562 1777 •

E Elizabeth.capecchi@bayside.nsw.gov.au or renai.melia@bayside.nsw.gov.au



Gov 8

AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION

NORTHERN MIDLANDS COUNCIL					
Location					
File No.					
Property					
Attachments					
REC'D 20 FEB 2017					
GM	I	A	MYR	I	A
P&DM			CRS		
CSM			PLAN		
E&DM			BLD		
WM			HLT		

17 February 2017

Northern Midlands Council
PO Box 156
LONGFORD TAS 7301

To the Mayor, Councillors and CEO (please distribute accordingly)

2017 National General Assembly of Local Government – Call for Motions

The Australian Local Government Association (ALGA) is the national peak advocacy body for local government. ALGA's work includes but is not limited to the establishment of national policy and extensive liaison and lobbying with departments, Ministers and other parliamentarians at the Commonwealth level to achieve better outcomes for local councils.

The ALGA Board is comprised of delegates from each member association who refer matters of national relevance to the ALGA Board for consideration at regular Board meetings.

The 2017 National General Assembly of Local Government (NGA), to be held in Canberra from 18 to 21 June, is an opportunity for individual councils to identify matters of national relevance to the sector and to submit notices of motion to seek support at the NGA for these matters to be considered by ALGA as national policy, for its advocacy role or for more immediate action by ALGA on behalf of the sector.

On behalf of the ALGA Board I am writing to invite your council to participate in the 2017 NGA by submitting a notice of motion.

In doing so, please note the ALGA Board is calling for motions under the theme of 'Building Tomorrow's Communities'. This year, the NGA will focus debate on motions that address how councils can work in partnership with the Australian Government in particular to meet the current and future needs of local communities.

To assist you and your council to identify motions that address the theme of the NGA, the ALGA Secretariat has prepared the attached short discussion paper. You are encouraged to read all of the sections of the paper, but are not expected to respond to every question in each section. Your motion/s can address one or all of the issues identified in the discussion paper.

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. be relevant to the work of local government nationally;

2. be consistent with the themes of the NGA;
3. complement or build on the policy objectives of your state and territory local government association;
4. be from a council which is a financial member of their state or territory local government association;
5. propose a clear action and outcome; and
6. not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

In accordance with previous NGAs, the ALGA Board will consider notices of motions for inclusion in the NGA agenda and will align similar motions, prioritise motions according to the NGA theme and take any other steps required to facilitate an effective and productive NGA outcome for participants.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au. All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council. Motions should be received by ALGA no later than 11:59pm on Friday 21 April 2017, electronically in the prescribed format. Any administrative inquiries can be directed to ALGA by calling 02 6122 9400.

I encourage you to ensure the views of your council and your community are represented at the 2017 NGA and accordingly look forward to receiving your council's notice of motion.

In addition to those councils sending delegates to debate motions, we welcome the attendance of all elected members and staff who are interested in this year's NGA theme and the engaging list of speakers and sessions we have planned for the event. The NGA will be held during a sitting week and you may also wish to consider meeting with a parliamentarian before, during or after the NGA to pursue matters of specific interest to your region or council.

In closing, please accept my thanks for all the work you do on behalf of your local community and I look forward to welcoming you at the 2017 NGA - the premier event for Australian councils.

Yours sincerely,



Mayor David O'Loughlin
President, Australian Local Government Association

cc: State and Territory Local Government Associations



**AUSTRALIAN LOCAL
GOVERNMENT ASSOCIATION**

**National General Assembly of
Local Government
Building Tomorrow's Communities
18 - 21 June 2017**

Call for Motions Discussion Paper

Submitting Motions

The National General Assembly of Local Government (NGA) is an important opportunity for you and your council to influence the national policy agenda.

To assist you to identify motions that address the theme of the NGA, the Australian Local Government Association (ALGA) Secretariat has prepared this short discussion paper. You are encouraged to read all of the sections of the paper, but are not expected to respond to every question in each section. Your motion/s can address one or all of the issues identified in the discussion paper.

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. be relevant to the work of local government nationally
2. be consistent with the themes of the NGA
3. complement or build on the policy objectives of your state and territory local government association
4. be submitted by a council which is a financial member of their state or territory local government association
5. propose a clear action and outcome
6. not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

Motions should generally be in a form that seeks the NGA's support for a particular action or policy change at the Federal level which will assist local governments to meet local community needs. For example: *That this National General Assembly call on the Federal Government to restore indexation to local government financial assistance grants.*

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au. All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council. Motions should be received by ALGA no later than 11:59pm on Friday 21 April 2017.

Please note that for every motion it is important to complete the background section on the form. Submitters of motions should not assume knowledge. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-Committee as well as by state and territory local government associations to determine their eligibility for inclusion in the NGA Business Papers. When reviewing motions, the sub-committee considers the importance and relevance of the issue to local government. Please note that motions should not be prescriptive in directing how the matter should be pursued. With the agreement of the relevant council, motions may be edited before inclusion in the NGA Business Papers to ensure consistency. If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association, and will not be included in the NGA Business Papers.

Introduction

This year, debate at the NGA will focus on the role of Local Government in building tomorrow's communities. The discussions will look at how councils can work in partnership with the Australian Government to meet the current and future needs of local communities.

Tomorrow's communities will undoubtedly be shaped by the ambition and drive of their people, as well as the investments that governments, businesses and individuals make in people, infrastructure and the places we live and work.

In the Australian context, governments at all levels must focus on creating the environment for people and businesses to innovate and prosper in both cities and the regions. Government service delivery needs to be appropriate and responsive to the needs of communities, and appropriate infrastructure must be provided to drive productivity and social equity.

Local government strives, wherever possible, to assist communities to be productive, innovative and cohesive. Councils can enhance their capacity to respond to new and unforeseen challenges and identify opportunities to help communities build resilience and increase overall prosperity.

The Australian Government has shown that it understands and appreciates that Local Government's strength lies in its capacity to identify and respond to the diverse and emerging needs of communities across Australia. The Australian Government has also shown its commitment to working with Local Government to achieve real and meaningful outcomes for local and regional communities.

ALGA is calling for notices of motions that outline policy suggestions or principles the Australian Government can implement to support Local Government. Notices of motions that meet the criteria will be included in the NGA Business Papers and debated at the NGA. Motions carried at the NGA will be considered by the ALGA Board, and will be forwarded to the Australian Government for their information, response and potential implementation.

Supporting our Cities

The Australian Government has recently focused greater attention on the role of cities, and the Government's potential role in supporting them to be liveable, accessible and productive. Great cities attract, retain and develop increasingly mobile talent and organisations, encouraging them to innovate, create jobs and support growth.

Increased urbanisation is a major issue, globally and within Australia. The populations of Australia's major cities are at record levels, with the 2011 Census finding that 88.9 per cent of Australians live in urban Australia – people are following jobs to urban centres. The overwhelming majority of jobs are located in cities, which is where most new jobs are being created. Australia is among the most urbanised countries in the world. More than 75 per cent of Australia's population lives in the country's 20 largest cities, with more than 60 per cent alone living in Australia's 5 largest cities: Sydney, Melbourne, Brisbane, Perth and Adelaide.

The economic output of our major cities has grown and their importance to the national economy should not be underestimated. However, alongside that growth there is greater demand on transport systems than ever before. Issues of space and the potential conflicts of usability continue to

challenge us, along with the utility and long term capacity of freight hubs, ports and airports and the movement of goods and people.

The Australian Government released its Smart Cities Plan in April 2016. The plan is just one of the ways that the Commonwealth aims to build an agile, innovative and prosperous nation. Key elements of the plan include establishing City Deals (one for each capital city and one for a regional centre in each state), the \$50 million Smart Cities and Suburbs Program (to fund innovative technology solutions to fix complex local problems) and the establishment of an Infrastructure Financing Unit to look at alternative infrastructure financing options such as value capture.

The Australian Government's National Innovation and Science Agenda (NISA), released in December 2015, is another strategy to encourage innovation, growth and productivity, and to increase Australia's capacity to compete in a global market. The NISA focuses on four key pillars - culture and capital, collaboration, talent and skills and government as an exemplar. These pillars provide a framework for Australian innovation policy with initiatives worth \$1.1 billion over four years designed to drive smart ideas that create business growth, local jobs and global success. From supporting start-ups and entrepreneurial activity to fostering R&D and developing the networks of people and technology that support innovation, NISA aims to improve Australia's ability to compete internationally and to harness new sources of growth to deliver the next age of economic prosperity in Australia.

The NISA also looks to address the educational requirements to position our children for the future given that 75 per cent of jobs in the fastest-growing industries in the next 5 to 10 years are likely to require science, technology, engineering and mathematics (STEM) skills. In developing their NGA motions, councils are encouraged to think about and focus on the strategic ways that the Australian Government can support Australian cities.

Supporting Regional Australia

The Australian Government has renewed its focus on our regions and regional development policy. Following the 2016 Federal election, Senator Fiona Nash was appointed Minister for Regional Development and Minister for Local Government and Territories. With the portfolio being elevated to Cabinet, the appointment was seen as a very positive step for local government and for regional development in Australia.

In November, last year the Government released details of the new Building Better Regions Fund (BBRF). The BBRF will invest \$297.7 million over four years in infrastructure projects and community investments to create jobs, drive economic growth and build stronger regional communities into the future. Minister Nash has indicated that the Government will release the Australian Regional Development Policy Statement early this year, which will highlight and focus political attention on Australia's regions.

Local governments are well-positioned to design, create and, above all, maintain tomorrow's communities. Whether these communities are metropolitan, urban, regional or remote, their local council knows the people best and understand the unique strengths of the area.

In developing their NGA motions, councils are encouraged to think about and focus on the strategic ways that the Australian Government can support regional Australia.

NGA Themes

ALGA is calling for motions for this year's NGA to explore the theme *Building Tomorrow's Communities* as well as the following six sub-themes:

1. Governance – community driven planning and development
2. Innovation – identifying and harnessing the key pillars of growth
3. Liveability – maximising amenity, design and community cohesion
4. Data driven public policy – using high quality data to grow the evidence base
5. Social capital – improving the capacity of citizens and optimising workforce trends
6. Technology and Infrastructure – identifying and investing in tomorrow's foundations.

This discussion paper provides some background and poses a number of questions for councils to consider when developing notices of motion for the NGA. This paper is not intended to limit the discussion or thinking around the theme, local governments roles or the sub-themes.

1. Governance – community driven planning and development

Good governance is essential to tomorrow's communities. Ensuring appropriate structures and institutions are in place to oversee the planning and development of the community is as critical as ensuring the community's access and involvement in these structures. The governance structures of tomorrow will cross traditional borders as cities grow, regions are redefined and their functionality (e.g environment, economic, social) changes.

Tomorrow's governance arrangements encompass, but go beyond, our current institutions, tools, or structures. Tomorrow's governance issues may often involve several layers of competency within agencies from across the different levels of government. Our communities need to consider not only the geographical borders but the very definition of these bodies as they grow to incorporate public, private, not-for-profit and community representation.

In strengthening governance, councils are looking to maximise community involvement in governance structures as well as considering ways to extend committees and sub-structures that inform and guide councils. Councils are also considering how best to encourage future leaders to get involved in local government.

In developing your council's notice of motion you may wish to consider:

- What support do you need from the Commonwealth to improve the governance arrangements in your community?

2. Innovation – identifying and harnessing the key pillars of growth

There are examples in Australia, and around the world, where local authorities have embraced innovation to increase economic activity in their communities. This promotes entrepreneurship, boosts the local workforces, diversifies the economic base and helps to future-proof communities.

Councils have successfully enhanced their community's innovative spirit and reputation by: developing new innovation and commercial precincts such as in the City of Boston; improving council business and service delivery by capitalising on new technology such as using apps to enhance community engagement and communication or deliberately directing council business to support local start-up businesses such as in the City of Melbourne; and identifying changes in local industry and workforce trends, and adopting proactive strategies to ensure the community's ability to capitalise on the work of the future and areas of future economic growth such as in the North Melbourne region.

Underpinning these efforts are the networks and connections between people and technology. Innovation and experimentation are key, much like the ability to manage and leverage constant change. Innovation is an ongoing process. Councils need to extend and develop their networks with businesses, service providers and developers. Councils also need to consider how information can be used and shared, and how they can best harness technology to build and foster growth in their communities.

In developing your council's notice of motion, you may wish to consider:

- What support do you need from the Commonwealth to improve innovation within your community?

3. Liveability – maximising amenity, design and community cohesion

Defining “community” can sometimes be difficult. In cities, we may commute many hours a week from work to home or we might be in walking distance. Transport congestion and the price of housing are among the chief concerns. In non-metropolitan areas, the challenges might appear different, such as ensuring ongoing economic development and protecting the sense of community that is so valued, but the fundamental work is the same. Local government has a core role to ensure that our communities, whether regional, urban, suburban or rural are places people want to live because they see the community's future is promising.

Liveability is defined as the sum of the factors that add up to a community's quality of life, including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities. Maximising the liveability of tomorrow's communities, wherever they are, is Local Government's core business.

Identifying the barriers to making your community more liveable can be key in directing thinking and work in this area. Councils around Australia are considering their roles and responsibilities in maximising community liveability.

In developing your council's notice of motion, you may wish to consider:

- What support do you need from the Commonwealth to enhance the liveability of your community?

4. Data driven public policy – using high quality data to grow the evidence base

Data is ubiquitous in today's world. Not only is it the substance that drives information technology and the digital world, but data is the source of information that government and industry are using to plan for the future. It is fundamental that policy should be made based on the best available information. The challenge for government is not just having access to, and the use of, that data but

also ensuring the quality of that information. Urban planning and renewal is one area in which digital innovations have huge potential. City planning projects require extensive public engagement and consultation. Data captured representing communities' concerns and ideas, and desired amenities and suggestions for development, paired with more effective, automated analysis could facilitate an unprecedented level of open engagement between citizens and government.

Rather than piecemeal data coming in from various channels, the simplification of communications through connected infrastructure could generate real-time data and allow governments to address problems more effectively. This enhanced engagement process would create more liveable cities with better services and a higher quality of life.

At the heart of addressing those macro challenges is the question of how data can be drawn on to gain a deeper understanding of the complex interrelationships at play in our communities, and how this may allow us to improve services and infrastructure for our communities.

Councils have access to and own a wide range of data sources. It is worth considering how these sources are used and whether there are untapped sources within council systems. Urban planning has been identified as an area where there maybe benefits from drawing on big data, however councils are considering what other functions enhanced data analytics could assist with. Sometimes knowing the right question to ask is as difficult as finding the answer, given the range of data sources available, there may be a range of insights and intelligence available that would directly enhance councils decision making.

In developing your council's notice of motion, you may wish to consider:

- What support do you need from the Commonwealth to tap into big data and data analytics to provide greater insights into your community and to enhance decision making?

5. *Social capital – improving the capacity of citizens and optimising workforce trends*

Our communities need to prepare for, and adapt to, the needs of the modern labour market while positioning themselves to provide jobs for future generations. This will be challenging given the rate of change occurring in the labour market. Some estimates claim that up to 40 per cent of the jobs that currently exist will disappear over the next 15 years with much of these losses predicted to be in manufacturing, mining and agriculture.

To offset declining demand for jobs in manufacturing, mining and agriculture, communities will need to implement proactive and strategic interventions such as investing in education around STEM (science, technology, engineering and maths) subjects as well as complementary skills such as language, culture, resilience and adaptability. Strong employment growth is also predicted in healthcare and social assistance, retail, and tourism and hospitality.

It is also anticipated that individuals will be required to take greater responsibility for keeping their skills up to date and in line with industry requirements through lifelong learning and training.

Our communities face the difficult task of identifying the most appropriate workforce investments for tomorrow's economy. Identifying the specific competitive advantages of your community and region will assist in guiding these decisions, and well as ensuring there are well-developed community engagement mechanisms around the issue.

In developing your council's notice of motion, you may wish to consider:

- What support do you need from the Commonwealth to strengthen the social capital in your community?

6. *Technology and Infrastructure – identifying and investing in tomorrow’s foundations*

The current focus on smart cities looks at harnessing smart technology to improve the liveability and efficiency of large cities. Real-time traffic management, real-time energy consumption management, integrated public transport networks and data collecting sensors are examples of smart technology which may contribute to the efficiency of a city.

The Australian Government’s Department of the Prime Minister and Cabinet defines smart cities beyond the traditional view to include “support for productive, accessible, liveable cities that encourage innovation and create jobs and growth, with a commitment in both regional and metropolitan areas for smart investment, smart policy, and smart technology”. The Smart Cities and Suburbs Program, announced in 2016, encourages collaborative projects that apply innovative smart technology to solve complex urban problems. The program has a strong focus on “collaboration between local governments, private sector, research bodies and not-for-profit organisations to improve liveability, productivity, and sustainability of Australian regions”.

Other key elements of the Australian Government’s smart cities plan include the concept of the 30-minute city (where travel to and from any location within the city takes no longer than 30 minutes), City Deals and the establishment of the Infrastructure Financing Unit to identify smarter ways to finance investment in our cities.

The smart cities agenda isn’t just focused on large cities. The approaches and ideas can be applied to smaller cities, regions and towns. For councils of all sizes the opportunities technology brings to enhancing service provision and communication within your community are applicable; the careful prioritisation and investment in technology and infrastructure are some of the most important decisions your council will make to position your community for tomorrow.

In developing your council’s notice of motion, you may wish to consider:

- What support do you need from the Commonwealth to allow your community to benefit from the smart cities agenda?