

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 Council Chambers, 181 Unley Road Unley on

***Wednesday 21 February 2024
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 Abrahamzadeh
Independent Member Goddard
Independent Member Della-Torre
Independent Member McNally
Independent Member Sheehan
Independent Member Hammett

ACKNOWLEDGEMENT

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

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

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

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

*Kurna Translation provided by Kurna Warra Karrpanthi

ORDER OF BUSINESS

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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 or general conflict of interest in any Items in this Agenda and a Conflict of Interest Disclosure Form is to be submitted.</i>	
1.4 MINUTES	
1.4.1 Minutes of the Ordinary Business and Economic Development Advisory Committee Meeting held Wednesday, 29 November 2023.	
1.5 DEFERRED / ADJOURNED ITEMS	
Nil	
2. REPORTS	
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3. OTHER BUSINESS

NEXT MEETING

Wednesday 17 April 2024 - 5.30pm

Council Chambers, 181 Unley Road Unley

INFORMATION REPORT

REPORT TITLE:	BUSINESS FRIENDLY DEEP DIVE - DEVELOPMENT APPLICATIONS
ITEM NUMBER:	2.1
DATE OF MEETING:	21 FEBRUARY 2024
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	1. BUSINESS FRIENDLY DEVELOPMENT APPLICATION APPROACH

1. **PURPOSE**

This report provides BEDAC with the outcomes of the recent 90-day project to develop a customer centric approach to business development applications. A number of improvement opportunities will be implemented in 2024/25 to further enhance the customer experience for applicants.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
-

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

4. Civic Leadership
- 4.2 Council provides best value services to the community.

4. **BACKGROUND**

Within the BEDAC 2023/24 FY Work Plan, an investigation into a customer centric approach to development applications was sought through a 90-day project. The project was initiated in October 2023 and completed in December 2023. An internal project team was formed by the Economic Development team.

What is Development Approval (DA)?

Also known as planning permission, development permit, or building permit, development approval is a formal process through which a Local Government or relevant authority grants permission for the construction, modification, or use of buildings and land. The purpose of development approval is to ensure that proposed developments comply with zoning regulations, land use policies, building codes, and other relevant local laws and regulations.

The process typically involves applying to the relevant planning or zoning authority, which then reviews the proposal to assess its compliance with existing rules and regulations. This review considers factors such as the impact on the environment, surrounding properties, infrastructure, and the overall community.

When is a Development Approval required?

The need for development approval depends on various factors, including the type of project, its scale, and the local regulations in the specific jurisdiction.

Plan South Australia (SA) have provided a “wizard” on its website where you can enter an address and the project, and the wizard will advise whether or not approval is required. Refer to the link below:

https://plan.sa.gov.au/development_applications/before_you_lodge/find_out_if_you_need_approval

In general, development approval may be required for the following types of projects:

- **New Construction:** a new structure, whether residential, commercial, or industrial. This includes houses, office buildings, factories, and other types of structures.
- **Renovations or Additions:** Modifications to existing structures, such as renovations or additions. The extent of the changes and their impact on the property may influence whether approval is necessary.
- **Change of Land Use:** change the use of a property, for example, from residential to commercial or vice versa. Zoning regulations typically dictate the allowable land uses in specific areas.
- **Subdivisions:** Dividing a parcel of land into smaller lots for development.
- **Land Rezoning:** to rezone a piece of land to allow for a different type of development, a rezoning process is required, which usually involves development approval.
- **Environmental Impact:** Projects with potential environmental impact, such as those near water bodies, or other sensitive areas, may require special development approval to ensure compliance with environmental regulations.

- Heritage Sites: If a property is classified as a heritage site, any proposed development or changes may require approval to preserve its historical or cultural significance.

What rules apply?

Local Government must follow the prescribed rules. Planning and building rules describe which developments are appropriate for different areas and how they should be built. The rules that apply to an approval depend on the type of development and where it's located.

Planning and building rules are set out by the new *Planning, Development and Infrastructure Act 2016*

Planning rules

These planning rules are used to assess a development for planning consent:

- Planning and Design Code
- Design Standards

The planning rules are guided by the State Planning Policies which set the strategic planning vision for South Australia.

Regional plans include strategic direction for each of the state's regions which may also influence the planning rules.

Building rules

These building rules are used to assess a development for building consent:

- National Construction Code
- Ministerial Building Standards

There are also:

- maps to assist with technical building issues
- bushfire regulations
- building safety information

Land Division rules

The land division rules used to assess a development for land division consent are infrastructure requirements set out in the Planning, Development and Infrastructure (General) Regulations 2017.

5. **DISCUSSION**

As there are several instruments that support the development application process, this can lend itself to making it difficult for property owners / businesses to navigate and understand. Local Government can play a key role in guiding, educating, and leading the way in supporting businesses / property owners.

Business Survey Feedback (September 2023)

Recent feedback from the business survey in relation to planning includes:

- 18% of businesses (from 403 responses) participating in the business survey had contacted the council for planning approval.
- 17% of businesses indicated that they had issues with council approvals. This was from businesses operating on Duthy Street, Greenhill Road, King William Road, South Road, and Unley Roads.
- Poor customer experiences in relation to development applications were cited by businesses in Duthy Street, East Avenue, South Road, Unley Road, Fullarton Road and work from home (WFH) businesses.

Typical applications from our local business community

The City of Unley receives approximately 900 applications per year. This is serviced by a team of five Planning Officers.

Examples of applications that come from our business community include:

- Change of use, e.g. shop to office
- Additions and/or alterations to an existing business
- Advertising signage
- Changes to operating hours
- Construction of new business premises

The average timeframe for a planning assessment by the City of Unley Planning Team is 14 days to complete.

Role of Council

As mentioned above, this process is highly rule bound. However, Council does have influence in the customer experience and the customer journey.

The 90-day Project

The approach taken for the project was to:

1. Document a recent case study.
2. Review the case study for improvements to the process and customer experience; and
3. Document a process that puts the customer at the centre of all that we do.

An internal team was established that included members from City Design, Planning and Regulatory Services, Economic Development and Customer Experience. The team met on three occasions to work through this project led by the Economic Development team.

During these workshops, a case study was developed on a recent application. This case study highlighted several opportunities for improvement including:

- Providing continuity of service for businesses;
- Better communication between the City of Unley and the business / property owner;
- Giving more education and useful tips and tricks / options to applicants;
- Documenting the project to support any changes of staff; and
- Supplying a better understanding of internal processes (as well as legislated processes), as well as Council Assessment Panel (CAP) protocols.

Based on this case study, a customer centric approach to business related development applications was created by the team and documented (refer Attachment 1).

Attachment 1.

Key recommendations made by the internal project team include:

- A case management approach to be adopted whereby one Planning Officer manages the case and the relationship all the way through. The Planning Officer provides education, understands non-negotiables for the applicant, provides support, identifies potential costs and risks of the project, undertakes analysis using internal tools and documents all discussions to ensure continuity of the case. The Case Manager is identified as the Assessing Officer in the Plan SA Portal for the applicant. If the Officer leaves, a full handover will be provided, and the task assigned to a new Assessing Officer.
- Complex applications will be assigned to a more experienced Planning Officer, and they will work closely with the applicant to support the delivery of the project.
- Reinstate the Business Concierge Service – this is where the Coordinator Economic Development works closely with the applicant and development services to help educate on the process, step out the process and be the advocate for business inside of the City of Unley. The Business Concierge needs to be bought into the conversation very early in the discussions.
- Offer a 'free' site inspection to identify potential risks at the outset of the discussion once an application has been lodged. This helps both parties to understand the intricacies of the site.

- Review information available on the website to ensure it is up to date, considers recent changes, and is in plain English.
- Document the process and make this available to all internal and external stakeholders.
- Educate businesses on CAP meeting protocols so that they understand any potential costs associated with Subject Matter Experts (SMEs).
- Identify escalation points – if a business is unhappy with the service that they are receiving the Team Leader needs to be notified.
- Provide Frequently Asked Questions (FAQs) – develop and upload onto the website for the business community.
- Internal departments to provide Service Level Agreements (SLAs) to provide agreed service levels and timeframe commitments in relation to development application assessments.
- A short survey to be developed and provided to applicants during and after the process to see if we have changed the perception.

It is proposed that this approach will be implemented from July 2024 and reviewed in June 2025.

6. **REPORT AUTHORISERS**

Name	Title
Peter Tsokas	Chief Executive Officer

Business Friendly Development Application Process

CAP Meetings?
CAP protocols and processes?

Associated Costs:
Application fee = \$500.00
Lodgement fee = \$88.00
Customer Service Submission = \$

Business Friendly Approach

Non Negotiable Aspects of the process as per the Act

Steps in Process

CoU Customer Service receive call, email or front counter inquiry

Customer Request (CR) created and responded to by Duty Officer who can answer general inquiries, assist with the technical application on the portal, etc.

Application submitted on the Plan SA Portal. Application fee is \$500.00

Business can also submit via our customer experience team (24 hour maximum timeframe to lodge) for \$88.00

Planning Officer notified through CR and may offer Preliminary Advice and may undertake a free site inspection

Team Leader allocates the case to Planning Officers to case manage (1 day)

Economic Development Officer notified of applicant to offer Business Concierge service

Internal tools and assistance is provided to the business. For example, Intramaps and South Australian Property and Planning Atlas (SAPPA)

Verification Process- confirming documents are sufficient to make an assessment (floor plan, site plan and all mandatory documents in the application) must be completed within 5 days. Determine Assessment Pathway and external referrals

If they do not have correct amount of information a Request for Further Documentation (RFD) will be issued

Customer Service can offer assistance with uploading documents and make copies of documents for a small fee.

Once application is submitted City of Unley can provide support on following up the progress of the application

If provided correctly, Planning Officer will complete the verifications

If they do not wish to continue, the applicant must withdraw their submission

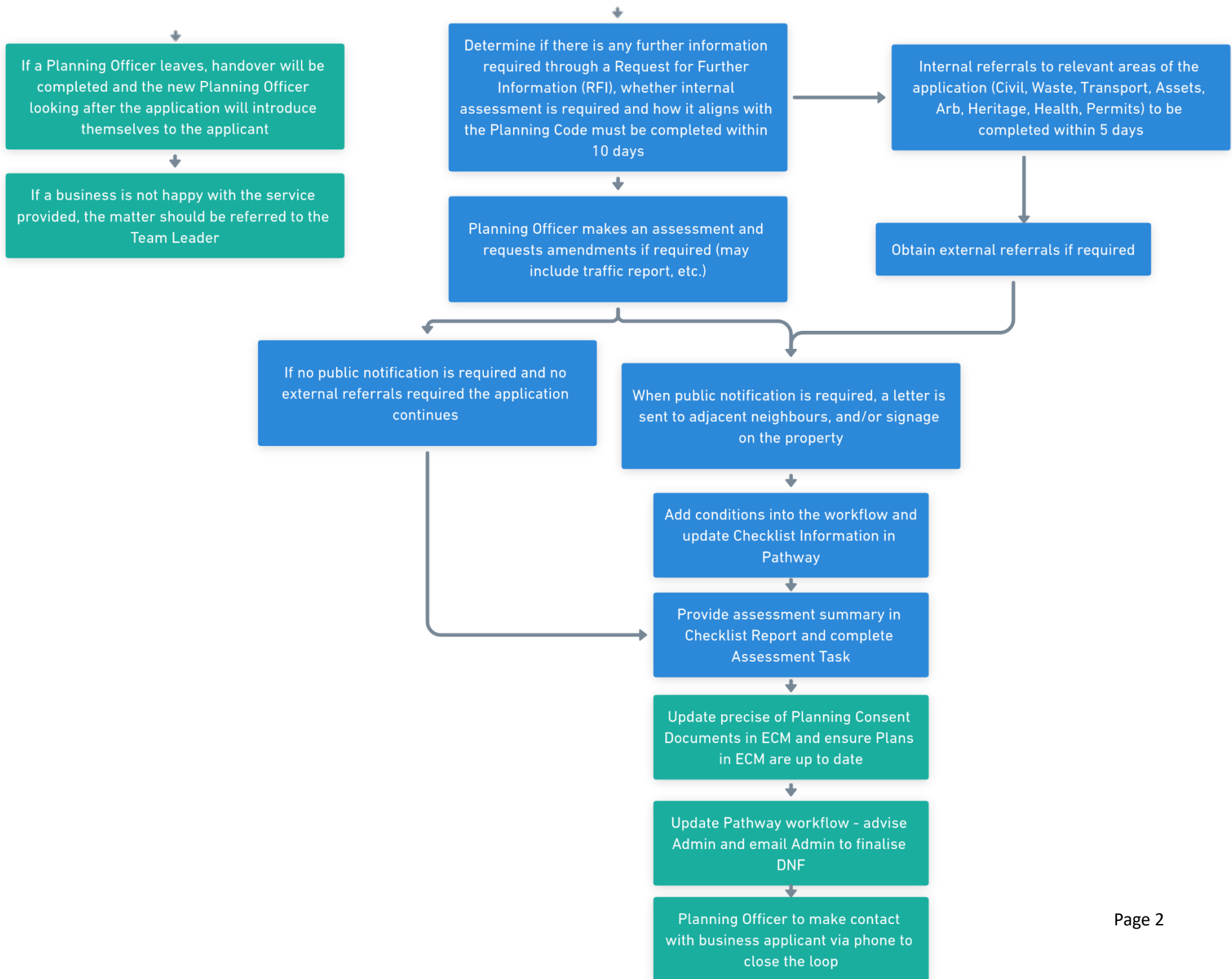
A Planning Officer will Case Manage and document each application for continuity of relationships and will be the first point of contact alongside the business concierge

Planning Officer assesses the fees and invoice is automatically sent to applicant

Customer Service can assist with payment over the phone or counter with the invoice number

Case Manager to determine internal and external referrals to Subject Matter Experts (SME). Note access to SMEs can impact timeframes and access to technical advice, however, internally we adhere to the 2 and 5 customer service best practice.

Once paid, the submission becomes an application and the timeframe (with no public notification) is 20 business days to complete



DECISION REPORT

REPORT TITLE:	BUSINESS FRIENDLY DEEP DIVE - OUTDOOR DINING PERMITS
ITEM NUMBER:	2.2
DATE OF MEETING:	21 FEBRUARY 2024
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	1. OUTDOOR DINING PROCESS

1. **PURPOSE**

This report provides BEDAC with the outcome of the 90 Day Project to develop a business-friendly approach to Outdoor Dining Permits.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
 2. The Business-Friendly Outdoor Dining Process as per Attachment 1 (Item 2.2, BEDAC Meeting 21/02/2024) be adopted.
 3. The current Footpath Trading Policy be reviewed within the next six months.
 4. The current fees and charges for outdoor dining be simplified as set out in Table 3 of this Report (Item 2.2, BEDAC Meeting 21/02/2024) for the 2024/25 financial year.
-

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

3. Economic Prosperity
 - 3.1 Unley is recognised as an easy place to do business.

4. **BACKGROUND**

As part of the BEDAC 2023/24 Financial Year Workplan, a 90-day project was requested to develop a business-friendly approach to outdoor dining applications.

The following aspects on Outdoor Dining were reviewed and considered as part of this project:

- Policy
- Guidelines
- Process (not previously documented)
- Application forms
- Process for renewal
- Information on the website / business portal
- Customer experience and customer journey

What is a Lifestyle Economy?

The City of Unley is often recognised as a lifestyle economy – an economy that prioritises and promotes a high quality of life for its residents. The term typically encompasses various factors such as cultural amenities, recreational opportunities, business precincts with shopping and dining, environmental sustainability, ability to walk and cycle, and a general emphasis on wellbeing.

The lifestyle economy is characterised by small businesses, local shops, and a sense of community. It typically involves a mix of retail, services, as well as cultural or entertainment offerings. Here are some key features of a lifestyle economy:

- **Small Businesses:** Business precincts are often lined with small, independently owned businesses. These can include local shops, cafes, restaurants, boutiques, and service providers.
- **Local Focus:** Business precincts tends to emphasise local businesses and products. There is often a sense of community involvement and support for local entrepreneurs.
- **Walkability:** Business precincts are usually designed to be pedestrian-friendly, encouraging people to walk and explore the area. This supports local businesses and creates a more vibrant community.
- **Cultural and Social Activities:** Business precincts may host cultural events, festivals, and social gatherings to bring people together and create a sense of community.
- **Historical and Architectural Character:** Many business precincts have a unique historical or architectural character, preserving the charm and identity of the community.
- **Diverse Offerings:** A variety of goods and services are often available in business precincts, catering to different needs and preferences of the local population.
- **Entrepreneurship and Innovation:** Business precincts may foster entrepreneurship and innovation, allowing local businesses to adapt and thrive in response to changing market demands.

Our lifestyle economy is what sets us apart from other local government jurisdictions and is what attracts residents, businesses, and visitors. Council can have a role in facilitating this outcome via its approach to outdoor dining applications.

Outdoor Dining

Outdoor dining plays a significant role in a successful Lifestyle Economy, as it can:

1. **Increase Foot Traffic:** Outdoor dining attracts people to the street, leading to increased foot traffic. As people stroll or dine outdoors, they are more likely to explore nearby shops and businesses, contributing to higher visibility and potential customers for local establishments.
2. **Enhance Atmosphere:** Outdoor dining contributes to creating a more vibrant, and lively atmosphere on our streets. The presence of people enjoying meals outdoors can make the area more appealing and inviting, attracting both locals and visitors.
3. **Extend Business Hours:** Outdoor dining areas often extend business hours for restaurants and cafes. This extended timeframe allows businesses to cater to different customer segments, including those who prefer to dine in the evening or outdoors.
4. **Increase Social Interaction:** Outdoor dining encourages social interaction and community engagement. People dining outside may interact with each other and with passers-by, fostering a sense of community and creating a positive social environment on our streets.
5. **Support Local Businesses:** Restaurants and cafes that offer outdoor dining become anchors for the lifestyle economy. They draw people to the area, and customers may choose to explore nearby shops, boutiques, or other businesses, thereby supporting the local economy.
6. **Create a Cultural and Entertainment Hub:** Outdoor dining areas can be integrated into the cultural and entertainment offerings on the street. This creates a multifaceted experience, where people can enjoy meals while participating in or observing events, performances, or other cultural activities.
7. **Increase Economic Impact:** Increased patronage at outdoor dining establishments results in additional revenue for local businesses. This economic impact can extend beyond the hospitality sector, benefiting the entire street ecosystem.
8. **Tourist Attraction:** Outdoor dining contributes to making the street a more attractive destination for tourists. Tourists are likely to explore local businesses, contributing to the economic vitality of the area.

The City of Unley recognises the economic and social benefits of outdoor dining, and policies have been developed to facilitate and encourage outdoor seating arrangements where appropriate. Whilst acknowledging that this is important for our economy, we need to ensure that our processes make it easy for our business community (but safe for community) to allow for outdoor dining.

5. **DISCUSSION**

Administration undertook a 90-day project to investigate the customer experience of a business applying for an outdoor dining permit. A recent case study of an applicant from King William Road was used and documented, including costs that may be borne by the business. The approach identified a number of areas for improvement, such as:

- Documentation available that needed to be updated (as per previous list);
- The process needed to be documented to understand where the opportunities for improved customer experience were;
- Communication required an educational approach; and
- We needed to manage expectations at the outset in relation to timeframes and associated costs to businesses.

This project identified the need to review the following areas within the next six months:

- Footpath Trading Policy;
- Footpath Trading Guidelines; and
- Outdoor Dining Website Information.

Outdoor Dining Application Process

The process for outdoor dining was not documented. The analysis of the process and touch points with the applicant was pivotal in recommending a customer centred approach.

The preferred approach to the Outdoor Dining Permit process is documented in Attachment 1.

Attachment 1

The approach includes the following customer experience adjustments:

- A single resource (case manager) to manage permits that allows for continuity of applications through other resources within the team. The Permit Officer is resourced to be the application manager and discuss matters with business owners.
- The customer experience team will be well versed on where to source information and provide support on the process to customers.

- Service level expectations of the typical ‘number of business days’ are built into the process to manage expectations of how long a process will take.
- Potential simplification of fees and charges for outdoor dining in 2024/25 FY is recommended.
- All internal service providers will adhere to levels of service for an application and understand their role in the process.
- A matrix will be developed by City Design to assist people to understand if a Road Safety Assessment (RSA) is required (this often costs a business approximately \$1,800).
- A proactive approach to renewal takes place each year in May or June. Existing businesses are contacted by the Permit Officer to advise that renewal is required.

Costs Associated with Outdoor Dining

The current fee structure for outdoor dining permits is provided (Table 1):

Table 1

Name	Year 21/22 Fee	Year 22/23 Fee (incl. GST)	Increase s
Renewed Outdoor Dining Permit - Rental per square metre of public land per week			
Application fee for Administration (excl Development Application - \$79.80)	\$0.00	\$0.00	–
Defined retail precincts - with liquor	\$1.00	\$1.00	\$0.00
Defined retail precincts - without liquor	\$0.60	\$0.60	\$0.00
Other commercial areas - with liquor	\$0.95	\$0.95	\$0.00
Other commercial areas - without liquor	\$0.50	\$0.50	\$0.00
Residential areas - with liquor	\$0.75	\$0.75	\$0.00
Residential areas - without liquor	\$0.45	\$0.45	\$0.00

Current statistics for outdoor dining permits include (Table 2):

Table 2

Name	Year 2024/25 (Rental per square metre of public land per week)	Number of Permits (2023/24 FY)
Defined retail precinct – with liquor	\$1.00	27
Defined retail precinct – without liquor	\$0.60	18
Other commercial areas - with liquor	\$0.95	1
Other commercial areas - without liquor	\$0.50	0
Residential areas – with liquor	\$0.75	0
Residential areas – without liquor	\$0.45	2
TOTAL outdoor dining permits		

BEDAC may like to consider simplifying the fee structure for outdoor dining permits within business precincts (Table 3):

Table 3

Name	Year 2024/25 (Rental per square metre of public land per week)	Increase \$
Application fee for Administration	\$0	\$0
Business Precinct – with liquor	\$1.00	\$0.05
Business Precinct – without liquor	\$0.60	\$0.10

Other costs that businesses may accrue when applying for an outdoor dining permit can include:

- Road safety assessment (approximately \$1,800)
- Infrastructure / asset removal (approximately \$500)
- Installation of bollards (approximately \$5,000 per bollard)
- Reinstatement of public realm / plantings (Costed by our City Design and Assets team)

Precedents

Each application will be reviewed on a case-by-case basis and neighbouring properties / other properties in the street will not be used as a precedent. This is because of legacy decisions.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- This project does not require any additional budget.

6.2 Risk Management (identification and mitigation)

- Not having a business-friendly outdoor dining process can pose several risks:
 1. Loss of Revenue: Restaurants heavily rely on foot traffic and customer visits. If there's no outdoor dining or it's not facilitated well, businesses may lose out on potential revenue from patrons who prefer or feel safer dining outdoors.
 2. Competitive Disadvantage: Other restaurants that do offer outdoor dining may attract customers away from establishments without this option. This can lead to a loss of market share and competitiveness.
 3. Customer Dissatisfaction: In today's climate, many customers prefer outdoor dining for public health reasons or just personal preference. If this option isn't available or is inconvenient, it might lead to dissatisfaction among customers.

4. Economic Impact: Restaurants play a significant role in local economies. Without a business-friendly outdoor dining process, there could be a negative impact on the local economy, including potential job losses and reduced economic activity.
5. Regulatory Challenges: Not having a clear or friendly process for outdoor dining can result in regulatory issues, fines, or even closure if establishments fail to comply with local laws and regulations.
6. Public Image: Perception matters. If a restaurant is seen as inflexible or not adapting to changing customer preferences or safety needs, it might harm its reputation and public image.

6.3 Staffing/Work Plans/Additional Resource Impact

- This recommendation does not require any additional resources.

6.4 Climate/Environmental Impact

- Nil

6.5 Social/Economic

- This project assists to fulfil the actions of the Economic Development Growth Strategy (2021-2025) in particular:
 - 1.3 – proactively promote the City of Unley as a great place to do business
 - 3.1 – Maximise new investment and economic growth opportunities
 - 3.3 – Encourage a complimentary mix of businesses throughout the City and identify emerging trends
 - 3.4 – Ensure relevant Council policies and processes enable business activity and contribute to the overall liveability of the City
 - 5.5 – Facilitate activation and enhancement of precincts throughout our City

7. ANALYSIS OF OPTIONS

Option 1 –BEDAC recommends to Council that:

1. The report be received.
2. The Business-Friendly Outdoor Dining Process as per Attachment 1 (Item 2.2, BEDAC Meeting 21/02/2024) be adopted.
3. The current Footpath Trading Policy be reviewed within the next six months.
4. The current fees and charges for outdoor dining be simplified as set out in Table 3 of this Report (Item 2.2, BEDAC Meeting 21/02/2024) for the 2024/25 financial year.

This option recommends to Council that the attached documented approach be implemented and reviewed within 12 months. It also recommends that current documentation in relation to Outdoor Dining is reviewed and presented to Council. It also seeks to simplify the fees for businesses.

This option puts the customer at the centre of all that we do, allows for documentation to be reviewed, and the approach to be reviewed within 12 months.

Option 2 –BEDAC recommends to Council that:

1. The report be received.
2. The Business-Friendly Outdoor Dining Process (Attachment 1) be adopted with the following amendments:
 - List the amendments
3. The Footpath Trading Policy be reviewed and presented to Council within the next six months.
4. The current fees and charges for outdoor dining remain unchanged for the 2024/25 financial year.

This option recommends to Council to adopt a customer centred approach but with changes.

This option allows BEDAC to make changes to the approach, recommends a review of documentation within six months, and a review of the approach within 12 months.

Option 3 –

1. The report be received.

This option recommends to Council that it does not make changes to existing processes.

This option allows BEDAC to retain the status quo.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

Outdoor Dining Permit Process

Fees and charges incurred by the business:

Application fee = \$0.00

Road Safety Assessment = \$1,800 (approx.)

Bench removal = \$500 (approx.)

Bollard = up to \$5,000 (approx. per bollard)

Reinstatement of public realm

Outdoor Dining Permit = \$0.50 - \$1.00 per square metre, per week*

*dependent on retail, commercial or residential area as well as with or without liquor

**the fees will be simplified in 24/25 financial year

Steps in Process

Timeframe

2 business days

5 business days

CoU Customer Service receive call, email or front counter inquiry

Online application submitted via City of Unley website

Permit Officer notified

Permit Officer notified

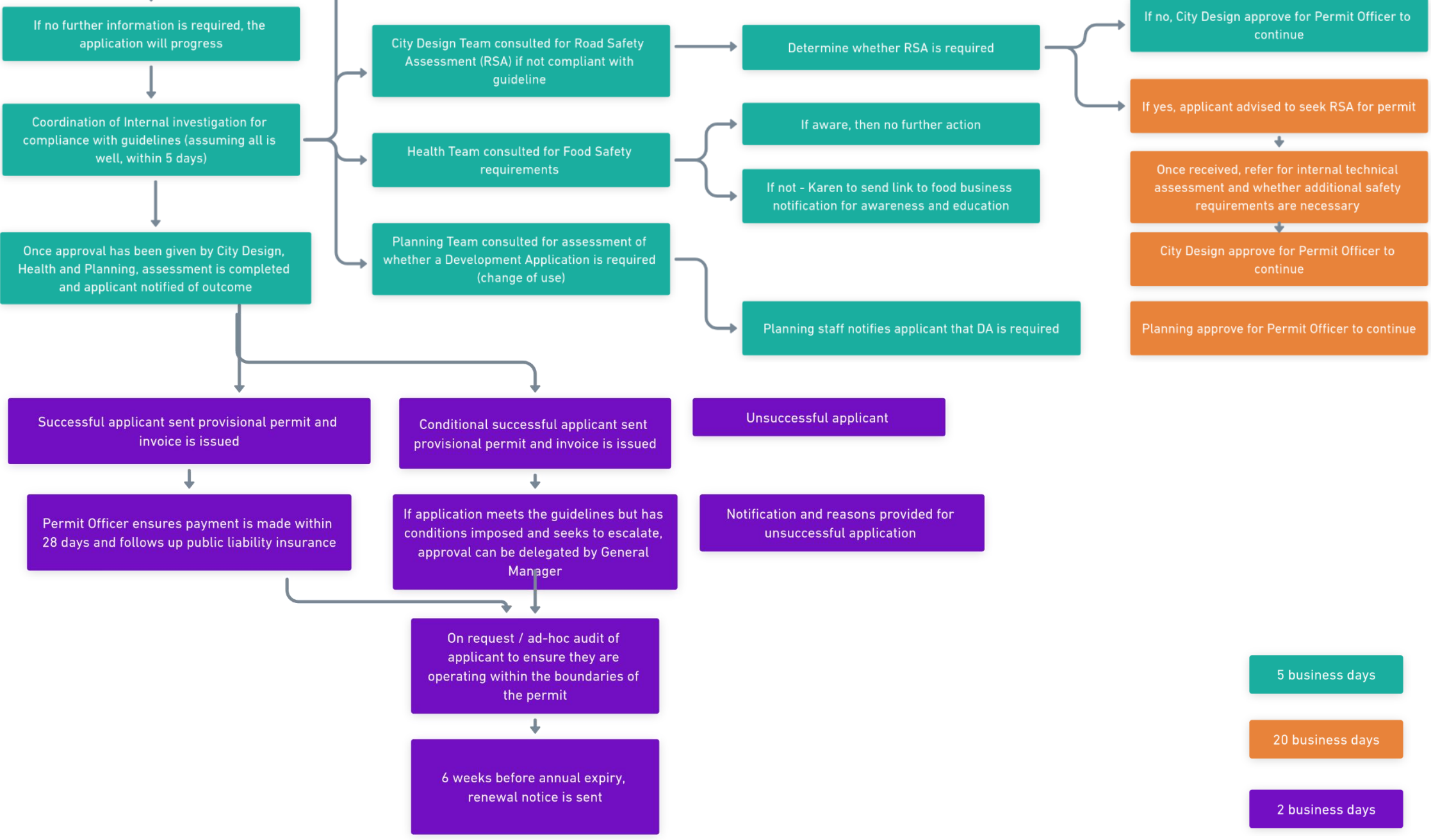
Refer to online application form on the CoU website

Once an online application is completed, staff are notified through a request in Pathway. The Application should include key documents such as; a detailed plan with images and descriptions of all items, support of neighbouring building owner if required, and public liability insurance of \$20 million.

If further information is required, the Permit Officer will liaise with the applicant

If no further information is required, the application will progress

Continued from Page 1



INFORMATION REPORT

REPORT TITLE:	BUSINESS PRECINCT ASSOCIATION MID-YEAR REPORT
ITEM NUMBER:	2.3
DATE OF MEETING:	21 FEBRUARY 2024
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	<ol style="list-style-type: none">1. KING WILLIAM ROAD ASSOCIATION MID YEAR REPORT2. GOODWOOD ROAD ASSOCIATION MID YEAR REPORT3. FULLARTON ROAD SOUTH ASSOCIATION MID YEAR REPORT4. UNLEY ROAD ASSOCIATION MID YEAR REPORT

1. **PURPOSE**

This report provides BEDAC with the mid-year reports of the four Business Associations that are funded via a Separate Levy. These reports articulate progress against the Expenditure Plan for the first two quarters of the financial year 2023/24.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
-

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

3. Economic Prosperity

3.2 Thriving main streets and other business activities operate across our City.

4. **BACKGROUND**

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

The Association 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 2023, as well as additional information on the activities that the Associations are undertaking to drive local economic activity.

5. **DISCUSSION**

It is a requirement that Separate Rate funding is fully expended in the financial year for which it is raised. To monitor this, and provide transparency to Council, each Business Association provides reports to Council.

The following information and attachments summarise the reporting requirements for 1 July to 31 December 2023. Additional information is provided which highlights activities, achievements, and challenges from the reporting period.

It is noted that each Business Association receives income from other sources, including banner income as prescribed through the City of Unley Banner Policy, third party sponsorships and membership. This additional income is not subject to the Agreement terms.

The Business Association mid-year reports are provided as Attachments 1-4, (Attachments 1-4), per the table below.

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

All reports indicate that the Business Associations are on track to expend their funding against their Expenditure Plans.

Administration is working closely with the King William Road Business Association with regard to the expenditure plan, service providers and financial management.

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, and to encourage cross-business precinct collaboration.

Governance training is scheduled for all Committee Members of the business associations on Tuesday 13 February 2024. This training will be provided biennially moving forward to ensure that Business Associations run efficiently and effectively.


Key considerations for Council through the budget bid and work planning processes associated with these reports are the:

- Creation and delivery of Business Precinct Improvement Plans.
- Development of Service Level Agreements for Business Precincts.
- Extension of the levy to Wattle Street for Fullarton Road South Business Association as per the attached request.
- Delivery of the Streetscape uplift to Unley Road.
- Development of risk management processes in relation to managing the Funding Agreements with each Association.

6. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

Mainstreet Trader Report Template

Name of Association	King William Road Traders Association Respect to Kurna Peoples Nations. <div style="text-align: right;">  </div>
Financial Year	Period 1 st July 2023 – 30 th January 2024
Date of Completion	30 th January 2024

ABOUT THE ASSOCIATION

	Please provide your responses here
Name of Chair	Sam Mingoia
Name of Secretary	Eden
Name of Treasurer	Currently position of treasurer is not filled
How many Committee Members do you have?	<p>The Association have 8 voting Committee Members. We have had 2 resignations in the last 2 weeks of Treasurer and Voting Member.</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>Eden Better Together Secretary bettertogetherpreloved@gmail.com</p> <p>Eli + One Dress Hire eli@plusedresshire.com.au</p> <p>Simone The Ark Clothing simoner@theark.com.au</p> <p>Andreas Ex Animo Art contact@exanimoart.com</p> <p>Nicola The Loft St Georges hello@theloftsg.com.au</p> <p>Sven séjour club sven.e@s2fi.com</p> <p>We have interest from new Traders in the precinct to join the committee. We hope at the next committee meeting we will fill the position of Treasurer and outstanding voting members.</p> <p>We have also had interest from other Traders to join sub-committee to assist the committee with its endeavours.</p>

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Have you surveyed your members about how they would like to see the levy applied to the business precinct?

As the newly appointed Committee for the King William Road Traders Association, we have tried to gain feedback from our Traders/ Members either by workshops, trader engagement or one on one to gain insight to the needs of the business precinct.

We are committed to continuing to deliver outcomes which are the best for the traders.

1. King William Road Long Lunch Lessons Learned Workshop.

With the support from Donna Griffiths, Manager Economic Development we were able gather insights from the group which participated to improve future events.

The workshop session we gained a better understanding of opportunities for improvement and critical success factors, from pre- event planning, event execution, post event and business engagement.

Overall outcomes and opportunities for improvement of this were that we need greater involvement, knowledge, earlier engagement, and earlier communication with traders prior to executing such an event. Timing of the event was also a concern.

The KWRTA has also now a clear outline of objectives that foremost are in line with our traders' expectations in creating micro experiences not major events with main street closure, with a calendar of monthly activations to engage, foster relationships and connection within our traders and community.

2. AGM Feedback – CCTV Security Cameras

This has been a request from our Traders for years, which highlighted at previous AGM's and Trader Engagements as a major concern for Traders. Over the past two years traders have experienced vandalism and break-ins and brings great concern to both our traders and local community. As an Association this is a key focus on delivering an outcome for our traders and community alike.

Planned in the 2024/2025 Budget Bid Precinct Infrastructure is this key deliverable of CCTV. This planned and will be actioned in the 1st half of the Budget.

3. KWR Christmas

From discussions with Traders considerable feedback at AGM and trader engagement Christmas has been a key point of discussion for Traders with no Christmas focus for the precinct for the past two years except from street Flag Trax signs.

Planned in the 2024/2025 Budget Bid Street Beautification is New Christmas installation across key points across the precinct in line with the invigorated Christmas campaign.

This will deliver a positive outcome and engagement for the traders and community alike. There has been considerable feedback that it has not felt like Christmas in the precinct for many years.

Mainstreet Trader Report Template

Have you surveyed your members about the performance of the Association in the past FY?

The association will also collaborate closely with traders to enable them to create their own Christmas installations within their business ensuring they are in line with the KWR Christmas theme, this may be via window installations, window decals, decorations within their business, artist work on glass etc.

In previous years, Our Traders have been disenchanted about the King William Road Traders Association. Currently it is very evident our traders are not engaged in participation within the precinct.

Our focus is to enable us to work better 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.

Our ethic is to move forward, we can learn from the past and our vision is ensuring they we gain our traders to participate and engage in the success of the Precinct.

FINANCIAL INFORMATION

Summary of Income

Income	Value
Separate Rate Funding July 2023 – January 2024	\$75,175
Other Income – Council Grant	\$11,000
Other Income – Sponsorship Long Lunch	\$26,400
Other Income – Trader Support Long Lunch	\$4,020.98
Other Income – Long Lunch Ticket Sales	\$767.80
Other Income – BAS Refund	\$13,483
*Other Income Ticket Sales from Long Lunch Event \$42,084.22 Paid to Agency This suggests contributes to Total Expenditure for this period.	
Opening Balance \$1259.16 + \$541.14 = \$1800.30	
TOTAL INCOME	\$130,846.78

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		The Budget Initial Plan was not approved or endorsed by the previous committee. Any alterations to Funding Agreement		

Mainstreet Trader Report Template

			<p>(Budget Expenditure Plan) was at the discretion of the coordinator. We are putting processes in place for Governance and Finances.</p> <p>Please see attached spreadsheet indicating Expenditure for this period Budget vs Actual.</p>		
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Please attach an excel spreadsheet of financial information if easier.

Mainstreet Trader Report Template

As the newly appointed Chair and Committee for the King William Road Traders Association we unfortunately have no previous plan in place to follow.

As a newly formed committee we begin to correct previous misguidance, and have had to undertake to set, plan and drive our future objectives as outlined in our Premise and Budget Plan.

Our Premise

To establish 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.

This will be delivered by 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.

Our key objectives as a committee are:

- Primarily on delivering success for Our Traders.
- Total Transparency between all key Stakeholders.
- A refreshed Brand Identity - setting a clear strategic direction for King William Road and a better understanding of the target consumer & demographic.
- Striving for excellence in execution in a timely manner.
- Choose the correct areas where we need to spend our funding that are in line with our set objectives, budgets, on behalf of all traders.
- Applying the right communication strategies, regarding marketing King William Road back as one of Adelaide's prestigious lifestyle precincts.

The below Strategic Plan was not approved or endorsed by the previous committee or approved by Council. Any alterations to Funding Agreement (Budget Expenditure Plan) were at the discretion of the coordinator.

#	Three Year Strategic Plan Project Name	Short Description of Project	Budget	December Actual	June Actual	Total Actual
1	Events & Activations Long Lunch	The Long Lunch Event aimed to transform the KWR precinct into a unique & stylish setting and allow the guests immerse themselves in a world of fashion, great food, and entertainment. The event aimed to bring awareness to the KWR precinct and highlight the diverse range of traders.	\$20,000	\$124,094 Please see attached spreadsheet outlining Income vs Spend.		\$124,900

Mainstreet Trader Report Template

2	Street Development	This expenditure was not a key focus. The Actual spend was on Signage for Long Lunch Flag Trax and Sign change over.	\$3,950	\$1,568		
SUB TOTAL						

Item #	Administration	Budget	December Actual	June Actual	Total Actual
1	Trader Engagement Our focus going forward is to enable us to work better 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 aligned.	\$2,175	\$ 2090.59		\$ 2090.59
2	Advertising & PR This amount only for agency fee. There was no external advertising spent within this expenditure.	\$11,500	\$6,600		\$6,600
3	Social Media & Digital Marketing The amount spent in this expenditure was spent on promoting on two key events sip 'n' soiree and Long Lunch.	\$11,000	\$9,900		\$9,900
4	Marketing & Admin Co-ordinator	\$20,000	\$19,998.88		\$19,998.88
5	Accounting, Bookkeeping + Audit *Note we have reviewed our support services providers going forward and aligned our new budget to reflect this.	\$3,500	\$4,547.7		\$4,547.7
6	Operating Expenses & Insurance	\$3,050	\$4,132.06		\$7,132.06
SUB TOTAL					

Mainstreet Trader Report Template

Item #	Strategic Projects Total	Plus, Administration Total	Total Expenses
1	Budget \$23,950 Actual \$125,662	Budget \$51,225 Actual \$47,269.23	Budget \$75,175 Actual \$172,931.23

NB – this level of expenditure occurred because of a carryover of the previous year. The attached excel spreadsheet indicates extra Income in this period.

Item #	Description	Operating Surplus
1	(includes opening balance, and ATO Refund not included in levy income)	\$1800.30

Please provide any further comments here in relation to expenditure.

As the newly appointed Chair and Committee for the King William Road Traders Association we unfortunately have no previous plan or information on previous expenditure in place to follow.

As a committee we have a bit to do, but we are united and stronger than we have ever been as an association and committed in delivering the best outcomes in line with our Strategic Plan for our traders, the precinct and community.

We foresee this period January to July 2024 as a challenging period. As a newly established committee we begin to correct previous misguidance, I believe with perseverance, focus, and grit, we will emerge stronger and a more respected association by our traders, by ensuring we are transparent with ongoing communication.

Our focus for this period is to focus on delivering success for Our Traders primarily and total transparency between all key stakeholders.

- A refreshed Brand Identity - setting a clear strategic direction for King William Road and a better understanding of the target consumer & demographic.
- Understanding every aspect of what we do and how we do it with support from Council.
- The need to make the right choices, choices that give us the best outcomes for our traders.
- Striving for excellence in execution in a timely manner.
- Choose the correct areas where we need to spend our funding that are in line with our set objectives, budgets, on behalf of all traders.
- We will provide a revised budget for this period to allow us to receive funding from Council.
- Applying the right communication strategies, and marketing to ensure King William Road will become Adelaide's most prestigious lifestyle precinct.
- Total Overhaul and Review of Our service providers.

Mainstreet Trader Report Template

STRATEGIC PLAN

2022 – 2025 Three Year Strategic Plan – Reporting

As an Association we are committed in the delivery for 2024 and 2025 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 safe space for togetherness and for local culture.

Creating overall ambience, through lighting, signage, music, and street security.

	Please provide your responses here
<p>Provide a brief update on your progress against the Three-Year Strategic Plan - including achievements, activities and outcomes achieved for the street.</p>	<p>The King William Road Traders Association has now a set 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>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 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>Our Budget also reflects the strategy set in the premise and is also in line with Precinct Action Plan. Our association is committed in following up the priorities identified by the Our Traders & Members on all our behalfs and actioning what is possible.</p> <p>Calendar of Events and Activations for 2024 /2025 gives the association the ability to engage with our Traders and most importantly create excellent and enriching experiences for our precinct and community.</p> <p>We have key deliverables set in our Budget Expenditure Plan as outlined below.</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.</p> <p>CCTV Installation of 9 Cameras to our Smart Pole System. As an Association this is this a key focus on delivering an outcome for our traders and community alike. Planned 2024/2025 Budget Bid \$55,000</p> <p>Speakers The installation of 12 speakers will be managed and executed by Sage communications. Planned 2024/2025 Budget Bid \$39,000</p>

Mainstreet Trader Report Template

Please provide your responses here	
	<p>Street Beautification</p> <p>Our proposed focus on new Generic signage and Christmas has been budgeted in 2023/2024 period but will be executed in this period to ensure we set ourselves up for success for Christmas.</p> <p>King William Road Flag Trax Signage Update of King William Road Generic Flag Trax which will inline the consistent branding for the precinct. Planned 2023/2024 Budget \$15,000</p>
<p>General update on the Street from a trader's perspective</p>	<p>Over the coming months, as a newly formed committee we plan to spend a significant amount of time nurturing our relationship with our traders, understanding their issues and how we can serve them better on behalf of our committee.</p> <p>The traders will begin to know us drawn by our sincerity, commitment, and passion for our much-loved precinct.</p> <p>As a committee we have significant amount of work to foster relationship and connection within our traders. The notion of 'it takes a village' to be successful.</p> <p>Once they see and feel the change they will be inspired, motivated, empowered and more engaging to the success of the precinct.</p>
<p>General update on the Street from an infrastructure perspective</p>	<p>CCTV Installation has been a request from our Traders for years, which highlighted at previous AGM's and Trader Engagements as a major concern for Traders. Over the past two years traders have experienced vandalism and break-ins and brings great concern to both our traders and local community.</p> <p>As an Association this is this a key focus on delivering an outcome for our traders and community alike.</p>
<p>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>	<p>The Installation of CCTV will be managed and executed by Sage communication which have collaborated closely previously with council and the association. They have proposed options, we will proceed with 9 cameras to begin initial installation and look at adding further cameras for the next Budget Bid period.</p> <p>The initial installation has been planned in the 2024/2025 Budget Expenditure Plan.</p>
<p>Any other relevant information for Council to consider.</p>	<p>Further additions of CCTV cameras will be planned for 2025/2026 Expenditure Plan.</p>

Mainstreet Trader Report Template

BUSINESS DATA

	Please provide your responses here
Number of Properties within the Precinct	
Number of Businesses within the Precinct	<p>161 Business within the Precinct</p> <p>Currently KWRTA supports:</p> <p>110 Business Contacts</p> <p>19 Businesses to follow up contact details.</p> <p>23 Businesses yet to contact.</p> <p>2 New businesses opening soon.</p> <p>2 Major developments in the works.</p> <p>5 Unleased premises.</p>
Number of Businesses Exiting the Precinct	<p>1 Business Closes end of February 2024.</p> <p>2 Businesses have closed end of 2023.</p> <p>2 Businesses will be re locating their location within the precinct this coming year.</p>
Number of Businesses Entering the Precinct	<p>2 New businesses opening soon.</p> <p>We look forward to these two new businesses opening within the precinct.</p> <p>The Tan Club A Unique Offer of 24hr Spray Tan, this will be their second location within Adelaide. They opened their first location last year in North Adelaide, due their success they chose to open their second location within King William Road.</p> <p>Tonino Italian Deli Style Café. This will drive much needed foot traffic in that part of the precinct as there has been a great need of a café.</p>
Current Number of Vacancies	<p>5 Unleased premises.</p>
Are there any gaps in the business mix?	<ul style="list-style-type: none"> • General Store or Mini Supermarket – Traders and the local community alike mention frequently a better offering within the precinct. • Menswear Trader • Boutique Bottle Shop • Gelati Shop • 24hr Mini Gym • Family Shoe Store • Mecca <p>We will seek further mix of tenants once tenancies come available. We need to become more attractive prospect for businesses to attract the right mix. We will be able to do this once our Brand essence and positioning is aligned.</p>
Is there any business support required for your business community?	<p>This is in place from the Office of Small Business & Support and the setting up of Business Advisors within The Unley Council.</p>

Mainstreet Trader Report Template

Please provide your responses here	
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 collaborating with other likeminded businesses within the precinct in enticing our customer. 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 has 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. Too many of the same businesses. e.g Hairdressers 4. Not delivering to consumer expectations. 5. Retiring from business.

New Entrants (or please attach an excel spreadsheet)

#	Name of Business In	Contact Name	Contact details for new entrant	Business Type
1	The Tan Club	Chloe	thetanclub@gmail.com	24 hr Self Tan Studio
2	Acai Affair	Imran	info@acaiaffair.com.au	Frozen Yogurt
3	2 nd of June	Tira	2ndofjune.adl@gmail.com	Thai Restaurant & Bar
4	Tonino	Anna-Lisa & Stelios	Abarone097@gmail.com	Italian Deli Cafe
5	Chanra Boutique	Chanra	info@chanraboutique.com.au	Women's Fashion
6				

Business Exits (or please attach an excel spreadsheet)

#	Name of Business Exiting the Precinct	Contact Name	Contact details for exiting entrant	Business Type
1	Shane Staker The Label	Shane	shane@shanestaker.com	Men's Suiting Atelier
2	Sonder Hair	Casey	sondersalon@gmail.com	Hairdresser
3	Karrans Jewellers	John	8272 2299	Fine Jewellery

Mainstreet Trader Report Template

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

We currently do not have volunteer support for the association.

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	Sam Mingoia
Title	Chairperson
Organisation	King William Traders Association ABN 99 042 377 098 sam.m@s2fi.com
Date	30 th January 2024
Signature	Sam Mingoia

Mainstreet Trader Report Template

Name of Association	Goodwood Road Business Association
Financial Year	2023/2024
Date of Completion	22 Jan 2023

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
Have you surveyed your Members about the performance of the Association in the past FY?	No

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)	\$0
Member income (\$200 Pending Goodwood Theatre & Hey George)	\$0
TOTAL INCOME	\$52,918

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		Previously approval has not been required if moving minor budget lines around.		

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	Marketing Promotions	Website, Video editing, Coordinator of Marketing and agency support	\$14,780	\$6,533.89		\$6,533.89
2	Events	Satdys on Goody, SALA, Member events, Christmas event and Taste of Goody	\$21,000	\$12,525.72		\$12,525.72
3	Street Activation	Fence Installation, street activation and banners	\$8,300	\$1,960		\$1,960
SUB TOTAL			=\$44,080	=\$21,019.61		=\$21,019.61

Item #	Administration	Budget	December Actual	June Actual	Total Actual
1	Coordinator Fee, Insurances, Office Expenses	\$17,644	\$8,429.01		\$8,429.01
2	Bookkeeping and bank fees	\$2,500	\$740.47		\$740.47
SUB TOTAL		=\$20,144	=\$9,169.48		=\$9,169.48

Item #	Strategic Projects Total	Plus Administration Total	Total Expenses
1	\$21,019.61	\$9,169.48	\$30,189.09

Item #	Description	Operating Surplus
1	(includes opening balance, and ATO Refund not included in levy income)	\$22,728.91

Please provide any further comments here in relation to expenditure.

Currently the coordinator is transitioning from MYOB to Xero. An occasional double up of bills has been identified owing to the transition. At the time of this report we are transitioning and learning new software and this is accurate up to the current understanding.

STRATEGIC PLAN

2022 – 2025 Three Year Strategic Plan - Reporting

Provide a brief update on your progress against the Three Year Strategic Plan - including	Please provide your responses here
	<p>Marketing and Promotion SALA – August 2023 Achieved a record sell out event with 80 tickets sold out within a week. Still our major event for the year. Looking at getting multiple venues to take part rather</p>

Mainstreet Trader Report Template

	Please provide your responses here
<p>achievements, activities and outcomes achieved for the street</p>	<p>than just one launch. Meeting arranged with SALA and coordinator for February 2024 to enhance buy in from businesses.</p> <p>Providing quarterly networking events for businesses to promote marketing skills and other business skills. We have marketing agencies on our street who are promoted as an activity for businesses to take up. Ad hoc suggestions are offered by the coordinator (ie. Website/facebook updates) when time allows. It's really a 'lead a horse to water' situation.</p> <p>"Heart of Goodwood" considered not an activity for 2023-24.</p> <p>New brochure website created by coordinator as funds are low this year given in 2022-23 we had a tax return and funding for over the road banner.</p> <p>Various methods for sustainable business ventures have been promoted to businesses & its up to them to take it up. When promoting an event ie. Taste of Goodwood, we encourage businesses to provide their tastings with eco-friendly plates and cutlery.</p> <p><u>Events</u> Taste of Goody, four Satdys on Goody, Member Networking and SALA. With support from the City of Unley we are assisting Goodwood Theatre & Studios and other venues to promote the Adelaide Fringe. We are helping the Theatre to promote their events that seek involvement from neighbouring businesses and promote all events that our members offer.</p> <p><u>Precinct Improvement – Environment & Streetscape</u> We have submitted a request for a University of Adelaide student precinct analysis project for Goodwood Road. We are awaiting that outcome. Supervision has been offered by Donna to help the students look at additional infrastructure or amenity to increase economic outcomes for businesses in our stretch of road. Currently we are working with council for increased service levels to allow for signage upgrade and take down old logos from signs and stobie poles.</p> <p>We currently have history walks in the area using some online app based software and promote this 1-2 times a year. Thank you to the Economic Development team for their responsiveness and assistance to make good things happen on our street. It is greatly appreciated.</p> <p><u>Member Services & Liaison</u> We regularly involve members and look for ways to improve engagement with members and build involvement. Ie. Goodwood Butcher offered tastings at Satdy on Goody and we've asked them to be involved in the Feb Taste of Goody.</p> <p>Committee currently discussing a welcome kit for businesses and a document has been drafted.</p> <p>To date we haven't surveyed members.</p> <p><u>Relationships</u> We regularly promote our neighbouring community groups and hope to involve St Thomas School in the stobie pole project subject to Council's service level agreement outcome.</p>

Mainstreet Trader Report Template

	Please provide your responses here
	<p>Administration We hold monthly meetings and share hosting amongst business owners. We have completed the auditing process, distributed our annual report and requested an increase to the marketing levy of 6%. We have also been working towards providing council with timely reports twice a year.</p>
General update on the Street from a traders perspective	Will provide after Committee Meeting (30/1/2023)
General update on the Street from an infrastructure perspective	Council has assessed our missing planter box and awaiting outcome. Council has fixed the lettering on the way-finding mosaic sign near the library. Some fairy lights were cut and thrown away but again council has been very responsive to assist us. Currently one flag-pole is broken but we'll recommence that discussion in 2024. The outcome of the precinct analysis from the students (if that goes ahead) will be very interesting.
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 a great little laneway that could do with a little extra love and activation.</p> <p>New faucet in the public bathroom would make it an effective sink for washing hands. The current faucet allows only fingers to be washed. Some investment in those public toilets ie. Mural could make it a real feature. It's often the little things that add up to memorable customer experiences and create a buzz.</p> <p>Potentially lessening the speed limit to 40k in the village heart would be a good outcome. It won't get cars to the CBD any slower. Some road art work or additional street trees, levelling pavers ie. Near Bendigo Bank.</p>
Any other relevant information for Council to consider	

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	100
Number of Businesses Exiting the Precinct	<p>Two (at the time of writing this report)</p> <ol style="list-style-type: none"> 1 Candela Latin American Food (120 Goodwood Road) 2 Sushi Q (128 Goodwood Road) 3 Balti House (2/167 Goodwood Road) 4 New owners Chicken House 5 Spec Savers Training (now Yellow Brick Road) 6 For the Love of Your Dog
Number of Businesses Entering the Precinct	<p>Three (at the time of writing this report)</p> <ol style="list-style-type: none"> 1 Que Onda Wey! (120 Goodwood Road) 2 Plus 82 Gogi Korean BBQ (128 Goodwood Road) 3 Love Athletica - 134 Goodwood Road, Goodwood 4 New Nepalese Restaurant opening where Balti House is leaving (2/167 Goodwood Road)

Mainstreet Trader Report Template

	Please provide your responses here
	5 New owners Chicken House 6 Hype SMP 7 Yellow Brick Road
Current Number of Vacancies	2-3
Are there any gaps in the business mix?	Chinese Methodist Church (unsure if vacant)
Is there any business support required for your business community?	Hardware, newsagency.
What are the top five reasons that businesses stay in the precinct?	Liaise businesses near Tram Stop 3 to assist them with parking problems. Also, Rochelle from Hey George could explain why the parking issues are causing strain for her business.
What are the top five reasons why businesses leave the precinct?	We haven't surveyed this question. Would be an excellent question for the council wide survey. From previous anecdotal evidence, it's foot traffic, village and community feel.
	Unsure – we don't survey businesses upon leaving. Anecdotal evidence suggests lack of foot-traffic but in practice, that owner appeared to be over charging for their wares.

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			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	7 committee members 1 meeting per month (10x2 hours) = 330 hours (including chair x 150 hours and treasurer x24 hours) 4 x events (with 4 volunteers) = 32 hours per year Total = 362
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Mainstreet Trader Report Template

OTHER INFORMATION

Please provide any other information here.

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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	Jennifer Uebergang
Title	Coordinator
Organisation	Goodwood Road Business Association
Date	29 January 2023
Signature	

Mainstreet Trader Report Template

Name of Association	FULLARTON ROAD SOUTH TRADERS' ASSOCIATION INC.
Financial Year	2023/2024
Date of Completion	23/1/2024

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?	Nine
Have you surveyed your Members about how they would like to see the levy applied to the business precinct?	Yes
Have you surveyed your Members about the performance of the Association in the past FY?	Yes

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	
Eg. Opening Balance	951.81
TOTAL INCOME	\$28,451.81

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	0	-	0
2	Promote Highgate Village	Targeted advertising strategies to promote Highgate Village	\$8,000	\$3,567.20	-	\$3,567.20
3	Networking function	Face to face networking opportunities	\$1,500	\$313.05	-	\$313.05
4	Infrastructure		\$5,500	0	-	0
5.	Special Grant project	Stobie pole art and historical project	\$10,000	0	-	0
SUB TOTAL			\$27,000	\$3880.25	-	\$3880.25

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

Item #	Strategic Projects Total	Plus Administration Total	Total Expenses
1	\$3,880.25	\$5	\$3885.25

Item #	Description	Operating Surplus
1	(includes opening balance, and ATO Refund not included in levy income)	\$18,490

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. We will implement a minor street beautification project in late summer/ autumn, repainting Stobie Poles with local historical themes.
General update on the Street from a traders perspective	Traders pleased with bud lighting but aware precinct is tired and would like Committee to do something about it.
General update on the Street from an infrastructure perspective	Street needs maintenance and an upgrade
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 cleaning and repainting, graffiti needs removal, hedges along Fullarton Road so overgrown pedestrians can't pass safely. Footpaths generally poor condition and hotch potch of materials
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	Nil
Number of Businesses Entering the Precinct	One
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 Straschko
Title	Chair,
Organisation	Fullarton Road South Traders' Association Inc.
Date	23/1/2024
Signature	

Mainstreet Trader Report Template

Name of Association	Unley Road Association Inc.
Financial Year	2023/ 2024
Date of Completion	02-02-2024

ABOUT THE ASSOCIATION

	Please provide your responses here
Name of Chair	Philip Andrews
Name of Secretary	Jerry Casburn
Name of Treasurer	Vic Isbester
How many Committee Members do you have?	8
Have you surveyed your Members about how they would like to see the levy applied to the business precinct?	Yes
Have you surveyed your Members about the performance of the Association in the past FY?	Yes

FINANCIAL INFORMATION

Summary of Income

Income	Value
Eg. Separate Rate Funding	\$121,706.00
Eg. Other Income	\$0
Eg. Banner Income	\$1,500.00
Eg. Opening Balance	\$0
TOTAL INCOME	\$123,206.00

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	Member Service	As documented in our Strategic Plan 2022 – 25 hold networking events and forums along with Unley Road Business Awards	\$15,300.00	\$1,760.00	\$3,295.63	\$5,055.63
2	Advertising and Promotional Activities	Provide marketing through various platforms to assist with business growth and bring awareness to the main street	\$53,000.00	\$13,228.00	\$6,660.00	\$19,888.00
3	Events	Run a major and minor event during the year which engages with all 465 businesses which reach a large audience from the local and wider community, which increases exposure through media outlets. This provides opportunity to gain sponsorship through our Traders.	\$16,500.00	\$1620.00	\$1,100.00	\$2,720.00
SUB TOTAL			\$84,800.00	\$16,608.00	\$11,055.63	\$27,663.63

Item #	Administration	Budget	December Actual	June Actual	Total Actual
1	Marketing Coordinator	\$26,000.00	\$5,100.00	\$5,100.00	\$10,200.00
2	PO Box Annual fee	\$140.00	\$0	\$0	\$0
3	Bookkeeping	\$4,500.00	\$1,393.50	\$820.00	\$2,213.50
4	Insurance	1,700.00	\$1,141.86	1,037.97	\$2,179.83
5	Meeting and committee expense	\$3,500.00	\$647.16	\$320.00	\$967.16
6	Other	\$1,066.00	\$276.00	\$0	\$276
SUB TOTAL		\$36,906.00	\$8,558.52	\$7,277.97	\$15,836.49

Item #	Strategic Projects Total	Plus Administration Total	Total Expenses
1	\$84,800.00	\$36,906.00	\$121,706.00

Item #	Description	Operating Surplus
1	(includes opening balance, and ATO Refund not included in levy income)	\$78,205.88

Please provide any further comments here in relation to expenditure.

Increase in Insurance is due to holding a major event, lot of our expenses fall in the second six months where our summer events take place.

Mainstreet Trader Report Template

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	During this period our Governance documents were updated and in line with the plan one of our key focuses has been all about engaging, encouraging and informing our traders. Our business awards once again prove to be a great platform in bringing in State Government representatives and profile speakers. The event was well attended by over 110 people from the main street.
General update on the Street from a traders perspective	Most traders reported back that they are happy in our marketing strategies particularly our major event which allows our traders to advertise on the back of our campaign giving them affordable promotion through media outlets
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	

BUSINESS DATA

	Please provide your responses here
Number of Properties within the Precinct	386
Number of Businesses within the Precinct	467
Number of Businesses Exiting the Precinct	8
Number of Businesses Entering the Precinct	14
Current Number of Vacancies	13
Are there any gaps in the business mix?	Require more locations for food and beverage businesses where it is a prominent position so to attract the best fit for these locations
Is there any business support required for your business community?	The main reference our traders make is for City of Unley provide initiatives to attract greater foot traffic to the main street, increase parking and reduce the speed limit to 50kmh from Greenhill Road to Cross Road.
What are the top five reasons that businesses stay in the precinct?	<ol style="list-style-type: none"> 1. To be with other 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

Mainstreet Trader Report Template

What are the top five reasons why businesses leave the precinct?	Please provide your responses here
	<ol style="list-style-type: none"> 1. Slow trade 2. Financial restraints 3. Found more economic rent. 4. Lack of parking for clients 5. Location not best fit for their business

New Entrants (or please attach an excel spreadsheet)

#	Name of Business In	Contact Name	Contact details for new entrant	Business Type
1	TBA – unfortunately due to personal reasons with a very unwell wife who can not be left alone at this time I do not have a compiled list on hand until I return to my office. And I do not want to give inaccurate information. A report will be forward to you ASAP. Thank you for your understanding		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	TBA – as above		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	205 HOURS
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OTHER INFORMATION

Please provide any other information here.

Mainstreet Trader Report Template

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	David Walsh
Title	Marketing Coordinator
Organisation	Unley Road Association Inc
Date	02-02-2024
Signature	<i>David Walsh</i>

DECISION REPORT

REPORT TITLE:	BUSINESS PRECINCT BUDGET BIDS FOR 2024/25 FY
ITEM NUMBER:	2.4
DATE OF MEETING:	21 FEBRUARY 2024
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	<ol style="list-style-type: none">1. KWR BUDGET EXPLANATION2. KWR BUDGET BID3. UNLEY ROAD ASSOCIATION BUDGET REQUEST LETTER4. UNLEY ROAD ASSOCIATION REQUEST5. FULLARTON ROAD SOUTH BUDGET REQUEST6. GOODWOOD ROAD BUSINESS ASSOCIATION REQUEST7. EVENT SPONSORSHIP \$40,000

1. **PURPOSE**

This report provides BEDAC with the budget requests from the four Business Associations for its consideration and feedback to Council.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
 2. Council considers as part of the 2024/25 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 2024/25 Draft Annual Business Plan process, the provision of \$40,000 towards event sponsorship to the four Trader Associations for the purposes of an activation within the Business Precinct that stimulates the visitor economy.
-

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

3. Economic Prosperity

3.2 Thriving main streets and other business activities operate across 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 on 24 January 2024. 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 2024/25 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 a contract with each Association to deliver an agreed Expenditure Plan. The Association must report on their progress towards the Expenditure Plan by 30 January and 30 June of each year.

5. DISCUSSION

Business Survey Feedback (September 2023)

The City of Unley undertook a Business Survey in September 2023. 403 businesses provided feedback.

Business Precinct Located Nearby (includes on road and side streets / WFH)	Number of Businesses we heard from	Levy is Good Value for Money
Unley Road	149	Yes – 57%
King William Road	105	Yes – 27%
Goodwood Road	104	Yes - 55%
Fullarton Road	53	Yes - 60%

Table 1: Number of Businesses near key Business Precincts that we heard from and percentage of people that thought the Business Associations provided good value for money

11% of the businesses claimed that they paid a levy but 45% indicated that they were unaware of the levy. Of the low percentage of people who were aware that they paid a levy, they rated the value for money relatively well, with the exception of King William Road which rated more poorly than the other three associations.

Since the business survey, the City of Unley has been working closely with the new Chair and new Committee for King William Road to provide guidance on an efficient and effective Committee and deliver outcomes for the benefit of the King William Road business community and business precinct.

Feedback from businesses to Council in relation to business precincts indicates that areas of priority include:

- Ensure that the area is safe and well lit;
- Provide better / more car parking;
- Promote the area to raise visitation;
- Maintain and provide a good service;
- Activate the precincts to make them more attractive;
- Better communication / information; and
- More networking activities.

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:

	2018/19	2019/20	2020/21	2021/22	2022/23
Separate Rate Goodwood	\$ 54,500	\$ 57,225	\$ 57,225	\$ 57,225	\$ 57,225
Separate Rate King William	\$ 144,500	\$ 147,400	\$ 92,280	\$ 150,350	\$ 150,350
Separate Rate Unley	\$ 110,000	\$ 113,395	\$ 69,835	\$ 113,395	\$ 117,590
Separate Rate Fullarton	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,750
Total	\$ 322,000	\$ 331,020	\$ 232,340	\$ 333,970	\$ 338,915

Table 2: Levy over the past five years

Budget Bids 2024/25 FY

The Business Association budget requests for the 2024/24 Financial Year are included as attachments to this report per below:

Business Precinct	Entity Responsible for the Funding	23/24 FY	Budget Request 24/25 FY	Comment	Attachment
King William Road	King William Road Association	\$150,350	\$159,940	5.5 % increase	Attachment 1 Attachment 2
Unley Road	Unley Road Association	\$121,706	\$146,440	20% increase	Attachment 3 Attachment 4
Fullarton Road South	Fullarton Road South Association	\$16,500	\$16,500	No change- Same as 23/24 FY	Attachment 5
Goodwood Road	Goodwood Road Association	\$57,225	\$60,658	6% Increase	Attachment 6
Total Request for 24/25 FY		\$345,781	\$364,889	Overall 5% Increase	

Table 3: Funding requests per association for 2024/25 FY

Attachments 1-6

After careful consideration of the current economic climate and impact on the business community, three business associations have increased their budget requests for this financial year.

Administration has been working closely with Business Associations to ensure that budget bids align with business expectations within their respective business precincts. The 2024/25 FY budgets will be applied to deliver activation, minor infrastructure, and marketing.

Event Sponsorship

In addition to the levy, the City of Unley has provided each Business Association with sponsorship of \$10,000 for an event that attracts visitation to the Business Precinct and the City of Unley. The total event sponsorship requested is \$40,000 which is in line with previous years.

If approved, each Association enters into an Agreement and is required to report on the outcomes of the event each financial year.

Attachment 7

Consultation

Each Association has consulted with their respective Committee Members on the development of their budget bid.

Late last year Council endorsed a more in-depth consultation process for this financial year whereby a joint letter from the Business Association Chair and Chair of BEDAC will go to each business within each business precinct articulating how the levy raised is proposed to be spent for the 2024/25 FY and seeking feedback.

Furthermore, the Separate Rate for each Business Precinct will also be included in the Draft 2024/25 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 2024/25 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)

- Risk management has been identified with Council's Risk Officer and a risk management process will now be put in place from the 2024/25 financial year.
- Providing funding to Business Associations for marketing and minor infrastructure involves 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 Act**
 - 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.
- **Ineffective Use of Funds**
 - Risk: The funds may not be used efficiently or effectively for marketing and minor infrastructure projects, 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 contracts and quarterly precinct leadership meetings is 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 1 – BEDAC recommends to Council that:1. The report be received.

2. Council considers as part of the 2024/25 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 \$159,940 (5.5% increase from 2024/25)

Unley Road Association \$146,440 (20% increase from 2024/25)

Goodwood Road \$60,658 (6% increase from 2024/25)

Fullarton Road \$ 16,500 (no increase from 2024/25)

3. Council considers as part of the 2024/25 Draft Annual Business Plan process, the provision of \$40,000 towards event sponsorship to the four Trader Associations for the purposes of an activation within the Business Precinct 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 also 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 2024/25 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 2024/25 Draft Annual Business Plan process, the provision of \$40,000 towards event sponsorship to the four Trader Associations for the purposes of an activation within the Business Precinct 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 that 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 Precinct in 2024/25.

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 2023/24 Annual Business Plan and Budget.

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

8. RECOMMENDED OPTION

Option 2 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer



**King William Road Traders Association
Strategic Projects Budget Plan
2024/2025**

Expenditure	Q1	Q2	Q3	Q4	Total
Precinct Infrastructure & Development					
CCTV Installation 9 Cameras by Sage	55000				\$ 55,000
CCTV Annual Support By Sage				4000	\$ 4,000
					\$ 59,000
Street Beautification					
					\$ -
Events & Activations					
Fringe February - March 2025			1000	500	1500
Valentines Day Social Media Collateral			250		250
Easter Egg Hunt			250		250
Flavour & Style Fusion Month			250		250
Gather Round Social Media			250		250
History Month				500	500
Adelaide Cabaret Festival				500	500
Sala Festival	250				250
Sip & Soiree	2000				2000
The Summer Lane Way Lunch Club		20000		500	20500
Fresh Flavours Food Month		250			250
Christmas & Christmas in July	500	1500			2000
Thursday Evenings	250	250	500	500	1500
					\$ 30,000
Advertising & PR					
Mothers Day Catalogue				5000	5000
Fathers Day Catalogue					

*Traders to contribute Catalogue cost						
						\$ 10,000
Social Media & Digital Marketing						
Sala Festival	225					225
Fathers Day	225					225
Sip & Soiree	225					225
Fresh Flavours Month		225				225
Christmas		500				500
Fringe Festival			225			225
History Festival				125		125
Easter			125			125
Adelaide Cabaret				125		125
						\$ 2,000
Precinct Liaison Co-ordinator						
12 hrs per week	6000	6000	6000	6000		24000
						\$ 24,000
Trader Engagement						
Trader Social Evening & Workshop	1250			1250		2500
Christmas Trader End Of Year Gathering		1750				1750
AGM		750				750
						\$ 5,000
Event & Trader Promotional Support						
Unley Gala Sponsorship			10000			10000
Valentines Day Giveaway			100			100
Easter Giveaway			100			100
Mothers Day Giveaway			100			100
Fathers Day Giveaway	100					100
Sip & Soiree	1000					1000
Christmas Giveaway		150				150
Christmas		500				500
						\$ 12,000
Operating Expenses						
Mail Chimp	250	250	250	250		1000
Jot Form	150	150	150	150		600
Drop Box	60	60	60	60		240
Website Hosting	75	75	75	75		300
Bank Fees	75	75	75	75		300

IT	125	125	125	125	500
					\$ 3,940
Accounting & Bookkeeping					
Accountant	1250	1250	1250	1750	5500
					\$ 5,500
Audit					
Auditor				2500	2500
					\$ 2,500
Insurance					
Public Liability		3500			3500
					\$ 3,500
Website Development					
Review of Website & Support	2500				2500
					\$ 2,500
Total Budget Spend					\$ 159,940


Committee Member Name

Committee Member Signature

Date

24.01.24

Budget Bid Template – Trader Associations

Project Name	Trader Association Funding Request
<p>Name of Business / Trader Association</p>	<p>King William Road Traders Association Respect to Kaurna Peoples Nations.</p> 
<p>Amount Requested</p>	<p>\$159,940</p> <p>Is this an increase or decrease on the previous year? Increase</p> <p>By how much? \$8,410 5.5% Increase</p> <p>Why? Major focus in infrastructure. Supplier Cost. New Traders Marketing Levy & Contribution not included and harness of pre-existing Traders contributions not known now to be included.</p>
<p>Key Deliverables</p>	<p>Delivery of our set Premise by our overall offering, street appeal, experience, brand communication with clear strategy in mind.</p> <p>Further enhance our customer sensory needs by creating a safe space for togetherness and for local culture. Creating overall ambience, through lighting, signage, music, and street security.</p> <p>Precinct Infrastructure</p> <p>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.</p> <p>CCTV</p> <p>CCTV Installation of 9 Cameras to our Smart Pole System. This has been a request from our Traders for years, which highlighted at previous AGM's and Trader Engagements as a major concern for Traders. Over the past two years some traders have experienced vandalism and break-ins and brings great concern to both our traders and local community. As an Association this is this a key focus on delivering an outcome for our traders and community alike.</p> <p>The Installation of CCTV will be managed and executed by Sage communication which have collaborated closely previously with council and the association. They have proposed options, we will proceed with 9 cameras to begin initial installation and look at adding further cameras for the next Budget Bid period.</p>

Budget Bid Template – Trader Associations

Street Beautification

Our proposed focus on new Generic signage and Christmas has been budgeted in 2023/2024 period but will be executed in this period to ensure we set ourselves up for success for Christmas.

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.

New Christmas installation across key points across the precinct in line with the invigorated Christmas campaign.

This will deliver a positive outcome and engagement for the traders and community alike. There has been considerable feedback that it has not felt like Christmas in the precinct for many years.

The association will also collaborate closely with traders to enable them to create their own Christmas installations within their business ensuring they are in line with the KWR Christmas theme, this may be via window installations, window decals, decorations within their business, artist work on glass etc.

Increase in Foot Traffic

This will be delivered by 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.

Obtain data from Council to ascertain days of the week where foot traffic dips and ensure that we focus on activations on those key days to deliver an increase of foot traffic by 50% for those days.

This will require adaptation to changing customer preferences, weather outcomes, market dynamics and a combination of strategies, so we will need to assess and measure the impact of different approaches to find what works best for our precinct & community.

Budget Bid Template – Trader Associations

	<p>King William Road Branding</p> <p>Evaluate and develop consistency in our Brand positioning and elements by maintaining a consistent image, look and feel across all aspects of your KWR brand.</p> <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>The results will be indicated by increase in followers across our social accounts and smart pole data of foot traffic combined.</p> <p>Activations</p> <p>The KWRTA has now a clear outline of objectives that foremost are in line with our traders’ expectations in creating micro experiences with a calendar of monthly activations to engage, foster relationships and connection within our community.</p> <p>Activations & Events going forward will 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>This will enhance our relationship with our Traders, as their feedback has been that Events for the Precinct have not been community driven or encouraged inclusiveness for traders.</p> <p>Events will be reviewed and workshopped 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>
<p>Description</p>	<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> <ul style="list-style-type: none"> 110 Business Contacts 19 Businesses to follow up contact details. 23 Businesses yet to contact. 2 New businesses opening soon. 2 Major developments in the works. 5 Unleased premises.

Budget Bid Template – Trader Associations

How do you intend to spend the money?

Please see attached spreadsheet outlining proposed total budget expenditure spend. The expenditure is broken down and summarised by quarter.

Precinct Infrastructure & Development

As outlined above we have requested from Council support in extra funding via grant application for us to achieve our best outcome for the precinct to further enhance our customer sensory needs by creating a safe space for togetherness to Our or Local culture. This has been built from feedback from our traders’ workshops & feedback.

Street Beautification

As outlined above we have requested from council support to achieve our best outcome for the precinct and create an immersive and relaxed atmosphere which will elevate the overall visiting experience.

Events & Activations

In line with our clear objectives, we have budgeted the same as last year, but 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.

Advertising & PR

Our focus this coming year across advertising is to focus on the local community via catalogues drops across key event periods, this will also allow us to showcase this via our website (and also utilise Social Media Platforms in the short-term) 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.

Social Media & Digital Marketing

Drive 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 as indicated on our Marketing Calendar Aligned & Communicated to Traders Calendars across META Platform & subjective to emerging platforms.

Precinct Liaison Co-ordinator

As an Association we need to have a better understanding of what we require from Our Traders & a co-ordinator on the ground working with Our Committee & Represent Traders scope of works.

We will engage with an initial period of 3 months with a clear set of objectives, scope of works and deliverables - so KWRTA we can ascertain exactly what we require from this position. A Tender Process to align with like-minded Co-ordinator agreed with Committee to engage.

Budget Bid Template – Trader Associations

Trader Engagement

Our focus is to enable us to work better 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 aligned.

The key factors of Trader Engagement are to ensure they participate and engage in the success of the Precinct. This will be achieved by delivering our key objectives to the Committee Association and reviewing our Precinct Action Plan – with foremostly continued contact and communicating to existing Businesses & Traders not harnessed thus far.

Workshops attended by traders such as Café Style – Drinks catch up - & think tanks utilising World Café Style, discussions of Precinct Leadership, working with Council understanding Access, Amenity and Activation Forums - will be a continuing format - feedback from the all-stake holders will utilise this format to all traders & suppliers moving forward.

Whilst the KWRTA is addressing current deliverables, we are also keen in making sure that our Traders engage in future objectives for the precinct and our community.

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.

Governance

The City of Unley will provide Governance Training 13th February 2024 for Mainstreet Associations Committee Members / Responsible Officers.

This will provide our newly established committee a better understanding of what Governance encompasses and which by our association needs to operate, the mechanisms to understand our committee completeness and transparency, honesty, and openness that the Modern King William Road Traders Association encompasses – the requirement to be involved and respectability to our Committee on Behalf of all Traders.

Budget Bid Template – Trader Associations

Event & Trader Promotional Support

KWTRA have Budgeted \$10,000 for sponsorship towards Unley Gala 2025. This will ensure Brand recognition and be reflected through its media, social and visuals prior and throughout the event, highlighting King William Road as 'New Modern' and 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.

Supporting our monthly event and activations we have budgeted support to those events and activations via trader support & giveaways packaging cost.

We will also seek support from Traders in offering goods, experiences, and prizes to raise brand awareness and engage with our community.

Operating Expenses

Our operating expenses will be reviewed this fiscal year to seek better options. Our current Budget is based on history.

Service Providers

The Association this fiscal year will be seeking to appoint the services of new Accountancy/ Bookkeeping & Auditors. The Budget reflects time consuming task of reviewing previous accounting, bookkeeping and audit processes and agreed by Our Committee on behalf of our association representing Our Traders moving forward.

Our focus is that set out scope of work required and define - the roles and responsibilities of service providers to the association, ensure any newly appointed positions assisting the Association are accountable (Marketing, Project Management, Auditing & External Suppliers) and the Auditor adhere to the expectations set out by the Association.

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.

Budget Bid Template – Trader Associations

	<p>Website Development</p> <p>Whilst presenting our Budget we are still awaiting handover from agency to have a better understanding of our website, backend, and online presence.</p> <p>Our current website – is archaic & needs further development to ensure our website is all about modern, centring to our customer’s experience, easy to navigate and can they find what they are seeking.</p> <p>How we deliver that type of valuable experience is crucial to the success of our precinct and ensure our KWRTA site offers visitors what they need, which, in turn, can convert them into customer loyalty – further development to engage and is essential that we deliver an online presence that is user friendly and easy to navigate and easy to manage in the background.</p> <p>\$50K has been spent on upgrade development in last few years with no change.</p> <p>Consultancy review required and agreed by 7 of 8 Committee Members – WE question if the new website exists? \$2500 agreed for Budget by Committee.</p>
<p>Strategic Alignment</p>	<p>How does this align with your Strategic Plan?</p> <p>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. Aligning and utilising advertising and communication - especially in certain periods and how we can bring KWR back to its formidable glory, a place to be and where, wear, eat, drink & play, share, care and be at.</p> <p>Our Budget reflects the strategy set in the premise and is also in line with Precinct Action Plan and the outcomes from our Trader workshop in January. 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>Calendar of Events and Activations for 2024 /2025 gives the association the ability to engage with our Traders and most importantly create excellent and enriching experiences for our precinct and community.</p> <p>As a committee we have a bit to do, but we are united and stronger than we have ever been as an association and committed in delivering the best outcomes in line with our Strategic Plan for our traders, the precinct and community.</p>

Budget Bid Template – Trader Associations

	<p>Key Focuses for KWRTA</p> <p>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>An improved feeling of safety in our precinct. This will be delivered by our CCTV installation.</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> <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 a better brand positioning, advertising, and social and media marketing and events.</p> <p>Protect, enhance street appeal. This will be delivered by our Street Beautification and items addressed in our Precinct Action Plan.</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>
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Budget Bid Template – Trader Associations

How does this align with the Economic Development Growth Strategy (2021 – 2025)?

Member engagement lies at the core for our association. It plays a vital role in the success and sustainability of our precinct.

We have aligned our budget to ensure we are actively involving and connecting with our Traders either through activations and events or street development and infrastructure. Our aim as an association is to create a vibrant trader community that fosters collaboration, drives growth, and amplifies our precinct for success.

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.

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.

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.

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.

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.

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.

This coming year KWRTA has many different paths to follow but one key path is to become more socially and environmentally sustainable as a precinct. This will be an ongoing development through understanding several factors of our mix of businesses and creating specific sustainability goals and understanding methods of becoming more sustainable. This was highlighted from our Trader workshop in January. We will collaborate with Councils' Economic Development to ascertain our best course of action and objectives and initiate practices with businesses to begin the journey.

Budget Bid Template – Trader Associations

	<p>Parking continues to be an ongoing sore point with traders and the community. Our focus as a committee is to create a desirable precinct so parking becomes back of mind for all. For future infrastructure parking solutions and signage will need to be considered.</p> <p>We need to be transforming our view on how we are approaching our parking management in our precinct and local area. As indicated in our recent workshop was the opportunity to collaborate with Council in providing a community bus that allowed the community to travel to all our precincts within council area.</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>
<p>Human Resource Considerations</p>	<p>Coordinator: Planned Budget for Precinct Liaison Co-ordinator 12hrs Per Week Total \$24,000</p> <p>Chair: What is the time allocation of the Chair towards the success of the association? As chair I am committed to continuing 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 plan to spend a significant amount of 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. At present the association has no Treasurer.</p> <p>Committee Members: Number of Volunteer Committee members? The Association has currently eight voting members. Our aim to have ten voting members. We have interest of four subcommittee members. 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>

Budget Bid Template – Trader Associations

	<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>
<p>Reporting</p>	<p>January and July of each year</p> <p>What does success look like? We foresee this period January to July 2024 as a challenging period. As a newly established committee we begin to correct previous misguidance, I believe with perseverance, focus, and grit, we will emerge stronger and a more respected association by our traders, by ensuring we are transparent with ongoing communication.</p> <p>Our focus for this period is to focus on delivering success for Our Traders primarily and total transparency between all key stakeholders.</p> <p>A refreshed Brand Identity - setting a clear strategic direction for King William Road and a better understanding of the target consumer & demographic.</p> <p>Understanding every aspect of what we do and how we do it with support from Council.</p> <p>The need to make the right choices, choices that give us the best outcomes for our traders.</p> <p>Striving for excellence in execution in a timely manner.</p> <p>Choose the correct areas where we need to spend our funding that are in line with our set objectives, budgets, on behalf of all traders. We will provide a revised budget for this period to allow us to receive funding from Council.</p> <p>Applying the right communication strategies, and marketing to ensure King William Road will become Adelaide’s most prestigious lifestyle precinct.</p> <p>Total Overhaul and Review of Our service providers.</p>
<p>Related Budgets</p>	<p>Economic Development and Strategic Projects operational budget.</p>

Budget Bid Template – Trader Associations

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Due to unleybusiness@unley.sa.gov.au by no later than **24 January 2024**.



January 23 2024

Dear Donna,

Re: Unley Road Association Inc 2024-2025 Marketing Levy Budget and Trader Association Event Sponsorship

We are pleased to submit the Unley Road Association's 2024-2025 Marketing Budget Proposal for the City of Unley's consideration.

For the upcoming financial year, the Association is requesting the following;

- \$146 440 Operating Budget
- \$10 000 Event Sponsorship
- \$1 500 Banner Income.

We believe that a vibrant and successful main street creates a lively and proud community. As an Association, we are passionate about our traders and encourage them to interact with the local community. Unley Road is a vibrant main street precinct with over 450 businesses along a 2.9km stretch of road. It is one of four main streets within the Unley area, with an eclectic mix of services, retail, trades, food and beverage, professionals, creating a one stop destination for locals and the wider community.

2023-24 was primarily a positive year for many businesses on Unley Road, in the Council area, across the state and nation due to lessening of COVID-19 restrictions. We were fortunate to welcome a number of new businesses to the road during this period, which has resulted in less empty tenancies which is pleasing to see.

For 2024-2025, we propose a small increase to our budget, as a number of costs to the association have increased such as insurance, book keeping and significant increases in advertising costs and we would like to include a specific infrastructure project.

The 2024-2025 budget is based on the objectives of year three of this plan. We are eagerly awaiting the first stage of the Unley Road infrastructure upgrades by council and we look forward to seeing the completion of this first section.

We are excited about the opportunities for Unley Road businesses. The Unley Road Association is focussed on creating a vibrant retail and professional district, drawing people from all over Adelaide and South Australia to the Road, whilst also creating an Unley Road family, where businesses support and celebrate each other, create connections, and are embraced by an active association, providing a platform for traders to be a collective voice.

PO Box 391 Unley, SA 5061
hello@onlyunleyroad.com.au
www.onlyunleyroad.com.au

Our major advertising campaign (combining An Evening Under the Stars and the Only Unley Road – Support Local event) is due to launch this week, and we expect to reach an audience of over 1.5 million people and comprised of;

- 5AA and Nova 919 Radio Campaign
- Channel 9 advertising
- Posters were placed in businesses along Unley Road.
- Social Media via Instagram and Facebook) across both events
- Community screen advertising at SA Power Networks – 1 Anzac Highway, for a period of six weeks. (Daily average traffic volume of 34,000 cars)
- Banners on Unley Road – over a three-month period, 35 000 cars daily.

Our major event, An Evening Under the Stars is crucial and anchors the Only Unley Road marketing campaign. By staging the event, we have garnered sponsorship from Channel 9 for over \$6000, the package offered by 5AA and Nova 919 provided over \$8,500 in extra value. In line with this and the year-on-year success, we have budgeted for a similar advertising campaign in 2024 -2025.

On behalf of the Unley Road Association Inc, I would like to thank Council staff and Elected Members for their support of the Association, our members, initiatives, and events over the past year - we appreciate working with a council that understands the importance of a thriving local business community and supports us with our efforts to enhance and promote the Unley Road precinct.

We look forward to your approval of our proposal; should you require further information, please contact me on 0421 037 074.

Sincerely



Philip Andrews
Chairperson
Unley Road Association Inc

PO Box 391 Unley, SA 5061
hello@onlyunleyroad.com.au
www.onlyunleyroad.com.au

**FUNDING REQUEST 2024-2025
Proposed Operating Budget
UNLEY ROAD ASSOCIATION INC**

Income

Separate Rate Funding	\$146 440
Banner income	\$1 500
Membership (or other income)	\$.....
Total Income	\$147 940

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.

Expenses

Marketing Projects (provide further detail on next page)

Project 1 Member Services	\$15 000
Project 2 Advertising and Promotion	\$53 000
Project 3 Events	\$16 500
<i>Sub total</i>	<u>\$84 500</u>

Infrastrucutre Projects (provide further detail on next page)

Project 1 Light Pole Signage	\$24 000
<i>Sub total</i>	<u>\$108 500</u>

Administration

Marketing Coordinator/ Admin Officer	\$26 000
PO Box	\$140
Book keeping	\$4 500
Insurance	\$2 800
Meeting costs and other committee expenses	\$3 500
Other	\$1 000
<i>Sub total</i>	<u>\$37 940</u>

Total Expenses	\$146 440
TOTAL (Income – Expenses)	<u>\$1 500</u>

**FUNDING REQUEST 2024-2025
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)

<p>Project 1: Member Services</p> <p>Strategic Plan 2022-25 Objective:</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>Includes further upgrades Unley Road Association website to provide better user experience for members (and website visitors)</p> <p>Measure: Participant numbers and feedback. Read and click rates on emails.</p> <p>Estimated completion date: Ongoing to June 2025</p>	<p>\$15 000</p>
<p>Project 2: Advertising and promotional activities</p> <p>Strategic Plan 2022-25 Objective:</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"> • Unley Road Website • Social Media • Digital Advertising • Influencer engagement (such as Adelady, Cosi etc) • Print advertising (eg. Adelady, SA Life) • Event advertising and marketing activity <p>Measure: Engagement stats from online avenues, business participation and trader feedback</p> <p>Estimated completion date: Ongoing to June 2025</p>	<p>\$53 000</p>

<p>Project 3: Events</p> <p>Strategic Plan 2022-25 Objective:</p> <p>In 2024-25:</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 to celebrate the businesses and organisations on Unley Road and their staff and volunteers. <p>Measure:</p> <p>Media exposure, business participation and sponsorship, audience attendance.</p> <p>Estimated Completion date:</p> <p>June 2025</p>	\$16 500
<p>Infrastructure Project</p> <p>Project 1: Light Pole Banner Holders</p> <p>In 2024 -25:</p> <ul style="list-style-type: none"> • Install 20 new light pole banner holders and banners the same as the current ones on Unley Road. These along with the existing ones will feature upcoming events on Unley Road. With over 35 000 commuters each day on Unley Road this is an excellent opportunity to provide relevant and timely information. 	\$ 24 000
Coordinator	\$26 000
PO Box: Annual fee	\$140
Book keeping	\$4 500
Insurance: Required public liability insurance and professional indemnity, annual fee.	\$2 800
Meeting costs and committee expenses	\$3 500
Other	\$1 000
TOTAL	\$146 440

Budget Bid Template – Trader Associations

Project Name	Trader Association Funding Request
Name of Business / Trader Association	FULLARTON ROAD SOUTH TRADERS' ASSOCIATION INC.
Amount Requested	\$16,500.00 SAME AMOUNT AS F/Y 2023-2024 Apply for \$10,000 Event Sponsorship for Infrastructure.
Key Deliverables	<p>1) Continue to build awareness of precinct via Website and social media.</p> <ul style="list-style-type: none"> a. Use selected media to broaden the appeal and promote the diversity of services available within the Highgate Precinct. Budget \$8,000 - b. Maintain the Website. Budget \$2,000 <p>2) Continuation of special project to create interest in the area surrounding the Highgate Precinct by devising two walks (one east the other west of Fullarton Rd), identifying the history of the area from the first nations people to colonisation up to today. We will use the Stobie poles as way points painting them in the local flora and fauna, with QRcodes explaining the area, say a farmhouse, or a business. All tying back to a map defining the trail. in addition to the previous grant. Budget \$6,000</p> <p>3) Landscape part of the wide footpath on the Northern side of Ferguson Avenue near Fullarton Road incorporating sturdy plant pots to enhance the amenity of the area Budget \$4,500</p> <p>4) Maintenance of the plant pots on Fullarton Road done twice in the year. Budget \$1,000</p> <p>5) Install a bench seat on the top level of the Council owned carpark off Ferguson Avenue in proximity to the concrete steps leading between the top and lower carparks. Many elderly people stop and rest at the top level. Budget \$2,000</p> <p>7) Networking Function for Traders Budget \$700</p> <p>8) Admin + Insurance Budget \$2,300</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>Committee Members: We have 4 Volunteer Committee members, each donating at least 10 hours per month in various roles, including preparation of Minutes, 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 2024**.

Budget Bid Template – Trader Associations

Project Name	Trader Association Funding Request
Name of Business / Trader Association	Goodwood Road Business Association
Amount Requested	<p>\$60,658</p> <p>Which is an increase of 6% on 2023-24's budget of \$57,224.</p>
Key Deliverables	<ul style="list-style-type: none"> • What are the key outcomes you are trying to achieve? <p>Effective marketing and overall increased social media reach fairly across all businesses to support their own marketing. Maintain website and related communications platforms 4 visitor attraction events per year (ie. Satdy on Goody) Taste of Goody – medium sized event to promote hospitality businesses and quality food businesses on Goodwood Road. Business networking events & business connection activities. 1 major event ie. SALA Inclusion of public art ie. signage and brand updates, stobie pole art, fence installation on Goodwood Primary School, increased foot traffic, signage, Christmas Decoration competition and increased promotion during special times of year.</p>
Description	<p>Our association supports 100 businesses</p> <p>We intend to spend the money on coordination, events, administration, engagement, advocacy, minor infrastructure, marketing, public art installation, insurance, bookkeeping and governance.</p>
Strategic Alignment	<ul style="list-style-type: none"> • How does this align with your Strategic Plan? <p>Networking sessions to assist businesses connect and learn new skills. We will promote any training to members that deem helping in improving their marketing skills.</p> <p>The association will consider offering a major whole of road event ie. SALA 2025 which will attract locals and visitors, enhance the vision for the area and involve as many members as possible.</p> <p>We are working with Council towards a higher Service Level Agreement to apply to the whole of our precinct. This includes more funding for stobey pole art, planter boxes, paver cleaning etc.</p> <p>Considering a "Welcome to the area" strategy and possible welcome to the area committee with a business kit outlining the committee's commitment to them.</p> <p>Maintain working relationships with community groups and businesses to the best of the committee's ability. Manage monthly committee meetings.</p>

Budget Bid Template – Trader Associations

	<p>Provide Council reports and yearly Annual Report.</p> <ul style="list-style-type: none"> • How does this align with the Economic Development Growth Strategy (2021 – 2025)? <p>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 (Goodwood Road specifically)</p> <p>Destination and Investment</p> <p>3.1 - Maximise new investment and economic growth opportunities</p> <p>Business Sustainability</p> <p>4.4 - Promote local businesses and services 4.5 - Encourage sustainable business practices (through promotion of City of Unley initiatives).</p> <p>Connected and Activated Precincts</p> <p>5.2 - Maintain attractive, connected and vibrant precincts that are developed according to their unique character and function 5.5 - Facilitate activation and enhancements of precincts throughout the City</p>
<p>Human Resource Considerations</p>	<p>Coordinator: 0.4 FTE for Coordination or one day a week. Chair: The time allocation of the Chair towards the success of the association / Mainstreet is about 150 hours a year. Treasurer: Time allocation of the Treasurer (non paid role) is about 24 hours Committee Members: 9 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.</p> <p>Other resources required? Marketing agency support is essential for effective marketing as the coordinator role is only a day a week. Event coordination support would also be helpful for larger scale events. Budget not worked out for that as yet and further event sponsorship will be required. Council will be asked for \$10K again in 2024/25.</p>
<p>Reporting</p>	<p>January and July of each year</p>

Budget Bid Template – Trader Associations

	<ul style="list-style-type: none">• What does success look like? 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 2024**.

Budget Bid Template

Project Name	Visitor Economy Event Sponsorship
Budget Bid Proposer	Economic Development and Strategic Projects
Amount Requested	\$40,000
Description	<p>The intention of this project is to provide \$10,000 in event sponsorship to each Business Precinct Association (four associations) to deliver an event within their Business Precinct that stimulates the visitor economy and activates event infrastructure invested into the precincts.</p> <p>The benefits of sponsoring events in the City of Unley include:</p> <ul style="list-style-type: none"> • Attraction of foot traffic to business precincts • Promotion of the City of Unley as a great place to visit, live, invest and do business • Enhanced quality of life <p>Note that the Fullarton Road South Business Association requests that this sponsorship be used for small infrastructure improvements.</p>
Strategic Alignment	<p>Economic Development Growth Strategy (2021 – 2025)</p> <p>1.3 – Proactively promote the City of Unley as a great place to do business</p> <p>4.4 – Promote local businesses and services</p> <p>5.2 – Maintain attractive, connected and vibrant precincts that are developed according to their unique character and function</p> <p>5.5 – Facilitate activation and enhancement of precincts throughout the City</p>
Project Scope	<p>It is expected that each association will:</p> <ul style="list-style-type: none"> • Enter into an event sponsorship agreement • Deliver an event that attracts a wide audience to the City of Unley • Recognise the City of Unley as a key partner, and • Report on the outcomes of the event.
Proposed Milestones	<ul style="list-style-type: none"> • July 2024 – Associations asked to provide an Event Plan • August 2024 – An event sponsorship agreement, attaching the event plan, will be jointly signed • 2024/25 FY - Delivery of the event • 30 June 25 – All event reports to be presented to Council.
Resource Considerations	This project is within existing resources.
Related Projects (if applicable)	<ul style="list-style-type: none"> • Business Precinct Levy • Economic Development and Strategic Projects

INFORMATION REPORT

REPORT TITLE:	ANNUAL VACANCY RATE REPORT
ITEM NUMBER:	2.5
DATE OF MEETING:	21 FEBRUARY 2024
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
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 will be provided annually.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
-

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

3. Economic Prosperity

3.2 Thriving main streets and other business activities operate across our City.

4. **BACKGROUND**

As part of the BEDAC 2023/24 Financial Year Workplan, an Annual Vacancy Rate Report was identified as a key initiative. This report provides BEDAC with valuable insights into the performance of its key business precincts. Reporting on the local vacancy rate is a critical component of effective governance, providing valuable information for strategic planning, economic development, and ensuring the overall wellbeing of the community.

It reflects the health of the local commercial property market and provides insights into the overall economic prosperity of the area. The vacancy rate data can be used to inform and develop economic development policies, urban planning strategies, together with strategies to attract new businesses to vacant spaces, and retention of existing businesses.

A low vacancy rate often signifies a thriving business environment, which can positively impact the overall wellbeing of the community. It indicates job opportunities, a diverse range of services, and a vibrant local economy, all of which contribute to a higher quality of life for residents. Monitoring vacancy rates enables local governments to adapt to changes in the market. By analysing vacancy rates, local governments can identify challenges and opportunities within specific business precincts. This information helps in tailoring interventions and support programs where they are most needed.

According to commercial real estate standards, in many urban areas, a vacancy rate for commercial properties in the range of 5% to 10% is often considered healthy. This range allows for a mix of available spaces for new businesses while maintaining a level of competition among existing businesses. However, economic conditions play a significant role in determining what is considered healthy. During periods of economic growth, a slightly lower vacancy rate may be acceptable as businesses thrive. Conversely, during economic downturns, a slightly higher vacancy rate might be expected. A healthy vacancy rate reflects a balance between supply and demand. It allows for a reasonable number of available properties to meet the needs of businesses looking to establish or expand while avoiding an oversupply that could lead to prolonged vacancies.

5. DISCUSSION

The City of Unley is bounded by Greenhill Road to the north, Glen Osmond Road to the east, Cross Road to the south and South Road and Anzac Highway to the west. The Council has eleven business precincts that is home to 1,755 businesses / properties. The vacancy rate is a percentage of all occupiable commercial properties. The table below provides a summary of each business precinct:

#	Business Precinct	Business Association	Number of Properties	Number of Vacancies (For Lease or For Sale)	Vacancy Rate 2020	Vacancy Rate 2024	Variance
1	Greenhill Road	No	248	13 Lease 2 For Sale 15 Total	12.5%	6.0%	-6.5
2	Anzac Highway	No	51	1 For Sale	11.5%	1.9%	-9.6
3	South Road	No	50	1 For Sale		2.0%	
4	East Avenue	No	20	0		0.0%	
5	Maple Terrace	No	32	0		0.0%	
6	Goodwood Road	Yes	208	2 For Lease	4.9%	0.9%	-4
7	King William Road	Yes	283	6 For Lease	5.9%	2.1%	-3.8

#	Business Precinct	Business Association	Number of Properties	Number of Vacancies (For Lease or For Sale)	Vacancy Rate 2020	Vacancy Rate 2024	Variance
8	Unley Road	Yes	539	13 For Lease	8.2%	2.4%	-5.8
9	Duthy Street	No	34	0	0.0%	0.0%	0
10	Fullarton Road	Yes	99	1 For Lease	1.9%	1.0%	-0.9
11	Glen Osmond Road	No	191	7 For Lease 1 For Sale 8 Total	6.6%	4.2%	-2.4
	TOTAL for City of Unley		1,755	42 for Lease 5 For Sale 47 TOTAL	6.5%	2.7%	-3.8

The 2024 report has included all of the City of Unley Business Precincts (compared to the 2020 report) as the Economic Development Growth Strategy 2021-2025 points to Civic Leadership being a *whole-of city approach to facilitate and promote business growth and investment ensuring desirability of the City of Unley as a business destination*. The intention is to supply this report for all business precincts annually.

Vacancy Rate September 2020

The last Commercial Vacancy Report was delivered in September 2020 by Colliers International. The report included Unley Road, King William Road, Goodwood Road, Fullarton Road, Anzac Highway, Glen Osmond Road, Duthy Street, and Greenhill Road. In 2020, the vacancy rate across the City of Unley increased from the previous 12 months (2019) from 4.6% to 6.5%. All precincts saw an increase in vacancy rates, except for Duthy Street with no vacancy recorded, and Greenhill Road which saw vacancy fall marginally.

Vacancy Rate February 2024

The total number of properties for the City of Unley is 1,755 of which 47 are currently vacant, resulting in a 2.8% vacancy rate. This is significantly lower than the last reported vacancy rate of 6.5% in 2020. Since 2020, the vacancy rate on Anzac Highway has decreased by 9.6%, Greenhill Road vacancy rate has declined by 6.5%, and Unley Road has decreased by 5.8%. Goodwood Road, King William Road, Fullarton and Glen Osmond Roads saw varying degrees of decline in their vacancy rates. Duthy Street remained at a 0% vacancy rate, as well as East Avenue and Maple Terrace.

In summary, the analysis has shown that the City of Unley has experienced a positive shift in its overall vacancy rates, with most business precincts contributing to this improvement. However, it is difficult to obtain this data with a strong degree of accuracy.

In order to develop this report, officers have walked along some of the streets, reviewed Commercial Real Estate Data (as at 5 February 2024), undertaken desk top research, and received information from our Business Associations.

Mainstreet Trader Association Reports

Data is received through our four Business Associations at six monthly intervals. The following extracts of the Business Association reports are provided for the period of 1 July 2023 to 30 January 2024:

Goodwood Road

The Goodwood Road Trader Association has 100 businesses in the precinct with two vacant properties.

The businesses exiting the precinct include:

1. Candela Latin American Food (120 Goodwood Road)
2. Sushi Q (128 Goodwood Road)
3. Balti House (2/167 Goodwood Road)
4. New owners Chicken House
5. Spec Savers Training (now Yellow Brick Road)
6. For the Love of Your Dog

Businesses entering the precinct include:

1. Plus 82 Gogi Korean BBQ (128 Goodwood Road)
2. Love Athletica - 134 Goodwood Road, Goodwood
3. New Nepalese Restaurant opening where Balti House is leaving (2/167 Goodwood Road)
4. New owners Chicken House
5. Hype SMP
6. Yellow Brick Road
7. Que Onda Wey! (120 Goodwood Road)

Fullarton Road

The Fullarton Road Trader Association has 53 businesses within the Precinct with no current vacancies, no business exiting, and one new business entering the precinct.

King William Road

The King William Road Trader Association has 161 businesses within the precinct. 3 businesses have closed, and 2 businesses are re-locating within the precinct. 2 businesses will be entering the precinct: The Tan Club Co. and Tonino. There are currently 5 unleased properties in the Precinct.

Unley Road

Due to extenuating circumstances, the Unley Road Association has not been able to supply a full report currently. Unley Road Association has 467 businesses within the precinct and 386 properties. There have been 8 businesses exit the precinct, and 14 new businesses enter the precinct, with 13 vacant properties.

6. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

INFORMATION REPORT

REPORT TITLE:	BUSINESS MIX AND ESCAPE SPEND REPORT
ITEM NUMBER:	2.6
DATE OF MEETING:	21 FEBRUARY 2024
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	NIL

1. **PURPOSE**

This report provides an overview of the local business environment, including the diversity of businesses operating in the City of Unley, and the patterns of escape expenditure (by industry and by credit card transactions).

2. **RECOMMENDATION**

That:

1. The report be received.

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

3. Economic Prosperity

3.2 Thriving main streets and other business activities operate across our City.

4. **BACKGROUND**

As part of the BEDAC 2023/24 Financial Year Workplan, an Annual Business Mix and Escape Spend Report was identified as a key initiative to provide insights into the current business mix. Understanding the types and distribution of businesses allows for targeted initiatives and helps to identify trends, such as emerging sectors, shifts in consumer behaviour, and areas of growth.

Examining the escape spend data by industry and credit card, identifies spending outside of the City of Unley. It can assist in identifying opportunities to capture more of this spending or can lead to targeted efforts to retain and attract businesses that cater to the needs and preferences of the local business community and population.

5. **BUSINESS MIX DISCUSSION**

A diverse and balanced business mix is crucial for fostering economic resilience, attracting investment, and ensuring the overall well-being of the community.

Importance of Business Mix

- **Economic Resilience:** A diverse business mix provides a buffer against economic downturns by reducing dependence on a single industry or sector. This resilience is crucial for weathering economic uncertainties and maintaining stability in the local economy.
- **Job Creation:** A well-balanced business mix contributes to job creation by offering employment opportunities across various sectors. This not only enhances the livelihoods of residents but also attracts a skilled workforce, fostering a vibrant and dynamic community.
- **Community Liveability:** A diverse business mix contributes to the overall liveability of the community by offering a range of goods and services locally. This reduces the need for residents to travel elsewhere for their needs, promoting a sense of community and enhancing the local quality of life.
- **Economic Sustainability:** A balanced business mix contributes to the long-term sustainability of the local economy. It ensures that the City of Unley remains adaptable to changing market trends and can capitalize on emerging opportunities.

Broad Opportunities for Enhancing the Business Mix

Council has a limited role in influencing the business mix within our Business Precincts. However, there could be some opportunities, including:

- **Supporting Local Entrepreneurship:** Implementing programs and initiatives to support local entrepreneurs can foster the growth of small businesses and startups. This can lead to the emergence of new sectors within the business mix, adding diversity and innovation to the local economy.
- **Sector-Specific Strategies:** Identifying and promoting sectors with growth potential can be a targeted approach. This involves understanding emerging industries and providing support to businesses within these sectors, attracting both investment and talent.
- **Business Precinct Improvements:** Enhancing the retail and hospitality places can contribute significantly to the local economy. Revitalising Business Precincts and creating an inviting atmosphere can attract residents and visitors, leading to increased spending and economic activity.

- **Collaboration and Networking:** Encouraging collaboration and networking among local businesses can lead to synergies and partnerships. Shared resources and expertise can create a more cohesive business community, promoting mutual growth and success.
- **Adaptive Zoning and Planning:** Ensuring that zoning and planning regulations are flexible and adaptable to changing market dynamics is essential. This allows for the accommodation of diverse businesses and facilitates the evolution of the business mix over time.

City of Unley Business Mix

According to the Australian Business Register (ABR), there were an estimated 6,008 total GST registered businesses in the City of Unley in the March 23 quarter. There were 136 new businesses and 83 business GST cancellations in the same quarter. The ABR is a register of all business entities and sole traders in Australia, based on Australian Business Numbers (ABNs), maintained by the Australian Taxation Office.

A breakdown of the industry sector (using ANZSIC codes) is provided below:

Registered businesses by industry							
City of Unley - total registered businesses	2022			2021			change
Industry	Number	%.	% South Australia	Number	%.	% South Australia	2021 to 2022
Agriculture, Forestry and Fishing	145	2.5	10.7	159	2.8	10.7	-14
Mining	47	0.8	0.3	46	0.8	0.3	+1
Manufacturing	169	2.9	4.2	178	3.1	4.2	-9
Electricity, Gas, Water and Waste Services	12	0.2	0.4	8	0.1	0.4	+4
Construction	590	10.3	16.5	584	10.3	16.5	+6
Wholesale Trade	209	3.6	3.5	214	3.8	3.5	-5
Retail Trade	298	5.2	5.9	313	5.5	5.9	-15
Accommodation and Food Services	247	4.3	4.3	253	4.5	4.3	-6
Transport, Postal and Warehousing	161	2.8	7.5	178	3.1	7.5	-17
Information Media and Telecommunications	44	0.8	0.7	46	0.8	0.7	-2
Financial and Insurance Services	427	7.4	4.1	435	7.7	4.1	-8
Rental, Hiring and Real Estate Services	1,038	18.0	12.2	972	17.1	12.2	+66
Professional, Scientific and Technical Services	988	17.2	10.4	970	17.1	10.4	+18
Administrative and Support Services	203	3.5	4.4	200	3.5	4.4	+3
Public Administration and Safety	7	0.1	0.3	8	0.1	0.3	-1
Education and Training	94	1.6	1.2	84	1.5	1.2	+10
Health Care and Social Assistance	739	12.8	7.1	706	12.4	7.1	+33
Arts and Recreation Services	81	1.4	1.2	83	1.5	1.2	-2
Other Services	250	4.3	4.9	226	4.0	4.9	+24
Industry not classified	6	0.1	0.1	8	0.1	0.1	-2

Registered businesses by industry							
City of Unley - total registered businesses	2022			2021			change
Industry	Number	%	% South Australia	Number	%	% South Australia	2021 to 2022
Total business	5,755	100.0	100.0	5,671	100.0	100.0	+84

Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2021

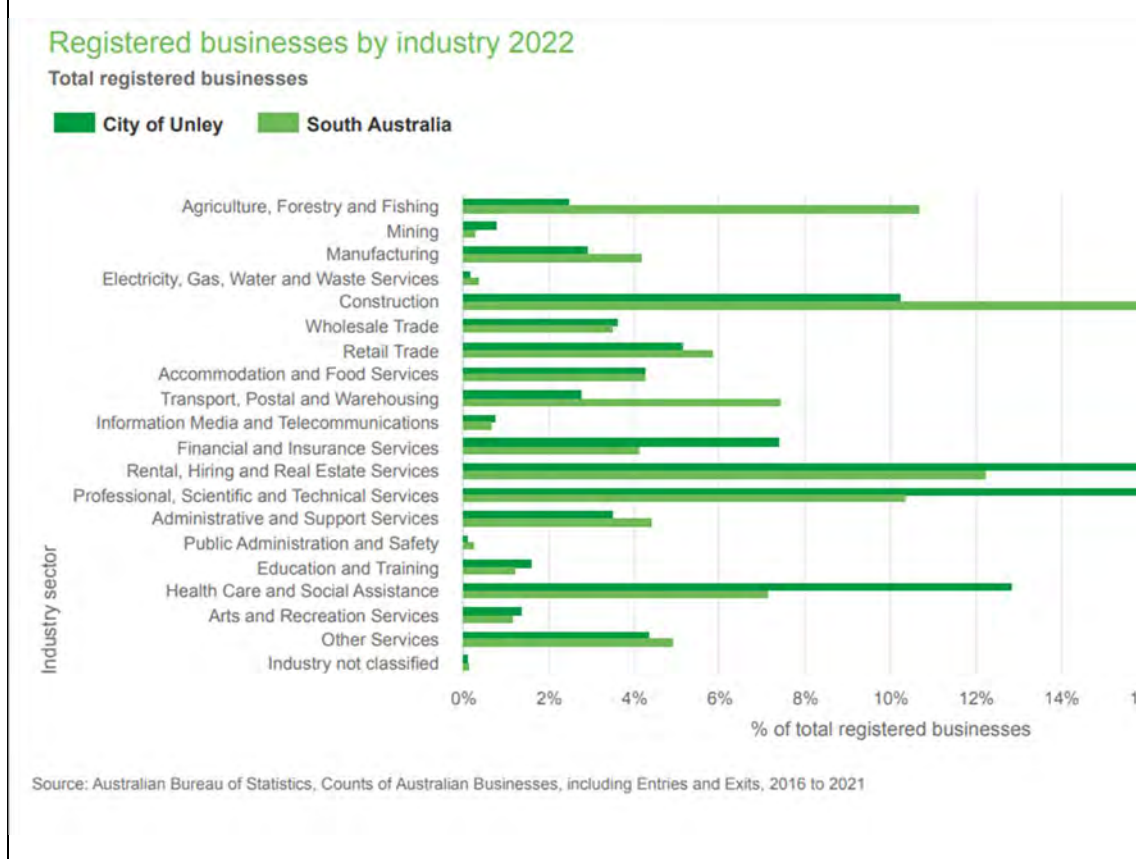


Figure 1 & 2: Registered businesses by industry – Economy ID

Registered business by industry shows how many businesses there are in the City of Unley within each industry sector using the Australian Bureau of Statistics (ABS) Business Register, which itself is 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. Businesses are split up between employing and non-employing businesses. Non-employing businesses may include sole traders and registered ABNs which are part of larger enterprises.

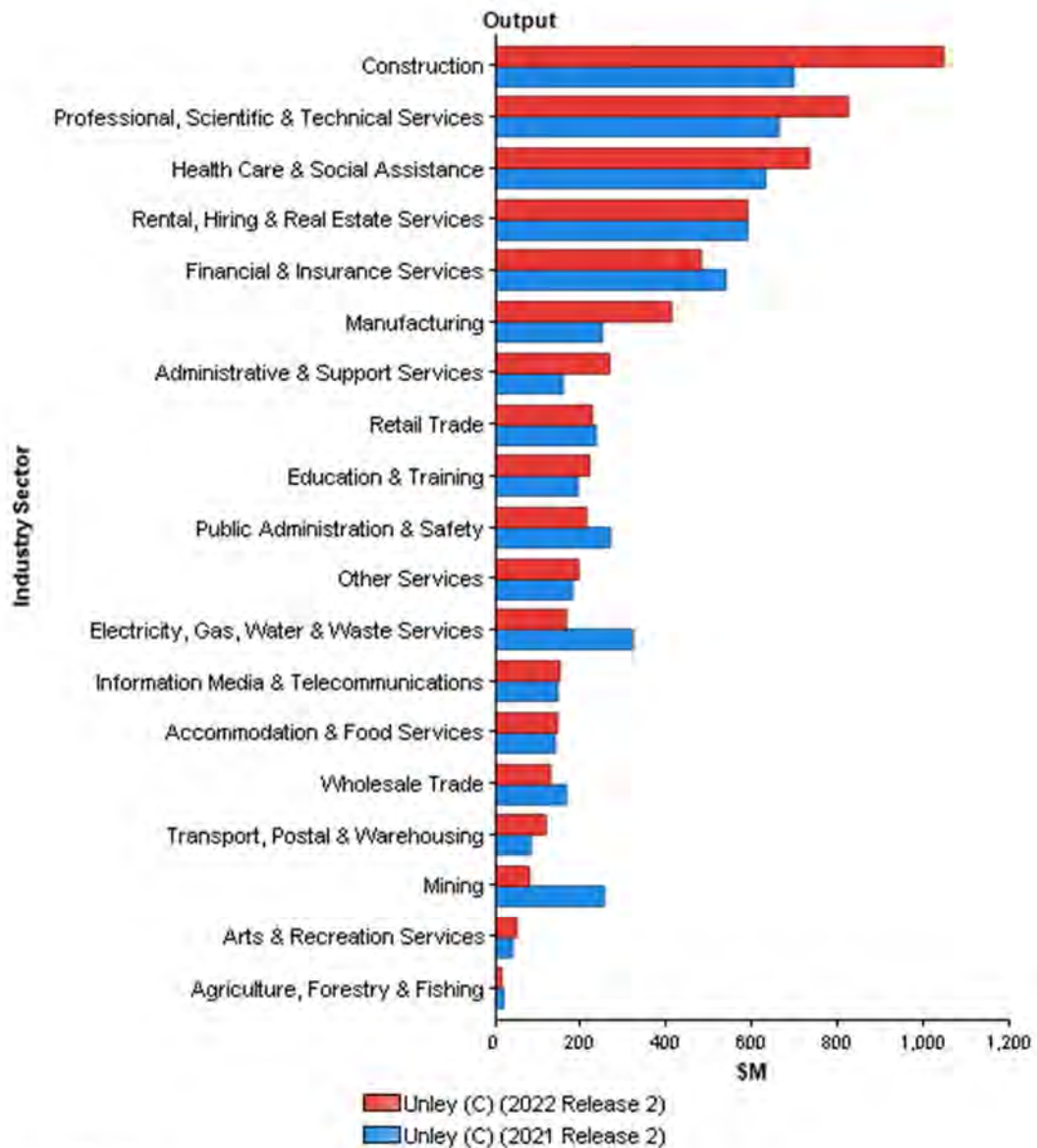
The Rental, Hiring and Real Estate Services industry had the largest number of total registered businesses in the City of Unley, comprising 18.0% of all total registered businesses, compared to 12.2% in South Australia.

To capture the industry structure of the Unley economy there are a number of measures that can be used through REMPLAN including, Output (gross revenue) and Employment from the previous Census.

By Output

Output data represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

The total output estimate for Unley is \$6,037 million.



Industry Sector	Unley (2022 Release 2)		Unley (2021 Release 2)	
	\$M	%	\$M	%
Construction	\$1,046.641	17.3%	\$696.451	12.6%
Professional, Scientific & Technical Services	\$823.665	13.6%	\$660.874	11.9%
Health Care & Social Assistance	\$733.588	12.2%	\$629.390	11.3%
Rental, Hiring & Real Estate Services	\$588.503	9.7%	\$587.495	10.6%
Financial & Insurance Services	\$479.644	7.9%	\$537.940	9.7%
Manufacturing	\$410.210	6.8%	\$249.172	4.5%
Administrative & Support Services	\$265.323	4.4%	\$156.441	2.8%
Retail Trade	\$224.957	3.7%	\$233.572	4.2%
Education & Training	\$218.875	3.6%	\$190.807	3.4%
Public Administration & Safety	\$211.349	3.5%	\$267.609	4.8%
Other Services	\$193.409	3.2%	\$179.167	3.2%
Electricity, Gas, Water & Waste Services	\$164.912	2.7%	\$320.053	5.8%
Information Media & Telecommunications	\$149.735	2.5%	\$144.154	2.6%
Accommodation & Food Services	\$143.166	2.4%	\$137.655	2.5%
Wholesale Trade	\$127.558	2.1%	\$164.115	3.0%
Transport, Postal & Warehousing	\$116.831	1.9%	\$81.276	1.5%
Mining	\$77.649	1.3%	\$253.695	4.6%
Arts & Recreation Services	\$48.650	0.8%	\$38.848	0.7%
Agriculture, Forestry & Fishing	\$12.754	0.2%	\$17.747	0.3%
Total	\$6,037.420	100.0%	\$5,546.460	100.0%

Figure 3 & 4: All industry sectors in Unley ranked by Output - REMPLAN

From the above figures, the following key industries contribute significantly; Construction leading the list with \$1,046.641 million (17.3%), Professional, Scientific & Technical Services with a significant contribution of \$823.665 million (13.6%) and Health Care & Social Assistance making a substantial impact with \$733.588 million (12.2%).

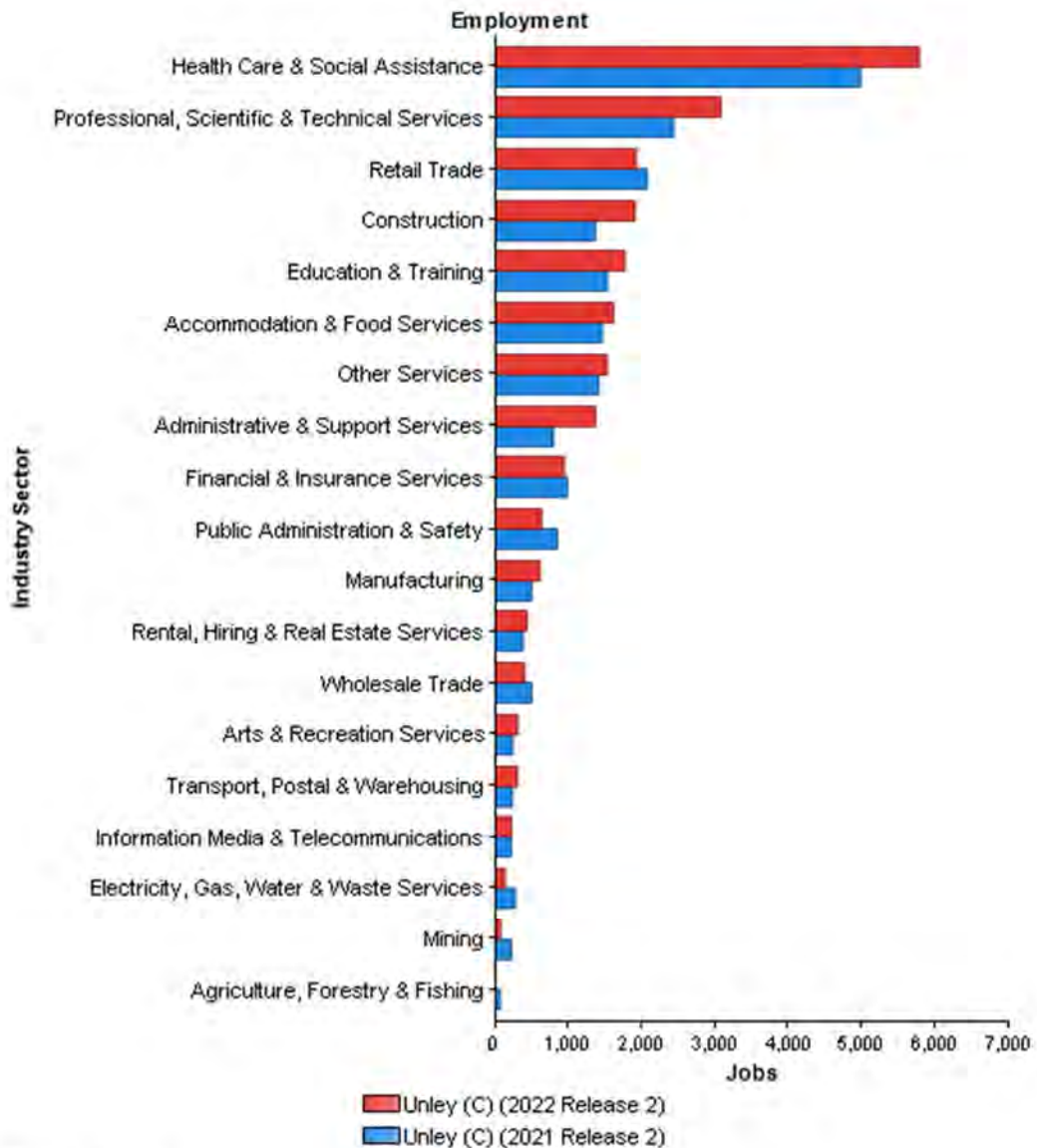
Compared to the 2021 release, the total output has increased by \$490.960 million (8.8%), demonstrating positive economic growth. While some sectors have experienced growth (e.g., Construction and Professional Services), others have seen a decrease (e.g., Mining and Electricity, Gas, Water & Waste Services).

The data on Output is complemented by Employment figures, providing a holistic view of the economic landscape. Sectors with high output often translate to substantial employment opportunities, contributing to local livelihoods.

By Employment

This report shows the number of employees whose place of work is located within Unley with the total employment estimate for Unley being 22,927 jobs.

Figure 1: Employment by Industry for 2022 compared to 2021



Industry Sector	Unley (2022 Release 2)		Unley (2021 Release 2)	
	\$M	%	\$M	%
Health Care & Social Assistance	5,778	25.2%	4,976	24.4%
Professional, Scientific & Technical Services	3,072	13.4%	2,430	11.9%
Retail Trade	1,914	8.3%	2,060	10.1%
Construction	1,897	8.3%	1,356	6.7%
Education & Training	1,757	7.7%	1,527	7.5%
Accommodation & Food Services	1,610	7.0%	1,454	7.1%
Other Services	1,516	6.6%	1,405	6.9%
Administrative & Support Services	1,358	5.9%	785	3.9%
Financial & Insurance Services	934	4.1%	975	4.8%
Public Administration & Safety	621	2.7%	841	4.1%
Manufacturing	606	2.6%	484	2.4%
Rental, Hiring & Real Estate Services	429	1.9%	370	1.8%
Wholesale Trade	394	1.7%	492	2.4%
Arts & Recreation Services	300	1.3%	231	1.1%
Transport, Postal & Warehousing	296	1.3%	226	1.1%
Information Media & Telecommunications	212	0.9%	209	1.0%
Electricity, Gas, Water & Waste Services	123	0.5%	263	1.3%
Mining	68	0.3%	208	1.0%
Agriculture, Forestry & Fishing	42	0.2%	60	0.3%
Total	22,927	100.0%	20,352	100.0%

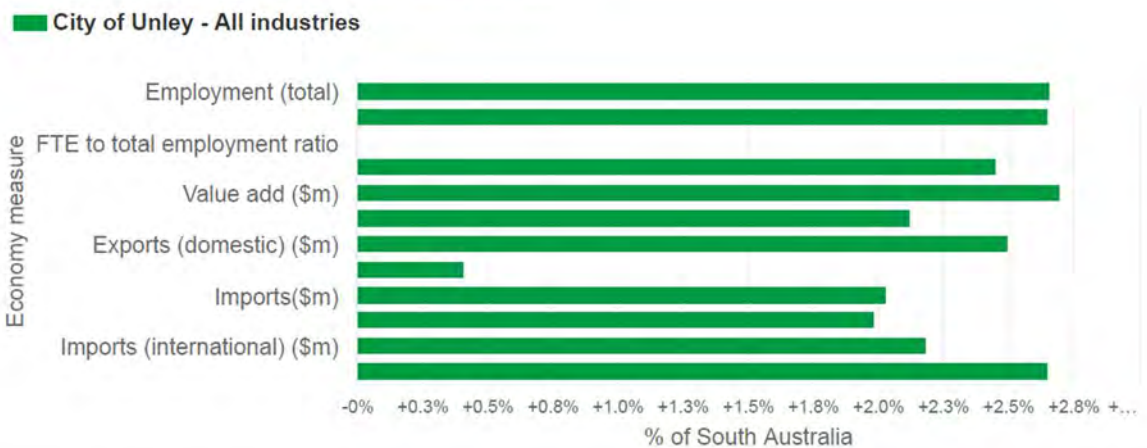
Figure 5 & 6: All industry sectors in Unley ranked by Employment - REMPLAN

Major Employment Sectors include Health Care & Social Assistance (25.2%), Professional, Scientific & Technical Services (13.4%), and Retail Trade (8.3%). In comparison, South Australia employed 16.6% in Health Care and Social Assistance and 7.0% in Professional, Scientific and Technical Services.

The total employment estimate increased from 20,352 jobs (2021) to 22,927 jobs (2022), indicating a growth in job opportunities within Unley. The Economic Development Strategy 2021-2025 has a target of increasing employment by 3% by 2025, subsequently, this was exceeded in the first year of the strategy.

In 2021/22, the City of Unley contributed 2.7% of South Australia's employment and 2.7% of its value added. Industry sector profiles reveal the way in which each industry contributes to the economy in the City of Unley using ten economic measures generated by NIEIR economic modelling. This helps in understanding the role each industry sector plays in the economy. For example, some industry sectors generate substantial output (turnover), but are not big employers and targeting those industry sectors may not meet the economic development objective of maximising employment.

Industry contribution to South Australia 2021/22



Source: National Institute of Economic and Industry Research (NIEIR) ©2022. Compiled and presented in economy.id by .id (informed decisions).

Figure 7: Industry Contribution to South Australia 21/22 – Economy ID

The chart shows how the City of Unley contributes to the wider economy. For example, Agriculture in the City of Unley contributes 0.3% of South Australia's Agriculture employment.

Options for Economic Development initiatives:

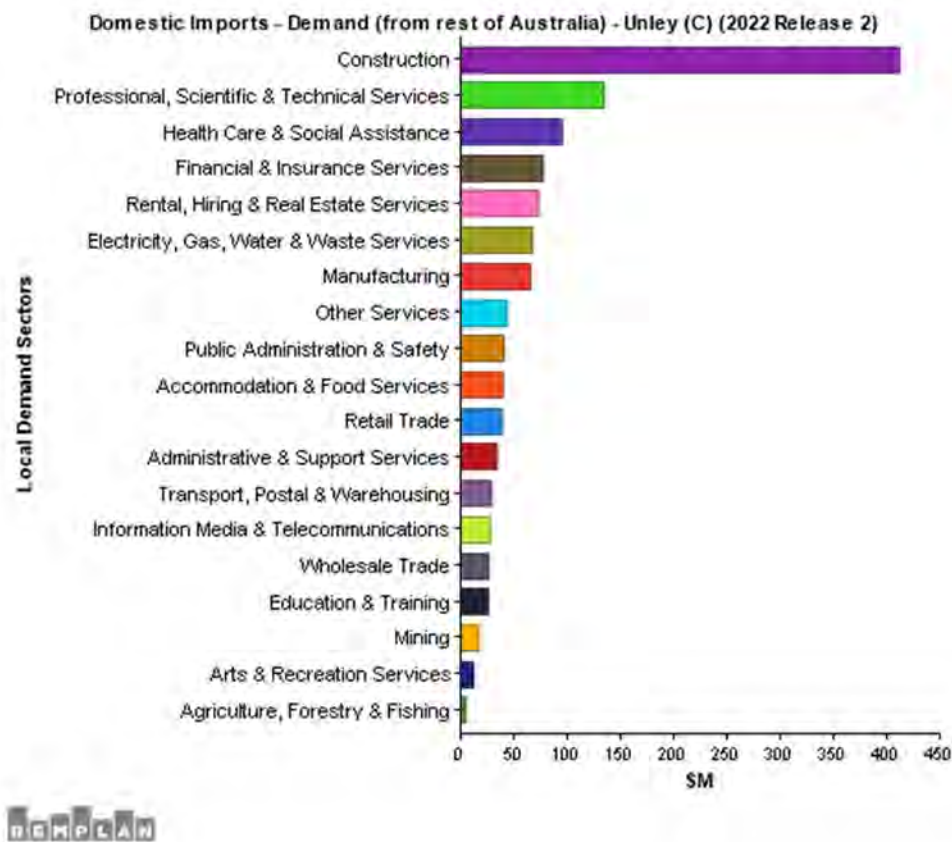
- Focus on Key Sectors: Given their significant contributions, there is an opportunity for targeted support and investment in sectors like Professional Services and Health Care to stimulate further growth.
- Diversification Strategies: Encouraging growth in sectors with lower output (e.g., Arts & Recreation Services) can contribute to a more diversified and resilient economy.
- Opportunities in Emerging Sectors: Identifying and supporting emerging sectors, such as Information Media & Telecommunications, can contribute to future economic prosperity.

6. DISCUSSION ESCAPE SPEND

Escape Spend by Industry Sector

Escape spend by industry uses the REMPLAN economic modelling tool. This costs Council approximately \$19,000 per year for this subscription.

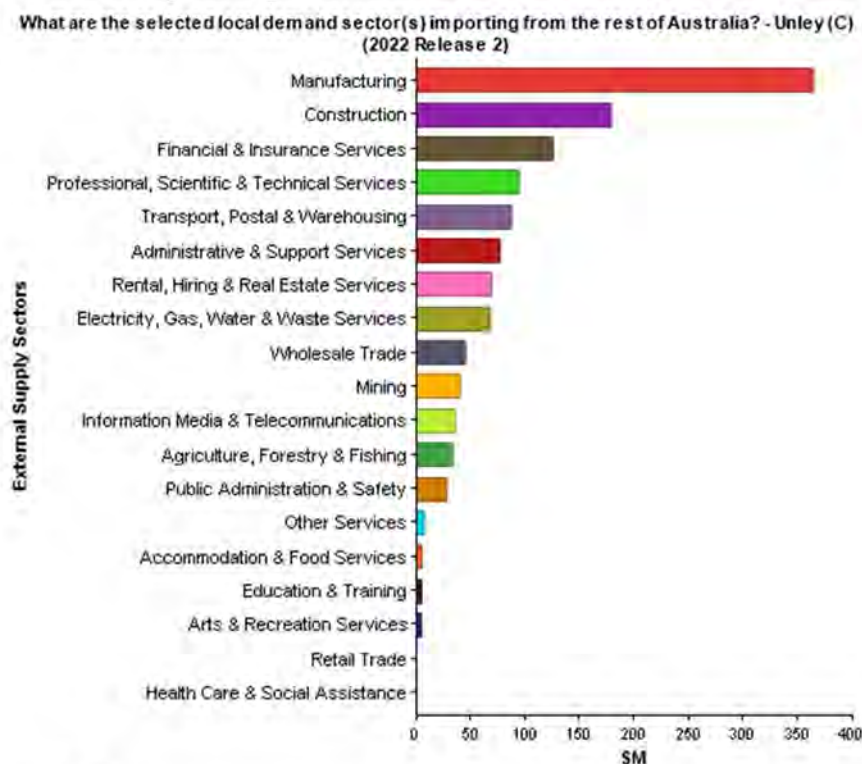
The REMPLAN tool estimates what goods and services are being imported into the City of Unley by each industry sector from elsewhere in Australia (considered escape spend). It is characterised as demand in the economy for goods and services that are not being supplied locally and therefore represent 'gaps' in local supply therefore helping to identify import replacement opportunities. Total domestic imports for Unley from the rest of Australia are estimated at \$1,262.596 million.



	Unley (C) (2022 Release 2)	
Local Demand Sectors	\$M	%
Construction	\$412.129	32.6%
Professional, Scientific & Technical Services	\$134.654	10.7%
Health Care & Social Assistance	\$95.154	7.5%
Financial & Insurance Services	\$76.998	6.1%
Rental, Hiring & Real Estate Services	\$73.042	5.8%
Electricity, Gas, Water & Waste Services	\$67.363	5.3%
Manufacturing	\$65.470	5.2%
Other Services	\$43.345	3.4%
Public Administration & Safety	\$40.619	3.2%
Accommodation & Food Services	\$39.808	3.2%
Retail Trade	\$38.709	3.1%
Administrative & Support Services	\$33.670	2.7%
Transport, Postal & Warehousing	\$28.540	2.3%
Information Media & Telecommunications	\$27.579	2.2%
Wholesale Trade	\$26.100	2.1%
Education & Training	\$26.043	2.1%
Mining	\$16.727	1.3%
Arts & Recreation Services	\$12.051	1.0%
Agriculture, Forestry & Fishing	\$4.596	0.4%
Total	\$1,262.596	100.0%

Figure 8 & 9: All local industry sectors importing from the rest of Australia – REMPLAN

Domestic imports by the local sectors above total \$1,262.596 million.



	Unley (C) (2022 Release 2)	
External Supply Sectors	\$M	%
Manufacturing	\$363.618	28.8%
Construction	\$178.477	14.1%
Financial & Insurance Services	\$125.054	9.9%
Professional, Scientific & Technical Services	\$93.997	7.4%
Transport, Postal & Warehousing	\$86.723	6.9%
Administrative & Support Services	\$76.552	6.1%
Rental, Hiring & Real Estate Services	\$68.519	5.4%
Electricity, Gas, Water & Waste Services	\$67.083	5.3%
Wholesale Trade	\$44.649	3.5%
Mining	\$39.617	3.1%
Information Media & Telecommunications	\$35.291	2.8%
Agriculture, Forestry & Fishing	\$32.842	2.6%
Public Administration & Safety	\$27.717	2.2%
Other Services	\$6.889	0.5%
Accommodation & Food Services	\$4.711	0.4%
Education & Training	\$4.545	0.4%
Arts & Recreation Services	\$4.174	0.3%
Retail Trade	\$2.139	0.2%
Health Care & Social Assistance	\$0.000	0.0%
Total	\$1,262.596	100.0%

Figure 10 & 11: All external supply sectors in the rest of Australia supplying goods and services to the local sectors above - REMPLAN

Escape Spend by Credit Card Transactions

Escape spend by credit card transactions uses the Spend Mapp service. This subscription service costs Council approximately \$19,000 per year.

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

Over the course of 2023, the City of Unley experienced varying levels of escape spend, ranging from \$43.78M to \$67.41M per month. The total escape spend for the year was \$584.06M.

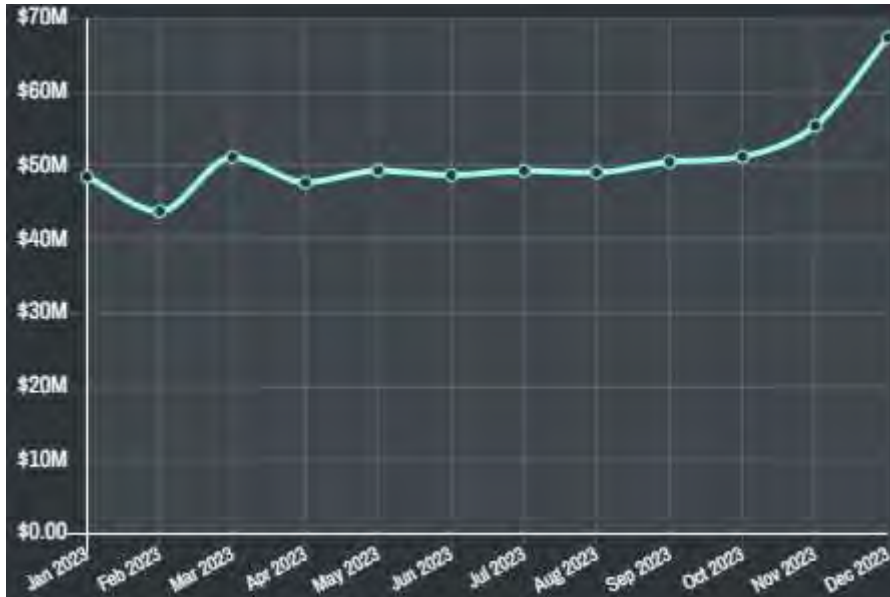


Figure 12: Resident Escape Spend 2023 – Spendmapp

The top six escape spend suburbs include:

- Adelaide: \$195.79M
- Mile End: \$35.6M
- Cumberland Park: \$32.22M
- Glenside: \$24.3M
- Norwood: \$22.43M
- Frewville: \$22.16M

The top escape spend categories included:

- Dining and Entertainment (\$176.40M),
- Grocery Stores and Supermarkets (\$93.4 M),
- Specialised and Luxury Goods (\$78.02M),
- Department Stores and Clothing (\$67.36M), and
- Professional Services (\$49.96M).

There are opportunities for economic development initiatives:

- Import Replacement: Understanding escape spend can provide a roadmap for import replacement strategies, encouraging the development of local businesses to meet existing demand.
- Strategies for Attraction: Identifying key factors that drive residents to spend outside the city enables the development of initiatives to attract and retain businesses.
- Focused Initiatives: Industry sectors with disproportionately high escape spend might benefit from targeted initiatives to encourage local spending, for example in dining and entertainment.
- Sector-Specific Strategies: Tailoring strategies based on sectors with the highest escape spend can maximize economic impact and job creation.

Members will note that on the workplan, there is an industry Sector Analysis occurring before 30 June 2024. A consultant has been engaged to deliver a comprehensive analysis of wellbeing, creative industries, visitor attractions, aged care/aging well, and knowledge-based sectors within the City of Unley. Further to this desktop analysis, five industry focus groups have been planned: visitor economy (February), creative industries (March), wellbeing economy (April), aged care (April) and knowledge economy (May). This will help us to further understand our strengths, opportunities, and challenges.

This analysis will result in the development of an Industry Sector Discussion Paper at a later date for BEDAC to consider.

5. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer

DECISION REPORT

REPORT TITLE:	BUSINESS PRECINCT SERVICE LEVEL AGREEMENT - GOODWOOD ROAD
ITEM NUMBER:	2.7
DATE OF MEETING:	21 FEBRUARY 2024
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	<ol style="list-style-type: none">1. DRAFT PROJECT BRIEF BUSINESS PRECINCT SERVICE LEVEL AGREEMENT (BPSLA)2. DRAFT BUSINESS PRECINCT SERVICE LEVEL AGREEMENT FACT SHEET3. GOODWOOD ROAD BPSLA OPTION 14. GOODWOOD ROAD BPSLA OPTION 2 - PREFERRED OPTION

1. **PURPOSE**

This report provides the Business and Economic Development Advisory Committee (BEDAC) with the outcomes of the recent Service Level Agreement Project. It proposes options for a Business Precinct Service Level Agreement (BPSLA) for the Goodwood Road Business Precinct.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
 2. A Business Precinct Service Level Agreement be developed for each of the four Mainstreets over the next four years.
 3. The increased service level indicated in Option 2 for Goodwood Road as set out in Attachment 4 to this Report (Item 2.7, BEDAC Meeting 21/02/2024), be adopted subject to \$30,000 being allocated in the 2024/25 Annual Business Plan and Budget.
-

3. RELEVANT CORE STRATEGIES – FOUR YEAR DELIVERY PLAN

3. Economic Prosperity

3.2 Thriving main streets and other business activities operate across our City.

4. BACKGROUND

This project facilitates the delivery of the Economic Development Growth Strategy (2021–2025) Pillar Five – *Business Precincts are vibrant, activated and connected*. This supports the delivery of action item 5.2.2 – *Establish levels of service for identified precincts*.

This project formed part of the BEDAC workplan for 2023/24 and a project brief was provided at the August 2023 meeting.

Goodwood Road was subsequently identified by Administration as the case study to trial the approach and model in forming a Business Precinct Service Level Agreement (BPSLA).

Business Survey Feedback

Through the September 2023 Unley Business Survey, Council received feedback that our business precincts are looking tired and lack atmosphere. Note that these comments were made across all Business Precincts, not just the four Mainstreet Business Precincts.

What is a Business Precinct Service Level Agreement?

A Business Precinct Service Level Agreement (BPSLA) is a document that outlines the agreed-upon services (and frequency) provided within a designated business precinct. The BPSLA aims to ensure transparency, accountability, and a level of service delivery to enhance the overall functioning and satisfaction of businesses and occupants within the designated precinct.

A draft project brief has been developed (refer Attachment 1).

Attachment 1

Why is a BPSLA important?

A Business Precinct Service Level Agreement (BPSLA) is important for several reasons:

1. Clarity and Expectations
 - i. Clearly defines the scope and expectations of services provided within the business precinct.
 - ii. Establishes a common understanding among stakeholders regarding the quality and standards of services to be delivered.

2. Accountability
 - iii. Assigns responsibilities and accountabilities to various service providers and stakeholders, fostering a sense of ownership for their respective roles.
 - iv. Provides a basis for evaluating and holding parties accountable for their performance against agreed-upon benchmarks.
3. Quality Assurance
 - v. Sets benchmarks and performance metrics, ensuring a consistent and high quality of services.
 - vi. Helps in identifying areas for improvement and facilitates continuous enhancement of services.
4. Risk Mitigation
 - vii. Establishes a framework for addressing issues promptly, minimising the impact on businesses within the precinct.
5. Transparency
 - viii. Enhances transparency by making the terms of service clear and accessible to all stakeholders.
 - ix. Provides a basis for open communication and collaboration among businesses, property owners and service providers.
6. Customer Satisfaction
 - x. Contributes to overall customer satisfaction by ensuring that businesses and occupants within the precinct receive reliable and consistent services.
 - xi. Facilitates a positive environment that supports the success and well-being of businesses operating in the precinct.
7. Efficiency and Productivity
 - xii. Promotes efficiency by establishing a set of clear services and frequency of delivery.
 - xiii. Enhances the productivity of businesses within the precinct by providing a conducive and well-maintained environment.

The Service Level Agreement includes items over four objectives:

1. Leadership: Create accountability for the business precinct through private and public leadership;
2. Access: Make it easier to access and move around the precinct;
3. Amenity: Improve the look and feel of the precinct; and
4. Activation: retain and sustain a viable business precinct.

A BPSLA will include a map that indicates the service area.

A draft fact sheet that could be used to communicate this project externally is provided as Attachment 2.

Attachment 2

Why a higher level of service for Business Precincts?

Maintaining business precincts at a higher level compared to other streets often stems from their role as critical arteries for communities. Here are a few reasons why prioritising a higher level of service for business precincts makes sense:

1. **Economic Vitality:** Business precincts are typically hubs for business, hosting services, shops, and restaurants. Maintaining them at a higher level helps attract customers, supports local economies, and fosters vibrant communities. Neglecting these areas might impact businesses and local economies negatively.
2. **Safety Concerns:** Business precincts usually have higher traffic volumes and pedestrian activity compared to residential streets. Ensuring better maintenance can enhance safety for both drivers and pedestrians, reducing accidents and improving overall road safety.
3. **Community Identity:** Business precincts often reflect a community's identity and serve as focal points for social interaction and events. Maintaining them at a higher standard can contribute to community pride and cohesion.
4. **Tourism and Visitation:** In areas where Business precincts attract tourists or visitors, maintaining them at a higher level becomes crucial for leaving a positive impression and encouraging return visits.
5. **Transportation Efficiency:** Business precincts are frequently major transportation corridors, essential for commuting and transportation of goods. Ensuring that they are well-maintained can help minimise disruptions and keep traffic flowing smoothly.

While other streets are undoubtedly important, the higher level of service for Business precincts is often justified by their multifaceted roles within communities and their significant impact on the local economy, safety, and overall well-being of the area.

Role of Council

Council has very little control in attracting businesses and ensuring the right business mix. However, Council can play a role in the amenity and the aesthetics of our business precincts. Often this is a vital ingredient into private sector investment decisions.

Consideration needs to be given to Business Precinct Improvement on an ongoing basis, particularly after multimillion investments have been made into streetscapes. Further investment and project management to retain the design integrity, maintain the business precincts at a level that reflects expectations of visitors / residents and ensure ongoing caretaking and activation is required.

5. DISCUSSION

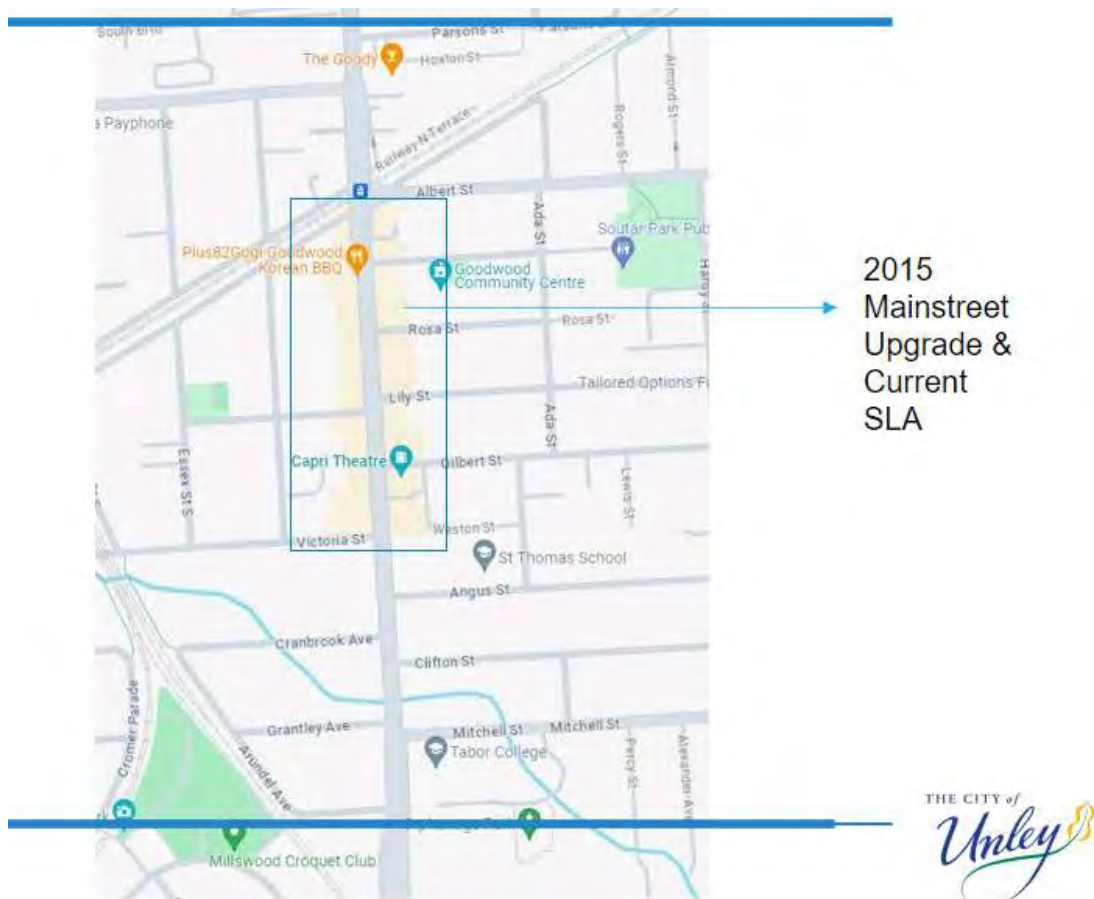
Goodwood Road Case Study

Goodwood Road was chosen as a case study for this project with the intention to eventually expand this model to other Mainstreet Business Precincts which raise a separate levy.

In 2015, Council upgraded the Business Precinct Streetscape for the area of Goodwood Road between the tram line and Victoria Street as shown in the map below.

The Mainstreet Levy for Goodwood Road is currently applied to businesses between Parsons Street and Arundel Avenue. Refer to the two blue lines on the map below.

A map representing these two areas on Goodwood Road is provided below.



Feedback has been received from some businesses as to why there are two levels of service within the levy area.

Current Situation

A BPSLA has never been documented for any Business Precinct in the City of Unley. Maintenance provisions are currently allowed for within the City Development existing work plan and budget. Most of the work undertaken is therefore largely reactive based on requests from the public or business community.

A project team including staff from Council's City Design, Assets and Operations and Economic Development areas was formed. Our approach to the case study was:

1. Identify the current services provided, the costs of these services and what areas along Goodwood Road were covered.
2. Document the current services provided, as well as the frequency, and provide a map of where the services are applied.
3. Review the documented services by undertaking an on-site inspection of the business precinct.
4. Create a BPSLA that would reflect the business community aspirations.

With regards to the Goodwood Road case study, staff have identified that the current level of work undertaken is approximately \$70,000 per annum. This work is either undertaken directly by the City of Unley or is outsourced to contractors and is allowed for in the current budget.

Forming a BPSLA

Should BEDAC recommend the establishment of a BPSLA, there are two options for consideration:

Option One

This option documents and maintains the current levels of service for Goodwood Road (between the tram line and Victoria Street) that is provided within the existing budget and resources. This BPSLA would be reviewed annually, refer Attachment 3.

Attachment 3

Option Two

This option provides for a higher level of service for the Goodwood Road Business Precinct and extends the current service level to the levy area of Parsons Street and Arundel Avenue.

This option will require an additional operating budget of \$30,000 per annum to extend the geographic area of the service.

Attachment 4

Business Engagement

The Goodwood Road Business Association reviewed the two options at their recent Committee Meeting and the preferred option of the Business Association is Option 2.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- There are no financial implications under Option 1 as the BPSLA is within existing resources and budget.
- Option 2 will require an additional ongoing operating budget of \$30,000 per year. This option will need to be considered by Council as part of the 2024/25 budget process.

6.2 Risk Management (identification and mitigation)

- Neglecting investment in Business Precincts can lead to several risks that can significantly impact communities and their well-being:
 1. **Economic Decline:** Business Precincts often serve as business hubs. Neglecting these areas can lead to the decline of local businesses, decreased property values, and a loss of jobs, impacting the economic vitality of the community.
 2. **Safety Hazards:** Lack of investment can result in deteriorating infrastructure, posing safety risks for pedestrians, drivers, and cyclists. Potholes, faulty traffic signals, or inadequate lighting can increase the likelihood of accidents and injuries.
 3. **Decreased Liveability:** A decline in the appearance and functionality of Business Precincts can diminish the overall quality of life for residents. Abandoned buildings, unkempt streetscapes, and inadequate amenities can erode community pride and negatively impact residents' satisfaction with their neighbourhoods.
 4. **Reduced Accessibility:** Insufficient investment might lead to inadequate transportation options, hindering accessibility for residents to essential services like healthcare, education, and public facilities.
 5. **Negative Impact on Tourism:** Business Precincts often attract tourists and visitors. Neglecting these areas could result in a poor impression, affecting tourism and potential economic growth linked to tourism activities.
 6. **Inequality and Disparity:** Neglecting Business Precincts can exacerbate disparities within a community. Neglected areas often correspond with lower-income neighbourhoods, perpetuating social and economic inequality.

7. Environmental Impact: Inadequate investment might overlook opportunities for implementing environmentally friendly infrastructure or green spaces, impacting the overall environmental health of the area.
8. Competition from nearby development: the Locale development provides a destination space, and this may detract from the Goodwood Business Precinct.

Investment in Business Precincts is not just about improving aesthetics; it's about ensuring the sustainability, safety, and prosperity of a community. Ignoring these areas can lead to a host of negative consequences that affect the economic, social, and environmental fabric of the area.

6.3 Staffing/Work Plans/Additional Resource Impact

- There are no resource impacts under Option 1.
- There will be resource impacts under Option 2, particularly in the workplans of the Assets and Operations Team.

6.4 Social/Economic

- This supports the delivery of the Economic Development Growth Strategy (2021–2025) in particular, Pillar Five – Business Precincts are vibrant, activated and connected. This supports the delivery of action item 5.2.2 – Establish levels of service for identified precincts.

7. ANALYSIS OF OPTIONS

Option 1 –BEDAC recommends to Council that:

1. The report be received.
2. A Business Precinct Service Level Agreement be developed for each of the four Mainstreets over the next four years.
3. The increased service level indicated in Option 2 for Goodwood Road as set out in Attachment 4 to this Report (Item 2.7, BEDAC Meeting 21/02/2024), be adopted subject to \$30,000 being allocated in the 2024/25 Annual Business Plan and Budget.

Under this option, BEDAC are recommending to Council that a Business Precinct Service Level Agreement be developed for each of the 4 Main Streets where a separate Levy is currently being collected. Furthermore, BEDAC recommend that the higher service level identified for Goodwood Road be adopted and that the current service level be extended to Parsons Street and Arundel Avenue. This will require an increase in funding for this activity.

Option 2 – BEDAC recommends to Council that:

1. The report be received.
2. A Business Precinct Service Level Agreement be developed for each of the four Mainstreets over the next four years.
3. The current service level for Goodwood Road be retained.

Under this option, BEDAC are recommending to Council that a Business Precinct Service Level Agreement be developed for each of the four Main Streets where a separate Levy is currently being collected. Furthermore, the current service level would be retained on Goodwood Road which will not require any additional funding.

Option 3 – BEDAC recommends to Council that:

1. The report be received.

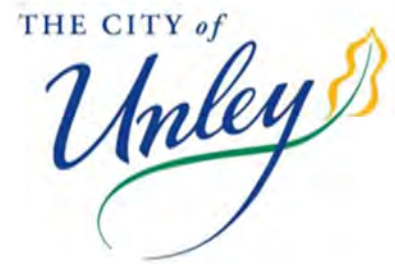
This option allows BEDAC to note the report and not undertake a Business Precinct Service Level Agreement Project.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer



Draft Project Brief

Business Precinct Service Level Agreements (BPSLA)

2 February 2024



1. Project Details

Project Sponsor	Peter Tsokas, CEO – City of Unley	Project Manager	Manager Economic Development and Strategic Projects
Start Date	1 November 2023	Completion Date	30 June 2024
Project Group Steering Division	Office of the CEO	Department	Choose an item. Economic Development and Strategic Projects

2. Introduction and Background

Introduction:

In the dynamic and ever-evolving landscape of council governance, the provision of services to businesses and residents is of paramount importance. The City of Unley, nestled in the heart of South Australia, has long been recognized for its vibrant business Precincts that serve as the lifeblood of the community.

Our business Precincts serve as central to our rich lifestyle economy. As Unley continues to thrive and grow, it becomes essential to formalise and streamline the services provided to its key business Precincts to retain the amenity and safety of our key places. To this end, the City of Unley is embarking on a crucial initiative to develop a Business Precinct Service Level Agreements (BPSLA) tailored specifically for these essential economic hubs.

Background:

The City of Unley boasts a rich heritage, diverse culture, and a flourishing economy, making it an attractive destination for both residents and businesses alike. Its thriving business Precincts, including Unley Road, King William Road, Fullarton Road and Goodwood Road, have played an integral role in shaping the city's identity and vitality. These Precincts not only provide essential goods and services but also foster a sense of community, contributing significantly to the overall quality of life for Unley's residents.

Over the years, the demands and expectations of businesses and residents within these key business Precincts have evolved, driven by changing demographics, technological advancements, and economic shifts. To ensure the continued prosperity of these Precincts and the satisfaction of all stakeholders, it has become evident that a structured and well-defined Service Level Agreement (SLA) is needed.

The primary objective of this project is to create an SLA that sets clear expectations and standards for the delivery of essential council services within the key business Precincts of the City of Unley. This SLA will serve as a foundation for collaborative partnerships between the local government, businesses, and residents, fostering an environment of transparency, accountability, and excellence in service delivery.



Through this project, the City of Unley aims to achieve the following:

1. **Enhanced Service Delivery:** The SLA will outline specific service levels and standards, ensuring that businesses and residents receive consistent services.
2. **Improved Communication:** By formalizing expectations and responsibilities, the SLA will facilitate better communication and collaboration between administration, business associations, and precinct stakeholders.
3. **Efficiency and Cost-Effectiveness:** Streamlining service delivery processes within the key business Precincts will lead to improved efficiency and cost savings, ultimately benefiting taxpayers and businesses alike.
4. **Community Engagement:** The development of the SLA will provide opportunities for public input and engagement, ensuring that the needs and aspirations of the community are considered.

This project is a testament to the City of Unley's commitment to its vibrant business Precincts and its dedication to meeting the evolving needs of its residents and businesses. Through the establishment of a Service Level Agreement, the city aims to not only preserve the unique character of these Precincts but also foster their continued growth and prosperity.

What is a Business Precinct Service Level Agreement (BPSLA)?

A Business Precinct Service Level Agreement (BPSLA) is a formal document that outlines the agreed-upon standards and expectations for services provided within a designated business precinct. This agreement establishes clear and measurable criteria for performance, response times, and quality of services offered by the City of Unley. The BPSLA aims to ensure transparency, accountability, and a level of service delivery to enhance the overall functioning and satisfaction of businesses and occupants within the designated precinct.

Why is a BPSLA important?

A Business Precinct Service Level Agreement (BPSLA) is important for several reasons:

1. **Clarity and Expectations:**
 - a. Clearly defines the scope and expectations of services provided within the business precinct.
 - b. Establishes a common understanding among stakeholders regarding the quality and standards of services to be delivered.
2. **Accountability:**
 - c. Assigns responsibilities and accountabilities to various service providers and stakeholders, fostering a sense of ownership for their respective roles.
 - d. Provides a basis for evaluating and holding parties accountable for their performance against agreed-upon benchmarks.
3. **Quality Assurance:**
 - e. Sets benchmarks and performance metrics, ensuring a consistent and high quality of services.
 - f. Helps in identifying areas for improvement and facilitates continuous enhancement of services.
4. **Risk Mitigation:**
 - g. Establishes a framework for addressing issues promptly, minimising the impact on businesses within the precinct.



5. Transparency:
 - h. Enhances transparency by making the terms of service clear and accessible to all stakeholders.
 - i. Provides a basis for open communication and collaboration among businesses, property owners and service providers.

6. Customer Satisfaction:
 - j. Contributes to overall customer satisfaction by ensuring that businesses and occupants within the precinct receive reliable and consistent services.
 - k. Facilitates a positive environment that supports the success and well-being of businesses operating in the precinct.

7. Efficiency and Productivity:
 - l. Promotes efficiency by establishing clear response times and service delivery standards, minimizing downtime and disruptions.
 - m. Enhances the productivity of businesses within the precinct by providing a conducive and well-maintained environment.

Strategic Alignment

Community Plan 2033

Economic Prosperity – Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.

3.1 Unley is recognised as an easy place to do business

3.2 Thriving main streets and other business activities operate across our City

Economic Development Growth Strategy 2021 – 2025

This project contributes to the delivery of the following outcomes:

- 1.1 Develop a city wide approach to Economic Development
- 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
- 3.4 Optimise transport and parking solutions in and around key business precincts
- 4.1 Ensure relevant Council policies and processes enable business activity and contribute to the overall liveability of the City
- 4.4 Promote local business and services
- 5.1 Establish Greenhill Road as a key business precinct
- 5.2 Maintain attractive, connected and vibrant precincts that are developed according to their unique character and function
- 5.3 Understand and adopt new technologies to support economic growth
- 5.5 Facilitate activation and enhancement of precincts throughout the City

This program also has relationships with other strategies across the City of Unley such as Walking and Cycling Plan, Parking Plan, Active Ageing Strategy, Disability and Inclusion Plan, etc.



Business Precincts in the City of Unley

The following business precincts are within the City of Unley:

#	Business Precinct	Levy?	Business Association?	BPSLA Proposed?	Comment
1.	South Road	No	No	No	River Torrens to Darlington Upgrade
2.	East Avenue	No	No	No	
3.	Maple Avenue	No	No	Yes	New/emerging business precinct alongside LeCornu site redevelopment.
4.	Goodwood Road	Yes	Yes	Yes	Streetscape Improvement in 2015. Business Precinct Service Level Agreement Project undertaken as pilot initiative. This has resulted in the development of a BPSLA and the development of the Business Precinct Improvement Project (a series of once off improvements discovered through the deployment of these projects)
5.	Anzac Highway	No	No	No	
6.	Greenhill Road	No	No	Yes	
7.	Glen Osmond Road	No	No	Yes	
8.	Fullarton Road South	Yes	Yes	Yes	Minor works only. Will require a budget for a streetscape process.
9.	Duthy Street	No	No	Yes	Could undertake business engagement to understand this further
10	King William Road	Yes	Yes	Yes	Streetscape Upgrade in 2018. Minor updates in 24/25 with major updates for 25/26?
11	Unley Road	Yes	Yes	Yes	Public Realm Upgrade via City Design scheduled to start 24/25



#	Business Precinct	Levy?	Business Association?	BPSLA Proposed?	Comment
12	Leader Street	No	No	No	Forestville Project

Goodwood Road

Goodwood Road was chosen as the test case as the streetscape was undertaken about five years ago and feedback from the business community identified that the Business Precinct was starting to look tired. We also received feedback that businesses outside of the updated area did not receive the same levels of service even though a levy is in place. Thus, the Goodwood Road Business Precinct was chosen as the case study for this project.

Project

It is proposed that this program be funded by:

- Existing resources and budget (across the City of Unley), and
- A budget bid of \$50,000 per year for the next four years to support any increase in services and minor updates.

It is proposed that this project be overseen by a single public officer to manage the BPSLAs. The economic development team will be responsible for undertaking surveys before and after interventions, and report back on progress.

It is proposed that the project will be over four years and create BPSLAs for

#	Year	Business Precinct	Budget
1	Year One (FY24/25)	1. Goodwood Road (trial and refinement of the model)	\$50,000
2	Year 2	1. Fullarton Road South 2. King William Road	\$50,000
3	Year 3	1. Glen Osmond Road 2. Maple Avenue 3. Duthy Street	\$50,000
4	Year 4	1. Greenhill Road 2. Unley Road	\$50,000

This project is subject to a successful budget bid.



3. Scope

Project Scope

1. Geographic Coverage:

The pilot project encompassed the development of a BP Service Level Agreement (BPSLA) for Goodwood Road. A map of the precinct is shown within the BPSLA provided.

2. Service Categories:

The SLA will cover a range of council services, including (but not limited to):

- Infrastructure maintenance and repair (e.g., roads, sidewalks, lighting).
- Waste management and recycling services.
- Parking and public transportation facilities.
- Safety and security measures (e.g., law enforcement and emergency services).
- Environmental sustainability initiatives.
- Other services deemed essential for the vitality of the business precinct.

3. Stakeholder Engagement:

The project scope includes engaging with various internal and external stakeholders, including local business associations.

4. Service Level Standards:

Service level standards will be established for each service category to define the quality, responsiveness, and reliability of council services within the key business Precincts.

5. Performance Metrics and Reporting:

Metrics for measuring service performance and effectiveness will be established, along with a framework for regular reporting to ensure accountability and transparency.

6. Legal and Regulatory Compliance:

The SLA will adhere to all relevant local, state, and federal laws and regulations, ensuring that all services provided are in full compliance.

7. Timelines and Milestones:

A project schedule will be developed, outlining key milestones and timelines for the completion of the SLA. The creation of the project should take no longer than 90 days.

8. Resource Allocation:

The project will identify and allocate the necessary resources, including staff, budget, and technology, to support the successful development and implementation of the SLA.

Any recommendations that are considered outside of existing resources and budget will be subject to a budget bid. These projects will only be implemented if the budget bid is successful.



9. Evaluation and Review:

Procedures for periodic evaluation and review of the SLA will be established to ensure its ongoing relevance and effectiveness in meeting the evolving needs of the key business Precincts. Feedback will also be sought through the biennial Business Survey.

10. Risk Management:

Identification of potential risks and mitigation strategies associated with the development and implementation of the SLA will be an integral part of the project.

11. Documentation and Communication:

Comprehensive documentation of the SLA, including all service level standards, performance metrics, and reporting procedures, will be created. Effective communication strategies will be developed to ensure all stakeholders are informed.

12. Governance Structure:

The project will establish a governance structure that defines roles and responsibilities for overseeing the SLA's implementation and ongoing management.

13. Budgeting and Financing:

The project will outline the financial requirements for implementing the SLA and explore financing options, including budget allocations and potential funding sources.

14. Accessibility and Inclusivity:

The project will ensure that the SLA is accessible and inclusive, taking into account the diverse needs and perspectives of the community.

15. Sustainability:

The project will consider sustainability principles in service delivery, promoting environmentally responsible practices within the key business Precincts.

4. Objectives & Deliverables

Key Objectives for the Project:

1. **Development of a BPSLA:** Create a detailed and comprehensive BPSLA that covers a wide range of council services.
2. **Enhanced Service Quality:** Improve the quality, reliability, and responsiveness of council services provided within the key business Precincts to meet or exceed the expectations of businesses and residents.
3. **Stakeholder Engagement:** Engage with key stakeholders, including local business associations, community groups, residents, city administration, and government agencies, to incorporate their input and ensure broad support for the BPSLA.
4. **Transparency and Accountability:** Establish clear service level standards, performance metrics, and reporting mechanisms to enhance transparency and hold the city administration accountable for service delivery.
5. **Efficiency and Cost-Effectiveness:** Streamline service delivery processes and identify opportunities for cost savings while maintaining or improving service quality.



6. Legal and Regulatory Compliance: Ensure that the SLA adheres to all relevant local, state, and federal laws and regulations.

7. Long-Term Sustainability: Promote environmentally responsible practices and consider the long-term sustainability of service delivery within the key business Precincts.

8. Effective Governance: Establish a governance structure that defines roles and responsibilities for overseeing the SLA's implementation and ongoing management.

Key Deliverables for the Project may include:

1. Service Level Agreement (SLA) Document: A comprehensive SLA document that outlines the standards, expectations, and responsibilities for the provision of council services within the key business Precincts.

2. Evaluation and Review: This pilot project will be reviewed annually.

3. Risk Assessment and Mitigation Plan: Identification of potential risks associated with the project and a plan outlining strategies for risk mitigation.

4. Documented Approach, Action Plan, Budgeting and Financing Plan: A plan outlining the financial requirements for implementing the SLA.

5. Resources

1. Project Team:

- Project Manager: Responsible for overall project planning, execution, and coordination. Manager Economic Development and Strategic Projects
- Project Documentation: Coordinator Economic Development
- Subject Matter Experts: Experts in various service categories (e.g., infrastructure, waste management, public safety) to contribute domain-specific knowledge. Manager Assets and Operations. Manager City Design.

2. Technology and Tools:

- Project Management: To track progress, manage tasks, and communicate within the project team via Microsoft Teams.

3. Financial Resources:

- Budget: This project is to be conducted within existing resources or seek additional funding through the budget bid process.

4. Documentation and Reporting:

- Resources for creating and maintaining project documentation, reports, and deliverables.

These items need to be within existing resources and budget.

Any action items that do not form part of an operational budget will be subject to a budget bid.



6. Stakeholders, Roles and Responsibilities

1. BEDAC:

- Role: Responsible for initiating and overseeing the project. They set the project's goals and objectives and provide the necessary resources and support.
- Responsibilities: BEDAC is accountable for ensuring the project aligns with the city's strategic priorities and complies with legal and regulatory requirements.

2. Local Business Association:

- Role: These associations represent the interests of businesses within the key business Precincts.
- Responsibilities: Business associations are key stakeholders responsible for providing input on the SLA's content and advocating for the needs and concerns of local businesses. They serve as a liaison between individual businesses and the city administration.

3. Community Groups and Residents:

- Role: Representing the broader community, including residents, homeowners, and non-business stakeholders.
- Responsibilities: These groups offer perspectives on how the SLA affects the overall community and residential areas. They provide feedback on issues related to quality of life, safety, and community engagement.

4. Subject Matter Experts:

- Role: Experts in various domains relevant to the SLA's content (e.g., infrastructure, public safety, environmental sustainability).
- Responsibilities: These experts provide specialized knowledge to ensure that service level standards within their respective domains are accurate, up-to-date, and aligned with best practices.

5. Project Manager:

- Role: Oversees the day-to-day management of the project.
- Responsibilities: The project manager is responsible for planning, executing, and coordinating all aspects of the project. They ensure that timelines are met, resources are allocated efficiently, and project goals are achieved.



7. Risks & Constraints

Knows Risks / Constraints	Impact to Project	Mitigation
Stakeholder Disagreements:	Differences in expectations and priorities among stakeholders, such as businesses, residents, and city officials, may lead to conflicts and delays in SLA development.	Agreement on project scope with key stakeholders and regular communication with key stakeholders
Budget Constraints:	Insufficient budget allocation may limit the scope and quality of the SLA, potentially leading to compromised service standards.	Development of a phased action plan with a base level SLA that uses existing resources and budget and other recommendations to be subject to a budget bid.
Resource Availability:	The availability of skilled project staff, subject matter experts, and support resources may be limited, affecting project timelines and quality.	Work with key stakeholders to ensure meetings take place when they are available.
Legal and Regulatory Challenges	Legal complexities and changing regulations could lead to delays and additional costs in ensuring that the SLA complies with all relevant laws.	Ensure key SMEs are included.
Public Engagement Hurdles:	Difficulty engaging residents and community groups may hinder gathering essential input and feedback, impacting the SLA's representativeness.	We have a Goodwood Road business association and active community / property owners north of the trainline. Staff are trained in IAP2 and understand the importance of using various engagement methods.
Environmental and Sustainability Compliance:	Meeting sustainability goals while adhering to budget constraints may be challenging, potentially affecting the project's environmental objectives.	Ensure SMEs are included as part of the process.
Technological Constraints:	Issues with technology adoption or integration may affect data collection, reporting, and communication efforts within the SLA.	Ensure SMEs are included as part of the process.
Change Resistance:	Resistance from city staff or stakeholders to adapt to new service standards and practices outlined in the SLA may hinder successful implementation.	Our values drive our behaviours. We pursue excellence, achieve together, demonstrate integrity, are community focused, and are progressive.



Knows Risks / Constraints	Impact to Project	Mitigation
Scope Creep:	Expanding the scope of the project beyond its original objectives may lead to delays and increased costs.	Any actions outside existing operational budgets and resources will be subject to a successful budget bid.
External Factors:	External factors such as economic downturns, natural disasters, or unforeseen events may disrupt project timelines and budgets.	We will be agile in our approach.
Time Constraints:	Project timelines may be constrained by specific deadlines or time-sensitive factors, limiting the amount of time available for comprehensive research and stakeholder engagement.	This is a time sensitive project and needs to be delivered by 30 June 2024.
Legal and Regulatory Compliance:	The project must adhere to existing legal and regulatory frameworks, potentially constraining certain aspects of the SLA's content or implementation.	Subject Matter Experts will be included within the project team.

8. Operating Requirements

- *How often will the team meet?*

Fortnightly for 90 days.

- *How will you communicate updates and progress eg email, Teams*

Microsoft Teams, email and meetings

- *How will you engage your sponsors and other stakeholders and how often?*

Project sponsor to be updated fortnightly

- *How will issues be raised and dealt with?*

Within meetings. The Project Manager is responsible to resolve issues.

- *Where will project documentation live and how will it be accessed?*

Microsoft Teams

- *Is there a budget (see also Risks and constraints) and who manages this?*

Within existing resources and budget



9. Key Milestones

The development of a Service Level Agreement (SLA) for key business Precincts in the City of Unley involves several key milestones to ensure that the project progresses smoothly and achieves its objectives. These milestones help in tracking progress, allocating resources effectively, and meeting project deadlines. Here are some key milestones for the project:

September 2023

1. Project Initiation:

- Project Kick-off: Alignment with Project Sponsor.
- Stakeholder Identification: Identify and engage relevant stakeholders, both internal and external.

2. Planning and Scoping:

- Draft Project Brief : Finalise the project brief for project sponsor signature.
- Development of the model / approach to be deployed to create the SLAs.

October 2023

Please note some internal key stakeholders will be away due to school holidays.

3. Information Collection and Analysis:

- Information Gathering: Identify a place audit tool / other tools. Collect information on existing service levels, performance, and community needs. Identify gaps.
- Walk the Goodwood Road Precinct to identify opportunities for inclusion within the SLA.
- Service Category Assessment: Review and assess service categories to determine standards and performance metrics.

November 2023

4. SLA Development:

- Service Level Standards: Define and establish service level standards for each service category.
- Performance Metrics: Develop performance metrics and reporting mechanisms.
- Legal Review: Consult with legal advisors to ensure compliance with relevant laws and regulations.
- Environmental Considerations: Incorporate environmentally responsible practices into service standards.

December 2023

5. Engagement:

- Executive Management Team Engagement: Hold meetings to present SLA drafts and gather feedback.
- Business Association Engagement: Hold a meeting to present SLA and gather feedback.

6. Documentation and Reporting

- BPSLA Documentation: Create a SLA document to act as a checklist for outdoor workforce to deliver.
- Reporting Framework: Establish a framework for regular reporting on service performance.

February 2024



8. Recommendation Report

- Provide a report to BEDAC for their consideration.

Step	Action	Who By	When
1	Project scoping meeting	Aaron, Ben and Donna	27 September 2023
2	List what we currently do with Craig White with regards to response, civil and vegetation. Include waste collection.	Craig and Donna	October 2023
3	List what we don't do Graffiti, street lighting, planter boxes	Aaron, Craig and Donna	October 2023
4	Document and walk through current state of play with Aaron and Ben	Aaron, Ben and Donna	November 2023
5	Walk the street with Aaron and Ben	Aaron, Ben and Donna	November 2023
6	Review the existing current state of play after the walk.	Donna	
7	Form options for a BPSLA for Goodwood Road with consideration given to Tramline to Leader and Leader to Greenhill Road.	Aaron, Ben and Donna	December 2023
8	Hold Point Review the SLA with EMT.	Aaron, Ben and Donna	December 2023
9	Revise documentation based on feedback from the Project Sponsor	Donna	January 2024
10	Hold Point Project to be presented to BEDAC for their consideration	Donna	21 February 2024
11	Budget Bids are created for the project	Donna	8 February 2024
12	Hold Point Project endorsement through budget bid process	Council	June 2024
13	Implementation of the project and the model	Aaron	FY 24/25
14	Development of BPSLAs for: <ol style="list-style-type: none"> 1. Fullarton Road South 2. King William Road 	Aaron, Ben and Donna	FY 24/25



15	Review of the project	Aaron, Ben and Donna	June 2025
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10. Governance

Governance

Project manager directly reports progress fortnightly to the Project Sponsor

ELT – to receive a report on the model and SLA for Goodwood Road

Business and Economic Development Advisory Committee (BEDAC) – to receive a report in February 2024

Budget Bids are due in February 2024

11. Budget and Financials

This project is to be conducted within existing resources and budgets.

Any actions or recommendations over and above operational budgets will be subject to a successful budget bid. It is proposed that this project is funded for four years at \$50,000 per year.

This project forms the delivery of the Economic Development Growth Strategy 2021 – 2025.

12. Project Sponsor Approval

Once the Project Sponsor has agreed to the Project Brief, they need to approve the document.

Project Sponsor	Signature	Date
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Peter Tsokas
CEO City of Unley

Click or tap to enter a date.



Notes in relation to Public Art on Goodwood Road

The principal artworks in the realm that you said came with the Goodwood Road upgrade in the central area. There are four elements of public art in Goodwood Road:

- The flagpole signs (just need wiping down)
- The duratherm pieces inserted in the intersections (which could do with a n occasional clean by one of our roadsweepers)
- The casual Niche Market pieces which are inserts in the planter boxes(which need a clean)
- In the Groove a series of artworks by 2 artists. Their maintenance schedule is attached but has not been achieved

There is some stobie pole art leftover which just needs its deterioration monitoring.

The murals on the Showground walls were commissioned by them though there is one on Davenport Terrace that we did.

There is an issue with the planter boxes and seats which probably need more oiling for the longevity of them.

MAINTENANCE FOR "IN THE GROOVE" GOODWOOD RD:

Wood should be wiped free of any dust and dirt and be thoroughly dry, (lightly sand with 400 grit sandpaper if needed). Apply a Boiled Linseed Oil/ Turpentine solution or equivalent with a brush or lint free cloth to coat the wooden elements, wipe off all excess. If wood is in direct sunlight it is recommended that they be oiled every 3 to 6 months. Regular oiling of outdoor wood should occur every 6 to 9 months. **DO NOT GET THE TURPENTINE SOLUTION ON BRONZE.**

Bronze and ceramic can simply be washed with plain water or a mild soap and water and dried with a soft cloth. Be sure to rinse the soap off with plenty of clean water. Windex or similar cleaners can be used as long as they do not contain petroleum distillates or solvents. All bronze elements of the sculptures are sealed with Everbrite coatings, which will expand and contract with the metal and provide extreme protection against corrosion, oxidation, tarnish, rust, acid rain, chalking and other environmental damage. However, the surface should be protected from solvents.

If the Bronze is looking dull, (potentially after 3 years), clean and apply 2-3 coats of Everbrite.

EVERBRITE COATINGS AUSTRALIA: Marty Edwards
0432469242
martyfromeverbrite@westnet.com.au
www.everbritecoatings.com

WHAT TO AVOID:

Cleaners that contain solvents or petroleum distillates should NOT be used on the protected surface. Watch out for "orange" cleaners that usually contain d-limonene, which is a solvent. You will also want to avoid abrasion. There is no reason to scrub the coated surface with scratchy cleansers like Comet or with scratch pads. If the coating does get scratched it can



easily be touched up by recoating the affected area.

Power-washing should never be necessary and is NOT recommended for coated surfaces. Graffiti can be removed with graffiti remover, however applying more Everbrite over the area that has been attacked and using a circular motion will enable the graffiti to be removed. The finish can be touched up with Everbrite to restore the shine and the protection. Aerosol cans are available for touch-up.

CLEANING/MAINTENANCE SCHEDULE: every 6 months

June/July 2017: Install

Jan 2018: Clean and oil – Clancy and Sarah-Jane

June/July 2018: Clean and oil – Clancy and Sarah-Jane

Jan 2019: Clean and oil – Unley Council

June/July 2019: Clean and oil– Unley Council

Jan 2020: Clean and oil – Unley Council

June/July 2020: Clean and oil, re-coat Everbrite if needed* – Unley Council

Jan 2021: Clean and oil – Unley Council

June/July 2021: Clean and oil – Unley Council

Jan 2022: Clean and oil – Unley Council

June/July 2022: Clean and oil– Unley Council

Jan 2023: Clean and oil – Unley Council

June/July 2023: Clean and oil, re-coat Everbrite if needed* – Unley Council

Jan 2024: Clean and oil – Unley Council

June/July 2024: Clean and oil– Unley Council

Ect.

If Everbrite was not needed, keep checking every 6 months in case a re-coat is needed.



FACT SHEET

Business Precinct Service Level Agreement

A Business Precinct Service Level Agreement (BPSLA) is a formal document that outlines the agreed-upon standards and expectations for services provided within a designated business precinct. This agreement establishes clear and measurable criteria for performance, response times, and quality of services offered by the City of Unley. The BPSLA aims to ensure transparency, accountability, and a level of service delivery to enhance the overall functioning and satisfaction of businesses and occupants within the designated precinct.

Why is a BPSLA important?

A Business Precinct Service Level Agreement (SLA) is important for several reasons:

1. Clarity and Expectations:
 - a. Clearly defines the scope and expectations of services provided within the business precinct.
 - b. Establishes a common understanding among stakeholders regarding the quality and standards of services to be delivered.
2. Accountability:
 - c. Assigns responsibilities and accountabilities to various service providers and stakeholders, fostering a sense of ownership for their respective roles.
 - d. Provides a basis for evaluating and holding parties accountable for their performance against agreed-upon benchmarks.
3. Quality Assurance:
 - e. Sets benchmarks and performance metrics, ensuring a consistent and high quality of services.
 - f. Helps in identifying areas for improvement and facilitates continuous enhancement of services.
4. Risk Mitigation:
 - g. Establishes a framework for addressing issues promptly, minimising the impact on businesses within the precinct.
5. Transparency:
 - h. Enhances transparency by making the terms of service clear and accessible to all stakeholders.
 - i. Provides a basis for open communication and collaboration among businesses, property owners and service providers.

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6. Customer Satisfaction:

- j. Contributes to overall customer satisfaction by ensuring that businesses and occupants within the precinct receive reliable and consistent services.
- k. Facilitates a positive environment that supports the success and well-being of businesses operating in the precinct.

7. Efficiency and Productivity:

- l. Promotes efficiency by establishing clear response times and service delivery standards, minimizing downtime and disruptions.
- m. Enhances the productivity of businesses within the precinct by providing a conducive and well-maintained environment.

The Service Level Agreement includes items over four objectives:

1. Leadership: Create accountability for the business precinct through private and public leadership
2. Access: Make it easier to access and move around the precinct
3. Amenity: Improve the look and feel of the precinct, and
4. Activation: retain and sustain a viable business precinct.

A BPSLA will include a map that indicates the service area.

Current Service Level Agreements available (as at January 2024)

1. Goodwood Road



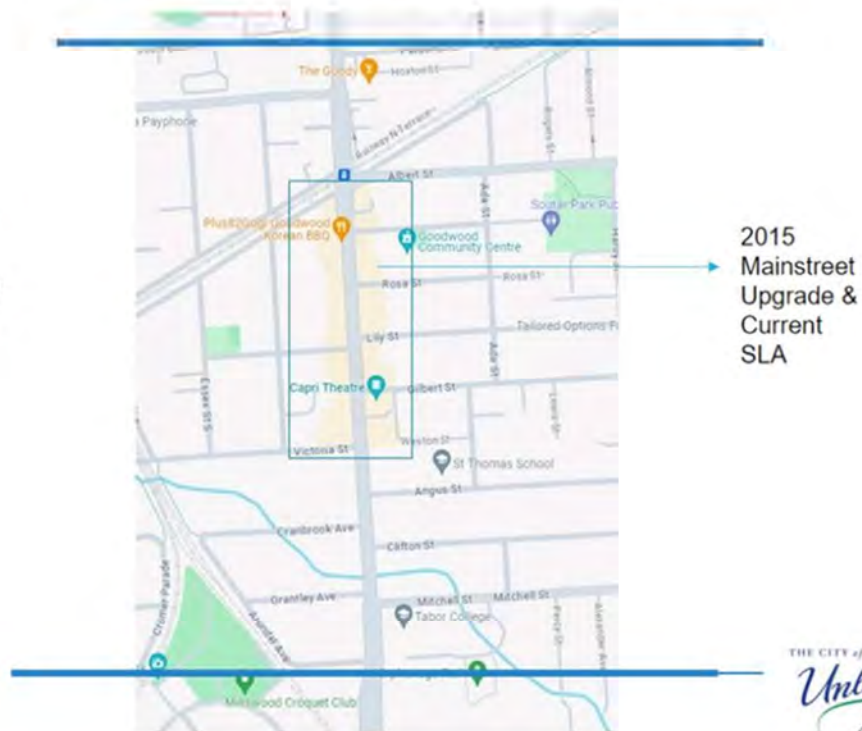
Business Precinct Service Level Agreement (BPSLA)

Business Precinct	Goodwood Road
Option	One Option one documents the current service level agreement for the Goodwood Road Business Precinct.
Timeframe	Per Financial Year
Area Defined	Tram Line to Victoria Street (the blue box in the map below)
Budget	Existing Budget (as at 2023/24 FY)
Resources	Existing Resources (as at 2023/24 FY)

MAP FOR THIS SERVICE LEVEL AGREEMENT

Option one documents the current service level agreement for the below blue box.

The Mainstreet Levy Covers the area of Goodwood Road from Arundel Avenue (South) to Parsons Street in the North



2015 Mainstreet Upgrade & Current SLA





Checklist

BUSINESS PRECINCT LEADERSHIP

#	Service Description	Responsibility	Frequency
1.	Precinct Leadership Team to meet and walk the street during the day time	City of Unley	Annually
2.	Precinct Leadership Team to meet and walk the street during the evening / night time	City of Unley	Annually
3.	A Business Association is operating efficiently and effectively for the Business Precinct through an Agreement with Council	City of Unley	Annual AGM

ACTIVATION

#	Service Description	Responsibility	Frequency
4.	Promote 'see it' and report it via the Unley Business E-News.	City of Unley	Quarterly
5.	Business Precinct Plans are developed and implemented through their Agreement with Council.	Business Association	Annually
6.	Provision of a Mainstreet Event Sponsorship Grant.	City of Unley	Annually
7.	Mainstreet Trader Association receive a levy for marketing and minor value added infrastructure	City of Unley	Annually

ACCESS

#	Service Description	Responsibility	Frequency
8.	Road sweeping	City of Unley	Fortnightly
9.	Street cleansing	City of Unley	Fortnightly
10.	Footpath sweeping	City of Unley	Monthly
11.	Side Entry Pit Cleaning (approximately 30 pits)	City of Unley	Annually
12.	Signage maintenance	City of Unley	Annually
13.	Footpath maintenance	City of Unley	Every three years
14.	Tactile maintenance	City of Unley	Every three years
15.	Kerb and water table maintenance	City of Unley	Every three years
16.	Stormwater maintenance	City of Unley	Every three years

**AMENITY**

#	Service Description	Responsibility	Frequency
17.	Bus shelter cleaning	City of Unley	Every three months
18.	Street furniture maintenance	City of Unley	Every two years
19.	Graffiti removal (Council Assets Only)	City of Unley	Six Monthly
20.	Promote Graffiti removal for businesses – Supply of colour matched paint.	City of Unley	Annually
21.	Irrigation maintenance in planter boxes and bases of trees	City of Unley	Annually
22.	Planter box maintenance (rubbish removal, weeds, mulching and replacement)	Contractor	Monthly
23.	Blowing of foot paths	Contractor	Fortnightly
24.	Vine pruning	City of Unley	Monthly from November to April
25.	Weed spraying on Council footpaths	City of Unley	Every four months
26.	Street Tree Maintenance	City of Unley	Every seven months
27.	Top up of verge dolomite	City of Unley	Every three years
28.	Inspection of encroachment of plantings on footpaths	City of Unley	Annual
29.	Promotion of conservation grants for business facades	City of Unley	Annually



Business Precinct Service Level Agreement

Business Precinct	Goodwood Road
Option	Three This option builds on the base service level agreement, extends the SLA to the levy area, from Arundel Avenue through to Parsons Street. This aligns with the Mainstreet Levy catchment. It will require additional budget This does not include extending the design of the core north or south.
Timeframe	Per Financial Year
Area Defined	Arundel Avenue to Parsons Street (this is the area of the Mainstreet Levy)
Budget	A budget to extend the SLA to the levy is required of up to \$50,000.
Resources	Existing Resources (as at 2023/24 FY)

MAP FOR THIS SERVICE LEVEL AGREEMENT

Option three extends the service level to the levy area of Arundel Avenue to Parsons Street.

The Mainstreet Levy Covers the area of Goodwood Road from Arundel Avenue (South) to Parsons Street in the North





PRECINCT LEADERSHIP

#	Service Description	Responsibility	Frequency
1.	Precinct Leadership Team to meet and walk the street during the day time.	City of Unley	Annually
2.	Precinct Leadership Team to meet and walk the street during the evening / night time.	City of Unley	Annually
3.	A Business Association is operating effectively for the Business Precinct.	City of Unley	Annual AGM
4.	Business Precinct Improvement Plan Development by the Precinct Leadership team.	City of Unley	Every three years **
5.	Review of SLA documentation.	City of Unley	Every three years
6.	Inspection of public realm after DIT / Development occurs to ensure that it is finished to a safe standard.	City of Unley	Annually

ACTIVATION

#	Service Description	Responsibility	Frequency
7.	Promote 'see it' and report it via the Unley Business E-News.	City of Unley	Quarterly
8.	Precinct Plans are developed by the Goodwood Road Association and reviewed through the Mainstreet Trader Quarterly Executive Round Table Workshops.	Business Association	Annually
9.	Provision of a Mainstreet Event Sponsorship Grant.	City of Unley	Annually
10.	Mainstreet Trader Association receive a levy for marketing and minor value added infrastructure	City of Unley	Annually
11.	Parking survey of Goodwood Road Traders.	City of Unley	Every Five Years
12.	Apply Brand to the Business Precinct.	Goodwood Road Association	Every two years
13.	Stobie Pole Art – Update and Refresh	Goodwood Road Association	Every three years
14.	Public Art Maintenance Schedule to be developed and implemented.	City of Unley	Annually

**ACCESS**

#	Service Description	Responsibility	Frequency
15.	Road sweeping	City of Unley	Fortnightly
16.	Street cleansing	City of Unley	Fortnightly
17.	Footpath sweeping	City of Unley	Monthly
18.	Side Entry Pit Cleaning (approximately 30 pits)	City of Unley	Annually
19.	Signage maintenance	City of Unley	Annually
20.	Footpath maintenance	City of Unley	Every three years
21.	Tactile maintenance	City of Unley	Every three years
22.	Kerb and water table maintenance	City of Unley	Every three years
23.	Stormwater maintenance	City of Unley	Every three years
24.	Concrete crossover inspection and maintenance.	City of Unley	Every five years **

AMENITY

#	Service Description	Responsibility	Frequency
25.	Bus shelter cleaning	City of Unley	Every three months
26.	Street furniture maintenance	City of Unley	Every two years
27.	Graffiti removal (Council Assets Only)	City of Unley	Six Monthly
28.	Promote Graffiti removal for businesses – Supply of colour matched paint.	City of Unley	Annually
29.	Irrigation maintenance in planter boxes and bases of trees	City of Unley	Annually
30.	Planter box maintenance (rubbish removal, weeds, mulching and replacement)	Contractor	Monthly
31.	Blowing of foot paths	Contractor	Fortnightly
32.	Vine pruning	City of Unley	Monthly from November to April
33.	Weed spraying on Council footpaths	City of Unley	Every four months
34.	Street Tree Maintenance	City of Unley	Every seven months

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#	Service Description	Responsibility	Frequency
35.	Top up of verge dolomite	City of Unley	Every three years
36.	Inspection of encroachment of plantings on footpaths	City of Unley	Annual
37.	Promotion of conservation grants for business facades	City of Unley	Annually
38.	Investigate machinery for cleaning of pavers	City of Unley	Every three years
39.	Inspection of public toilets.	City of Unley	Quarterly

OPTION 3 - PROPOSED ADDITIONAL BUDGET REQUIRED

#	Service Description	Responsibility	Proposed Budget Request
1.	Extension of the Service Level Agreement to Arundel Avenue through to Parsons Street.	City of Unley	
Total Request			Up to \$50,000

DECISION REPORT

REPORT TITLE:	BUSINESS PRECINCT IMPROVEMENT PLANS
ITEM NUMBER:	2.8
DATE OF MEETING:	21 FEBRUARY 2024
AUTHOR:	DONNA GRIFFITHS, MANAGER ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS
DIVISION:	OFFICE OF THE CEO
ATTACHMENTS:	1. CONCEPT - BUSINESS PRECINCT IMPROVEMENT PLANS

1. **PURPOSE**

This report provides BEDAC with information to consider a new initiative that is centred on improving our main streets via establishing a program of Business Precinct Improvement Plans. This initiative has evolved following discussions with the four Trader Associations who have a desire to improve the amenity of Unley's Mainstreets.

2. **RECOMMENDATION**

BEDAC recommends to Council that:

1. The report be received.
2. Council endorses the concept of Business Precinct Improvement Plans.
3. Administration prepares a report to BEDAC outlining a priority list of Business Precinct Improvement Plans to be developed and implemented over the next four years, together with the cost implications.

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

4. Civic Leadership
 - 4.1 We have strong leadership and governance.

Strategic Alignment with the City of Unley Vision

Community Plan 2033

Economic Prosperity – Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.

3.1 Unley is recognised as an easy place to do business.

3.2 Thriving main streets and other business activities operate across our City.

Economic Development Growth Strategy 2021–2025

This project contributes to the delivery of the following outcomes:

- 1.1 Develop a city-wide approach to Economic Development.
- 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.
- 3.4 Optimise transport and parking solutions in and around key business precincts.
- 4.1 Ensure relevant Council policies and processes enable business activity and contribute to the overall liveability of the City.
- 4.4 Promote local business and services.
- 5.1 Establish Greenhill Road as a key business precinct.
- 5.2 Maintain attractive, connected, and vibrant precincts that are developed according to their unique character and function.
- 5.3 Understand and adopt new technologies to support economic growth.
- 5.5 Facilitate activation and enhancement of precincts throughout the City.

This program also has relationships with other strategies across the City of Unley such as Walking and Cycling Plan, Parking Plan, Active Ageing Strategy, Disability and Inclusion Plan, etc.

4. BACKGROUND

This project has evolved following feedback from the business community and Elected Members regarding the amenity of our Business Precincts – particularly the four Mainstreets that raise a separate levy.

What is a Business Precinct Improvement Plan?

A Business Precinct Improvement Plan (BPIP) is designed to enhance and uplift a specific area dedicated to business activities, often within an urban setting. The plan focuses on revitalising, developing, and optimising various facets of the business precinct to promote economic growth, community engagement, and overall well-being.

A BPIP aims to create a more vibrant, attractive, and competitive business environment by focusing on aspects such as infrastructure enhancements, beautification efforts, accessibility improvements, and fostering a sense of community. An overview of the initiative is provided as Attachment 1.

Attachment 1

Why is a Business Precinct Improvement Plan important?

A Business Precinct Improvement Plan can proactively identify problems or areas of improvement that require attention and strategic intervention, such as:

1. **Decline in Economic Activity:** Decreasing foot traffic, business closures, or a lack of new investments can signal a decline in economic activity within the precinct, prompting the need for revitalisation.
2. **Outdated Infrastructure:** Aging infrastructure, or poorly maintained public spaces can hinder accessibility, safety, and the overall attractiveness of the precinct.
3. **Lack of Amenities and Services:** Insufficient amenities such as recreational spaces, dining options, or cultural hubs can limit the appeal of the precinct to residents, workers, and visitors.
4. **Safety Concerns:** Crime rates, inadequate lighting, or a lack of security measures may create an unsafe environment, discouraging people from engaging or spending time within the precinct.
5. **Limited Community Engagement:** A lack of community involvement or engagement in the precinct's development and decision-making processes can lead to disconnected or disengaged stakeholders.
6. **Ineffective Zoning or Regulations:** Inefficient or outdated zoning laws, restrictive regulations, or bureaucratic hurdles may impede the growth and development of businesses within the precinct.
7. **Environmental Degradation:** Neglect of environmental considerations or lack of sustainable practices may impact the precinct's appeal and long-term viability.
8. **Lack of Identity or Branding:** A precinct may lack a distinct identity or fail to capitalize on its unique features, making it less competitive and memorable compared to neighbouring areas.
9. **Inadequate Public Infrastructure:** Insufficient public facilities, parking spaces, can hinder the convenience and functionality of the precinct.
10. **Competitive Disadvantage:** Increased competition from other precincts or commercial areas with better amenities, services, or strategic planning can challenge the precinct's competitiveness.

What is included in a Business Precinct Improvement Plan?

Typically, a Business Precinct Improvement Plan will incorporate action items linked to four objectives:

1. Leadership: Create accountability for the business precinct through private and public leadership
2. Access: Make it easier to access and move around the precinct
3. Amenity: Improve the look and feel of the precinct
4. Activation: retain and sustain a viable business precinct

A map of the business precinct is also typically included as part of the plan to provide clarity about the area covered.

5. DISCUSSION

Business Precincts in the City of Unley

The City of Unley broadly has 11 Business precincts:

1. Goodwood Road
2. Unley Road
3. King William Road
4. Fullarton Road
5. Glen Osmond Road
6. Greenhill Road
7. Anzac Highway
8. Maple Avenue
9. South Road
10. East Avenue
11. Duthy Street

Of these, it should be noted that the first four are usually referred to as Unley's "Mainstreets" which have Trader Associations that raise an annual separate Levy for the purposes of marketing activities and the funding of value-added infrastructure. There was a major streetscape upgrade of Goodwood Road in 2015 and of King William Road in 2019. A major upgrade of Unley Road is due to commence in 2024 and will be implemented over several years. There is a desire to upgrade the streetscape around the Highgate Village on Fullarton Road in the coming years, as a separate levy is raised for this precinct.

Glen Osmond Road previously had a Trader Association, but this discontinued some 10 years ago. There is a desire to upgrade the streetscape on Glen Osmond Road between Fullarton Road and Greenhill Road as this is a precinct which has a number of small businesses and is zoned for medium density development. Ideally, for it to be successful, any streetscape upgrade should include both sides of the road, which will require a joint approach from the Cities of Unley and Burnside.

Greenhill Road is a major business precinct of Unley but has not had an overall streetscape upgrade for over 20 years (if at all). With new developments currently in progress, an improvement plan for Greenhill Road is important.

Anzac Highway and South Road are main arterial roads that form the boundaries of the City of Unley. Both have small, fragmented business precincts that are likely to change in the next 5-10 years. The proposed Locale development on the former Le Cornu site will activate and revitalise that immediate area of Anzac Highway. More importantly, while details are unknown at this stage, the future redevelopment of the current Keswick army barracks site will change the northern end of Anzac Highway. Associated with this, changes are likely to occur on Maple Avenue. With regard to South Road, while there are businesses located on this road, the River Torrens to Darlington project is likely to have significant impacts on the business precinct.

Given these factors, it is premature to develop a BPIP for Anzac Highway, Maple Avenue and South Road. These roads can be investigated once the above-mentioned future developments have been completed.

East Avenue, and Duthy Street business precincts are small precincts that generally cater for the local community. Based on vacancy reports, there are very few vacancies on these roads and businesses have not been interested in forming a Trader Association.

In late 2023, walk throughs were undertaken of Fullarton Road South, Goodwood Road, Glen Osmond Road, and King William Road, to identify infrastructure opportunities. A list of potential actions were compiled, and these are currently being assessed in terms of renewal versus maintenance.

Next Steps

If BEDAC and Council support the concept of Business Precinct Improvement Plans, then the next step would be to prioritise which of the business precincts should have an improvement Plan prepared, scoped, and costed for Council's consideration.

In making this decision, BEDAC should consider the risks, the scope of the project, potential resourcing implications, other revitalisation projects currently in the pipeline and prioritisation of business precincts.

6. POLICY IMPLICATIONS

6.1 Financial/budget implications

- If Council endorses the development and implementation of this program, some of the actions can be delivered within existing actions and budgets, while others will require additional funding.

- Consideration will need to be given to a resource to coordinate this program.
- Council may wish to apply an annual budget for this program, with funds to be expended across the business precincts that have been prioritised.

6.2 Risk Management (identification and mitigation)

Risks / Constraints	Impact to Project	Mitigation
Financial Constraints: Limited funding or unexpected budget constraints can hinder the implementation of proposed initiatives or infrastructure improvements outlined in the plan	Unable to deliver actions	<ul style="list-style-type: none"> • Subject to successful budget bids • Seek external grants • Leverage external funding
Community Resistance or Opposition: Resistance from certain community groups, businesses, or residents who might disagree with the proposed changes or feel excluded from the planning process can pose challenges	Unable to deliver actions	<ul style="list-style-type: none"> • Ongoing engagement with key stakeholders
Regulatory and Permitting Challenges: Delays or complications in obtaining necessary permits, navigating regulatory hurdles, or compliance issues can slow down or halt progress	Unable to deliver actions	<ul style="list-style-type: none"> • Business concierge system in place • Close relationship with Planning and Regulatory Team • Educate business community on what can be done
Unforeseen Infrastructure Challenges: Discovering unforeseen issues or complications during infrastructure upgrades or construction that lead to delays or additional costs	Unable to deliver actions	<ul style="list-style-type: none"> • Careful planning and investigation before undertaking any works • Subject to future budget bids
Stakeholder Disagreements: Conflicting interests among stakeholders, including disagreements on priorities or competing visions for the precinct, can impede consensus and hinder progress	Unable to deliver	<ul style="list-style-type: none"> • Alignment of all key stakeholders on the project
Lack of Long-Term Support: Changes in local government leadership or shifts in priorities over time may result in a lack of sustained support or funding for the plan's implementation	Unable to deliver	<ul style="list-style-type: none"> • Seek support through Project Sponsor
Inadequate Engagement or Communication: Insufficient	Misalignment of outcomes	<ul style="list-style-type: none"> • Careful communication of

Risks / Constraints	Impact to Project	Mitigation
engagement or communication with stakeholders could lead to misunderstandings, lack of support, or ineffective implementation due to insufficient input or buy-in		Action Plan and what can be achieved with limited resources and budget
Environmental and Sustainability Challenges: Difficulty in implementing sustainable practices or green initiatives due to unforeseen environmental challenges or difficulties in achieving intended environmental goals	Unable to deliver	<ul style="list-style-type: none"> • Coordinate groups and projects that are achievable and within budget • Seek external grants to support initiatives
Unforeseen External Factors: External factors like economic downturns, natural disasters, or global events can impact the precinct's development, affecting funding, timelines, or priorities	Changes to delivery and outcomes	<ul style="list-style-type: none"> • Manage change and respond accordingly through the Project Steering Committee

6.3 Staffing/Work Plans/Additional Resource Impact

- Operations and Assets will undertake work orders within existing resources and budget.
- Consideration will need to be given to a resource to coordinate this program.

6.4 Climate/Environmental Impact

- Nil

6.5 Social/Economic

- This will support the delivery of the Economic Development Growth Strategy (2021–2025)
 - 5.2 – Maintain attractive, connected, and vibrant precincts that are developed according to their unique character and function.
 - 5.3 – Understand and adopt new technologies to support economic growth.
 - 5.5 – Facilitate activation and enhancement of precincts throughout the City.

7. ANALYSIS OF OPTIONS

Option 1 – BEDAC recommends to Council that:

1. The report be received.
2. Council endorses the concept of Business Precinct Improvement Plans.
3. Administration prepares a report to BEDAC outlining a priority list of Business Precinct Improvement Plans to be developed and implemented over the next four years, together with the cost implications.

Under this option, BEDAC recommends to Council that the concept of Business Precinct Improvement Plans be introduced, and that further work would be undertaken to prioritise the precincts for infrastructure improvements.

Option 2 – BEDAC recommends to Council that:

1. The report be received.

This option merely receives the report, with no further work to be undertaken.

8. RECOMMENDED OPTION

Option 1 is the recommended option.

9. REPORT AUTHORISERS

Name	Title
Peter Tsokas	Chief Executive Officer



Business Precinct Improvement Plan

13 February 2024



Introduction and Background

The City of Unley has invested heavily into the streetscapes within Mainstreet business precincts over the past ten years. Businesses within our business precincts have provided feedback to the City of Unley that our Business Precincts are now looking tired. This project is an attempt to retain the level of amenity as intended in the original designs and provide once off initiatives to bring business precincts back up to a Mainstreet standard. The idea of providing once initiatives to bring the business precincts back up to standard will be covered through the creation of a Business Precinct Improvement Plan using the framework discussed below. To ensure annual ongoing maintenance and upkeep of the precinct a Business Precinct Service Level Agreement is also being considered (NB. This is a separate project).

The purpose of this project brief is to introduce the initiative.

What is a Business Precinct Improvement Plan?

A Business Precinct Improvement Plan is designed to enhance and uplift a specific area dedicated to business activities, often within an urban setting. The plan focuses on revitalising, developing, and optimising various facets of the business precinct to promote economic growth, community engagement, and overall well-being.

Key considerations of a Business Precinct Improvement Plan may include:

1. **Infrastructure Enhancement:** Upgrading / maintaining physical infrastructure such as footpaths and lighting to improve accessibility, safety, and attractiveness for businesses, residents, and visitors.
2. **Retain the original Urban Design and Aesthetics:** Implementing small enhancements such as landscaping, and public art installations to create an appealing and cohesive aesthetic that encourages foot traffic and fosters a sense of place.
3. **Business Support and Smart Cities:** Facilitating programs, incentives, and resources to support existing businesses, attract new businesses, and stimulate entrepreneurship within the precinct.
4. **Sustainability and Environmental Considerations:** Integrating eco-friendly practices, energy-efficient systems, and sustainable solutions to minimise environmental impact and promote long-term sustainability.
6. **Public Services and Amenities:** Enhancing public services, such as parking, and recreational spaces, to improve convenience and quality of life for all stakeholders.
7. **Marketing and Promotion:** Developing strategies to market the precinct, attract visitors, and create a strong brand identity that highlights its unique offerings and advantages.

Why is a Business Precinct Improvement Plan Important?

A Business Precinct Improvement Plan can proactively identify problems or areas of improvement that require attention and strategic intervention, such as:

1. **Decline in Economic Activity:** Decreasing foot traffic, business closures, or a lack of new investments can signal a decline in economic activity within the precinct, prompting the need for revitalisation.
2. **Outdated Infrastructure:** Aging infrastructure, or poorly maintained public spaces can hinder accessibility, safety, and the overall attractiveness of the precinct.
3. **Lack of Amenities and Services:** Insufficient amenities such as recreational spaces, dining options, or cultural hubs can limit the appeal of the precinct to residents, workers, and visitors.



4. **Safety Concerns:** Crime rates, inadequate lighting, or a lack of security measures may create an unsafe environment, discouraging people from engaging or spending time within the precinct.
5. **Limited Community Engagement:** A lack of community involvement or engagement in the precinct's development and decision-making processes can lead to disconnected or disengaged stakeholders.
6. **Ineffective Zoning or Regulations:** Inefficient or outdated zoning laws, restrictive regulations, or bureaucratic hurdles may impede the growth and development of businesses within the precinct.
7. **Environmental Degradation:** Neglect of environmental considerations or lack of sustainable practices may impact the precinct's appeal and long-term viability.
8. **Lack of Identity or Branding:** A precinct may lack a distinct identity or fail to capitalize on its unique features, making it less competitive and memorable compared to neighbouring areas.
9. **Inadequate Public Infrastructure:** Insufficient public facilities, parking spaces, can hinder the convenience and functionality of the precinct.
10. **Competitive Disadvantage:** Increased competition from other precincts or commercial areas with better amenities, services, or strategic planning can challenge the precinct's competitiveness.

What is involved in developing a Business Precinct Improvement Plan for each Business Precinct?

For each business precinct the following is proposed:

1. Walk through of the Business Precinct with key stakeholders and key staff (either during the day or night)
2. Documentation of potential actions from the walk through
3. Work through the list of actions and identify what can be achieved through existing resources and budget; if we can apply for any grants; or what actions will require a budget bid and resource. NB. Not all actions will be able to be undertaken if an allocation is provided to this program. For example if the project is allocated \$50,000 per precinct, the City of Unley will need to prioritise actions within that \$50,000.
4. This list will then form a Business Precinct Improvement Plan for that particular Business Precinct.
5. The Business Precinct Improvement Plan will be delivered within one financial year by a single resource that coordinates the actions.
6. A review of the approach will take place at the end of each financial year.

Proposed Structure of the Business Precinct Improvement Plan

The Plans intend to have four objectives:

1. **Leadership:** Create accountability for the business precinct through private and public leadership
2. **Access:** Make it easier to access and move around the precinct
3. **Amenity:** Improve the look and feel of the precinct, and
4. **Activation:** retain and sustain a viable business precinct.

1. PRECINCT LEADERSHIP

Precinct leadership within the context of a Business Precinct Improvement Plan refers to the governance, coordination, and strategic direction responsible for overseeing and guiding the enhancement of a specific business precinct or area.



This leadership is instrumental in driving the implementation of the improvement plan and ensuring its success. Key aspects of precinct leadership include:

1. **Action Plan Development:** Defining a clear action plan for the precinct's improvement. This involves setting priorities, outlining objectives, and establishing a roadmap for achieving the desired outcomes.
2. **Coordination and Implementation:** Overseeing the execution of the improvement plan by coordinating efforts among different stakeholders, allocating resources, managing timelines, and ensuring that initiatives and projects align with the overall vision.
3. **Advocacy and Representation:** Acting as advocates for the precinct's interests, representing its needs and aspirations to external parties, lobbying for support, funding, or policy changes that benefit the precinct's development.
4. **Facilitation of Partnerships:** Fostering partnerships and collaborations between public and private sectors, fostering relationships and community groups to leverage resources and expertise.
5. **Monitoring and Evaluation:** Establishing mechanisms to monitor progress, collect data, and evaluate the impact of implemented initiatives.
6. **Communication and Transparency:** Ensuring open communication channels between stakeholders, providing regular updates on progress, and maintaining transparency regarding decisions, plans, and outcomes.
7. **Adaptability and Resilience:** Being responsive to changing circumstances, challenges, and opportunities, and adapting the precinct's action plan to ensure resilience and long-term sustainability.

Effective precinct leadership is crucial for steering the collective efforts of stakeholders toward a shared vision, fostering collaboration, and ensuring the successful implementation of a Business Precinct Improvement Plan. Leadership that is inclusive, strategic, and responsive plays a pivotal role in shaping the precinct's growth, vibrancy, and success.

2. ACCESS – Moving to and around the Precinct

In the context of a Business Precinct Improvement Plan, "access" refers to the ease, convenience, and inclusivity of reaching and utilising the resources, services, and opportunities within the precinct. It encompasses various aspects that enable individuals, businesses, and the community to interact, participate, and benefit from what the precinct offers.

Access considerations as part of the Business Precinct Improvement Plans include:

1. **Physical Access:** This refers to the ease of reaching the precinct through transportation networks, including roads, sidewalks, public transit, bike lanes, and parking facilities. Improving physical access ensures that individuals can easily travel to and within the precinct.
2. **Accessibility for All:** It involves making the precinct inclusive and accommodating for people of all abilities. This includes considerations for individuals with disabilities, ensuring that infrastructure, facilities, and services are accessible and usable for everyone.
3. **Economic Access:** Ensuring that businesses have fair and equitable opportunities to operate within the precinct. This could involve reducing barriers to entry, providing support, and fostering an environment conducive to business growth.
4. **Social and Cultural Access:** Creating an environment that encourages social interaction, cultural activities, and community engagement. This might involve providing spaces for gatherings, events, and activities that promote social cohesion and inclusivity.
5. **Informational Access:** Providing clear information about services, events, opportunities, and resources available within the precinct. This includes effective communication



channels and platforms to disseminate information to residents, visitors, and businesses.

6. **Safety and Security:** Ensuring a safe environment within the precinct, which fosters a sense of security for those who live, work, or visit. Safety measures contribute significantly to enabling access by reducing potential barriers related to concerns about personal safety.
7. **Environmental Access:** Creating a precinct that is environmentally friendly, incorporating green spaces, sustainable practices, and clean surroundings. Environmental considerations can positively impact the overall experience and attractiveness of the precinct.

Improving access within a Business Precinct Improvement Plan is crucial as it allows for broader participation, enhances the overall experience, and contributes to the vitality and success of the precinct as a hub for economic, social, and cultural activities.

3. AMENITY – the look and feel of the precinct

In the context of a Business Precinct Improvement Plan, "amenity" refers to a feature, service, or facility within the precinct that enhances its attractiveness, convenience, and overall quality of life for those who live, work, or visit the area. Amenities are designed to improve the experience and satisfaction of individuals and contribute to the overall appeal of the precinct.

Amenity considerations as part of the Business Precinct Improvement Plans include:

1. **Public Realm:** Green spaces, plazas, and recreational areas that provide opportunities for relaxation, social interaction, and outdoor activities.
2. **Pedestrian-Friendly Infrastructure:** Well-designed footpaths, benches, and street furniture that encourage walking and enhance the pedestrian experience.
3. **Cafes, Restaurants, and Retail Spaces:** Dining establishments, shops, and retail outlets that add vibrancy, convenience, and options for residents, workers, and visitors.
4. **Cultural and Entertainment Venues:** Theatres, galleries, performance spaces, and cultural centres that offer opportunities for artistic and cultural experiences.
5. **Public Facilities:** Libraries, community centres, public toilets and other facilities that cater to the needs of the community and visitors.
6. **Transportation Services:** Efficient public transportation systems, bike-sharing programs, taxi stands, or parking facilities that facilitate movement and accessibility within the precinct.
7. **Wi-Fi Connectivity and Technology Services:** Access to free Wi-Fi hotspots, charging stations, and other technological amenities that support connectivity and digital access for residents and businesses.
8. **Safety and Security Measures:** Well-lit areas, surveillance systems and emergency services that contribute to a sense of safety and security within the precinct.
9. **Environmental Enhancements:** Sustainable features that contribute to a greener and more environmentally conscious precinct.

Amenities play a crucial role in making the precinct an attractive destination for businesses, residents, workers, and visitors.

4. ACTIVATION – Economic vibrancy of the precinct

"Economic activation" within the context of a Business Precinct Improvement Plan refers to deliberate initiatives aimed at stimulating economic growth, fostering entrepreneurship, and enhancing the commercial viability of a specific area or precinct. It involves activating the economic potential of the precinct to attract businesses, create job opportunities, and drive



economic activity. Activation considerations as part of the Business Precinct Improvement Plans include:

1. **Business Attraction and Retention:** Implementing measures to attract new businesses while also supporting existing ones. This might involve offering incentives, streamlining regulatory processes, or providing resources to encourage entrepreneurship and business expansion.
2. **Entrepreneurship Support:** Creating programs, incubators, or workshops that support aspiring entrepreneurs, providing them with resources, mentorship, and guidance to start and grow their businesses within the precinct.
3. **Diversification of Economic Activities:** Encouraging a diverse range of businesses and industries to establish a presence within the precinct, promoting a healthy mix that can contribute to resilience and sustainability.
4. **Skills development:** Fostering an environment that generates employment opportunities through the establishment of new businesses, expansion of existing ones, or the development of industries that require a skilled workforce.
5. **Cultural and Creative Industries:** Supporting cultural initiatives, creative industries, and artistic endeavours that contribute to the unique identity and attractiveness of the precinct, potentially fostering tourism and the creative economy.
6. **Collaboration and Partnerships:** Engaging with stakeholders, educational institutions, and industry partners to create synergies and collaborative efforts that drive economic growth and innovation.
7. **Precinct Branding, Marketing and Promotion:** Developing marketing strategies to showcase the precinct's strengths, advantages, and unique offerings, attracting investors, businesses, and visitors.

Strategic Alignment with the City of Unley Vision

Community Plan 2033

Economic Prosperity – Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.

3.1 Unley is recognised as an easy place to do business

3.2 Thriving main streets and other business activities operate across our City

Economic Development Growth Strategy 2021 – 2025

This project contributes to the delivery of the following outcomes:

- 1.1 Develop a city-wide approach to Economic Development.
- 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.
- 3.4 Optimise transport and parking solutions in and around key business precincts.
- 4.1 Ensure relevant Council policies and processes enable business activity and contribute to the overall liveability of the City.
- 4.4 Promote local business and services.
- 5.1 Establish Greenhill Road as a key business precinct.
- 5.2 Maintain attractive, connected and vibrant precincts that are developed according to their unique character and function.
- 5.3 Understand and adopt new technologies to support economic growth.
- 5.5 Facilitate activation and enhancement of precincts throughout the City.



This program also has relationships with other strategies across the City of Unley such as Walking and Cycling Plan, Parking Plan, Active Ageing Strategy, Disability and Inclusion Plan, etc