



# THE COMMITTEE MINUTES

for the Special meeting

Thursday 7 November 2019

Colonel Light Room,  
Town Hall, Adelaide



Present - The Right Honourable the Lord Mayor [Sandy Verschoor];  
Councillor Abiad (Deputy Lord Mayor) (Chair)  
Councillors Abrahamzadeh, Couros, Donovan (Deputy Chair), Hou, Hyde, Knoll,  
Martin, Moran and Simms.

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## **Acknowledgement of Country**

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

'Council acknowledges that we are meeting on traditional Country of the Kaurna 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 Kaurna people living today.

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

## **Apologies and Leave of Absence**

Apology – Councillor Khera.

## **Discussion Forum Items**

### **Strategic Alignment – Smart**

#### **1. Item 3.1 - City Access Strategy – Presentation [TC]**

Discussion Facilitators:

Shanti Ditter, Associate Director Planning Design & Development, City of Adelaide  
Michael Davis, Aurecon

Precis of topic:

Utilising a PowerPoint presentation, introduced the City Access Strategy project and sought feedback on the main challenges and opportunities for travelling to, through and within the City.

During the discussion, Councillor Hou entered the Colonel Light Room at 5.49pm

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

#### **2. Item 3.2 - City Wide Business Models Feasibility Study [2019/00615] [TC]**

Discussion Facilitators:

Matt Grant, Associate Director Economic Development & Innovation, City of Adelaide  
Craig Burton, Manager City Growth, City of Adelaide

Precis of topic:

Utilising a PowerPoint presentation, sought discussion and feedback on a preferred model for accelerating economic growth.

During the discussion:

- Councillor Abrahamzadeh left the Colonel Light Room at 6.10pm
- Councillor Moran left the Colonel Light Room at 6.31pm, re-entered at 6.33pm, left and re-entered at 6.37pm
- Councillor Hou left the Colonel Light Room at 6.44pm and re-entered at 6.46pm

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

## Item for Consideration and Recommendation to Council

### Strategic Alignment - Liveable

3. Item 4.1 - Heritage: Our Future – Heritage Strategy and Action Plan 2020-2035 [2019/00218] [TC]

#### THAT THE COMMITTEE RECOMMENDS TO COUNCIL

##### That Council:

1. Approves the Draft Heritage Strategy and Action Plan 2020 – 2035 for the purposes of targeted engagement as per Attachment A to Item 4.1 on the Agenda for the Special meeting of The Committee held on 7 November 2019.
2. Approves the Terms of Reference for the Lord Mayor’s Heritage Promotion Advisory Group as per Attachment B to Item 4.1 on the Agenda for the Special meeting of The Committee held on 7 November 2019, with the exception of the membership of the Group, which is to be endorsed by Council.
3. Approves a \$44k project budget to progress implementation of the heritage strategy in 2019/2020. This additional funding will require a QF2 budget request.

### Exclusion of the Public

4. Item 5.1 - Exclusion of the Public to Consider [2018/04291] [TC]

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

- 6.1. Eighty-Eight O’Connell [s 90(3) (b) & (d)]

#### **ORDER TO EXCLUDE FOR ITEM 6.1:**

##### THAT THE COMMITTEE:

1. Having taken into account the relevant consideration contained in s 90(3) (b) & (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this Special meeting of The Committee dated 7/11/2019 resolves that it is necessary and appropriate to act in a meeting closed to the public for the consideration of Item 6.1 [Eighty-Eight O’Connell] listed on the Agenda.

##### Grounds and Basis

This item contains certain information of a confidential nature (not being a trade secret) the disclosure of which could reasonably expect to confer a commercial advantage on a person with whom the Council is conducting business, prejudice the commercial position of the Council and prejudice the commercial position of the person who supplied the information and confer a commercial advantage on a third party.

More specifically, the disclosure of certain information in this committee could reasonably prejudice the commercial position of Council given that the City of Adelaide Council land holding is the subject of commercial negotiations.

##### 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 given that information within this report pertains to commercial negotiations for a City of Adelaide land holding. The release of such information may severely prejudice the Council’s ability to secure a developer to undertake development of the land for the benefit of the City of Adelaide, Council and the community in this matter.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)* this Special meeting of The Committee dated 7/11/2019 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 6.1 [Eighty-Eight O’Connell] 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) (b) & (d) of the Act.

Members of the public and Corporation staff present not directly involved with Item 6.1 left the Colonel Light Room at 7.10 pm.

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# Confidential Item 6.1

Eighty-Eight O'Connell

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

Page 3

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The Colonel Light Room re-opened to the public at 8.36pm.

### **Confidentiality Order**

#### **Minute 5 - Item 6.1** - Eighty-Eight O'Connell [TC]

In accordance with Section 91(7) & (9) of the *Local Government Act 1999 (SA)* and because Item 6.1 [Eighty-Eight O'Connell] listed on the Agenda for the Special meeting of The Committee held on 7 November 2019 was received, discussed and considered in confidence pursuant to Section 90(3) (b) & (d) of the *Local Government Act 1999 (SA)*, this Special 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 Special meeting closed at 8.36pm.

Councillor Abiad (Deputy Lord Mayor)  
**The Committee Chair**

### **Documents attached:**

Minute 1 - Item 3.1 - City Access Strategy – Presentation, PowerPoint Presentation

Minute 2 - Item 3.2 – City Wide Business Models Feasibility Study, PowerPoint Presentation

*Bringing ideas  
to life*

# CITY ACCESS STRATEGY

## CITY OF ADELAIDE ELECTED MEMBER PRESENTATION

THURSDAY 7 NOVEMBER 2019

**infraPlan**  
**aurecon**

 Government of South Australia  
Department of Planning,  
Transport and Infrastructure

 CITY OF  
ADELAIDE





AGENDA +  
PURPOSE

**infraPlan**  
**aurecon**



*Bringing ideas  
to life*

## AGENDA

- Purpose for today
- Project overview
- Challenges + opportunities
- Draft vision, guiding values + objectives
- Next steps

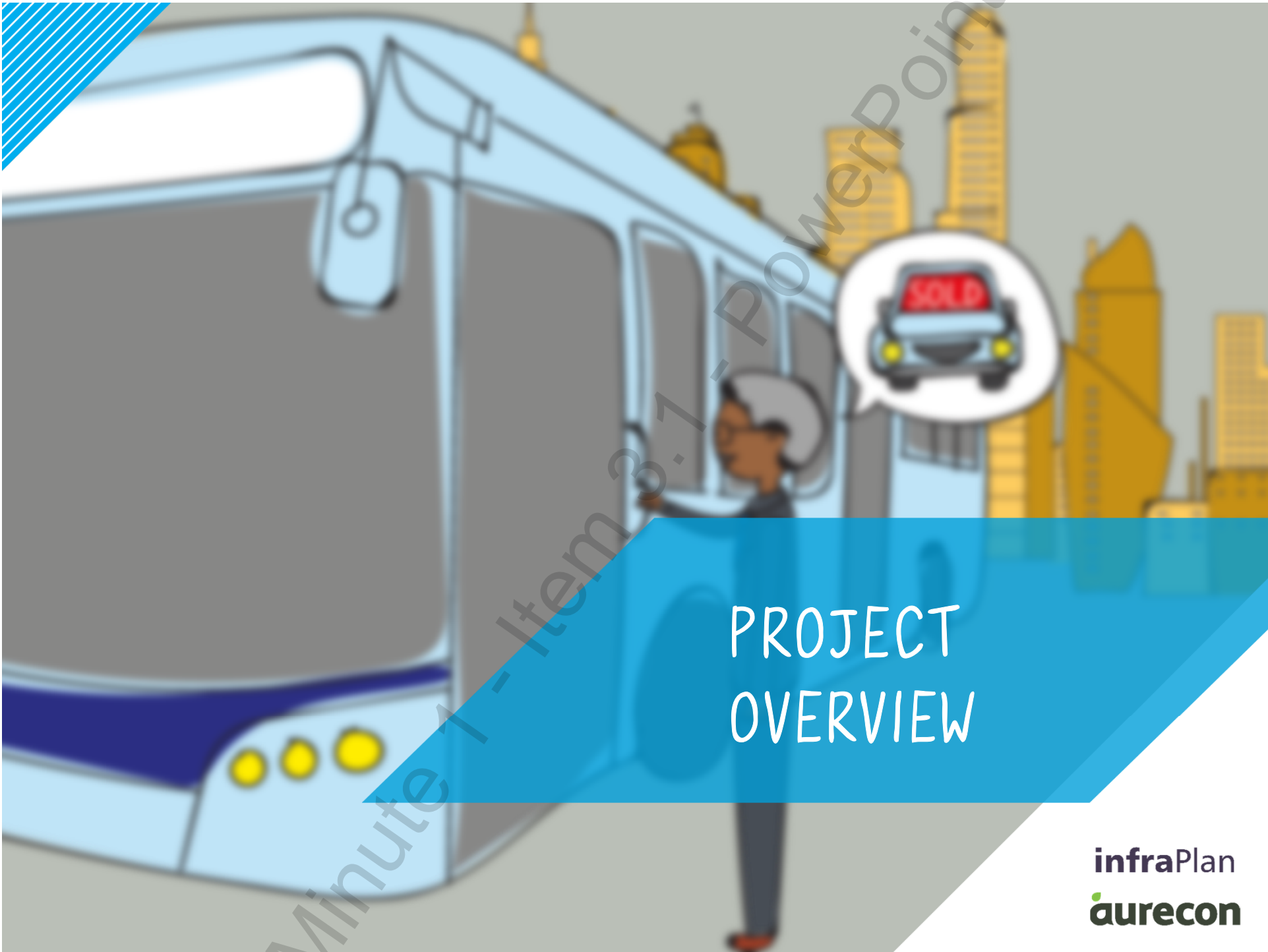




Bringing ideas  
to life

## PURPOSE FOR TODAY...

- To introduce you to the **CITY ACCESS STRATEGY** project
- To understand from you what you see as the main challenges and opportunities for travelling **TO, THROUGH AND WITHIN** the city.
- To seek input on the draft **VISION, GUIDING VALUES** and **OBJECTIVES** for the Strategy



# PROJECT OVERVIEW

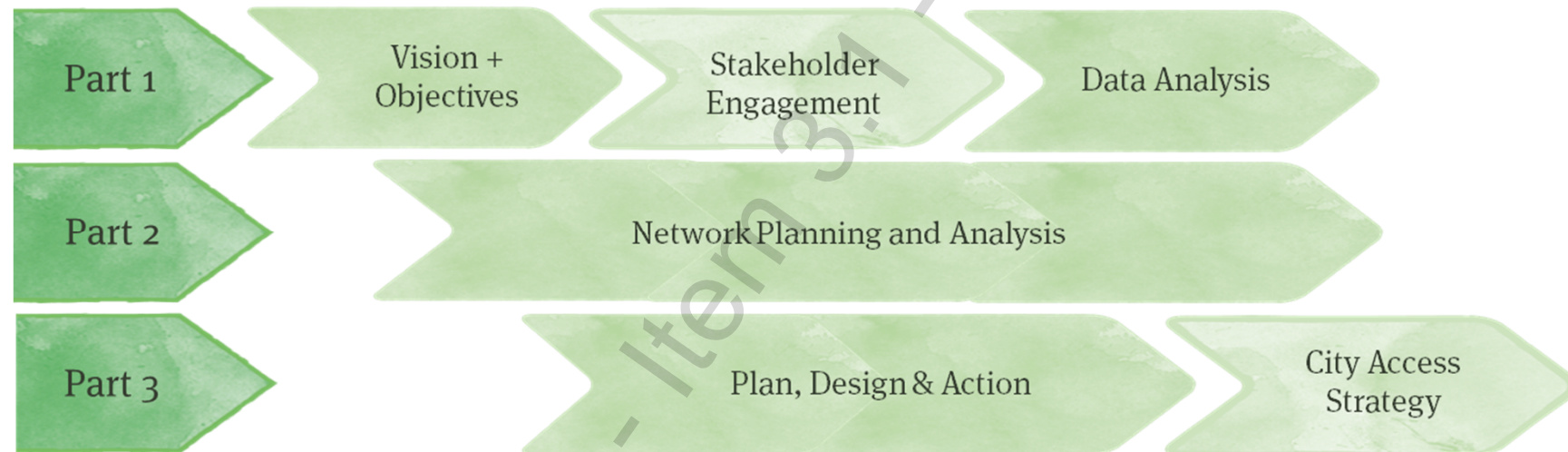
**infraPlan**  
**aurecon**

## PROJECT OVERVIEW

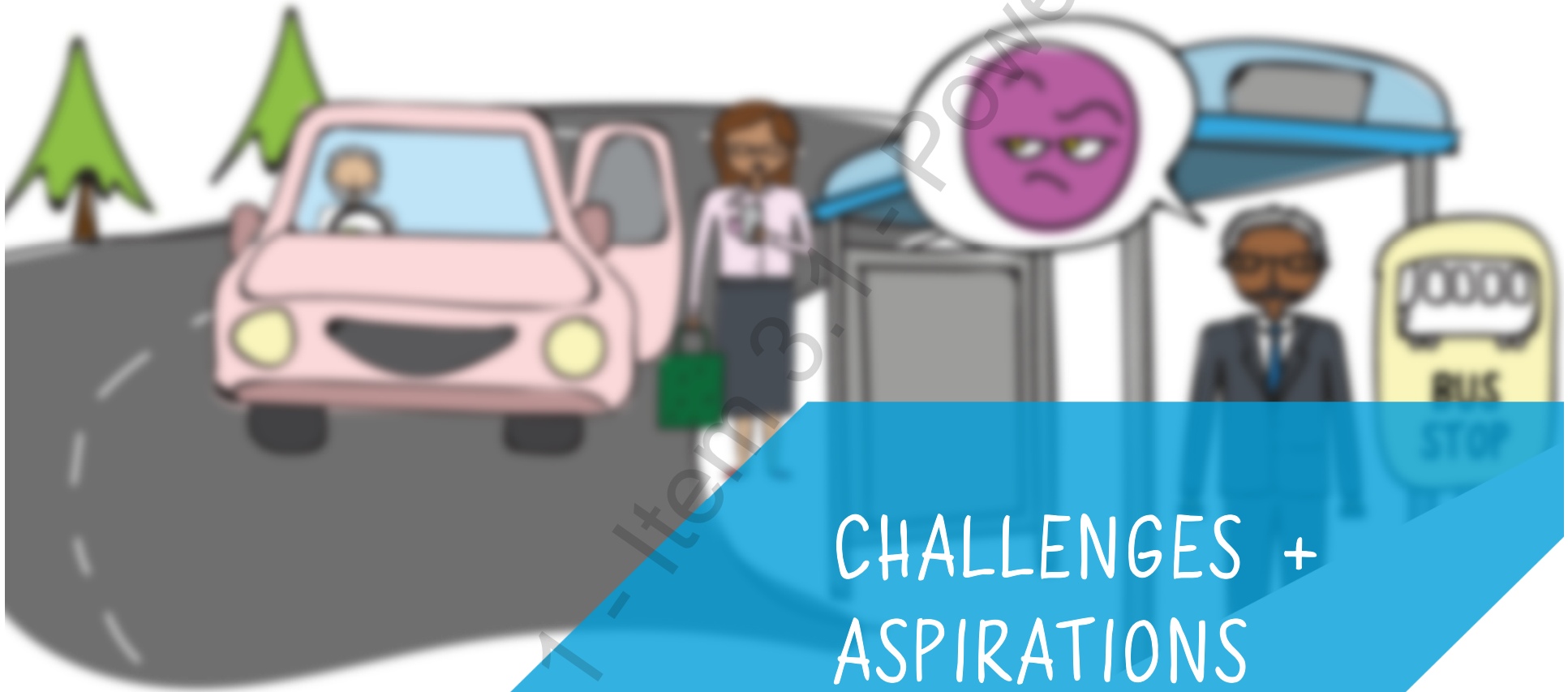
- Develop a public-facing **20-YEAR INTEGRATED MOVEMENT STRATEGY** for the City
- Partnership between **DEPARTMENT OF PLANNING, TRANSPORT AND INFRASTRUCTURE** and **CITY OF ADELAIDE**
- Funded through the **CAPITAL CITY COMMITTEE**
- **AURECON** led project team to deliver with subconsultants appointed:
  - InfraPlan
  - Hassell
  - Rider Levett Bucknall
- **SIX-MONTH** timeframe

*Bringing ideas  
to life*

## PROJECT OVERVIEW



Bringing ideas  
to life



# CHALLENGES + ASPIRATIONS

## CHALLENGES

What are the access **CHALLENGES** for different user groups when travelling to, through and within the city?



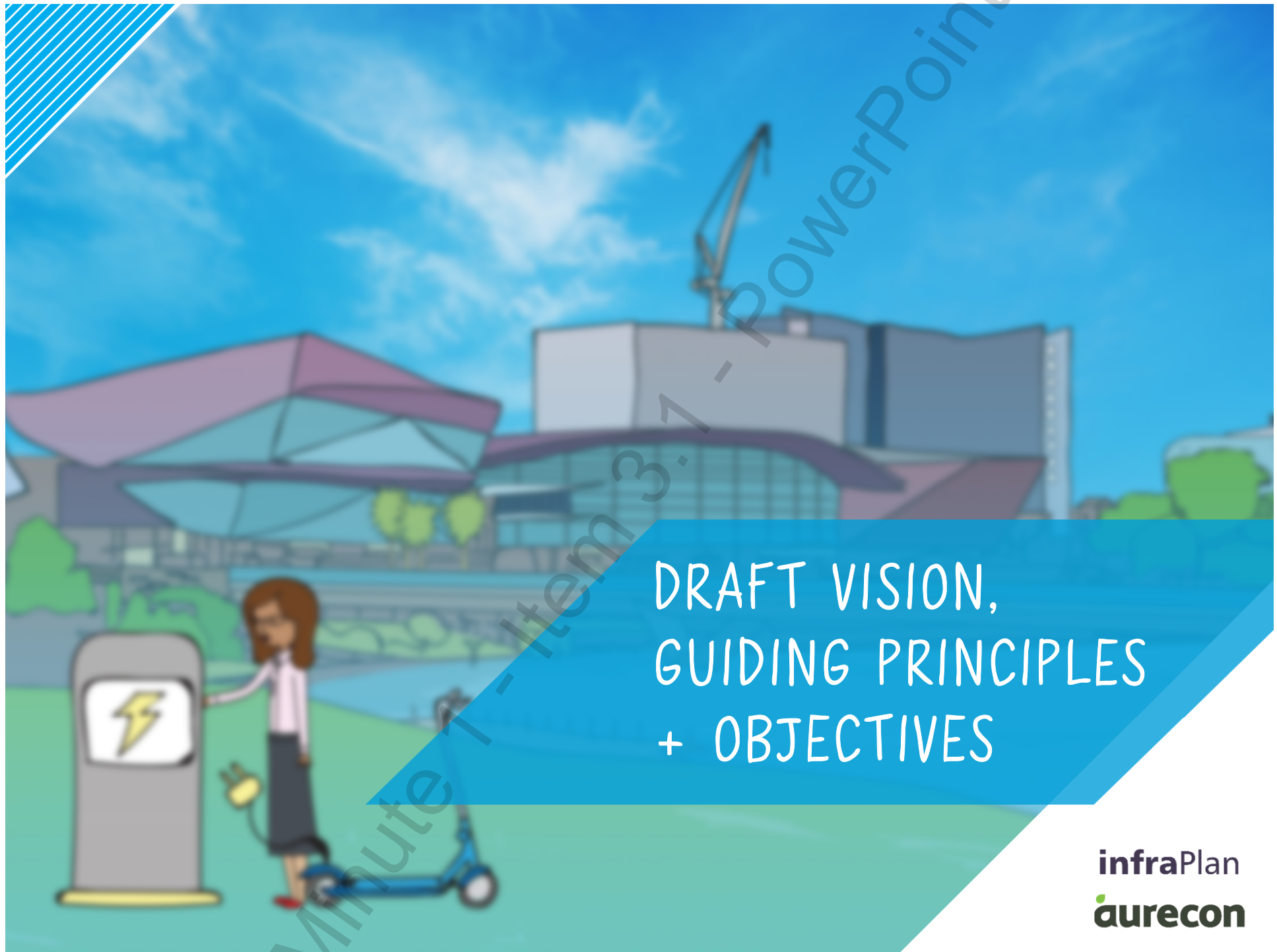
How does transport and movement **IMPACT** upon achieving your strategic objectives for the City?

## OPPORTUNITIES / ASPIRATIONS

What are the future **OPPORTUNITIES** that city access could contribute towards achieving your strategic priorities, from the perspective of different user groups?



What other **ASPIRATIONS** should be considered for the Strategy's **VISION**?



DRAFT VISION,  
GUIDING PRINCIPLES  
+ OBJECTIVES

**infraPlan**  
**aurecon**





## WORKING DRAFT VISION

Vision succinctly describes what we want the future of transport to be in the City. Draft ideas for feedback:

- *an integrated, flexible and intuitive movement system*
- *will transform the liveability and sustainability*
- *better connect people to and between neighbourhoods and precincts*
- *stimulate resident, visitor, business and investment growth.*



## WORKING DRAFT GUIDING VALUES

Guiding values by which we will develop the Strategy. Draft ideas for a movement system that:

- *Is people centric, safe, accessible and intuitive*
- *Is flexible, sustainable and resilient*
- *Retains the character of the City and Park Lands*
- *Stimulates growth through connectivity*
- *Embraces future technology*
- *Challenges the status quo*



## WORKING DRAFT OBJECTIVES

Objectives are what we want to achieve by the Strategy and can be measured. Draft for feedback:

- *Improve safety and security for all people*
- *Increase use of sustainable modes of travel*
- *A City of transport and mobility “firsts” to come the most liveable*
- *Resident, business and economic growth in the city and surrounding suburbs*
- *An efficient, accessible and sustainable movement system*



## NEXT STEPS

*Bringing ideas  
to life*

## NEXT STEPS

- Finalise the draft Vision, Guiding Values and Objectives
- Engage with Key Stakeholders
- Data analysis and case studies of other cities
- Scenario development
- Engagement with the Community
- Options assessment
- Develop strategies and actions

CHRISTMAS / NEW YEAR





Government of South Australia  
Department of Planning,  
Transport and Infrastructure



CITY OF  
ADELAIDE

**infraPlan**  
**aurecon**

# CITY WIDE BUSINESS MODELS FEASIBILITY STUDY

## Workshop Purpose:

*To discuss and seek feedback on a preferred model for  
accelerating economic growth*

A SMART CITY WITH  
A GLOBALLY  
CONNECTED AND  
OPPORTUNITY RICH  
ECONOMY



SMART

**PROGRAM:** Economic Development and Innovation

**AUTHOR:** Sue McKenzie | **APPROVING OFFICER:** Matt Grant

The Committee Special Meeting - Minutes - 7 November 2019

KEY QUESTION

What are your views on the alternative models presented and the recommended model?

KEY QUESTION

What are your views on the suggested funding for the preferred model to come from general rates?





1. Background
2. Challenges
3. Current State
4. The Options
5. The Model
6. Next Steps



**2016-2020 Strategic Plan Action** - *By June 2018, work with key stakeholders in mainstreets and districts to develop business plans that will provide greater participation at the local level and appropriate governance models, as well as work on projects such as an O'Connell Street enhancement program.*

**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.'

- This workshop shares findings of the feasibility study and seeks feedback on the proposed governance and funding model.

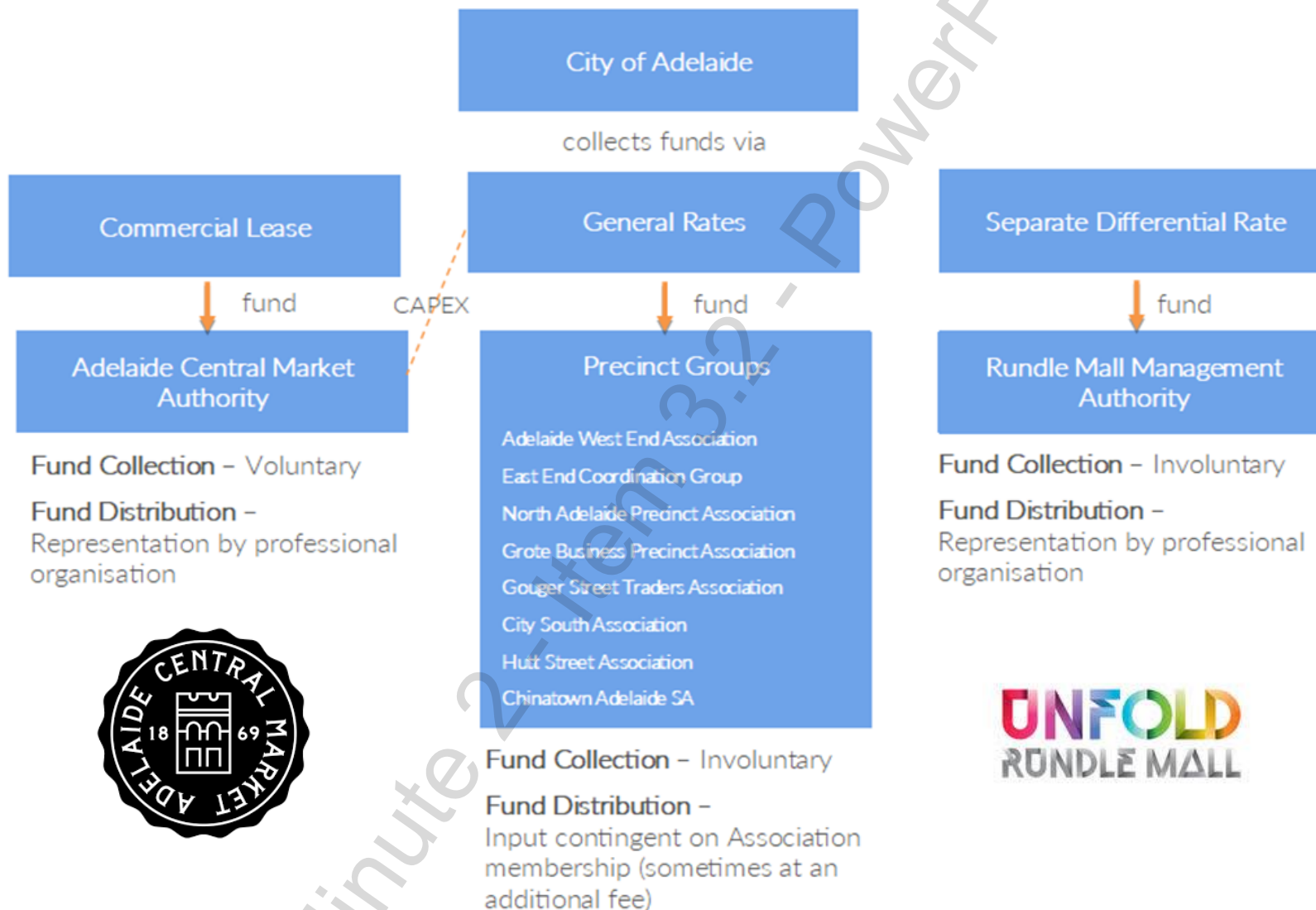


- Static population growth
- Online shopping
- Reliance on sales
- Shopping as an experience
- Suburban competition
- Deregulation of trading hours

# CITY WIDE BUSINESS MODELS FEASIBILITY STUDY

## CURRENT STATE

SMART  
OUTCOME



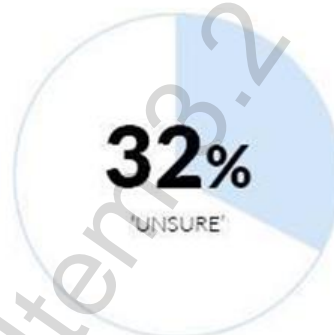
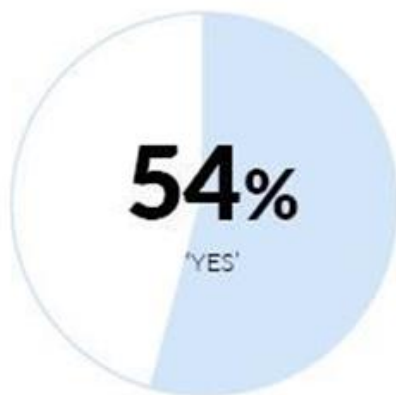


### Stakeholder Insights

To gain an understanding of stakeholder and end user perspectives on the current state, concerns and future aspirations of a new model, an online survey and face to face interviews were conducted with Precinct Group Chairs, Precinct Committee representatives and the Chief Executive Officers of allied attraction organisations.

The results have been summarised below:

When asked '**Should an alternative model of precinct and mainstreet management be considered by Council?**'



This response indicates positive support for the pursuance of a city wide management model.



Having reviewed all existing City of Adelaide Precinct Management Models, surveyed representatives from each organisation and undertaken face-to-face interviews, several consistent themes were identified in relation to the current state:

### Governance

- No requirement of professional skills
- Reliance on volunteer resources
- Fragmented and changing precinct boundaries
- Lack of connection to a city vision and initiatives

### Funding

- Duplication of resources
- Funding model focusses on small precincts
- Inability to make a material difference
- Competition not collaboration
- Limited resources (financial and human)



Chinatown Adelaide South Australia Inc.

南澳州阿德萊德中國城協會



## Governance Models

For the purposes of this discussion, four alternative systems can be used to exercise authority in relation to precinct management.

Council Itself	Section 41 Committee	Section 42 Subsidiary	Incorporated Precinct Groups
<p>Council could regain administrative control of a City Wide Business Model, engaging with stakeholders as and when is required.</p>	<p>A committee established by the Council under the auspices of the LG Act which determines how funds will be spent.</p> <p>Council retain control as a result of the governance arrangements of such committees.</p>	<p>A body corporate established by the Council under the auspices of the LG Act which provides a specific service or services.</p> <p>The establishment of a subsidiary does not derogate from the power of Council to act in a matter but may be used to represent local interests with professional skills.</p>	<p>Councils have the powers of a natural person and, therefore, could participate in the formation of an incorporated association pursuant to the Associations Incorporation Act 1985 (AI Act).</p> <p>The ability of a council to control an incorporated association following its establishment is limited, with Council involvement dependent on how they are established and what the terms of any funding is.</p>



## Funding options

Many funding options exist to support the outcomes of a City Wide Business Model. There are opportunities in each which should be considered:

General Revenue	City Wide Separate Rate	Local Separate Rate	City Wide Differentiated Rate
Funds collected via general rates (via rate increase or existing budget allocation) and attributed to a City Wide Management Model.	Council could choose to impose a city wide separate rate to fund a city wide business model.	One or many local separate rates could be imposed on the City.	Council could use the City's Development Plan to impose a city wide differentiated rate.





## Examples – best practice

### WellingtonNZ (formerly WREDA)

- Brand position is 'wildly famous'.
- Purpose to enhance prosperity, vibrancy and liveability for the people who live and work in Wellington
- Council controlled – as per S41
- Funds from 2 constituent councils and other revenue streams
- Acts independently of parent organisation
- Professional organisation representing the best interests of local businesses



### Golden Triangle

- Established in 1997
- Goal of enhancing the 43-square-block area of the central business district it represents in Washington, DC, USA
- A Business Improvement District (BID) – Property owners vote to agree on paying additional rates for higher levels of service
- Purpose also includes – Capital improvements, public art projects, safety and maintenance



### Purpose

Accelerate Economic Growth

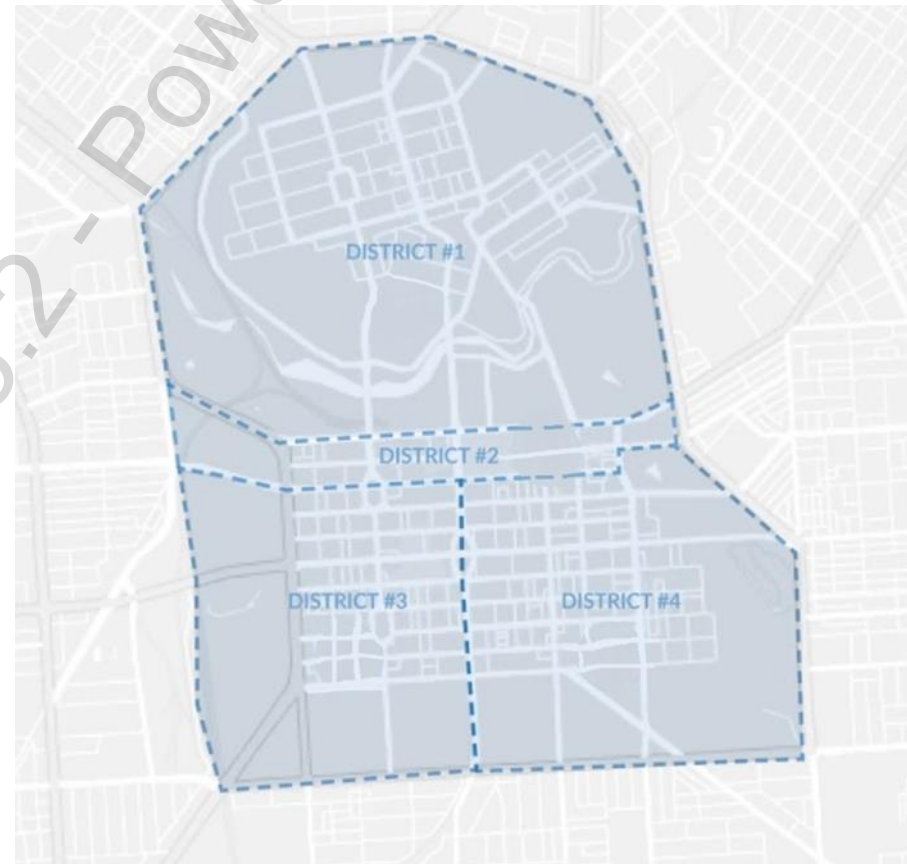
Consolidation of existing activities across multiple areas

### What functions will it do?

- Destination marketing
- Investment attraction
- Business support and growth
- Visitor experience and information
- Inform city growth projects and minimise negative impacts

### How

- Professional body with specific focus
- Provide real time data and expert analysis
- Seamless and streamlined support for customer experience
- Customer focused



KEY QUESTION

What are your views on the alternative models presented and the recommended model?

KEY QUESTION

What are your views on the suggested funding for the preferred model to come from general rates?



## Adelaide Economic Development Agency

If Council supports the implementation of a City Wide Management Model

- Planning and implementation of the required structural reform
- Address in a coherent and consistent manner to ensure the full benefits of any change can be realised
- Capacity to achieve benefits of a city wide economic development model is reliant on the effectiveness of implementation plans and strategies
- Importantly, this analysis does not ignore the need for a detailed implementation plan to be developed following any agreement to pursue a city wide solution
- Such a plan will need to be tailored to the specific structural option adopted by Council, with consideration for State Government gazetting.

### Potential Transition Schedule

The process of Council determining a position on adopting a City Wide Management Model has been advised by the Working Group and will extend to the end of 2019.

Beyond that, an indicative implementation schedule would propose that the new Authority commence operations in mid-2020, in line with Council's budget cycle.

### Next steps

Cross program risk assessment workshop.