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KING WILLIAM ROAD PROJECT REPORT



City of Unley
June 2014

HASSELL

Front cover image: King William Road Design Hub Parklet,
Unley, Australia. Photography by HASSELL

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01

Introduction

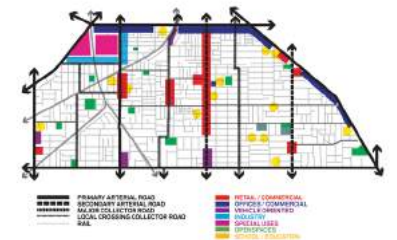
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Curated street concept

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Introduction



01

**“What does success look like...
The design team were asked to
define what success of the project
would be or ‘look like’. It was defined
as a consolidated concept that
align ideas, captures aspirations of
stakeholders, excites and inspires
the community and enables.**

**A project should create a vision for
a great place with a competitive
advantage, long term goals with
identifiable, achievable and
immediate projects.**

A single idea.”

King William Road Project Design Hub
March 2014



01 Introduction

Executive summary

“A street for all occasions, a curated street.”

Mary Papaioannou
Principal, HASSELL

King William Road is a much loved destination for both the local Unley community, and for the wider inner Adelaide area. With a mix of food, small business and retail, it already is an active precinct, but with appropriate planning and investment, there is potential to further capitalise on its cosmopolitan character.

The design proposition for the King William Road (KWR) project was to move from a redevelopment model based around asset renewal to a temporal flexible model of development which enables at its core flexibility of staging, funding and use.

KWR project is a collision of a long history of traditional street scape design and a much shorter history of modern temporary occupations and installations in the public realm. The temporary installation movement is having huge success in bringing people back to the streets, and reinvigorating streetscapes across the Adelaide, Australia and the World. The KWR concept takes temporary installation ideology and extends it to apply to the methodology of redevelopment of the physical streetscape asset. Importantly, the temporary / experimental / incremental approach to the design concept of the KWR project is not merely born of the necessity of capital works budgets. Rather it is a

genuine reflection of the fast moving nature of contemporary society and the changing consumer profile. The project delivery model anticipates change and inspires innovation. It offers a more dynamic model for not only the implementation of streetscape redevelopment but also a dynamic end experience for the public that utilise it.

The King William Road project brought together a team that fulfilled the project's requirements, but importantly extended on the required expertise in order to mobilise ideas in new and innovative ways.

Our team

- _ **City of Unley:** As the client and integral part of the design team.
- _ **HASSELL:** As lead consultant, provided the services of master planning, urban design, architecture, landscape architecture, statutory planning, sustainability and stakeholder engagement.
- _ **Stuart Duckworth:** As a co-creator of spaces such as Little Miss Mexico in the East End, Stuart bolstered the team with his experience in enlivening streets with pop up hospitality and entertainment installations.
- _ **Keito Events:** Keito Events are specialist activation and event managers, and provided an alternative insight into activities that can make a precinct a

destination.

_ **Retail IQ:** As specialist advisors in the retail sector, they provided economic analysis and input into retail strategies for King William Road.

_ **GTA:** Traffic and movement was a key component of the project. GTA provided advice on movement and traffic strategies.

_ **Rider Levett Bucknall (RLB):** Provided high level cost advice.

How to use the report

The KWR project expresses a clear and strong vision for KWR, and a implementation strategy. The document will inform and assist the City of Unley and its agents to assess and optimise future development opportunities. It is not intended to be a prescriptive document providing specific design solutions. It is a reference document intended to guide and assess prospective future projects and to promote a consistent, unified and integrated focus for development of the street into the future. It is anticipated that the document will be adjusted overtime to take into account emerging opportunities and constraints.

Vision, Principles and Themes

The Vision, Principles and Themes are a set of guides for the KWR project developed in consultation with key stakeholders and the design team. The Vision, Principles and

Themes should be referred to when assessing the alignment of prospective development with the KWR project expressed needs and goals.

The role of the Vision, Principles, Themes, Objectives are as defined below:

Vision - is the single idea for the project

Principles – communicate key goals and aspirations for the project

Themes – describes the overarching influences and initiatives important to the KWR project.

Analysis and context



King William Road, Unley, Australia.
Photography by HASSELL.

02

02 Analysis and context

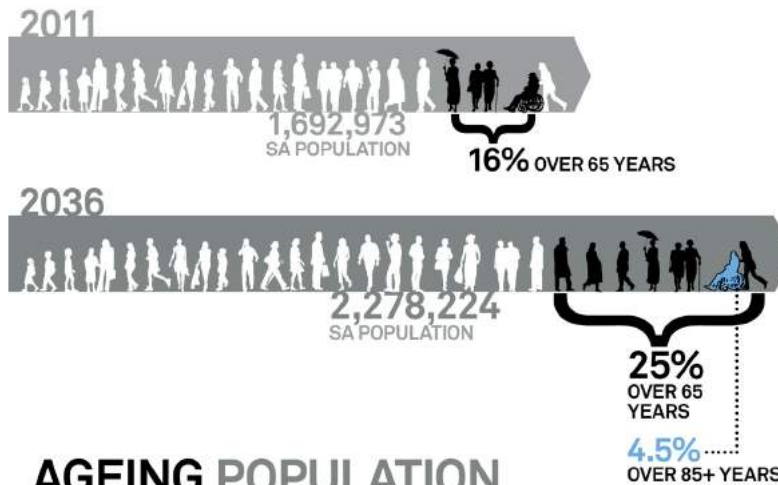
KWR in a broader context

Summary

For many years the KWR precinct has been one of Adelaide's premiere destinations and it's about to embark on some significant upgrades. This is why it was important for the KWR project team to view future work in a broader context. Doing this research not only gave us an opportunity to gather some insight but importantly establish some key issues that are important for the KWR precinct to address in the future.

We undertook research on the following:

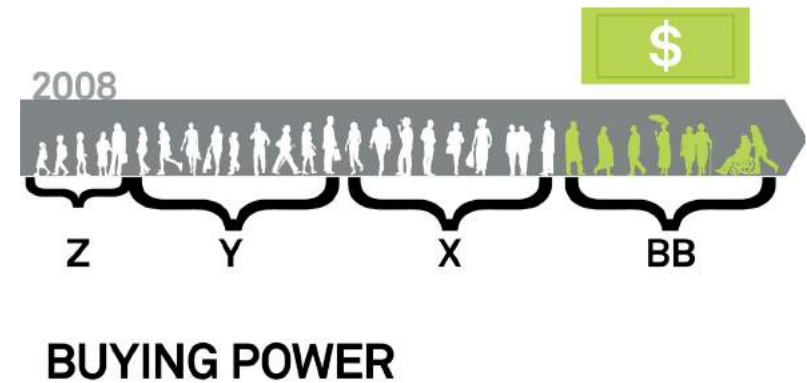
- _ Predicted Future Buying Power which demonstrates who the future target market is for the KWR road retail precinct and understands the importance of transgenerational public space design.
- _ Health Care Expenditure which shows us the important role healthier ways of living and moving around our cities will in fact make us richer.
- _ Trends in Public Transit across Australia.
- _ Movement and Living values which enable us to understand the growing mix of living arrangements and how those people will interact with public space.



AGEING POPULATION

Ageing population

South Australia has an ageing population. As of 2011, 16% of South Australia's population is over 65 years old. It is predicted that by the year 2036, 25% of South Australia population will be over 65 Years and 4.5% will have disability. This is a significant section of KWR future population and further importance to equitable access requirements of public space.



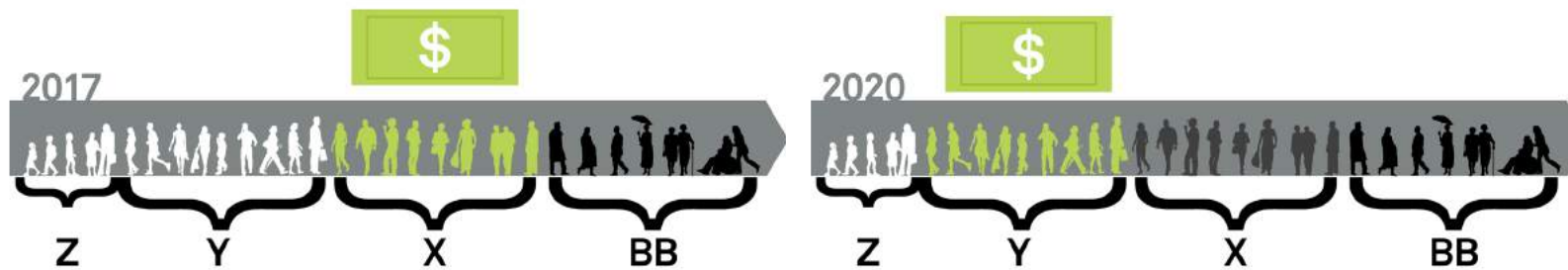
BUYING POWER

Buying power generation BB

As of 2008, the Baby Boomer (BB) generation has the most buying power among the generation of the population.

02 Analysis and context

KWR in a global context



BUYING POWER

Buying power generation X

It is predicted that by the year 2017, the cumulative buying power of the Baby Boomer generation will be surpassed by that of Generation X.

BUYING POWER

Buying power generation Y

It is predicted that by the year 2020, the buying power of Generation X will be surpassed by Generation Y after only 3 short years. It is currently 2014 and this will represent a significant shift in public space design.

02 Analysis and context

KWR in a global context



HEALTH CARE EXPENDITURE

Health care expenditure

From the year 1998 to the year 2009 health care expenditure rose from \$2,313 per person / per year to \$5,619 per person / per year which equates to a significant 40% rise.



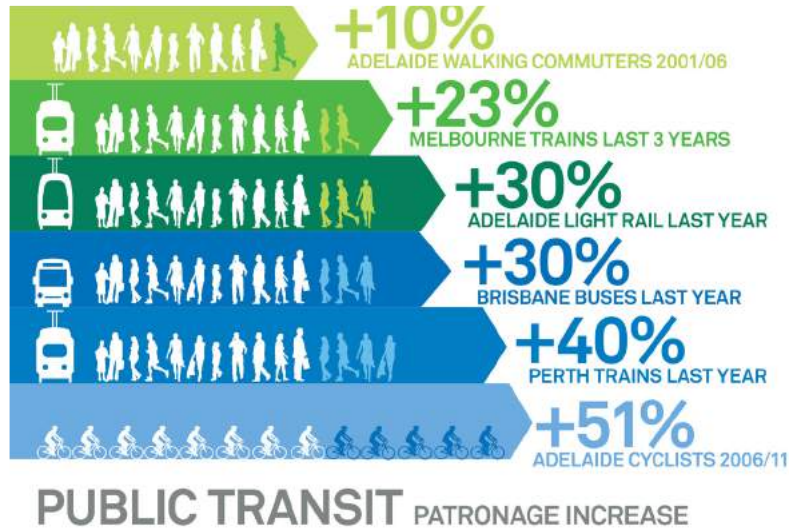
HEALTH THE NEW WEALTH 2036

Health equals wealth

It is predicted that by the year 2036 health care will be so expensive that health and well being will equal considerable wealth. The design of the KWR precinct can better facilitate healthier ways of being.

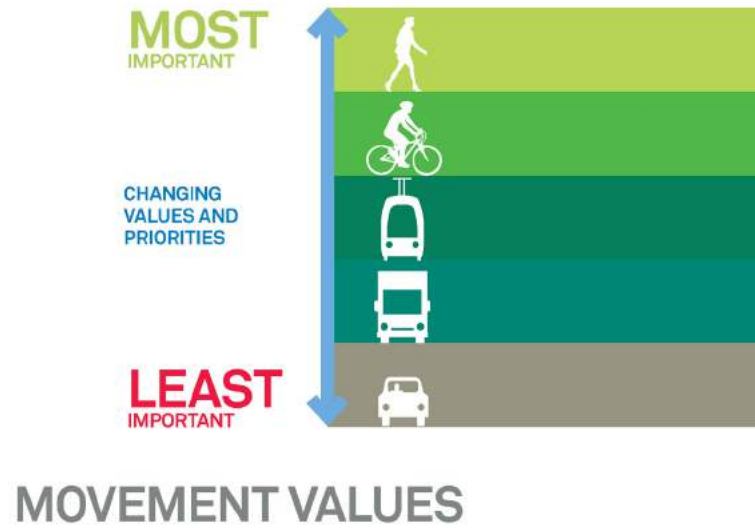
02 Analysis and context

KWR in a global context



Public transit patronage

In many Australian capital cities public transit patronage is increasing by significant amounts. Remarkably Adelaide cyclist contingent increased 51% from 2006 to 2011



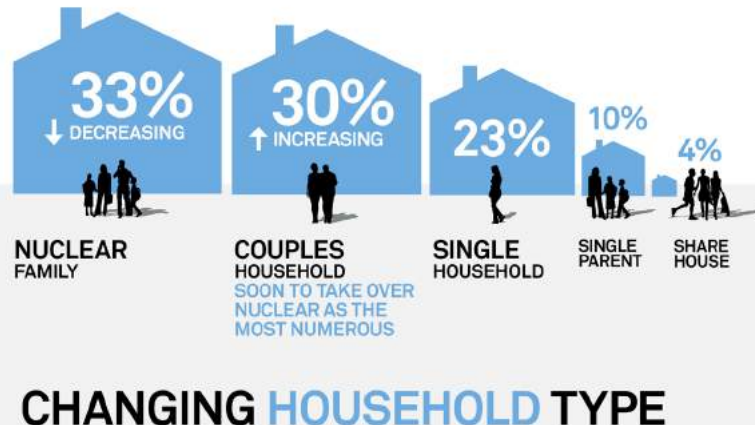
People movement values

The significant increase in use of public transit is in part due to changing values and priorities in movement values were the least important is the car and the most important being able to walk.

02 Analysis and context

KWR in a global context

9,000,000 TOTAL HOUSEHOLDS IN AUSTRALIA



Changing household type

As of 2011 there were a total of 9 million households in Australia which demonstrates a decrease in nuclear family household type and an increase in the couple household.

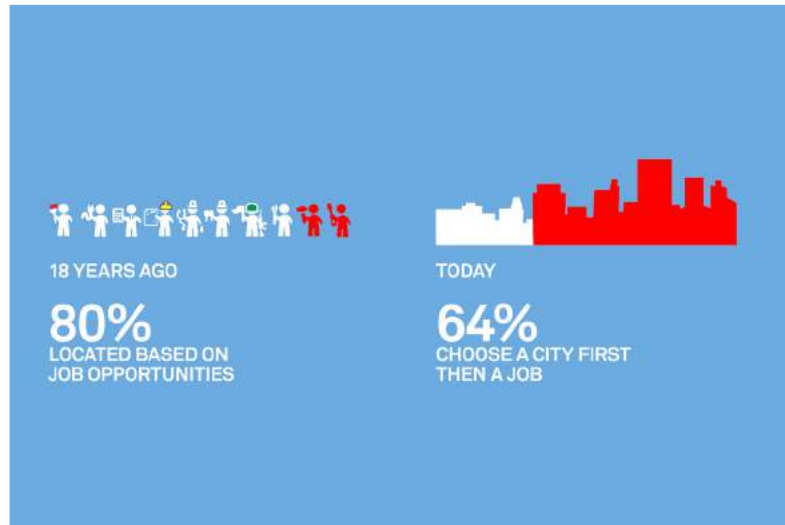


KWR to Adelaide

The KWR road precinct is well placed to take advantage of changing movement values with time taken to reach North Terrace Adelaide by each mode of travel demonstrated above.

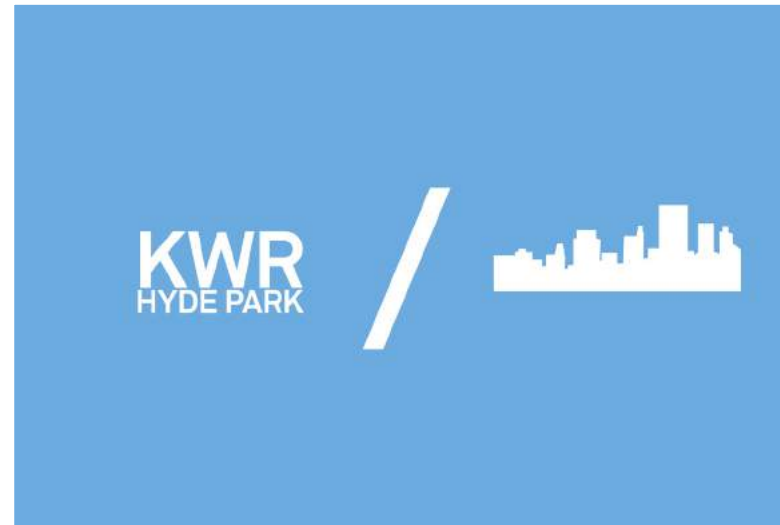
02 Analysis and context

KWR in a global context



Location versus job opportunity

18 years ago, 80% of people found a job based on job opportunities but today 64% choose a city first and then a job. The design of our streets and public spaces play a significant role in this.



The KWR challenge

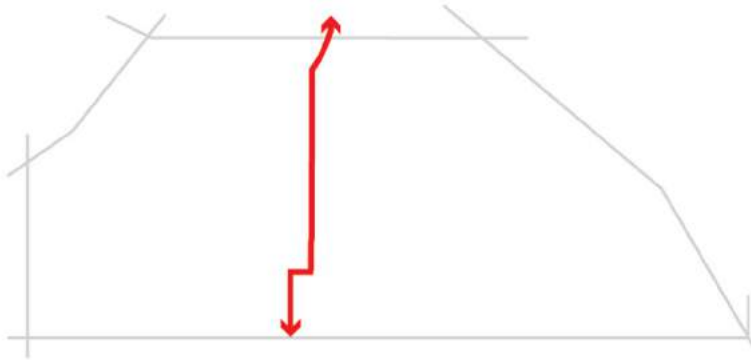
Part of the challenge for the KWR road precinct is its close proximity to the Adelaide CBD. Keeping the movement values in mind, the ability to walk to work and live in the CBD provides people with an ideal opportunity.

02 Analysis and context

KWR in a local context

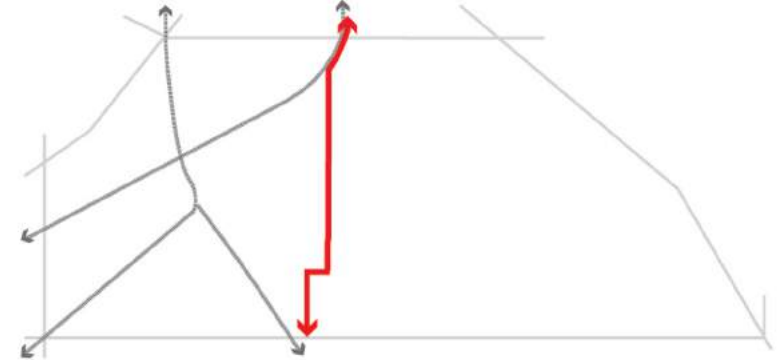
Summary

The following diagrams demonstrate some of the key features of the City of Unley precinct.



King William Road

Demonstrates the length of King William Road from the South Terrace parklands to Victoria Avenue and Cross Road.

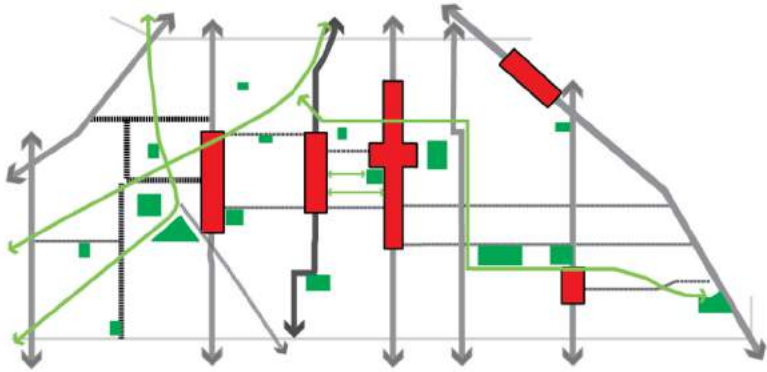


Train and tram network

The extent of the tram and train network within the City of Unley and their proximity to KWR.

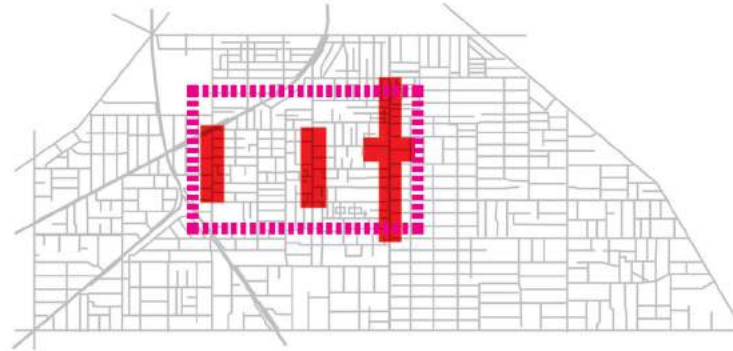
02 Analysis and context

KWR in a local context



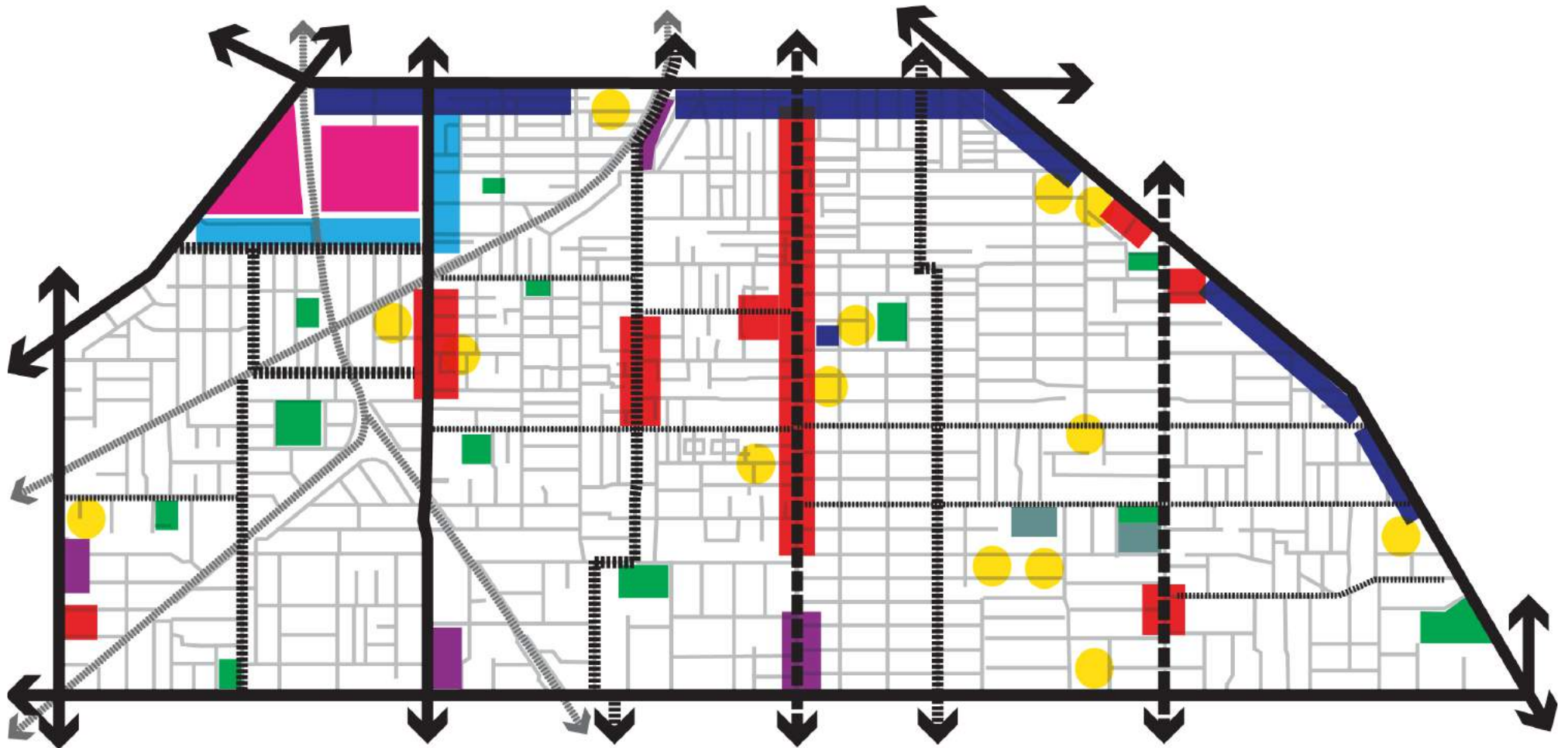
East west connectors

East west movement within the City of Unley is provided by a lighter network of streets and paths which connect villages and public spaces.



The core of Unley

KWR sits in the core of the City of Unley which includes the Unley Road and Goodwood Road villages.



■■■■■ PRIMARY ARTERIAL ROAD
 ■■■■■ SECONDARY ARTERIAL ROAD
 ■■■■■ MAJOR COLLECTOR ROAD
 ■■■■■ LOCAL CROSSING COLLECTOR ROAD
 RAIL

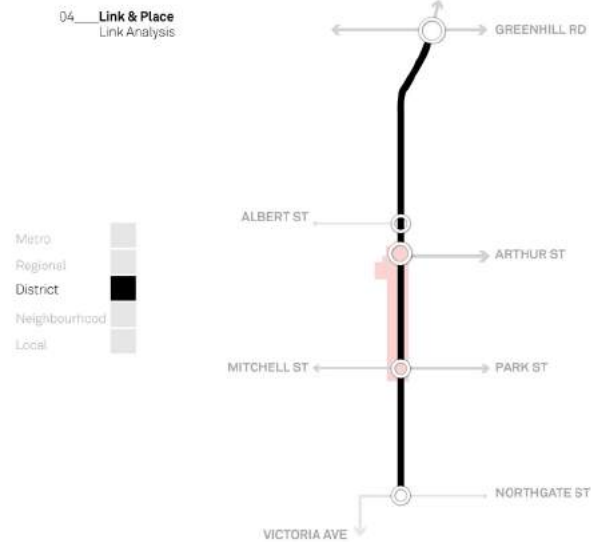
■ RETAIL / COMMERCIAL
 ■ OFFICES / COMMERCIAL
 ■ VEHICLE ORIENTED
 ■ INDUSTRY
 ■ SPECIAL USES
 ■ OPENSACES
 ■ SCHOOL / EDUCATION

02 Analysis and context

Stage 1 analysis

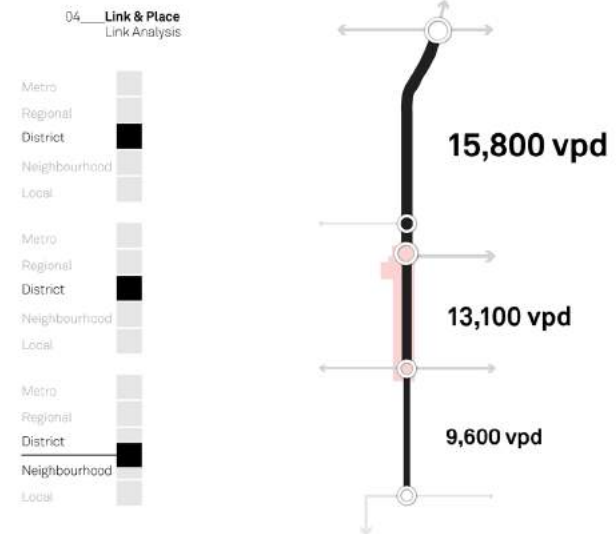
Summary

Link and place is a new but well used approach to designing urban streets that recognises both the link and place function of a street. As a link, a street is used for movement and users need to pass through quickly and safely. As a place, streets should be treated as destinations in their own right. The link and place assessment enables the team to understand part of the design challenges based on the current assessment of the street by utilising the Link and Place matrix.



Link analysis

Under the Link and Place matrix, the current link value for the entire King William Road is rated as a district link because the road carries between 8,000 to 20,000 vehicles per day.



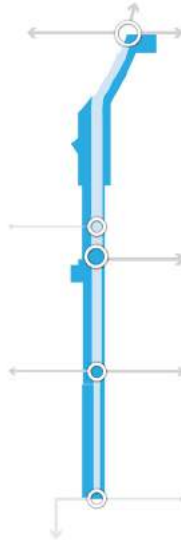
Changing traffic volumes

Across the length of KWR, there are varying volumes of traffic as the road gets closer to the Adelaide CBD. Whilst the Road can still be classified as a district link, the volume of traffic towards the southern end of the road is closer to performing as a neighbourhood link function.

02 Analysis and context

Stage 1 analysis

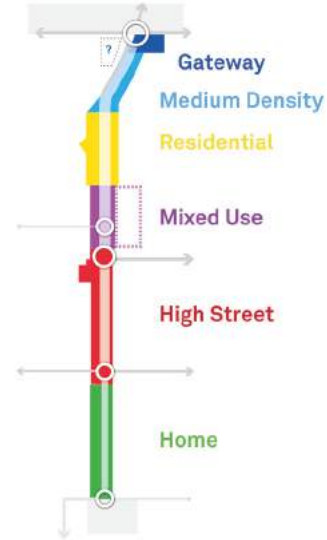
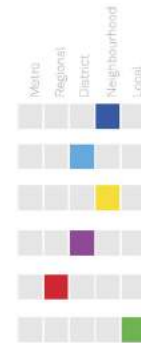
04 Link & Place
Place Analysis



Place analysis

If you consider the whole of King William Road the place value is regional because its highly regarded, with city wide interest and large numbers of on street staying users within a large precinct.

04 Link & Place
Place Analysis

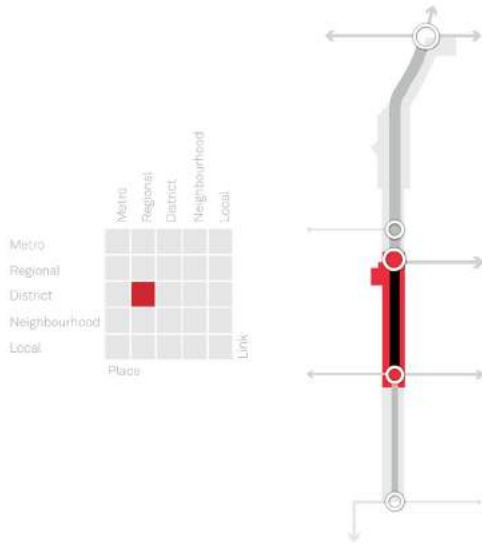


Changing place values

King William Road is a long road and is subject to a number of different development zones which impact the place function along its length. The length of King William Road can be split into 6 different sections each performing very different place functions.

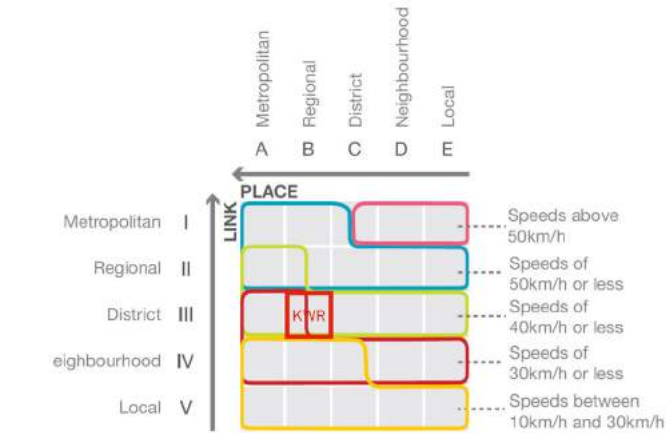
02 Analysis and context

Stage 1 analysis



The KWR High Street

The high street section of the King William road is a district link and regional place.

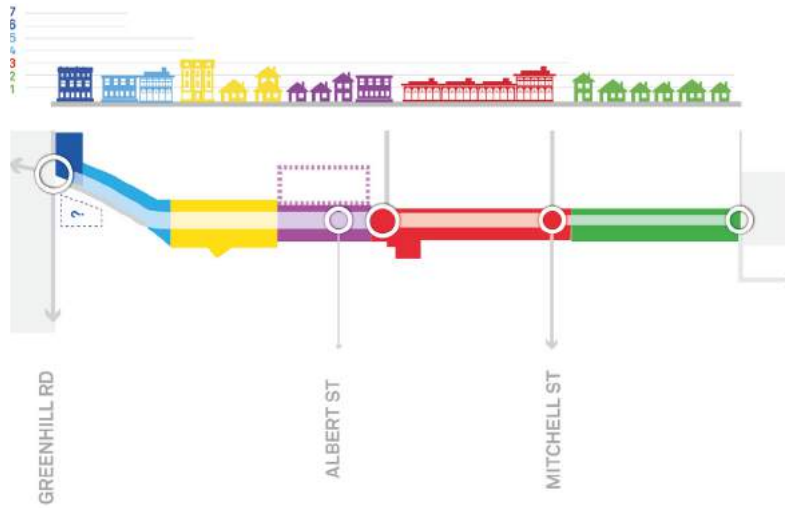


Link and place assessment

- _ Carries traffic of district wide origin
- _ High activity, with city wide interest and large numbers of on street staying users within in a large precinct
- _ High pedestrian priority environment
- _ Potential for shared street
- _ Preference for bike lanes
- _ Preference for sharing street space between bikes and vehicles
- _ Potential design speed of 30km/h – 40km/h

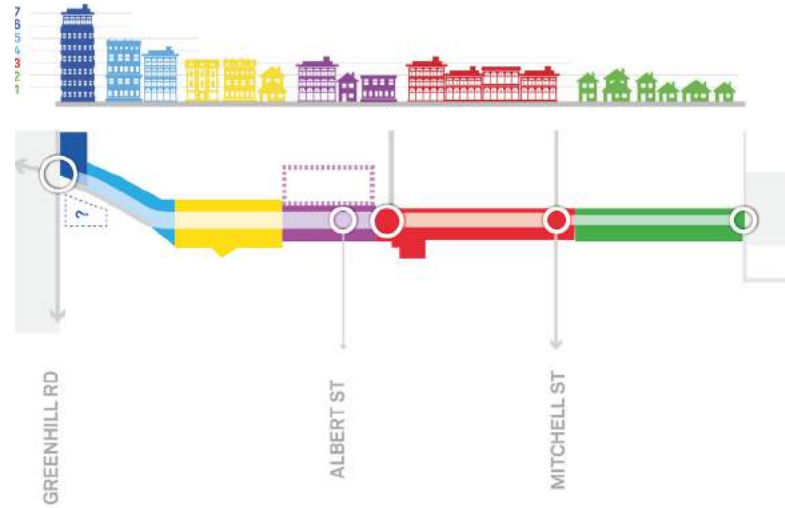
02 Analysis and context

Stage 1 analysis



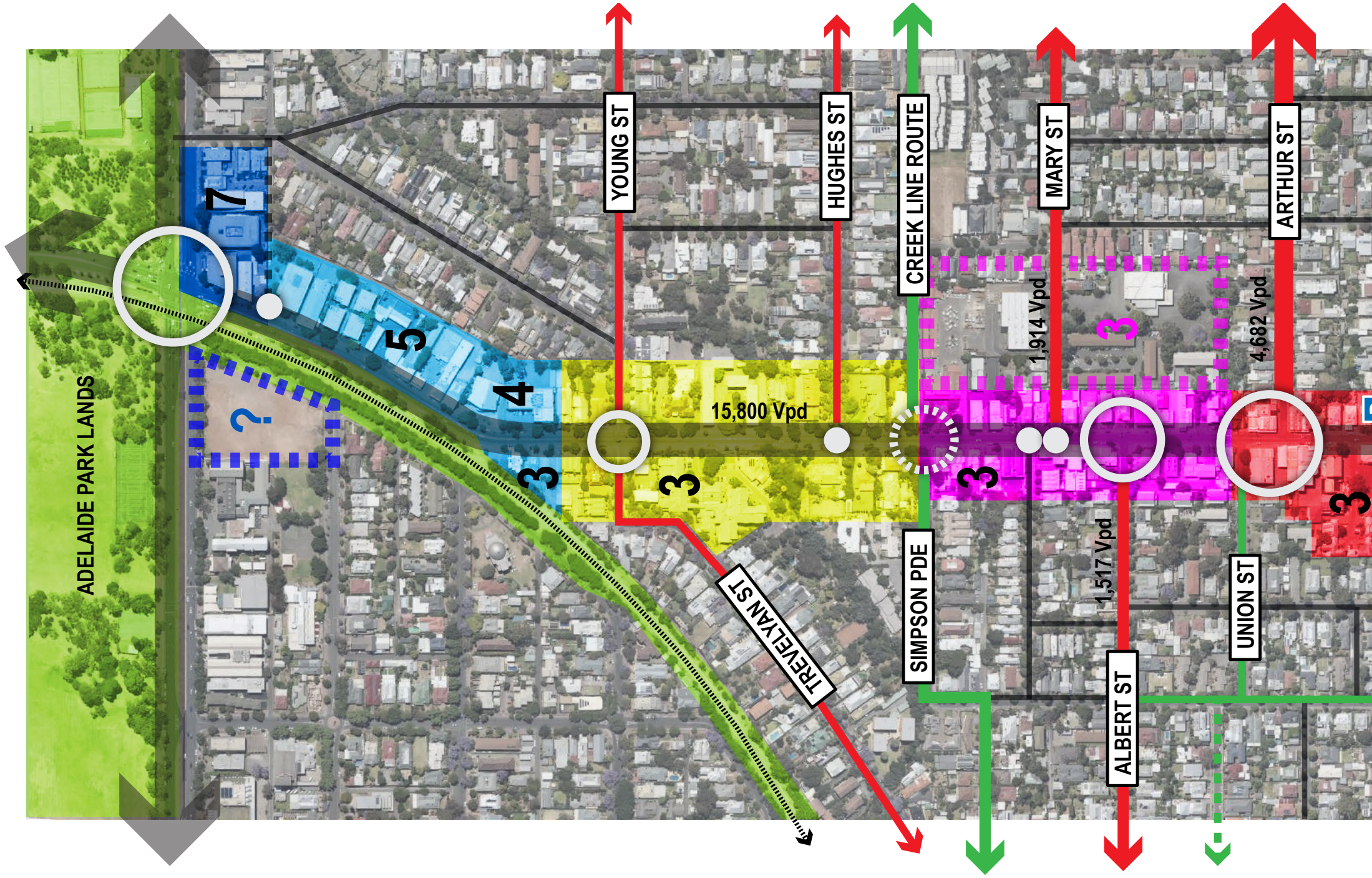
Current building heights

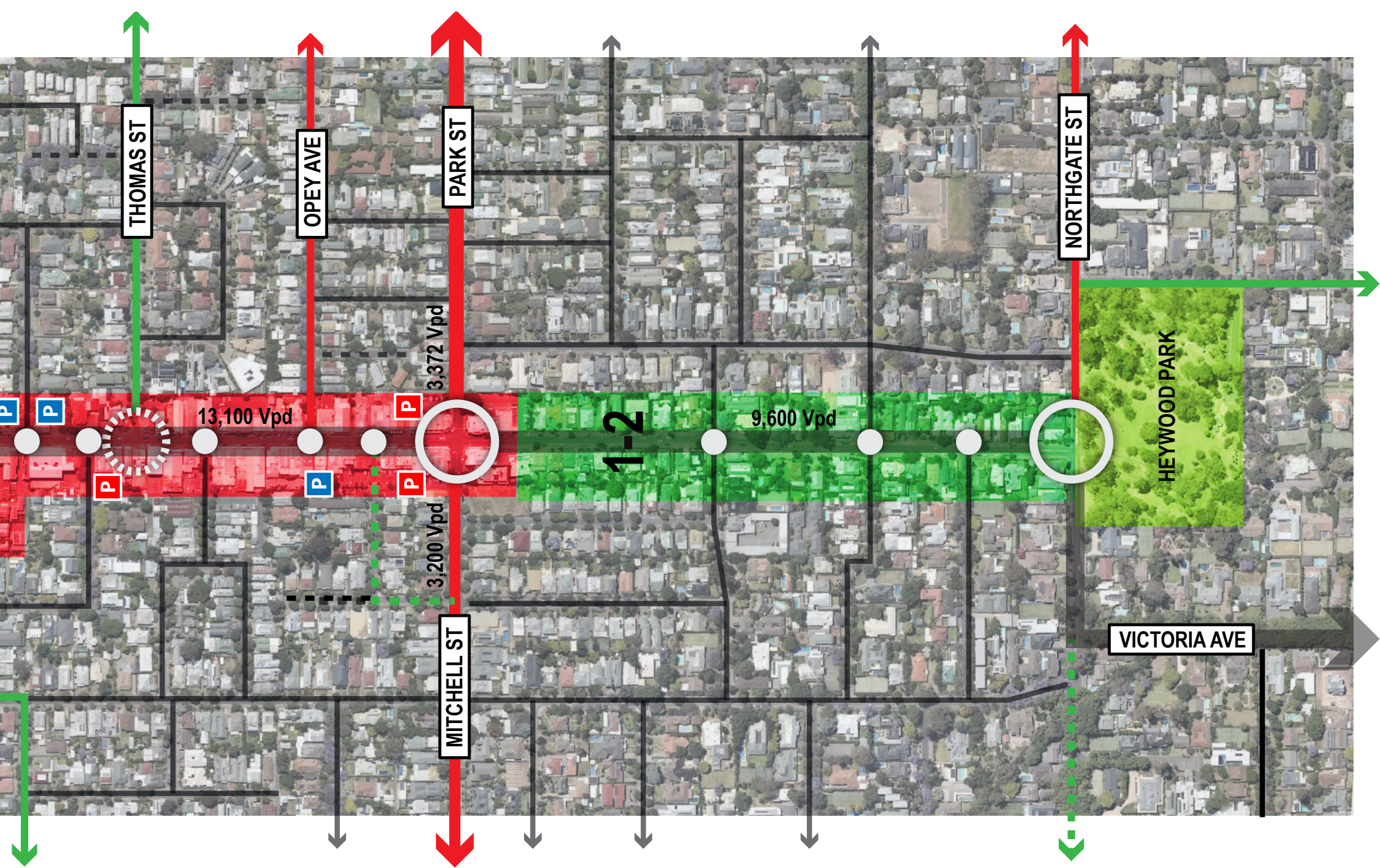
A diagram depicting the current building heights.



Future building heights

A diagram depicting the proposed building heights described in the City of Unley development plan.



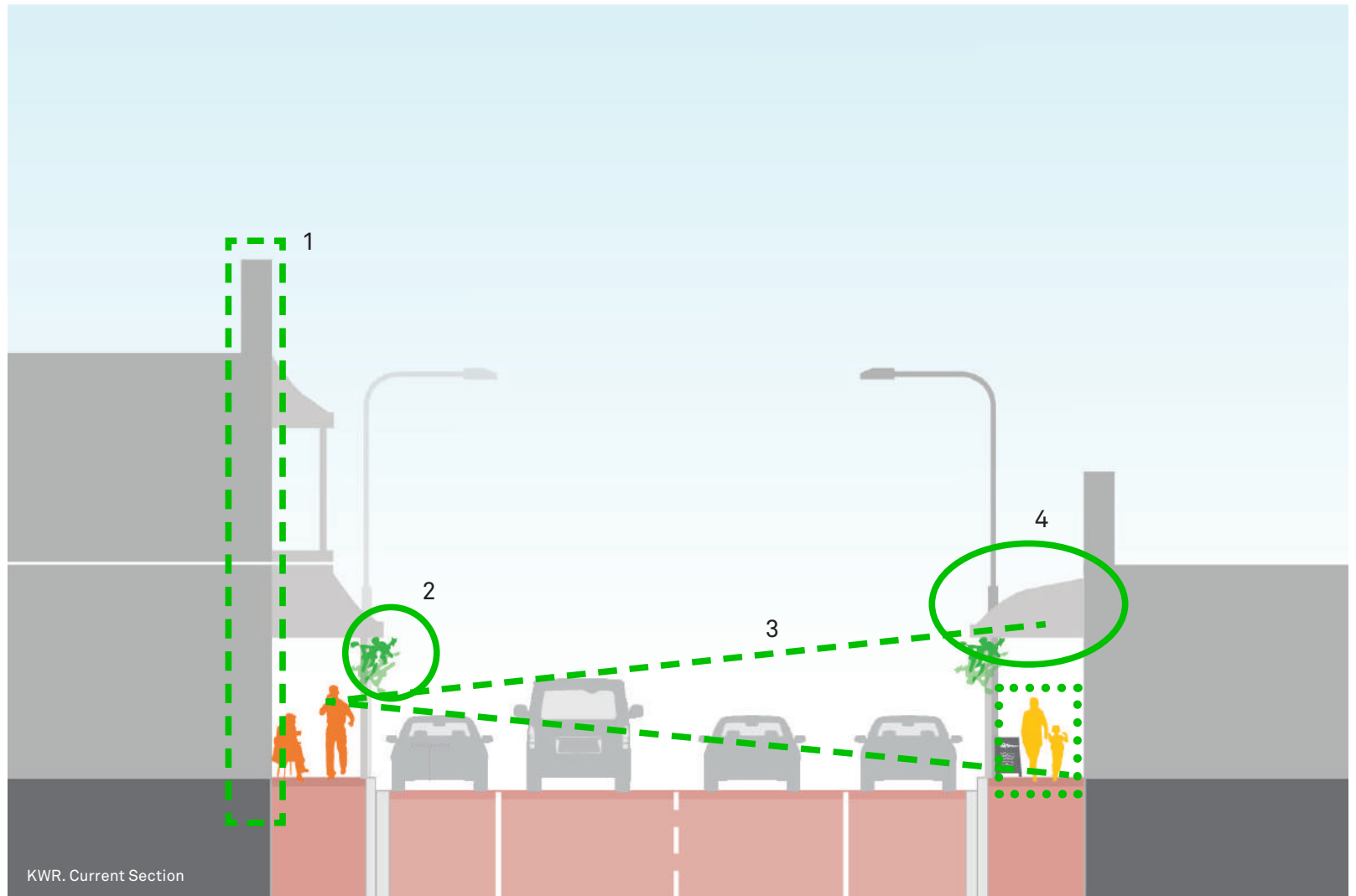


02 Analysis and context

SWOT Analysis

Strengths Summary

1. The charming scale and character of the building stock.
2. The integration of vines.
3. The intimacy, closeness and sight lines across the street.
4. The human scale of the street.

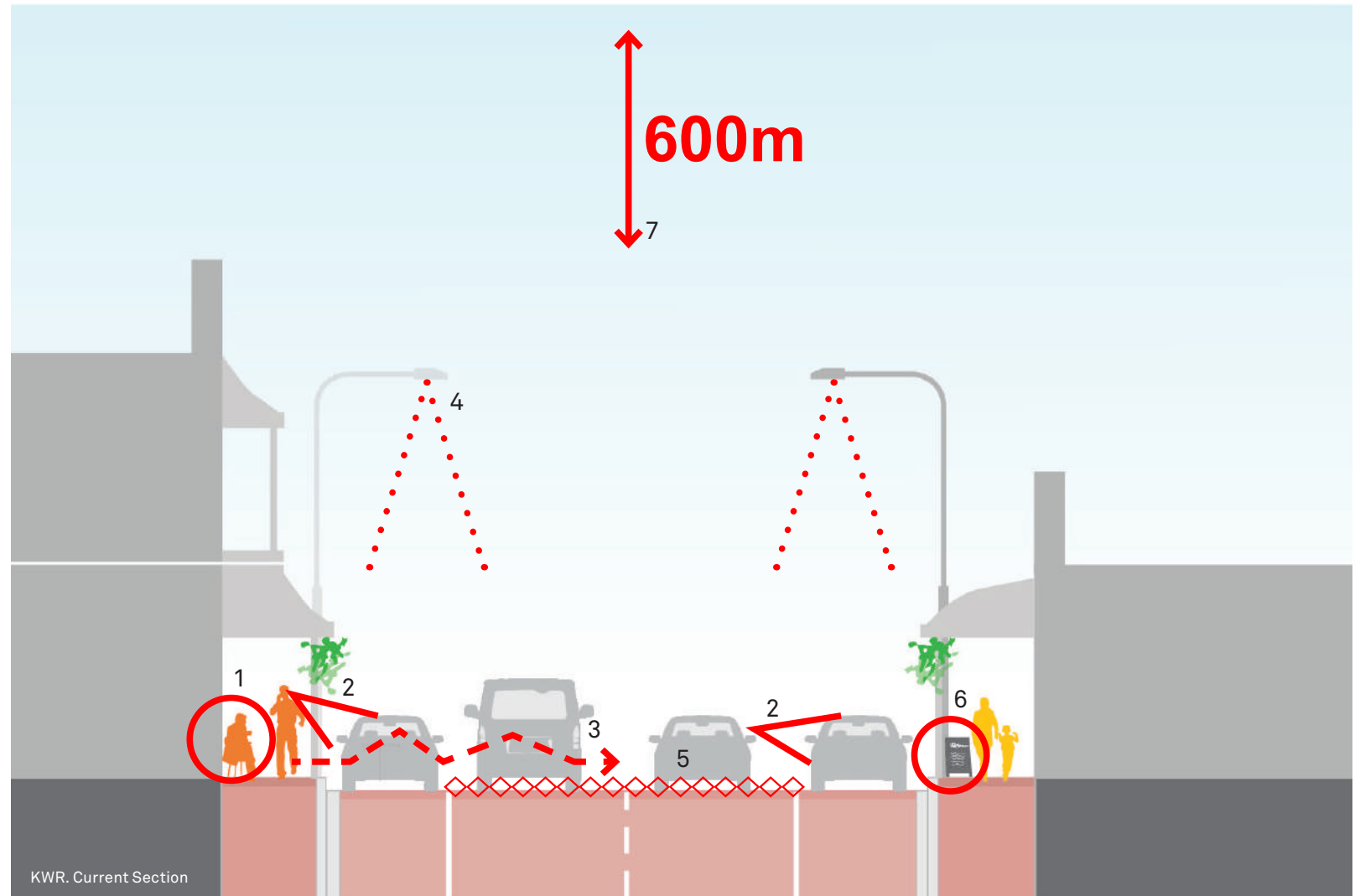


02 Analysis and context

SWOT analysis

Weaknesses Summary

1. Limited space for outdoor dining.
2. Pedestrian and vehicle sight lines blocked by traffic.
3. It's difficult for people to cross the street at times.
4. The lighting provides insufficient light levels and is not at a human scale.
5. The road surface is noisy.
6. Signage on the footpath blocks pedestrian access.
7. It's a long main street at 600 metres when compared to other successful main streets.



02 Analysis and context

Retail positioning

“Retailers on King William Road, like retailers everywhere, are experiencing significant challenges to their business at both a global and local level.”

Summary

Globally, two events in late 2007 continue to impact the industry in 2014.

The after effects of the Global Financial Crisis are still being felt by retailers, despite signs of recovery in most of the world's markets.

The GFC negatively impacted many superannuation and retirement savings plans and while this has less impact on Generations X and Y, the Baby Boomer Generation, who were born between 1946 to 1964 and will reach retirement age in the next fifteen years, have begun reigning in their discretionary spending.

The Baby Boomer Generation has dominated growth in the retail sector for more than 30 years.

The second event almost passed without notice but has since dominated many retailer's perceptions of the current trading environment.

In late 2007, e-commerce and particularly amazon.com, managed to gain acceptance with the mainstream consumer market and online sales growth has exceeded bricks and mortar sales growth ever since.

Both of these global factors play out to varying degrees at a local level however King William Traders have other challenges to contend with such as rising occupancy costs and wages, increased competition from local, national and international businesses, low consumer confidence and endless discounting cycles, which all add to the challenges of operating a retail business.

Recognising that it is beyond the scope of local government to either control or negate the impact of these factors, we recommend that The City of Unley can play an important role in assisting King William Road Traders to better prepare their businesses to face these challenges.

The team was asked to review the site with consideration to the Strengths, Weaknesses, Opportunities and Threats. What characteristics provided opportunities and what should be retained, improved or changed in the street.

The review considered the immediate site within its boundary, as well as a broader precinct assessment. Through discussion amongst the Hub, the review identified certain characteristics that would inform the development of design parameters

for the project, as well as identify certain approaches/techniques that were importantly not appropriate for King William Road.

Strengths

- _ Intimate human scale and strong village look and feel
- _ Existing governance, management and marketing
- _ Demographics - spending power

Weaknesses

- _ Lack of pronounced identity
- _ Nowhere to spend time on the street, transactional rather than experiential
- _ Perception that KWR has seen better days

Opportunities

- _ Move from TRANSACTIONAL to EXPERIENTIAL
- _ To become renowned for something
- _ A retail heart already exists

Threats

- _ Inaction, Opposition, doing more of the same
- _ Stretching out offer before consolidating the retail heart
- _ Not differentiating KWR from others and trying to be all things to all people

02 Analysis and context

The entrepreneur

“Young adults of Adelaide are transitional and constantly on the look out for something new”

Who are “they”?

- _ Generation X & Y.
- _ 20 to 40 year old age bracket.
- _ Those with higher levels of disposable income.
- _ Those looking for luxury items such as retail therapy, socialising & dining.

What do they want?

The modern day young adult is far removed from that of the young adult 20 years ago. We live in a very different age and the generation gap which exists within the market of 20 to 40 year olds is becoming more and more increasingly self evident.

Whilst there is a multitude of different demographics and interests within such a broad category of 20 to 40 year olds, there are a significant amount similarities of interests in **WHAT THEY WANT** with reference to the use of a street scape. The South Australian young adult is

being increasingly more self aware of themselves as individuals. As a result of trends seen overseas and in the Eastern states of Australia, the 20 to 40 year old demographic are no longer happy to settle for the ‘norm’, the ‘usual’, the ‘boring’ or the ‘standard.’ This is evident via the trends we are currently seeing in Adelaide such as, a major shift in the retail outlets performing, the booming cafe & coffee offering and the significantly increasing level of standard of the food culture of Adelaide.

Young adults of Adelaide are transitional and constantly on the look out for something new. This is evident via the most successful events and activations which have happened in Adelaide over the past few years, such as the; Waymouth Street Party, Unley Gourmet Gala, Garden of Unearthly Delights, Royal Croquet Club etc. Whether it be a new trend, a new identity, a new event or a new concept, the most important aspects of attracting the young adult following of South Australia is ensuring the environment in which they are immersed in is forever changing, vibrant, colourful and experiential.

The 20 to 40 year old’s of Adelaide are more and more concerned with a having a great lifestyle than access

to necessities and amenities. If you take other cities around the world as an example, the most successful streetscapes and lane ways which contain a retail & hospitality offering are those which encompass a focus on the consumers experience, whilst at the same time embracing the traders needs, rather than the practicality of operating as a road. This is evident in New York, Los Angeles, London, Melbourne and Sydney with shared streetscapes.

The 20 to 40 year old bracket of South Australian’s are not concerned about whether they can find a park out the front of their favourite store or whether they can collect their dry cleaning at the same place they can buy a new pair of pants, they are looking for atmosphere and vibrancy in a place that encompasses the finer parts of life. The ability to be seen doing the things you love to do.

They want to be social, they want to be seen, they want to experience.

01 Night Noodle Markets (The Good Food Month, Melbourne and Sydney, Australia. Imagery by xxxxx

02 Parklet’s (Los Angeles). Imagery by



02 Analysis and context

Event overlay

“In its current form, running events on King William Road presents both opportunities and challenges”

Summary

Achieving activation, without closing off the main road, is challenging because off-road space is very limited.

Closing King William Road for large events has been achieved with great success, demonstrating the use of the main section of the road, as well as side streets for event activities and activation.

Because space is limited in the main section of King William Road, when staging large events there is very minimal space for:

- _ Event storage
- _ Waste compounds
- _ Staging various activities

Furthermore, event infrastructure is not available to cater for events. There is no power access, resulting in large costs to bring in generators and lighting is inadequate, resulting in the need to set up temporary lighting for any events that occur at night. Toilet facilities (public) are also very limited (1 toilet).

There are also no shaded or public areas that can facilitate/complement bringing people to the street for an event/activation that doesn't involve closing roads and bringing in infrastructure.

Undertaking smaller activations/ events on King William Road has been demonstrated effectively (in the courtyard area outside Shouz), showing the potential to use space on/near King William Road (e.g. car parks/side streets) for smaller events and activations. In addition, the design hub for the King William Road project has demonstrated the potential use of space for activation through parklet's.

At present, for those looking to stage an event, running a smaller event on King William Road is unattractive due to:

- _ Lack of space
- _ Road closure requirements and cost
- _ Perceptions of businesses re losing car parking spaces when staging events
- _ Heavy traffic flow along King William Road

Running large events that involve a full road closure can only be done periodically due to the cost, impact and perceived negatives of road closures.



KWR Street Party. Photography by Keito Pty Ltd.

02 Analysis and context

Movement

Summary

King William Road is an important link in the Unley movement system. It provides a direct intercity connection from the south to the Adelaide CBD and intracity connections within Unley.

King William Road extends from Greenhill Road on the south side of the Park Lands to Heywood Park at the southern intersection with Northgate Street within Unley Park. Its connection in to the heart of the CBD provides a direct vehicle traffic, cyclist and bus route from the south, in addition to these modes the northern end of the corridor is served by the Glenelg tram line.

Through traffic is superimposed during peak periods with daily traffic volumes increasing from 9,600 vehicles per day in the southern portion (Heywood Park to Park/Mitchell intersection) up to 15,800 vehicles per day in the north approaching the CBD (Union Street intersection to Greenhill Road). Traffic volumes in the core study area (Park/Mitchell intersection to Union/Arthur Street) are 13,100. The east/west intersecting Park Street and Mitchell Street both carry around 4,500 vehicles per day. The local streets that feed in to King William Road carry varying volumes of traffic. Arthur Street at the northern end of the core area is the most heavily

trafficked with around 3,500 vehicles per day, whilst McGowan Avenue carries less than 500 vehicles per day.

The current speed limit within the core study area of King William Road and all adjoining local streets area is 40 km/h although existing vehicle speeds during the peaks are lower due to the congestion. The 85th percentile traffic speeds within the core area are at or below 40km/h and around 30km/h for average speeds.

To the north of Union Street, the speed limit on King William Road changes to 50km/h and traffic speeds in this section are typically higher with 85th percentile speeds between 45 and 50km/h. Based on this data, the existing speed limits of 40 and 50km/h and the prevailing conditions, vehicle speeds are not considered to be a significant issue. The road is characterised by a distinctive paved treatment and is a single moving lane in each direction with on-street parking lanes.

The core study area between Union Street and the Mitchell Street/Park Street intersection provides a traditional high street area with frontage retail shops, cafes and restaurants, high levels of pedestrian activity and on-street parking. The road reserve within this area is only 15.1 metres and the width of the carriageway (including on-street

parking) is 10.9 metres and footpaths are narrowly restricted.

A limited survey was undertaken on customer perceptions of King William Road, including details on travel and access. For access, car is the most popular mode at 57% with walking the only other significant mode at 31%. The importance of walking is typical of many high street access profiles. The creation of a pedestrian-friendly environment for the core zone, desirable for an active high street, will involve adaption of the transport space.

A preliminary survey of the 100 on-street parking spaces based on one selected weekday and a Saturday indicated that overall average occupancy for the Wednesday was 67% and 79% on the Saturday. Parking duration was on average 70 to 80 minutes, parking control ranges from time limited 15 minutes to 3 hours. Many properties have off-street parking to the rear of the premises though the disaggregation of land holdings is a major limitation to the connectivity and overall efficiency of the off-street parking. A strategy of aggregation and an overall way finding strategy would improve the efficiency of these spaces.

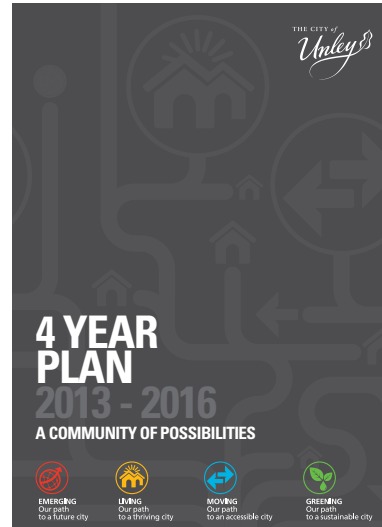
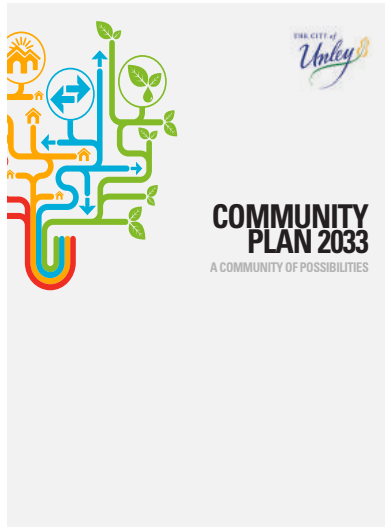


02 Analysis and context

We are not alone

Summary

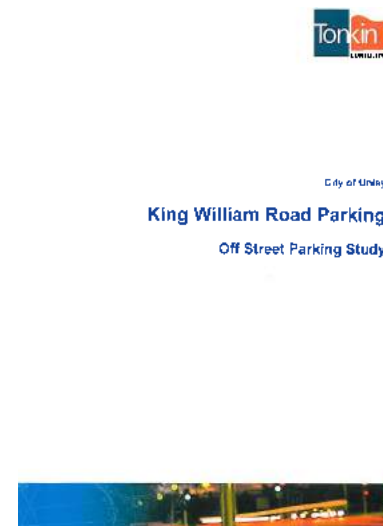
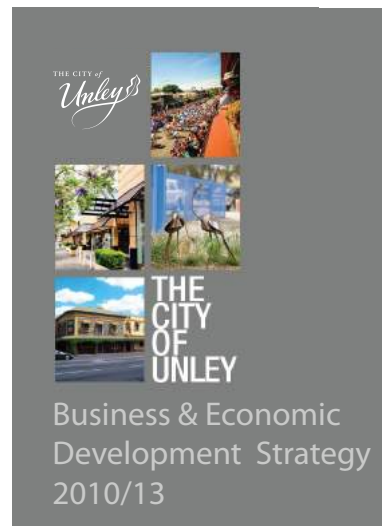
During the beginning of the KWR road project there were a number of documents which ensured we built on the good work of others. Here is but a few from the City of Unley and some useful documents from external sources.



Unley (City)

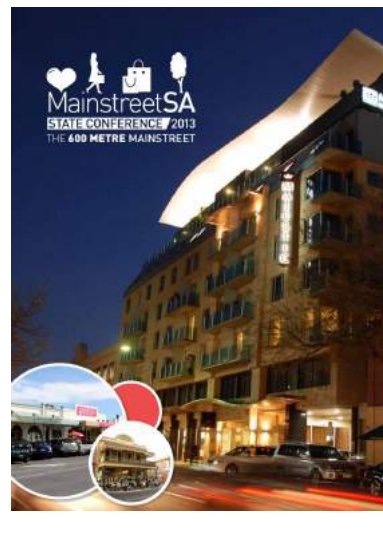
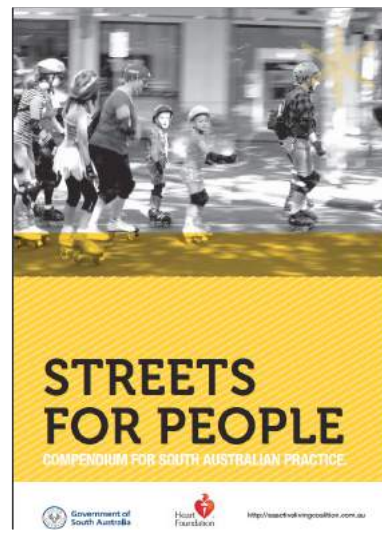
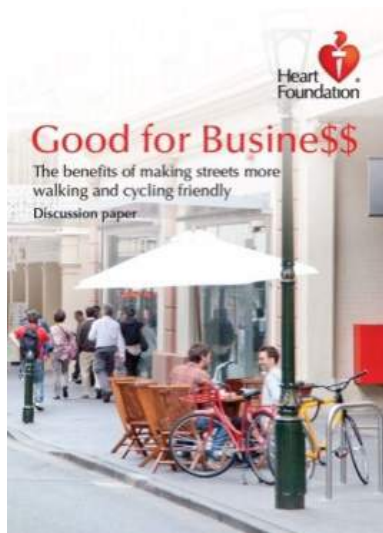
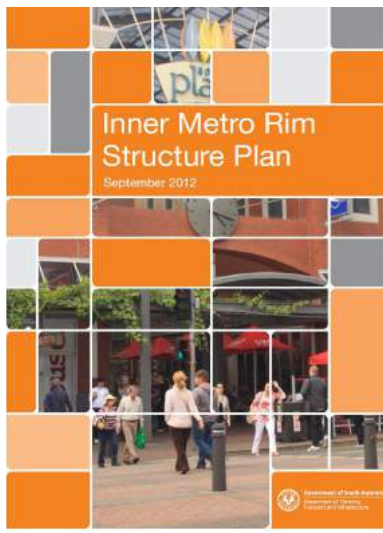
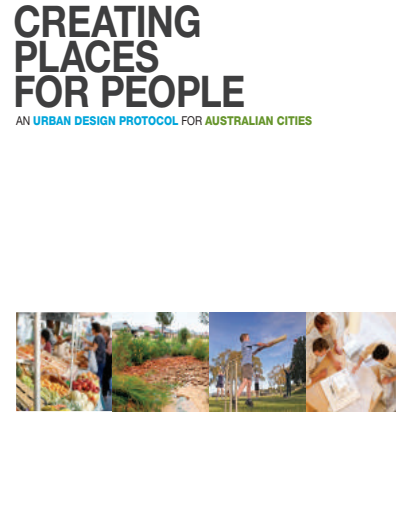
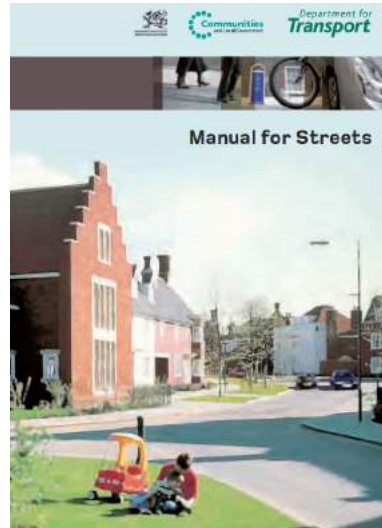
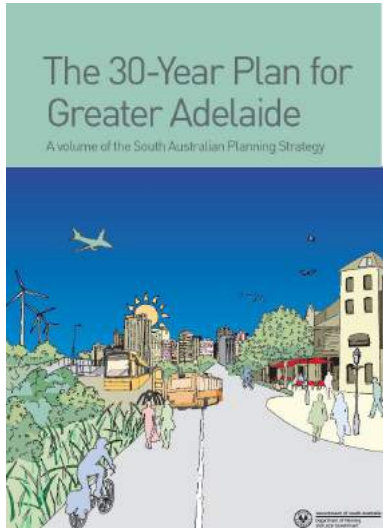
Consolidated - 31 January 2013

This is the current version of the Development Plan as all the consolidated data shown above. It must be read in conjunction with any subsequent amendments. These can be found on the list of <http://www.unley.sa.gov.au/development-plan>



02 Analysis and context

We are not alone



Project strategy





King William Road Design Hub, Unley, Australia.
Photography by HASSELL.

03 Project strategy

Design hub

Design Hub

The 'Design Hub' was an intense five day workshop to 'launch' the King William Road Project. It brought together representatives of the City of Unley Council and design team members of various backgrounds to set a new vision and direction for the activation of King William Road. The project team also consulted with representatives of the traders association and individual traders. The general public were engaged on the street, with a parklet installation used to provoke discussion around the possibilities of a street and giving a space to meet and consult with the public on the street.

The design hub was located in a vacant shop in the middle of the high street to engage and immerse the project team in life on King William Road. This allowed the project team to experience the street, engage with it's stakeholders, and appreciate the precincts qualities.

The workshop challenged:

- _ The traditional thinking of the design of a streetscape
- _ The traditional notions of a high street or village street
- _ The streets role as a public space
- _ Questioned the governance and policy standards that currently influence decision making

_ Questioned what the measure of success for the project would be and 'look like'.

The diverse professional backgrounds represented in the Hub demonstrated the complexity, the challenges and at times the contradictions in reconsidering the design of urban streetscapes. It provided a platform for the potential of the project to be recognised and celebrated as a strategic design response, which responds to the complex needs of the precinct, and not simply the needs for asset renewal.

The Advisory Panel were invited to articulate to the hub the strategic importance of this project and their aspirations for the precinct.

Design Hub program

The Hub program covered:

- _ The changing strategic framework for King William Road
- _ Advisory Panel introduction and engagement
- _ Precedent review and identification of design parameters
- _ Development of a shared vision and objectives
- _ Identification of key potential projects
- _ Development of a design and implementation concept

Design Hub members

The Design Hub included the following members:

Project Reference Group

- _ David Litchfield (CoU)
- _ Keith Davis (CoU)
- _ Ben Willsmore (CoU)
- _ Matt Grant (CoU)
- _ Satyen Gandhi (CoU)
- _ David Brown (CoU)
- _ Brenton Curtis (CoU)

Advisory Panel

- _ John Koumi (chair UBED)
- _ Ros Islip (chair FOCUS)
- _ John Karran (chair KWR traders)
- _ Gabriella Vikor (DPTI)

Project Team

- _ Mary Papaioannou, HASSELL
- _ Alex Hall, HASSELL
- _ Frank Smith, HASSELL
- _ Adam Davies, HASSELL
- _ Paul Froggart, GTA Traffic consultants
- _ Martin Haese, Retail IQ
- _ Genevieve Theseira, Retail IQ
- _ Lincoln Schultz, Retail IQ
- _ Kate Abrahams, Keito events management
- _ Stuart Duckworth, Little Miss Group
- _ Sam Martin, RLB cost consultants

To ensure the public was included in the discussion, a 'parklet' was installed in two parking spaces on King William Road. This simple intervention reclaimed part of the street for the public and encouraged people to think a little differently about their public realm.

<http://www.youtube.com/watch?v=SxoGKjFjNUQ>



03 Project strategy

Design Hub Parklet

Parklet

The Park-let – a temporary demonstration Constructed for the duration of the Design Hub, the Park-let demonstrated a possibility of a public space as a flexible and adaptive response in the context of a street. The structure provoked great discussion both in the street and within social media.

The provision of more space for people to pause and linger is a key principle for the KWR Project. At the conclusion of the Design Hub the Park-let was packed up ready to be applied to the next opportunity to demonstrate and test the possibilities for the streets of the City of Unley.

During the week the Park-let was in place, local traffic speeds were recorded to average below 30km/hr, making King William Road safer for people, as well as greener and more active.

The pilot parklet on King William and lessons learnt are informing the further opportunities and policies required from council to implement similar initiatives as part of the King William Road project.



- 01 A space for two carparks becomes a space for people.
- 02 A place for people to meet and collaborate
- 03 A safe place for families and children to play
- 04 Parklet chalkboards gathering community feedback

VISION

03 Project strategy

Project vision

Vision

The project vision was established during the design hub and importantly considers all the stakeholders of the street. The KWR project has been designed to enable the community and we hope this project will inspire.

Inspire

The King William Road Project Vision is to Inspire

- _Traders
- _Land Lords
- _Community
- _Visitors
- _Designers
- _City of Unley Council
- _State Government

The King William Road Project seeks to *inspire* all key stakeholders connected with the project. We understand the abundance of energy that exist in the community and this project has been designed to ensure a clear path for the community to achieve their goals.

PRINCIPLES

03 Project strategy

Project Principles

Principles

The project principles were informed by the review and consultation process with the city of Unley and key stakeholders and the design team's analysis. The principles are an interpretation of the City of Unley's goals for the KWR village. These principles should be referred to when assessing the alignment of prospective development with the KWR's expressed needs and goals.

Principles

The King William Road Projects 12 principles

- _Move from transactional to experiential
- _Reinforce KWR strong identity built on quality
- _Priorities initiatives that strive for an authentic experience
- _Pursue adaptive flexible public spaces
- _Encourage development that invites people to linger
- _Enable the community to showcase and collaborate
- _Amplify and celebrate existing assets to the street
- _Establish opportunities for making transgenerational environments
- _Reward initiative that contribute to achieving the community's vision
- _Facilitate a better journey for car, bike and People
- _Enable ideas to be demonstrated quickly

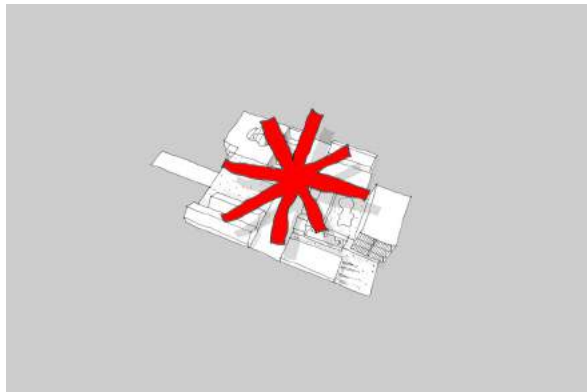
THEMES

03 Project strategy

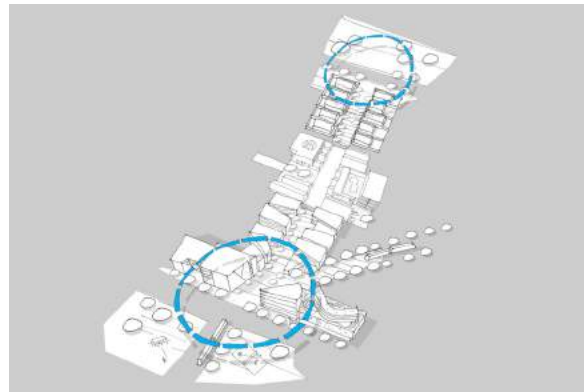
Project Themes

Themes

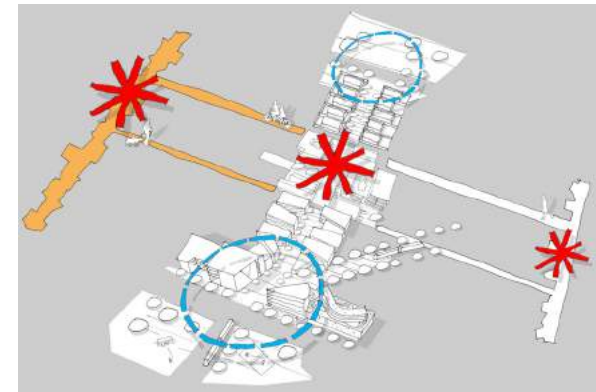
The project themes describe the overarching influences and initiatives important to the KWR project.



Curated Street - A destination (and the main focus of the KWR project)



Park to park - the Parklands and Heywood Park unique connections that act as gateways to the precinct



Heart - the City of Unley heart, with Unley Road and Goodwood Road villages support from walkable connections.

Curated street
concept



04 Curated street concept Summary

A Curated Street

The design proposition for the King William Road Project is to move from a redevelopment model based around asset renewal to a temporal flexible model of development which enables at its core flexibility of staging, funding and use. The innovation of the proposed redevelopment approach and the principles of experiential / trans generational = temporal is a new model of design concept for streetscapes. Its a collision of a long history of traditional street scape design and a much shorter history of modern temporary occupations and installations in the public realm.

The temporary installation movement is having huge success in bring people back to the streets, and reinvigorating streetscapes across Adelaide, Australia and the World. The KWR concept takes temporary installation ideology and extends it to apply to the methodology of redevelopment of the physical streetscape asset. The temporary / experimental / incremental approach to the design concept of the KWR project is not merely born of the necessity of capital works budgets. Rather it is a genuine reflection of the fast moving nature of contemporary society and the changing consumer profile. The

project delivery model anticipates change and inspires innovation. It offers a more dynamic model for not only the implementation of streetscape redevelopment but also a dynamic end experience for the public that utilise it.

The KWR project will represent an evolutionary swing in the process of streetscape development from the traditional segregated transport asset to a new model of the curated street.

High Street Objectives

The High street objectives respond to the principles and are a statement of intent, guiding the project deliverables. The intent is to create a street for all occasions, **a curated street.**

Amplify the unique main street experience

Build on King William Road's unique features creating a point of difference to all other high Streets and retail centres in the Adelaide Metropolitan region.

Create more space for people

Provide more space on the streetscape for people to move along and across the street. Provide space to enable a variety of activities and interaction between people to occur.

Employ short, medium and long term strategies.

By employing different strategies over a variety of time frames, momentum in the project can be sustained and economically delivered.

Create adaptable spaces to facilitate different modes of occupation over a day, week, year

Adaptability of space and infrastructure that accommodates activities at a range of time periods results in flexibility that ensures the asset doesn't become redundant.

Extending the street experience into developments and rear parking lots

Working with stakeholders to extend the streetscape experience into developments to improve legibility and access to rear parking. Enables potentially unique visitor experiences.

Utilise wide side street intersections and development entrances

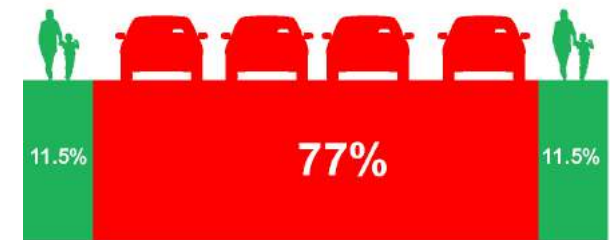
Corners and development setbacks offer unique spaces for activities that require larger space and reduced interaction with vehicles. Event infrastructure should be provided at these locations.

Enable events of all scales

Invest in infrastructure and strategies that enable the streetscape to accommodate a range of events of different scales and duration.

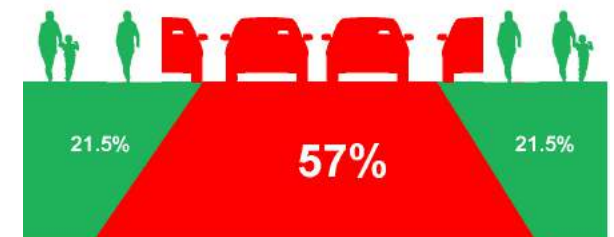
Not one big project

Project delivery needs to consider impacts to stakeholders and staging that minimises impact. Economy of budgeting, and scales of development need to be considered in staging.

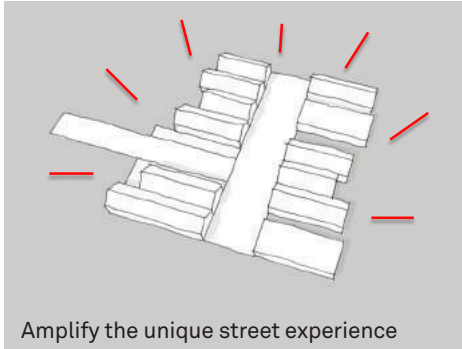


In other words, How can we go from this?...?

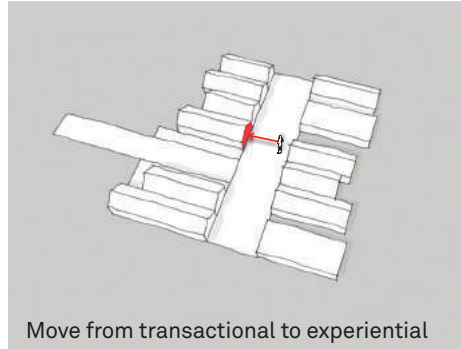
...To This?



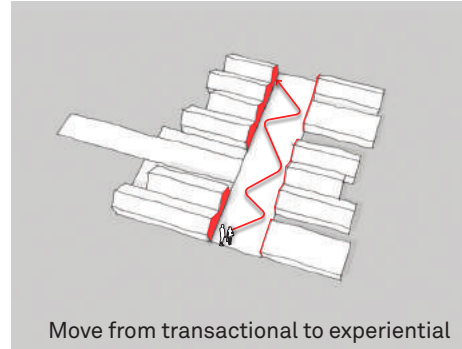
04 Curated street objectives



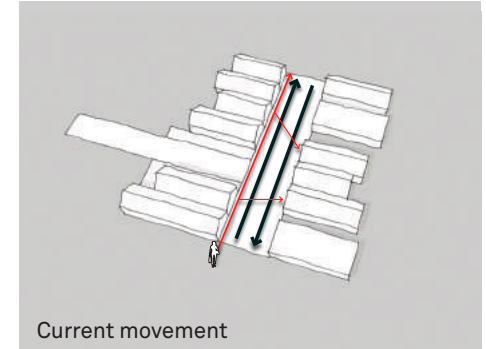
Amplify the unique street experience



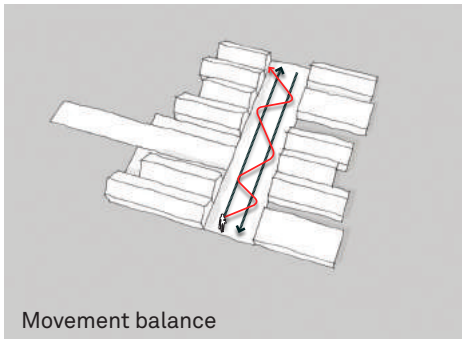
Move from transactional to experiential



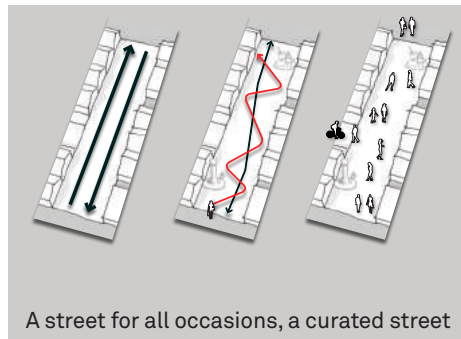
Move from transactional to experiential



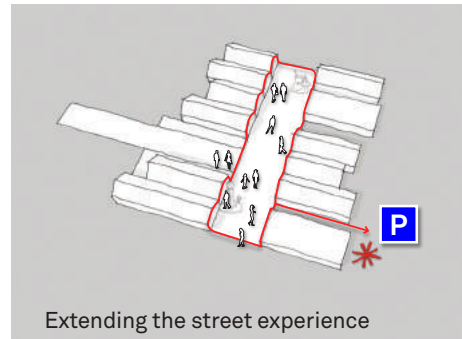
Current movement



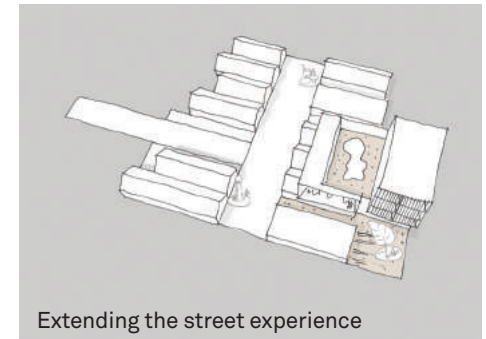
Movement balance



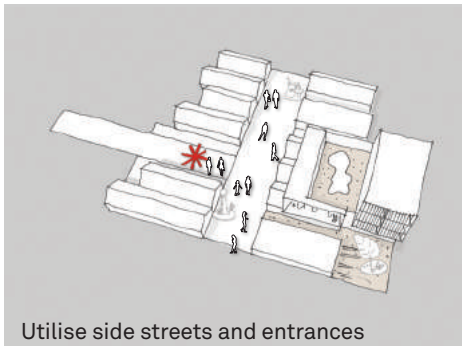
A street for all occasions, a curated street



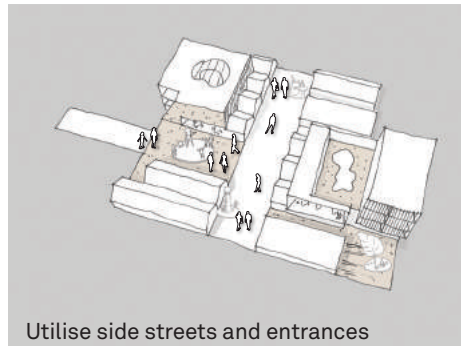
Extending the street experience



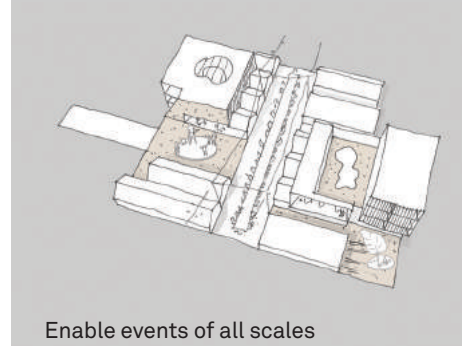
Extending the street experience



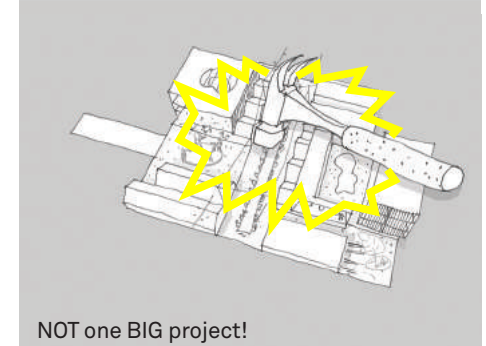
Utilise side streets and entrances



Utilise side streets and entrances



Enable events of all scales



NOT one BIG project!

04 Curated street concept

Parklet program

Parklet Program

Parklets take over existing street car parking spaces to provide additional space for people and traders. Their functions can range from outdoor dining, to bike racks, pop up gardens and more. Building on the success of the design hub parklet, establish a Parklet programme which calls for people to submit proposals to the City of Unley.

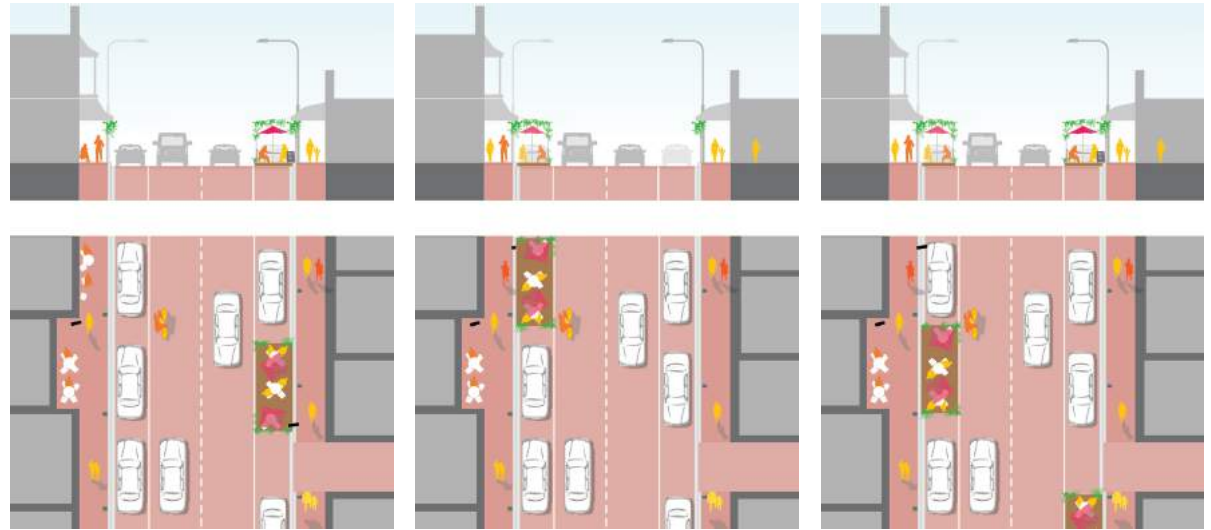
Description

1. Establish a program and information pack that outlines how residents and traders can apply for a parklet.
2. Consider running a parking day event on KWR to encourage people to test parklet ideas
3. Allow parklet locations to be driven by demand.
4. Encourage businesses or groups to work together with artists and design professionals
5. All parklets should be considered as free public space available to all members of the public
6. The materials used are required to be durable and suitable for semi permanent installations

Budget Estimate

A parklet that occupies two car parking spaces should have a budget allowance of **\$43,000.00**

This budget allowance includes a Trade Cost for the Parklet, Construction Contingency and Professional Design Fees.



KWR project test Parklet

Temporary Parklet

Parklet Program



King William Road, Unley, Australia.
Photography by HASSELL.

04 Curated street concept

Side street intersections

Side Street Intersections

The side street intersections represent a significant opportunity to reclaim some space back for people. And if procured in stages, will allow the community to be introduced to the idea that the side streets can be utilised for gathering. The exclusion of parking at corners make the side streets a low fuss point to give back pedestrian space and potentially create usable space for outdoor dining and events

Description

1. Utilise side streets in the current condition for event spaces and introduce a pattern of temporary road closures at these locations.
2. Introduce pavement protuberances on KWR gifting back more space to pedestrians and creating generous crossing points
3. Extend pavement protuberances from KWR into the side streets further extending the space for pedestrians and creating space for activation.
4. Introduce a consistent pavement finish across the side street improve the legibility of the crossing, removing the kerb and connecting both sides of the streets

5. Begin to introduce appropriate elements from the urban design palette including things like lighting, bike parking, public art, street furniture etc
6. Over time the side streets may provide an opportunity to be closed to KWR creating opportunities for green space and permanent public gathering points.
7. The extent of the closed off section of street should be defined by the vehicle entry points to the rear of shops and car parking. Access for vehicles to the shops should be maintained but only from the side street to allow the intersection to be entirely for people

Budget Estimate

The budget allowance for;

- _ Protuberance stage 1 should be **\$74,000**
- _ Protuberance stage 2 should be **\$106,000**
- _ Extending treatment over intersection stage 3 should be **\$268,000**
- _ Stage 4 maintaining vehicle movement or creating a green space should be **\$275,000**

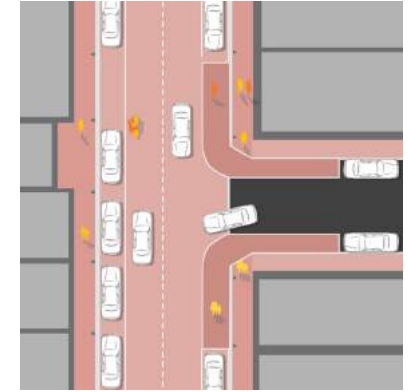
These budget allowance include a Trade Cost, Construction Contingency and Professional Design Fees.



Temporary intersection closure



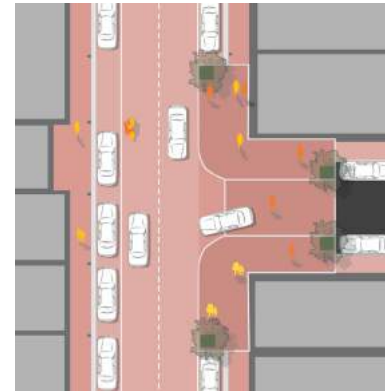
Protuberance Stage 1



Protuberance Stage 2



Extend over intersection Stage 3



Vehicle Movement stage 4 option



Green Space stage 4 option



King William Road, Unley, Australia.
Imagery by HASSELL.

04 Curated street concept

Pilot project

Pilot Project

The pilot project looks to build on the success of the parklet program by making successful parklet locations permanent pieces of infrastructure. Importantly, the pilot project should enable opportunity for parking and on street activation. The installation of a roll kerb provides the delineation between the street and the pilot project and provides additional pavement for pedestrians. This project is intended to be curated to enable multi functional use of this space.

Description

1. Through the parklet program and consultation with relevant businesses and stakeholder groups, determine an appropriate location to implement the first pilot project.
2. Construct the pilot project integrating the finishes with adjacent pavement and install a roll over kerb to enable parking.
3. Establish a consistent program with the adjacent businesses or community group to curate the space.
4. Introduce elements from the urban design palette to assist with communicating what the space is being used for at a given time. E.g. utilise bollards, street furniture, lighting etc

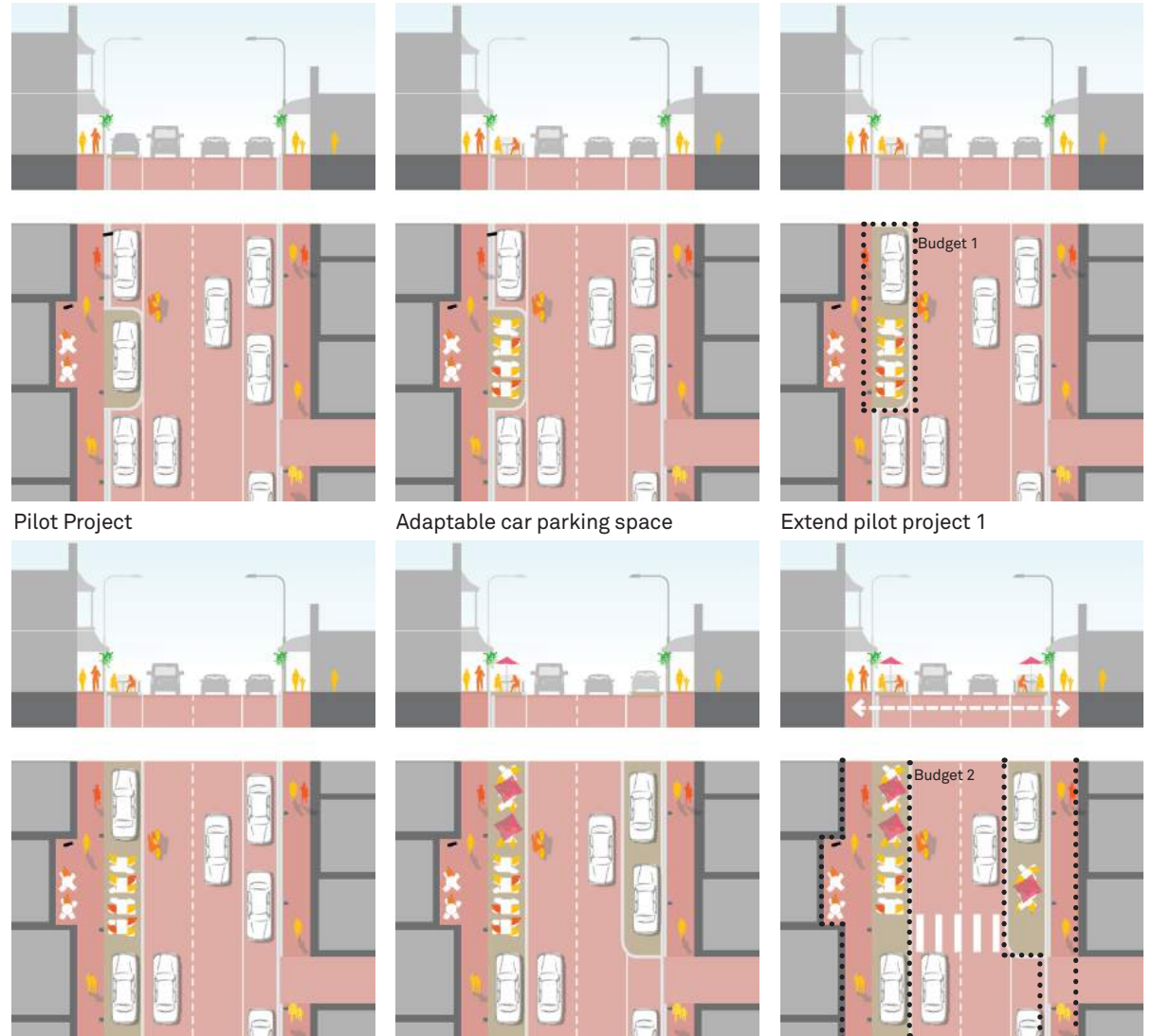
5. Extend the pilot project further down 1 side of the street, gifting back additional shared space between pedestrians and vehicles.
6. Over time the treatment may be extended to both sides of the road enabling car parking on both sides of the street to be used for a multitude of functions.
7. Consider connecting both side of the street with low cost painted crossings at key locations.

Budget Estimate

A pilot protuberance project that occupies two car parking spaces should have a budget allowance of **\$80,000** (Budget 1)

The full protuberance and footpath upgrade to both sides of the street should have a budget allowance of **\$10,299,000** (Budget 2)

The budget allowances include a Trade Cost for the project, Construction Contingency and Professional Design Fees.



Pilot Project

Adaptable car parking space

Extend pilot project 1

Extend pilot project 2

Extend pilot project 3

Create safe crossing points



King William Road, Unley, Australia.
Imagery by HASSELL.

04 Curated street concept

Curated Street Upgrade

Curated Street Upgrade

Ultimately developing both sides of the street through pilot projects will lead to the upgrade of the road surface. This will provide an opportunity for further provision of amenity such as street trees, seating, lighting etc. It's envisaged that the role over kerb would be maintained and the flexibility of the car parking spaces. Upgrading the road surface will provide an opportunity to upgrade key infrastructure and install additional infrastructure which will provide greater opportunity and flexibility to the whole street and not just foot paths.

Description

1. Building on the success of the pilot projects and low cost implementation of crossings at key locations. Upgrade the road surface and better integrate the foot paths
2. Use this opportunity to upgrade existing infrastructure embedded within the street.
3. Consider providing a grid of services which enables businesses, performers and community groups to plug into the street on scheduled road closure events.
4. Take this opportunity to introduce elements from the urban design

palette E.g. street trees, street furniture, lighting etc

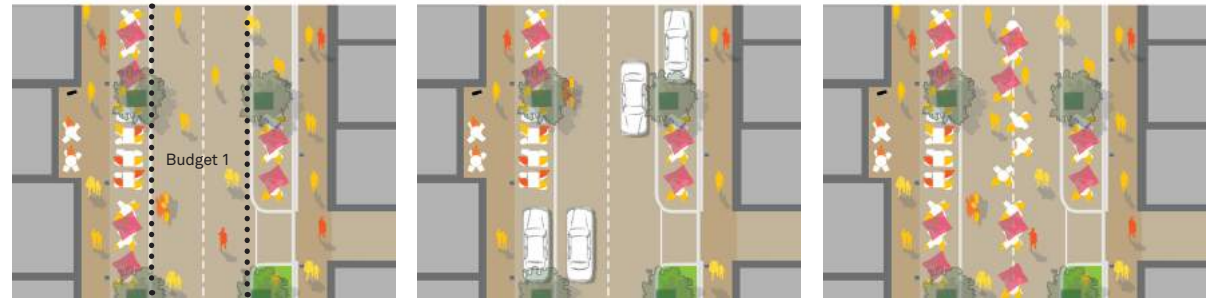
5. Extend the urban design palette down the remaining laneways and behind shops to create greater legibility between what is considered public versus private.
6. Engage the community in creating schedule of planned road closures to facilitate events.
7. Consider that the density of the street is likely to have increased at this time and most likely more people will be living in this precinct.

Budget Estimate

The curated street upgrade should have a budget allowance of **\$8,138,000** (Budget 1) assuming a high end paved surface throughout.

The budget allowance for a;
 _plain asphalt option would be **\$2,410,000**
 _enhanced asphalt option (crushed granite) would be **\$5,262,000**
 _enhanced asphalt option (local marble chips) would be **\$4,983,000**

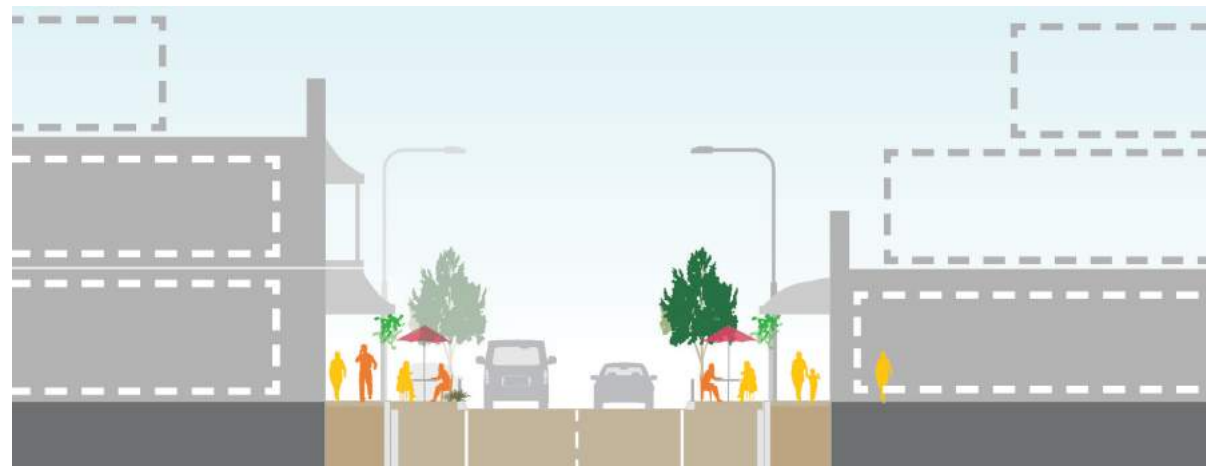
These budget allowance include a Trade Cost, Construction Contingency and Professional Design Fees.



Upgrade road surface

Extend to footpaths and laneways

A street for all occasions



Section of road profile



King William Road, Unley, Australia.
Imagery by HASSELL.



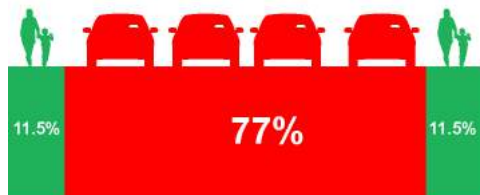
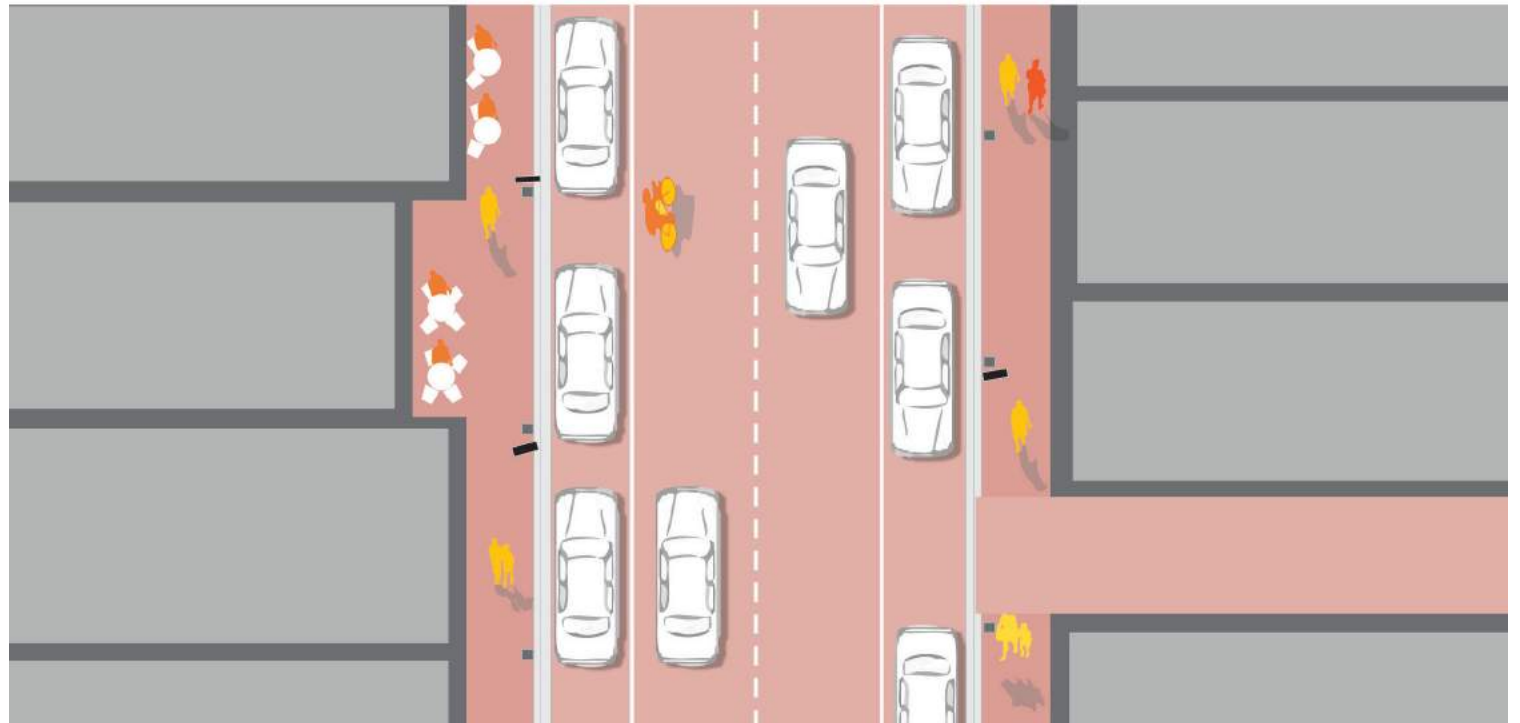
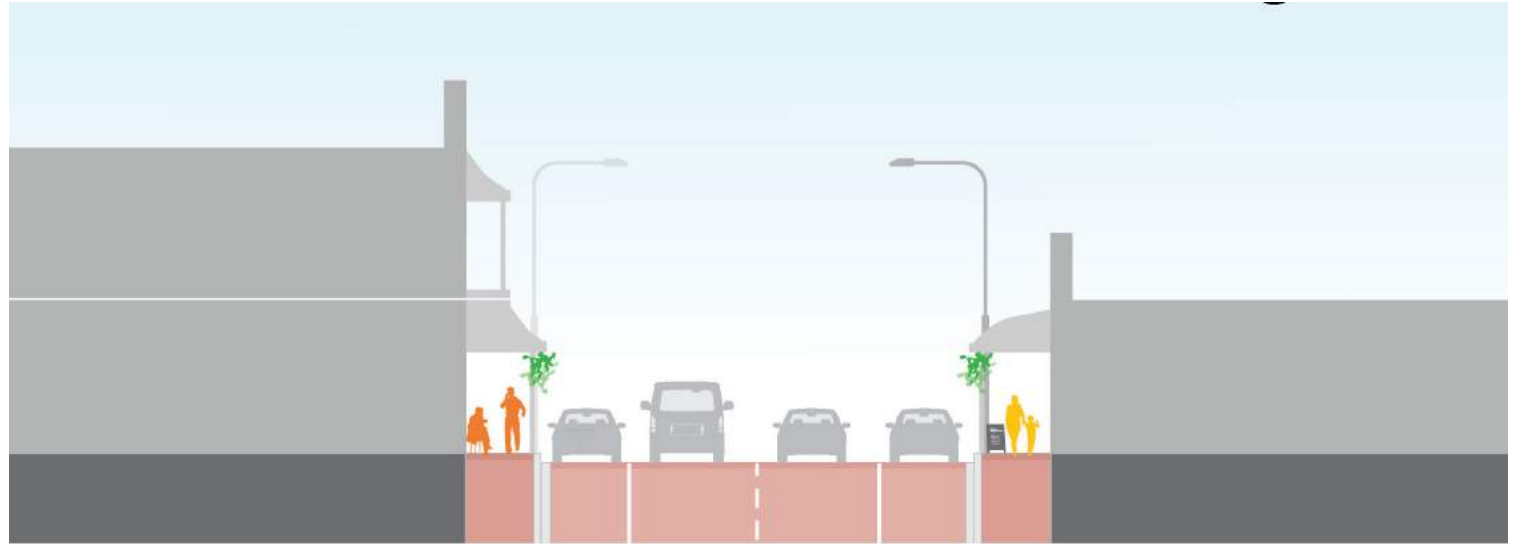
Street for Cars, King William Road, Unley, Australia.
Imagery by HASSELL.



A Street for People, King William Road, Unley, Australia.
Imagery by HASSELL.

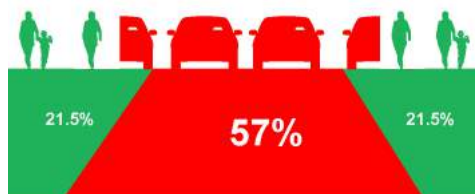
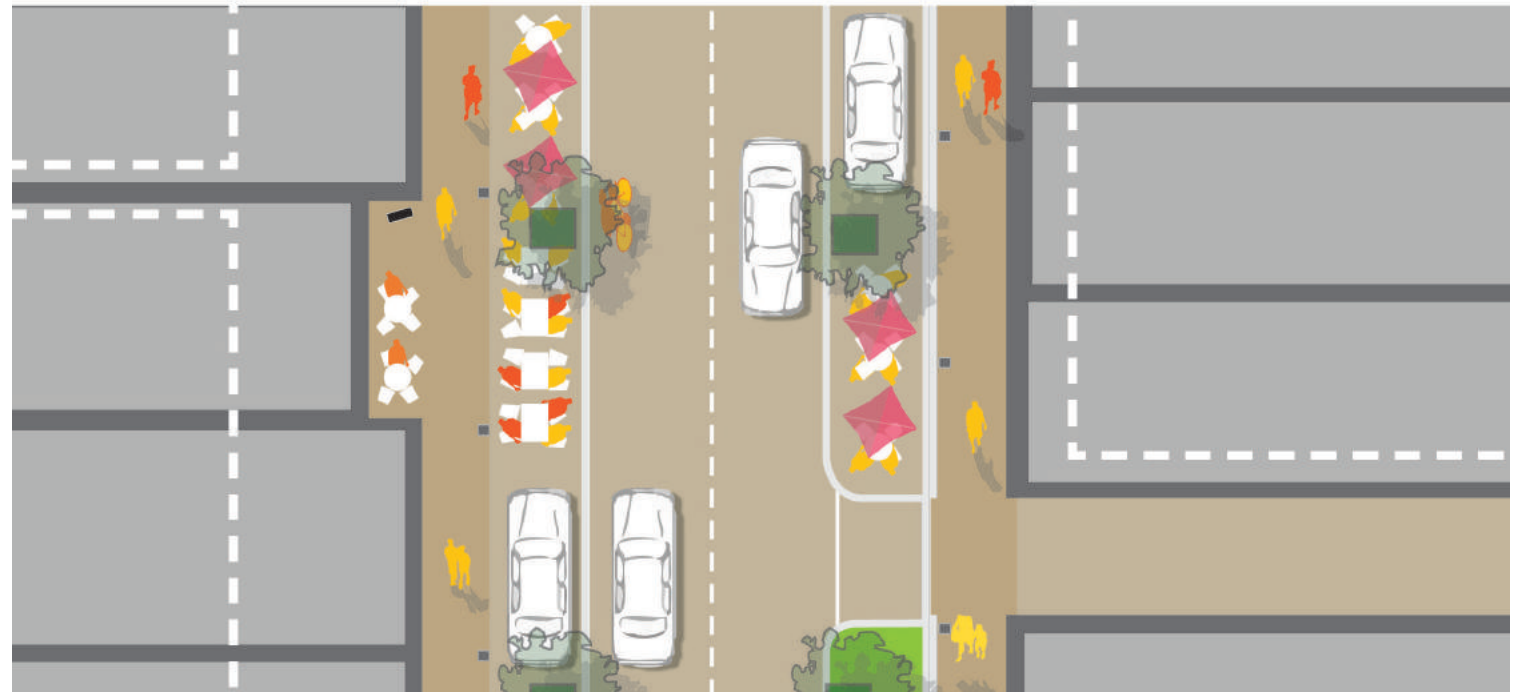
04 Curated street concept

Existing Street

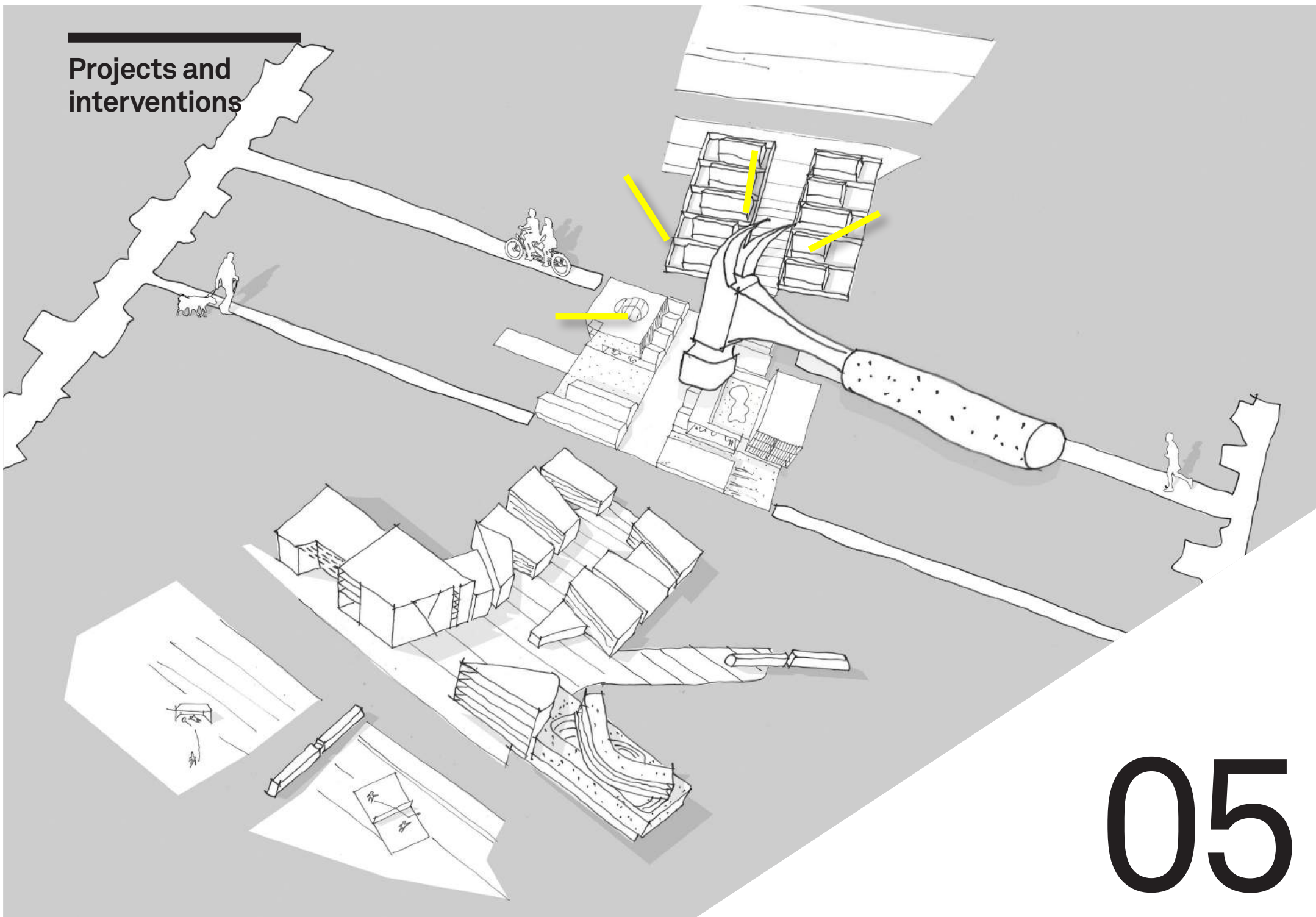


04 Curated street concept

The Curated Street



Projects and interventions



05 Projects and interventions

Short Term



PARK(ing) Day

PARK(ing) day is an annual worldwide event where artists, designers and citizens transform parking spots into temporary public parks. Think of this a low cost opportunity to demonstrate to the community the need for more urban open space, to better understand how public space is owned and operated and improve the quality of urban human habitat at least for 1 day. PARK(ing) Day has already been implemented in Adelaide with great success in the City of Adelaide



Car (bike) Port

The culture of adapting car parking spaces has seen a host of ready made solutions being developed. Consider procuring proprietary car bike ports which create an ideal bike parking location at events, promotes cycling and is easily assembled and transported. This particular bike port was originally commissioned by the London festival of Architecture and has been installed around the UK and in several cities across the world. The Car (bike) port converts one car parking space in to 10 bicycle spaces. The car graphic conveys the message that bicycles are a more efficient use of space when compared with cars and also acts as a barrier



Park-let Program

Parklets take over existing street car parking spaces to provide additional space for people and traders. They can range from outdoor dining, to bike racks, pop up gardens and more. Building on the success of the design hub parklet, establish a Parklet programme which calls for people to submit proposals to the city of Unley.



Car Parking Orientation Strategy

Building on the work undertaken in the private car park amalgamation policy and the village car parking and accessibility report, we recommend that a project is initiated to support the information outlined in these documents. The key to the KWR project success is affective communication about car parking. Consider this an opportunity to not only direct people to the available car parking in side streets and behind shops but to communicate to address concerns amongst the traders about the number of car parks available. We envisage that the car parking orientation strategy could be carried through number low cost approaches from pavement stickers and social media to permanent signage.

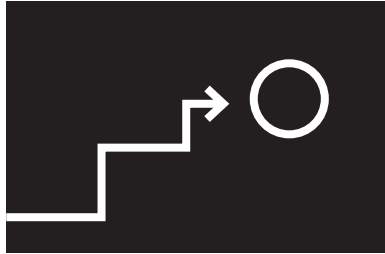
01 PARK(ing) Day, Image source <http://pinhabitat.com/a-parking-spot-from-studios-architecture-and-swa-design>

02 Car (bike) Port, Image source <http://www.cyclehoop.com/february-2013/hackney-the-first-uk-council-to-install-our-new-car-bike-port-lite-on-carriageway>

03 Park-let Program, Image source <http://pinhabitat.com/noriega-street-parklet-is-a-succulent-meeting-spot-crafted-by-the-community-in-san-francisco>

04 Car Parking Orientation Strategy, Image source <http://www.deakin.edu.au/services/parking>

05 Projects and interventions



Way Finding Strategy

The future success of KWR relies on its ability to build on its strong identity. That being said, the expectation that people will immediately know all there is about KWR from where to find a good coffee to where one can find a newsagent needs to be reinforced. In many ways the work being undertaken through the city of Unley's Find Your Everything (.com.au) has established a strong reach across the whole Unley precinct. In much the same way as the car parking orientation strategy, there is an opportunity further communicate local knowledge on shops, cafes, essential services (and even facts about KWR) through low cost initiatives. For instance "Did you know that Unley rd is 8 minutes walk from this location" and "Did you know that KWR street party attracts 17 thousand people?" could be displayed on the street.



Planned Street Closures

Regular planned street closures represent an opportunity to create a culture that encourages people to linger on KWR road without significant associated costs. Planned street closures would enable the community to prepare for the closure so they can make the most of an event (or to avoid it). For instance, the last Sunday of the month could be a regular time that particular sections of KWR are closed to vehicles which will enable regular events to be planned. Importantly, planned street closures provide the ability to test more permanent project and interventions such as the Pilot project or the Side Street Intersections.



Vacant Property Strategy

There are a number of shopfronts along the length of the KWR high street that are currently vacant. In order to counteract this, the KWR project recommends that a vacant property strategy be developed to ensure the best success of leasing these spaces in future. The focus of the strategy should be on simple ways to improve the marketability of a vacant property, from demonstrating how the space can be used through pop up shops or installing intriguing window treatments. Importantly, effort to maintain kerb appeal and activation of the street should be maintained whilst a shop is vacant.



Public Art Strategy

Great cities that evolve over many years often have a rich layer public art in their squares and public spaces. We recommend that a public art strategy is developed for KWR that brings together creation of contemporary spaces and public art. The public art strategy will be one of the best ways to engage the KWR community at all levels from the primary school kids to the renowned artist. Cultural vitality and creativity is strengthened by investment in cultural assets and activities and the KWR project could lead the first investment.



Gap Analysis

Map the existing retail mix and undertake a detailed GAP analysis to identify opportunities within the KWR precinct. There would be significant benefit in extending this analysis to not only retail but all forms of space across the whole City of Unley. Work out how the City of Unley performs as a whole and then consider the city of Unley can differentiate itself and be better utilised.

01 KWR Street Party. Photography by Keito Pty Ltd.

02 King William Road Design Hub Parklet, Photography by HASSELL

03 Public Art Strategy, Image source <http://blog.cofa.unsw.edu.au/p=5217.png>

04 Gap Analysis King William Road Section Aerial, Image source www.nearmaps.com.au

05 Projects and interventions

Medium Term

Side street intersections

As shown in the curated street objectives the side street intersections of Arthur Street, McGowan Avenue, Bloomsbury Street, Thomas Street, Boffa Street and Opey Avenue represent a significant opportunity to reclaim some space back for people. As described in the curated street concept, the intent for this location may well be to close the intersection permanently but this would need to be reviewed as each stage is implemented and may not be required. The road closure of Walter Street has been a success and provides a good example to follow. However, we would recommend that the vehicle access from KWR is not provided and access to the car parking would be from the side street. This would permanently allow the intersection to be utilised by people whilst still maintaining access to the car parking and the rear of the shops.

Pilot Project

As described under the curated street concept, the pilot project looks to build on the success of the parklet program by making successful parklet locations permanent pieces of infrastructure. The first location for the first Pilot project is difficult to determine and locations shown on the plan are only indicative. The

intent is that these locations will be determined following successful implementation of a number of parklets and the appetite for more permanent infrastructure amongst the local businesses and community groups.

Bus Stop Design

The location of bus stops along the KWR high street provide an opportunity to design a safer transition point from footpath to bus and in doing so, capitalise on the space generated to do this. In the Adelaide Context, KWR is a tight street not affording typical space for a bus to pull over and traffic to pass safely. In this case, a safer solution that avoids conflicts with cyclists and vehicles may be to bring the footpath out to the road edge eliminating the need for the bus to pull over, creating the opportunity to enliven this space which is otherwise unused.

Laneways, Driveways and Behind Shops

In conjunction with some short term project and interventions such as the car park orientation and the public art strategies, the treatment of the many laneways, driveways and space behind the shops should be lifted to match the same level of finish to the street. Part of the problem with these spaces currently is that they appear

to the public as privately controlled spaces. By implementing projects and activating these spaces people will begin to see these spaces as public, opening up significant opportunity to occupy space which is currently underutilised.

The Church Forecourt

The church site currently occupied by Toop & Toop provides a rare opportunity along KWR high street to create respite. The added value this site brings is of course the tremendous heritage building which occupies the site that one might associate as a backdrop to more traditional gathering spaces. The church building and the sense of relief from tight footpaths of the KWR high street is mostly due to the car parking and forecourt which fronts KWR. In much the same way as the proposed Pilot project the forecourt of the church and the car park could be developed to be an adaptable space to enable parking but also public event space. Ultimately, this project requires collaboration with the building owner but this project could make a significant contribution to the KWR project which lacks a traditional gathering space for the community. Similar opportunities include the Cocksauld and Shouz forecourts.

05 Projects and interventions

Long Term

Curated Street Upgrade

As shown in the curated street objectives the upgrade of the entire street will provide the greatest amount of innovation. Recognising that this will be done at a significant cost to everyone this project exists in the report as a demonstration of what all the projects and interventions are building towards. The KWR project has been deliberately conceived in this way so that it enables progress on upgrading the street immediately. Recognising the impact the previous upgrade of the road surface had on the traders we hope that this process may engage the traders in a more meaningful way and perhaps may even be driven by the requirements of the traders themselves

The City of Unley Depot Site Development

The City of Unley Depot site in the long term represents a significant development opportunity due to its size and location to the KWR main street. Opportunities for development could range from predominately commercial to residential. However, In the context of the KWR project and the development plan there is of course a preference for mixed use developments. Ending this, we recommend that criteria is established for assessing

developments on this site that start to address the KWR road precincts short falls in essential services. Consider this an opportunity to create a shared community hub of infrastructure . This site will also provide a chance to create more opportunity for parking close to the main street of KWR.

Connect the Villages

The proximity of the KWR precinct to Goodwood and Unley is a major advantage and perhaps one of its lesser known characteristics. Building on short term projects, 'car parking orientation' and 'way finding' strategies, the 'connect the villages' project upgrades connections to create greater amenity for people as they journey from village to village. As highlighted in the short term way finding strategy project, the opportunity can't be missed to cross promote the services and experience people can expect from each village. The connection to each village can provide a physical platform for this communication and importantly extend the experience beyond the main street. The establishment of cycling routes, green corridors for habitat and co existing with vehicles should be encouraged.

Park to Park Developments

As described in the local context analysis, KWR is the only north south connector in the city of Unley that is

flanked by parks at both gateways (Heywood Park and the ADL park lands). This unique characteristic provides an opportunity to develop both gateways and utilise the parks to create a unique transition from a typical street to the curated street development. Both gateways need to respond to a separate set of circumstance given that the southern end is predominately residential (home) and the northern end will change to 6-7 storey developments as part of the development plan.

Second and Third floor Development

Second and third floor developments will create an increase in local population which is important for the ongoing sustainability of the curated street concept. The increased number of people will place further demand on the street to be a place for all occasions. The development currently supports the current character of the street and adjacent properties but we recommend that a review of the development plan is undertaken against the key objectives of the curated street project.

Implementation



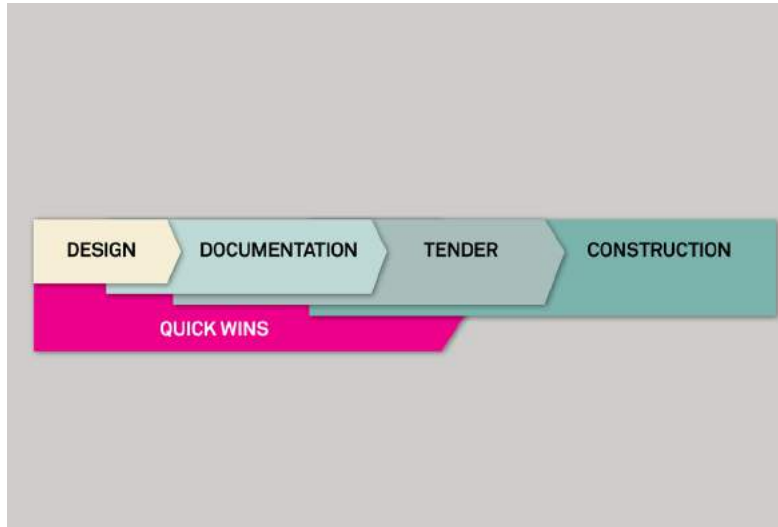
06 Implementation

Summary

This section of the report starts the conversation around how some of the projects highlighted can be implemented. Importantly the KWR project team see a clear distinction between the physical implementation versus the social implementation of a project. In many ways it's the social aspects that are the most important to address. These will involve more than just upgrading some paving and planting trees.

At the beginning of the project we established a vision and some key principles. You can view this in many ways but if you view them as the communities goals then what are the steps we need to take to achieve them? What we've tried to do in this section of the report is explore the steps that can be taken to achieve four of our key principles.

Due to composition of the KWR project team, we were also able to explore some recommendations for a movement strategy and a event strategy. This section isn't conclusive but we hope it can provide inspiration tackle both the social and physical aspects of each project.



Traditional Procurement Model

The traditional model for delivering projects often doesn't allow time to develop the social aspects of a project where collaboration with a large amount of stakeholders is critical. Also, the types of projects described in the KWR project sit on the edge of a number of stakeholders which requires a project centric approach that allows perhaps alternative procurement methods.



World Class Street

What the traditional model doesn't describe is the importance of good management. What we like about this diagram is that it doesn't depict a time line but in fact a continual collaboration and 'curation' of the street between Management, Planning and Design.

06 Implementation



New Partnerships

New partnerships and alternative ways of procuring projects are enabling more people to contribute and drive the development of world class streets. Traditionally projects have been lead and funded by one or two entities like local council and state government. Procurement methods such crown funding has opened a whole new way of achieving projects from the bottom up. The questions, how ill these new partnerships of the future enable projects to occur.

	Parklet Program	Intersection Plaza	Adaptive Street Project	Future Projects ?
Planning + Policy	Blue	Blue	Blue	Grey
Strategy	Grey	Blue	Blue	Grey
Program Capacity	Light Blue	Light Blue	Light Blue	Grey
Asset Renewal	Light Blue	Light Blue	Light Blue	Grey
Capital Investment	Light Green	Light Green	Light Green	Grey
Landlord	Grey	Light Green	Light Green	Grey
Tenant	Dark Green	Grey	Dark Green	Grey
State	Red	Red	Red	Grey
Federal	Grey	Grey	Pink	Grey
PPP Public/Private	Light Green, Blue, Grey	Light Green, Blue, Grey	Light Green, Blue, Grey	Grey
Partnerships?	Blue, Light Blue, Green, Red	Blue, Light Blue, Green, Red	Blue, Light Blue, Green, Red, Pink	Grey

Project Matrix

Above is a brief look at 3 projects outlined in this report and the potential stakeholders and partnerships involved.

06 Implementation

Key Principle

Move from Transactional to Experiential

_Develop physical aspects of the King William Road public realm which allow customers to participate in non-retail activities.

_Develop or co-create an educational program which clearly articulates the imperative for change and provides retailers with advice and actionable ideas which can be implemented in their businesses.

_Using the parklet program as a pilot, encourage retailers to initiate or otherwise play an active role in temporary placemaking activities.

_Acknowledging that empty shops and 'for lease' signs are inconsistent with aspirations for a vibrant and dynamic street, encourage landlords to view, temporary activations of vacant shopfronts as part of the solution to finding permanent tenants.

_Recognise that digital connectivity is essential

Key Principle

Create space which is transgenerational

_Encourage retailers to adopt a net promoter approach to other businesses in the street and surrounding areas whereby traders recommend or endorse the products or services of other traders in the street.

_Taking net promotion one step further, encourage traders to collaborate with each other and cross promote businesses.

_While recognising the combined experience of the King William Road Traders Association and acknowledging the important role that committee members play, encourage new retailers to take up positions on committees to ensure continuity and fresh thinking.

_Enable a program of monitoring which encourages new and established retailers to share knowledge and learn from each other.

_Encourage and enable the King William Road Traders Association to incorporate an increased educational element into their communications with traders

06 Implementation

Key Principle

Build on existing qualities of King William Road

_Develop or co-create a set of voluntary guidelines or standards for trading on King William Road which are consistent with the vision and are designed to reinforce the street's identity.

_Develop a system of annual precinct awards which are designed to encourage positive behaviors by recognising excellence within the precinct.

_Collaborate with the King William Road Traders Association to develop a strategy to enter and win local and national awards such as The Property Council Retail Awards and Mainstreets SA Awards.

_Explore a strategy, with other departments within Council, to enter and win non-retail industry competitions such as commercial landscape awards, architecture or design awards.

_Encourage retailers to enter local, national and international competitions within their subsectors e.g. world's best pizza, world's best coffee, world's best visual merchandising etc.

Key Principle

Move from a segregated to a curated street

_Work closely with customers and residents, property owners and the King William Road Traders Association to develop a shared aspiration and commitment to a long term strategic plan for the street's retail mix.

_Map the existing retail mix and undertake a detailed GAP analysis to identify opportunities.

_Develop a list of companies, brands or offers which are consistent with both the GAP analysis and future aspirations for the street's retail mix.

_For Council, to provide a 'case manager' to act as a single point of contact between property owners and potential tenants to attract desired retailers to the street.

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