



THE COMMITTEE MINUTES

for the meeting

Tuesday 7 May 2019

in the Colonel Light Room,
Adelaide Town Hall



Present - Councillor Martin (Chair);
Councillors Abiad (Acting Lord Mayor), Couros, Donovan, Hou, Khera, Knoll,
Moran (Deputy Chair) and Simms.

Acknowledgement of Country

At the opening of the Committee Meeting, the Chair stated:

'Council acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'

Councillor Hou entered the Colonel Light Room at 5.31pm.

Apologies and Leave of Absence

Apologies – The Right Honourable the Lord Mayor [Sandy Verschoor], Councillors Abrahamzadeh and Hyde.

Confirmation of Minutes - 16/4/2019

That the Minutes of the meeting of The Committee held on 16 April 2019, be taken as read and be confirmed as an accurate record of proceedings.

Items for Consideration and Recommendation to Council

1. Item 4.1 - Rymill Park / Murlawirrapurka (Park 14) Draft Master Plan [2017/02686] [TC]

That the item be deferred to another workshop on return of the Lord Mayor.

During the Item, Councillor Abiad (Acting Lord Mayor) entered the Colonel Light Room at 5.44pm.

2. Item 4.2 - Adelaide Park Lands Authority – Remuneration Review [2006/00224] [TC]

THAT THE COMMITTEE RECOMMENDS TO COUNCIL

That Council:

1. Approves remuneration for all Adelaide Park Lands Authority Board members based on meeting attendance.
2. Approves the continuation of the application of the State Government Remuneration Framework for Boards and Committees at Category 2, Level 2 for the Authority's sitting fees, with:
 - 2.1. An adjustment in accordance with the average increase in 'Average Weekly Earnings' for the period 2008-2018, to take effect from 1 June 2019, and be adjusted in each subsequent year by the change in 'Average Weekly Earnings' for the preceding year
 - 2.2. The application of the provision for the payment of 3 hours meeting preparation time (for each meeting attended), also to take effect from 1 June 2019.

During the Item, Councillor Moran left the Colonel Light Room at 5.53pm.

3. Item 4.3 - Activation and Car Park - 88 O'Connell Street North Adelaide [2018/02324] [TC]

Councillor Moran re-entered the Colonel Light Room at 6.09pm.

THAT THE COMMITTEE RECOMMENDS TO COUNCIL

That Council:

1. Authorises the Chief Executive Officer to initiate an Expression of Interest (EOI) process for an on-going activation program with ancillary car parking at 88 O'Connell Street North Adelaide.
2. Notes that the outcome of the EOI Process will be brought back to Council for approval.

Item 4.3, distributed separately to the Agenda is attached for reference at the conclusion of the Minutes of this meeting.

Discussion Forum Items

4. Item 5.1 - Presentation - Information Update - Main Street Precinct Governance Models

Discussion Facilitators:

Ian Hill, Director Growth, City of Adelaide

Matt Grant, Associate Director, Economic Development & Tourism, City of Adelaide

Precis of topic:

Utilising a PowerPoint presentation, an update was given to The Committee members on the City Wide Business Model project.

The PowerPoint presentation utilised is attached for reference at the conclusion of the Minutes of this meeting.

5. Item 5.2 - Permit Review [2018/00975]

Discussion Facilitator:

Vanessa Godden, Director Community, City of Adelaide

Precis of topic:

Utilising a PowerPoint presentation, to present The Committee Members with information and options to cut red tape for businesses including: a review and consolidation of permit policies and operating guidelines, and a review of the current fee model.

During the discussion:

- Councillor Khera left the Colonel Light Room at 6.42pm and re-entered at 6.43pm.
- Councillor Hou left the Colonel Light Room at 6.44pm and re-entered at 6.48pm.
- Councillor Abiad (Acting Lord Mayor) left the Colonel Light Room at 6.58pm and re-entered at 7.03pm.
- Councillor Simms left the Colonel Light Room at 7.05pm and re-entered at 7.08pm.

The PowerPoint presentation utilised is attached for reference at the conclusion of the Minutes of this meeting.

6. Item 5.3 - Hindley Street Project Stage 1 Analysis [2018/01680]

Discussion Facilitator:

Tanya Bacic, Principle Transport Planning, City of Adelaide

Precis of topic:

Utilising a PowerPoint presentation, to provide a briefing on the key findings from the Hindley Street Project Stage 1 site, movement, heritage and retail analysis, and provide an opportunity to consider a number of proposed short, medium and long term options to improve the safety, experience, and amenity of the street.

During the discussion:

- Councillor Knoll left the Colonel Light Room at 7.10pm and re-entered at 7.11pm.

The PowerPoint presentation utilised is attached for reference at the conclusion of the Minutes of this meeting.

Exclusion of the Public

7. Item 7.1 - Exclusion of the Public to Consider [2018/04291] [TC]:

For the following Item for Consideration and Recommendation to Council in Confidence:

8.1. City of Music Laneway Naming [s 90(3) (a) & (b)]

Order to Exclude for Item 8.1:

THAT THE COMMITTEE:

1. Having taken into account the relevant consideration contained in s 90(3) (a) & (b) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 7/5/2019 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 8.1 [City of Music Laneway Naming] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

The grounds for consideration in confidence are primarily associated with the personal implications for the artist/s. There is a risk to reputation and personal brand for an artist to be placed competitively among a list of peers, and their name not be selected by Council for a City of Music laneway. Consideration in confidence seeks to protect the reputation and to minimise personal disappointment of the artist/s named in the report.

The grounds for consideration in confidence are secondly that any Council decision to name a City laneway may reasonably be expected to confer a commercial advantage of one artist/s over another, particularly as provided in a competitive arrangement through the decision-making process required by this report. There will be media and public interest in the selected artist/s. Commercial exposure and performance opportunities may reasonably be seen to be advantaged by the decision of Council to name a City laneway after the artist/s.

Public Interest

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information would involve the unreasonable disclosure of information concerning the personal affairs of the artist/s named in the report which could prejudice the commercial position and identity of the artist/s named through the receipt of a level of commercial advantage from the decision or disadvantage the personal and professional brand and reputation of artist/s named but not selected in the decision-making process by Council.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 7/5/2019 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 8.1 [City of Music Laneway Naming] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (a) & (b) of the Act.

Members of the public and Corporation staff present not directly involved with Item 8.1 left the Colonel Light Room at 7.45pm.

Confidential Item 8.1

City of Music Laneway Naming

Section 90 (3) (a) & (b) of the *Local Government Act 1999 (SA)*

Page 4

The Colonel Light Room re-opened to the public at 7.45pm.

Confidentiality Order

Minute 8 - Item 8.1 - City of Music Laneway Naming [TC]

Confidentiality Order

In accordance with Section 91(7) & (9) of the *Local Government Act 1999 (SA)* and because Item 8.1 [City of Music Laneway Naming] listed on the Agenda for the meeting of The Committee held on 7 May 2019 was received, discussed and considered in confidence pursuant to Section 90(3) (a) and (b) of the *Local Government Act 1999 (SA)*, this meeting of The Committee do order that:

1. the resolution, the report, the discussion and any other associated information submitted to this meeting and the Minutes of this meeting in relation to the matter remain confidential and not available for public inspection until 31 December 2026;
2. the confidentiality of the matter be reviewed in December 2020;
3. the Chief Executive Officer be delegated the authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been revoked.

Closure

The meeting closed at 7.45pm.

Councillor Phillip Martin
The Committee Chair

Documents attached:

Minute 3 - Item 4.3 - Activation and Car Park - 88 O'Connell Street North Adelaide, Distributed Separately

Minute 4 - Item 5.1 - Information Update - Main Street Precinct Governance Models, PowerPoint Presentation

Minute 5 - Item 5.2 - Permit Review, PowerPoint Presentation

Minute 6 - Item 5.3 - Hindley Street Project Stage 1 Analysis, PowerPoint Presentation

Activation and Car Park - 88 O'Connell Street North Adelaide

ITEM 4.3 07/05/2019
The Committee

Program Contact:
Tom McCready, AD Property
8203 7313

Approving Officer:
Ian Hill, Director Growth

2018/02324
Public

EXECUTIVE SUMMARY:

This report responds to two (2) Motions on Notice raised by Councillor Couros and adopted by Council on 11 December 2018 relating to 88 O'Connell Street North Adelaide.

The intent of the Motions on Notice is to consider the role that Council can play to create a more vibrant main street with increased patronage to the O'Connell Street precinct through activation at 88 O'Connell Street North Adelaide.

It is considered that an Expression of Interest (EOI) process will be the most effective way in which to achieve a more intensive activation program at the site, thus maximising the benefits to the O'Connell Street precinct and enabling the community's aspirations to be achieved.

This option would allow Council to call for interested groups or individuals to take control of the site via a lease or licence to manage and curate an activation program in accordance with a set of predetermined guidelines. The proposed guidelines/evaluation criteria have been formulated to take into consideration community expectations. Under this scenario, it would be reasonable that a greater proportion of the site is opened for ancillary car parking to support a more intensive activation program.

This report also advises the opportunity and implications associated with opening the site for 'at grade' public car parking.

Should the EOI process not be successful, Council may wish to consider alternative options to address car parking on the site such as a request via the Chief Executive Officer to the Minister for Planning to commence a Ministerial DPA with interim effect for the site at 88 O'Connell Street to allow car parking to be considered a land use and to be assessed as a Category 1 development.

RECOMMENDATION:

THAT THE COMMITTEE RECOMMENDS TO COUNCIL

That Council:

1. Authorises the Chief Executive Officer to initiate an Expression of Interest (EOI) process for an on-going activation program with ancillary car parking at 88 O'Connell Street North Adelaide.
2. Notes that the outcome of the EOI Process will be brought back to Council for approval.

IMPLICATIONS AND FINANCIALS:

City of Adelaide 2016-2020 Strategic Plan	<p>Strategic Alignment – Liveable</p> <p>Liveable – encourage growth in the full range of residential property development in a mixed-use environment in a manner that respects the demographics and different character of districts in the City</p> <p>Sustainable Growth – strengthen the City by growing the number of people living, working, playing and visiting in the City every day.</p> <p>Economic development and job creation – both in the short-term delivery and long-term as the development of the site (to be catalysed through the Council’s acquisition and activation) stimulates further projects, new businesses, population and visitor growth, wealth creation and the strengthening of Adelaide’s brand.</p>
Policy	Temporary development of the site will take into consideration the requirements of the Development Plan.
Consultation	The activation program to date has been heavily influenced by the community engagement undertaken in May – June 2018.
Resource	Internal resources are required to deliver the activation program.
Risk / Legal / Legislative	Subject to Council’s preferred option, a new development application may be required.
Opportunities	There is an opportunity to explore the possibility of a comprehensive EOI process to appoint an external party to deliver an activation program in line with the expectations of the Council and community.
18/19 Budget Allocation	The budget allocation towards activation of the site is approximately \$145,000. This provides funding for one (1) to two (2) events per calendar month (ranging from \$6,000 to \$15,000 per event). Should a greater level of activation delivered through Council be desired additional funding would be required.
Proposed 19/20 Budget Allocation	To be determined.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not in relation to this report.
18/19 Budget Reconsideration (if applicable)	Not in relation to this report.
Ongoing Costs (eg maintenance cost)	Not in relation to this report.
Other Funding Sources	Not in relation to this report.

DISCUSSION

Background

1. On 11 December 2018 Council adopted the following Motions on Notice:

That Council:

- 1) *Notes the ongoing Expression of Interest process for the development of Eighty-Eight O'Connell Street and the imperative to keep the site activated throughout this process;*
- 2) *Requests for administration to prepare a report on how a temporary activation, similar to a box park concept, can be established on the Eighty-Eight O'Connell Street site to attract complementing and non-competing operators to North Adelaide.*
- 3) *Requests for this report to be returned no later than February 2019.'*

and

That Council:

- 1) *Notes the recent closure of multiple businesses on O'Connell St and the impact this has had on the community;*
- 2) *Requests administration look for ways to open the Car Park at 88 O'Connell Street, North Adelaide, immediately and especially for the Christmas trade.*

2. In May 2018, the City of Adelaide undertook an engagement process to gather input from the community about their aspirations for the short-term activation and long-term development of 88 O'Connell Street.
3. The engagement comprised a series of community sessions, and an online survey. The comments received indicated a strong desire to see the site activated in the short term.
4. A development application in late 2018, provided approval for a program of activation events with associated car parking, thus allowing car parking to occur where it is in association with events occurring on the site. The development application allows for a range of community and civic event for up to two (2) years with associated car parking for up to sixty (60) cars.
5. The car parking associated with this approval was assessed as limited and intermittent in nature, and on the understanding that car parking associated with an event would ensure dedicated management of the car park.
6. A range of successful events that have taken place on the site can be viewed here [Link 1](#)

Expression of Interest:

7. An EOI would allow Council to call for interested groups or individuals to take control of the site via a lease or licence (with a minimum fee) to manage and curate an activation program in accordance with a set of predetermined guidelines.
8. Advantages of an EOI process include the ability to activate the site on an ongoing basis as opposed to an event basis and the ability to test the market for new and interesting offerings. There have been some informal approaches from potential operators.
9. Implementation will be dependent upon what is proposed, and the timelines associated with a new development application.
10. As there are events scheduled for the coming months, it is anticipated that the site could be made available to a third party from September 2019, however this will be dependent on the level of submissions and the level of capital investment and activation.
11. The outcomes from an EOI process would be presented back to Council for approval.
12. If Council is unable to secure an operator, then Council could continue to curate and lead an activation program.

A Public Car Parking:

13. Consideration has been given to the implications of Council pursuing an 'at grade car park' that is not ancillary to an approved or existing use firstly as it is a non-complying form of development in the Main Street (O'Connell) Zone, and secondly, whether the current surface is suitable for a continuous public car park for the next two (2) years.
14. Council has as a policy position prevented the development or use of similar temporary at grade car parks on other sites. It is important to note that there could remain a risk of perceptions of inconsistency, bias or predetermination which may be associated with a development of an 'at grade car park' on this site.
15. However, if Council was to support such a service it is recommended that the car park operation aligns with current changes to on-street parking within North Adelaide, that is, not encouraging commuter car parking.
16. The development application process would involve:
 - 16.1. Submitting a 'Statement of Support' including specialist engineering advice in relation to car parking layout, traffic management, drainage and lighting matters;
 - 16.2. Council's DA Planners requesting that State Commission Assessment Panel (SCAP) be determined as the relevant authority rather than Council Assessment Panel (CAP) to remove appearance of any bias;
 - 16.3. In the first instance the SCAP (or CAP) will need to determine whether to proceed or not with an assessment of the application;
 - 16.4. A decision not to proceed – there are no appeal rights;
 - 16.5. A decision to proceed – the applicant will need to provide a 'Statement of Effect';
 - 16.6. Public notification (Category 2) potential representations and responses;
 - 16.7. SCAP/CAP to determine application – If refused, there are no appeal rights for Council, but appeal rights exist for representors if an application is approved;
 - 16.8. If CAP is the relevant authority, concurrence from SCAP will be required;
 - 16.9. The assessment of the development application is likely to take three (3) to four (4) months. If concurrence is granted and the application is approved, there is a sixty (60) day period in which a representor can lodge an appeal.
17. Should Council wish to pursue a greater intensity of car parking at 88 O'Connell Street (above and beyond that delivered through an EOI process), and should it choose to progress a development application for a temporary public car park, a layout plan can be prepared.
18. RLB Quantity Surveyors have provided a cost estimate for establishing a fully sealed car park (as shown in the Link) which is in the order of \$1.2 million.
19. This estimate includes components such as civil works, landscaping, services, ticketing and gates. It also includes a construction contingency, professional fees and statutory charges.
20. As part of operating a public car park, Council would need to consider the following risks in the design of the car park:
 - 20.1. Potential for dust and noise complaints from nearby residents;
 - 20.2. Achieving planning approvals and compliance with Australian Standards;
 - 20.3. Costs to prepare car park and/or maintain unsealed surfaces;
 - 20.4. Appropriate disability access provisions.
21. Should Council wish to incorporate paid parking, consideration should be given to the appropriate mechanism and equipment to satisfy that requirement (e.g. solar power parking ticket machines).
22. A cost estimate of approximately \$50,000 has been obtained for a simpler spray sealed surface treatment, however a design for this approach has not been prepared.
23. Further refinement/consideration of the surface treatment could occur following an EOI process based on the proposed frequency and intensity of use including the option to utilise a spray seal.
24. An alternative option, should Council resolve to do so, is to formally write to the Minister requesting that he undertake a Ministerial Development Plan Amendment (DPA) that allows car parking on the site on an interim basis, to be assessed as a Category 1 development application.

- 25. In any event, as part of the EOI noted above, an approach to ancillary car parking would be requested within submissions.

ATTACHMENTS

Nil

- END OF REPORT -

CITY WIDE BUSINESS MODEL

Presentation:

To update Council Members on the City Wide Business Model project

A SMART CITY WITH
A GLOBALLY
CONNECTED AND
OPPORTUNITY RICH
ECONOMY

SMART

PROGRAM: ECONOMIC DEVELOPMENT AND TOURISM

AUTHOR: Matt Grant | APPROVING OFFICER: Ian Hill

The Committee Meeting - Minutes - 7 May 2019



At its meeting on 24 July 2018, Council resolved:

‘That: Administration brings to a future workshop a report on opportunities to better support our Mainstreet Precinct Group, the report should include financial modelling, resourcing support, and any form of other support we can include.’

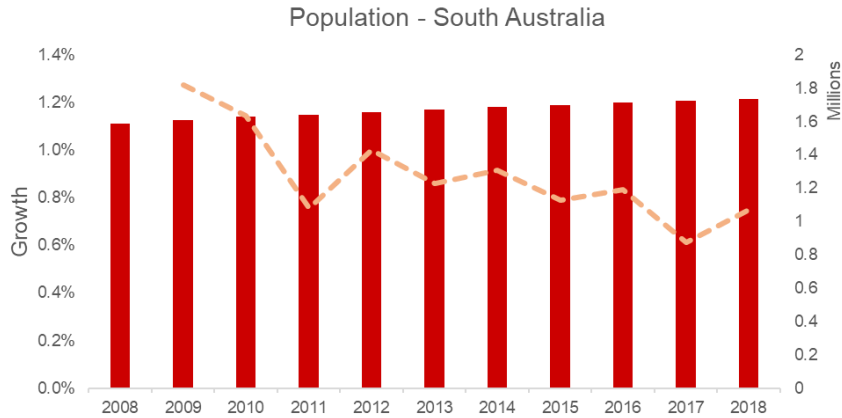
At its meeting on 14 August 2018, Council resolved:

- (1) *Undertakes to complete a comprehensive body of work investigating the merits or otherwise in relation to introducing alternative governance models to support ongoing Mainstreet Precincts, including but not limited to variations of Business Improvement Districts (BID), in line with City of Adelaide 2016-2020 Strategic Plan Smart Objectives and Actions;*
 - (2) *That preliminary findings feed into the upcoming workshop to better support our Mainstreet Precinct Groups where financial modelling, resourcing and governance models will be considered.’*
- The ‘City Wide Business Models’ project has commenced. The project will evaluate and consider new funding and governance models that could accelerate economic growth in the City, including reviewing the model used by the Brisbane Marketing Authority, Business Improvement Districts (BIDs) and special purpose districts (popular in the USA). This project will draw on the experiences of other jurisdictions and consider their application locally.
 - Through QF2 Council allocated \$60,000 to undertake this study. The outcomes will be presented to Council for consideration. If a new model is adopted, implementation in mid 2020 would be ideal.

We are seeking to:

- Provide a more efficient and effective model for whole of City (including North Adelaide) business initiatives;
- Explore best fit for purpose governance and funding models;
- Proactively engage in shared discussion (Precinct Group forums / RMMA Board / ACMA Board / Adelaide Business Collective / Council Members / CoA Executive and staff).

Static State population growth



Source: Australian Bureau of Statistics



Increased competition / investment from other precincts (Burnside, Marion etc)



Increased retail competition from online sources

Changing consumer consumption and behaviours

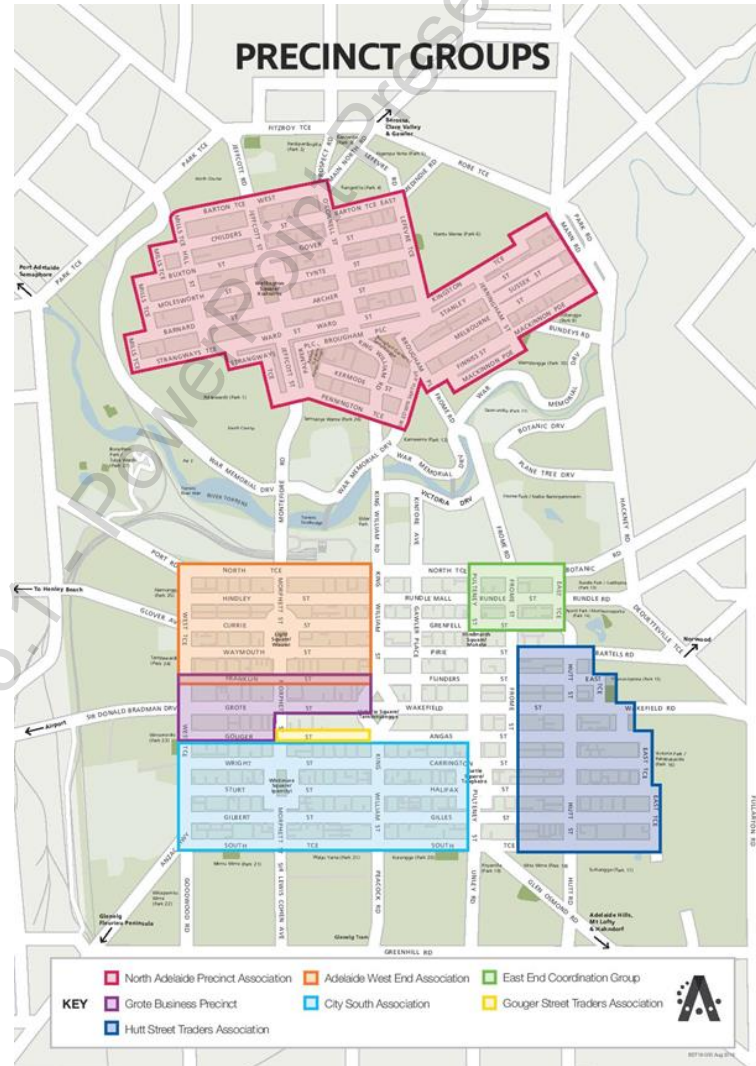


Changing legislative environment (de-regulation of shopping hours)



The Committee Meeting - Minutes - 7 May 2019

- Current model is inefficient.
- 7 Precinct Groups
- \$25,000 per annum in funding from CoA
- Contestable grant round



Stakeholders – including but not limited to:

Internal

- Elected Members
- Executive Leadership Team
- Rundle Mall Management Authority
- Adelaide Central Market Authority

External

- Central Market Traders Association
- Chinatown Adelaide SA Inc
- Market District Reference Group
- State Government
- Adelaide Convention Bureau
- Mainstreet SA
- Festivals Adelaide
- Precinct Groups (7)
- Adelaide Business Collective
- Australian Hotels Association SA
- Property owners
- StudyAdelaide
- Renew Adelaide
- Others as identified

Timelines

Request for Quotes	30 April 2019
Request for Quote Close	14 May 2019
Contract awarded	31 May 2019

Current Activity

- Internal Working Group established.
- Fortnightly meetings commenced 3 April 2019.
- Communications with key stakeholders underway.

May 2019

- 7 May Information presentation Council Committee

June/July/August 2019

- Ongoing engagement with key stakeholders

September 2019

- 17 September Consultant report received

October/November 2019

- Council presentation
- Council decision to proceed or otherwise

Early 2020

- Commence formal consultation

Mid 2020

- Commence implementation

PERMIT REVIEW WORKSHOP

Workshop Purpose:

To present Council Members with information and options to cut red tape for businesses including: a review and consolidation of permit policies and operating guidelines, and a review of the current fee model.

PROGRAM: CUSTOMER

AUTHOR: Mel Carter, APPROVING OFFICER: Vanessa Godden

The Committee Meeting - Minutes - 7 May 2019

Licensed by Copyright Agency. You must not copy this work without permission.

A SMART CITY WITH
A GLOBALLY
CONNECTED AND
OPPORTUNITY RICH
ECONOMY



SMART

Current State

IN ORDER TO GET A PERMIT OUR CUSTOMERS HAVE TO NAVIGATE...

8 COUNCIL POLICIES

15 OPERATING GUIDELINES

10 PERMIT CATEGORIES

128 PERMIT FEES AND CHARGES

- ✘ Unconducive to business
- ✘ Too much red tape
- ✘ Confusing/time consuming processes & policies
- ✘ Inconsistent experience
- ✘ Not easy to do business with



Aspiration

Enablers

Customer Centric

Simple

Transparent

- + Supporting businesses to achieve their goals
- + Easy to navigate processes
- + Minimal effort – Council 'gets out of the way'
- + Council is agile in responding to new ideas/innovations
- + Clear and consistent to deal with

Customer Experience Journey So Far

Alignment of resources – The Business Centre

Digital permit application forms

Development of Risk-based assessments

Customer Feedback Loop

Media Production/Still Photography Permit

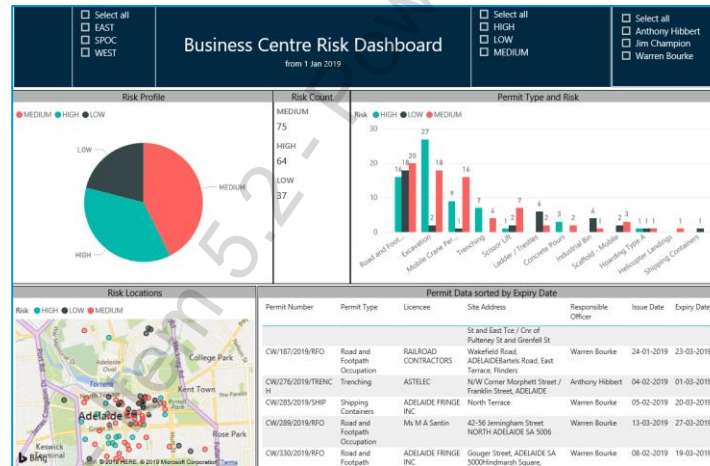
My progress: 50%

Application details

Nature of activity required

Please briefly describe your production required

Proposed start date required



We have adopted four guiding principles to ensure that any changes we make are transparent, simple, enabling and customer centric.



Transparent

Our processes are consistent, predictable and set clear expectations. Our decisions are transparent to the public and our staff.



Simple

We keep things simple and easy to understand. We make it simple for our people to assess, approve and maintain.



Enablers

Our focus is to assist in activating the City, within our jurisdiction and supporting customers to achieve their goals, while maintaining safety and amenity of our assets.



Customer Centric

We adopt a customer centric mindset, putting the customer at the heart of what we do. We put our customers first, and guide their experience across all touch points.

It is proposed to reduce & consolidate the number of Policies by one, and Operating Guidelines by a minimum of five

Current Policy Framework



Proposed Policy Framework



Discussion Question: Are Elected Members supportive of the proposed policy framework?

Tension 1: The balance between reducing red tape and risk (or control) is critical in establishing Council priorities for the public realm.

Reduce red tape

Simple processes

Minimal rules and criteria

Less control of what occurs in public realm

‘Yes’ approach



Strong control / reduce risk

Rigorous processes

Specific rules and criteria for each activity
Strong control of what happens in public realm

‘Safety first’ approach

Tension 2: The balance between promoting activation & business activities in public space whilst maintaining equitable access for all users is a tension which is common across various permit types.

Promote activation & economic growth

The public realm can be used to promote business and community interests

Activation benefits the economy and community

Innovative ideas are supported



Public realm should be accessible for all

No group should have exclusive use over the public realm

Public realm should remain uncluttered/accessible

Activities in the public realm should benefit the local area

Tension 3: The balance between maintaining accessibility and traffic flow, and facilitating development is a tension directly impacting City Works permits. Public space is required for development activities, however, the trade-off means that local stakeholders, pedestrians and traffic flow can be directly impacted.

Facilitate development and maintenance of the City

We should prioritise the needs of developers to enable the City to grow. The more space permitted for developers to use, the quicker developments can be completed.



Maintain accessibility and traffic flow

We should minimise the impact of development work in the public realm to minimise impact to stakeholders and allow the City's traffic and pedestrian movement to flow.

It is the responsibility of the developer to implement efficient, low impact development methods.

Discussion Question: What are Members views on:

- 1. Priorities and Principles for use of the public space**
- 2. How to manage competing tensions for use of the public space**

There are currently 128 different fee rates for permits

We have no core set of principles to govern why, how & who we charge for the use of the public realm

This creates inconsistencies and makes responding to new innovations difficult (e.g. e-scooters)

Permit Category	Sub-categories	Permits issued 2017-2018	Income 2017-2018*	Typical Applicant type				
				City Business	Non-City Business	Community/ Charity	Individual	Residential
City Works	14	2923	\$1,493,471	<i>May be on-charged</i>	✓			
Outdoor Dining	4	551	\$425,695	✓				
On-Street Activities	12	718	\$128,144	✓	✓	✓	✓	
Objects on Footpath	4	78	\$12,619	✓				
Encroachments	3	98	\$413,707	✓				✓
Busking	2	1624	\$0				✓	
Vehicles	15	1181	\$104,031					✓
TOTAL	54	7095	\$2,577,668					

*Income figures are based on permits invoiced for that period.

1. Do Members wish to move towards a consistent fee model for temporary activities in the public realm?
2. If so, to develop core principles that would underpin any proposed fee model, what are Members views on:

Potential Fee Model Principles and Levers:

a. Why do we charge fees?

Commercial value of the public realm | Recover internal costs | Promote/discourage certain activities | The inconvenience public not being able to use the space | Offset the cost of impact to Council assets

b. Who should be charged fees?

Commercial users v Not-for-profit | Ratepayers v non-ratepayers | Certain customer segments

c. When should we charge fees?

Exclusive use v passive use of public realm | Activities that meet Strategic outcomes vs other uses of the public realm

d. On what basis should we charge fees?

Amount of space/duration used | Premium value of location | Cost recovery only | Commercial value generated | Size/type of customer | Risk to public safety

KEY QUESTION
Policy Framework

Are Members supportive of the proposed consolidated policy framework?

KEY QUESTION
Policy Principles

What are Members views on:

1. Priorities and Principles for use of the public space
2. How to manage competing tensions for use of the public space

KEY QUESTION
Fee Model

In developing a fee model, what are Members views on:

1. Why we charge fees?
2. Who should be charged fees?
3. When we should charge fees?
4. On what basis we should charge fees?

HINDLEY STREET PROJECT STAGE 1 ANALYSIS

Key findings from the existing conditions site, movement, heritage and retail analysis, and proposed short, medium and long term improvement options

Workshop Purpose:

To provide a briefing on the key findings from the Hindley Street Project Stage 1 site, movement, heritage and retail analysis, and provide an opportunity to consider a number of proposed short, medium and long term options to improve the safety, experience, and amenity of the street.

PROGRAM: STRATEGY AND DESIGN

AUTHOR: Daniel Bennett | APPROVING OFFICER: Klinton Devenish

The Committee Meeting - Minutes - 7 May 2019

Licensed by Copyright Agency. You must not copy this work without permission.

A BEAUTIFUL
DIVERSE CITY
WITH AN
ENVIABLE
LIFESTYLE THAT IS
WELCOMING TO
PEOPLE AT ALL
STAGES OF LIFE



LIVEABLE

- The key aim of the Hindley Street Project Stage 1 Analysis is to consider improvements to make Hindley Street between King William Street and Morphett Street a more **safer, attractive** and **welcoming** day, twilight and night experience for all users (whether a resident, business owner and occupier, student, visitor or worker) whilst **enhancing its unique “West-End” character**.
- Hindley Street is located in the **heart of the city** and provides a key link between various city precincts: Riverbank, Central Markets, Rundle Mall, and the Medical and Universities to the west.
- Hindley Street is the city’s only 24 hour street. By day, it links major precincts/destinations to one another and serves CBD workers, students, tourists and visitors to the area. By night, it becomes **Adelaide’s premier late night entertainment street** with up to 35,000 people visiting the street each Friday and Saturday night.
- Hindley Street has not seen a physical infrastructure upgrade since **1999**.
- We are seeking your views on a number of proposed operational and infrastructure short, medium and long term options to improve the safety, amenity and experience on the street. This workshop will assist in informing the next steps.



KEY QUESTION

What are Council views on the Options for Hindley Street?
As presented on Slide 35.

KEY QUESTION

What are Council views on the proposed Quick Win improvement options to be implemented, in consultation with stakeholders, as part of the existing 2018/19 budget?
As presented on Slide 34.

KEY QUESTION

What are Council views on the proposed short and medium term improvement options?
As presented on Slide 36 and 37.

KEY QUESTION

What are Council views on pursuing a long-term Complete Street Upgrade Master Plan for Hindley Street?
As presented on Slide 38.

IMPLICATION	COMMENT:
Policy	City of Adelaide 2016-2020 Strategic Plan <i>work with the community and other stakeholders through a range of initiatives to activate key areas to enable people to use the City safely and seek to reduce crime.</i>
Consultation	The stakeholder consultation from the Adelaide West End Association (AWEA) 'Adelaide's Blooming Rubik's Cube' project has been used to inform this project, as well as consultation with the West End Reference Group (WERG).
Resource	Not as a result of this workshop.
Risk / Legal / Legislative	Not as a result of this workshop.
Opportunities	To support businesses and increase visitation on the street by improving the safety, amenity and experience on Hindley Street.

IMPLICATION	COMMENT:
18/19 Budget Allocation	Remaining project budget is \$283,000.
18/19 Budget Reconsideration (if applicable)	Not as a result of this workshop.
Proposed 19/20 Budget Allocation	To be considered based on the outcomes of this workshop.
Ongoing Costs (eg maintenance cost)	Not as a result of this workshop.
Life of Project or Life Expectancy of Asset	Not as a result of this workshop.
Other Funding Sources	Not as a result of this workshop.

Engagement and concept planning / design options for Hindley Street between Morphett and King William Street. Includes movement planning, heritage and retail overlay. Capital funding will be identified in 2019-20 and 2020-21 and partner funding will be sought.



On 14 August 2018 Council resolved that:

The Lord Mayor and relevant Councillors discuss with the Premier, at the next Capital City meeting, as to whether banning private vehicles in Hindley Street from 12 midnight to 5am, and only allowing taxis and buses, would help to reduce violence in the street and facilitate more efficiently and safely the going home of patrons. [18687]

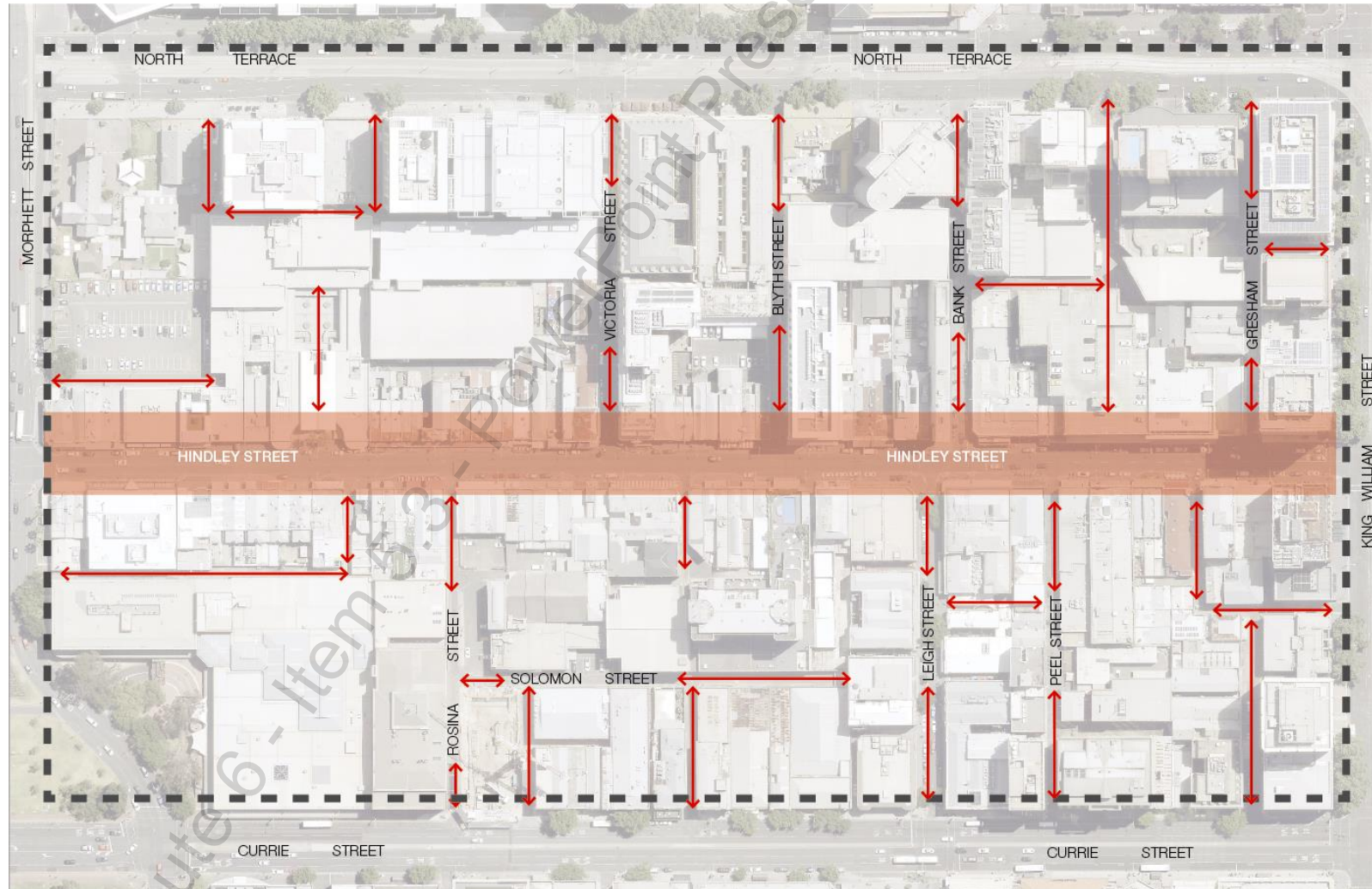
On 26 March 2019 it was resolved that Council:

1. *Notes that:*
 - 1.1 *the pavers on the footpaths along Hindley Street (from Morphett Street to King William Street) are in an unsatisfactory condition and require repair or replacement;*
 - 1.2 *a number of regulations relating to outdoor dining and cuing on Hindley Street at night are not being enforced.*
2. *Requests that administration prepare costings (as part of the 2019-2020 budget process) for:*
 - 2.1 *creating the position of Night Time Precinct Officer to enforce Council regulations on Hindley Street at night.*
3. *Notes previous Council Endorsed Decisions on:*
 - 3.1 *ID12898 16/4/2013 Motion on Notice Strategic Development Plan for the West End Precinct*
 - 3.2 *ID15985 03/11/2015 Motion without Notice - Development Plan for the West End Precinct*
 - 3.3 *ID15986 03/11/2015 Update - Upgrade of Hindley Street from King William to Morphett*
 - 3.4 *ID16784 26/07/2016 Motion without Notice - Strategic Development Plan for the West End Precinct*
4. *Puts the Administration on Notice to comply with Council's Endorsed Decisions.*

HINDLEY STREET PROJECT AREA

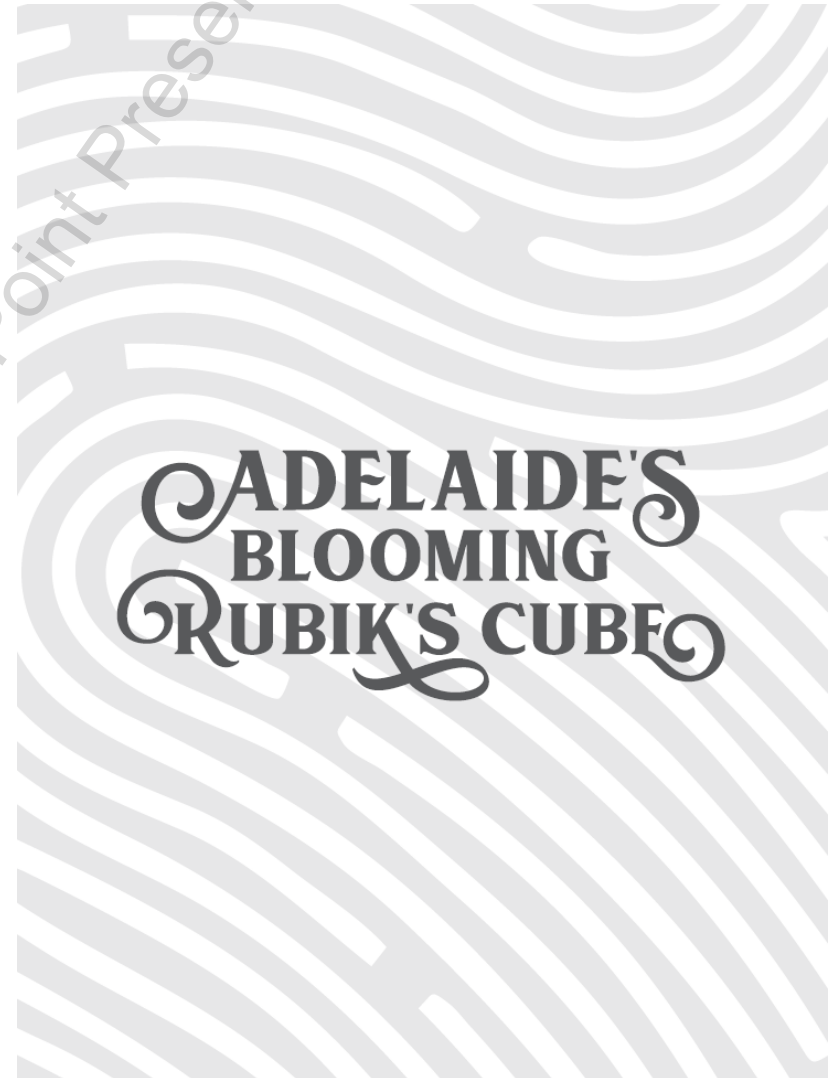
The project area is Hindley Street between **Morphett Street** and **King William Street**.

The project however, will be considered in the context of the **Hindley Street Precinct** that is bounded by North Terrace, Morphett Street, Currie Street and King William Street including the numerous laneways and small streets.



ADELAIDE BLOOMING RUBIK'S CUBE

- Launched in August 2018 by Adelaide West End Association (AWEA).
- Developed in collaboration with Glashaus, the University of South Australia's School of Art, Architecture and Design and key stakeholders in the precinct using a 17/18 CoA main street grant.
- The vision for the street is *Adelaide Blooming Rubik's Cube* reflecting the complex nature of Hindley Street..... *A Rubik's Cube is a highly **complex** thing, but it is made up inherently of simple core elements (i.e. primary colours). It is relatively easy to understand in structure, but that **does not mean that is either simple or easy to complete.** Additionally, a Rubik's Cube is indivisible into separate parts so is a good metaphor for Hindley Street, where all the core parts make up a **complex** whole.*
- Four Strategic Values were developed to support the vision - **Experimental, Provocative, Discoverable and Artistic.**
- Additional funding has been allocated this year to undertake six business-led demonstration projects on the street (\$27k):
 1. *An existing business to investigate crepuscular lighting to herald the coming of the night*
 2. *A leasing agent to develop a prospectus for a vacant site that transforms the strategic values into a tenant profile*
 3. *A retailer that embraces the values in its promotions*
 4. *An event that heralds the evening and attracts crepuscular activities*
 5. *Installation of public art that is consistent with the values*
 6. *An existing non-retail B2B business that develops an internal or external strategy consistent with the vision and values*



- A Hindley Street Safety Round Table was held on the 4 April 2019.
- The Round Table objectives were to discuss the key stakeholder concerns and priorities to improve safety in the short, medium and long term.
- Round Table participants included:
 - Lord Mayor
 - SAPOL
 - Adelaide West End Association
 - West End Reference Group
 - Consumer Business Services
 - Australian Hotels Association
 - City of Adelaide CEO
 - Key City of Adelaide staff
- Key priorities identified from the Round Table included:
 - *Reviewing on-street parking* to remove 'night-time' unrestricted parking bays.
 - *Maintaining footpaths* to rectify broken pavers and trip hazards.
 - *Investigating the feasibility of a 'night-time' Community Safety Officer* to improve safety and compliance issues.
 - *Reviewing lighting* to improve consistency, highlight heritage landmarks and provide warmer lighting.
 - *Increasing on-street greening* through planter box program or parklet installation.

The Hindley Street Project Stage 1 Analysis identified a number of low-cost proposals that would improve safety, access and amenity on the street, with a key focus on the busy Friday and Saturday nights. These projects will be implemented as part of the Hindley Street Project, in accordance with Council's engagement policies for parking, traffic changes and public art installation.



TRAFFIC

- ✓ **Restrict right turn access into Hindley Street** from Morphett Street to reduce traffic access on its busy Friday and Saturday nights.
- ✓ **Improve traffic signal operations at Morphett and King William streets** to prioritise movements out of Hindley Street on its busy Friday and Saturday nights.
- ✓ **Reduce speed limit to 30 km/h** to improve day and night pedestrian safety.



PEDESTRIAN

- ✓ **Review traffic signal operations at Morphett and King William streets** to improve pedestrian safety.



PARKING & TAXIS

- ✓ **Review and implement night time parking controls** to improve pick-up and drop offs and taxi ranking.
- ✓ **Work with Rideshare companies and the Taxi Council as part of the parking review** to identify ways to improve current pick-up and drop-off behaviours on-street.



PUBLIC TRANSPORT

- ✓ **Work with State Government** to improve information and promotion of existing Late-Night Bus Services.



PUBLIC ART

- ✓ **Install public art on one of the Hindley Street Precinct laneway walls** to provide a positive distraction point and add artistic interest to the area.

Project Budget
Allocated = \$50K

PROJECT OPTIONS

OPERATIONAL TO COMPLETE STREET UPGRADE

SHORT TERM (0 – 12 months)

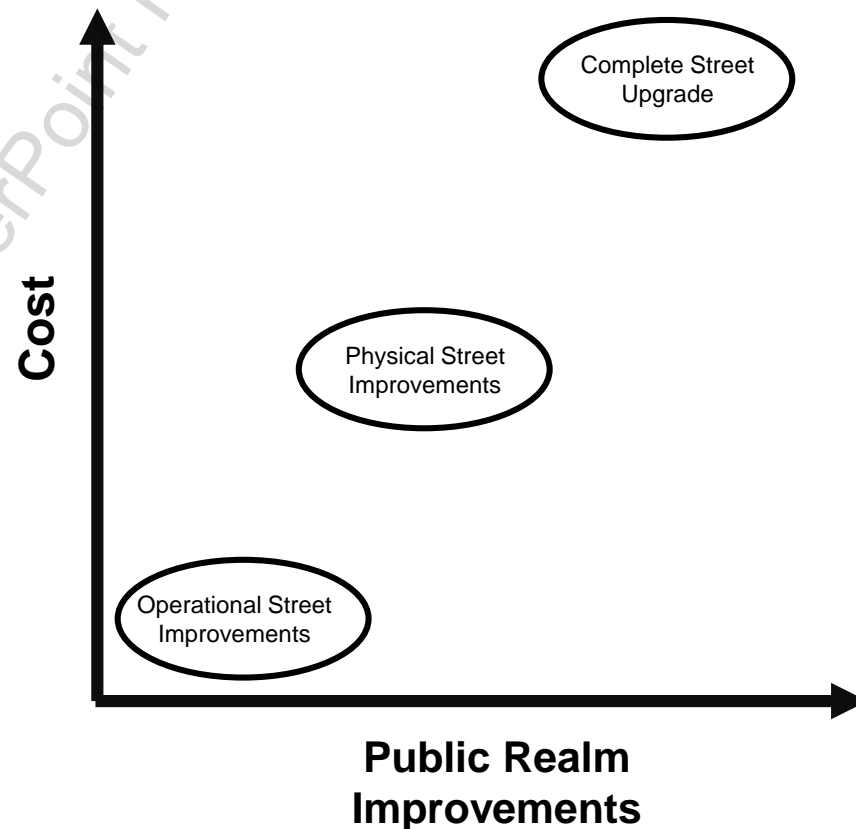
Operational Street Improvements including further research and investigations.

MEDIUM TERM (12 months to 3 years)*

Physical Street Improvements including selective footpath widening (whilst maintain existing carriageway width/kerb lines), repair or replace footpath pavers and a review of movement options (two-way and one-way).

LONG TERM (> 3+)*

Complete Street Upgrade including a review of movement options (two-way and one-way), significant footpath widening and streetscape improvements.



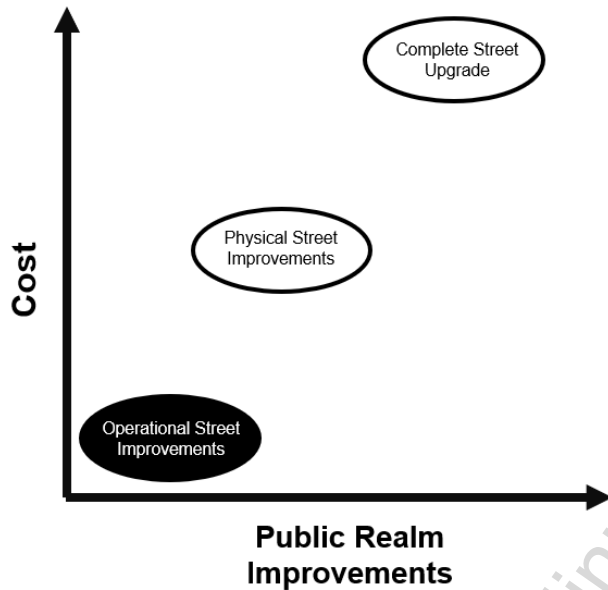
* timing will be dependent on funding availability and stakeholder support

SHORT TERM IMPROVEMENT OPTIONS (0 to 12 months)

(Currently not budgeted)

A number of short-term operational street Improvements including further research and investigations have been identified to improve the safety, experience and amenity of the street.

These improvement options are currently not budgeted. Estimated costings to deliver on these improvement options is estimated to be up to \$500K.



TRAFFIC

- ✓ Trial closing Rosina and Bank streets on its busy Friday and Saturday nights to improve pedestrian and vehicle safety, and create a positive space for people to sit and converse.



PEDESTRIAN

- ✓ Increase the 'walkable space' on Hindley Street through increased monitoring of outdoor dining permit conditions, with a key focus on its busy Friday and Saturday nights.
- ✓ Undertake maintenance of footpath to improve amenity and safety.



PARKING & TAXI'S

- ✓ Explore funding mechanisms to resinate the managed taxi ranks.
- ✓ Review and implement night time parking controls on streets bounding Hindley Street Precinct to improve drop-offs and pick-ups and taxi ranking out of Hindley Street.



OUTDOOR DINING

- ✓ Increase day and night time patrol operations of outdoor dining set-ups to improve compliance of permit conditions and minimise impact on existing footpath space.



GREENING

- ✓ Improve street greening by installing new street planters and working with businesses on improving their existing planter boxes.



PUBLIC TRANSPORT

- ✓ Undertake community engagement to better understand what would encourage more people to use Late Night Bus services.



PUBLIC TOILETS

- ✓ Review public toilets in the precinct and develop a strategy.



STREET CLEANSING

- ✓ Review current cleansing regime and bins and identify opportunities for improvements.



LIGHTING

- ✓ Develop concepts / ideas to light-up the heritage & iconic buildings and explore creative light art on the laneways to inform future year budgets.



PUBLIC ART

- ✓ Identify opportunities for more interactive public art on Hindley Street to provide a safe and positive distraction point.



RETAIL

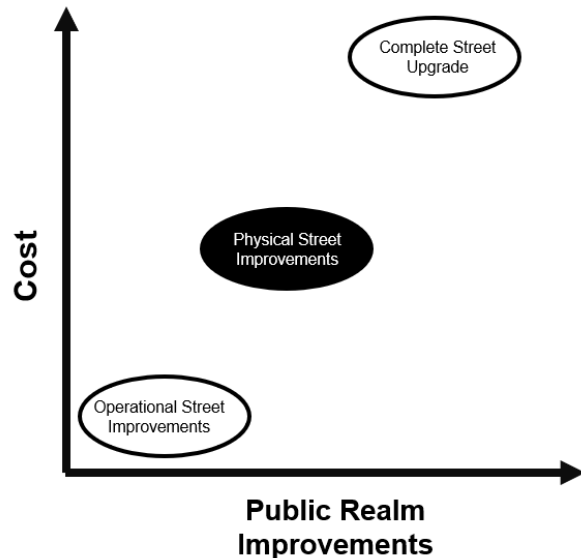
- ✓ Work with Hindley Street businesses to develop a bespoke shopfront improvement program to support enhancement of existing business frontages.

MEDIUM TERM IMPROVEMENT OPTIONS (12 months to 3 years)*

* timing will be dependent on funding availability and stakeholder support

A number of medium-term physical street improvements have been identified to improve the safety, experience and amenity of the street.

These improvement options are currently not budgeted. More detailed investigations would be required to inform costings and future budgets.



PEDESTRIAN

- ✓ Increase the 'walkable space' on **Hindley Street footpaths** through selective footpath widening or installation of parklets.
- ✓ **Improve informal pedestrian crossing points between Bank and Morphett streets** through selective footpath widening or installation of parklets.
- ✓ **Repair or replace footpath pavers** to improve the amenity and safety of the street.
- ✓ **Implement traffic signal safety improvements at Hindley and Morphett streets intersection.**



PARKING & TAXI's

- ✓ Explore and implement **smart parking and taxi ranking parking and management solutions** to better manage existing space and improve compliance.



OUTDOOR DINING

- ✓ **Work with businesses to remove all fixed ODD furniture** to reduce the impact on footpath space and visual clutter when not being used (day and night).



GREENING

- ✓ **Explore and implement opportunities to install street trees / increase greening** as part of any footpath widening implemented.



MANAGEMENT

- ✓ **Trial the implementation of a Late Night Precinct Manager (or similar)** to address permit compliance (ODD, queuing and A-Frames) and emerging late night issues in collaboration with SAPOL.



PUBLIC TRANSPORT

- ✓ **Reinstate and better promote on-street Late Night bus stops.**
- ✓ **Explore opportunities with State Govt to improve Late Night bus services** through increased frequency, free trips, extended operating times etc.



PUBLIC TOILETS

- ✓ **Implement outcomes from the public toilet review.**



STREET CLEANSING

- ✓ **Implement outcomes from the street cleansing review.**



LIGHTING

- ✓ **Implement outcomes from the lighting review.**



PUBLIC ART

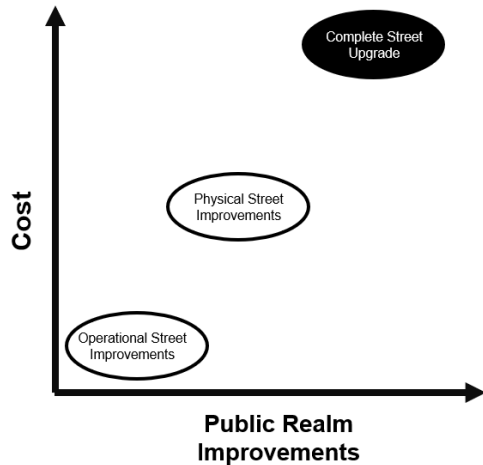
- ✓ **Implement more interactive public art on Hindley Street.**









LONG TERM IMPROVEMENT OPTION (> 3 Years)^{44*}

Complete Street Upgrade

* timing will be dependent on funding availability and stakeholder support

A longer term and high cost Complete Street Upgrade improvement option, similar to Hindley Street West Upgrade could be considered.



-  ✓ Narrow Carriageway
  ✓ Install more public art
-  ✓ Widen Footpaths
  ✓ Install street trees and landscaping
-  ✓ Improve day time loading, and night time taxi and pick-up and drop-offs
  ✓ Install more bins
-  ✓ Provide more space to cater for Outdoor Dining
  ✓ Improve lighting

NEXT STEPS

- Commence implementation of identified Quick Win Projects in collaboration with key stakeholders.
- Bring a report back to Council with details on the resources and budget required to deliver on the supported approach for the next stage of the Hindley Street Project by July 2019.
- Engage with businesses and key stakeholders.

KEY QUESTION

What are Council views on the Options for Hindley Street as presented on Slide 35?

KEY QUESTION

What are Council views on the proposed Quick Win improvement options to be implemented, in consultation with stakeholders, as part of the existing 2018/19 budget as presented on Slide 34?

KEY QUESTION

What are Council views on the proposed short and medium term improvement options as presented on Slide 36 and 37?

KEY QUESTION

What are Council views on pursuing a long-term Complete Street Upgrade Master Plan for Hindley Street as presented on Slide 38?