



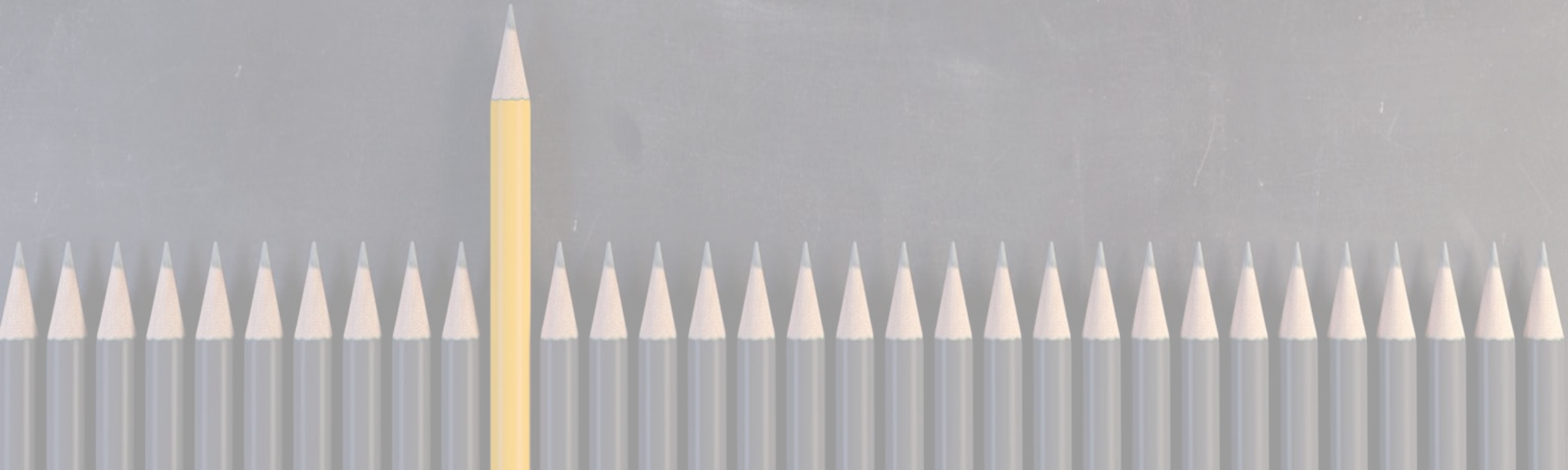
# Kelly Grigsby

Chief Executive Officer, MAV



MUNICIPAL ASSOCIATION OF VICTORIA

# My journey into leadership roles...



# Future Directions

The screenshot shows a web browser window with the URL [sdgs.un.org/gsdrgsd2023](https://sdgs.un.org/gsdrgsd2023). The page header features the United Nations logo and the text "Department of Economic and Social Affairs Sustainable Development". A navigation menu includes "Home", "SDG Knowledge", "Intergovernmental Processes", "HLPF", "SIDS", "SDG Actions", "Engage", "News", and "About". The main content area is a dark blue banner for the "Global Sustainable Development Report (GSDR) 2023". Below the banner, there is a "Related Goals" section with a row of 17 numbered icons representing the Sustainable Development Goals. The banner also includes the text "GLOBAL SUSTAINABLE DEVELOPMENT REPORT 2023" and "TIMES OF CRISIS, TIMES OF CHANGE". Social media sharing icons for Facebook, Twitter, and LinkedIn are visible. The footer of the page lists "HOME", "REGIONAL CONSULTATIONS", "PHOTOS", "INDEPENDENT GROUP OF SCIENTISTS", "GSDR EVENTS", "WORKSHOPS", and "DOCUMENTS". The Windows taskbar at the bottom shows the time as 5:09 AM on 27/10/2023.

# How FinPro and finance professionals can help to shape the future of Local Government...

## MAV & FinPro Sector Leadership

- Financial Sustainability
- Integrated Planning & Asset Management
- Sector Lead Reform
- Leaning into the Wicked Problems
- Intergenerational Equity
- Councillor Development

# Current state

The size of the task is significant:

- **1.55 million extra people** in metropolitan Melbourne **from 2021 to 2036 (2.85 million from 2021 to 2051)**
- **Over 40,000 net additional dwellings annually (850 dwellings/week)**
- Challenge to achieving a higher infill share (70:30)
- Growing divide in access to jobs and services
- Under-supply of social and affordable housing
- Unequal access to adequate public open space and community infrastructure
- Backlogs in the provision of 'structural' infrastructure such as public transport and arterial roads

SGSEP.COM.AU

## Metropolitan Melbourne

Source: Victoria in Future 2023

Contact: [policy.performance@delwp.vic.gov.au](mailto:policy.performance@delwp.vic.gov.au)



### Key indicators: population, households and dwellings

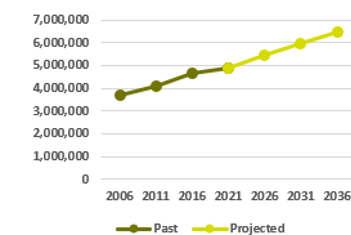
	2021	2026	2031	2036	Change 2021-36	Avg rate* 2021-36
Total population	4,913,800	5,445,900	5,955,500	6,469,400	1,555,600	1.9%
Total dwellings	2,036,300	2,250,200	2,467,000	2,699,100	662,800	1.9%
Total households	1,875,200	2,080,200	2,290,300	2,511,100	635,900	2.0%
Average household size	2.6	2.6	2.6	2.5		

\* Average annual rate of change from 2021 to 2036

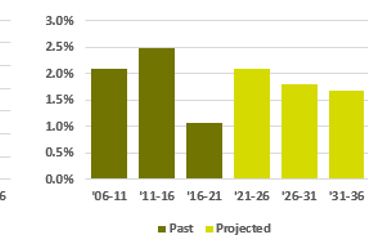
### Long term population change

	2006-11	2011-16	2016-21	2021-26	2026-31	2031-36
Absolute change	404,700	537,900	254,900	532,000	509,600	513,900
Annual average rate of change	2.1%	2.5%	1.1%	2.1%	1.8%	1.7%

### Long term population change

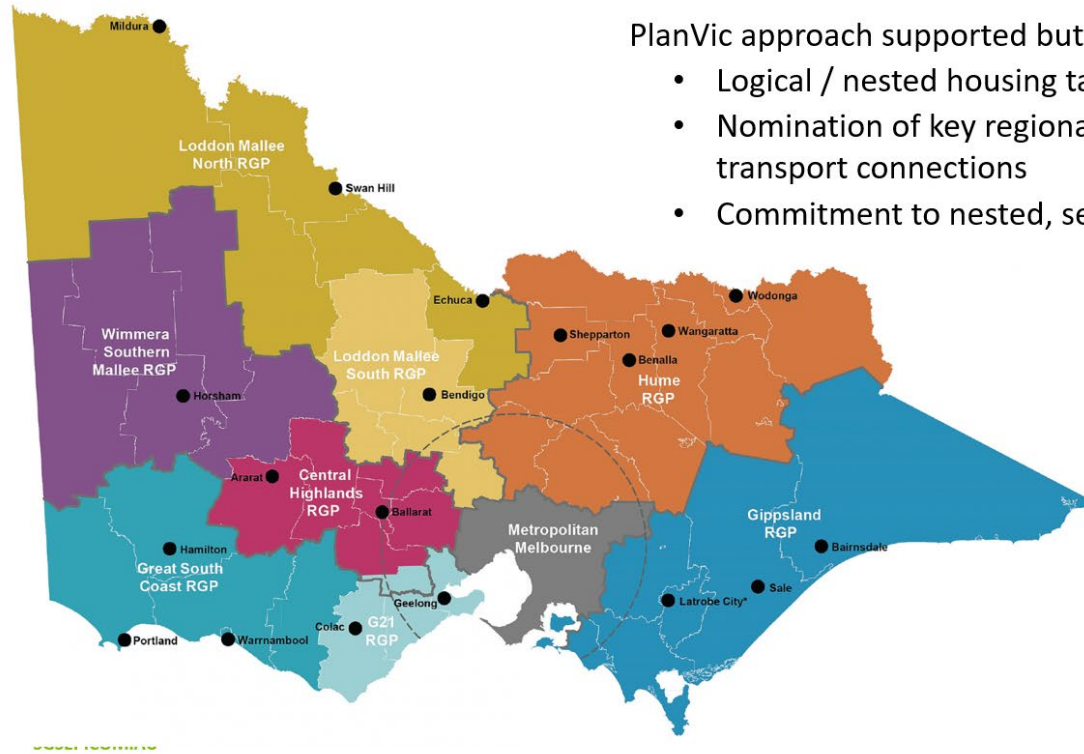


### Annual average rate of population change





# A new approach to Strategic Planning ('PlanVic')



PlanVic approach supported but only with the following elements:

- Logical / nested housing targets for regions and metropolitan area
- Nomination of key regional centres (roles, functions) and major transport connections
- Commitment to nested, separate regional plans and a metropolitan plan

# MAV Paper – Vision for Plan Victoria

## Pillars – Summary of Emerging Directions

Natural Environment	<ul style="list-style-type: none"><li>• Plan with Country</li><li>• Confirm growth boundary and areas to be protected from future development</li><li>• Establish, maintain and integrate green and blue infrastructure</li></ul>
Employment clusters	<ul style="list-style-type: none"><li>• Establish &amp; reinforce a poly-nucleated metropolis – commit to outer urban jobs</li><li>• Protect and retain existing industrial areas – crucial, ‘flexible’ economic spaces</li><li>• Designate Freight &amp; State Significant Industrial hubs/precincts</li></ul>
Transport	<ul style="list-style-type: none"><li>• Metropolitan Integrated Transport Strategy in service of adopted urban structure<ul style="list-style-type: none"><li>• Public transport roles - SRL, Rail/Metro, Tram/Light Rail, expand bus network</li><li>• Roads - freight/commercial focus for major motorway/arterial connections</li></ul></li></ul>
Sustainable neighbourhoods	<ul style="list-style-type: none"><li>• Housing/diversity targets by LGA (infill, GF, incl peri-urban) - with guidelines</li><li>• Meaningful activity centre / neighbourhood (20MN?) planning – based on housing diversity, SAH, open space, active transport and net zero carbon targets</li></ul>
Social Infrastructure	<ul style="list-style-type: none"><li>• State adopted infrastructure benchmarks as a baseline for local planning</li><li>• State Community Infrastructure support for 70:30 agenda, plus disadvantaged areas</li></ul>



# Climate Change

- Local and national governments are on the front line fighting to improve resiliency and sustainability to combat Climate Change.
- Urban areas within cities account for more than 50 percent of Earth's population and are estimated to be responsible for more than 70 percent of global carbon emissions. To combat this, decarbonization strategies are being employed by forward-thinking city leaders around the globe.



# Decarbonization

- According to the latest worldwide market study by ABI Research, smart city technologies will be a critical asset for this transformation.
- Municipal decarbonization will be a component of local government efforts for Environmental, Social and Governance (ESG) policies.

# City Technology

- The principles behind smart city technologies, such as increasing efficiency, better data management, and better decision making are also essential for decarbonization and reaching net-zero goals
- Technologies such as digital twins, smart street lights, micro-grids, computer vision, smart city management platforms, and micro-mobility are all growing in popularity and can help with decarbonization.

# Greener Mobility

- These technologies can enhance decarbonization through more efficient energy use, better project planning, predictive maintenance, greener mobility options — such as e-bikes and e-scooters — and greater urban management through better data management.

# City Examples

- There are many examples of cities deploying smart city technologies to enable decarbonization including the London UK recent expansion of the Ultra Low Emission Zone (ULEZ) which uses a variety of technologies — such as automatic number plate readers (ANPR), CCTV cameras, and environmental sensors to assess the impact of the new regulations.

# City Examples Cont.

- Tengah, is Singapore's innovation district and uses a variety of technologies to support decarbonization including a centralized cooling system, smart street lights, smart waste removal, a mobile app for citizens' smart meters, and mass rapid transport with a car-free city center.
- These strategies not only have a direct impact on energy consumption but also encourage and enable citizens to make better choices to help the city decarbonize.



# Role of Councils

- These strategies not only have a direct impact on energy consumption but also encourage and enable citizens to make better choices to help the city decarbonize.
- Cities have a great opportunity to influence how we reach net-zero goals through their ability to regulate, purchase, and influence their services. By opting for smarter, more resilient solutions they can reach and maintain their decarbonization goals to increase the health of their citizens and the wider community.

# Our Burning Platform for Change

**The role of climate change in the risk exposure of the sector, highlighted by the floods last year and the significant property losses sustained by the sector is circa \$60m**



While less affected, the liability policy of the MAV's LMI scheme has seen claim costs increase by 30 to 40 per cent over the past four years, with the key drivers likely to be:

- Successive la nina weather patterns
- Continued financial affects of rate capping and the linkage to maintenance and capex spends of councils over time
- COVID lockdowns and changes in members' risk profiles



Key challenges in the future will include:

- Population growth, changes in inherent risk exposure , as household formation occurs in areas prone to major disasters
- Continued climate change exposures for the sector and how best to mitigate these, particularly for liability exposures (but also recognising the immediate need for councils to think about the protection of their own assets)



# Risk & Insurance

- Grappling with rate capping and its longer-term implications for the sector, including attempting to quantify its linkage to increased liability claims and the potential damage to the community of imposed austerity on the sector
- Measuring the overall 'tort temperature' or the propensity of the community to sue councils, as the trajectory appears to be heading towards more complex and difficult litigation environments

