



COMMITTEE AGENDA

Business and Economic Development Advisory Committee

Notice is hereby given pursuant to the provisions of the Local Government Act, 1999, that the next Meeting of the Business and Economic Development Advisory Committee will be held in the Bar Area, Civic Centre, 181 Unley Road, Unley on

Thursday 27 February 2025 5.30pm

for the purpose of considering the items included on the Agenda.

Chief Executive Officer

MEMBERS

Councillor S Finos
Councillor D Palmer
Presiding Member A Abrahamzadeh
Independent Member G Goddard
Independent Member K Della-Torre
Independent Member J McNally
Independent Member N Sheehan
Independent Member A Hammett

ACKNOWLEDGEMENT

Ngadlurlu tampinhi, ngadlu Kaurna yartangka inparrinhi. Ngadlurlu parnuku tuwila yartangka tampinhi.

*Ngadlurlu Kaurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku tampinhi. Parnuku yaitya, parnuku tapa purruna yalarra puru purruna.**

We would like to acknowledge this land that we meet on today is the traditional lands for the Kaurna people and that we respect their spiritual relationship with their country.

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

*Kaurna Translation provided by Kaurna Warra Karrpanthi

ORDER OF BUSINESS

ITEM	PAGE NO
1. ADMINISTRATIVE MATTERS	
1.1 APOLOGIES	
Nil	
1.2 LEAVE OF ABSENCE	
Nil	
1.3 CONFLICT OF INTEREST	
<i>Members to advise if they have any material, actual or perceived conflict of interest in any Items in this Agenda and a Conflict of Interest Disclosure Form (attached) is to be submitted.</i>	
1.4 MINUTES	
1.4.1 Minutes of the Ordinary Business and Economic Development Advisory Committee Meeting held Wednesday, 6 November 2024	
1.5 DEFERRED / ADJOURNED ITEMS	
Nil	
2. REPORTS	
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3. OTHER BUSINESS

The City of Unley sincerely thanks the Members of the Business and Economic Development Advisory Committee for their valued contributions during the March 2023 to March 2025 term. Your insights, expertise, and commitment have played a crucial role in shaping initiatives that support our business community and drive economic growth. We greatly appreciate the time and energy you have dedicated to advancing the City's strategic priorities

NEXT MEETING

Wednesday 11 June 2025 - 5:30pm

Bar Area, Civic Centre, 181 Unley Road, Unley

INFORMATION REPORT

REPORT TITLE:	PRESIDING MEMBER REPORT - YEAR TWO
ITEM NUMBER:	2.1
DATE OF MEETING:	27 FEBRUARY 2025
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	CITY SHAPING
ATTACHMENTS:	1. PRESIDING MEMBER REPORT - YEAR 2

1. **PURPOSE**

The Presiding Member of the Business and Economic Development Advisory Committee has provided the attached report summarising the activities during 2024 (year two of the term).

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economy

3.1 We model and enable innovation and entrepreneurship to grow our economy, create jobs, and serve our community.

4. **BACKGROUND**

The Business and Economic Development Advisory Committee (Committee) is established in accordance with the requirements of section 41 of the Local Government Act 1999 (the Act).

The Committee Terms of Reference requires that the Committee consists of eight members, six of whom are to be independent of Council and two Elected Members. The Independent Members have recent and relevant experience to ensure the effective discharge of the responsibilities of the Committee.

The current term of engagement of the Independent Members is from 27 March 2023 to 27 March 2025. The Independent Members are:

- Ms Alex Hammett
- Mr Arman Abrahamzadeh (Presiding Member)
- Mr Garry Goddard
- Mr Joshua McNally
- Mr Kym Della-Torre, and
- Ms Nicole Sheehan.

Sitting fees per meeting attended by Independent Members are:

- \$300.00 for the Presiding Member
- \$250.00 for an Independent Member

The Elected Members appointed from January 2023 to 27 March 2025 are:

- Councillor Don Palmer (Clarence Park Ward Councillor)
- Councillor Stephen Finos (Unley Ward Councillor)

Similar to the Audit and Risk Committee, the Committee has no delegated decision-making power from Council. All recommendations made by the Committee are put to Council for consideration.

5. **DISCUSSION**

The Committee met five times in 2024:

Date	Meeting
3 February 2024	Workshop
21 February 2024	Meeting
19 June 2024	Meeting
21 August 2024	Meeting
26 November 2024	Meeting

The Presiding Member has prepared a report summarising the activities of the Committee over 2024. The report is attached.

Attachment 1

6. **REPORT AUTHORISERS**

Name	Title
Ben Willsmore	General Manager City Shaping

Presiding Member's Report 2024

As Presiding Member of the Business and Economic Development Advisory Committee (BEDAC), I am pleased to present this report on the committee's activities during 2024.

In February 2024, BEDAC reviewed budgets of the Business Associations and wrote to all businesses within the business precincts to ensure the Expenditure Plans were reflective of the needs of the business community and provided value for money. This process reflects our commitment to ensuring that public funds are allocated efficiently and effectively.

Contributing to the Community Vision 2050 was another highlight of the year. Our input ensured that economic prosperity remained a central pillar of this long-term vision, emphasising the need for innovation, sustainability, and inclusivity in shaping the City's future. Similarly, the committee supported the ongoing implementation of the Economic Development Growth Strategy 2021–2025, tracking progress and identifying emerging trends to inform future priorities.

A significant focus this year was preparing for the next iteration of the Economic Development Growth Strategy (2026 – 2030) / Four Year Plan. Through a series of workshops, BEDAC explored significant industry sectors. These sessions provided an opportunity for members to collaborate on identifying actionable strategies that will drive economic growth while addressing challenges facing local businesses.

BEDAC continued to keep abreast of local economic insights to inform decision-making. Several key reports were produced, offering a detailed understanding of economic activity across the City. The Annual Vacancy Rate Report highlighted trends in commercial property occupancy, helping to identify areas for targeted interventions. Similarly, the Business Mix and Escape Spend Analysis provided insights into local consumer behaviour, revealing opportunities to strengthen Unley's retail and service offerings.

Another dataset was the Annual Report on Commercial Development Applications, which tracked the volume and nature of development activity in the City. This information is invaluable for understanding how Unley's economic landscape is evolving and where future investment might be directed. Complementing these were the Business Association Reports, which provided regular updates on the performance and needs of our business precincts. These reports play a key role in shaping strategic priorities.

Policy development and review were components of BEDAC's workplan in 2024. The committee reviewed the Car Parking Contribution Policy, balancing the need for accessible parking with broader urban planning and sustainability goals. Another policy under consideration was the Banner Policy, which sought to enhance the visibility and vibrancy of business precincts through improved signage and branding.

Engaging with stakeholders has also been part of BEDAC's work in 2024. The committee facilitated several key presentations and networking opportunities, including updates from Business Associations. These presentations provided valuable insights into the challenges and opportunities facing local businesses. BEDAC also participated in the Mainstreet SA Conference and held a panel discussion about the importance of activations within Business Precincts.

In September, the City celebrated local business excellence with the Unley Business Awards. This event recognised the achievements of outstanding businesses and individuals, highlighting the entrepreneurial spirit that drives our community. Similarly, the End-of-Year Professional Networking Event in November provided an opportunity to strengthen relationships across sectors and reflect on the year's accomplishments.

BEDAC continued to champion projects that enhance the vibrancy and functionality of Unley's business precincts. One notable initiative was the development of a Business Precinct Service Level Agreement, which established clear expectations for the maintenance of these critical areas. The Business Precinct Improvement Concept further demonstrated the commitment to Business Precincts by thinking about how to retain dynamic, attractive spaces that support economic activity after Business Precinct revitalisation has occurred.

BEDAC also supported the review of the City of Unley Visitor Map, showcasing the unique attractions and offerings within the City of Unley.

Business Friendly process projects were undertaken in 2024 to continue to foster a business-friendly environment. Initiatives such as the Business-Friendly Development Applications project sought to streamline processes, making it easier for businesses to establish and grow within the City. Similarly, the focus on Business-Friendly Outdoor Dining aimed to create more vibrant public spaces that support local hospitality operators.

Looking ahead to 2025 and beyond, I am hopeful that the new representatives of BEDAC will build on these achievements, working collaboratively with Council, businesses, and community stakeholders to realise the City's economic potential.

I would like to extend my gratitude to the dedicated committee members, Council staff, and stakeholders who contributed to our work throughout the year. Their expertise, commitment, and vision have been instrumental in delivering the actions within the Economic Development Growth Strategy and making 2024 a remarkable year for the City of Unley.

INFORMATION REPORT

REPORT TITLE:	BUSINESS MIX AND ESCAPE SPEND REPORT
ITEM NUMBER:	2.2
DATE OF MEETING:	27 FEBRUARY 2025
AUTHOR:	JESSICA HARRIS, COORDINATOR ECONOMIC DEVELOPMENT
DIVISION:	CITY SHAPING
ATTACHMENTS:	NIL

1. **PURPOSE**

This report outlines the City of Unley's business environment, including the diversity of businesses and escape expenditure patterns (by industry and credit card transactions).

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economy

3.2 We generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City.

4. **BACKGROUND**

Council invests in REMPLAN (\$25,300/year) for economic and community data and Spendmapp (\$19,250/year) for spend analysis to support informed decision-making. These tools provide insights into business composition, trends, and consumer behaviour, helping to identify growth opportunities and address economic challenges.

A diverse business mix strengthens economic resilience, fosters job creation, enhances local liveability, and ensures adaptability to market trends. Escape spend analysis highlights areas where local spending can potentially be retained.

5. **DISCUSSION**

City of Unley Business Mix

Registered businesses by sector shows how many Unley businesses there are within each industry sector, derived from the GST register held by the Australian Tax Office (ATO). Businesses are included if they are registered with the ATO, with an ABN used within the previous two financial years. The below table compares the City of Unley business count for each sector to the South Australian business count in each for each sector.

Figure 1: Businesses by Industry (Trading at 6 December 2024)

Sector	Unley Business Count	SA Business Count	Unley Percentage	SA Percentage
Professional, Scientific & Technical Services	1,241	9,842	19.75%	15.28%
Health Care & Social Assistance	882	6,869	14.03%	10.67%
Construction	707	8,643	11.25%	13.42%
Rental, Hiring & Real Estate Services	481	4,889	7.65%	7.59%
Financial & Insurance Services	433	4,354	6.89%	6.76%
Retail Trade	373	3,634	5.93%	5.64%
Transport, Postal & Warehousing	350	7,393	5.57%	11.48%
Other Services	300	2,866	4.77%	4.45%
Accommodation & Food Services	273	2,901	4.34%	4.50%
Wholesale Trade	267	3,127	4.25%	4.86%
Administrative & Support Services	259	3,317	4.12%	5.15%
Manufacturing	203	2,036	3.23%	3.16%
Agriculture, Forestry & Fishing	149	1,090	2.37%	1.69%
Arts & Recreation Services	103	816	1.64%	1.27%
Education & Training	92	999	1.46%	1.55%
Mining	76	416	1.21%	0.65%
Information Media & Telecommunications	65	755	1.03%	1.17%
Electricity, Gas, Water & Waste Services	18	205	0.29%	0.32%
Public Administration & Safety	9	184	0.14%	0.29%
Other	4	66	0.06%	0.10%
Total	6,285	64,402	100.00%	100.00%

Key Findings

- Professional, Scientific & Technical Services is the leading sector, representing 19.75% of businesses (SA avg. 15.28%) indicating a strong presence of knowledge-based industries.
- Health Care & Social Assistance accounts for 14.03% (SA avg. 10.67%) reflecting Unley's focus on health/wellbeing-related services.
- Transport, Postal & Warehousing comprises 5.57% (SA avg. 11.48%) suggesting limited industrial and logistics activity in the area. This could be due to the price point for land in the City of Unley and the lack of industrial-zoned land.
- Lower representation in Information Media & Telecommunications (1.03%) compared to the state average of 1.17% presents a potential growth area for the digital and technology sector.
- Education & Training (1.46%) is slightly below the state figure of 1.55%, indicating room for expansion in educational services.

Given the above data, the City of Unley has a strong business mix with some clear key industries. There is opportunity to enable economic resilience through initiatives through introducing circular economy sustainability programs such as continuing Plastic Free SA partnership to support businesses to implement milk keg systems and working with Green Industries SA to pilot a waste reduction program on King William Road and developing retail and hospitality activation strategies through adopting Business Precinct Management Plans to attract and retain talent.

Business Precinct Business Mix

The City of Unley's Business Precincts of Fullarton Road South, Unley Road, King William Road, and Goodwood Road all have an Independent Business Association (Association) consisting of representatives from local businesses. Each Association is required to submit two reports to Council under their funding agreements.

According to the latest reports the following gaps have been identified in their respective business mix:

1. Goodwood Road Precinct – Hardware and newsagency.
2. King William Road Precinct – General store or Mini supermarket, menswear, boutique bottle shop, gelati shop, 24hr mini gym, family shoe store, and more fashion and lifestyle stores.
3. Fullarton Road South Precinct – Grocery.
4. Unley Road – High-end retailers.

Whilst the information above has been taken from Association reports, BEDAC should consider a whole of City approach and synergies between Business Precincts.

Escape Spend

Escape expenditure refers to expenditure transactions made by cardholders outside of their residential postcode. While a degree of escape expenditure is inevitable, it can amount to a significant economic loss.

Figure 2: Expenditure Overview – Spendmapp data

Expenditure Type	2023	2024	Variance
Total Local Spend	\$1.13 B	\$1.17 B	+\$0.04 B
Resident Local Spend	\$347.77 M	\$360.72 M	+\$12.95 M
Visitor Local Spend	\$783.23 M	\$806.78 M	+\$23.55 M
Resident Escape Spend	\$958.00 M	\$1.00 B	+\$43.88 M
Resident Online Spend	\$840.30 M	\$897.06 M	+\$56.76 M
TOTAL	\$4.06 B	\$4.23 B	+\$0.17 B

The above table demonstrates growth in all spend areas, with the highest increase in resident online spend. This presents an opportunity for an initiative to encourage business innovation and digital adoption to stay competitive. The City of Unley has an annual digital literacy program delivering Reboot classes and events. This program includes a Digital Masterclass for businesses on 9 April 2025 to learn about advanced social media, website content that works, as well as safe and effective artificial intelligence (AI) implementation. Additional workshop topics to be explored include creating a Google My Business listing, strategies for success in the digital marketplace, and creating an Australian Tourism Data Warehouse listing.

The second highest increase in spend was the escape spend of Unley residents into the following top five suburbs:

1. Adelaide: \$174.64M (down \$21.15M)
2. Cumberland Park: \$32.63M (down \$2.97)
3. Norwood: \$27.63M (down \$4.59)
4. Glenside: \$26.62M (up \$2.32M)
5. Frewville: \$23M (up \$0.57M)

Although escape spend has decreased in Adelaide, there continues to be a significant loss of resident spending consumed on dining and entertainment (\$50.6M), specialised and luxury goods (\$32.4M) and professional services (\$31.9M) due to the proximity and the diversity of businesses in the Central Business District (CBD).

In Cumberland Park, spending is lost to grocery stores and supermarkets (\$18.7M) and department stores and clothing (\$8.3M) due to the Cumberland Park Shopping Centre which has a Woolworths and Big W. Frewville also has a high escape spend for grocery stores and supermarkets (\$18.2M) due to Frewville Foodland.

Top five escape spend categories:

1. Dining & Entertainment: \$112M (down \$64.40M)
2. Grocery Stores: \$97.49M (up \$4.02M)
3. Specialised & Luxury Goods: \$93.80M (up \$15.78M)
4. Professional Services: \$73.86M (up \$6.50M)
5. Department Stores and Clothing: \$65.84M (up \$15.88M)

The above categories demonstrate an opportunity for a shop local campaign to encourage residents to spend locally, particularly when spending on dining and entertainment, and department stores and clothing. Given that May (\$49.4M), November (\$54.3M), and December (\$64.2M) were the three most frequent months for escape spending, a seasonal campaign for Mother's Day and Christmas could be successful. This information will be shared with the Business Precinct Leadership Team to inform their decisions on marketing campaigns. Last year King William Road Traders Association implemented a successful Mother's Day campaign which could be leveraged by other Precincts this year which Council can support facilitating a collaborative approach.

The total transactions for the year amounted to \$16M with an average transaction value of \$73. The holiday season remains the most lucrative period for local businesses with the peak month being December 2024 at \$107M and the trough month being January 2024 at \$86.3M. The post-holiday spending dip presents an opportunity for targeted campaigns to stimulate activity.

Summary

The data highlights a diverse business mix, with strong representation in service-based industries, which contribute to economic resilience and align with the City's positioning as a premium lifestyle and professional hub. High professional Services and Health Care offer stability due to their ongoing demand and alignment with demographic trends, such as an aging population and an increasing focus on health and wellbeing. The high representation in knowledge-based industries indicates a robust foundation for a skilled workforce and high-value economic activity. Unley has businesses across a range of industries, including Retail, Real Estate, Construction, and Finance. This diversification helps mitigate risks associated with downturns in any single industry.

The City's strong retail, hospitality, and creative industry sectors contribute to its vibrancy but face challenges from increasing online spending and competition from neighbouring areas. Additionally, an investment attraction strategy can assist with attracting high-value jobs and facilitating industry collaboration through potential cluster development (Aged Care or Knowledge Economy clusters).

6. REPORT AUTHORISERS

Name	Title
Donna Griffiths	Manager Economic Development & Strategic Projects
Ben Willsmore	General Manager City Shaping

INFORMATION REPORT

REPORT TITLE: ANNUAL VACANCY RATE
ITEM NUMBER: 2.3
DATE OF MEETING: 27 FEBRUARY 2025
AUTHOR: JESSICA HARRIS, COORDINATOR
ECONOMIC DEVELOPMENT
DIVISION: CITY SHAPING
ATTACHMENTS: NIL

1. **PURPOSE**

This report provides BEDAC with an overview of the current state of property occupancy within the City of Unley. This report is provided annually.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economy

3.2 We generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City.

4. **BACKGROUND**

This report provides BEDAC with insights into the performance of key business precincts within the City of Unley. Monitoring and reporting local vacancy rates are essential for effective governance, strategic planning, and economic development. Vacancy rates serve as an indicator of the commercial property market's health, providing insights into the economic vitality of the area.

Vacancy data can inform economic development policies, urban planning strategies, and initiatives to attract new businesses while retaining existing ones. A low vacancy rate typically signals a robust business environment, job opportunities, and a vibrant local economy, all contributing to the community's quality of life.

Conversely, shifts in vacancy rates can highlight emerging challenges or opportunities, enabling tailored interventions to support specific precincts.

A vacancy rate for commercial properties between 5% and 10% is often considered healthy, as it balances supply and demand, ensuring availability for new businesses while avoiding prolonged vacancies. This range may fluctuate with economic conditions; lower rates may be acceptable during growth periods, while higher rates may reflect economic downturns.

5. DISCUSSION

The City of Unley spans 12 business precincts, encompassing 1,710 non-residential properties. The vacancy rate is a percentage of all occupiable commercial properties. The table below provides a summary of each business precinct.

Table 1: Summary of Vacancy Rates

#	Business Precinct	Business Association	Number of Non-Residential Properties	Number of Vacancies	Vacancy Rate Reported 2024	Vacancy Rate 2025	Change
1	King William Road	Yes	245	13 for lease 3 for sale 16 total	2.1%	6.5%	+ 4.4
2	Unley Road	Yes	468	21 for lease 2 for sale 23 total	2.4%	4.9%	+ 2.5
3	Glen Osmond Road	No	170	4 for lease 2 for sale	4.2%	3.5%	- 0.7
4	Goodwood Road	Yes	183	4 for lease 1 for sale 5 total	0.9%	2.7%	+ 1.8
5	South Road	No	40	1 for sale	2.0%	2.5%	+ 0.5
6	Greenhill Road	No	215	5 for lease	6.0%	2.3%	-3.7
7	Fullarton Road	Yes	80	1 for lease	1.0%	1.3%	+ 0.3
8	Anzac Highway	No	9	0	1.9%	0.0%	- 1.9
9	East Avenue	No	4	0	0.0%	0.0%	0.0
10	Maple Terrace	No	27	0	0.0%	0.0%	0.0
11	Duthy Street	No	24	0	0.0%	0.0%	0.0
12	Leader Street	No	13	0		0.0%	-
	TOTAL for the City of Unley	4	1,478	48 for lease 9 for sale 57 TOTAL	2.7%	3.9%	1.16%

Key Findings

Increased Vacancy Rates

Contributing factors for an increase in vacancy rate could include increased competition, tenant relocations, and shifts in demand for high-end retail spaces.

- King William Road increased from 2.1% to 6.5% (+4.4%).
- Unley Road rose from 2.4% to 4.9% (+2.5%).
- Goodwood Road grew from 0.9% to 2.7% (+1.8%).
- Fullarton Road raised from 1.0% to 1.3% (+0.3%).
- South Road increased from 2% to 2.5% (+0.5%).

Decreased Vacancy Rates

Contributing factors for a decrease in vacancy rate may include tenant turnover, successful leasing efforts, or increased demand for office/commercial spaces in that precinct.

- Greenhill Road fell from 6.0% to 2.3% (-3.7%).
- Glen Osmond Road dropped from 4.2% to 3.5% (-0.7%).
- Anzac Highway decreased from 1.9% to 0.0% (-1.9%).

Stable or Zero Vacancy Rates

Several precincts, including East Avenue, Maple Terrace, and Duthy Street, maintained 0.0% vacancy rates.

New Additions

Leader Street was added to the report, reporting a 0.0% vacancy in 2025.

The overall vacancy rate rose from 2.7% to 3.9%, reflecting a slight softening in the commercial property market. King William Road and Unley Road experienced notable increases, suggesting potential challenges such as reduced consumer spending. Conversely, the significant improvement on Greenhill Road highlights an increased demand in that precinct.

Source

Data was sourced through field surveys and desktop research via commercial real estate records (as of 7 January 2025). While efforts were made to ensure accuracy, limitations in data collection methods should be considered when interpreting results.

Action

Given the low vacancy rates across the City of Unley, it is not recommended that any interventions occur at this stage. However, better investment collateral at a precinct level could support business attraction efforts. This could be a project for 2025/26 FY.

6. REPORT AUTHORISERS

Name	Title
Donna Griffiths	Manager Economic Development & Strategic Projects
Ben Willsmore	General Manager City Shaping

INFORMATION REPORT

REPORT TITLE:	BUSINESS ASSOCIATION - MID YEAR REPORT
ITEM NUMBER:	2.4
DATE OF MEETING:	27 FEBRUARY 2025
AUTHOR:	JESSICA HARRIS, COORDINATOR ECONOMIC DEVELOPMENT
DIVISION:	CITY SHAPING
ATTACHMENTS:	1. KING WILLIAM ROAD 2. GOODWOOD ROAD 3. FULLARTON ROAD SOUTH 4. UNLEY ROAD

1. **PURPOSE**

This report provides BEDAC with the mid-year reports of the four Business Associations that receive funding via a Separate Levy. These reports articulate progress against the agreed Expenditure Plan for the first two quarters of the financial year 2024/25.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economy
3.2 We generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City.

4. **BACKGROUND**

The City of Unley has four Business Precincts (Fullarton Road South, Unley Road, King William Road, and Goodwood Road), each with an Independent Business Association (Association). The Association is managed by local businesses who enter into an annual funding agreement with Council.

The Separate Rate Agreement(s) require each Association to submit two reports to Council. This report presents the reports for the period 1 July to 31 December 2024, as well as additional information on the activities that the Associations are undertaking to drive local economic activity. It is a requirement that Separate Rate funding is fully expended in the financial year for which it is raised.

5. **DISCUSSION**

Mid-Year Reports are due before 30 January of each year. The Business Association mid-year reports are provided as Attachments 1-4 as per the table below.

Table 1: Business Association Mid-Year Report Attachments

Business Precinct	Entity	Attachment
King William Road	King William Road Association	Attachment 1
Goodwood Road	Goodwood Road Association	Attachment 2
Fullarton Road South	Fullarton Road South Association	Attachment 3
Unley Road	Unley Road Association	Attachment 4

Attachments 1-4

It is noted that each Business Association receives income from other sources, including sponsorship and membership. This additional income is not subject to the Agreement terms. All reports indicate that the Business Associations are on track to expend their funding against their Expenditure Plans.

Opportunities for Council

The reports highlight infrastructure and other information that is directly related to Council operations. Key considerations through the budget bid and work planning processes associated with these reports are the:

- Investigation into holistic Business Precinct Management
- Continue to deliver the revitalisation of Highgate Village and Unley Road
- Consider an enhanced maintenance program within Business Precincts

Summary of Key Performance Indicators

Late last year BEDAC recommended to Council that we co-create up to five Key Performance Indicators (KPIs) to include in the report.

At a Business Precinct Leadership Team meeting, the following KPIs were applied to King William Road and Unley Road.

- King William Road is on track with their expenditure plan; while Unley Road is implementing online banking to better report expenditure in real time.
- King William Road is pleased with trader participation in planned initiatives such as SA Life Food + Wine + Travel Edition; while Unley Road has planned a business survey for February 2025.
- A register of volunteer hours and activities is yet to be implemented for the associations however King William Road has saved substantial costs by not contracting a coordinator or marketing officer; and Unley Road has seen volunteers contribute by hanging Christmas decorations.
- King William Road trialled paid social media advertising, which resulted in a positive audience expansion; and Unley Road had a new social media agency start in August 2024 which has led to an increase in engagement.
- King William Road has implemented consistent branding through flags and Christmas installations in the Precinct and Unley Road has contributed to the Unley Road Revitalisation through feedback on planter boxes and bench seat placement.

The Administration will work with the Goodwood Road and Fullarton Road leadership to complete the KPIs in the future.

Business Precinct Leadership

The Administration has been working with the Business Precinct Leaders on a quarterly basis to assist with the development of Business Precinct Plans, support best practice governance, provide thought leadership in Business Precinct activation and to encourage cross-business precinct collaboration. These sessions are well attended, and the feedback remains positive.

Volunteer Hours

The Business Associations are highly reliant on volunteers to accomplish the work achieved for their Business Precincts. Currently, Goodwood Road Business Association and Unley Road Association have a paid Coordinator position, while Fullarton Road South Business Association and King William Road Trader Association do not. From July to December the associations have contributed 1,565 in volunteer hours. This level of volunteerism, while heroic, may not be sustainable. The Administration is having ongoing conversations with King William Road Association and note that a Coordinator and Social Media Coordinator will be appointed in the 2025/26 FY.

Governance Training

Governance Training was provided to Committee Chairs and Coordinators in February 2024. Given that the Levy is use of public money, Governance training is offered to all Committee Members in March 2025. Whilst the Economic Development Growth Strategy highlighted Governance training to be provided every second year, further governance training is warranted again this year. This is provided by Norman Waterhouse at \$1,500 per session.

Unley Road Association

Since October 2024, as an interim measure the City of Unley has been administering the Special Levy on behalf of the Unley Road Association. Accordingly, the first two quarter payments for the 2024/25 FY have been redirected to deliver minor infrastructure and street beautification initiatives towards the Unley Road Revitalisation Project.


The Administration continues to work closely with Unley Road Association, and its new Chair, new Coordinator and new Committee, regarding governance, processes, documentation, expenditure planning, together with the engagement of service providers and financial management.

It is intended that the City of Unley will hand back the administration of the Association before the end of this financial year. To date, the new Chair, new Coordinator and new Committee have demonstrated a commitment to setting the association up for success and are acting in the best interests of the Unley Road Business Precinct.

6. REPORT AUTHORISERS

Name	Title
Donna Griffiths	Manager Economic Development & Strategic Projects
Ben Willsmore	General Manager City Shaping

Business Association Report (2024/25 FY)

Name of Business Association	King William Road Traders Association	
Financial Year	2024 / 2025 Fiscal Year First Half July – December 2024	
Date of Completion	30 th January 2025	
Endorsed by the Committee on Date		

ABOUT THE ASSOCIATION

	Please provide your responses here
Name of Chair	Sam Mingoia
Name of Secretary	Sven Engstrom
Name of Treasurer	Andreas Buse
How many Committee Members do you have?	<p>The Association have 7 voting Committee Members.</p> <p>The Committee Members currently are:</p> <p>Sam Chairperson séjour club sam.m@s2fi.com</p> <p>Joe Extra Newsagency Vice Chairperson extranews@adam.com.au</p> <p>Sven séjour club secretary sven.e@s2fi.com</p> <p>Eden Better Together bettertogetherpreloved@gmail.com</p> <p>Andreas Ex Animo Art contact@exanimoart.com</p> <p>Amanda Hyde Park Bakery fresh@hydeparkbakery.com.au</p> <p>Imran acai affair infor@acaiaffair.com.au</p> <p>We will continue to seek more Committee members through 2025.</p>
Have you surveyed your Members about how they would like to see the levy applied to the business precinct?	<p>We will be conducting a survey to traders in 2025. The survey will seek their thoughts on our planned Budgeted spend on CCTV or Speakers along the precinct.</p> <p>We will also seek their opinion on what sort of event they would like to see on King William Road.</p> <p>At our AGM in October discussions prior to AGM commencing, with traders who attended was that there are many traders along the precinct that have concerns we are spending the levy on infrastructure. The purpose of conducting a survey is to seek opinions from other traders. The results and comments will be provided to council once survey has been completed.</p>
Have you surveyed your Members about the performance of the Association in the past FY?	We will conduct a separate survey later this year to seek their comments and views.

Business Association Report (2024/25 FY)

FINANCIAL INFORMATION

Summary of Income

Income	Value
Separate Rate Funding	\$79,970
Other Income	\$7,345
Banner Income	\$0
Opening Balance	\$27,778.77
Other Income Re-imbursement Christmas Decorations paid in last fiscal year and refunded in this half.	\$19,855
TOTAL INCOME	\$134,948.77

Summary of Expenditure

**** Note:** As per the Agreement with Council for the expenditure of the Separate Rate, all significant variations to the approved expenditure plan must be approved by The Council e.g. Replacing an event with infrastructure

	Yes	No	Please provide comments	Date Approved	Response
Has there been an alteration to your endorsed expenditure plan that you provided to execute the Agreement?	Yes		We received the amount paid in previous Fiscal year for Christmas Decorations for the sum of \$19,855. These funds were used to pay for change in concept for Christmas decorations.		
Our objective foremost is in line with our traders' expectations in creating micro experiences not major events with main street closures as they have a negative impact on the street.	Yes Events & Activations		We originally had planned an event to replace The Long Lunch. Unfortunately, from numerous meetings with 3 rd party agencies no event eventuated. We used the original planned expenditure towards 'The Essence of Living' Campaign and Calendar Launch.		

Please attach an excel spreadsheet of financial information if easier.

Business Association Report (2024/25 FY)

Premise

As an Association we worked towards establishing King William Road as the leading 'Boutique Village Precinct' in Adelaide, offering a diverse mix of independent local life, style, and dining options by nurturing a connection with Traders, the Community and Customers alike.

Our focus was on our overall offering, street appeal, experience, brand communication with clear strategy in mind.

We want to ensure that King William Road has a unique global positioning which engages our customers and inspires them for an immersive experience.

#	Three Year Strategic Plan Project Name	Short Description of Project	Budget	December Actual	June Actual	Total Actual
1	Precinct Infrastructure CCTV	Installation of 9 Cameras to our Smart Pole System. As an Association this was a key focus on delivering an outcome for our traders and community alike, but from discussions with traders we need to do some further work on understanding their view on spending the levy on this plan as detailed above.	Planned 2024/2025 Budget Bid \$59,000	As mentioned above we need to do a survey and seek views from traders.		
2	Advertising & PR 'The Spirit of Christmas' Gift Guide 2024	Original Budget was planned on Mother's Day Catalogue. Format changed from bi fold to 20-page Magazine Format. Our focus on advertising as per our Budget Bid was to focus on the local community via catalogues drops across key event periods, this will also allow us to showcase our precinct to the community. Print \$20,000 Copies SA Life Magazine Insert	Planned \$5,000 Spend \$10,831.27 Letter Box Drop \$2,200 SA Life Magazine Insert \$3,630	\$16,661.27		

Business Association Report (2024/25 FY)

		<p>10,000 Copies</p> <p>Letter Box Drop 7,000</p> <p>Street Distribution 3,000 (+1800 Over Print). We had originally planned only 1,000 copies for street distribution.</p> <p>We had an over print not charged for of 1,800 copies we were used for Street Distribution.</p> <p>The Gift Guide received positive feedback from Traders and community alike.</p>				
3	<p>Advertising & PR</p> <p>'The Essence of Living' 2025 Calendar</p>	<p>This Christmas was a new concept to the strip in creating a King William Calendar, something never by our precinct before. The aim was to create a very special calendar, one that you will want to keep and treasure, that reflects the very essence of King William Road with 13 images painted by local established artist Jane Smeets, who grew up in the area.</p> <p>The theme was to showcase our precinct in visual art form, from our dining, fashion, art, and design, set all against the backdrop of our iconic cobblestone road and vine laced walkways.</p> <p>The budgeted cost in Artist Fee gives us the ownership of image rights so we can use the images across</p>	<p>Artists Fee \$7,900</p> <p>Calendar Paper, Print, Digitising \$12,500</p> <p>*Council Grant to be put towards Calendar (less \$10,000)</p>	<p>\$18,400</p> <p>*Council Grant to be put towards Calendar (less \$10,000)</p>		

Business Association Report (2024/25 FY)

		various mediums. The images were used as the key theme across our Christmas campaign and flags along King William Road and will also be used on website.				
4						
		SUB TOTAL				

Item #	Administration	Budget	December Actual	June Actual	Total Actual
1	Operating Expenses	\$1,970	\$1,860		
2	Accounting & Bookkeeping	\$2,500	\$2,130.07		
3	Auditor	\$2,500	\$1,479.50		
4	Public Liability Insurance	\$3,500	\$3,360.36		
	SUB TOTAL				

Item #	Strategic Projects Total	Plus Administration Total	Total Expenses
1	\$76,620 As per Budget Bid	\$xxx	\$76,620

Item #	Description	Operating Surplus
1	(includes opening balance, and ATO Refund not included in levy income) Opening Balance \$27,778.77 ATO Refund \$6,043 Levy Income \$79,970 Christmas Decorations refund \$19,855 Total \$133,646.77 Actual \$137,255.60 *note we have not invoiced council as yet for the \$10,000	-\$3,608.83

Please provide any further comments here in relation to expenditure.

As an association we are committed to continuing to deliver outcomes which are the best for the traders. We will continue to review any events, activations and marketing initiatives to form an analysis where we will as an association and precinct have a better understanding, be able make informed decisions, enhance customer experiences, improve operational efficiency, and tailor future events and activations to attract more visitors, increase sales/business, and community interaction.

Business Association Report (2024/25 FY)

Advertising & PR Expenditure will be reviewed over the next few months as we have planned for continuity Advertising Advertorial features with SA Life in the next Fiscal year. This may be slightly tweaked to ensure best outcome as we have been a little disappointed with receiving payments from some traders for the advertising in Food + Wine + Travel Edition.

Brand Identity – we have now a clear strategic direction for King William Road and a better understanding of the target consumer & demographic. We will engage/commission new artist to create new artworks which will be digitised to use across Flag Trax signage, print media, social & digital media and website.

Business Association Report (2024/25 FY)

STRATEGIC PLAN

2022 – 2025 Three Year Strategic Plan - Reporting

	Please provide your responses here
Provide a brief update on your progress against the Three Year Strategic Plan - including achievements, activities and outcomes achieved for the street	<p>In line with our ongoing objectives for the Precinct, we have increased our budget upon this period for 2025/2026 Fiscal year. This comes from our learnings from the past years' events and activations. We will be using the funds across more activations, as our focus now has moved to creating events, experiences, and activations that are community focused, whilst collaborating with other likeminded businesses within the precinct in enticing our customers.</p> <p>We have indicated some Events & Activations within our proposed Budget with no budgeted funding as we are currently doing more work in these concepts. If these concepts come to fruition, they will need to be supported by traders to eventuate.</p> <p>'The Essence of Living' Campaign and Calendar, a stunning collection of 13 original paintings by local South Australian Artist Jane Smeets, captured the life of King William Road.</p> <p>This collection beautifully encapsulated the vibrant energy, rich culture and community spirit of King William Road, where art, life, style, and history converge, bringing the premier precinct to life through Jane's art, paying homage to King William Road's unique charm, its boutique shopping, dining and cultural experiences.</p> <p>This campaign was a positive outcome as it depicted the true essence of the precinct and created a great brand identity across all advertising media and social platforms.</p> <p>We are currently in the process of reviewing the results of Calendar sales.</p> <p>We allocated certain traders along the precinct 30 Calendars each to give to their customers as a gift.</p> <p>Each trader also received a Calendar as a gift.</p> <p>The paintings can be ordered still via Ex Animo Art Gallery with Limited Edition prints in various sizes available to order. We will continue to promote this as ongoing via print media.</p> <p>'The Spirit of Christmas' Gift Guide.</p> <p>This was first of its kind for the precinct, and with a positive outcome for traders involved and customers alike.</p> <p>We were surprised with just over 4,500 Copies picked up from traders along the precinct. We had originally planned 1,000 copies, but traders were calling for more copies to be dropped off.</p>
General update on the Street from a traders perspective	<p>We have a continued focus to work in conjunction with traders to understand their needs to ensure we have a clearer outline of objectives that foremost are in line with our Traders' expectations. We have also learnt as a committee this</p>

Business Association Report (2024/25 FY)

	Please provide your responses here
	<p>year we may not get all traders to come together, so our focus is to harness the relationships with those traders who are keen to be involved.</p> <p>The biggest feedback from traders is the effect of road closures in the precinct. Road closures have a negative impact for traders. We need to ascertain how we can best deliver events and experiences on a positive outcome for traders and customers alike. This is some further work we will need to do with council.</p>
General update on the Street from an infrastructure perspective	General maintenance along the precinct has had vast improvement and a positive improvement in the past month, this is a clear indication of a newly appointed operations manager Wayne has made inspections with immediate changes in place.
Please provide a brief update on any infrastructure issues that need addressing or any proposed initiatives that the Association would like Council to consider	After the issues from the lights that had been installed in trees, this could be an initiative to revisit and the opportunity to execute the concept for the precinct with a planned design and execution process.
Any other relevant information for Council to consider	Developing more structural Art Pieces/Sculptures to showcase in key points in the precinct. We have planned this concept for our Christmas installation, but funds are the issue, and we seek the opportunity from support from council. The concept of Art sculptures within the precinct creates a consistent brand identity, continuity and reflection on the City of Unley.

BUSINESS DATA

	Please provide your responses here
Number of Properties within the Precinct	161
Number of Businesses within the Precinct	131
Number of Businesses Exiting the Precinct	2
Number of Businesses Entering the Precinct	2
Current Number of Vacancies	5
Are there any gaps in the business mix?	<p>General Store or Mini Supermarket – Traders and the local community alike mention frequently a better offering within the precinct.</p> <p>Boutique Bottle Shop, Gelati Shop, 24hr Mini Gym, Family Shoe Store & More Fashion & Lifestyle stores, less dining.</p>
Is there any business support required for your business community?	This is in place from the Office of Small Business & Support.
What are the top five reasons that businesses stay in the precinct?	<ol style="list-style-type: none"> 1. Being part of our larger community and plenty of community support. 2. Being able to create an experience and

Business Association Report (2024/25 FY)

	Please provide your responses here
	<p>collaborating with other likeminded businesses within the precinct in enticing our customer.</p> <ol style="list-style-type: none"> 3. A quality precinct with a good mix of distinct local traders not like the densely distributed air-conditioned shopping centres. 4. Proximity to the city drawing customers from all areas of Adelaide. 5. What King William Road signifies as a brand. It has been seen as offering the best in traders.
What are the top five reasons why businesses leave the precinct?	<ol style="list-style-type: none"> 1. Not fitting in the mix / being the right fit for the precinct. 2. Change in community demographic or fostering a relationship with the community. 3. Decline in revenue and cost of running business. 4. Not delivering to consumer expectations. 5. Retiring from business.

Business Association Report (2024/25 FY)

New Entrants (or please attach an excel spreadsheet)

#	Name of Business In	Contact Name	Contact details for new entrant	Business Type
	Pepo Cafe	Lily	lily@pepoeatery.com.au	Dining Cafe
	Couture Menswear	Shay		Menswear Made to Order Suiting
	Cuci Cucina	Antonio		Italian Café
	better together Kidz	Eden		Rent a rack sustainable fashion
	Imperio Beauty Salon	Kelbya Kawrem & Giselle Geesdorf		Beauty + Wellness
	White Fox Real Estate	Caitlin	adelaide@whitefoxrealestate.com.au	Real Estate
	Bombae Spritz & Kitchen	Dee		Dining Bar + Fusion Restaurant

Business Exits (or please attach an excel spreadsheet)

#	Name of Business Exiting the Precinct	Contact Name	Contact details for new entrant	Business Type
1	The Ark Clothing	They will be returning to the precinct and reopening in February 2025		Fashion
	The Bride Lab	Laura	laura@thebridelab.com.au	Fashion

VOLUNTEER DATA

We recognise that associations rely on a significant amount of volunteer hours. Please provide the total volunteer hours below.

Number of Volunteer Hours for this Association	<p>As a committee we took on tasks in the delivery of outcomes of the proposed plan. We took on the tasks previously provided by 3rd party services provider such as Marketing Agency, social media Agency, Precinct Co-Ordinator & Graphic Design Agency.</p> <p>These savings allow expenditure to be used in different areas as outlined in Budget.</p> <p>Hours & Savings July – December 2024</p> <p>Social Media Management – Cost Savings \$7,200 / 288 hrs.</p> <p>Precinct Co-ordinator – Cost savings \$12,000 / 288 hrs</p> <p>SA Life Quarter Page Ads Design + Layouts Cost Savings \$2,640 / 12 hrs</p> <p>Flag Trax Signage installation – Cost savings \$720 / 4hrs</p> <p>SA Life Luxe Advertorial Content Shoot Management – Cost savings \$1,500 / 6hrs</p> <p>SA Life Luxe Advertorial Stylist Fee – Cost Savings \$2,200 / 8hrs</p> <p>SA Life Food Advertorial Content Shoot Management – Cost Savings \$1,500 / 6hrs</p> <p>SA Life EDM Advertising Artwork – Cost Savings - \$1,960 / 7 hrs</p> <p>SA Life Fashion Advertorial Spread Design + Layout – Cost Savings - \$1,375 / 8hrs</p> <p>Gift Guide Design + Layout – Cost savings \$8,000 / 32 hrs</p> <p>The Essence of Living Calendar Design + Layout Cost Savings \$2,640 / 12 hrs</p> <p>Flag Trax Signage Artwork design and set up \$1,375 / 6hrs</p> <p>Website review of concept and changes 9hrs</p>
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Business Association Report (2024/25 FY)

	SA Life Luxe Edition distribution to precinct 6hrs Sa Life Food Edition distribution to precinct 6hrs The Spirit of Christmas Campaign Concept meetings 12hrs Seeking sponsorships for the essence of living 4hrs Urban Wine Walk Set Up and support 2hrs Christmas Gift Guide distribution to precinct 4hrs Christmas Gift Guide packing and sort distribution 4hrs Calendar distribution 4hrs The Essence of Living Event Launch Preparation and set up 8hrs AGM preparation 2hrs
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KEY PERFORMANCE INDICATORS (KPIs)

#	Key Performance Indicator	Target	Evidence	Timing
1	Track the efficiency of Business Associations in utilising their allocated funding by comparing budgeted vs. actual expenditures.	Ensure that 100% of expenditures are tracked and that any variance between budgeted and actual spending does not exceed 10%.	Work with the Business Associations to implement a tracking system that logs all expenditures and generates monthly reports. E.g. Acquittal Reports.	Complete the first full analysis of budgeted vs. actual expenditures by the end of the financial year, with quarterly reviews to monitor progress.
	Comment: We are on track with spend as per our expenditure plan. The spend on the Christmas Catalogue/Gift Guide has exceeded the original budgeted figure as detailed above, but is in line with total spend in this period as we still are to receive income from sales of Calendar, income from SA Life Advertising etc.			
2	Engage with at least 50% of the Business Precinct community to discuss and gather feedback on the Expenditure Plan for each financial year.	Achieve a minimum 50% engagement rate by tracking the number of business precinct members consulted compared to the total number of businesses in each precinct.	Use a combination of surveys, workshops, and direct outreach to ensure Participation from business Precinct members.	Complete the engagement process within the first six months of each financial year, with interim progress reviews at the three-month mark. Draft budgets are to be provided to Council by no later than 20 January of each year.
	Comment: We continually seek feedback from our traders and respond accordingly. This period we focused on working better in conjunction with main street traders, understanding their needs to ensure we have a clearer outline of objectives that foremost are in line with our Traders' expectations. As a committee we have been extremely pleased with precinct traders/members participating in planned initiatives. e.g. SA Life Food + Wine + Travel Edition we have 24 Traders being involved. Our 'The Spirit of Christmas' Gift Guide we had 28 Traders Involved. We as an association are pleased, we have gained our traders to participate and engage in planned initiatives in the success of the Precinct. Our expenditure plan for the next 2025/2026 Fiscal Year is focused on delivering continuity and to engage the participation of traders.			

Report reviewed in December 2024 - 11 | Page

Business Association Report (2024/25 FY)

#	Key Performance Indicator	Target	Evidence	Timing
3	Measure the number of volunteers and the total hours they contribute to Business Precinct initiatives.	Track the number of volunteers and ensure that at least six volunteers contribute a combined total of 100 hours to initiatives annually.	Implement a volunteer registration and tracking system to log volunteer participation and hours.	Complete the measurement and analysis of volunteer participation by the end of each financial year.
<p>Comment:</p> <p>As an Association we have managed the past year without a Precinct Liaison Co-ordinator. This has been a positive outcome as we have been able to be on the ground to understand and work closely with traders.</p> <p>As a committee we took on tasks in the delivery of outcomes of the proposed plan. This allowed us as a committee have better control of our plan and allowed us to use the expenditure funds for better outcomes for the precinct.</p> <p>e.g. SA Life Luxe Edition editorial photo shoot we did not use the services of a stylist which has been done previously. And we did not go through an agency, so we saved expense of their service fee \$1,045 and styling fee \$2,200.</p> <p>Also design and print artwork for the page advertising was completed by the committee which saved us \$2,500.</p> <p>In the past years KWRTA has engaged services of a marketing co-ordinator, social media agency, graphic design agency and marketing agency. As an association we have saved considerable amount of funds taking on tasks ourselves.</p> <p>This year we endeavour to track amount hours vs dollars saved on a spreadsheet.</p>				
4	Track engagement metrics, including the number of followers, likes, shares, and comments on social media platforms and the website.	Increase the total number of followers by 15%, and achieve an average engagement rate (likes, shares, comments) of 10% per post across all media platforms.	Use social media analytics tools and website tracking software to monitor engagement metrics and implement targeted marketing campaigns to boost interaction.	Review and report on engagement metrics monthly, with a year-end goal of meeting the 15% increase in followers and a 10% engagement rate.
<p>Comment:</p> <p>Our Brand positioning and elements, look and feel across all aspects of KWR brand have been more consistent this past year.</p> <p>With the introduction of our campaign 'The Essence of Living' we have been able to reflect a unique brand position across all aspects including online, socials, digital and street appeal via Flag signage.</p> <p>December, we commenced a 3-month trial with a service provider for targeted social media paid advertising Facebook and Instagram.</p> <p>The results for December</p> <p>Advertising Clicks 2,427 Page Engagement 9434 People Reached 202,975 IG New Follows 91 Facebook New Follows 18 Website Visits 1,243 Amount Spent \$782.13 Post Impressions 382,336</p>				

Business Association Report (2024/25 FY)

#	Key Performance Indicator	Target	Evidence	Timing
	<p>The results indicate a positive audience expansion. Growth is expected to accelerate in the second month with ads specifically focused on page growth.</p> <p>Our focus in the following months will continue the current 'niche' ad strategy, ensuring fair promotion across all retailer categories.</p>			
5	Improve the aesthetic appeal and functionality of the Mainstreets by minor street beautification such as lighting, signage, public art, street furniture, greening, and environmental improvements.	Complete at least one beautification in each business precinct, with a 10% increase in positive public feedback on the improvements.	Collaborate with local businesses, artists and / or City of Unley staff to plan and implement projects, ensuring that resources and funding are allocated appropriately.	Complete the identified street beautification projects within 12 months, with quarterly milestones for planning, approvals, and execution.
	<p>Comment:</p> <p>Our proposed focus on new Generic signage was executed in this past half year. We updated the King William Road Generic Flag Trax system to Black Ground White Logo which is in line with our consistent branding for the precinct.</p> <p>We updated new flags inline the invigorated Christmas campaign for the precinct 'The Essence of Living'.</p> <p>We installed Christmas installation across key points across the precinct in line with the invigorated Christmas campaign, this will be built on for Christmas 2025 as outlined in our Expenditure plan.</p>			

INSURANCE

#	Type of Insurance	Supplier	Amount	Renewal Date
1	General Public & Products Liability – Regional Development, Business Development	LCIS Insurance Local Community Insurance Services	\$2,279.46	31.10.2025
2	Association Liability	LCIS Insurance	\$525.14	31.10.2025
3	Volunteer Personal Accident	LCIS Insurance	\$555.66	31.10.2025

OTHER INFORMATION

Please provide any other information here.

Business Association Report (2024/25 FY)

BI-ANNUAL ACQUITTAL REPORT

This Acquittal Report has been prepared pursuant to clause 1.2 of the Funding Agreement between the Association and the Council dated [insert].

To: **The Corporation of the City of Unley**
181 Unley Road, Unley SA 5061

Date: [insert]

Details of Council Funding

Council Funding amount: [insert]

Purpose of Council Funding (Purpose): Marketing, promotional and street beautification activities relating to the Commercial Precinct and associated expenditure (in accordance with the Association's obligations under the Funding Agreement).

Details of how Council Funding was acquitted:

Date of Acquittal	Amount of Council Funding Acquitted	Name of contractor / supplier	Purpose of acquittal (goods/services/works purchased)
[insert]	[insert]	[insert]	[insert]
[insert]	[insert]	[insert]	[insert]
Total:	[insert]		
Departures from Expenditure Plan (clause 4.3):			
[insert details of any departures from the Expenditure Plan or insert 'N/A']			

The Association represents and warrants that the Council Funding was used solely for the Purpose.

Signed for the XXXXX Association Incorporated by delegated authority before:

.....
Signature of witness

.....
Signature of authorised representative

.....
Name of witness (print)

.....
Name of authorised representative (print)

Date:

Date:

Mainstreet Trader Report Template

Name of Association	Goodwood Road Business Association
Financial Year	2024/2025
Date of Completion	30 Jan 2025

ABOUT THE ASSOCIATION

	Please provide your responses here
Name of Chair	Shane Chamings
Name of Secretary	Heather Brown
Name of Treasurer	na
How many Committee Members do you have?	9 including Donna Griffiths – Council staff
Have you surveyed your Members about how they would like to see the levy applied to the business precinct?	No but we will do
Have you surveyed your Members about the performance of the Association in the past FY?	No but we will do

FINANCIAL INFORMATION

Summary of Income

Income	Value
Separate Rate Funding (3 quarters received)	\$42,918
Event sponsorship income (received)	\$10,000
Banner Income (pending)	0
Sponsorship (\$500 pending – Bendigo Bank)	\$600
Member income (\$200 Pending Goodwood Theatre & Hey George)	\$400
TOTAL INCOME	\$52,294.21

Summary of Expenditure

**** Note:** As per the Agreement with Council for the expenditure of the Separate Rate, all significant variations to the approved expenditure plan must be approved by The Council e.g. Replacing an event with infrastructure

	Yes	No	Please provide comments	Date Approved	Response
Has there been an alteration to your endorsed expenditure plan that you provided to execute the Agreement?	Minor changes				

Please attach an excel spreadsheet of financial information if easier.

Mainstreet Trader Report Template

#	Three Year Strategic Plan Project Name	Short Description of Project	Budget	December Actual	June Actual	Total Actual
1	Advertising and Marketing	Website, Social Media Agency and reel/stories support, and Coordinator (marketing fee).	\$27,367	\$13,546.50		\$13,546.50
2	Events	Satdys on Goody, SALA, Member events, Christmas event and Taste of Goody	\$17,460	\$9,280.27		\$9,280.27
3	Street Activation	Fence Installation, street activation and banners	\$6,193	\$3,610		\$3,610
		SUB TOTAL	=\$51,020	=\$26,436.77		=\$26,436.77

Item #	Administration	Budget	December Actual	June Actual	Total Actual
1	Admin: Coordinator (Admin) Fee, Insurances, Office Expenses	\$17,535	\$8,134.34		\$8,134.34
2	Finance: Coordinator (Bookkeeping) fee, xero subscription and bank fees	\$3,003	\$1,822.09		\$1,822.09
	SUB TOTAL	=\$20,538	=\$9,956.43		=\$9,956.43

Item #	Strategic Projects Total	Plus Administration Total	Total Expenses
1	\$26,436.77	\$9,956.43	\$36,393.20

Item #	Description	Operating Surplus
1	(includes opening balance, and ATO Refund not included in levy income) Opening balance surplus from 2023/24 calendar year.	\$125

Please provide any further comments here in relation to expenditure.

At the time of setting the budget for 2024-25 the Goodwood Road Business Association included \$8K which was factored in from over the road banner commission income. Various projects were reduced to accommodate the budget reduction including fence installation, flags, fairy light replacement, member services, SALA and Coordinator Fee.

STRATEGIC PLAN

2022 – 2025 Three Year Strategic Plan - Reporting

	Please provide your responses here
Provide a brief update on your progress against the Three Year Strategic Plan - including achievements, activities and outcomes achieved for the street	Advertising, Marketing and Promotion Social Media Agency was brought on board in 2023 to assist in the creation of reels/stories and strategic content plan which continued into 2024/25. The shift in engagement to reels/stories involves a significant amount of creation time but are necessary to drive eyes to the Goodwood Road Social media

Mainstreet Trader Report Template

	Please provide your responses here
	<p>campaigns. As a result, the reach has grown enormously. A full yearly report can be provided upon request.</p> <p>Three online competitions are hosted by GRBA including the Santa's Wonderland competition, The Christmas Decorations competition and the August Royal Show Tickets competition. Each contest aims to direct people to the website to register and become part of the promotions database.</p> <p>Coordinator hours for ADMIN, MARKETING and BOOKKEEPING reduced to account for the removal of over the road banner commission in August 2024 from 10 – 8 hrs a week and no increase in hourly fee since 2022-23.</p> <p>Traders guide print and delivery was put on hold until the outcome of the constitution revision, but it has been emailed to businesses.</p> <p><u>Events</u></p> <p>SALA – August 2024 The 2024 SALA Launch for Goodwood Road was a record sell out event with 120 tickets booked. This was still classified as the major event for the Goodwood Road Business Association year. There were 18 businesses involved in the 2024 SALA event during the month of August and ongoing marketing was included on Goodwood and City of Unley social media and in all SALA marketing collateral.</p> <p>Networking We have reduced business networking events to two per year due to City of Unley providing high quality networking opportunities and reduction in income.</p> <p>Satdy on Goody Two Satdys on Goody's have been run for October 2024 and Christmas 2024 as per our sponsorship report.</p> <p>Member events We promote association member events wherever possible.</p> <p><u>Precinct Improvement – Environment & Streetscape</u> Much discussion and planning has been undertaken to improve the Stobey Poles that have been looking tired. We have also discussed installing some welcome signs to the precinct but budget constraints have put these on hold.</p> <p>Online app for history tours gets promoted regularly. New flags have been printed and flown on the Goodwood Road poles but colour fading is a constant issue so they need to be updated yearly at least, twice yearly is ideal.</p> <p><u>Member Services & Liaison</u> We have had 4 new members to the committee meetings (losing one to shift changes) but this shows an interest in what is happening on Goodwood Road amongst traders.</p> <p><u>Relationships</u> We regularly promote our neighbouring community groups and distribute marketing time fairly, welcoming new businesses to the street when they pop up. Hand delivery of AGM invitations assisted in engagement with new members.</p>

Mainstreet Trader Report Template

	Please provide your responses here
	<p><u>Administration</u></p> <p>The Venue for the monthly committee meetings has shifted to the Library Meeting room behind the Toy Library and to a lunch time meeting to reduce the number of evening meetings as a family friendly measure. We completed the auditing process in October, ran our Annual General Meeting at The Goody Hotel but we didn't get a quorum so moved all official decisions at the follow up meeting in November 2024.</p> <p>Both meetings we distributed our annual report.</p>
General update on the Street from a traders perspective	Small business is hard, now harder than ever. Construction of Grow on Goodwood has caused difficulties in parking and foot traffic (losing Luxe in 2024 and the plant shop in 2024 to scaffolding blocking the side walk).
General update on the Street from an infrastructure perspective	Fairy Lights have stopped working on the West side of Goodwood Road so we'll try to replace them with the remaining budget. Rawsons Electrical charged for a quote so costs seem to be going up everywhere.
Please provide a brief update on any infrastructure issues that need addressing or any proposed initiatives that the Association would like Council to consider	<p>The LemonGrass Thai Bistro has some seating along the lane way side near the library that is in disrepair. This is the main thoroughfare for parking through to the main street and it could do with a significant update.</p> <p>Lowering the speed limit to 40k in the village heart would be a welcome addition. Some green or red markings on the pedestrian crossing would also help to alert drivers to the school crossing.</p>
Any other relevant information for Council to consider	The Fence installation has had to be cut back due to losing \$8K in funding from over the road banner commission so it won't be updated as regularly.

BUSINESS DATA

	Please provide your responses here
Number of Properties within the Precinct	Unsure – we don't keep record of the properties, only businesses.
Number of Businesses within the Precinct	Just over 100
Number of Businesses Exiting the Precinct	<p>4 (at the time of writing this report)</p> <ol style="list-style-type: none"> 1 HYPE SMP 2 Goodwood Pharmacy now Terry White Pharmacy 3 Foodwood 4 LUXE
Number of Businesses Entering the Precinct	<p>7 (at the time of writing this report)</p> <ol style="list-style-type: none"> 1 Inventor Kids 2 Miss Moody Pizza 3 Asha ADL (Fine dining by owners of Good Gilbert) 4 Yellow Chilli (replacing Foodwood) 5 Gurkha's Grill 6 Lumiere Skin and Beauty 7 Terry White Pharmacy

Mainstreet Trader Report Template

	Please provide your responses here
Current Number of Vacancies	1-2
Are there any gaps in the business mix?	Hardware, newsagency.
Is there any business support required for your business community?	Awaiting feedback from the committee
What are the top five reasons that businesses stay in the precinct?	Village atmosphere, foot traffic, community feel.
What are the top five reasons why businesses leave the precinct?	Unsure – we don't survey businesses upon leaving.

New Entrants (or please attach an excel spreadsheet)

#	Name of Business In	Contact Name	Contact details for new entrant	Business Type
1	Excel Spreadsheet Provided		Address Phone Email	

Business Exits (or please attach an excel spreadsheet)

#	Name of Business Exiting the Precinct	Contact Name	Contact details for new entrant	Business Type
1	Excel Spreadsheet Provided		Address Phone Email	

VOLUNTEER DATA

We recognise that associations rely on a significant amount of volunteer hours. Please provide the total volunteer hours below.

Number of Volunteer Hours for this Association	9 committee members 1 meeting per month (roughly = 12 meetings x 1.5hours) = 336 hours (including chair x 150 hours and treasurer x 24 hours) 4 x 3 hr events (with 2-4 volunteers) = 36 hours per year Total = 372
--	---

OTHER INFORMATION

Please provide any other information here.

DECLARATION

Mainstreet Trader Report Template

I certify that this report is a true and correct record of financial expenditure and projects delivered for the benefit of the business precinct as outlined in the Funding Deed and that all terms and conditions of the Deed have been met.

Name	Jennifer Uebergang
Title	Coordinator
Organisation	Goodwood Road Business Association
Date	30 January 2025
Signature	<i>Jennifer Uebergang</i>

Mainstreet Trader Report Template

Name of Association	FULLARTON ROAD SOUTH TRADERS' ASSOCIATION INC.
Financial Year	2024/25
Date of Completion	28/1/2025

ABOUT THE ASSOCIATION

	Please provide your responses here
Name of Chair	Susan Straschko
Name of Secretary	Linda Rothenburg
Name of Treasurer	Andrew Clarkson
How many Committee Members do you have?	Eight
No	No
Have you surveyed your Members about the performance of the Association in the past FY?	No

FINANCIAL INFORMATION

Summary of Income : See attached Spreadsheet

Income	Value
Eg. Separate Rate Funding	\$16,500.00
Eg. Other Income - CoU Sponsorship for Infrastructure	\$10,000.00
Eg. Banner Income	
(Opening Balance	951.81)
TOTAL INCOME	\$26,500.00

Summary of Expenditure

**** Note:** As per the Agreement with Council for the expenditure of the Separate Rate, all significant variations to the approved expenditure plan must be approved by The Council e.g. Replacing an event with infrastructure

	Yes	No	Please provide comments	Date Approved	Response
Has there been an alteration to your endorsed expenditure plan that you provided to execute the Agreement?		No			

Please attach an excel spreadsheet of financial information if easier.

Mainstreet Trader Report Template

#	Three Year Strategic Plan Project Name	Short Description of Project	Budget	December Actual	June Actual	Total Actual
1	Advertising campaign	Direct advertising to draw business to Highgate Village i.e website and social media	\$2,000.00	0	-	0
2	Promote Highgate Village	Targeted advertising strategies to promote Highgate Village	\$8,000.00	\$1,584.00	-	\$1,584.00
3	Networking function	Face to face networking opportunities	\$1,500.00	\$551.00	-	\$551.00
4	Infrastructure		\$5,500.00	0	-	0
5.	Special Grant project	Stobie pole art and historical project	\$10,000.00	\$2,636.71	-	\$2,636.71
		SUB TOTAL	\$26,500.00	\$4,771.71	-	\$4,771.71

Item #	Administration	Budget	December Actual	June Actual	Total Actual
1	Office supplies / miscellaneous	\$680	\$11.00	-	\$11.00
	Insurance	\$1620	0	-	0
3					
4					
	SUB TOTAL	\$2300	\$5		\$5

Item #	Strategic Projects Total	Plus Administration Total	Total Expenses
1	\$4,771.71	\$11.00	\$4,782.71

Item #	Description	Operating Surplus
1	(includes opening balance, and ATO Refund not included in levy income)	\$22,669.10

Please provide any further comments here in relation to expenditure.

STRATEGIC PLAN

2022 – 2025 Three Year Strategic Plan - Reporting

Mainstreet Trader Report Template

	Please provide your responses here
Provide a brief update on your progress against the Three Year Strategic Plan - including achievements, activities and outcomes achieved for the street	Ongoing website management and updates, advertising both precinct and individual businesses on social media platforms, now including TikTok We will implement a minor street beautification project in late summer/ autumn, repainting Stobie Poles with local historical, floral and avian themes.
General update on the Street from a traders perspective	Traders are looking forward to the infrastructure upgrade but hope the works will not impact negatively while being implemented.
General update on the Street from an infrastructure perspective	
Please provide a brief update on any infrastructure issues that need addressing or any proposed initiatives that the Association would like Council to consider	Street furniture and bins need still require cleaning and repainting, graffiti needs removal, hedges along Fullarton Road still so overgrown pedestrians can't pass safely. Footpaths generally poor condition and hotch potch of materials. When will our upgrade begin?
Any other relevant information for Council to consider	FRSTA would be able to achieve more by extending the boundary to Wattle St, giving us a greater business mix, more funding and hopefully more involvement from those traders.

BUSINESS DATA

	Please provide your responses here
Number of Properties within the Precinct	
Number of Businesses within the Precinct	Approx 53
Number of Businesses Exiting the Precinct	One -Aged Care Alternatives
Number of Businesses Entering the Precinct	One _ Health Partners Dental
Current Number of Vacancies	Nil
Are there any gaps in the business mix?	Yes, grocery
Is there any business support required for your business community?	Work around extending boundary to Wattle St to include more businesses. Demographic breakdown of Fullarton Rd catchment area
What are the top five reasons that businesses stay in the precinct?	<ol style="list-style-type: none"> 1. Great location 2. Parking still ok 3. Rental rates cheaper than some other mainstreets 4. Community like to support local businesses 5. Walkability
What are the top five reasons why businesses leave the precinct?	<ol style="list-style-type: none"> 1. Retirement 2.

New Entrants (or please attach an excel spreadsheet)

Mainstreet Trader Report Template

#	Name of Business In	Contact Name	Contact details for new entrant	Business Type
1			Address Phone Email	

Business Exits (or please attach an excel spreadsheet)

#	Name of Business Exiting the Precinct	Contact Name	Contact details for new entrant	Business Type
1			Address Phone Email	

VOLUNTEER DATA

We recognise that associations rely on a significant amount of volunteer hours. Please provide the total volunteer hours below.


Number of Volunteer Hours for this Association	Depending on the month, between 40 to 80
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OTHER INFORMATION

Please provide any other information here.

DECLARATION

I certify that this report is a true and correct record of financial expenditure and projects delivered for the benefit of the business precinct as outlined in the Funding Deed and that all terms and conditions of the Deed have been met.

Name	Susan Strachko
Title	Chair,
Organisation	Fullarton Road South Traders' Association Inc.
Date	28/1/2025
Signature	

Business Association Report (2024/25 FY)

Name of Business Association	Unley Road Association Inc
Financial Year	2024 / 2025
Date of Completion	February 2025

ABOUT THE ASSOCIATION

	Please provide your responses here
Name of Chair	Arman Abrahamzadeh
Name of Secretary	Suzanne Caristo
Name of Treasurer	Vic Isbester
How many Committee Members do you have?	10 Other Committee members not mentioned above include: <ul style="list-style-type: none"> - Charlie Fewster – Fewster Properties - George Papathanasiou – 1 Solution - Josh Haussen – ACERair Pty Ltd - Judy Masters – Dance FX - Kim Spargo – The Canis Major Group - Michael Kourbelis – Raine & Horne Commercial - Nathan Ryles – MU FU Fitness
Have you surveyed your Members about how they would like to see the levy applied to the business precinct?	This will be occurring in February 2025, prior to our strategic planning session (April/May). The data from the survey will feed into our 2025 – 2028 Strategic Plan and future plans on how to use the Levy.
Have you surveyed your Members about the performance of the Association in the past FY?	No – we are aware that the performance of the association was previously not to the standard it should be. Council stepped in to Administer the Association on 19 November 2024. We are currently working closely with the Council to get the Association back to a point that Council can step out. We have a new engaged Committee and the Coordinator is working closely with the Council to ensure all processes are in place and the Association can run independently again as soon as possible.

FINANCIAL INFORMATION

Summary of Income

Income	Value
Separate Rate Funding (being administered by Council)	\$73,257.50
Council Major Event sponsorship income (being administered by Council)	\$11,000
Other income - Evening Under the Stars Sponsorship	\$12,100
Other Income – BAS/ATO	\$3,342
Opening Balance	\$30,185.54
TOTAL INCOME	\$129,885.04

Business Association Report (2024/25 FY)

Summary of Expenditure

**** Note:** As per the Agreement with Council for the expenditure of the Separate Rate, all significant variations to the approved expenditure plan must be approved by The Council e.g. Replacing an event with infrastructure

	Yes	No	Please provide comments	Date Approved	Response
Has there been an alteration to your endorsed expenditure plan that you provided to execute the Agreement?	Yes		<p>Expenditure plan was updated in October 2024 to remove light pole signage and add funds towards the Revitalising Unley Road project for beautification. Additional funds were also allocated to the Coordinator due to the amount of administration work required to get the Association back to functioning.</p> <p>Council then stepped in to Administer Association, a new budget has been collated and was presented to the Committee on 22/1/25 in line with the expenditure plan. Spreadsheet attached</p>	October 2024 and Council Stepped in November 2024	

Please attach an excel spreadsheet of financial information if easier.

Business Association Report (2024/25 FY)

#	Three Year Strategic Plan Project Name	Short Description of Project	Budget	December Actual	June Actual	Total Actual
1	Member Services	<p>Hold networking, professional development events and forums for Unley Road Businesses.</p> <p>Regular Communications with Unley Road Businesses.</p> <p>Increase Member participation.</p>	\$12,000	\$2,140.05		\$2,140.05
2	Advertising and Promotion	<p>Assist with marketing all business and services on Unley Road. Provide opportunities for businesses to participate in events on and off the road.</p> <ul style="list-style-type: none"> - Unley Road Website - Social Media - Digital Advertising - Influencer engagement - Print advertising - Event advertising and activity 	\$53,000	\$9,438		\$9,438
3	Events on Unley Road with Unley Road Businesses	<p>Bring more people to Unley Road, encouraging them to spend in business on the road by:</p> <ul style="list-style-type: none"> - A community facing event that brings a large audience to the road - An event that brings economic benefit to as many traders on the road as possible - An event that celebrates the business and organisations on Unley Road and their staff and volunteers. 	\$20,000 (+ \$10,000 Major event sponsorship)	\$628		\$628
4	Infrastructure Project	<p>Project 1 – Revitalising Unley Road Contribution</p> <p>Work with the Revitalising Unley Road Team to work on beautifying the road with greenery, bench seats etc.</p>	\$15,000	\$0		\$0
SUB TOTAL			\$100,000	\$12,206.05		\$12,206.05

Business Association Report (2024/25 FY)

Item #	Administration	Budget	December Actual	June Actual	Total Actual
1	Coordinator	\$35,000	\$20,169.34		\$20,169.34
2	PO Box	\$175	\$0		\$0
3	Bookkeeping	\$4,500	\$0		\$0
4	Insurance	\$2,800	\$0		\$0
5	Meeting costs & Committee Expenses	\$3,500	\$863.11		\$863.11
6	Other	\$540	\$1,304.00		\$1,304.00
	SUB TOTAL	\$46,515	\$22,336.45		\$22,336.45

Item #	Strategic Projects Total	Plus Administration Total	Total Expenses
1	\$12,206.05	\$22,336.45	\$34,542.50

Item #	Description	Operating Surplus
1	Opening balance (for both accounts), BAS, outside sponsorships	\$45,627.54

Please provide any further comments here in relation to expenditure.

A back log of invoices and other expenses have been paid in early 2025 and not reflected on this report – including costs towards insurance, bookkeeping and Evening Under the Stars.

Business Association Report (2024/25 FY)

STRATEGIC PLAN

2022 – 2025 Three Year Strategic Plan - Reporting

	Please provide your responses here
Provide a brief update on your progress against the Three Year Strategic Plan - including achievements, activities and outcomes achieved for the street	<ul style="list-style-type: none"> - Major community facing event successfully held each year - Networking events held with businesses participating - Beatification of Unley Road being undertaken with the Revitalising Unley Road Project Team - New social media agency brought on to increase more engagement
General update on the Street from a traders perspective	Survey to be completed in February 2025
General update on the Street from an infrastructure perspective	The Committee is working with the City of Unley in the main street beautification infrastructure program being implemented.
Please provide a brief update on any infrastructure issues that need addressing or any proposed initiatives that the Association would like Council to consider	Many of our traders report back to us on uneven areas of the footpath and walkways being unsafe
Any other relevant information for Council to consider	The newly appointed Chair and Committee are committed to getting the Association back to a high functioning Association and are dedicated to improving Unley Road.

BUSINESS DATA

	Please provide your responses here
Number of Properties within the Precinct	472
Number of Businesses within the Precinct	539 approx.(to be confirmed)
Number of Businesses Exiting the Precinct	A list is currently being put together to capture this information
Number of Businesses Entering the Precinct	ABR data shows 30 new businesses since June 2024. A list is currently being put together to more accurately capture this information
Current Number of Vacancies	23 (21 for lease, 2 for sale)
Are there any gaps in the business mix?	More high-end retailers would help to attract more people to shop on Unley Road.
Is there any business support required for your business community?	A survey will be completed in Feb/March that will capture this information from the business community.
What are the top five reasons that businesses stay in the precinct?	<ol style="list-style-type: none"> 1. To be with iconic businesses 2. It has over 32,000 road traffic travelling on the main street. 3. It has a high profile active main street Association. 4. It has an active local community 5. The Main Street provides a profile that fits their business model.

Business Association Report (2024/25 FY)

	Please provide your responses here
What are the top five reasons why businesses leave the precinct?	<ol style="list-style-type: none">1. Slow trade2. Financial restraints3. Found more economic rent4. Lack of parking for clients5. Location not best fit for their business

Business Association Report (2024/25 FY)

New Entrants (or please attach an excel spreadsheet)

#	Name of Business In	Contact Name	Contact details for new entrant	Business Type
1	A list is currently being put together to capture this information going forward			

Business Exits (or please attach an excel spreadsheet)

#	Name of Business Exiting the Precinct	Contact Name	Contact details for new entrant	Business Type
1	A list is currently being put together to capture this information going forward			

VOLUNTEER DATA

We recognise that associations rely on a significant amount of volunteer hours. Please provide the total volunteer hours below.

Number of Volunteer Hours for this Association	Approx. 95 hours
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KEY PERFORMANCE INDICATORS (KPIs)

#	Key Performance Indicator	Target	Evidence	Timing
1	Track the efficiency of Business Associations in utilising their allocated funding by comparing budgeted vs. actual expenditures.	Ensure that 100% of expenditures are tracked and that any variance between budgeted and actual spending does not exceed 10%.	Work with the Business Associations to implement a tracking system that logs all expenditures and generates monthly reports. E.g. Acquittal Reports.	Complete the first full analysis of budgeted vs. actual expenditures by the end of the financial year, with quarterly reviews to monitor progress.
	Comment: We are working with Council to ensure systems and processes are in place to track this going forward. We are in the process of moving to online banking to better report and keep on top of outgoing expenditure in real time. Council are administering this years expenditure with consultation with the new committee.			
2	Engage with at least 50% of the Business Precinct community to discuss and gather feedback on the Expenditure Plan for each financial year.	Achieve a minimum 50% engagement rate by tracking the number of business precinct members consulted compared to the total number of businesses in each precinct.	Use a combination of surveys, workshops, and direct outreach to ensure Participation from business Precinct members.	Complete the engagement process within the first six months of each financial year, with interim progress reviews at the three-month mark. Draft

Business Association Report (2024/25 FY)

#	Key Performance Indicator	Target	Evidence	Timing
				budgets are to be provided to Council by no later than 20 January of each year.
	Comment: This has yet to occur, a survey will be done February and fed into our Strategic Plan and future Expenditure plans.			
3	Measure the number of volunteers and the total hours they contribute to Business Precinct initiatives.	Track the number of volunteers and ensure that at least six volunteers contribute a combined total of 100 hours to initiatives annually.	Implement a volunteer registration and tracking system to log volunteer participation and hours.	Complete the measurement and analysis of volunteer participation by the end of each financial year.
	Comment: Approximately 95 hours have been contributed so far, through meetings, work with council to get the Association functioning properly, hanging Christmas decorations, the Chair engaging with businesses and a networking event. A register has not yet been created but will be implemented for this second half of the financial year.			
4	Track engagement metrics, including the number of followers, likes, shares, and comments on social media platforms and the website.	Increase the total number of followers by 15%, and achieve an average engagement rate (likes, shares, comments) of 10% per post across all media platforms.	Use social media analytics tools and website tracking software to monitor engagement metrics and implement targeted marketing campaigns to boost interaction.	Review and report on engagement metrics monthly, with a year-end goal of meeting the 15% increase in followers and a 10% engagement rate.
	Comment: Our new social media Agency started in August, and have just commenced monthly reporting as they now have a basis to go by. Engagement has increased and we are working through more of a strategy going forward to increase engagement.			
5	Improve the aesthetic appeal and functionality of the Mainstreets by minor street beautification such as lighting, signage, public art, street furniture, greening, and environmental improvements.	Complete at least one beautification in each business precinct, with a 10% increase in positive public feedback on the improvements.	Collaborate with local businesses, artists and / or City of Unley staff to plan and implement projects, ensuring that resources and funding are allocated appropriately.	Complete the identified street beautification projects within 12 months, with quarterly milestones for planning, approvals, and execution.
	Comment: Contribution being made to Revitalising Unley Road Project Team for beautification, input given from Committee to include planter boxes and bench seats along Unley Road.			

INSURANCE

#	Type of Insurance	Supplier	Amount	Renewal Date
1	Associations Liability	QBE Insurance	\$737.61	22/9/2025
2	Public & Products Liability	QBE Insurance	\$1,477.38	13/8/2025
3	Personal Accident (major event cover)	Zurich Australian Insurance	\$415.25	22/9/2025

Business Association Report (2024/25 FY)

OTHER INFORMATION

Please provide any other information here.

Insurance was not paid until 2025 – not included in other totals.

Business Association Report (2024/25 FY)

BI-ANNUAL ACQUITTAL REPORT

This Acquittal Report has been prepared pursuant to clause 1.2 of the Funding Agreement between the Association and the Council dated 7 February 2025

To: **The Corporation of the City of Unley**
181 Unley Road, Unley SA 5061

Date: 7 February 2025

Details of Council Funding

Council Funding amount: Council administering amount \$73,257.50

Purpose of Council Funding (Purpose): Marketing, promotional and street beautification activities relating to the Commercial Precinct and associated expenditure (in accordance with the Association's obligations under the Funding Agreement).

Details of how Council Funding was acquitted:

Date of Acquittal	Amount of Council Funding Acquitted	Name of contractor / supplier	Purpose of acquittal (goods/services/works purchased)
23/12/2024	\$3,996.30	Delegate Well	Coordinator – Administration Services
Total:	\$3,996.30		
Departures from Expenditure Plan (clause 4.3):			
N/A			

The Association represents and warrants that the Council Funding was used solely for the Purpose.

Signed for the Unley Road Association Incorporated by delegated authority before:

.....
Signature of witness

.....
Signature of authorised representative

.....
Name of witness (print)

.....
Name of authorised representative (print)

Date:

Date: 7/2/25

Business Association Report (2024/25 FY)

<u>Details of how other income spent:</u>		
Amount	Name of contractor / supplier	Purpose of acquittal (goods/services/works purchased)
\$16,173.04	Delegate Well	Coordinator – Administration Services
\$7,920	Thrive Communications	Social Media Coordinator
\$1,796.20	Jacks on Unley	Networking Function held on 30 August 2024
\$343.85	Mailchimp	Electronic Mailing Database subscription
\$418	Digicard Printing	Evening Under the Stars – Posters & corflute
\$1,452	Iugo	Website hosting for 1 year
\$66	Cartridge World	Flyers for business awards (changed to networking event)
\$210	Fringe	Registration for Evening Under the Stars to be listed as a fringe event
\$170	Mayfair Florist	Wreath for Remembrance Day
\$863.11	La Scala	Committee meeting & AGM costs for 6 months
\$384	Other expenses	TBC
\$750	Other expenses	TBC

DECISION REPORT

REPORT TITLE:	BUSINESS ASSOCIATION BUDGET REQUEST FOR 2025/26 FY
ITEM NUMBER:	2.5
DATE OF MEETING:	27 FEBRUARY 2025
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	CITY SHAPING
ATTACHMENTS:	1. KING WILLIAM ROAD 2. FULLARTON ROAD SOUTH 3. GOODWOOD ROAD 4. UNLEY ROAD 5. EVENT SPONSORSHIP FOR BUSINESS PRECINCT ACTIVATION

1. **PURPOSE**

This report provides BEDAC with the budget requests submitted by the four Business Associations for the 2025/26 financial year for its consideration and recommendation to Council.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
 2. Council considers as part of the 2025-26 Draft Annual Business Plan process, the requests from the four Business Associations to raise a separate rate for the purposes of marketing and minor infrastructure improvements as follows:
 - King William Road \$169,145
 - Unley Road Association \$146,440
 - Goodwood Road \$64,297
 - Fullarton Road \$16,500
 3. Council considers as part of the 2025-26 Draft Annual Business Plan process, the provision of \$40,000 towards event sponsorship to Business Precincts for the purpose of an activation that stimulates the visitor economy.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economy

3.2 We generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City.

4. **BACKGROUND**

Each year, as part of the Council's budget process, the four Business Associations within the City of Unley can submit a budget request for consideration. Budget bids were received by all four Associations in January 2025. To fund the budget requests, Council has the option to levy a Separate Rate (levy) for each Precinct in accordance with Section 154 of the Local Government Act 1999.

Clause 154 (1) of the Local Government Act 1999 (the Act) states that:

A council may declare a Separate Rate on rateable land within a part of the area of the council for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors of that part of the area.

The four Business Associations are each independent Incorporated Associations under the *Associations Incorporations Act 1985*. If the budget proposals are endorsed, the raising of a Separate Rate for each Business Precinct will then be included in the Draft 2025-26 Annual Business Plan for community consultation and Council decision.

If endorsed as part of the Annual Business Plan, the City of Unley then enters into an Agreement with each Association to deliver an agreed Expenditure Plan (the budget requests). The Association must report on their progress towards the Expenditure Plan by 30 January and 30 June of each year.

5. **DISCUSSION**

Five-Year Look Back

A table of the levy applied and the funding that has been provided to the four Business Associations over the past five years is provided below:

	2019/20	2020/21	2021/22	2022/23	2023/24
Separate Rate Goodwood	\$ 57,225	\$ 57,225	\$ 57,225	\$ 57,225	\$ 57,225
Separate Rate King William	\$ 147,400	\$ 92,280	\$ 150,350	\$ 150,350	\$ 150,350
Separate Rate Unley	\$ 113,395	\$ 69,835	\$ 113,395	\$ 117,590	\$ 121,706
Separate Rate Fullarton	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,750	\$ 16,500
Total	\$ 331,020	\$ 232,340	\$ 333,970	\$ 338,915	\$ 345,781

Table 2: Levy over the past five years

Budget Bids 2025-26 FY

The Business Association budget requests for the 2025-26 Financial Year are included as attachments to this report as per below:

Business Precinct	Entity Responsible for the Funding	24/25 FY	Budget Request 25/26 FY	Comment	Attachment
King William Road	King William Road Association	\$159,940	\$169,145	5.4% Increase	Attachment 1
Unley Road	Unley Road Association	\$146,515	\$146,515	No Change	Attachment 2
Fullarton Road South	Fullarton Road South Association	\$16,500	\$16,500	No Change	Attachment 3
Goodwood Road	Goodwood Road Association	\$60,658	\$64,297	6% Increase	Attachment 4
Total Request for 25/26 FY		\$383,613	\$396,457	Overall 8.63% Increase	

Table 3: Funding requests per association for 2025/26 FY

Attachments 1 - 4

The Administration has worked closely with the Business Associations to ensure that budget bids align with business precinct member expectations. The 2025-26 FY budgets will be applied to deliver activation, minor infrastructure, street beautification and marketing.

Changes in Budget Request

Goodwood Road Business Association has requested an increase to implement public art such as stobie pole updates and a fence installation at Goodwood Primary School to attract increased foot traffic.

King William Road Traders Association has indicated that the increased budget will attract a Coordinator and enable continued focus through consistent marketing and the introduction of 'EDIT' a King William Road Precinct Lifestyle Magazine.

Unley Road Association

The Administration has worked closely with the new Unley Road Association Chair, Committee, and Coordinator and is performing well, with growing confidence in its ability to deliver positive outcomes for the precinct and effectively support Council's economic development goals.

Event Sponsorship

In addition to the levy, the City of Unley has provided Event Sponsorship for business precinct activation. The sponsorship is \$10,000 towards an event or activation within a precinct to stimulate the visitor economy and activate the public realm, drive foot traffic and strengthen Unley's reputation as a vibrant and attractive place for business and tourism.

The total event sponsorship requested is \$40,000, in alignment with previous years. However, the Fullarton Road South Trader Association has indicated that they do not require the sponsorship next financial year. Rather, this sponsorship could be offered to another Business Precinct, such as Duthy Street. If approved, an organisation will need to enter into the Sponsorship Agreement and report on the outcomes of the activation (refer to Attachment 5).

Attachment 5

Consultation

Each Association has consulted with their respective Committee Members on the development of their budget bid. In 2023, Council endorsed a more in-depth consultation process whereby a joint letter from the Business Association Chair and Presiding Member of BEDAC was distributed to each business within each business precinct articulating how the levy raised is proposed to be spent. It is proposed that this step is undertaken again for the 2025-26 FY and that feedback is sought.

Furthermore, the Separate Rate for each Business Precinct will also be included in the Draft 2025-26 Annual Business Plan for community consultation.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- Should Council choose to continue to provide funds towards event sponsorship, then this will require funding of \$40,000 in the 2025-26 Annual Business Plan and Budget. There is no financial impact to Council of raising the separate rate levy.

6.2 Risk Management (identification and mitigation)

- Risks have been identified and a treatment plan was put in place from the 2024-25 financial year.
- Providing funding to Business Associations for marketing, street beautification and minor infrastructure can involve the following risks for the City of Unley:
 - Financial Mismanagement
 - Risk: The Business Association may mismanage funds, leading to financial irregularities or misuse of the allocated budget.
 - Mitigation: Implement strict financial reporting and auditing requirements. Regularly review financial statements and conduct audits to ensure transparency and accountability.
 - Non-Compliance with Acts
 - Risk: The Business Association may fail to comply with the requirements of the Associations Incorporations Act 1985, leading to legal and regulatory issues.

- Mitigation: Provide clear guidelines and support for compliance. Regularly review the Association's adherence to legal requirements and offer training or resources as needed. Governance training was provided to all Committee Members on 13 February 2024 and will be provided again in 2025.
- Ineffective Use of Funds
 - Risk: The funds may not be used efficiently or effectively, potentially resulting in a lack of tangible benefits for the business precinct.
 - Mitigation: Establish clear criteria for fund utilisation and require detailed project proposals. Monitor project progress and assess outcomes regularly to ensure the funds are being used as intended.
- Dependency on Funding
 - Risk: Business Associations may become overly dependent on the levy funding, making them vulnerable if funding is reduced or discontinued.
 - Mitigation: Encourage Business Associations to diversify their funding sources and explore additional revenue streams. Provide guidance on sustainable financial practices.
- Conflict of Interest
 - Risk: There may be conflicts of interest within the Business Association that could impact fair decision-making regarding fund allocation.
 - Mitigation: Implement conflict-of-interest policies and procedures. Encourage transparency in decision-making processes and ensure that decisions are made for the benefit of the entire business precinct.
- Community Dissatisfaction
 - Risk: If the Business Association fails to deliver visible and positive outcomes, there may be dissatisfaction among local businesses and residents.
 - Mitigation: Foster open communication channels, gather feedback regularly, and address concerns promptly. Ensure that the community is informed about the purpose and impact of the funded projects.

6.3 Staffing/Work Plans/Additional Resource Impact

- Management of the agreements and quarterly Business Precinct Leadership Team meetings is managed within existing resources.

6.4 Climate/Environmental Impact

- Nil

6.5 Social/Economic

- This fulfills the Economic Development Growth Strategy (2021–2025), in particular:
 - 1.2 Foster networks and relationships to maintain an understanding of business needs and economic drivers
 - 1.3 Proactively promote the city of Unley as a great place to do business
 - 3.3 Encourage a complimentary mix of businesses throughout the City and identify emerging trends
 - 3.4 Optimise transport and parking solutions in and around key business precincts
 - 4.4 Promote local businesses and services
 - 5.3 Maintain attractive, connected and vibrant precincts that are developed according to their unique character and function
 - 5.5 Facilitate activation and enhancement of precincts throughout the City

7. ANALYSIS OF OPTIONS

Option 1BEDAC recommends to Council that:

1. The report be received.
2. Council considers as part of the 2025-26 Draft Annual Business Plan process, the requests from the four Business Associations to raise a separate rate for the purposes of marketing and minor infrastructure improvements as follows:
 - King William Road \$169,145
 - Unley Road Association \$146,440
 - Goodwood Road \$64,297
 - Fullarton Road \$16,500
3. Council considers as part of the 2025-26 Draft Annual Business Plan process, the provision of \$40,000 towards event sponsorship to Business Precincts for the purpose of an activation that stimulates the visitor economy.

This option continues to fund the four Business Associations through a separate levy and provide event sponsorship for each Association. This option is in line with the requests from each Association.

Option 2

BEDAC recommends to Council that:

1. The report be received.
2. Council considers as part of the 2025-26 Draft Annual Business Plan process, the requests from the four Trader Associations to raise a separate rate for the purposes of marketing and minor infrastructure improvements as follows:
 - King William Road \$xxx
 - Unley Road Association \$xxx
 - Goodwood Road \$xxx
 - Fullarton Road \$xxx
3. Council considers as part of the 2025-26 Draft Annual Business Plan process, the provision of \$XXXXX towards event sponsorship to Business Precincts for the purpose of an activation that stimulates the visitor economy.

Under this option, BEDAC would recommend to Council the value of the Separate Rate to be collected for each Precinct. This may or may not be in accordance with the requests submitted by the Trader Associations.

This option allows for a separate rate to be raised as per previous years but allows BEDAC to recommend to Council what the total amount be collected.

Option 3

BEDAC recommends to Council that:

1. The report be received.
2. Council does not collect a Separate Rate for any Business Precinct in 2025-26.
3. Council does not consider the Event Sponsorship for 2025-26.

Under this option, BEDAC would recommend to Council that a separate rate not be collected.

Council reviewed the Mainstreet Model in January 2023 and decided to retain the existing model. It also decided to continue to provide Event Sponsorship in the 2024-25 Annual Business Plan and Budget.

Under this option, the Business Associations would need to seek alternative funds to meet the costs.


8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Ben Willsmore	General Manager City Shaping

Budget Bid Template – Business Associations

Project Name King William Road – Special Levy	
Name of Business Association	King William Road Traders Association Respect to Kaurna Peoples Nations. 
Amount Requested	\$169,145 Is this an increase or decrease on the previous year? Increase By how much? \$9,205 5.4% Increase Why? Continued Focus through consistent Advertising. Introduction of 'EDIT' King William Road Precinct Lifestyle Magazine.
Key Deliverables	<p>Delivery of our set Premise by our overall offering, street appeal, experience, brand communication with clear strategy in mind. Further enhance our customer sensory needs by creating a space of togetherness and for local culture.</p> <p>Precinct Infrastructure Infrastructure has a pivotal role to play in shaping our King William Road precinct of tomorrow and improving the appeal of the street for our community. This year our focus is in developing structural Christmas Art Pieces/Sculpture to showcase in key points in the precinct with the invigorated Christmas campaign. This concept is currently in initial discussions & costing stage. We will be able to build on and develop year upon year and will allow King William Road Precinct to establish a handwriting within our community via Art. The Sculptors will stand Approx 200cm x 1.5m x 1.5m. These sculptures will create a strong statement as our Christmas decorations and will be a great opportunity for PR + Social Platforms photographic backdrops. We will engage and commission Contemporary Australian Artist & Sculptor Janine Daddo in creating our Precinct Sculptors. We are currently in the process in researching further into this concept, especially in fabrication as the sculptors will need to be outdoor resistant and be able to be packed and stored.</p> <p>Street Beautification Update of King William Road Generic Flag Trax which will inline the consistent branding for the precinct. Update of King William Road Christmas Flag Trax which will inline the invigorated Christmas campaign for the precinct. We will engage/commission new artist to create new artworks which will be digitised to use across Flag Trax signage, print media, social & digital media and website.</p> <p>Increase in Foot Traffic We will continue our ongoing focus that our activations and marketing encapsulate our vision to be first in mind for our customer and the leader as a 'Stylish Boutique Village' precinct in Adelaide.</p> <p>King William Road Branding We have now developed consistency in our Brand positioning and any further elements introduced will maintain consistent look and feel across all aspects of your KWR brand.</p>

Budget Bid Template – Business Associations

	<p>This will be reflected across all aspects of branding, online, socials, digital and street appeal which will result in our traders, community, and customers alike, all key stake-holders perspective will associate the feeling and loyalty towards King William Road Precinct and brand alignment.</p> <p>We have indicated to review our website again mid year to ensure aligned with our direction and meet customers' expectations.</p> <p>The results will be indicated by increase in followers across our social accounts, digital advertising results and online presence.</p> <p>Activations</p> <p>The past year we set out with a clear outline of objectives that were foremost in line with our traders' expectations in creating micro experiences & activations to engage, foster relationships and connection within our community.</p> <p>Our focus this coming year will continue to establish King William Road as a place for lifestyle, dining and shopping that are choreographed to emulate an organically formed piece of our community that we exist in and re-establishing the convenience and connection of being local.</p> <p>The past year we have enhanced our relationship with our Traders, as this will be an ongoing process to ensure we engage with them to encourage their feedback and inclusiveness for traders.</p> <p>We will continue to review any events, activations and marketing initiatives to form an analysis where we will as an association and precinct have a better understanding, be able make informed decisions, enhance customer experiences, improve operational efficiency, and tailor future events and activations to attract more visitors, increase sales/business, and community interaction.</p>
Description	<p>How many businesses does your association support?</p> <p>Our King William Road Precinct offers a diverse mix of independent local life, style, dining, and service-oriented businesses.</p> <p>In total the KWRTA supports 152 Traders across the precinct.</p> <p>Currently KWRTA supports:</p> <p>131 Business Contacts</p> <p>7 Businesses to follow up contact details.</p> <p>14 Businesses yet to contact.</p> <p>2 New businesses opening soon.</p> <p>0 Major developments in the works.</p> <p>7 Unleased premises.</p> <p>How do you intend to spend the money?</p> <p>Please see attached spreadsheet outlining proposed total budget expenditure spend. The expenditure is broken down and summarised by quarter.</p> <p>Precinct Infrastructure & Development</p> <p>This year our focus is in developing structural Christmas Art Pieces/Sculpture to showcase in key points in the precinct with the invigorated Christmas campaign.</p> <p>This concept is currently in initial discussions & costing stage.</p> <p>We will be able to build on and develop year upon year and will allow King William Road Precinct to establish a handwriting within our community via Art.</p> <p>The Sculptors will stand Approx 200cm x 1.5m x 1.5m. These sculptures will create a strong statement as our Christmas decorations and will be a great opportunity for PR + Social Platforms photographic backdrops.</p> <p>We will engage and commission Contemporary Australian Artist & Sculptor Janine</p>

Budget Bid Template – Business Associations

	<p>Daddo in creating our Precinct Sculptors. We are currently in the process in researching further into this concept, especially in fabrication as the sculptors will need to be outdoor resistant and be able to be packed and stored.</p> <p>Street Beautification We have now developed consistency in our Brand positioning and any further elements introduced will maintain consistent look and feel across all aspects of your KWR brand. This year our Budget Funding we will engage/commission new artist to create new artworks which will be digitised to use across Flag Trax signage, print media, social & digital media and website.</p> <p>Events & Activations In line with our ongoing objectives for the Precinct, we have increased our budget upon last year. This comes from our learnings from the past years' events and activations. We will be using the funds across more activations, as our focus now has moved to creating events, experiences, and activations that are community focused, whilst collaborating with other likeminded businesses within the precinct in enticing our customers. We have indicated some Events & Activations within our Budget with no budgeted funding as we are currently doing more work in these concepts. If these concepts come to fruition, they will need to be supported by traders to eventuate.</p> <p>Advertising & PR Our focus this coming year across advertising is to focus on the local community via our continued Advertising Advertorial with SA Life Magazine. We will also continue with catalogues and letter box drops on key event periods. We will also introduce 'EDIT' Precinct Lifestyle Magazine, An Autumn Winter Edition and Spring Summer Edition. Our first edition we have planned to be a drawcard for traders to be involved in following editions. This will also allow us to showcase this via our website, via online version and the opportunity of partnering with apps such as Stocard & access to META - this will inspire and reward our local community in shopping, dining service provider experiences - in our mixed-use precinct through the experiences, social interactions, and products we offer.</p> <p>Social Media & Digital Marketing We have quarterly focus on driving our Brand Communication via advertising across social platforms such as Instagram and the opportunity of Facebook Ads in line with our consistent Branding. Ads will be aligned with monthly key events and activations and by focusing our category specific e.g Fashion, Dining, Lifestyle.</p> <p>Precinct Liaison Co-ordinator As an Association we have managed this prior year without a marketing co-ordinator, but we have also understood this encounters some committee members to take on extra tasks and time. We have allocated Budgeted Funds for a co-ordinator, and we have agreed we will use those funds to assist in Event activations.</p> <p>Trader Engagement We have a continued focus to work in conjunction with main street traders to understand their needs to ensure we have a clearer outline of objectives that foremost are in line with our Traders' expectations. We have also learnt as a committee this year we may not get all traders to come together, so our focus is to harness the relationships with those traders who are keen to be involved.</p>
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Budget Bid Template – Business Associations

	<p>Connecting with our local community will be another success indicator for our association. This will be delivered by our overall offering, street appeal, experience, brand communication with clear strategy in mind and foremost keeping in mind that our local community are a crucial part of our Precinct. This will be achieved by our new focus on advertising within the local community by catalogue letter box drop, social, online, and digital. The feedback we collect from our local community and traders in our engagement is crucial on how we draft the future of our Precinct.</p> <p>Governance King William Traders Association will continue with any requirements from the City of Unley.</p> <p>Event & Trader Promotional Support No allocated Budget Spend. We will also seek support from Traders in offering goods, experiences, and prizes to raise brand awareness and engage with our community.</p> <p>Operating Expenses Our operating expenses have been reviewed this past fiscal year. Our current Budget is based on current spend.</p> <p>Service Providers The Association this fiscal year will continue to appoint the services of MRT Accountancy/ Bookkeeping & ATA Auditors.</p> <p>Insurance Our Public Liability Insurance is Budgeted as required minimum level of indemnity cover for the purpose to minimise our exposure and risk to the Association.</p> <p>Website Development Our website will re launched this year. We will review website once live and ascertain whether minor improvements need to be made.</p>
Strategic Alignment	<p>How does this align with your Strategic Plan? Please find attached the King William Road Traders Association Premise which outlines our commitment in establishing King William Road as the leading 'Boutique Village Precinct' in Adelaide, offering a diverse mix of independent local life, style, and dining options by nurturing a connection with Traders, the Community and Customers alike.</p> <p>This will be delivered by our overall offering, street appeal, experience, brand communication with clear strategy in mind.</p> <p>We want to ensure that King William Road has a unique global positioning which engages our customers and inspires them for an immersive experience counteraction.</p> <p>Our association is committed in following up the priorities identified by the Our Trader & Members on all our behalfs and actioning what is possible.</p> <p>Key Focuses for KWRTA Sustainable development for future generations that preserves and enhances the best qualities of our precinct. This will be delivered by our Street Beautification.</p> <p>A precinct with a powerful sense of place that supports the sustainability of our local businesses. This will be delivered by our Trader engagement.</p>

Budget Bid Template – Business Associations

	<p>Improved support for local business traders through better engagement, inclusiveness, particularly through the planning and building better infrastructure and street beautification.</p> <p>Showcase our precinct as a destination and what makes the King William Road a wonderful place to visit spend time and make time. This will be delivered by brand positioning, advertising, and social and media marketing and events.</p> <p>Strong precinct leadership through a commitment to community engagement and trader consultation.</p> <p>Timely and relevant communication shared through a variety of channels and formats to improve transparency and awareness. This will strengthen our Trader Support.</p> <p>An Association's culture that is values based and which fosters collaboration and integrity.</p> <p>How does this align with the Economic Development Growth Strategy (2021 – 2025)?</p> <p>Member engagement lies at the core for our association. It plays a vital role in the success and sustainability of our precinct.</p> <p>We have aligned our budget to ensure we are actively involving and connecting with our Traders either through activations and events or street development Our aim as an association is to create a vibrant trader community that fosters collaboration, drives growth, and amplifies our precinct for success.</p> <p>Our Budget is aligned to establish King William Road precinct as a vibrant and attractive village that unites our community, create a sense of place and belonging and drive economic growth.</p> <p>King William Road precinct involves more than bricks and mortar. The concentrated diverse mix of business establishes us as a wonderful place for social interaction, collaboration, and shared experiences, that's part of what our precinct delivers.</p> <p>Our precinct is a place that brings different communities together to enjoy food, culture, arts, shopping, and life. Our budget ensures that we are focused on creating events, activations, ambience, and street appeal which brings people, traders, and community together.</p> <p>A vibrant precinct is a win-win, so our set vision with a more focused brand identity will activate our precinct and create a keen sense of belonging to enhance our socio-economic outcomes. This will be delivered by a more coordinated and planned approach towards our activations.</p> <p>All the above key points are aligned with creating and establishing King William Road as a destination and a place business and establish their business and being part of our larger community and plenty of community support.</p> <p>Our community priorities and set objectives cannot be achieved alone. Our association is committed in creating strategic partnerships and connection with our local community in creating success for the future.</p> <p>Our planned expenditure budget and premise for King William Road aligns with the Economic Development Growth Strategy to maintain an attractive, connected, and vibrant precinct which is developed according to our precincts unique character.</p>
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Budget Bid Template – Business Associations

Human Resource Considerations	<p>Coordinator: Planned Budget for Precinct Liaison Co-ordinator 12hrs Per Week Total \$24,000 As an Association we have managed this prior year without a marketing co-ordinator, but we have also understood this encounters some committee members to take on extra tasks and time. We have allocated Budgeted Funds for a co-ordinator, and we have agreed we will use those funds to assist in Event activations.</p> <p>Chair: What is the time allocation of the Chair towards the success of the association? As chair I have a continued commitment to deliver outcomes which are the best for the traders, fostering strategic alliances, partners and collaborating with Council enabling our traders to get involved in the success of our precinct. I will continue to spend time meeting our traders, understanding their issues and how we can serve them better on behalf of our committee.</p> <p>Treasurer: Time allocation of the Treasurer Depending on periods and preparation of documents. This may vary from approx. 4 hrs a week.</p> <p>Committee Members: Number of Volunteer Committee members? The Association has currently 7 voting members. We will always encourage new members to join. The skill set of our committee is incredible which will allow us to utilise each other's strengths and be able to share to workload of the association for success.</p> <p>How much time is allocated per month to work with Committee Members. Depending on activations and events hours per week will vary. Our committee is committed to delivering success for our precinct and will allocate what time is required ensure we deliver the best outcome for the association.</p> <p>Other resources required? Depending on activations, events, trader engagement we may seek the service or support of council members.</p>
Reporting	<p>January and July of each year What does success look like? We foresee this period July to December 2024 for King William Road Traders Association as making a difference. As a newly established committee we corrected previous misguidance. We are now a more respected association by our traders; we have ensured we are transparent with ongoing communication.</p> <p>Our focus for this period has been on delivering success for Our Traders primarily and total transparency between all key stakeholders. We have refreshed our Brand Identity - setting a clear strategic direction for King William Road and a better understanding of the target consumer & demographic. We have understood every aspect of what we do and how we do it with great support from Council, especially Donna Griffiths and Jessica Harris from Economic Development. Chosen the correct areas where we spent our funding that are in line with our set objectives, budgets, on behalf of all traders. Applying the right communication strategies, and marketing to ensure King William Road will become Adelaide's most prestigious lifestyle precinct.</p>
Related Budgets	<p>Economic Development and Strategic Projects operational budget.</p>

Budget Bid Template – Trader Associations

Project Name	Trader Association Funding Request 2025-26
Name of Business / Trader Association	FULLARTON ROAD SOUTH TRADERS' ASSOCIATION INC.
Amount Requested	\$16,500.00 SAME AMOUNT AS F/Y 2024-2025
Key Deliverables	<p>1) Continue to build awareness of precinct via Website and social media.</p> <p style="margin-left: 40px;">a. Use selected media to broaden the appeal and promote the diversity of services available within the Highgate Precinct. - Budget \$4,000</p> <p style="margin-left: 40px;">b. Maintain the Website. Budget \$2,000</p> <p>2) Maintenance of the plant pots on Fullarton Road done twice in the year. Budget \$1,000</p> <p>3) Paint and re-plant cement planters with fresh and more suitable specimens Budget \$4,000</p> <p>3) Networking Function for Traders Budget \$ 700</p> <p>4) Admin + Insurance Budget \$2,300</p> <p>5) Minor Infrastructure Budget \$2,500</p> <p>Total \$16,500</p>
Description	<ul style="list-style-type: none"> Highgate Village has 52 businesses that FRSTA support. FRSTA Committee all volunteer so revenue is expended on engagement, infrastructure, marketing, and precinct development.
Strategic Alignment	<ul style="list-style-type: none"> Our Strategic Plan did not allow us to plan for any infrastructure upgrading and only \$13,750 for marketing and events, so it's not applicable. How does this align with the Economic Development Growth Strategy (2021 – 2025)?

Budget Bid Template – Trader Associations

Human Resource Considerations	<p>Coordinator: Donates 15 hours per month towards the success of Highgate Village</p> <p>Chair: Donates approx. 15 hours per month towards the success of the Mainstreet.</p> <p>Treasurer: Donates approx. 10 hours per month towards the Highgate Village</p> <p>Minutes Secretary: Donates 8 hours per month in verifying and preparing minutes.</p> <p>Committee Members: We have 4 Volunteer Committee members, each donating at least 10 hours per month in various roles, including maintaining the website, social media and governance.</p>
Reporting	<p>January and July of each year</p> <ul style="list-style-type: none"> • Success for FRSTA is a full and vibrant Highgate Village, with a pleasant, interesting and safe mainstreet.
Related Budgets	Economic Development and Strategic Projects operational budget.

Due to unleybusiness@unley.sa.gov.au by no later than **24 January 2025.**

Budget Bid Template – Business Associations

Project Name	Goodwood Road Business Association – Special Levy	
Name of Business Association	Goodwood Road Business Association	
Amount Requested	\$64,297.48 Which is an increase of 6% on 2024-25's budget of \$60,658	
Key Deliverables	What are the key outcomes you are trying to achieve? <ul style="list-style-type: none"> • Visitor attraction events per year (ie, Satdy on Goody) • Networking events • 1 major event ie. SALA • Effective Marketing and overall increased social media reach • Inclusion of public art ie. Stobie pole updates, fence installation on Goodwood Primary School, increased foot traffic 	
Description	Our association supports roughly 100 businesses We intend to spend the money on coordination, events, administration, engagement, advocacy, minor infrastructure, marketing, public art installation and governance.	
Strategic Alignment	How does this align with your Strategic Plan? Offer small community events to promote to a range of audiences and one major event per year. ie Satdy on Goody or a new trial of a progressive dinner with the provision of influencer style marketing. The association will consider offering a major whole of road event ie. SALA 2025 or Adelaide Film Festival which will attract locals and visitors, enhance the vision for the area and involve as many members as possible. Reels/stories now integrated into Social Media Management to maximise engagement. Consideration of new brand in 2026 and a hero video for major advertising campaign. Networking sessions to assist businesses connect and learn learn new skills. We will promote any training to members that deem helpful in improving their marketing skills.	
Human Resource Considerations	Coordinator: Chair: Treasurer: Committee Members:	0.4 FTE for Coordination or one day a week. Time allocation of the Chair towards the success of the association / Mainstreet is almost double that of the committee members given council administration and attendance at council networking events. Time allocation of the Treasurer (non-paid role) 2-3 hours per month 10 Volunteer Committee members. 2-3 hours per month per committee member Coordinator spends 3-4 hours per month coordinating Committee Members including meetings and events. Other resources required? Marketing agency support is essential for effective marketing as the coordinator role is only a day a week.

Budget Bid Template – Business Associations

	Event coordination support would also be helpful for major event which could include road closure. Council will be asked for \$10K again in 2025/26.
Reporting (Jan & July of each year)	What does success look like? <ul style="list-style-type: none"> • Effective and accurate dissemination of funds • Successful events (lots of visitors) • Effective relationships built and • Majority of businesses happy with outcome.
Related Budgets	Economic Development and Strategic Projects operational budget.

Due to unleybusiness@unley.sa.gov.au by no later than **24 January 2025**.

**FUNDING REQUEST 2025-2026
Proposed Operating Budget
UNLEY ROAD ASSOCIATION INC**

Income

Separate Rate Funding	\$146 515
Total Income	\$146 515

Note: it is a requirement of the Local Government Act that all separate rate funding must be expended for the purposes outlined in the year of collection.

ExpensesMarketing Projects (provide further detail on next page)

Project 1 Member Services	\$12 000
Project 2 Advertising and Promotion	\$53 000
Project 3 Major Event	\$20 000
<i>Sub total</i>	<u>\$85 000</u>

Infrastructure Projects (provide further detail on next page)

Beautification of Unley Road	\$19 000
<i>Subtotal</i>	<u>\$104 000</u>

Administration

Coordinator	\$31,000
PO Box	\$175
Bookkeeping	\$4 500
Insurance	\$2 800
Meeting costs and other committee expenses	\$3 500
Other	\$540
<i>Sub total</i>	<u>\$46 515</u>

Total Expenses	\$146 515
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FUNDING REQUEST 2025-2026 UNLEY ROAD ASSOCIATION INC

DETAILS OF PROPOSAL

(Proposal should include the objectives of the project, how the achievement of the objective will be measured and the estimated timed spending of the project – for the specific projects only)

Please note: A strategic planning session will be scheduled for April/May 2025 for the Committee, to develop a 3-year Strategic Plan for the Association and key marketing activities will be developed in further detail within that session.

<p>Project 1: <i>Member Services</i></p> <ul style="list-style-type: none"> To hold networking, professional development events and forums for Unley Road businesses Regular communications with Unley Road businesses. Increase member participation. <p>Measure: Participant numbers and feedback. Read and click rates on emails.</p> <p>Estimated completion date: Ongoing to June 2026</p>	<p>\$12 000</p>
<p>Project 2: <i>Advertising and promotional activities</i></p> <p>Assist with marketing all business and services on Unley Road. Provide opportunities for businesses to participate in events on and off the road.</p> <ul style="list-style-type: none"> Social Media Coordinator Digital Advertising Event advertising and marketing activity Unley Road Website Other promotions to attract people to Unley Road <p>Measure: Engagement stats from social media, business participation and trader feedback</p> <p>Estimated completion date: Ongoing to June 2026</p>	<p>\$53 000</p> <p>Includes: \$23,760 Social Media costs \$29,240 other</p>

Project 3: Major Event In 2025-26: <ul style="list-style-type: none"> • Our major community facing event that brings a large audience to the Road – Evening Under the Stars • An event that brings economic benefit to as many traders on the road as possible • An event to celebrate the businesses and organisations on Unley Road and their staff and volunteers. Measure: Media exposure, business participation and sponsorship, audience attendance. Estimated Completion date: February 2026	\$20 000
Infrastructure Project Beautification of Unley Road In 2025 -26: <ul style="list-style-type: none"> • Committee to increase the beautification of Unley Road, liaising with the Revitalising Unley Road Project Team. Estimated completion date: Ongoing to June 2026	\$ 19 000
Coordinator	\$31 000
PO Box: Annual fee	\$175
Book keeping	\$4 500
Insurance: Required public liability insurance and professional indemnity, annual fee.	\$2 800
Meeting costs and committee expenses	\$3 500
Other	\$ 540
TOTAL	\$146 515

Project Name	Event Sponsorship to Support Business Precinct Activation			
Division	City Shaping			
Project Initiator	Donna Griffiths			
Proposed Budget	Expenditure	\$ 40000	Income	\$ 0
Ongoing Maintenance	N/A			
Description	The Event Sponsorship provides \$10,000 to Business Precincts to deliver an event or activation within their district that stimulates the visitor economy and activates the public realm.			
Strategic Alignment	Towards 2050: Objective 1.1 - We foster a community where all people can feel safe, welcomed, and included.	Towards 2050: Objective 3.2 - We generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City.	Towards 2050: Objective 3.3 - We enhance and promote the local characteristics within our City that make us a desirable and exciting place to live, work, visit, invest and do business.	Towards 2050: Objective 4.2 - We create and activate welcoming public spaces for all people to deliver memorable experiences that inspire connection, foster a strong sense of place, and strengthen our City's identity whilst enhancing its unique brand.
Project Objectives & Deliverables	<p>Objectives:</p> <ul style="list-style-type: none"> • Increase visitor foot traffic to Business Precincts. • Strengthen Unley's reputation as a vibrant and attractive place for business and tourism. • Encourage Business Associations to develop sustainable and impactful events. • Improve business collaboration and engagement within precincts. • Promotion of the City of Unley as a great place to visit, live, invest and do business • Foster community engagement and promote wellbeing through enhanced quality of life <p>Deliverables:</p> <ul style="list-style-type: none"> • At least one event or activation per Business Precinct per financial year. • A detailed event plan, including marketing, logistics, and expected outcomes. • Post-event reports measuring foot traffic, business engagement, and community feedback. • Accountability in funding expenditure aligned with the Expenditure Plan. <p>Note: The Fullarton Road South Business Association will not be applying for the sponsorship, in which this can be offered to other Business Precincts such as Duthy Street.</p>			
Project Scope	<ul style="list-style-type: none"> • Provide funding of \$10,000 for Business Precinct events or activations by entering into an event sponsorship agreement. • Ensure that funded initiatives stimulate economic activity and enhance local event infrastructure. • Support Mainstreet Associations in planning and executing high-quality events that attract visitors and enhance community engagement. • Require Mainstreet Associations to report on event or activation. 			
Resources	<ul style="list-style-type: none"> • This project is within existing resources. 			

	<ul style="list-style-type: none"> • Council support for event planning and promotional assistance. • Access to existing Council infrastructure and public spaces for events. • Partnerships with local businesses and stakeholders to enhance event outcomes.
Start Date	1 July 2025
Risks and Constraints	<p>Risks</p> <ul style="list-style-type: none"> • Financial Risks: <ul style="list-style-type: none"> ○ Insufficient budget to fund sponsorships adequately. ○ Risk of overspending or ineffective use of allocated funds. ○ Dependence on external funding or grants that may not materialise. • Stakeholder Risks: <ul style="list-style-type: none"> ○ Potential for disagreements among business associations regarding the allocation of funds. ○ Varied levels of capability and engagement across associations may affect event outcomes. ○ Lack of community or business buy-in, leading to poor attendance or participation in activations. • Operational Risks: <ul style="list-style-type: none"> ○ Limited capacity within the Business Associations to coordinate and deliver events effectively. ○ Delays or issues with event approvals or compliance with Council policies and procedures. • Reputational Risks: <ul style="list-style-type: none"> ○ Poorly executed events may reflect negatively on the City of Unley and its precincts. ○ Perception of favouritism in sponsorship allocation could lead to stakeholder dissatisfaction. • Environmental Risks: <ul style="list-style-type: none"> ○ Potential environmental impacts of large-scale events, such as waste, noise, or traffic congestion. <p>Constraints</p> <ul style="list-style-type: none"> • Budget Constraints: <ul style="list-style-type: none"> ○ Fixed Council budget for sponsorship limits the number and scale of supported events. • Policy and Regulatory Constraints: <ul style="list-style-type: none"> ○ Compliance with Council policies, such as event permits, insurance, and risk management. ○ Alignment with the City's Community Plan 2050 goals and strategic priorities. • Time Constraints: <ul style="list-style-type: none"> ○ Lead time required for planning, approvals, and marketing events effectively. • Resource Constraints: <ul style="list-style-type: none"> ○ Limited human resources within the business associations and Council to support event planning and execution. • Equity Constraints: <ul style="list-style-type: none"> ○ Ensuring fair and transparent distribution of sponsorship funds among business associations.
Related Projects	<ul style="list-style-type: none"> • Business Precinct Special Levy • Economic Development and Strategic Projects
Further Information	<ul style="list-style-type: none"> • July 2025: Associations asked to provide an Event Plan • August 2025: An event sponsorship agreement, attaching the event plan, will be jointly signed • 2025/26 FY: Delivery of the event • 30 June 26: All event reports to be presented to Council.

INFORMATION REPORT

REPORT TITLE:	COUNCIL'S ECONOMIC STRATEGIC DIRECTION
ITEM NUMBER:	2.6
DATE OF MEETING:	27 FEBRUARY 2025
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	CITY SHAPING
ATTACHMENTS:	NIL

1. **PURPOSE**

This report provides the Business and Economic Development Advisory Committee (BEDAC) with an overview of feedback on the Economy Pillar goals and objectives, as captured through the recent survey, to inform the development of a 10-year Lead Economy Strategy aligned to the recently endorsed Community plan 2025-2050.

1.**RECOMMENDATION**

That:

1. The report be received.
-

2. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economy

3.5 We drive strong economic, cultural, environmental, and social outcomes through strategic investments in property, technology, facilities, and infrastructure.

3. **BACKGROUND**

The City of Unley's current Economic Development Growth Strategy 2021–2025 is approaching its conclusion. This strategy has guided Council's efforts to foster economic growth, support local businesses, and enhance the city's overall prosperity over the past four years.

In alignment with Council's long-term strategic direction, a new Community Vision 2050 has recently been endorsed, providing a clear and aspirational framework for the City's future. The Community Vision 2050 outlines four key theme areas, with one theme titled 'Economy', focussed

on strengthening the local economy to ensure it remains innovative and prosperous.

To support the implementation of this vision, a City Plan 2050 is also being developed, which will translate the broad aspirations of the Community Vision into actionable strategies from a spatial perspective.

As part of the development of the 10-year Lead Economy Strategy, Council is seeking to identify priorities and actions to support the Economy Pillar of the Community Plan.

A survey was sent to BEDAC Members and Business Associations in December 2024, with the survey open for six weeks. Insights gathered from the survey responses will directly inform the development of these actions, ensuring that they align with the needs and aspirations of the community and the business sector. This approach will help to create a focused and impactful strategy that continues to drive economic growth and prosperity in the City of Unley.

4. DISCUSSION

The following section provides a snapshot of the feedback that was provided via the survey whilst acknowledging the industry analysis undertaken, current economic data and business precinct work.

Current Economic Environment

Sentiment: Mixed views on whether the current economic environment supports a "progressive, connected, and resilient" city. Key concerns:

- Rising costs of living impacting consumer and business spending.
- Diverse business needs require tailored strategies instead of a "one-size-fits-all" approach.
- Sluggish retail climate and limited visitor engagement.

Challenges for Businesses

- Rising costs (living, rents, overheads).
- Low innovation in marketing and online presence.
- Lack of foot traffic and outdated business strategies.
- Competition from nearby businesses.

Top Priorities for Economic Growth

1. Business Support:
 - Streamlined platforms to assist startups.
 - Mentoring programs and access to innovation hubs.
 - Improved access to resources and Council information.
2. Precinct Development:
 - Vibrant, well-funded, and environmentally sustainable precincts.

- Focus beyond Mainstreets to include large employers and businesses on major roads (e.g., Greenhill, Cross, and South Roads).
3. Stakeholder Engagement:
- Use Council's magazine for retail promotion.
 - Promote collaboration between businesses and community stakeholders.

Suggested Initiatives to Support Businesses

- Grants and infrastructure upgrades.
- Co-working spaces and innovation hubs.
- Programs to promote sustainability practices.

Role of Council as a Facilitator

1. Continue to Build Engagement and Trust:
- Active collaboration with businesses.
 - Reduce perceptions of bureaucratic hurdles.
2. Proactive Advocacy:
- Continue to engage businesses directly.
 - Strengthen relationships with Governments (in Australia and overseas), peak bodies and nearby councils.

Precinct Activation and Collaboration

Focus Areas:

- Align initiatives to precinct-specific needs.
- Encourage businesses to collaborate and share resources.
- Attract investment aligned to each unique precinct.

Suggested Actions:

- Run city-wide campaigns (e.g., "Shop in Unley").
- Offer precinct associations more flexible funding models.

Activities or infrastructure to enhance the vibrancy of business precincts



Environmental Sustainability

Recognised as critical for economic policy:

- Support businesses in reducing waste and energy costs.
- Showcase sustainable infrastructure to attract investment.
- Provide education on sustainability for smaller businesses.

Population Growth and Housing Diversity

- Encourage collaborative projects with other tiers of government and developers to enhance housing options.
- Promote the City of Unley as a desirable residential location.

Key Economic Projects

Respondents ranked projects based on economic impact. High-impact suggestions included:

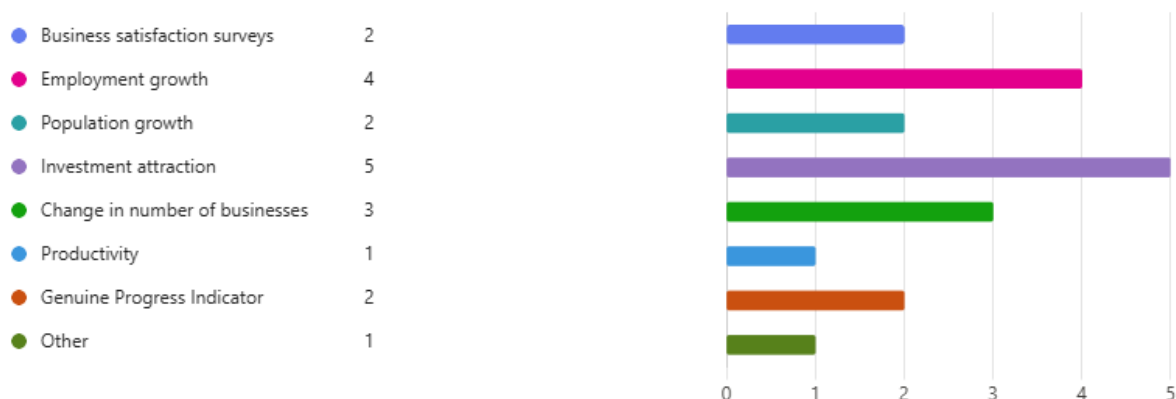
1. Mixed-use development (e.g., integrating housing, business hubs, and civic function).
2. Leveraging state and federal support for infrastructure and economic initiatives.
3. Strategic partnerships with developers and neighbouring councils.

Respondents ranked site locations for mixed-use projects in the following order:

1. Unley Central
2. King William Road
3. Goodwood Road

Key metrics or indicators to track progress

Members were also asked how progress should be tracked to ensure that we are truly making a difference. The following was received:



A Genuine Progress Indicator (GPI) for the City of Unley would go beyond traditional economic measures like GDP, incorporating social, environmental, and economic factors to reflect overall community well-being.

Based on the strategic priorities, the GPI could include the following indicators:

Economic Indicators

- Business Growth & Viability – Number of new businesses established, investment attraction rates, business survival rates, and commercial occupancy rates.
- Local Employment – Jobs created within Unley, local workforce participation, and underemployment rates.
- Business Precinct Vibrancy – Foot traffic counts, visitor spending, and business sentiment surveys.
- Innovation & Entrepreneurship – Number of start-ups, social enterprises, use of coworking spaces and businesses adopting sustainable or digital innovations.

Social Well-being Indicators

- Community Satisfaction – Resident and business surveys on quality of life, public spaces, and Council services.
- Public Engagement – Participation in business forums, precinct events, and civic initiatives.
- Access to Services – Availability and use of community facilities, sport and recreation facilities, health services, schools, coworking spaces, lifelong learning opportunities and childcare.
- Housing Affordability & Diversity – Mix of housing types, rental affordability, ageing in place and social housing availability.

Environmental Sustainability Indicators

- Green / Open Space Per Capita – Progress towards the goal of 11m² of open space per resident.
- Tree Canopy & Urban Cooling – Change in tree coverage and temperature mitigation efforts.
- Waste Reduction & Circular Economy – Recycling rates, landfill diversion, and business participation in sustainable practices.
- Sustainable Transport – Use of public transport, cycling, and walking infrastructure improvements.

Cultural & Community Indicators

- Events & Activation Success – Attendance at community and business events, economic impact of cultural festivals.
- Arts & Heritage Engagement – Participation in arts programs, historical preservation initiatives.
- Sense of Belonging – Community connectedness surveys, volunteer participation rates.

Next Steps

The goal is for each objective of the Economy Theme area of the Community Plan to include key actions for investigation and/or implementation to be referenced in the 10-year Lead Economy Strategy. It is recommended that the following actions take place:

- The survey to be sent to incoming BEDAC Members (March 2025).
- Further refinement of a planning document after reviewing the feedback (March/April 2025).
- A workshop to be held with BEDAC Members to finalise directions (April 2025).
- A paper to be provided to BEDAC for recommending to Council. (April / late 2025).

5. REPORT AUTHORISERS

Name	Title
Ben Willsmore	General Manager City Shaping

DECISION REPORT

REPORT TITLE:	THE FUTURE OF BUSINESS PRECINCTS
ITEM NUMBER:	2.7
DATE OF MEETING:	27 FEBRUARY 2025
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	CITY SHAPING
ATTACHMENTS:	1. DISCUSSION PAPER BUSINESS PRECINCT MANAGEMENT MODEL

1. **PURPOSE**

This report presents for consideration and recommendation, a potential model to revitalise, maintain, and manage Business Precincts. This model provides a clear definition of our business precincts, outlines the services that could be applied within these precincts, and proposes a framework for their renewal and management.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
 2. The Administration develops a 10-year plan using the Framework, with appropriate first order costings and resources, to be presented to Council for its consideration.
-

3. **RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN**

3. Economy

3.2 We generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City.

4. **BACKGROUND**

The City of Unley has a proud history of supporting vibrant and dynamic business precincts that contribute significantly to the local economy and community well-being. These precincts are critical hubs for economic activity, social interaction, and cultural expression.

In recent years, Council has taken a proactive approach to strengthening its business precincts through initiatives such as the provision of Major Sponsorship Funding for events, the establishment of the Business and Economic Development Advisory Committee (BEDAC), as well as the Business Precinct Leadership Team, to partner with the Business Associations. However, it has become evident that a more structured and strategic approach is required to maximise the potential of these precincts and ensure their sustainability in the face of changing economic, social, and environmental conditions.

The development of the Future Business Precincts Model has been guided by consultation with key internal and external stakeholders, as well as benchmarking against best practice in other jurisdictions. The model seeks to build on the City of Unley's strengths while addressing gaps and challenges that have been identified during the development of the discussion paper.

A discussion paper is provided as Attachment 1 that explains the proposed model.

Attachment 1

5. DISCUSSION

The Future Business Precincts Model is built around three core components:

1. Definition of Business Precincts: The model provides a clear and consistent definition of business precincts and their hierarchy within the City of Unley, recognising their unique characteristics and roles. It is proposed that business precincts are defined as:
 - 1.1. Civic Business Precinct (this Business Precinct receives the highest level of service)
 - 1.2. Urban Business Precinct
 - 1.3. Neighbourhood Business Precinct
 - 1.4. Corridor Precinct (this precinct receives the same level of service as a residential area).
2. Proposed Services to Be Applied to Business Precincts: The model outlines a suite of services that could be provided within the business precincts, including:
 - Business Precinct Revitalisation (stage 1) – this means a full revitalisation of the business precinct to be scheduled between 25 to 50 years.
 - Business Precinct Enhanced Maintenance (stage 2) – this means maintaining the amenity of the Business Precinct.
 - Business Precinct Improvement (stage 3) – this means allowing for improvements every five to 10 years to occur to retain the original look and feel of the precinct.

- Business Precinct Activation (annual) – this means ensuring the Business Precinct remains vibrant and attracts foot traffic and investment year on year.
 - Business Precinct Leadership (annual) – this means that there are a group of people with care and control of each Business Precinct each year.
3. Framework for Management: The model establishes a framework to guide the development and management of business precincts. Key considerations of the framework include:
- Governance: Clarifying roles and responsibilities between Council, State Government, Business Associations, and other stakeholders.
 - Timing, Level of Service and Frequency: Providing clear timeframes for renewal, maintenance, improvement based on the hierarchy of business precinct.
 - Funding: Ensuring sustainable funding mechanisms, including the use of special levies where appropriate.
 - Performance Measurement: Developing key performance indicators (KPIs) to track the success of precincts and ensure accountability.
 - Collaboration: Promoting partnerships and collaboration among businesses, community groups, and Council.

The following draft framework has been developed for consideration:

	Civic (Tier 1)	Urban (Tier 2)	Neighbourhood (Tier 3)	Corridor (Tier 4)
Business Precinct Revitalisation (Stage 1)	Every 25 years	Every 30 years	Every 40 Years	Every 50 Years
Business Precinct Enhanced Maintenance (Stage 2)	Frequency and budget will need to be considered	Frequency and budget will need to be considered	Frequency and budget will need to be considered	BAU (Existing Operating Budget)
Business Precinct Improvement (Stage 3)	Every 5 - 10 Years The approximate Cost will need to be considered	Every 5 - 10 Years The approximate Cost will need to be considered	Every 10 - 15 Years The approximate Cost will need to be considered	Every 10 - 15 Years The approximate Cost will need to be considered
Business Precinct Leadership	Annual Plan Budget TBC	Annual Plan Budget TBC	Annual Plan Budget TBC	Not required Budget TBC
Business Precinct Activation	Annual Plan	Annual Plan	Annual Plan	Not required

For Example: If we apply the above framework to the Goodwood Road Business Precinct using an Urban or Tier 2 approach then:

	Business Precinct Revitalisation (Stage 1)	Business Precinct Enhanced Maintenance (Stage 2)	Business Precinct Improvement (Stage 3)	Business Precinct Leadership	Business Precinct Activation
Goodwood Road (Urban)	2015 - Complete 2045 – To be scheduled for renewal	Enhanced maintenance schedule to be documented costing an additional \$30,000 per year. This was trialled in 2024/25 FY. This enhanced maintenance schedule will then be operationalised after documentation.	Improvements would need to occur in: 2025, 2029, 2034, 2039, 2044, 2049 This was trialled in 2024/25 FY at a cost of \$60,000.	Annual Walking of the street has occurred. Regular attendance at Business Precinct Leadership Team Meetings	Annual The current Special Levy is \$60,658. The City of Unley provides sponsorship of \$10,000 towards a major event – <i>Sat'days on Goody</i> .

The implementation of this model could position the City of Unley's business precincts for future success, ensuring that they remain vibrant, resilient, and integral to the City's identity. It also aligns with the City of Unley's broader strategic goals, including economic prosperity and community well-being as outlined in the Community Plan 2050.

Next Steps

If this Framework is considered sound, then the following next steps can occur:

1. Apply the framework to each business precinct.
2. Create a draft 10-Year Plan with recommended resourcing and budget for Council to consider.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- Nil at this stage

6.2 Risk Management (identification and mitigation)

- Strategic Risks
 - Lack of Clear Vision and Coordination: Without a framework, there may be inconsistent approaches to managing business precincts, leading to misaligned priorities and fragmented efforts.

- Missed Economic Opportunities: Inadequate coordinated management could result in untapped economic potential, including reduced business growth, investment attraction, and employment opportunities.
- Financial Risks
 - Inefficient Use of Resources: Without a defined framework, resources may be allocated inefficiently, leading to duplication of efforts or underinvestment in critical areas.
 - Loss of Funding Opportunities: Lack of a formal framework may make it harder to secure grants or other external funding, as funders often require clear plans and measurable outcomes.
- Operational Risks
 - Decline in Streetscape Quality: Absence of coordinated management could lead to deteriorating physical environments, affecting the appeal of precincts to businesses, residents, and visitors.
 - Inconsistent Service Delivery: Without a structured approach, services such as maintenance, events, and marketing may be sporadic or inequitable across precincts.
- Community and Stakeholder Risks
 - Weakened Collaboration: A lack of coordination among businesses, Business Associations, and Council could hinder collaboration and innovation.
- Economic Risks
 - Loss of Competitiveness: Unley's business precincts risk falling behind other jurisdictions with well-managed and dynamic precincts, potentially losing customers, visitors, and investment.
 - Business Closures: Inconsistent support and management could contribute to a higher rate of business closures, reducing the vibrancy and economic contribution of precincts.
- Reputational Risks
 - Public Perception of Neglect: The community and stakeholders may perceive Council as neglecting its role in supporting local businesses, impacting trust and satisfaction.
 - Erosion of City Identity: Poorly managed precincts could undermine the unique character and appeal of Unley's business areas, reducing their contribution to the city's identity.
- By implementing a business precinct management framework, these risks can be mitigated, ensuring that the City of Unley's business precincts remain vibrant, sustainable, and aligned with the Community Vision - 2050.

6.3 Staffing/Work Plans/Additional Resource Impact

- The next steps will be carried out by existing internal resources.

6.4 Climate/Environmental Impact

- If the framework is applied then this will ensure that our Business Precincts are climate / environmentally resilient.

6.5 Social / Economic

- This supports the Community Vision 2025:
 - Goal 1 – Our city offers an excellent quality of life and supports all people to thrive.
 - Goal 2 – Our City is a progressive and innovative leader in sustainability and climate change.
 - Goal 3 – Our city is a unique and vibrant destination that attracts and retains a diverse mix of businesses, industries and opportunities.
 - 3.2 – we generate vibrancy and economic vitality by activating and connecting thriving business precincts and innovation hubs throughout our City
 - 3.3 – we enhance and promote the local characteristics within our City that make us a desirable and exciting place to live, work, visit, invest and do business
 - 3.5 – we drive strong economic, cultural, environmental and social outcomes through strategic investments in property, technology, facilities and infrastructure.
 - Goal 4 – Our city is well-planned and has great places and spaces that are designed, built, maintained and activated to create a connected and vibrant community.
 - 4.1 – we invest in, revitalise and expand our open spaces, recreation facilities and infrastructure to meet the needs of current and future communities and climates.
 - 4.2 – we create and activate welcoming public spaces for all people to deliver memorable experiences that inspire connection, foster a strong sense of place, and strengthen our City's identity whilst enhancing its unique brand.

7. ANALYSIS OF OPTIONS

Option 1

BEDAC Recommends to Council that:

1. The report be received.

2. The Administration develops a 10-year plan using the Framework, with appropriate first order costings and resources, to be presented to Council for its consideration.

This option allows for the Administration to apply the proposed model and develop a 10-year plan with resourcing and costings that can then be recommended to Council.

Option 2

BEDAC Recommends to Council that:

1. The report be received.
2. The following changes are considered:

XXXXXX

3. The Administration develops a 10-year plan using the Framework, with appropriate first order costings and resources, to be presented to Council for its consideration.

This option allows for BEDAC to make suggestions to enhance the framework. Furthermore, it recommends that the framework be tested and that a 10-year plan be created for Council's consideration.

Option 3

BEDAC Recommends to Council that:

1. The report be received.

This option allows for BEDAC to note the report, with no further action.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Ben Willsmore	General Manager City Shaping

Draft Discussion Paper - Future Business Precinct Framework

City of Unley

**Future Directions of Business
Precincts and Services
Discussion Paper**

As at 20 February 2025

Draft Discussion Paper - Future Business Precinct Framework

1. Introduction

The City of Unley is home to a diverse array of business precincts that serve as vibrant hubs of economic activity, community engagement, and cultural exchange. These precincts play a vital role in shaping the character of our city, supporting local businesses, attracting visitors, and enhancing the quality of life for our residents. As Unley continues to grow and evolve, there is a need for a structured and strategic approach to managing our business precincts, ensuring they remain relevant, resilient, and responsive to resident, business and visitor needs.

This discussion paper aims to explore a framework for managing the City of Unley's business precincts by introducing a tiered approach. The proposed model categorises business precincts into four distinct tiers: Civic, Urban, Neighbourhood, and Corridor, with each tier reflecting different levels of strategic importance, community function, and service requirements. This approach will allow for tailored service delivery, ensuring that resources are allocated effectively, and that each precinct receives the support needed to thrive.

The goal is to create an appropriate model that will guide the management and scheduling of renewal of our business precincts for the next 25 years.

2. Objectives of this discussion paper

1. Introduce the Concept of Business Precinct Management: start the conversation about how to manage business precincts and the importance of structured oversight in promoting economic vitality and community engagement.
2. Present a Tiered Business Precinct Model Approach: Outline the four proposed tiers—Civic, Urban, Neighbourhood, and Corridor—explaining the distinct characteristics and strategic roles of each type of precinct within the city.
3. Explore Business Precinct Services: Introduce proposed services that could be applied to Business Precincts.
5. Set a Framework for Future Business Precinct Strategies: Establish the groundwork for a forward-looking approach to business precinct management that can adapt to changing economic conditions, population growth, and community needs, ensuring long-term sustainability and relevance.

Draft Discussion Paper - Future Business Precinct Framework**3. Unley Business Precincts**

The City of Unley has the following Business Precincts:

	Business Precinct	Core Industry / Focus
1	Fullarton Road	Local Services
2	Unley Road	Local Services / Lifestyle / Design / Retail
3	King William Road	Lifestyle / Retail / Boutique
4	Greenhill Road	Large Corporates / Accounting / Finance / Engineering / Construction
5	Glen Osmond Road	Accommodation / Local Services
6	Goodwood Road	Lifestyle / Creative / Cultural
7	Leader Street	Industrial
8	Duthy Street	Lifestyle / Local services
9	East Avenue	Lifestyle
10	Anzac Highway	Retail
11	South Road	Retail
12	Cross Road	Aged Care Facilities

Of the above, there are four business associations that raise a Special Levy for the purposes of street beautification, minor infrastructure, marketing and activation. The Associations are caretakers for areas within the following business precincts:

	Business Precinct	Core Industry / Focus
1	Fullarton Road	Local Services
2	Unley Road	Local Services / Lifestyle / Design / Retail
3	King William Road	Lifestyle / Retail / Boutique
4	Goodwood Road	Lifestyle / Creative / Cultural

4. History of our Business Precincts

The City of Unley's business precincts have a strong foundation of revitalisation efforts, strategic investments, and collaborative initiatives that inform the direction of this framework. Key insights and achievements to date include:

- **Previous Revitalisation Projects:** Significant revitalisation works have been completed on the historical centre of Goodwood Road in 2015 and the Lifestyle / retail section of King William Road Central in 2018, demonstrating the positive impact of targeted upgrades on local businesses and the community.
- **Enhanced Service Level Trial:** A trial of enhanced service levels was undertaken on Goodwood Road during the current financial year at a cost of \$30,000, providing valuable data on the effectiveness of increased upkeep in maintaining high-quality precincts.
- **Special Levy:** Each year, a special levy is raised for Goodwood Road, Unley Road, Fullarton Road South, and King William Road to fund street beautification, activation / marketing, and small infrastructure projects. This levy plays a key role in supporting precinct vitality.
- **Business Improvement Project Trial:** A trial of a business improvement project has been conducted on Glen Osmond Road and Goodwood Road this financial year, with a total investment of \$120,000. This trial aims to identify opportunities for enhancing business precinct functionality at a point in time.

Draft Discussion Paper - Future Business Precinct Framework

- **City of Unley Event Sponsorship:** for the past several years, the City of Unley has sponsored each Business Association with \$10,000 towards an event or activation that attracts people to their business precinct.
- **Leadership Collaboration:** The City of Unley hosts quarterly Business Precinct Leadership Team meetings, bringing together key stakeholders to share insights, foster collaboration, learn from thought leaders and explore innovative approaches to precinct leadership.

These learnings and past initiatives provide a strong platform for the next phase of revitalisation, ensuring the City of Unley's business precincts remain vibrant and future-ready.

5. Value of Business Precincts to Unley

- There are 1603 non-residential rate payers.
- We collect \$48,992,000 worth of rates each year.
- Of the rates we collect, \$8,708,964 is the value of non-residential rates that we receive or 18% of our budget.
- There is approximately 38, 713 metres of public realm in our business precincts.
- We have approximately 5,800 registered businesses in the City of Unley.
- We collect a total special levy (on top of rates) of \$393,000 per year to distribute to a Business Association to support their respective business precincts.
- Our largest rate payer in the City of Unley is the Royal Agricultural and Horticultural Society of South Australia.

6. Why is a Business Precinct Framework Important?

Our business precincts are the jewels in our crown, offering unique opportunities for economic growth, community engagement, and city identity. By implementing a robust business precinct management framework, we can unlock their full potential and ensure they thrive in alignment with the Community Vision – Towards 2050.

- **Strategic Opportunities**
 - **Clear Vision and Coordination:** A well-defined framework ensures a consistent and collaborative approach to managing business precincts, aligning priorities and fostering cohesive efforts
 - **Maximised Economic Potential:** Effective management unlocks new economic opportunities, drives business growth, attracts investment, and enhances employment prospects
- **Financial Strength**
 - **Efficient Resource Allocation:** A structured framework enables strategic investment, reducing duplication and ensuring resources are directed toward high-impact initiatives
 - **Enhanced Funding Opportunities:** Clear plans and measurable outcomes improve access to grants and external funding, strengthening financial sustainability
- **Operational Excellence**
 - **Enhanced Streetscape Quality:** Coordinated management maintains and enhances the physical environment, improving the attractiveness of precincts for businesses, residents, and visitors
 - **Consistent Service Delivery:** A formalised approach ensures equitable and reliable delivery of maintenance, events, and marketing across all precincts
- **Community and Stakeholder Collaboration**

Draft Discussion Paper - Future Business Precinct Framework

- Strengthened Partnerships: Enhanced coordination fosters stronger collaboration between businesses, Business Associations, and Council, driving innovation and shared success
- Economic Competitiveness
 - Leading the Way: Well-managed precincts enhance Unley's competitiveness, attracting more customers, visitors, and investors while setting a benchmark for other jurisdictions
 - Business Vitality: Consistent support and strategic oversight foster a thriving business environment, reducing closures and enhancing economic contributions
- Reputation and Identity
 - Positive Public Perception: Proactive management demonstrates Council's commitment to supporting local businesses, strengthening community trust and satisfaction
 - Celebrating City Identity: Vibrant, well-maintained precincts highlight and preserve Unley's unique character, reinforcing their integral role in the city's identity

By embracing these opportunities, the City of Unley can ensure its business precincts remain dynamic, sustainable, and central to a prosperous future in line with the Community Vision – 2050.

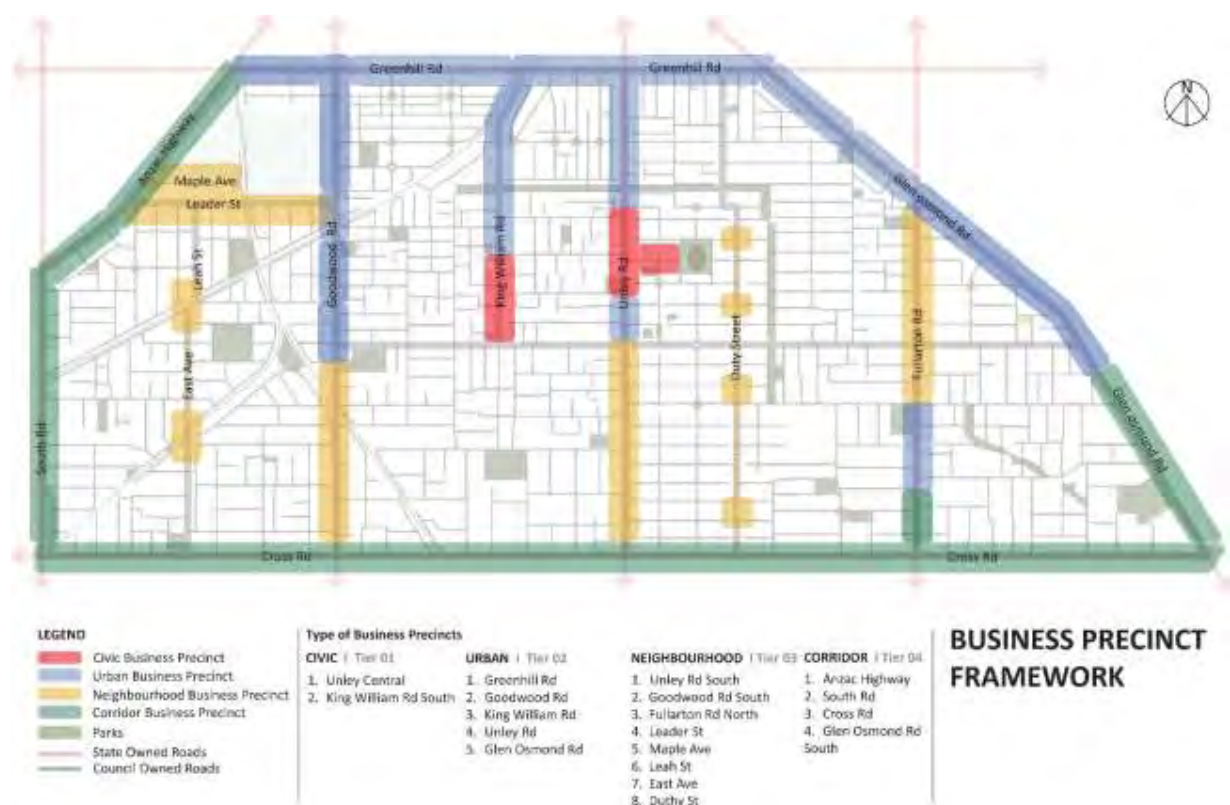
Draft Discussion Paper - Future Business Precinct Framework

7. Defining Designated Business Precincts

Business Precincts are designated areas within the City of Unley that serve as hubs of economic activity, characterised by a concentration of businesses, retail stores, cafes, restaurants, and service providers. These precincts are vital to the city's economy as they attract local and external visitors, create jobs, and contribute to the vibrancy and social fabric of the community. Each precinct has unique characteristics that reflect its local identity and economic role within the city.

At the City of Unley, it is proposed that we have four types of Business Precincts:

1. Civic Business Precincts (Tier 1)
2. Urban Business Precincts (Tier 2)
3. Neighbourhood Business Precincts (Tier 3), and
4. Corridor Business Precincts (Tier 4)



Map 1: a visual representation of the hierarchy of Business Precincts

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7.1 Civic Business Precincts (Tier 1)

Civic Business Precincts are the most prominent and strategically significant areas within the City of Unley, serving as major hubs for business, culture, and public activity. These precincts could receive the highest standard of services and investments due to their essential role in driving economic growth, community engagement, and city identity. Key characteristics include:

- Activation: Regularly scheduled events, promotions, and activities to attract foot traffic and foster community engagement.
- Business Precinct Improvement: Comprehensive updates and modernisation every five years to keep the precinct contemporary and appealing.
- Maintenance: A higher level of service ensuring cleanliness, safety, and aesthetic quality, supporting high visitor and business activity.
- Revitalisation: Major redevelopment and revitalisation projects conducted every 25 years to align the precinct with contemporary urban standards and future needs.
- Budget: Requires a higher budget allocation to maintain its role as a leading business and cultural area.

Examples of the areas that may fit into tier 1:

	Civic Business Precinct	Specific Area of Precinct
1	Unley Central Precinct	Thomas Street to Mary Street, Edmund Avenue to Frederick Street
2	King William Road Central	Arthur Street to Park Street

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7.2 Urban Business Precincts (Tier 2)

Urban Business Precincts are vibrant commercial areas that support a mix of businesses, catering to both local and broader community needs. These precincts are integral to the economic landscape and contribute to the diversity and vitality of the city. Key characteristics include:

- Business Precinct Improvement: Targeted updates and interventions every five years to maintain relevance and support growth.
- Maintenance: High-quality upkeep to ensure functionality and attractiveness.
- Revitalisation: Comprehensive revitalisation projects carried out every 30 years to modernise infrastructure and services.
- Budget: Requires moderate budget allocation focused on balancing functionality with community and business needs.

Examples of the areas that may fit into tier 2:

	Urban Business Precinct	Specific Area of Precinct
3	Unley Road North	Greenhill Road to Park / Wattle Street
4	Goodwood Road	Arundel Avenue to Greenhill Road
5	Greenhill Road	Anzac Highway to Glen Osmond Road
6	Fullarton Road	Invergowrie Avenue to Fisher Street
7	Glen Osmond Road	Fullarton Road to Greenhill Road

7.3 Neighbourhood Business Precincts (Tier 3)

Neighbourhood Business Precincts are smaller-scale commercial areas that primarily serve local residents and surrounding neighbourhoods. These precincts provide essential services and create a community-centric atmosphere. Key characteristics include:

- Business Precinct Improvement: Periodic updates every ten years to enhance public amenities and maintain a welcoming environment.
- Maintenance: Local level maintenance services to ensure cleanliness and operational standards.
- Revitalisation: Major revitalisation projects undertaken every 40 years to refresh infrastructure and support community sustainability.
- Budget: Budget allocation is efficient, focusing on essential maintenance and targeted improvements that reflect the needs of the local community.

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Examples of the areas that may fit into tier 3:

	Neighbourhood Business Precinct	Specific Area of Precinct
8	Duthy Street	Nodes from Cross Road to Marion Street
9	East Avenue	Nodes from Cross Road to Forest Avenue
10	Maple Avenue	Anzac Highway to Leader Street
11	Leader Street	Anzac Highway to Goodwood Road
12	Goodwood Road South	Cross Road to Arundel Avenue
13	Unley Road South	Park Street to Cross Road
14	Fullarton Road North	Fisher Street to Glen Osmond Road

7.4 Corridor Business Precincts (Tier 4)

Corridor Business Precincts are commercial stretches typically located along major roads or transit routes. These areas are important for connecting different parts of the city and supporting a variety of businesses that cater to commuters and pass-through traffic. Key characteristics include:

- Business Precinct Improvement: Updates every ten years aimed at enhancing specific aspects to support business functionality and aesthetic improvements.
- Maintenance: Performed using existing resources to ensure a basic level of upkeep and address key issues as they arise.
- Revitalisation: Comprehensive revitalisation projects conducted every 40 years to modernise infrastructure and adapt to long-term growth.
- Budget: Budget allocation is minimal and focused on maintaining basic services and periodic upgrades to support the corridor's utility and business presence.

Examples of the areas that may fit into tier 4:

	Corridor Business Precinct	Specific Area of Precinct
15	Glen Osmond Road South	Fisher Street to Cross Road
16	Cross Road	South Road to Glen Osmond Road
17	South Road	Cross Road to Anzac Highway
18	Anzac Highway	South Road to Greenhill Road

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7.5 Summary

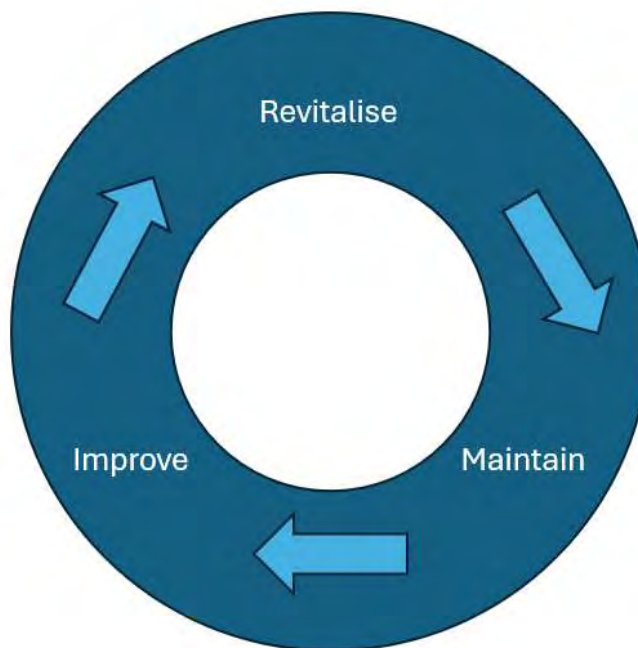
Each tier requires a strategic approach to resource allocation, ensuring that the level of service, improvement, and revitalisation aligns with the importance, role, and function of the business precincts within the city's economic ecosystem.

8. Proposed Services to be Provided to Business Precincts

The following five services could be considered to support our Business Precincts after revitalisation / renewal has taken place (revitalisation could be undertaken by the City of Unley, a developer or State Government):

1. Business Precinct Revitalisation – Renewal (Stage 1)
2. Business Precinct Maintenance (Stage 2)
3. Business Precinct Improvement (Stage 3)
4. Business Precinct Leadership / Care
5. Business Precinct Activation

The three stages of a Business Precinct Lifecycle include revitalise, maintain and improve.



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This is underpinned by the importance of ongoing precinct leadership / care and precinct activation – at the centre of the ongoing life of the Precinct.



An overview of each proposed service is below:

	Proposed Service	Draft Definition of Service to Be Provided
1.	Business Precinct Revitalisation (Stage 1)	<p>A Business Precinct Revitalisation refers to a comprehensive, large-scale initiative conducted approximately every 20 to 40 years to rejuvenate and modernise a business precinct. This process goes beyond routine maintenance and periodic improvements by involving significant upgrades to infrastructure, public spaces, and amenities. The goal of revitalisation is to enhance the overall functionality, appearance, and economic vitality of the precinct to meet contemporary urban standards and future community and business needs.</p> <p>Components of a Business Precinct Revitalisation that could be considered include:</p> <ul style="list-style-type: none"> - Comprehensive Infrastructure Upgrades: Significant repairs and modernisation of roads, footpaths, and public facilities to improve access, safety, and usability. - Public Space Redevelopment: Reimagining and redesigning public areas such as plazas, parks, and communal spaces to create attractive, functional gathering points that encourage social and economic activity. - Enhanced Street Lighting and Safety Measures: Installation of lighting systems and security features to ensure safety and enhance the precinct's nighttime appeal. - Sustainable and Green Initiatives: Integration of environmentally friendly solutions, such as rain gardens, green roofs, and energy-efficient building materials, to promote sustainability and resilience. - Contemporary Street Furniture and Urban Fixtures: Replacement and modernisation of benches, bus shelters, signage, and other street elements.

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	Proposed Service	Draft Definition of Service to Be Provided
		<ul style="list-style-type: none"> - Upgraded Landscaping: Updates to landscaping, including planting mature trees and creating shaded areas to enhance the precinct's visual appeal and comfort for visitors. - Technology Integration: Incorporation of smart city technology, such as digital kiosks, smart parking systems, and public Wi-Fi, to create a connected and contemporary urban environment. - Art and Cultural Installations: Inclusion of public art, sculptures, and cultural landmarks to foster local identity and community pride. - Active Transport, Accessibility and Inclusivity Upgrades: Ensuring all aspects of the precinct are accessible to individuals of all abilities, with compliant pathways, entry points, and inclusive design elements. This could include bike parking and repair stations, safe pedestrian crossings and wider footpaths and incentives to use public transport. <p>Purpose and Benefits: A 20-40 year business precinct revitalisation is essential for transforming the precinct into a contemporary, competitive, and engaging urban space. This large-scale revitalisation invigorates the economic landscape, attracts new businesses and investment, and enhances the overall experience for residents, business owners, and visitors. The improvements foster a sense of place, encourage community interaction, and sustain the precinct's relevance for decades to come, ensuring it remains a vital part of the city's economic and social fabric.</p> <p>By aligning with current urban development trends and community needs, a Business Precinct Revitalisation ensures that the area continues to thrive and contributes positively to the city's long-term strategic goals.</p> <p><i>For Example:</i> <i>Goodwood Road went through a Business Precinct Revitalisation Project in 2015 and King William Road was revitalised in 2018. In this example, King William Road will require revitalisation in 2038 (a 20-year horizon) given it is of a civic scale and Goodwood Road will require revitalisation in 2045 (a 30-year horizon) given it is of an urban scale.</i></p> <p>Budget: The budget would require new capital and asset renewal.</p>
2.	Business Precinct Enhanced Maintenance (Stage 2)	<p>After the revitalisation of a Business Precinct, an enhanced maintenance program could be documented and established based on the tier of the Precinct. For example, tier 1 precincts will have a much higher maintenance / amenity requirement than a tier 4 precinct.</p> <p>Business Precinct Enhanced Maintenance refers to the ongoing upkeep and care of public infrastructure, facilities, and common spaces within a business precinct to ensure they remain functional, safe, clean, and attractive. This service is essential for creating a positive environment that supports both businesses and customers, enhancing the overall amenity and economic vitality of the precinct.</p> <p>Components of Business Precinct Maintenance could include:</p>

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	Proposed Service	Draft Definition of Service to Be Provided
		<ul style="list-style-type: none"> • Routine Cleaning: Regular cleaning of streets, footpaths, public spaces, and amenities to maintain standards of cleanliness and hygiene. • Repairs and Minor Upgrades: Addressing wear and tear on infrastructure such as pavements, street furniture, signage, lighting, and public amenities to keep them in good working order. • Landscape Maintenance: Ongoing care of green spaces, plantings, and landscaping elements to maintain their health and appearance. • Safety and Accessibility: Ensuring that public areas are safe, well-lit, and accessible for all users, including the maintenance of pedestrian paths, crossings, ramps, and signage. • Waste Management: Ensuring efficient waste collection, recycling programs, and the maintenance of waste disposal infrastructure. • Graffiti Removal: Prompt removal of graffiti and other forms of vandalism to preserve the aesthetic appeal and safety of the precinct. <p>The tier of the Business Precinct could depend on the frequency of maintenance applied to the Business Precinct.</p> <p><i>For example:</i></p> <p><i>In 2023/24 FY, an enhanced maintenance program was developed and trialled in Goodwood Road. This enhanced maintenance program cost \$30,000 for the financial year.</i></p> <p>Budget: A budget is required initially for documenting the maintenance program for each business precinct and then it will form part of the ongoing Operating budget.</p>
3.	Business Precinct Improvement (Stage 3)	<p>After a Business Precinct is revitalised, an improvement program could be established based on its tier. Business Precinct Improvements could take place on a five- to ten-year cycle.</p> <p>A Business Precinct Improvement involves delivering one-off small interventions to refresh and modernise the physical and functional aspects of a business precinct. These targeted improvements aim to address the gradual wear and ensure the precinct remains attractive, relevant, and aligned with contemporary urban standards, supporting business vitality and community engagement. The improvements can be developed after a walk (day and night) of the business precinct to identify what improvements need to be completed within a set budget.</p> <p>Components of Business Precinct Improvement could include:</p> <ul style="list-style-type: none"> - Upgrades to Street Furniture and Fixtures: Replacement or refurbishment of benches, public seating, signage, and bike racks to improve usability and aesthetics. - Pavement and Pathway Resurfacing: Minor resurfacing or repairs to sidewalks and pathways to enhance safety and accessibility. - Lighting Enhancements: Upgrades to energy-efficient lighting solutions to ensure adequate illumination and promote safety, particularly for evening business hours.

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	Proposed Service	Draft Definition of Service to Be Provided
		<ul style="list-style-type: none"> - Public Art and Decorative Elements: Addition or renewal of murals, public art installations, and decorative elements that reflect local culture and identity. - Green Space and Landscaping Refresh: Updates to plantings, the addition of native and drought-resistant plants, or enhancements to existing landscaping for improved curb appeal. - Waste and Recycling Infrastructure: Replacement or modernisation of waste collection points and recycling bins to improve waste management efficiency. - Safety and Accessibility Features: Minor adjustments to pedestrian crossings, ramps, and other accessibility features to maintain compliance with current standards. - Technology Upgrades: Installation or upgrade of public Wi-Fi access points, interactive information kiosks, or digital signage to keep up with technological trends. - Marketing refresh: Refresh old branding to update the look and feel. - Environmental / climate resilience solutions: Identify opportunities to improve climate resilience. - Innovation: Augmented reality trails or QR codes with precinct history or offers. Interactive apps showcasing deals, events and local business. Smart infrastructure such as charging stations, free wifi or smart waste bins. <p>Purpose and Benefits: The goal of these five-to-ten-year interventions is to proactively address the gradual aging of precinct infrastructure and adapt to changing urban trends and needs. By implementing small-scale, once-off, but impactful improvements, the business precinct maintains its appeal, supports business growth, and continues to attract visitors.</p> <p>These periodic improvements help sustain a precinct's competitiveness, align with community expectations, and ensure that the area evolves alongside urban development best practices.</p> <p><i>For example:</i></p> <p><i>In 2023/24 FY, a Business Precinct Improvement Project was funded for Glen Osmond Road and Goodwood Road for \$120,000. The next time a Business Improvement Project would occur for these precincts (both urban) would be in five years' time (2031/32 FY).</i></p> <p>Budget: The budget could come from the operating project budget.</p>
4.	Business Precinct Leadership / Care	<p>Business Precinct Leadership is aimed at fostering strong, collaborative relationships across all business precincts. This potential service is designed to enhance coordination, strategic growth, and community engagement within the business precincts by facilitating effective communication, leadership, and shared initiatives.</p> <p>Components of Business Precinct Leadership could include:</p>

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	Proposed Service	Draft Definition of Service to Be Provided
		<ul style="list-style-type: none"> - Business Precinct Leadership Team Meetings: Regular meetings convened a couple of times a year to bring together representatives from various business precincts. These meetings could provide a platform for collaboration, information sharing, and discussion of best practices and strategies that promote collective growth and resilience across all the precincts. - Annual Business Precinct Walkthroughs: Scheduled walkthroughs to assess and engage with the business precincts directly. These walkthroughs could alternate between night and day each year to capture different aspects of the precincts' operational environment and address specific needs or issues. The walkthroughs facilitate firsthand interaction between council leaders, business/property owners, and stakeholders to understand challenges and identify opportunities for improvement. - Strengthening Governance and Reporting for Business Associations (where there is one in place): Providing ongoing support to business associations to ensure sound governance and financial practices. Council guidance helps associations maintain transparent and accountable operations, promoting effective management within each business precinct. - Supporting Business Groups without Formal Associations: Extending resources, guidance, and collaboration opportunities to groups of businesses within precincts that do not have established associations. Council's support aims to strengthen collective efforts in these areas, fostering unity and shared objectives among businesses to enhance precinct vibrancy and economic growth. - Development of Precinct Plans – the ongoing development of precinct plans to retain the access, amenity and activation of precincts that align with the Community Vision 2050. - Advocacy for speed reduction – ongoing advocacy for the reduction of speed limits in key business precincts to 40km / hour. <p>The Business Precinct Leadership service provides a commitment to maintaining dynamic and thriving business environments. By fostering leadership, strategic dialogue, and community support, this service enhances the collective capability of business precincts to adapt, innovate, and grow sustainably.</p> <p>Budget – the budget could be within the existing Economic Development operating budget.</p>
5.	Business Precinct Activation	<p>Business Precinct Activation is a potential service aimed at increasing foot traffic, enhancing customer experiences, and fostering a lively, engaging environment within business precincts in collaboration with a Business Association (if one exists). By drawing visitors and supporting vibrant community interactions, activation initiatives boost local business visibility and contribute to a thriving economic landscape.</p> <p>Components of Business Precinct Activation could include:</p> <ul style="list-style-type: none"> - Special Events and Programming: Organising and supporting events such as seasonal markets, cultural festivals, art installations, food and

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	Proposed Service	Draft Definition of Service to Be Provided
		<p>beverage activations family-friendly events, car-meets, fitness sessions and live performances that bring energy and excitement to the precinct. These events create unique experiences, encourage repeat visits, and attract new customers.</p> <ul style="list-style-type: none"> - Destination Marketing and Branding Initiatives: Collaborative promotion of precincts as unique destinations through joint marketing campaigns, seasonal promotions, and branding efforts. These campaigns highlight the distinct character of each precinct, drawing attention to its unique offerings and experiences. - Curating the Business Mix in Council-Owned Assets: Strategic management of tenancy and leasing within council-owned properties to promote a balanced and complementary mix of businesses. This curation aims to meet community needs, support diverse and sustainable business ecosystems, and enhance the vibrancy and attractiveness of each precinct. - Networking and Upskilling: providing opportunities for Business Precinct members to come together to network, collaborate and up-skill. - Investment Initiatives: establish a unique investment attraction proposition for each business precinct. - Short Term Leasing Opportunities: if there are vacancies work closely with Property Owners to create short term leasing opportunities for new / start-up businesses. This will provide affordable spaces for new or online businesses to test the market. - Seasonal Window Displays / Thematic Decor: holiday decorations tailored to seasons or events. Themed installations to dress windows to support activation. - Community partnerships – local artist collaborations to create murals or community art projects. Support student-led projects. Partner with charities for fundraising or awareness campaigns. Support social enterprises. - Banner Program - Each precinct can develop its own set of custom-designed banners, featuring colours, imagery, and messaging that reflect its distinctive culture, history, and key attractions. These banners can be displayed along precincts and in high-visibility locations, rotated seasonally or in alignment with key campaigns, such as festivals, markets, or promotions. By unifying the streetscape, the banner program will enhance the precincts' visual appeal, foster a sense of pride among businesses and the community, and attract visitors by showcasing the vibrancy and diversity of each precinct. - Decorative Lighting Program – Roll a decorative lighting project to support the night-time economy. - Circular Economy Precinct-Wide Initiatives - Initiatives could include: centralising waste storage, tool and equipment libraries, packaging reuse networking, community composting program, food redistribution partnerships, transition to zero waste dining, create a drop-off point for repair, refurbishment and recycling, establish e-waste collection drives, instigating sharing economy platforms, develop a sustainability certification for businesses adopting circular practices, and adopt energy and water efficiency initiatives. - Wellbeing Economy Precinct-Wide Initiatives – initiatives could include: precinct-wide wellness days, community care programs, development

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	Proposed Service	Draft Definition of Service to Be Provided
		<p>of community art spaces, precinct loyalty programs, cultural celebration events, age-friendly initiatives, bike-friendly activities, dog-friendly activations, seasonal healthy food events, youth business program, skills sharing activities, storytelling campaigns and annual precinct wellbeing reports to track happiness, social connection and environmental outcomes.</p> <ul style="list-style-type: none"> - Strategic Projects – leveraging Council owned property assets to support mixed use development, population growth and attraction of new businesses. <p>The Business Precinct Activation service is designed to create vibrant, dynamic spaces that support local businesses, enhance the visitor experience, and reinforce the identity of each business precinct as a lively destination. It is proposed that this service is provided year on year.</p> <p>Budget: The budget could come from a special levy or operating budget.</p>

Note: A Special Levy is declared by Council at a Council meeting each year. This Special Levy is paid by a select rate payer in a select geographic area. The Special Levy can be used for street beautification, minor infrastructure, marketing and activation purposes. The Special Levy cannot be used for services as considered core business of a Council such as maintenance, footpaths, kerbing or road infrastructure.

Draft Discussion Paper - Future Business Precinct Framework**9. Potential Framework**

If the above business precinct tiers and services are sound, the following framework could be applied.

	Civic (Tier 1)	Urban (Tier 2)	Neighbourhood (Tier 3)	Corridor (Tier 4)
Business Precinct Revitalisation (Stage 1)	Every 25 years	Every 30 years	Every 40 Years	Every 50 Years
Business Precinct Enhanced Maintenance / Amenity (Stage 2)	Frequency of three times per week (+\$45,000)	Frequency of two times per week (+\$30,000)	Frequency of one time per week (+\$15,000)	BAU (Existing Budget)
Business Precinct Improvement (Stage 3)	Every 5 – 10 Years	Every 5 – 10 Years	Every 10 - 15 Years	Every 10 – 15 Years
Business Precinct Leadership / Care	Annual Plan Plus Special Levy	Annual Plan Plus potential for a Special Levy	Annual Plan	Not required
Business Precinct Activation	Annual Plan Plus Special Levy	Annual Plan Plus potential for a Special Levy	Annual Plan	Not required

For Example

	Business Precinct Revitalisation	Business Precinct Maintenance / Amenity	Business Precinct Improvement	Business Precinct Leadership	Business Precinct Activation
Goodwood Road (Urban)	2015 – Complete 2045 – Next time to be revitalised	Annual enhanced service costing an additional \$30,000 per year	2024, 2029, 2034, 2039, 2044, 2049 Approximately \$60,000 per year	Annual	Annual Special Levy plus Event Sponsorship

10. Engagement

The discussion paper was sent as a survey to BEDAC Members, Elected Members, Executive Leadership Team, and Senior Leadership Team. The feedback received suggested that the above seemed a sensible approach.