



THE COMMITTEE AGENDA & REPORTS

for the Special meeting

Tuesday 29 September 2020
at 6:00 pm

in the Colonel Light Room
Adelaide Town Hall



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

1. Acknowledgement of Country

At the opening of the Special Committee Meeting, the Chair will state:

'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.'

2. Apologies and Leave of Absence

Nil

3. Presentation

3.1 Construction of new WCH – Geotechnical and environmental testing

4. All reports in this section will be presented to Council

All reports in this section will be presented to Special Council on 6 October 2020 for consideration and determination

[Strategic Alignment – Strong Economies](#)

4.1 City Wide Business Model (Charter) [2019/00615] [Page 2]

4. Closure

City-Wide Business Model

ITEM 4.1 29/09/2020

The Committee

Strategic Alignment - Strong Economies

2019/00615

Public

Program Contact:

Michelle English, AD Economic
Development & Sustainability
8203 7687

Approving Officer:

Ian Hill, Director Growth

EXECUTIVE SUMMARY

The purpose of this report is to provide recommendations regarding the implementation of a City-Wide Business Model (CWBM) as a subsidiary of Council under Section 42 of the *Local Government Act 1999 (SA)* (the Act) with respect to its governance, funding and operational structure.

Administration has consulted via a series of virtual round tables with representatives from business, property and investment, key attractors, precinct and business groups, industry associations, partners and the Rundle Mall Management Authority (RMMA) to inform the development of a draft Charter for the subsidiary. A report advising of the consultation outcomes is attached.

Administration has also investigated and received advice that it would be appropriate to amend the RMMA's Charter to expand its Objects, Purpose, Powers, Functions and Duties to broaden its existing scope to enable delivery of city-wide economic development outcomes, rather than creating a new subsidiary.

In addition to the expanded Objects, Purpose, Powers, Functions and Duties, the Authority would be renamed, and the skill sets for the board of management would be expanded. Funding of the subsidiary is proposed to occur through a combination of general rate revenue and the existing Rundle Mall separate rate, noting the Rundle Mall separate rate would continue to be focussed to support activity within the Rundle Mall Precinct.

The proposed name of the subsidiary is the Adelaide Economic Development Agency (AEDA).

A revised Charter has been prepared for Council's adoption (**Attachment A**). If adopted by Council a copy of the Charter will be provided to the Minister for Planning and Local Government and notice of the amendment will be placed in the Government Gazette. A copy of the amended Charter would be made available on the CoA website.

Council approval is also sought to delegate the next steps to the Chief Executive Officer to assist in meeting a target commencement date of 1 January 2021.

The following recommendation will be presented to a Special meeting of Council on 6 October 2020 for consideration.

That Council:

1. Resolves that the Charter of the Rundle Mall Management Authority will be amended to take the form of the draft Charter, Attachment A to Item # on the Agenda for the Special meeting of Council held on 6 October 2020 (subject to paragraph 3 below) and that amendment will occur on the date that the Charter (as amended) is published in the Gazette (or notice of the fact of the amendment is published in the Gazette). The Council notes that the subsidiary will be renamed as the Adelaide Economic Development Agency, when that amendment occurs.
2. Authorises the Chief Executive Officer to determine the date upon which any publication is made in the Gazette as described in above paragraph 1. To avoid doubt, the effect is that the Chief Executive Officer may determine the date upon which the amendments to the Charter will occur.

3. Authorises the Chief Executive Officer to make any necessary or desirable typographical or syntactical revisions to the draft Charter, Attachment A to Item # on the Agenda for the Special meeting of Council held on 6 October 2020, before any publication is made in the Gazette as described in above paragraph 1. If such revisions are made, then it is the version as revised which will become the Charter upon the publication in the Gazette.
 4. Delegates to the office of the Chief Executive Officer the power under clause 4(3)(f) of schedule 2 of the *Local Government Act 1999* to remove a board member of a subsidiary from office by written notice, on the condition that this power may only be exercised with respect to the Rundle Mall Management Authority and the board members thereof. Unless revoked earlier, this delegation expires at the time when the Charter of the Rundle Mall Management Authority is amended in accordance with above paragraph 1.
 5. Resolves that the Chief Executive Officer is instructed to seek expressions of interest for any vacancies which may occur in the board of the Rundle Mall Management Authority on terms and conditions which are to be determined and submit to the Council in due course any recommended candidates for appointment to the Board.
 6. Notes the Charter (as amended) will be provided to the Minister for Planning and Local Government.
 7. Notes the consultation outcomes in the report, *Let's Charter! Engagement to inform the development of a Charter for the City-Wide Business Model*, as shown in Attachment B to Item # on the Agenda for the Special meeting of Council held on 6 October 2020.
 8. Approves 2020/21 funding for the Rundle Mall Management Authority (to be renamed as the Adelaide Economic Development Agency), from a reallocation of funding directed to city economic development and associated marketing activities under the 2020/21 Integrated Business Plan and Budget.
 9. Notes that funding from the Rundle Mall separate rate will continue to be used to deliver on the 2020/21 Rundle Mall Business Plan and Budget.
 10. Notes that funding for future years will form part of the annual Integrated Business Plan and Budget process.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Strong Economies Implement a City-Wide Business Model
Policy	Not as a result of this report
Consultation	Ongoing consultation on the 'City-Wide Business Model' framework has occurred with Precinct Groups, business representative groups, partners, industry associations, Adelaide Business Collective, StudyAdelaide, Adelaide Convention Bureau, Renew Adelaide, State Government and subsidiaries.
Resource	The implementation of a city-wide business model will be managed within existing resources.
Risk / Legal / Legislative	Pursuant to Part 1, Section 3 of Schedule 2 of the <i>Local Government Act 1999</i> (the Act), a Council proposing to amend a charter of a subsidiary of Council must furnish a copy of the charter, as amended, to the Minister and ensure that a copy of the charter, as amended, is published on a website determined by the Chief Executive Officer and ensure that notice of the fact of the amendment and a website address at which the charter is available for inspection is published in the Gazette.
Opportunities	Improved alignment with the business sector that represents nearly 80% of rate revenue with a dedicated subsidiary governed by a skills-based board. Reinforcing the City a small business friendly city and a great place to do business that encourages investment.
20/21 Budget Allocation	Proposed to be funded via a reallocation of existing funding directed to city economic development and marketing activities to the subsidiary, as well as the Rundle Mall separate rate.
Proposed 21/22 Budget Allocation	Proposed to be a set percentage of Council's general rate revenue and funds raised through the Rundle Mall separate rate. This will be progressed through the Integrated Business Plan and Budget process for 2021/22.
Life of Project, Service, Initiative or (Expectancy of) Asset	The proposed subsidiary would operate under Section 42 of the Act until such time as Council resolves for the subsidiary to be wound up. Pursuant to Section 3 (4) of Schedule 2 of the Act, the subsidiary charter may be reviewed by Council at any time.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Ongoing costs for operation and delivery of programs by the proposed subsidiary would be funded through the annual Integrated Business Plan and Budget process.
Other Funding Sources	The proposed subsidiary would have the ability to generate secondary revenue above and beyond its funding requirements and would seek opportunities to partner with other agencies and the private sector.

BACKGROUND

1. The rationale for the City-Wide Business Model is to accelerate economic growth in the City of Adelaide (CoA) through attracting investment and supporting the growth of business, residents, visitors, events, festivals and students, in collaboration with key State Government agencies and through implementation of a comprehensive, city-wide marketing and growth strategy.
2. At its meeting on 9 June 2020, Council resolved:

“That Council:

 1. *Approves the implementation of a City-Wide Business Model through the use of a subsidiary of Council under Section 42 of the Local Government Act 1999.*
 2. *Approves investigating an amendment to the Charter of the Rundle Mall Management Authority to expand its Objects, Purpose, Powers, Functions and Duties to broaden its existing scope to enable delivery of city-wide economic development outcomes to create a new a subsidiary of Council under Section 42 of the Local Government Act 1999.*
 3. *Requests that consultation, such as a series of round tables, will occur with the broader City of Adelaide business community and Precinct Groups in the development of the draft Charter including its Objects, Purpose, Powers, Functions and duties and broader management.”*
3. A series of five independently facilitated virtual round tables were held in July 2020 to inform the development of a draft Charter for the proposed subsidiary. Fifty-two senior representatives from business, property and investment, key attractors, precinct and business groups, industry associations, partners and the Rundle Mall Management Authority (RMMA) participated in the round tables.
4. In addition, a background briefing paper was provided in advance on the round tables, and an online survey was available for people that were unable to attend a virtual round table. Sixty people engaged with the information, thirty people explored the information in more detail, and nine people provided a response.
5. The round table consultations sought feedback to inform the development of the draft Charter. These included its purpose and objective, functions, funding, board formation and composition, as well as how the interests of City Precincts should be incorporated.
6. A copy of the report prepared by the independent facilitator is available in **Attachment B** and includes a list of all round table participants.
7. Administration has also met with the Chair and General Manager of the RMMA in relation to the potential to broaden its Charter to deliver on city-wide economic development outcomes. Matters discussed with RMMA include:
 - 7.1. Alignment of Charters and opportunities to reduce duplication of effort and leverage existing resources.
 - 7.2. Mechanisms to ensure the separate rate would be expended solely for the benefit of Rundle Mall.
 - 7.3. The potential for an amendment to the existing RMMA Charter or the creation of a new subsidiary that encompasses the purpose and functions of the RMMA, and subsequent winding up of the RMMA.
8. A Committee Workshop on the outcomes of the round tables occurred on 18 August 2020. A summary of the consultation outcomes was provided in the Workshop papers.
9. Feedback from the round table consultations and the Committee Workshop have informed this report and the development of the proposed Charter.

DISCUSSION

10. The CoA 2020-2024 Strategic Plan ‘Strong Economies’ outcome includes the key action – Implement a City-Wide Business Model.
11. Schedule 2 of the *Local Government Act 1999* (the Act) sets out the provisions applicable to the establishment of Council subsidiaries, including the requirement for a charter to be prepared.
12. Administration has investigated and received advice that it would be appropriate to amend the RMMA’s Charter (Link 1 view [here](#)) to expand its Objects, Purpose, Powers, Functions and Duties to broaden its existing scope to enable delivery of city-wide economic development outcomes, rather than creating a new subsidiary.
13. In addition, it is proposed that the RMMA would be renamed, and the skill sets for the board of management be expanded.

Amended Charter

14. The amended RMMA Charter has been prepared for Council's consideration and is included in **Attachment A**. The amended RMMA Charter has been based on the round table consultation process, feedback received at the Committee Workshop on 18 August 2020, and a further meeting with representatives from the Adelaide Business Collective.
15. The proposed name of the amended subsidiary is the Adelaide Economic Development Agency (AEDA) to reflect its role to accelerate economic growth of the CoA.
16. A Table of Amendments between the current RMMA Charter and the amended Charter, Link 2 view [here](#). Key elements of the amended Charter are highlighted below.
17. The expanded Objects and Purposes of the subsidiary are:
 - 17.1. To accelerate economic growth in the City of Adelaide by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth;
 - 17.2. To promote the City of Adelaide as a destination and 'magnet city' and increase its visitation and use by residents, workers, visitors and the community in general;
 - 17.3. To position the Rundle Mall as the State's premier retail and commercial shopping precinct in order to sustain retail, business and economic viability; and
 - 17.4. To ensure that the Agency operates within the terms of this Charter and the Council's Strategic Plan.
18. The proposed, expanded Powers, Functions and Duties for the subsidiary are:
 - 18.1. To work collaboratively with the State Government, strategic partners, peak bodies and key stakeholders and avoid duplication of effort in the delivery of its functions and duties;
 - 18.2. To position the City of Adelaide as an attractive investment opportunity for commercial and residential property development;
 - 18.3. To support the growth of existing businesses and attract new businesses, industries and entrepreneurs to establish in the City of Adelaide;
 - 18.4. To support city businesses by building business capability and providing market research and intelligence;
 - 18.5. To promote and market the City of Adelaide to local, interstate and international visitors and investors;
 - 18.6. To position and promote the City of Adelaide as Australia's premier festival and event destination with the aim of increasing visitation and investment;
 - 18.7. To attract and support growth of the visitor economy, including international students, festivals, events, conferences, conventions and exhibitions;
 - 18.8. To promote and market the Rundle Mall;
 - 18.9. To promote and support mainstreets and precincts within the City of Adelaide;
 - 18.10. To manage risks associated with the Objects and Purposes;
 - 18.11. To expend funds raised through the separate rate declared by the Council on rateable land in the Rundle Mall and provided to the Agency in accordance with the Annual Business Plan and Budget upon projects specifically designated and approved by Council, and to expend other funds in accordance with the clause;
 - 18.12. To, in the performance of its functions and in all of its plans, policies and activities, give due weight to economic, social and environmental considerations;
 - 18.13. Not to act outside the Council area unless the prior approval of the Council is obtained which approval may only be granted in accordance with the Act;
 - 18.14. The power to compromise, compound, abandon or settle a debt of claim owed to the Agency;
 - 18.15. The power to make submissions for and accept grants, subsidies and contributions to further the Agency's objects and purposes;
 - 18.16. The power to, with the prior approval of the Council, invest funds in accordance with the Act;
 - 18.17. The power to raise funds over and above those raised through general rates and the separate rate declared by the Council to further the Agency's objects and purposes through sponsorship, advertising, fees and charges;
 - 18.18. The power to accumulate surplus funds;

- 18.19. The power to, subject to clause 11, enter into any kind of contract or arrangement;
 - 18.20. The power to, with the prior approval of the Council, purchase, sell, lease, hire, rent or otherwise acquire or dispose of any real property or interests therein;
 - 18.21. The power to, subject to clause 11, institute, initiate and carry on legal proceedings;
 - 18.22. The power to manage activation activities in the Rundle Mall;
 - 18.23. Subject to clause 11, employ, engage or retain professional advisers to the Authority;
 - 18.24. To make recommendations to Council in relation to the maintenance and upgrade of the Rundle Mall's existing infrastructure and physical appearance to ensure it is maintained to a high standard;
 - 18.25. To do all things incidental to the exercise of any other power of the Authority; and
 - 18.26. To assess the contestability of contracts for Council services provided to the Authority.
19. The subsidiary would be responsible for preparing a Strategic Plan and Annual Business Plan, consistent with its Charter. The Annual Business Plan would be approved by Council. The proposed subsidiary would also be responsible to prepare and submit an Annual Report to Council.

Board of Management

- 20. The Board of Management will be responsible for managing the business and other affairs of the subsidiary and ensure it acts in accordance with its Charter.
- 21. Consistent with the feedback received during the consultation process, it is recommended that Board membership be skills based, with members collectively having a range of knowledge, skills and experience across the following areas:
 - 21.1. Economic development;
 - 21.2. Brand, marketing and public relations;
 - 21.3. Retail;
 - 21.4. Visitor economy, tourism and events;
 - 21.5. Property development and management;
 - 21.6. Commercial acumen;
 - 21.7. Governance and people leadership;
 - 21.8. Strategic management; and
 - 21.9. Financial management.
- 22. It is proposed that the Board consist of a maximum of seven Board Members, aiming to achieve gender balance, to be appointed by Council as follows:
 - 22.1. One Board Member that is a member of the Council (the Lord Mayor).
 - 22.2. Up to six Board Members to be appointed by the Council as follows:
 - 22.2.1. Chair (and Board Member) with board leadership experience
 - 22.2.2. Up to five Board Members with a collective range of skills and experience (as outlined in paragraph 21 above). This would include at least one Board Member who is a business owner within the City of Adelaide.
- 23. Any new Board Members (other than the Council representative) are proposed to be selected via an expression of interest process and nominated by the Chief Executive Officer for Council's approval.
- 24. Board Members are proposed to be eligible for reappointment by Council at the expiration of their term.

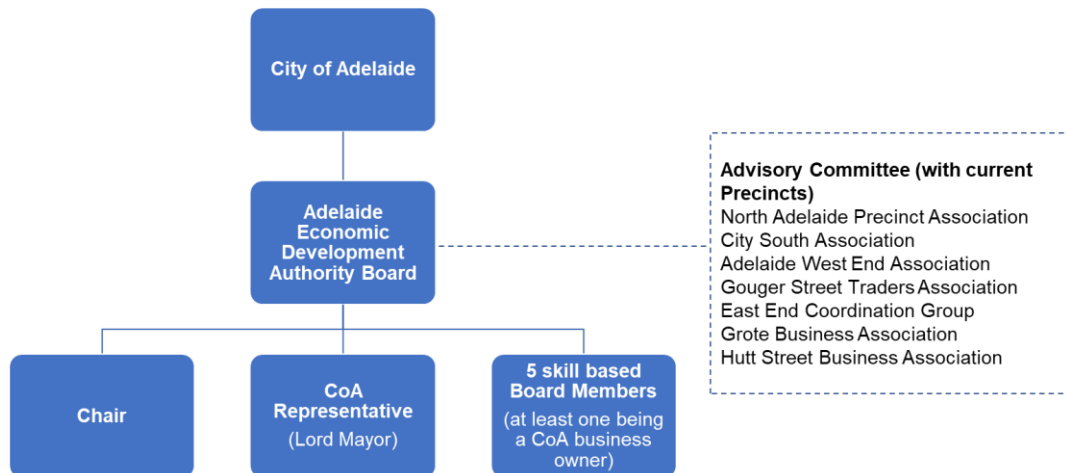
Precinct Group and City Business Representation

- 25. The seven city precinct groups are independent, not-for-profit incorporated associations, led by volunteer committee members that passionately represent their respective areas and have a deep understanding of their local businesses.
- 26. There is considerable value in providing a mechanism under the draft Charter for precincts and city businesses to raise matters of strategic importance (e.g. funding, coordinated marketing, event calendar, etc) with the Board on a regular basis, as well as to provide for a two-way flow of information.

27. To this end, the consultation process sought feedback on the preferred way for the interests of city precincts to be incorporated into the subsidiary. There was no clear consensus on how this should occur, with participants noting that many city businesses (over 4,000) are not located within the seven existing precincts.
28. A desire was expressed for a co-design process with the CoA to remodel the city precincts in terms of both their spatial extent and governance relationship with the subsidiary.
29. It was clear during the consultation process that there is strong support for a governance model that provides a voice for grass-roots business operations across the whole city to be heard directly on the Board, with the following recommendation coming out of the consultation process:

“consider a precinct consultative committee model that ensures a formal structure is in place for the voice of businesses to be heard directly on the board. Whilst the structure of this model will be determined through the codesign process... it is recommended that one position on the board is for the chairperson of this committee that represents the grass-roots business operations across the whole city.”

30. To respond to this feedback the amended Charter proposes the following:
- 30.1. A requirement for at least one Board Member to be a business owner within the City of Adelaide (as outlined in paragraph 21.2.2 above); and
- 30.2. The ability for the establishment of an advisory committee(s) that includes persons who are not Board Members for the purpose of enquiring into and reporting to the Agency on any matter within the Agency’s functions and powers, including to provide a formal mechanism for city businesses, mainstreets and precincts to provide advice to the Board. (Clause 38.2 of the draft Charter).
31. This approach provides a formal mechanism in the draft Charter for precinct groups (and other city businesses) to be heard by the Board, while also enabling the structure of the advisory committee and any potential changes to the existing precinct groups to be determined through a co-design process with city businesses and precincts.
32. An indicative model could be the establishment of an advisory committee with representation from all Precincts shown in the diagram below.



Funding

33. The CoA currently collects its annual rate revenue via general rates and the Rundle Mall separate rate. Economic development, marketing and support for festivals and events within the city are currently funded through general rates and include a combination of projects and general operations.
34. The 2020/21 Integrated Business Plan included funding of \$5.2M for operational activities such as City Growth, festivals and sponsorship, strategic partnerships (eg StudyAdelaide, Adelaide Convention Bureau, Festivals Adelaide, Renew Adelaide and Australia Day Council). This includes staff costs of approximately \$600k.
35. In addition, there is a further \$2.7M for operating costs (including staff costs) for economic development and associated marketing functions. This amount does not include other marketing and community engagement activities undertaken for other parts of the organisation.
36. In 2020/21 general rates from commercial and residential properties is budgeted to contribute \$87M and \$27.6M respectively to CoA funding. Expenditure on operational activities and operating costs from budgeted general rates is in the order of ~7% of total general rates (commercial and residential properties).

37. Funding of approximately \$3.8M is budgeted to be received through the Rundle Mall separate rate to promote and market Rundle Mall, including RMMA staff costs.

Funding Options

38. Funding options to support the operation of the proposed subsidiary under the Act include:
- 38.1. General rate – funds collected from all ratepayers within the city based on the properties' annual assessed value
 - 38.2. Separate rate – funds collected specifically for a particular benefit (e.g. Rundle Mall separate rate)
 - 38.3. A differential rate based on the land use (e.g. residential, commercial, vacant land) or locality (e.g. Rundle Mall separate rate) could be applied under either a general rate or a separate rate.
39. If Council were to introduce a new separate or differential rate to fund the subsidiary, then under Section 151(5) of the Act, a report and public consultation (for at least 21 days) on the proposed change would be required.
40. The report would be required to set out the reasons for the change, the relationship of the proposed change to CoA's overall rates structure and policies, the likely impact of the proposed change on ratepayers, as well as any issues concerning equity within the community.
41. The preferred (and most straightforward) option to provide funding for the proposed subsidiary would be to allocate a percentage of funding from general rates. This would include a reallocation of existing funding directed to city economic development and marketing activities to the subsidiary.
42. Funding from the Rundle Mall separate rate levied on property owners within the Rundle Mall Precinct would need to be dedicated specifically to the management and marketing of the Rundle Mall Precinct under the Act.

Preferred Funding Option

43. Given the financial and economic impact of COVID-19 on city businesses there is little appetite to increase general rates or introduce a new separate rate to fund the operation of the subsidiary at this time.
44. The amended subsidiary will be required to prepare and adopt a Financial Plan and an Annual Business Plan and Budget for Council's approval in accordance with Council's budgetary approval process.
45. The preferred ongoing funding option would be for Council to:
- 45.1. Allocate a fixed percentage of total rates to the proposed subsidiary as part of Council's annual Integrated Business Plan and Budget process for city economic development and marketing activities. This would provide a simple funding mechanism that is easily administered and would provide for equity across the City and enable the proposed subsidiary to undertake long term strategic planning and multi-year initiatives with some budget certainty.
 - 45.2. Incorporate funding from the Rundle Mall separate rate levied on property owners within the Rundle Mall Precinct to the amended subsidiary. This funding would need to be dedicated specifically for the management and marketing of the Rundle Mall Precinct.
 - 45.3. Provide the amended subsidiary with the ability to generate additional revenue sources (e.g. via sponsorships, grants and partnerships) to deliver its functions.

Transitional Funding Arrangements

46. As an interim measure for 2020/21, it is proposed that existing funding under the 2020/21 Integrated Business Plan and Budget for city economic development and associated marketing activities would be reallocated to the amended subsidiary through a quarterly adjustment. The final amount will be subject to confirmation of functions and duties to be undertaken by the amended subsidiary, however it is anticipated to be in the order of \$7.9M.
47. Similarly, if Council supports the amended subsidiary continuing the functions and duties of the RMMA, then funding from the Rundle Mall separate rate would be remain in the amended subsidiary and dedicated specifically to the management and marketing of the Rundle Mall Precinct in accordance with the 2020/21 Rundle Mall Business Plan and Budget.
48. The amended subsidiary will be required to prepare and adopt a Financial Plan and an Annual Business Plan for the remainder of 2020/21. It is proposed that this would include adoption of the RMMA 2020/21 Business Plan.

Next Steps

49. If Council approves the amended Charter for the AEDA, the Chief Executive Officer will:

- 49.1. Provide a copy of the amended Charter to the Minister for Planning and Local Government.
- 49.2. Place a notice of the amendment to the Charter in the Government Gazette
- 49.3. Publish a copy of the amended Charter on the CoA website.
50. The amendment to the subsidiary will commence from the date of notification in the Government Gazette.
51. To progress with implementation of the amended subsidiary, it is proposed that the Chief Executive Officer would:
- 51.1. Commence any recruitment for the skills-based Chair and Board of Management through an Expression of Interest process.
- 51.2. Prepare interim administrative arrangements for operation of the subsidiary, with resources being drawn from CoA and RMMA staff.
- 51.3. Seek a reallocation of budget allocated to deliver economic development, investment attraction, business and visitor growth, and city-wide marketing to the amended subsidiary as part of a 2020/21 quarterly budget reconsideration.
- 51.4. Commence engagement with precinct groups and city businesses in a co-design process for precincts and the establishment of an advisory committee to the amended subsidiary.
52. The amended subsidiary will, in consultation with Council, prepare and adopt a business plan consistent with the Charter within six months of its establishment, noting that this will incorporate the RMMA's existing 2020/21 Business Plan and Budget.
53. The table below provides an Indicative Implementation Timeline for the amendment to the subsidiary, including engagement with Council Members and key decisions.

Date	Task / Decision
September / October 2020	Council Report: Draft amended Charter of the RMMA Authority (including its renaming to AEDA) is presented to Council for adoption. Copy of amended Charter provided to Minister: A copy of the amended Charter will be provided to the Minister for Planning and Local Government.
October / November 2020	Recruits any skills-based Board Members (as required) through an Expression of Interest process. Chief Executive Officer to appoint Managing Director of the amended subsidiary. Administrative resources for the proposed subsidiary allocated by Chief Executive Officer.
December 2020	Council Report: Seek Council's appointment of any Chairperson and Board Members (as required) following recommendation by Chief Executive Officer.
January 2021	Amended Charter is gazetted and formal commencement of the AEDA.

DATA & SUPPORTING INFORMATION

Link 1 - Rundle Mall Management Authority Charter

Link 2 - Table of Amendments between the current RMMA Charter and the AEDA Charter

ATTACHMENTS

Attachment A – Draft Charter for the Adelaide Economic Development Agency

Attachment B – Consultation Report *Let's Charter! Engagement to inform the development of a Charter for the City-Wide Business Model*

- END OF REPORT -

Adelaide Economic Development Agency

The City of Adelaide has resolved to amend the Charter for the Rundle Mall Management Authority subsidiary, established pursuant to section 42 of the Local Government Act 1999 (the Act).

Pursuant to Clause 3 of Part 1 of Schedule 2 of the Act, the Charter of the Rundle Mall Management Authority, as amended and renamed the Adelaide Economic Development Agency, is set out below.

Mark Goldstone
Chief Executive Officer

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LOCAL GOVERNMENT ACT 1999

ADELAIDE ECONOMIC DEVELOPMENT AGENCY CHARTER 2020

INTRODUCTION

1. Name of Agency

The name of the Agency is the Adelaide Economic Development Agency.

2. Corporate Status

The Agency is a body corporate under the Act and in all things acts through the Board which has the responsibility to manage the business and other affairs of the Agency ensuring that the Agency acts in accordance with the Act and this Charter.

3. Dictionary

In this Charter:

- 3.1 **Act** means the Local Government Act 1999 and all relevant Regulations made thereunder;
- 3.2 **Agency** means the Adelaide Economic Development Agency established as a single Council Subsidiary pursuant to Section 42 of the Act;
- 3.3 **Board** means the Board of Management of the Agency;
- 3.4 **Board Member** means a member of the Board;
- 3.5 **Budget** means the annual budget adopted by the Agency;
- 3.6 **Business Plan** means the business plan adopted by the Agency;
- 3.7 **Charter** means this Charter of the Agency adopted by the Council;
- 3.8 **Council** means the Corporation of the City of Adelaide;
- 3.9 **Deliberative Vote** means a vote cast by each Board Member (including the Chairperson) for the purpose of deciding a matter under deliberation;
- 3.10 **Financial Year** 1 July in each year to 30 June in the subsequent year;
- 3.11 **Managing Director** means the Adelaide Economic Development Agency Managing Director;
- 3.12 **Rundle Mall** means the precinct bordered by the North Side of Grenfell Street, West side of Pulteney Street, South Side of North Terrace and East Side of King William Street and the land in between, as shown in Annexure 1;
- 3.13 **Simple Majority** a majority of those present and entitled to vote.

4. Interpretation

In this Charter:

- 4.1 The singular includes the plural and vice versa and words importing a gender include other genders;
- 4.2 Words importing natural persons include corporations;
- 4.3 Reference to a Section(s) is to a Section of the Act and includes any Section that substantially replaces that Section and deals with the same matter; and
- 4.4 Headings are for ease of reference only and do not affect the construction of this Charter.

5. Local Government Act

- 5.1 The Agency is established pursuant to Section 42 of the Act.
- 5.2 This Charter must be read in conjunction with Parts 1 and 3 of Schedule 2 to the Act.
- 5.3 The Agency shall conduct its affairs in accordance with and comply with Schedule 2 to the Act except as modified by this Charter in a manner permitted by Schedule 2.
- 5.4 The establishment of the Agency does not derogate from the power of Council to act independently in relation to a matter within the jurisdiction of the Agency.
- 5.5 Nothing in this Charter shall be construed as limiting or altering the existence of any right or entitlement of the Council under Schedule 2 of the Act.

6. About this Charter

- 6.1 This Charter is the charter of the Agency.
- 6.2 This Charter binds the Agency and the Council.
- 6.3 Despite any other provision in this Charter:
 - 6.3.1 If the Act prohibits a thing being done, the thing may not be done;
 - 6.3.2 If the Act requires a thing to be done, authority is given for that thing to be done; and
 - 6.3.3 If a provision of this Charter is, or becomes, inconsistent with the Act, that provision must be read down or, failing that, severed from this Charter to the extent of the inconsistency.
- 6.4 This Charter may not be amended except by the Council by passing a resolution in the same terms. An amendment is not effective unless and until published in the South Australian Government Gazette.
- 6.5 The Council may review this Charter at any time and must review this Charter whenever it is relevant to do so.

7. Objects and Purposes

The objects and purposes of the Agency are:

- 7.1 To accelerate economic growth in the City of Adelaide by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth;
- 7.2 To promote the City of Adelaide as a destination and 'magnet city' and increase its visitation and use by residents, workers, visitors and the community in general;
- 7.3 To position the Rundle Mall as the State's premier retail and commercial shopping precinct in order to sustain retail, business and economic viability; and
- 7.4 To ensure that the Agency operates within the terms of this Charter and the Council's Strategic Plan.

8. Powers, Functions and Duties

The powers, functions and duties of the Agency are to be exercised in the performance of the Agency's objects and purposes. In addition to those specified in the Act, the Agency shall have the following powers, functions and duties:

- 8.1 To work collaboratively with the State Government, strategic partners, peak bodies and key stakeholders and avoid duplication of effort in the delivery of its functions and duties;

- 8.2 To position the City of Adelaide as an attractive investment opportunity for commercial and residential property development;
- 8.3 To support the growth of existing businesses and attract new businesses, industries and entrepreneurs to establish in the City of Adelaide;
- 8.4 To support city businesses by building business capability and providing market research and intelligence;
- 8.5 To promote and market the City of Adelaide to local, interstate and international visitors and investors;
- 8.6 To position and promote the City of Adelaide as Australia's premier festival and event destination with the aim of increasing visitation and investment;
- 8.7 To attract and support growth of the visitor economy, including international students, festivals, events, conferences, conventions and exhibitions;
- 8.8 To promote and market the Rundle Mall;
- 8.9 To promote and support mainstreets and precincts within the City of Adelaide;
- 8.10 To manage risks associated with the Objects and Purposes;
- 8.11 To expend funds raised through the separate rate declared by the Council on rateable land in the Rundle Mall and provided to the Agency to directly support Rundle Mall in accordance with the Annual Business Plan and Budget, expend other funds raised by Council and provided to the Agency in accordance with the Annual Business Plan and Budget and upon projects specifically designated and approved by Council, and to expend other funds in accordance with clause 11;
- 8.12 To, in the performance of its functions and in all of its plans, policies and activities, give due weight to economic, social and environmental considerations;
- 8.13 Not to act outside the Council area unless the prior approval of the Council is obtained which approval may only be granted in accordance with the Act;
- 8.14 The power to compromise, compound, abandon or settle a debt or claim owed to the Agency;
- 8.15 The power to make submissions for and accept grants, subsidies and contributions to further the Agency's objects and purposes;
- 8.16 The power to, with the prior approval of the Council, invest funds in accordance with the Act;
- 8.17 The power to raise funds over and above those raised through general rates and the separate rate declared by the Council to further the Agency's objects and purposes through sponsorship, advertising, fees and charges;
- 8.18 The power to accumulate surplus funds;
- 8.19 The power to, subject to clause 11, enter into any kind of contract or arrangement;
- 8.20 The power to, with the prior approval of the Council, purchase, sell, lease, hire, rent or otherwise acquire or dispose of any real property or interests therein;
- 8.21 The power to, subject to clause 11, institute, initiate and carry on legal proceedings;
- 8.22 The power to manage activation activities in the Rundle Mall;
- 8.23 Subject to clause 11, engage or retain professional advisers to the Agency;
- 8.24 To make recommendations to Council in relation to the maintenance and upgrade of the Rundle Mall's existing infrastructure and physical appearance to ensure it is maintained to a high standard;
- 8.25 To do all things incidental to the exercise of any other power of the Agency; and
- 8.26 To assess the contestability of contracts for Council services provided to the Agency.

9. Other Powers and Functions

The Agency may exercise such other powers and functions as are delegated to the Agency by the Council from time to time.

10. Competitive Neutrality

The Agency is not, and is not to be, involved in a significant business activity.

11. Borrowings and Expenditure

11.1 The Agency has the power to incur expenditure as follows:

11.1.1 In accordance with a budget adopted by the Agency and approved by the Council as required by the Act or this Charter; or

11.1.2 With the prior approval of the Council; or

11.1.3 In accordance with the Act, and in respect of expenditure not contained in a budget adopted by the Agency and approved by the Council, for a purpose of genuine emergency or hardship.

11.2 Subject to Clause 11.3 the Agency has the power to borrow money as follows:

11.2.1 In accordance with a budget adopted by the Agency and approved by the Council as required by the Act or this Charter; or

11.2.2 With the prior approval of the Council.

11.3 Unless otherwise approved by the Council any and all borrowings taken out by the Agency must be from the Local Government Financial Authority or a registered bank or financial institution within Australia.

12. Property

All property held by the Agency is held by it on behalf of the Council.

13. Delegation by the Subsidiary

13.1 The Agency may, in accordance with the Act, delegate a power or function vested or conferred under the Act or another Act, to:

13.1.1 A committee;

13.1.2 An employee of the Council;

13.1.3 The person for the time being occupying a particular office or position.

13.2 The Agency may not delegate;

13.2.1 The power to borrow money or obtain any other form of financial accommodation not being a drawdown of an approved overdraft facility;

13.2.2 The power to approve the reimbursement of expenses or payment of allowances to Board Members;

13.2.3 The power to adopt budgets;

13.2.4 The power to adopt or revise financial estimates and reports; and

13.2.5 The power to make any application or recommendation to a Minister.

13.3 A delegation is:

- 13.3.1 Subject to conditions and limitations determined by the Agency or specified by the regulations;
- 13.3.2 Revocable at will and does not prevent the Agency from acting in a matter.

BOARD OF MANAGEMENT

14. Role of Board

The Agency is a body corporate and is governed by a Board of Management which has the responsibility to manage the business and other affairs of the Agency ensuring that the Agency acts in accordance with this Charter and all relevant legislation including the Act.

15. Membership of the Board

- 15.1 A Board Member appointed under clause 16.1.2 must be a natural person but need not be an officer, employee or elected member of the Council.
- 15.2 It is intended that Board Members collectively have a range of knowledge, skills and experience across the following areas:
 - 15.2.1 Economic development;
 - 15.2.2 Brand, marketing and public relations;
 - 15.2.3 Retail;
 - 15.2.4 Visitor economy, tourism and events;
 - 15.2.5 Property development and management;
 - 15.2.6 Commercial acumen;
 - 15.2.7 Governance and people leadership;
 - 15.2.8 Strategic management; and
 - 15.2.9 Financial management.

16. Appointment of Board Members

- 16.1 The Board shall consist of a maximum of seven Board Members, aiming to achieve gender balance, to be appointed by Council as follows:
 - 16.1.1 One Board Member must be the Lord Mayor of the Council.
 - 16.1.2 Up to Six Board Members must be appointed by the Council as follows:
 - (a) One Board Member with board leadership experience will be nominated by the Council's Chief Executive Officer to be a Board Member and the Chairperson following an expression of interest process;
 - (b) Up to five Board Members with an appropriate range of skills and experience, including at least one Board Member who is a business owner within the City of Adelaide, will be nominated by the Council's Chief Executive Officer following an expression of interest process.
- 16.2 The Board Members (non-members of the Council) shall be appointed for a maximum three year term determined by the Council provided that the Council shall endeavour that no more than half of the Board Members' terms of office expire in the same year.
- 16.3 A Board Member is eligible to apply for reappointment at the expiration of a term of office.
- 16.4 The Council must give the Agency a written notice of appointment of a Board Member.

- 16.5 Each Board Member must give the Council a signed written consent to act as a Board Member.
- 16.6 The Board will appoint a Board Member, other than the Chairperson, to be the Deputy Chairperson.
- 16.7 In the event that the Chairperson resigns, is removed from office by the Council or is no longer eligible to act as a Board Member then the Deputy Chairperson shall act in that office or in the event of the Deputy Chairperson refusing or being unable to act as Chairperson the Board shall appoint from amongst the Board Members a Chairperson who shall hold office as Chairperson until a Chairperson has been appointed by the Council whereupon the person so appointed will hold office for the duration of the original appointment.
- 16.8 The Chairperson shall preside at all meetings of the Board and in the event of the Chairperson being absent from a meeting the Deputy Chairperson shall preside and in the event of both the Chairperson and the Deputy Chairperson being absent from a meeting the Board Members present shall appoint a Board Member from amongst them who shall preside for that meeting or until the Chairperson or the Deputy Chairperson is present.
- 16.9 The Chairperson and the Deputy Chairperson are eligible to apply for reappointment at the expiration of their term of office.
- 16.10 If any vacancy occurs in the membership of the Board during a term, the Council's Chief Executive Officer is empowered to appoint a Board Member for the remainder of the term at his/her discretion.

17. Function of the Board

- 17.1 The Board has these functions:
 - 17.1.1 Formulating and observing strategic plans and strategies to achieve the objects and purposes of the Agency;
 - 17.1.2 Providing professional input and policy direction to the Agency;
 - 17.1.3 Monitoring, overseeing and measuring the performance of the Managing Director of the Agency;
 - 17.1.4 Ensuring that a code of conduct dealing with ethical behaviour and integrity is established and implemented in all business dealings of the Agency;
 - 17.1.5 Exercising the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons; and
 - 17.1.6 Ensuring that the Council is advised, as soon as practicable, of any material development that affects the financial or operating capacity of the Agency.
- 17.2 The Board and/or the Council may as required wish to co-opt, second or invite person/s to provide the Agency with information and specialist skills, or to assist with key tasks and projects.
- 17.3 The Board must ensure as far as practicable:
 - 17.3.1 That all information furnished to the Council is accurate;
 - 17.3.2 That the Agency acts in a professional and ethical manner, ensuring transparency and accountability in its decision making, and preventing actual or perceived corruption, maladministration and misconduct; and
 - 17.3.3 That the activities of the Agency are conducted efficiently and effectively and that the assets of the Agency are properly managed and maintained.

18. Removal of Board Members

- 18.1 Neither the Agency nor the Board may remove a Board Member.
- 18.2 The Council may remove a Board Member from office by giving to the Agency a written notice of removal of the Board Member.

- 18.3 The Council may remove a Board Member who is absent, without leave of the Board, from three consecutive ordinary meetings of the Board.
- 18.4 The Council may remove a Board Member, either of its own volition or upon recommendation of the Board passed by a two-thirds majority vote of the Board Members present (excluding the Board Member subject to this subclause 18.4) for:
- 18.4.1 Any behaviour of the Board Member which, in the opinion of the Board or the Council, amounts to impropriety;
 - 18.4.2 Serious neglect of duty in attending to the responsibilities of a Board Member;
 - 18.4.3 Breach of fiduciary duty to the Board or the Council;
 - 18.4.4 Breach of the duty of confidentiality to the Board and/or the Council;
 - 18.4.5 Breach of the propriety requirements of the Board; or
 - 18.4.6 Any other behaviour which may discredit the Board.

19. Vacation of the Office of Board Member

- 19.1 A person vacates office as a Board Member if and when:
- 19.1.1 Clauses 18.2 to 18.4 inclusive requires;
 - 19.1.2 Schedule 2, Clause 4(3) of the Act requires or permits; or
 - 19.1.3 The person was, when appointed, an elected member of the Council and ceases to be an elected member.
- 19.2 A Board Member can retire from office at any time.

20. Remuneration and Expenses of Board Members

- 20.1 The Agency is entitled to pay appropriate remuneration fees to Board Members as approved by the Council.
- 20.2 The Agency must pay to a Board Member any travelling and other expenses that are properly incurred in connection with the Agency's business and with the prior approval of the Board as recorded in the minutes of the Board meeting.
- 20.3 Attendance is recognised as a significant factor towards the success of the Agency and therefore the payment of remuneration fees to Board Members will be subject to Board meeting attendance.
- 20.4 Attendance of meetings as members of committees established under clause 38 of the Charter can be remunerated subject to Council approval.

21. Register of Interests

A Board Member is required to submit returns to the Agency under Chapter 5, Part 4, Division 2 of the Act.

22. Protection from Liability

In accordance with Schedule 2, Clause 38 of the Act a Board Member is afforded protection from certain civil liabilities.

23. Saving provision

In accordance with Schedule 2, Clause 40 of the Act no act or proceeding of the Agency is invalid by reason of:

- 23.1 A vacancy or vacancies in the membership of the Board; or
- 23.2 A defect in the appointment of a Board Member.

24. Governance Issues for Members of the Board

- 24.1 The principles regarding conflict of interest prescribed in the Act apply to all Board Members in the same manner as if they were elected members of a Council.
- 24.2 The Board Members will at all times act in accordance with their duties of confidence and confidentiality and individual fiduciary duties including honesty and the exercise of reasonable care and diligence with respect to the performance and discharge of official functions and duties as required by Chapter 5, Part 4, Division 1 of the Act and Schedule 2, Part 1, Clause 7 to the Act.
- 24.3 The Agency must, in consultation with the Council, maintain relevant policies sufficient to meet legislation and the effective management of the Agency. In the absence of any specific policies adopted by the Agency, relevant Council policies will apply.

25. Meetings of the Board

- 25.1 Subject to Schedule 2, Clause 5 of the Act, the Board may determine its own procedures for meetings, which must be fair and contribute to free and open decision making.
- 25.2 An ordinary meeting of the Board must take place at such times and places as may be fixed by the Board from time to time and in any event not less than once per quarter.
- 25.3 A Board meeting of the Board must be held at a reasonable time and if the meeting is to be held in person at a reasonable place.
- 25.4 An ordinary meeting of the Board will constitute an ordinary meeting of the Agency. The Board shall administer the business of the ordinary meeting.
- 25.5 Telecommunications Meeting
 - 25.5.1 For the purposes of this Clause 25.5 the contemporary linking together by telephone, audio-visual or other instantaneous means (telecommunications meeting) of a number of the Board Members provided that at least a quorum is present is deemed to constitute a meeting of the Board.
 - 25.5.2 Each of the Board Members taking part in the telecommunications meeting must at all times during the telecommunications meeting be able to hear and be heard by each of the Board Members present.
 - 25.5.3 At the commencement of the meeting each Board Member must announce his/her presence to all other Board Members taking part in the meeting.
 - 25.5.4 A Board Member must not leave a telecommunications meeting by disconnecting his/her telephone, audio-visual or other communication equipment unless that Board Member has previously notified the Chair of the meeting.
- 25.6 Written Resolution
 - 25.6.1 A proposed resolution in writing and given to all Board Members in accordance with proceedings determined by the Board will be a valid decision of the Board where a majority of Board Members vote in favour of the resolution by signing and returning the resolution to the Managing Director or otherwise giving written notice of their consent and setting out the terms of the resolution to the Managing Director.
 - 25.6.2 The resolution shall thereupon be as valid and effectual as if it had been passed at a meeting of the Board duly convened and held.
- 25.7 Notice of ordinary meetings of the Board must be given by the Managing Director to each Board Member not less than three clear business days prior to the holding of the meeting.
- 25.8 Notice of any meeting of the Board must:
 - 25.8.1 Be in writing;

- 25.8.2 Set out the date, time and place of the meeting;
 - 25.8.3 Be issued by the Managing Director;
 - 25.8.4 Contain or be accompanied by the agenda for the meeting; and
 - 25.8.5 Be accompanied by a copy of any documents or reports that are to be considered at the meeting (so far as this is practicable).
- 25.9 The Managing Director must maintain a record of all notices of meetings given to Board Members.
 - 25.10 The Chair may convene urgent general meetings of the Board at the Chair's discretion.
 - 25.11 The Chair shall convene other meetings of the Board as a general meeting may direct.
 - 25.12 A majority of the Board Members present at a meeting of the Board may adjourn the meeting from time to time and from place to place.
 - 25.13 The quorum for any meeting of the Board is four Board Members and no business may be transacted at a meeting of the Board unless a quorum is present.
 - 25.14 Each Board Member present at a Board meeting has one vote on a question arising for decision at that meeting and, if the votes are equal, the Chair or other person presiding at the meeting may exercise a casting vote.
 - 25.15 Subject to clause 27 and to the absolute discretion of the Board to conduct any meeting or part of any meeting in public, meetings of the Board will not be conducted in a place open to the public and Chapter 6 Part 3 of the Act does not extend to the Agency.

26. Special Meeting

- 26.1 The Council or any Board Member may by e-mail request to the Managing Director require a special meeting of the Board to be held.
- 26.2 On receipt of the request the Managing Director shall issue a notice of the special meeting to all Board Members at least twenty four hours prior to the commencement of the special meeting.
- 26.3 The request by any Board Member to the Managing Director of the Agency requiring a special meeting to be held must be accompanied by the proposed agenda for the meeting and any written reports intended to be considered at the meeting (and if the proposed agenda is not provided the request is of no effect).

27. Minutes

- 27.1 The Managing Director must cause minutes to be kept of the proceedings at every meeting of the Board.
- 27.2 The minutes must be prepared and distributed to Board Members and the Council within five business days of the meeting to which they relate.
- 27.3 The minutes must be presented to the next ordinary meeting of the Board for confirmation and adoption.
- 27.4 Where the Managing Director is excluded from attendance at a meeting of the Board the person presiding at the meeting shall cause the minutes to be kept.

28. Annual General Meeting

- 28.1 An Annual General Meeting of the Board shall be held by the end of October in each year at a place and time determined by the Board.
- 28.2 Notice of the Annual General Meeting will be given by:
 - 28.2.1 Placing a copy of the notice and agenda on public display at the principal office of the Agency and of the Council; and

- 28.2.2 In such other manner as the Managing Director considers appropriate.
- 28.3 The notice and agenda must be placed on public display at least fourteen clear days before the Annual General Meeting and must be available to the public:
- 28.3.1 For inspection, without charge;
- 28.3.2 By way of a copy, upon payment of a fee fixed by the Agency; and
- 28.3.3 On public display until the completion of the Annual General Meeting.
- 28.4 A reasonable number of copies of the notice and agenda and any document or report supplied to Board Members for the Annual General Meeting must be available for members of the public at the meeting.
- 28.5 The Annual General Meeting will be conducted in a place open to the public and will consider and deal with business of a general nature aimed at reviewing the progress and direction of the Agency over the immediately preceding financial year and shall include the following:
- 28.5.1 Chairperson's report;
- 28.5.2 Managing Director's report;
- 28.5.3 The audited financial statements for the previous financial year; and
- 28.5.4 Any other general business determined by the Board to be considered at the Annual General Meeting.
- 28.6 The minutes of the Annual General Meeting must be available to the public within five days of the Annual General Meeting for inspection or by provision of a copy on the AEDA website.

29. Adelaide Economic Development Agency Managing Director

- 29.1 The Agency will not employ staff. Employees of the Council will be seconded to, or otherwise perform work for, the Agency as required from time to time.
- 29.2 The City of Adelaide Chief Executive Officer will appoint a Managing Director of the Agency, on terms determined by the City of Adelaide Chief Executive Officer, for the purposes of managing the business of the Agency.
- 29.3 The Managing Director shall cause records to be kept of the business and financial affairs of the Agency in accordance with this Charter in addition to other duties provided for by this Charter and those specified in the terms and conditions of appointment.
- 29.4 In the absence of the Managing Director for any period exceeding one week a suitable person to act in a position of Managing Director must be appointed by the City of Adelaide Chief Executive Officer.
- 29.5 Day to day management of the Agency is the responsibility of the Managing Director who will ensure that sound business and human resource management practices are applied in the efficient and effective management of the operations of the Agency.
- 29.6 The functions of the Managing Director shall be specified in the terms and conditions of appointment and shall include but are not limited to:
- 29.6.1 Attending at all meetings of the Board unless excluded by resolution of the Board;
- 29.6.2 Ensuring that the decisions of the Board are implemented in a timely and efficient manner;
- 29.6.3 Providing information to assist the Board to assess the Agency's performance against its Strategic and Business Plans;
- 29.6.4 Managing and directing employees of the Council while they perform work for the Agency;
- 29.6.5 Providing advice and reports to the Agency and Board Members on the exercise and performance of its powers and functions under this Charter or any Act;
- 29.6.6 Ensuring that the Agency is at all times complying with Schedule 2 of the Act;

- 29.6.7 Ensuring that the Agency's annual report is prepared for approval by the Agency and distributed to Council in conformity with clause 35;
- 29.6.8 Co-ordinating and initiating proposals for consideration of the Agency including but not limited to continuing improvement of the operations of the Agency;
- 29.6.9 Ensuring that the assets and resources of the Agency are properly managed and maintained;
- 29.6.10 Exercising, performing or discharging other powers, functions or duties conferred on the Managing Director by or under the Act or any other Act and performing other functions lawfully directed by the Agency;
- 29.6.11 Achieving financial outcomes in accordance with adopted plans and budgets of the Agency;
- 29.6.12 Inviting any person to attend at a meeting to act in an advisory capacity.

30. Delegations by the Adelaide Economic Development Agency Managing Director

- 30.1 The Managing Director may delegate or subdelegate to an employee of the City of Adelaide or a committee comprising employees of the City of Adelaide any power or function vested in the Managing Director.
- 30.2 Such delegation or sub-delegation may be subject to any conditions or limitations as determined by the Managing Director.
- 30.3 Where a power or function is delegated to an employee, the employee is responsible to the Managing Director for the efficient and effective exercise or performance of that power or function.
- 30.4 Where a power or function is delegated to an employee or a person occupying a particular office or position that employee or person is responsible to the Managing Director for the efficient and effective exercise or performance of that power or function.
- 30.5 A written record of all delegations and sub-delegations must be kept by the Managing Director at all times.
- 30.6 The Managing Director shall provide a report on his/her activities to the Agency at every Board meeting.

MANAGEMENT

31. Financial Management

- 31.1 Council shall keep proper books of account on behalf of the Agency in accordance with the requirements of the *Act* and the *Local Government (Financial Management) Regulations 2011 (the Regulations)*.
- 31.2 The Agency must review its budget at least three times in each Financial Year at intervals of not less than three months between 30 September and 31 May (inclusive) in accordance with the requirements of the Regulations.
- 31.3 The Agency's books of account must be available for inspection by any Board Member or authorised representative of Council at any reasonable time on request.
- 31.4 All payments must be authorised by the Managing Director in accordance with delegated Agency or by resolution of the Board.

- 31.5 The Managing Director must act prudently in the handling of all financial transactions for the Agency and must provide quarterly financial and corporate reports to the Agency.

32. Audit

- 32.1 The Agency will establish an audit committee.
- 32.2 The functions of the audit committee include –
- 32.2.1 reviewing annual financial statements to ensure that they provide a timely and fair view of the state of affairs of the subsidiary;
 - 32.2.2 liaise with external auditors;
 - 32.2.3 review the adequacy of the accounting, internal auditing, reporting and other financial management systems and practices of the subsidiary on a regular basis.
- 32.3 The auditor will have the same powers and responsibilities as set out in the Local Government Act in relation to the Council.
- 32.4 The audit of financial statements of the Agency, together with the accompanying report from the Auditor, shall be submitted to both the Board and the Council.
- 32.5 The books of account and financial statements shall be audited at least once per year.
- 32.6 The Agency appoints Council's Audit Committee as its own Audit Committee.

33 Strategic Plan

- 33.1 The Agency shall prepare a Strategic Plan, with an operational period of no less than four years, linking the core business activities of the Agency to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period.
- 33.2 The Agency shall review the Strategic Plan annually in consultation with the Council.

34 Annual Business Plan and Budget

- 34.1 The Agency is required to produce an Annual Business Plan consistent with the Charter and submit it to Council for approval.
- 34.2 The Agency shall consult with the Council prior to or amending the Annual Business Plan.
- 34.3 The Annual Business Plan must set out or include:
- 34.3.1 The performance targets that the subsidiary is to pursue; and
 - 34.3.2 A statement of the financial and other resources, and internal processes, that will be required to achieve the subsidiary's performance targets; and
 - 34.3.3 The performance measures that are to be used to monitor and assess performance against targets.
- 34.4 The Agency must prepare a Budget for each financial year, the budget must:
- 34.4.1 Detail the estimated revenues and costs for the forthcoming financial year; and
 - 34.4.2 Otherwise comply with the requirements of Schedule 2, Clause 9 of the Act.

- 34.5 The Annual Business Plan and Budget must be submitted to the Council for approval by a date nominated by the Council from time to time in accordance with Council's budgetary approval process.

35 Reporting

- 35.1 The Agency must submit to the Council by 30 September in each year in respect of the immediately preceding Financial Year, the Annual Report on the work and operations of the Agency detailing achievement of the aims and objectives of its Business Plan and incorporating the audited Financial Statements of the Agency and any other information or reports as required by the Council.
- 35.2 At the end of each quarter the Agency shall submit a report to the Council on progress against milestones and performance indicators as outlined in the Agency's Strategic and Annual Business Plans.
- 35.3 The Agency shall submit to Council any other information or reports required by Council in a timeframe determined by Council.

MISCELLANEOUS

36 Insurance and Superannuation Requirements

- 36.1 The Agency shall be a member of the Local Government Association Mutual Liability Scheme and comply with the Rules of that Scheme.
- 36.2 The Agency shall advise Council of its assets insurance needs, so Council can take out appropriate insurance cover on behalf of the Agency through its membership of the Local Government Association Asset Mutual Fund.

37 Winding Up

- 37.1 The Agency may be wound up by the Minister acting upon a resolution of Council or by the Minister in accordance with Schedule 2, Part 1, clause 16(1)(b) of the Act.
- 37.2 In the event of a winding up of the Agency any surplus assets after payment of all expenses shall be returned to Council prior to the passing of a resolution.

38 Committees

- 38.1 The Agency may establish a committee of Board Members for the purpose of:
- 38.1.1 enquiring into and reporting to the Agency on any matter within the Agency's functions and powers and as detailed in the terms of reference given by the Agency to the committee;
- 38.1.2 exercising, performing or discharging delegated powers, functions or duties.
- 38.2 The Agency may establish advisory committees consisting of or including persons who are not Board Members for enquiring into and reporting to the Agency on any matter within the Agency's functions and powers, including to provide a formal mechanism for city businesses, mainstreets and precincts to provide advice to the Board and as detailed in the terms of reference which must be given by the Agency to the advisory committee.
- 38.3 The Chair of the Board is an ex-officio member of any committee or advisory committee established by the Agency.
- 38.4 A member of a committee established under clause 38 holds office at the pleasure of the Agency.

39 Common Seal

- 39.1 The Agency shall have a common seal upon which its corporate name shall appear in legible characters.
- 39.2 The common seal shall not be used without the express authorisation of a resolution of the Agency and every use of the common seal shall be recorded in the minute book of the Agency.
- 39.3 The affixing of the common seal shall be witnessed by the Chair or the Deputy Chair and the Managing Director or such other person as the Agency may appoint for the purpose.
- 39.4 The common seal shall be kept in the custody of the Managing Director or such other person as the Agency may from time to time decide.

40 Principal Office

The Agency's principal office is 25 Pirie Street, Adelaide SA or as the Agency may otherwise determine.

41 Service of Documents

- 41.1 A document to be given by the Agency to the Council or by the Council to the Agency may be given in a manner that Section 280 of the Act permits.
- 41.2 A written notice given by the Agency to Council must be marked 'Attention: Chief Executive Officer'.

42 Circumstances Not Provided For

- 42.1 If any circumstance arises about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions the Chair may decide the action to be taken to ensure achievement of the objects of the Agency and its effective administration.
- 42.2 The Chair shall report any such decision at the next ordinary meeting of the Agency.

43 Performance and Accountability of Agency

- 43.1 The Council shall be entitled on an ongoing basis to review the performance of the Agency and the Board in the conduct of their respective activities under this Charter.
- 43.2 If at any time the Council is of the view that either the Agency and/or the Board is not performing its duties under this Charter the Council shall be entitled to provide a notice in writing to the Agency (Council notice) identifying those matters in respect of the performance by the Agency and/or the Board of its duties under this Charter which are not satisfactory to the Council together with details of any corrective action which the Council requires the Agency and/or the Board to take in order to rectify the identified performance issues.
- 43.3 The Board shall within thirty days of receipt of the Council notice provide a written response to the Council as to the matters raised in the Council notice (notice in response) which notice shall identify any corrective action which the Agency and/or the Board intends to undertake in order to address the issues raised in the Council notice.
- 43.4 If the Agency or the Board disputes any matters raised in the Council notice then the notice of response must identify any matters in respect of which the Agency and/or the Board do not agree.
- 43.5 The Chief Executive Officer of the Council and the Chair of the Board shall meet within fourteen days of receipt by the Council of the notice in response to discuss the matters raised in the Council notice and the notice in response.

43.6 Either:

- 43.6.1 Following the meeting between the Chief Executive Officer of the Council and the Chair of the Board pursuant to clause 44.5 and having considered the matters raised in the notice of response and the matters discussed between the Chief Executive Officer of the Council and the Chair of the Board at their meeting; or
- 43.6.2 If the Board does not provide a Notice in Response, the Council shall be entitled to take such further action (if any) as it determines with respect to the matters raised in the Council Notice which action may include but shall not be limited to the removal of the Board and the appointment of a replacement Board in accordance with this Charter.

Annexure 1



Item 4.1 - Draft



Let's Charter!

Engagement to inform the development of a Charter for the City-Wide Business Model

July 2020



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EXECUTIVE SUMMARY

As the first step towards implementation of a new City-Wide Business Model, the City of Adelaide has decided to establish a new subsidiary under Section 42 of the *Local Government Act 1999* to drive the economic growth of the city through attracting investment and supporting business, residents, visitors, events, festivals and student growth.

We sought the input of key stakeholders to develop a draft Charter for this new subsidiary that will outline the objective and purpose of the subsidiary, as well as its powers, functions, duties, board membership and funding arrangements through a survey and a series of independently facilitated virtual roundtables.

The roundtables included 52 representatives from business, property and investment, tourism, key attractors, precinct groups and industry associations. Engagement specialist Becky Hirst actively worked through key matters to be included in the draft Charter and provided participants with an opportunity to share ideas and discuss issues emerging through the process.

The online engagement hub was visited by 60 people and 30 of these people explored the page through downloading documents or clicking on links. 9 people participated in the online survey.

At the start of each roundtable, participants were asked to share their overarching expectations for the Charter, whether this be high level or detailed. People spoke mostly of their desire to see the Charter enable a unified, cohesive and collaborative vision, and many talked about the need for the subsidiary to be an entity that included independence, diversity and good representation of the needs of businesses in the city. Many also spoke of their hopes for the subsidiary to be growth and innovation focused, with a strong emphasis on action.

The objective of the subsidiary was generally agreed upon, with some discussion regarding words that could be included such a vibrancy, culture, and collaboration. However, there was also an appetite to keep the overall objective and work of the subsidiary to be 'razor sharp' with many participants keen to see the focus be kept on simply accelerating economic growth.

With regard to the functions of the subsidiary, conversations were based on four overarching themes. Within City-Wide Marketing, there was a strong support for the subsidiary to focus its early efforts on developing a city-wide brand. Whilst there was support from a couple of people for the existing Adelaide Designed for Life brand, there was some confusion regarding its current use.

Alongside the city-wide brand development, tourism marketing and the creation of co-operative marketing opportunities were also seen as a high priority.

As conversations rolled out during the roundtables, it became apparent that whilst the development and promotion of an annual calendar of events and retail promotions and offers were both relevant, they would sit as specific actions within higher level, more strategic functions.

In relation to investment attraction, many participants spoke about the importance of supporting existing businesses, with reasoning to this provided in this report. Alongside this, people spoke in strong favour of attracting new businesses and industries to the city, as well as supporting entrepreneurs and start-ups. One participant succinctly surmised this as “every cog needs to turn to succeed”.

Whilst some people spoke of the importance of filling or activating vacant properties, others felt that this would flow on from focusing on the other identified functions for investment attraction.

The function of supporting development that stimulates residential growth was considered to be the lowest priority for participants of the roundtables, however there was substantial discussion regarding the importance of visible people, vibrancy and looking beyond 9-5 during the sessions.

Festivals and events were of significant priority across all of the roundtables, and these were seen to be an existing strength of the city.

Business conferences, conventions and exhibitions were also seen to be an existing strength, noting that these are the things that regularly bring people to Adelaide. People spoke about how these strengths can easily be part of the strong brand, but also how the role of the City-Wide Business Model should focus on co-ordination, collaboration and in essence, tying it all together and ‘connecting the dots’ to tourism promotion through co-operative campaigns to promote destinations.

Whilst international students generally ranked as a low priority compared to the others, participants spoke of the importance of their role in Adelaide’s economy and some spoke of their desire to see Adelaide promoted as a University City. During these conversations, it was also suggested that the economic value of international students to the city would be worth knowing, in comparison to festivals, events, retail, business conferences and so on.

One of the biggest debated topics during the roundtables was the pros and cons of having a physical, staffed space as a Visitor Information Centre, versus visitors using digital technology to way find and plan their itineraries. There was no consensus reached in this process and further thinking needs to go into the role and operations of this service for the city.

Out of all functions discussed, research and market intelligence triggered the highest level of interest and keenness to see this offered to businesses by the subsidiary. Participants spoke with great enthusiasm as to how this kind of intel could provide a beneficial support to businesses in the city. Building business capability was also strongly supported by many as a key function.

Throughout the roundtables, participants regularly referred to or questioned the role of the City-Wide Business Model subsidiary and its relationship to other organisations and entities. There was concern for the subsidiary to not duplicate work already happening, and where overlaps occurred for there to be strong partnerships.

The importance of collaboration in *all* aspects of the subsidiary was very evident across all roundtables, to the point that it is worth considering this being explicit in the purpose or functions outlined in the charter.

Whilst there wasn't a large amount of discussion about the function of being a united business voice, this was woven throughout many of the conversations about the subsidiary as a whole. When participants were asked for the expectations of the charter, having unity was a high priority. This was echoed in the sentiments regarding the need for collaboration throughout.

In relation to funding, whilst there was strong support for the subsidiary to seek additional income through sponsorship or partnership arrangements, participants noted that it was difficult to comment given they had no knowledge of what the operating budget of the subsidiary would be from the existing rate revenue.

When discussing the skills and expertise required for board members of the City-Wide Business Model, all of the skills put forward were supported. A number of people talked about this as an opportunity to do things differently. People wanted to see a small yet highly focused board that could move quickly and efficiently. Diversity of people and skills were absolutely essential, and some participants noted the need to not include just the usual suspects, but a combination of people with experience and those with fresh and creative perspectives.

There was much discussion and interest in the role of Precinct Groups and a general feeling that the current footprint of these groups left gaps in the city and their distribution could be revisited.

There was also a lot of discussion regarding their connection to the subsidiary and mixed views were shared regarding their role with the board. These discussions are outlined in this report and an outcome is the need to use this as an opportunity to rethink and strengthen the current model, ideally involving those who are interested or affected in a co-design process.

This report provides a narrative regarding the input received and conversations held regarding each topic, as well as comments made via the online surveys.

It contains 20 recommendations for consideration in the development of the Charter, which have been put forward based on key discussions points to arise with stakeholders. It is highly recommended that these recommendations are considered by the City of Adelaide in conjunction with key stakeholders, who are keen to be involved.

Whilst the roundtables and survey sought quantitative data via polls and sliding scales, these tools were used to gain a sense of sentiment and trigger discussion, as opposed to a voting exercise. This engagement process was very much about seeking opinions, ideas and generating next steps that have buy in from all involved. All raw input received can be found in the appendices, including all typed input from participants during the roundtables and individual survey responses. It should be noted that City of Adelaide staff observed all of the roundtables and were available to answer questions, however they did not participate in the workshop process and this report is based on participant feedback only.

Becky Hirst
Engagement Specialist

July 2020

1. EXPECTATIONS OF THE CHARTER

At the start of each session, participants of the roundtables were asked to share their biggest hope for the Charter that is being developed for the City-Wide Business Model. This includes any preliminary thoughts in relation to what it must include.

1.1 A unified, cohesive & collaborative vision

Participants of the Industry Associations and Precinct Groups roundtable noted hopes such as the Charter supporting economic growth and providing a unified vision and clear purpose to promote Adelaide and North Adelaide, being a cohesive city-wide approach that is inclusive of business owners, operators, and residents.

In the first business roundtable, several participants also noted the need for the Charter to be about a united business voice, a unified approach to the promotion of Adelaide, along with clarity, unity and alignment.

In the second business roundtable, collaboration opportunities between businesses and a coordinated approach to maximise outcome of spend were listed as participants biggest hopes, as well as a centralised approach to marketing Adelaide.

“Strength in numbers with Adelaide businesses working together to strengthen all businesses in the city, with positivity!” Business Roundtable 2

In the third business roundtable, the hope that the subsidiary would bring people together working towards common goals was shared. One participant said they hoped to see incentives for creative collaborations.

In the Tourism & Attractors roundtable, participants mentioned hopes such as visible collaboration across multiple sectors, and a collective and coordinated approach from Business, Adelaide City Council and precincts. Another person commented that an integrated approach and stimulation to make Adelaide a vibrant city was their biggest hope, and another person hoped to see a coordinated and consistent identity.

1.2 A representative subsidiary

It was noted in the Industry Associations and Precinct Groups roundtable by a couple of participants that the model must not be motivated by individual precinct politics and enable collaboration across all precincts. It was suggested that there be good representation of local businesses, from the ground up.

In the first business roundtable, diverse representation across a variety of industries, with mechanisms in place for businesses to be heard, was highlighted by a participant as important. Another noted the need for it to be representative of all stakeholders.

In the second business roundtable, expectations included independence for the business community, with the relationship between Council and business being developed. Someone also hoped that youth would be encouraged to use and dwell in the city, feeling welcome there. In the Tourism & Attractors roundtable, this was echoed by one participant with the hope that the City-Wide Business Model will be led by business for business.

1.3 Adelaide as a place to do business

In the second business roundtable, practical expectations were provided by participants such as increased foot traffic, that Adelaide will be positioned as a vibrant place to do business in the new tech economy, and increased visitation. One person noted that encouraging new types of innovative businesses into the city was their biggest hope, and another suggested that there needs to be a laser focus on economic and business growth.

In the third business roundtable, participants noted their hopes to be that the subsidiary be growth and direction orientated, and that it will develop the goals and action plan for the success of the city to excel and stand out as a destination for business investment and further development.

In the Tourism & Attractors roundtable, there was an expected greater focus on the hope for greater clarity on how tourism positively impacts other business and the wider South Australia community, as well as hope to see greater inclusion of the role of conferences and events. Beyond tourism, there were also hopes that economic growth and liveability were the main focus, with one participant noting that the purpose should be simply to accelerate economic growth, with the rest of the wording perhaps being too tactical.

Recommendation 1

- Given the strong desire to see genuine collaboration at the heart of the subsidiary, combined with the energy, interest and willingness from key stakeholders during the roundtable conversations, **actively involve key stakeholders in further fine tuning the next stages of the development of the City-Wide Business Model.**

2. PURPOSE & OBJECTIVE

The purpose of the City-Wide Business Model was put forward to members of the roundtable sessions as

“To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.”

It was noted that the City of Adelaide includes both the CBD and North Adelaide. Participants were asked to comment this purpose, and what it meant to them.

Participants of the Industry Associations and Precinct Groups noted that this purpose broadly made sense, and that it was important especially as there are a lot of elements that need to be interwoven for this to happen practically.

A couple of people noted that there needs to be good reason for people to come into the areas, and this purpose to them means making Adelaide a compelling destination for business and visitors.

In the first business roundtable, the purpose put forward was in general agreed with. However, one participant noted that they would like to see business engagement mentioned, another was keen to see residential growth mentioned, and another suggested that we need to define what type of investment, business and events are good for growth. Another person said that it was important not to have a blanket approach.

In the second business roundtable, a participant requested that words such as “cultural”, “creative” and “quality of life” be added to the “economic”. Another person suggested that collaboration is important to acknowledge, with someone else suggesting that there be a focus on the potential of interdisciplinary collaborations.

One person raised the point that mentioning “when” and “how’ in the objective might set expectations as to whether this is about immediate impact or foundations for the future.

“I would suggest the word "sustainable" is added before economic growth. This can encompass social, economic and environmental sustainability.”
Online survey respondent

In the third business roundtable, the purpose was generally agreed with. Participants however noted that the purpose should also consider reducing costs, that it needs to be more than economic growth and that they agreed as long as ‘attracting investment’ also included existing property owners.

In the Tourism & Attractors roundtable, there was support for this purpose. Similarly to other roundtables, one participant suggested inclusion of the word “collaboration” in the purpose. Other participants added notes potentially linking to key functions for the subsidiary such as supporting businesses, adding sport and outdoor life.

Other participants in this roundtable noted the importance of activation of local population and ensuring that the local community is built into the plan so that they are brought along with the aim.

Recommendation 2

- There was strong support to see **the overall purpose of the subsidiary to be very succinct and focussed**. Therefore, consideration should be given to shortening the overarching purpose to be *“To accelerate economic growth.”* followed by four concise objectives that outline its intentions regarding city-wide marketing, investment attraction, visitor economy and business support.

Recommendation 3

- Given the strong emphasis on genuine collaboration that is sought by key stakeholders, **the intended collaborative approach** of the subsidiary should be included in the Charter. This can be as simple as ensuring that words such as “The subsidiary will work collaboratively with key partners to...” are included in the objectives or functions.

3. FUNCTIONS

It was explained during the evolution of the City-Wide Business Model, a list of functions has emerged that is a combination of functions that the City of Adelaide see as important, combined with the functions the subsidiary should deliver as perceived by the business community.

These functions were put forward to participants of the roundtables to prioritise as both a conversation tool, and to see which of the functions resonated most with participants.

They were put forward under four headings –

- City-Wide Marketing
- Investment Attraction
- Visitor Economy
- Business Support

These functions were all well supported, however some clear priorities emerged for participants within each heading. These are explored below.

3.1 City-Wide Marketing

3.1.1 *City-Wide Brand*

Having a strong city-wide brand was one of the most highly prioritised functions during the roundtables, triggering a wide range of discussion from participants.

In the roundtable with Industry Associations and Precinct Groups, one participant noted that they had put the need for a brand as lowest priority, however several others noted it as the main priority. One person said they believe the CWBM needs to start with having a really clear brand position, with everything feeding off it and that if there isn't a really clear positioning statement of what it is trying to work to then the rest of the work might not make sense. Another participant agreed, noting the branding is the promise of the experience, however that might be presented. It was suggested that if you can build on what people experience when they come to the city, then that's the brand. Another participant also agreed that there needs to be a brand, especially to grab the attention of tourists.

Another participant agreed that branding was important but noted that they aren't convinced in its current form that Adelaide Designed for Life is the right one as it seems to be just geared towards students, highlighting confusion around the use of brand. A participant in the second business roundtable also noted this, and that the city needs to reinforce itself as a leader in dining, entertainment and shopping.

In the first business roundtable, branding was less of a priority for the whole group. However, one participant said that from a retailer perspective, if there could be a really strong brand then everything else would align so much easier.

In the second business roundtable, having a city-wide brand was amongst the high priorities. One participant noted its vital importance, and that we need to present as a unified brand to the rest of the country and to the world and play to Adelaide's strengths. He noted that this includes staying on message in terms of the city brand. Another participant noted that the brand is the core to the offering and is bigger than tourism, and bigger than lifestyle or investment. He suggested that we now have an opportunity to have a "brand polish".

In the third business roundtable the City-Wide Brand was the highest priority. One participant said that if you want to market something, you've got to have a brand. He noted that this should be the first port of call. Another noted that it would be beneficial for smaller businesses, without large marketing budgets, to be able to tap in to one overarching brand and use it to their advantage.

There was a lot of discussion in the Tourism & Attractors roundtable, having a city-wide brand was ranked the highest priority, although much of the discussion focused on the importance of tourism marketing of the city. However, one participant noted that the brand would provide the umbrella for the execution of the other functions. He noted that without a strong brand, we are continuing a less collaborative approach and we need to unify under a single brand. One participant noted the role of people visibly enjoying Adelaide being a grass-roots marketing opportunity.

"The marketing of the city needs to align around a central cause and purpose and then branch into a series of sub brand villages each with their own unique purpose/brand which together make up the city-wide experience." *Online survey respondent*

3.1.2 Tourism Marketing (promoting experiences)

A participant in the Tourism & Attractors roundtable noted that he felt we need to think beyond a brand, even though everyone had suggested it as the main priority. Whilst he agreed, he commented that the promotion of the city has dropped away in recent years. He noted that the potential for the new subsidiary is to bring everything together a strategy – tourism experiences, business events, festivals – because it is very ad-hoc at the moment and nobody is effectively marketing the city. He said that the city is absolutely critical and the more that we can market and promote the virtues of the city for the visitor economy, the better.

Another participant in this roundtable said that having our artistic and cultural arts offer really well integrated in the tourism marketing is crucial, especially with not only festivals and events but our theatres, concert halls and museums which also attract great visitation. She also noted that there needs to be a focus on collaboration to see that our business tourism is aligned with festivals and event tourism, making sure that they are greatly integrated.

Another said that again whilst the group had put a city-wide brand as the highest priority, for him tourism marketing was the priority. He said that Adelaide should be established as a gateway and a component in its own right. He doesn't think people internationally know what to expect from Adelaide, and that this is where he thinks the energy should be focussed.

In the second business roundtable, tourism marketing was a high priority. One participant with an interest in tourism noted that she had voted this as important because it has a flow on effect to all of the other functions in the list, not just in relation to visitation and tourism but people wanting to live here. She acknowledged that we use to promote the regions and not the city because research showed that the regions were more appealing than Adelaide city itself, but that there is a real opportunity in the current context now to promote the city and have a unified brand, possibly led by SATC. Another participant agreed that a partnership with SATC is important and that there is a good opportunity here.

In the third business roundtable, one participant noted how he had ranked this as the most important function. He reflected on how he had lived away and returned, and how so much of the vibrancy of Melbourne is what attracts people to it. He noted that Adelaide is different now to when he left it, and how it has so much to offer, suggesting that the more people who can experience it now, the better. He said that we should leverage our offerings as hard as we can.

“Cultural and creative tourism requires a thorough push and lots of collaboration between the arts and creative institutions, organisations, and businesses in Adelaide.” Online survey respondent

3.1.3 Creation of co-operative marketing opportunities

In the first business roundtable, the creation of co-operative marketing opportunities for business and precincts to buy in to was the highest priority.

In the roundtable with Industry Associations and Precinct Groups, the creation of co-operative marketing opportunities for business and precincts to buy in to was also the highest priority, however it was acknowledged that they were all very important.

In the first business round table, one participant spoke about this function being the most attractive within the city-wide marketing function, because it refers to 'buy in' from businesses in the area and this is a really critical component for this agency. Whilst it will still be a Council subsidiary, the connection with businesses is critical.

In the third business roundtable, this was noted as a conduit for individual businesses retail promotions and offers.

3.1.4 Development and promotion of an annual calendar of events

A participant in the roundtable with Industry Associations and Precinct Groups, noted that she had prioritised having an annual calendar of events, rather than retail promotions and offers. Another person agreed that an annual calendar of events would be very good, because as a precinct a lot of the events that they hold wouldn't happen if they weren't supported. She also noted the importance of tourism and marketing via a brand as important.

Whilst the promotion of an annual calendar of events was ranked as a medium priority by participants in the other roundtables, it wasn't raised as a discussion point by anyone, other than to suggest that this could be a specific action under one of the other higher level more strategic functions.

In the third business roundtable, one participant noted that festivals and events are central to creating a brand and that they can organically create a brand without the other channels involved. He noted that these develop business opportunities and are a touch point for a wide and diverse audiences.

Development and promotion of an annual calendar of events was ranked as a high priority for survey respondents.

"It's so important for precincts and retailers to be able to understand the overall plan and calendar of activity so they can spend their own marketing dollars in an effective way. More collaborative marketing opportunities need to be made available so everyone can make their marketing budgets stretch further." Online survey respondent

3.1.5 Retail promotions and offers

In addition to the preferencing of an annual calendar of events being more important than retail promotions, another participant in the Industry Association and Precinct Groups roundtable noted that they also didn't think retail promotions and offers would add value to the model. Another noted that we can't fall in to promoting retail promotions and offers too much otherwise the work will focus just on Rundle Mall.

In the first business roundtable, retail promotions and offers was also the lowest priority. One participant noted that promotions happen all the time now, and that she wasn't sure that they pull people into Adelaide. She suggested that every other week there is a sale, but if there's a promotion that aligns with one of the festival or event experiences, then this might be an opportunity to collaborate. Another participant agreed, suggested that this is a nuanced approach depending on the individual businesses, because in this day and age the digital marketing of businesses is so refined to target certain demographic that to try and do this on scale would not be the best use of resources. A participant from a retail perspective agreed with

this, noting that they lead their own retail promotions and offers themselves and this subsidiary should focus on bigger things that actually attract people into Adelaide.

In the second business roundtable, retail promotions and offers were also the lowest priority. One participant said that this would work well within all the other functions, and if it a promotion was built into a calendar of event and everyone knows about it, there can be a deeper connection with the retail outlets. Another participant agreed and suggested that this would be best done by the individual businesses dovetailing in with the calendar of events and other promotions that are city wide. Another participant said he felt retail promotions and offers are really important, but it is within the other categories. He noted that if more retailers were on the call this might be higher.

In the third business roundtable, one participant suggested that retail promotions and offers really comes down to the retailers themselves but that the subsidiary can offer the coordinated approach to this.

In the Tourism & Attractors roundtable retail promotions and offers were again the lowest priority with participants suggesting that this could come subsequently within the other functions.

Survey respondents ranked retail promotions and offers as the lowest priority.

3.1.6 General comments

In the third business roundtable, a participant questioned the monetary value that the different functions listed within city-wide marketing deliver to the ratepayers. He noted that the footfall might be from office workers or Rundle Mall, and without context on the value it's hard to know where to focus.

Recommendation 4

- **Prioritise the creation and implementation of a strong city-wide brand as a key function of the subsidiary**, and in doing so ensure that strong connections with relevant partners are in place (including, but not limited to the South Australian Tourism Commission, Festivals Adelaide, Adelaide Convention Bureau, Renew Adelaide, and Study Adelaide).

Recommendation 5

- The development of an annual calendar of events will be very relevant, however this should not be a key function of the subsidiary detailed in the Charter, but instead be a specific action within one of the other key strategic functions. Retail promotions and offers may also be of importance to some retailers, however for the purpose of the Charter this can again be a tactical strategy within **higher-level functions** of the subsidiary.

3.2 Investment Attraction

3.2.1 Support growth of existing businesses

Supporting growth of existing businesses was the highest priority within investment attraction for participants in the second business roundtable.

One participant talked about the need to stop businesses 'dropping off' during this Covid-19 period, so he suggested that there's no point in bringing new business in if we can't retain some sort of critical mass of existing businesses. However, moving forward he highlighted the importance of bringing the entrepreneurs in to the city.

Another participant noted that "success creates success" as being a good reason to support existing small businesses, and also noted the direct interest of these existing businesses as paying money in Council rates and money to the Rundle Mall Authority, and they really want to see something for it.

Another noted the need to "look after what you've got" noting the success and loyalty of the existing businesses in the city, but that existing businesses and start up support could go hand in hand. Another participant suggested that there shouldn't be any bias between existing or new activity.

Another participant noted that that Council has been forward thinking and supportive in enabling businesses to trade during Covid-19, showing that it can be nimble. Ongoing it would be great to see that flexibility. She asked the remit of the Council and suggested that it is to facilitate existing business growth.

"Focus should be on the support of existing businesses not increasing competition by putting resources into supporting new businesses which may take business away from existing business - while competition is usually a good thing - in this current climate businesses are in survival mode - the only resources employed in attracting new businesses should be in areas that compliment rather than compete with existing business - in all sectors."

Online survey respondent

In the third business roundtable, this was also a high priority. One participant noted that he had ranked it a high priority because if you don't look after existing businesses first, before adding competition, then you may lose businesses. He noted that those existing businesses might already be successful and looking to expand and therefore will ultimately fill some of the existing vacancies.

Another participant spoke of her support for existing businesses, because they are already there and the majority of them are finding it tough and any way we can help them to grow is a good thing. She noted that this will in turn attract new businesses to the city.

Supporting the growth of existing businesses was ranked the highest priority by the survey respondents.

3.2.2 Attract new businesses and industries to move into the City of Adelaide

In the roundtable with Industry Associations and Precinct Groups, attracting new business and industries to move into the City of Adelaide was the biggest priority. This was also the case in the first business roundtable and at the tourism and attractors roundtable.

In the second business roundtable, a participant who was an economist said that current research shows that cities are increasing attracting investment and driving development by having a laser sharp focus by attracting people to choose to live and work there, and then the investors follow the decisions that the individual makes. He said that it is important that there is some effort put in to making sure that the proposition about Adelaide is put in front of people who might choose to locate their business here. He noted too however that we should be attempting to get talented young people who are potentially starting up businesses in South Australia to stay here, which means providing support for them.

In the third business roundtable attracting new businesses and industries was also the highest priority for participants. One participant mentioned the type of businesses we want to attract, noting that he would like to see the city attracting 7-figure salary people, which connects to the brand. He spoke of attracting people from Hong Kong and Silicon Valley as they are used to city. He invited the group to picture 50,000 millionaires living in Adelaide and how much impact this would have.

3.2.3 Support entrepreneurs and start-ups

Whilst supporting entrepreneurs and start-ups wasn't the highest priority throughout the roundtables, it featured strongly in discussions to be valued along with a balance of attracting new business and supporting growth of existing businesses.

In the first business roundtable, one participant said that they had voted supporting entrepreneurs and start-ups as the lowest priority because they believed organisations such as the state government and Lot 14 were already doing these things. He went on to note that one of the key parts of the subsidiary needs to be really clear about what it is, but also clear about what it isn't, because there are lots of other groups that it can work very collaboratively with.

During the second business roundtable, one person suggested that if we can make the city an attractive place for entrepreneurs, and they can have a place in the city, then this will add to the vibrancy and the energy, which then attracts new businesses and supports existing businesses.

He added that if we make places affordable so that these entrepreneurs and young artists can live in the city this also adds to the vibrancy.

In the tourism and attractors roundtable, a participant noted that larger cities may fall back in popularity due to Covid and this could be the opportunity for the rise of the boutique city. Adelaide has the opportunity to be unique, to encourage entrepreneurialism, to develop our technical and creative industries, like some of the other great boutique cities around the world. The element of being a safe, smaller city was a sentiment echoed by a participant in the second business roundtable as an opportunity for post-Covid promotion.

“Let’s not try to compete to be a big city. Let’s be unique. Let’s be different. Being boutique is pretty cool moving forward.”
Participant in the Tourism & Attractors Roundtable

In the third business roundtable, one participant noted the importance to support entrepreneurs and start-ups, along with existing businesses, noting that “every cog needs to turn to succeed”.

3.2.4 Support filling and/or activation of vacant properties

In the Industry Associations & Precinct Groups roundtable, one person noted that filling and activation of vacant properties was of great importance to the vibrancy of the city. Someone else agreed that activation may be more and more important in coming years as businesses may struggle in coming years, post-Covid.

In the second business roundtable, one participant noted frustration at owners of large buildings who leave them vacant and that filling vacant properties is absolutely critical for vibrancy. Another participant noted that there is likely to be aggressive competition from shopping centres in the suburbs who will be trying to get business to fill their centres up, and that there’s going to be a big challenge in keeping our main streets vibrant. He suggested that there will need to be some good collaborative work with property owners and leasing agents working together to attract businesses to the city. Another later noted that there’s a lot of research around the world that shows that empty properties have a huge knock on effect and that there needs to be clear planning around this.

“The Authority should have a section focused on attracting new businesses, retailers, hospitality and service businesses to fill vacant shops and make main streets vibrant again. The new Authority can bring businesses together to promote them as a complete package.” *Online survey respondent*

In the third business roundtable, one participant who said he worked in the property sector noted that he hadn't prioritised this as up until now there has been a large amount of underinvestment by property owners and he believes that the market will catch up, with more investment and people coming, the activation will happen naturally.

3.2.5 Support development that stimulates residential growth

Supporting development that stimulates residential growth was ranked as a low priority across all roundtables, noting that this didn't mean participants didn't think it was important but compared to the other functions put forward it was less of a priority for the subsidiary to focus on.

The facilitator noted that the Industry Associations and Precinct Group roundtable had supporting development that stimulates residential growth as their lowest priority. One participant said that they were surprised at this result as they had placed it as a high priority, even though they don't think residential and business associations should join, but without the residents and people in the city, there's a missed opportunity for vitality. Another participant noted that in the current circumstances there would be a lot of developments failing and it will be harder to attract anyone in to a CDB location and questioned whether this function could be wasted resources at this time.

Supporting development that stimulates residential growth was also voted as the lowest priority in the first business roundtable. However, one participant who noted he was probably the only developer participating in the roundtable, said that he had put this one first because they do a lot of master planning and a key focus for them is to attract people to apartment living in the city by making it more attractive for them, through initiatives such as this.

Another participant also noted that he sees the city centre as a neighbourhood and that there's a collection of businesses both retail and commercial, and he feels that there is a definite need of a neighbourhood service to the residential, which is why he hadn't voted it as a low priority.

The second business roundtable participants also rated this the lowest priority and one participant explained that she feels that there are so many ugly, cheap buildings that have been built in recent years that are appalling and more of these are not what is needed.

In the third business roundtable, one participant said that whilst this was the groups lowest priority it was his first priority. He said that for a city to be a vibrant city, it needs to have a residential population that activates nightlife. Another person acknowledged they had prioritised this because they want to see the city not emptying out during the evenings.

In the tourism and attractors roundtable, one participant talked about his experiences of tourists asking where all the people are and noted that this has an effect on people when they visit Adelaide. He said that whilst the function to support development that stimulates residential growth was a low priority on the list of functions presented, it is still critical in creating the vibrancy that the city needs. He noted that we need to maintain the vibrancy into the evenings, and this is something seen in the south-west quarter where after hours people are still visible.

“We need to get to a point where Adelaide feels busy. Where it’s busy enough to feel like something is going on here. This adds confidence in the mindset of a lot of people.” Participant of Tourism & Attractors Roundtable

Another participant noted that we need to be more than a 9-5 city, and questioned whether this has been captured in the framework so far.

Supporting development that stimulates residential growth was ranked the lowest priority by survey respondents, though comments were made that supported emphasis being placed on this.

“Having more people living in the city is a sensible approach to have a captive market for retail, entertainment and health pursuits and is important to building a real community where people are engaged and proud to be part of the city.” Online survey respondent

“We hope that the new subsidiary allocates sufficient resources to both day and night-time economies to ensure a vibrant night-time experience in the city.” Online survey respondent

Recommendation 6

- The subsidiary should place **strong priority on supporting the growth of existing businesses**. However, this should be done hand in hand with attracting new businesses to the City of Adelaide and supporting entrepreneurs and start-ups.

Recommendation 7

- In support of the purpose to accelerate economic growth, there needs to **strong emphasis placed on increasing vibrancy**. This includes the resident population and thinking beyond the daytime economy. Again, this can be incorporated into the objectives for the subsidiary.

3.3 Visitor Economy

3.3.1 Festivals and events

Festivals and events were voted by participants of the first business and third roundtables as the highest priority. It was also the highest priority for participants of the tourism and attractors roundtable and survey respondents.

One participant in the first business roundtable, noted that as a developer they are building a new hotel based on a high reliance on there being festivals, events and business conferences in Adelaide.

There was a lot of interest in festivals and events in the second business roundtable, with it being collectively voted as the highest priority.

One participant considered how a person that has never heard about Adelaide would get to hear about it, from wherever they are in the world and that festivals and events are a great talking point that makes people excited and makes us a destination to visit. He noted that these tie into tourism packaging too.

***"I would like the new subsidiary to purposefully support retail in particular, ensuring real leverage from festivals and events."** Online survey respondent*

Another participant in the second business roundtable noted that anywhere that has festivals and events brings people, and that the biggest thing that our traders and other businesses want is foot traffic. He said that this means everything to the businesses and festivals and events drive this and that now more than ever we have a great opportunity to promote this as a destination.

Another person said that we need to get better about telling our story about existing festivals and events, rather than thinking we need new ones. Someone else agreed saying they are important because they are already central to our brand. He said that investing in this will get more rewards.

In the third business roundtable, one participant said that whether it be festivals and events or business conferences, it's all about attracting people to Adelaide, whether it's local, Australian or international visitors.

3.3.2 Business conferences, conventions, exhibitions

In the first business roundtable, one participant noted that as developers they had chosen Adelaide because a lot of business conferences have been attracted to Adelaide and this has increased over the last few years, making it an attractive city to invest in.

In the second business roundtable, one participant noted that conferences are really important from a relationship point of view, and that this also ties into tourism or resident growth opportunities.

In the tourism and attractors roundtable, one participant noted that business conferences contribute to the visitor economy not just through people coming to the city to spend money, but that they support the industry that the conference is being held in, such as agriculture, defence, advanced manufacturing, biotech, medical, and so on.

3.3.3 Co-operative campaigns to promote the destinations

In the roundtable with Industry Associations and Precinct Groups, co-operative campaigns to promote the destinations was the biggest priority.

This was also a high priority for participants of the second business roundtable. One participant said they had rated festivals and events highly, but he was concerned that they draw people to just one area of the city. He said whilst they are incredibly important, the danger is that they tend to be focused on one spot in the city and everyone else tends to suffer. But anything that is cooperative as an approach will help more businesses across the whole city.

Whilst co-operative campaigns to promote destinations was a mid-priority for participants of the tourism and attractors round table, one participant noted that he had prioritised this one first because he didn't see that the other functions – festivals and events, business conferences, tourism experiences – were likely to be the core function of what the City-Wide Business Model would deliver. He suggested that these would be left to those who already do this, the City-Wide Business Model would have more of a co-ordination, facilitation and promotion role in relation to these. Another participant agreed with this that the coordinated approach is what is currently missing and a role that the subsidiary could fulfill.

3.3.4 International students

In the roundtable with Industry Associations and Precinct Groups, the facilitator noted that the group had prioritised international students low and assumed it was in response to the current climate of travel restrictions. However, one participant suggested that it was important to not obsess about the current climate and that we should be setting the ground rules for a sustained and long-life organisation, not just in and post-Covid.

In the second business roundtable, one participant noted that one of the worst things happening is that our international students come here, learn and then leave. He suggested that we need to keep their intellect and creativity here.

In the third business roundtable, one participant noted that international students were his highest priority. He explained this is because education bring tourism, tourism bring investment, and investment brings migration. He noted that if Adelaide were in the United States we would

call ourselves a university city, standing out globally. He feels there is a bright future for international student participation in Adelaide and all the benefits that stem from it.

In the tourism and attractor roundtable one participant spoke about the big picture idea of Council working with the universities and state government to have one university, and to become Australia's university city.

International students ranked the lowest priority for online survey respondents.

3.3.5 Tourism experience and packaging

Tourism experience and packaging as a specific function wasn't discussed in any of the roundtables specifically, however it was touched on throughout many discussions in relation to festivals and events, business conferences, residents, vibrancy and campaigns to promote destinations.

3.3.6 Visitor information centre & visitor services

The debate between focussing on a physical visitor centre versus visitors using digital tools to navigate their experience was evident throughout the roundtables and online survey, leaving no obvious direction forward at this stage for the role of the subsidiary to take it on as a function.

Visitor information centre and visitor services was voted the lowest priority by participants in the first and third business roundtables. However, one participant noted that there are a whole range of models for information centres to be a magnet for people to visit. Another participant said that they felt these days people are using digital technology to find their way around a city, and another person agreed that whilst they can see the benefits of having a physical space, in ranking these priorities for the subsidiary the thought that people access information online these days made her rank it lowest.

In the third business roundtable, one participant noted that this is a higher priority for her. She noted that tourism packaging could be done by private business, and that a physical centre is what people enjoy visiting. Another participant noted it as a low priority for him as having a physical centre is a big resource for the city, and his query is bang for buck. Another person said he felt that as a priority, it needs to be more about getting people here, rather than once they are here. Another said he prioritised this low, but if we had an attraction with a visitor centre next to it, that could be really useful to locate it, but we don't have a shining building that everyone comes for. He spoke of word of mouth marketing being stronger than speaking to someone at an information centre, but acknowledged he didn't have data to back up this opinion.

It was also rated the lowest priority by participants in the tourism and attractions roundtable and prompted much discussion. One participant who was surprised to see it rated low because he'd prioritised it first because Adelaide as always been good at attracting people to conferences, events, and festivals but when the people are here they don't always know what there is to do and we have such a small visitor centre that isn't easily found. He noted that people miss out on

some of the other activities that they could find to do in the city, and it would be better if they could go to a large physical place to get this information.

Another participant said that her reasoning for it ranking as a low priority was because of the use of digital channels to find out what's on in a place. She suggested that people visiting for business, events or other reasons might also not be city-based on their visit and so won't necessarily visit a visitor centre in a CBD locality. Another participant noted that visitor centres are often undervalued and whilst we all have technology, the personalised touch through interactions with staff or volunteers is highly valued and provides authenticity. Another participant noted that the other functions are delivered mostly by other organisations but that Council is the only one doing something in the visitor information centre space, so where to focus the resources is the question.

3.3.7 General comments

One participant noted that there are already some strong entities that already exist in some of these functions, and that it's important that we don't try to duplicate efforts that are happening already.

Recommendation 8

- Whilst festivals, events, business conferences and tourism experiences are a high priority and critical part of the subsidiary functions, the role of the subsidiary is not to deliver these things. It is important that the Charter acknowledges **the co-ordination or promotion role** that the City-Wide Business Model will play, rather than in their delivery.

Recommendation 9

- **Further exploration is required by the City of Adelaide regarding the Visitor Information Centre**, and whether the emphasis moving forward is on a physical presence or online. Whilst it was a low priority for a number of participants, there are examples of good practice.

Recommendation 10

- A recurring theme of the roundtables was the role of partnerships with other organisations and entities, and for the subsidiary to not duplicate work already happening. It is critical that the subsidiary acknowledges **the importance of strong partnerships** with the entities that deliver key activities. It is recommended that functions, roles and responsibilities are clearly mapped out to determine the relationships between the subsidiary and key stakeholders. This should be undertaken in the development of the Charter alongside each key function. Examples include, but are not limited to Study Adelaide, Renew Adelaide, Adelaide Convention Bureau, Festivals Adelaide.

3.4 Business Support

3.4.1 Research and market intelligence

The function of research and market intelligence was widely supported as a high priority throughout the majority of the roundtables and the online survey.

In the first business roundtable, research and market intelligence was ranked the highest priority for the subsidiary. One participant noted that she had placed this as a priority because if there was unified research and marketing intelligence then it would probably inform a lot of the other functions.

One participant at the first business roundtable, who was involved with the Rundle Mall Authority, noted that their biggest learning was that they were in the 'foot traffic business' – bringing people into the city. He noted that you can't to start to drive focussed activities that bring people into the city until you know who's coming in, and what they're doing, which is why he'd prioritised research and market intelligence.

Another participant in the first business roundtable noted that it was important to look at the context of what the CWMB is, and what they should and shouldn't be doing. He noted that the subsidiary will have access to a lot of data and there has been a push to Council in recent years to be open with that data. This agency can be a vessel for that, and a way to then stimulate investment and attraction.

“As a united city group the key focus is on driving traffic into the centre. To drive traffic will require a dynamic but tailored strategy, this can only be create from truly understanding the "customer" base of who uses and is targeted to attract to the city. Information on brand preferences, experiences, spending patterns, access patterns etc will all contribute to greater clarity of strategies to attract tactics to use.”

Online survey respondent

In the second business roundtable, research and market intelligence was also ranked as a high priority. One participant echoed the sentiments of the first business roundtable, suggesting that it would be really useful to have access to research and market intelligence held by the City of Adelaide. Another said that this kind of research and intelligence availability would be a key attractor for businesses looking to move in to the City, even if it was more expensive to be based in the city, knowing that there would be some kind of nurturing and support like this, it would make it very attractive.

At the third business roundtable one participant said that data is the most valuable resource in any business and so if the subsidiary can help reduce the cost on business by providing that data, it would help everyone.

In the tourism and attractors roundtable, this was also ranked as the highest priority. One participant said that a key role for the subsidiary could be to publish gaps in the market and by doing so, openly invite entrepreneurs and existing businesses to solve those problems and fix those gaps. He went on to say that research and market intelligence is expensive and time consuming to get hold of and so if this could be made readily available, this could be a great advantage to stimulate more business. Another person noted the subscription and costs in getting market insights and many small businesses don't have the knowledge or resources to gather and analyse the data, so he suggested as we move forward this is super important. Another participant echoed these points, also highlighting that a lot of people are collecting data and there isn't necessarily consistency across it all. She suggested if the subsidiary could support this, as well as collect data, this would help greatly. Another participant noted that SME's don't often value research until they get the insights that they couldn't see before. He suggested that consolidating data or having small briefings would be gold in helping small business.

3.4.2 *Building business capability*

In the roundtable with Industry Associations and Precinct Groups, building business capability was the biggest priority, as well as creating a united business voice.

In the second and third business roundtable, building business capability was also ranked as a high priority. One participant said that it was a high priority for her as it was important to support businesses to learn, rather than doing it for them. She sees the support role for smaller businesses critical, as a city of smaller businesses.

In the tourism and attractors roundtable, one participant noted how crucial this is particularly in light of Covid-19.

“Business support must be meaningful and targeted - it should mean lower costs and increased revenues – merely providing helplines etc is not enough - whatever the subsidiary does it must have a direct impact on increasing the bottom line of businesses it is supposed to be supporting.”

Online survey respondent

3.4.3 *A United Business Voice*

A participant in the first business roundtable noted that Business SA is already a united business voice, and so there are elements of this that are already out there. He clarified that this wouldn't be to say the City-Wide Business Model wouldn't have this function, but that it was why he had prioritised it lower.

“Having one voice is so much more powerful that many voices with different messages and needs.” Online survey respondent

A participant at the second business roundtable said that having a united business voice was really important because if we’re going to engage businesses and get them involved in what we’re doing here then the businesses have to have a say and be involved.

3.4.4 Developing and supporting strategic partnerships (e.g. Business SA)

A participant in the first business roundtable noted that his organisation was currently a partner with the City of Adelaide, and he therefore rated this function quite highly, but he would like to see more focus on this in leveraging those existing partnerships, being clear on what the City-Wide Business Model does, and doesn’t do.

One participant noted that there are so many different types of businesses, and she was unsure whether research prevails over marketing intelligence, or whether creating a united business voices helps all of the moving parts of the city business system.

Developing and supporting strategic partnerships was the lowest priority at the third business roundtable.

3.4.5 Explore cost savings through group purchasing

One participant in the Industry Associations and Precinct Groups roundtable noted that whilst exploring cost savings through group purchasing might be really useful for small business, it is possibly a bit granular at this level and perhaps doesn’t sit as a function within the Charter. Another person agreed and said that this will likely happen anyway without being a core function.

One participant noted that there are many gaps in their precinct and businesses don’t necessarily have the skills to know how to make their customers feel safe and secure in returning to their businesses. She noted the huge potential in building business capability. Another participant agreed and had noted building business capability. Another noted that building capability includes all sorts of things that would be useful to businesses.

This function was also rated lowest priority for the participants of the first and second business roundtables.

Whilst this was also ranked the lowest priority for participants of the tourism and attractors roundtable, one participant noted that given what has just happened with Covid-19, some of the small businesses who have suffered could benefit greatly from this kind of day-to-day function.

3.5 Have we missed any functions?

3.5.1 Placemaking and infrastructure

In the roundtable with Industry Associations and Precinct Groups, one participant noted the absence of planning or advocacy for infrastructure and placemaking in the current list of functions. In the second business forum, one participant said that developing quality streetscapes was currently missing from the functions.

In the tourism and attractors roundtable, a number of participants mention infrastructure. One participant suggested that the subsidiary could work with Infrastructure SA and the state government to attract investment. Another comment included providing infrastructure for ease of getting around. Another person suggested curating investment or development to create logical and attractive precincts, zones and main streets. Another suggested facilities and infrastructure including activation of greener pedestrian and cycle friendly spaces.

“... being able to provide input to Council and Infrastructure SA so that we can take activation into account when designing spaces.”

Participant at Tourism & Attractors Roundtable

In the third business roundtable, one person noted that town planning is important to align to a business model. They said that the creation of hubs or precincts is important city wide.

3.5.2 Advocacy

In the second business forum, one participant said that supporting businesses to deal with and advocate Council could be a function. Others raised the topic of reducing street parking charges and equalising residential stamp duty with suburban houses and land.

“Parking is a massive issue in the City (way too expensive), and that's why people go shopping in Westfield or Burnside shopping centres. We're losing a lot of foot traffic and sales because of that!” Online survey respondent

Recommendation 11

- Ensure that providing **research and market intelligence** is a key function of the subsidiary, as well as **building business capability**.

Recommendation 12

- **Remove “cost savings through group purchasing” as a specific function** but instead include it as an action within a higher-level function of the subsidiary, such as building business capability.

Recommendation 13

- Give further thought to the role of the subsidiary in relation to **infrastructure and placemaking** within the City of Adelaide, and also consider including actions regarding **advocacy** within the united business voice function of the subsidiary. Key issues to arise during conversations included the cost of parking and stamp duty.

4. FUNDING

Conversations were held as part of each roundtable regarding whether participants felt that the subsidiary should seek to generate additional revenue sources to deliver its functions.

In the roundtable with Industry Associations and Precinct Groups, people suggested that grants, partnerships or sponsorships could be sought for specific purposes or events. However, one person noted that it was hard to contribute to this conversation when the intended revenue for the City-Wide Business Model wasn't known, including whether it would be sufficient to cover the intended functions.

In the first business roundtable, there was general consensus that the subsidiary should seek additional revenue through sponsorships, grants and memberships. One participant suggested a strategy to generate advertising revenue across the city could be beneficial, another noted the importance of not conflicting with other events that seek sponsorship. In the second business roundtable there was also general consensus that this should be explored, though caution was given regarding not spending too much time on this, unless it can be efficiently done. Again, the question was asked regarding how much funding will be provided to the CWBM from existing rates.

“... these should be sought from external parties - not by way of charging the businesses it is supposed to be supporting a membership fee.”

Online survey respondent

In the third business roundtable, one participant suggested looking to the property investment model at Brisbane City Council. In the tourism and attractors roundtable, there was also general consensus that the subsidiary should seek to generate additional revenue sources to deliver its functions. Another participant warned to avoid memberships if possible as tourism organisations already subscribe to a large number of bodies for support. 25% of online survey respondents were unsure whether the subsidiary should seek to generate additional revenue sources.

“Funding? Are we talking \$1m or \$10m? It is critical and has been passed over quickly.” Participant at second business roundtable

Recommendation 14

- As soon as feasible, share the **intended operating budget for the City-Wide Business Model from existing rate revenue** with stakeholders.

5. BOARD FORMATION & COMPOSITION

A range of potential skills for board members were put forward to participants of the roundtables and participants were asked to share whether they agree or disagree that there should be board members with each skill.

In the roundtables with Industry Associations and Precinct Groups and all of the business roundtables, all participants strongly agreed or agreed with the majority of the skills and there were no skills that were deemed not required. Legal expertise and visitor economy skills rated lower in the second and third business roundtables but were still somewhat agreed with as needed. Legal expertise and digital disruption skills ranked the lowest importance in the online survey.

In the roundtable with Industry Associations and Precinct Groups, one participant noted that the board needs to be a blend of skills based and local representation, noting that they aren't mutually exclusive. Another participant said there should be some component that is elected rather than 100% appointed. Another said that careful recruiting was needed.

One person at the roundtable with Industry Associations and Precinct Groups, said that they felt the board needs to be people who have professional expertise, but not precinct represented, otherwise they are concerned this would become a board of self-interest. They suggested that precinct representation needs to come from sub committees. Another participant noted the need for diversity, stating that it must not be a men's club or political party!

In the first business roundtable, one participant suggested that creativity and community engagement skills were missing from the list that had been presented, and to note that some of the most significant processes in history that have built or changed cities and landscapes across the world is creativity. She noted that people with these skills know how to build momentum. She also noted that leadership was critical – having a growth mindset, being an enabler, being a dynamo – and that it has to be inspirational leadership that can drive this. Others agreed with this participant, saying that the board must be open to change and innovation. Later the same participant suggested that this is a time for fresh thinking and that we don't want to see a board made up of the same people who are always on boards. She noted that there are a whole wealth of people who are keen to work in this space, so recruitment must involve looking broadly.

“...the mindset of the Board must be a constructive and growth-oriented mindset, not a "fight for my piece" union like representative model.”

Online survey respondent

At the second business roundtable, one participant noted that the board should be led by a commercial leader, and that the membership needs to comprise of a balance between the business sector and area representatives. Another suggested that short term positions would promote a sense of action, and another noted that there should be an appetite for risk. Others

suggested that Adelaide business people with direct business interest must be involved, that it needs to be independent from the City of Adelaide and the board needs to have a big picture perspective, with people who are interested in growing the city not representing individual interests.

In the tourism and attractor roundtable, suggestions for the board mostly focussed on the need for diversity, with participants noting the need for a strong spread of industry sectors, representation from businesses and organisations, and a range of expertise. One participant noted that a small board would be preferable, with the ability to call upon small, satellite groups who can comment on specific areas or disciplines and someone else noted their agreeance with this small, nimble approach.

Across all engagement, there were many suggestions regarding the size of the board. Suggestions ranged from 6-9 people, with there being a strong sense that the smaller the board, the better.

Recommendation 15

- **The board needs to be small and highly focused.** It needs to be ambitious and not afraid to take risks. Board membership should be kept to a small number (6-9) with a mix of skills. The board should include gender diversity, as well as a balance between experience and 'fresh' thinking and faces. A suggested mix of the skills-based board might include (but not be limited to) –
 - A respected, commercial leader as Chair
 - An elected member (ideally Lord Mayor)
 - Existing business/retail/property skills
 - An entrepreneur/start-up perspective
 - Tourism/attractor skills
 - A precinct/grassroots representative (see below)

Recommendation 16

- Consider adding **creativity and community engagement skillsets** to board membership requirements.

6. CITY PRECINCTS

Participants of each roundtable were asked to vote on which option they think is the best way for the interests of City Precincts to be incorporated into the subsidiary.

The majority of participants at the roundtable with Industry Associations and Precinct Groups, felt that a precinct consultative committee (comprising of representatives from all 7 precincts) that is represented in the Charter and formally engages with the board was the best option.

However, some members of the Industry Associations and Precinct Groups roundtable suggested that perhaps it's not an either/or situation, but a combination of a couple of the options. Several of the participants noted the risk that precincts may be delegated to a voice as a 'gesture' if they aren't on the board itself. The facilitator suggested that if the Precinct Consultative Committee was made up of all of the 7 precincts, then perhaps the Chair of that committee could be on the board.

The majority of the participants agreed with this suggestion, though one noted that to have someone from the precincts on the board might not work, questioning how that person would be voted in from their local area. He noted the importance for local representation on the board, and maybe someone on the board should have the role of connecting with the traders.

"There are over 4000 businesses not even connected to a Precinct Group."
Online survey respondent

Another participant of the Industry Associations and Precinct Groups roundtable questioned whether there is an assumption that precinct groups will still exist and asked whether they would actually wind up as part of the new model. Another noted that he feels there are currently too many precinct groups to have full representation on the board, and that there are currently parts of the city that are not covered by precinct groups in the existing model. He noted that the need for local representation on the board was really important for getting ideas 'up and down the food chain'. He suggested that it was important that the City-Wide Business Model should not be retrofit on to an existing system and that if this is done properly, we should do it properly and look at a whole new system. Another participant agreed, and that it's important to have direct representation on the board.

"...it's important that the City-Wide Business Model should not be retrofit on to an existing system and that if this is done properly, we should do it properly and look at a whole new system."

Participant of the Industry Association & Precinct Group roundtable

One participant noted their concern that Precinct Groups won't be taken as a serious voice if they don't have representation on the board. Another noted that they don't want to keep seeing the same people on boards, and reflected on how there have been no traders on the Rundle Mall Authority Board for years, which is a missed opportunity.

One participant noted their concern that having sat on a number of association type boards, unless there's a really clear and equal way for the precincts to be heard, it will just go back to the old model where a precinct feels others get more say. There needs to be a way for the precincts to have a true voice and to feel heard at the board level, and that really is the most important part of the conversation today.

During the first business roundtable, the majority of participants preferred precincts would be best incorporated through a subcommittee or represented on the board through a skills selection process. One participant said that precinct committees are there to liberate the energy for their particular precinct, and if we're too 'dulled down' by what they can and can't be then their energy will dissipate.

The participants of the second and third business roundtables showed a mix of interest in all of the options presented. One participant noted that it is crucial that the focus of the subsidiary is marketing the whole city and that precincts should continue to be supported but that it may be a distraction to focus on 'representation'. Another participant suggested looking to the Auckland City Local Area Boards which work well. Another noted that we need to minimise bureaucracy and not have more subcommittees, suggesting that it doesn't work now.

"The current seven precincts do not cover the whole of the city. Can we not think about a different way of covering the city?"

Third business roundtable participant

Participants in the tourism and attractors roundtable also showed a mix of interest in all of the options presented and had a substantial discussion on the topic. Participants noted the need for board directors to remain independent and strategic, and whilst the precincts have an important voice there was concern that their involvement would be about self-interest ahead of a united Adelaide voice. Others commented on the gaps in the current precinct structure, with one person noting that North Terrace is our 'jewel in the crown' and isn't part of a precinct. It was noted that this was one of the challenges that the Adelaide Business Collective has been trying to address.

"I think, personally, there are too many precinct groups. We've all got coordinators, we've all got volunteers, there's a lot of duplication... I'd like to see the CBD split in to four quarters, with North Adelaide as the fifth

quarter. We need to make sure that every single inch of the city is covered in some way.” Participant at the Tourism & Attractors roundtable

One participant suggested simply dividing the city in the north, south, east and west and several others agreed. Someone suggested that this made sense as the city was based on a grid system. One person noted that having precinct representation at the board level would reduce the bureaucracy and remove the issue of there being no precinct representation, and another participant spoke about how the precinct groups should now have a direct relationship with the City-Wide Business Model, rather than the City of Adelaide, and that the new subsidiary would essentially fund the precinct groups and the activities they want to do, and that they would be activation groups for anything the subsidiary wants to activate on the ground. This was agreed with. However, one participant noted that the board must stay strategic and not become distracted by micro issues.

The majority of online survey respondents wanted to see precinct groups represented on the board through a skills selection process.

*“Love the north south east west approach... Colonel Light would love it too!”
Participant at the Tourism & Attractors roundtable*

Recommendation 17

- As soon as possible, further involve Precinct Group representatives (and interested others) to **remodel the current precincts** system as needed, and not simply ‘retrofit’ the new model on to an old system. This *must* be a co-design process involving both experienced and new thinking. This piece of work would include both the geographic design of the precincts and the governance relationships with the subsidiary.

Recommendation 18

- Consider a **Precinct Consultative Committee model** that ensures a formal structure is in place for the voice of businesses to be heard directly on the board. Whilst the structure of this model will be determined through the co-design process suggested at Recommendation 17, it is recommended that one position on the board is for the Chairperson of this committee that represents the grass-roots business operations across the whole city.

7. OTHER CONSIDERATIONS

At the Industry Associations and Precinct Groups roundtable, there were a number of queries raised including the need for clearer understanding of the role of the subsidiary as separate from the work that happens within the City of Adelaide, as well as the relationship to the elected members. It was also noted that preliminary budgets are required to get a better understanding of what is achievable.

In the first business roundtable, there were some queries regarding the timing of this process and that there needs to be a unified voice from all sectors of the city. There were also some questions regarding how RMMA will be managed, given their charter is being used as a vehicle to speed up this process.

At the second business round table, the cost of on street parking and current inequity in stamp duty driving homebuyers to the suburbs was again raised as important to be included. Others noted the independence required from Council performance measures.

At the third business roundtable, it was suggested that a reference group be formed after this roundtable, representative of all stakeholders, to review the feedback and design the model, not just the functions.

Recommendation 19

- Once functions of the subsidiary are confirmed, **outline the roles, responsibilities and relationships of the subsidiary and the City of Adelaide, including its Elected Members.**

Recommendation 20

- Provide update to stakeholders on how **Rundle Mall Management Authority** will be managed, given their charter is being used as a vehicle to speed up this process.

8. FEEDBACK REGARDING VIRTUAL ROUNDTABLES

- “Great session. Well done for keeping everyone informed and inviting so many groups to join in.”
- “We are all giving our time because we are all highly motivated to impact positive change for Adelaide. Use that energy and utilise as it fits. I’m excited to see progress as time is of the essence but can’t be at the cost of getting it right.”
- “The mentimeter tool was an excellent tool to feel heard and gain a group perspective. The best one I’ve used over COVID.”
- “Looking forward to seeing the consultation comments to review and fine tune further.”
- “Thank you for the invite. Fabulous initiative and look forward to hearing more.”
- “Please set up a reference group that shares the views of all groups and works through the best outcomes.”
- “Sorry I pressed very unproductive by accident.”
- “I might have clicked unproductive on the last slide, if I did it was a mistake and I thought this was very productive!”
- “Would prefer to have the questions earlier so I could give them more thought. Feel as though it was a bit too ‘on the spot’ for me. Thanks for breaking this down into smaller groups where everyone can be heard. Vast improvement on the last session.”
- “Couldn’t get a word in!!”

9. WHO WAS INVOLVED IN THE ROUNDTABLES?

Precincts & Associations Roundtable

Tue, 21 Jul 2020 10:00 AM

Andrew	Wallace	Chair, Adelaide West End Ass/Adelaide Business Collective
Karen	Raffen	CEO, RDA Adelaide
Charlene	Ackland	Chair, Grote Street Traders Ass
Colette	Slight	Chair, Hutt Street Traders
Linda	Zaccara	Chair, North Adelaide Precinct Ass
David	Bolton	Chair, City South Association
Sue	Cvijanovic	Member, Saint Mary’s SA (Grote Street Traders Ass)
Sue	McKenzie	Place & District Consultant, City of Adelaide
Craig	Burton	Manager City Growth, City of Adelaide
Michelle	English	Associate Director, Economic Development & Sustainability

Business Roundtable (1)

Wed, 22 Jul 2020 10:00 AM

Milly	Vorrasi	Director Client Engagement, Hays
Robert	McKay	Deputy Chairman, RMMA Board
Patrick	Allan	Group Operations Manager, Crown and Anchor Pty Ltd
Jaimee	Charlton	Head of Brand, Innovation, Customer Experience, Spendless
Helen	Sheldon	General Manager, FEAST Festival - Helen Sheldon
Jan	Chorley	CEO, Australia Day Council of South Australia
Tim	Boundy	CEO, Renew Adelaide
Kate	Moskwa	CEO, SALA Festival
Jonathon	Lee	Manager, Chip Eng Seng
David	Beunfield	Director, Belle Property
Yvonne	Merendi	Coordinator, Grote Street Traders
Observers		
Craig	Burton	Manager City Growth, City of Adelaide
Sue	McKenzie	Place & District Consultant, City of Adelaide
Michelle	English	Associate Director, Economic Development & Sustainability
Ben	Kirchner	Industry Development & Engagement Advisor

Business Roundtable (2)

Wed, 22 Jul 2020 2:00 PM

Aaron	Hill	Partner, Deloitte Access Economics
David	West	Director, Premier Retail Marketing
John	Gray	State Manager, Chamonix IT Consulting
Tony	Scrivener	Area General Manager, Hotel Grand Chancellor
Vicky	Lekis	Manager, Business Enterprise and Partnerships, Botanic Gardens of South Australia
James	Economos	Director, Econ property group
Adam	Carpenter	Director, Prohibition Liquor Co
Andrew	Hudson	Director, Forme Projex
Andrew	Jonats	General Manager, Adelaide Arcade
Daniels	Langeberg	Founder, Mâché Pty Ltd
Sam	Di Fava	Supervisor, Di Fava Group
Steve	Maras	Group MD & CEO, Maras Group
Heather	Croall	Director and Chief Executive, Adelaide Fringe
Emma	Kardachi	Marketing Director/Partner, Food and Wine Collective
Observers		
Mary	Couros	Elected Member, City of Adelaide
Craig	Burton	Manager City Growth, City of Adelaide
Sue	McKenzie	Place & District Consultant, City of Adelaide
Michelle	English	Associate Director, Economic Development & Sustainability
Paula	Stankiewicz	City of Adelaide

Business Roundtable (3)*Wed, 22 Jul 2020 7:00 PM*

Scott	Mosen	Manager - I&C Fundraising and Business Development, Guide Dogs
Vic	Pisani	Festival Director, Adelaide Food Fringe
Fiona	Krawczyk	Head of Marketing, Haigh's Chocolates
James	Young	State Chief Executive, Colliers International
Ben	Parkinson	Managing Director, JLL
Andrew	Tye	State Asset Manager, Makris Group
Observers		
Sue	McKenzie	Place & District Consultant, City of Adelaide
Craig	Burton	Manager City Growth, City of Adelaide
Michelle	English	Associate Director Economic Development & Sustainability, City of Adelaide

Tourism & Attractors Roundtable*Thurs, 22 Jul 2020 10 AM*

Justyna	Jochym	CEO, Festivals Adelaide
Tom	Christiansen	Group Revenue & Reservations Manager, Majestic Hotels
Paula	Mifsud	Policy & Public Affairs Manager, RAA
Charles	Mountain	Senior Manager Safety and Infrastructure, RAA of SA Inc.
Shaun	Brennan	Leisure Sales Manager, Majestic Hotels
Gillian	Mercer	Head of Business Development and Partnerships, Illuminate Adelaide
Peter	Abbott	GM, SeaLink South Australia
Christopher	Dalton	Manager Engagement and Marketing, State Library of South Australia
Charles	Young	General Manager, Sage Hotel - Adelaide
Mike	Bartram	Director, Pure SA
Daniels	Langeberg	Founder & CEO, EcoCaddy
Simon	Burgess	General Manager – ACC, Adelaide Convention Centre
Gina	Norman	General Manager Travel, RAA Travel
Damien	Kitto	CEO, Adelaide Convention Bureau
Steve	Davis	Talked About Marketing
Observers		
Sue	McKenzie	Place & District Consultant, City of Adelaide
Craig	Burton	Manager City Growth, City of Adelaide
Michelle	English	Associate Director Economic Development & Sustainability, City of Adelaide
Jacquie	Roberts	Manager Visitor Growth, City of Adelaide

10. APPENDICES

10.1 Industry Associations & Precinct Groups Roundtable Mentimeter Input

Item 4.1 - Attachment B

Before we get in to detail, what's your BIGGEST HOPE for the CHARTER that is being developed for the City-Wide Business Model? What should it include?

A unified vision and clear purpose to promote Adelaide and Nth Adelaide

Independent voice and agency to enable a prosperous city

To support economic growth within the City of Adelaide

To create a model that isn't motivated by individual Precinct politics. That enables a consistent branding and customer experience for users. That enables collaboration across all precincts. That links Adelaide CBD & Nth Adelaide

A cohesive city wide approach that is inclusive of business owners & operators, residents. Collaborative initiatives.

consistent goals Shared voice Connect precincts

To have good local representation of local businesses from the ground up

Item 4.1 - Attachment 2

To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.

Broadly It makes sense

Making Adelaide a compelling destination for business and visitors

A fair approach is required that supports the entire city & Nth Adelaide

Important! There are a lot of elements that need to be interwoven for this to happen practically

These things are good. They will come if we build an environment to allow it

Having good reason for people to come into the areas

Important to value each of these areas individually as well as using them collectively.

Item 4.1

FUNCTIONS 1/9: CITY-WIDE MARKETING - Which of the following are most critical for the CWBM subsidiary to deliver?



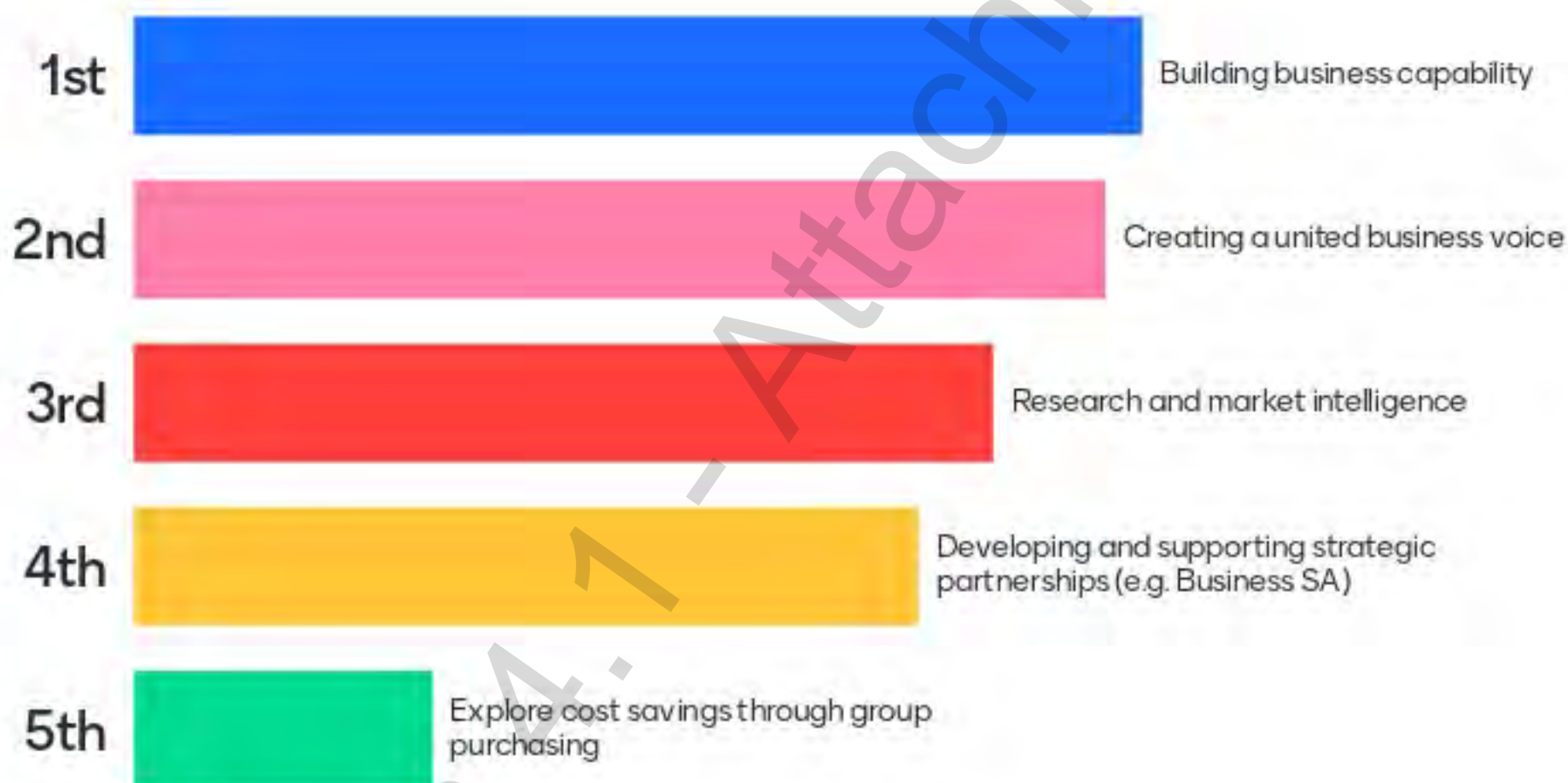
FUNCTIONS 3/9: INVESTMENT ATTRACTION - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 5/9: VISITOR ECONOMY - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 7/9: BUSINESS SUPPORT - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 8/9: BUSINESS SUPPORT - Any other thoughts or comments?

My main concern is that attempts are made to have local representation is maintained

Item 4.1 - Attachment

FUNCTIONS 9/9: Have we missed any key functions that you consider to be important for the City-Wide Business Model to deliver?

Testing!

planning and advocacy for infrastructure/placemaking

1. Portal of basic go to documents, ie simple business plan. 2. Training repository if sessions are held that business owners could go back to access. 3. Geo shopping markers outside of Rundle Mall to get data

Sufficient local representation - not a token gesture

dedicated paid people who go to each business building relationships Social media and identifying what is needed Also what is available

Will sub committees be created, perhaps Precinct specific, or topic specific, that can gather the ground level information or anecdotal info to feed in succinctly to the Board to ensure that they are making very informed decisions

Item 4.1 - Attachment 3

FUNDING 1/1: Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions?

Yes..Grants and partners for specific purposes

Perhaps ...for one off events.

I think there should be the option for additional revenue from other means, ie. sponsorship for events that may be held

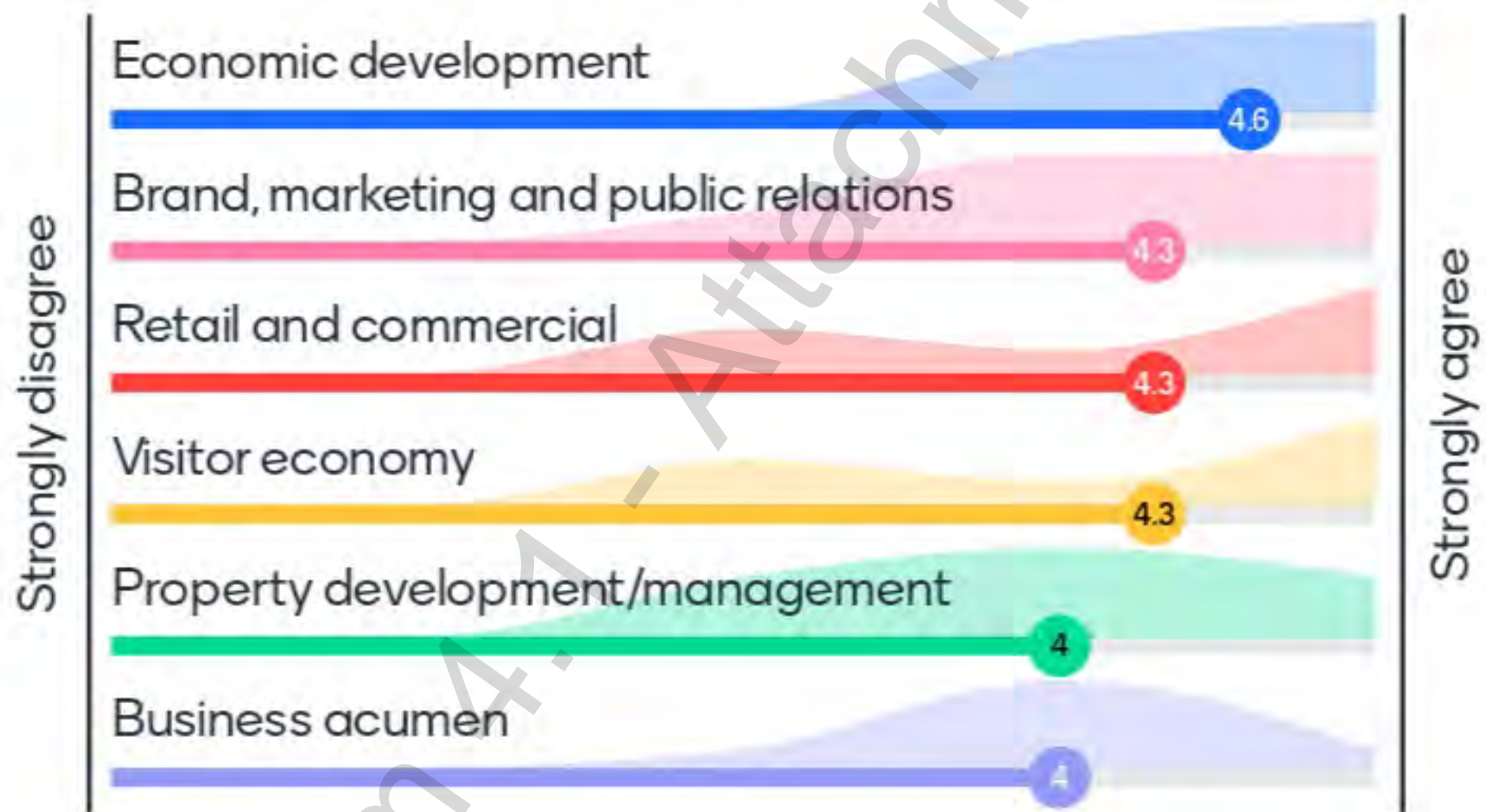
Very much agree, the increase in rates appears to be unattractive to landlords and businesses

No figures provided to make an informed decision

needs basis - grants/partnerships

Item 4.1 - Attachment B

BOARD 1/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 2/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 3/3: Any other comments on the membership or establishment of the Board of Management?

The board needs to be a blend of skills based and local representation (they are not mutually exclusive)

There should be some component that is elected rather than 100% appointed

I think it needs to be people who have professional expertise, but not Precinct represented, otherwise it can become a board of self interest. Precinct representation needs to come from sub committees

Diversity - gender, experience, expertise & local representation. Not a men's club or political party please!

Careful recruiting and diverse skills

Size of Board no more than 8

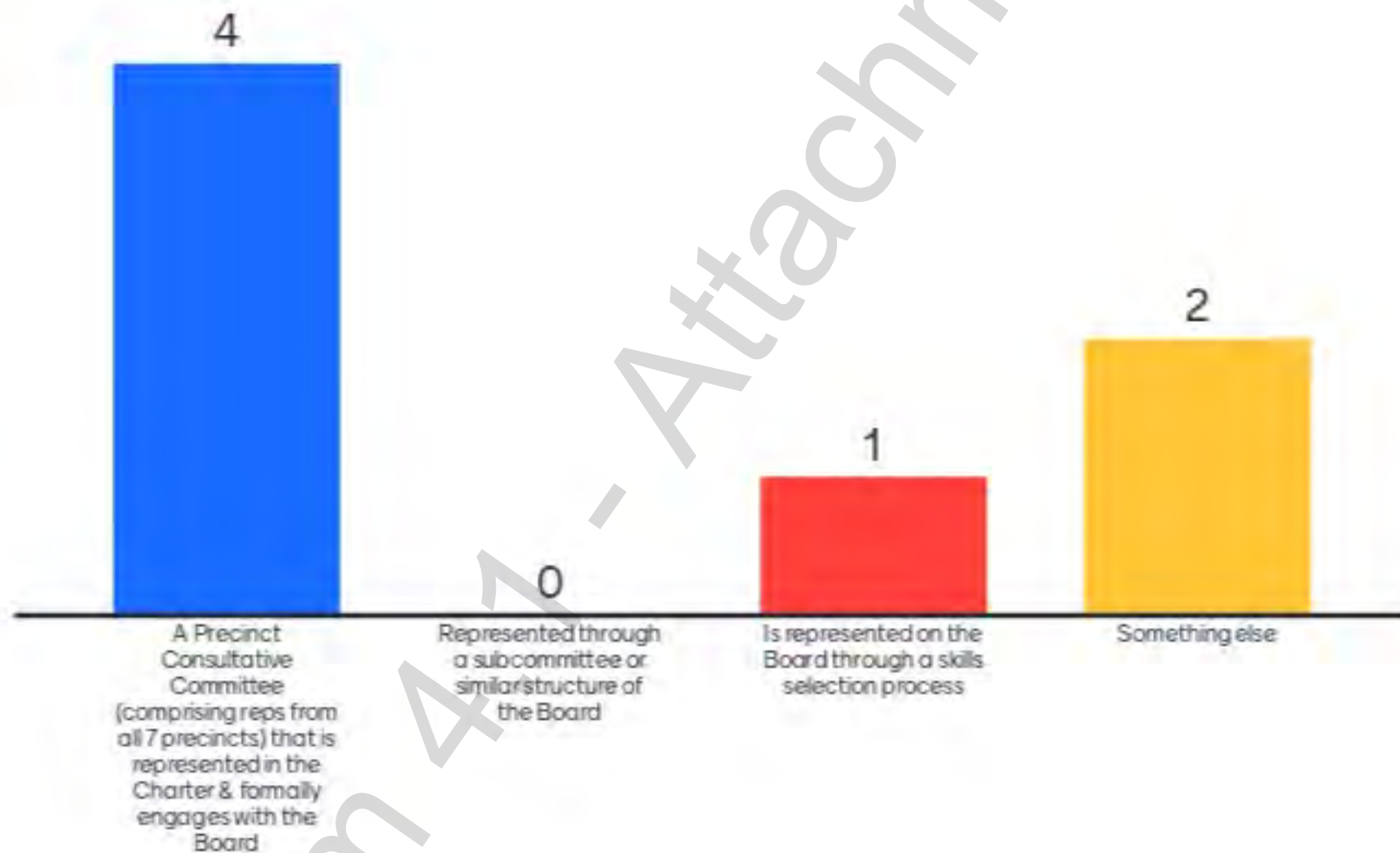
12 is a good number

Odd number

diverse skills and well represented and diverse

Item 4.1 - Attachment B

CITY PRECINCTS 1/2: Which option do you think is the best way for the interests of City Precincts to be incorporated into the subsidiary?



Item 4.1 - Attachment B

CITY PRECINCTS 2/2: Any further comments on options for the best way for the interests of City Precincts to be incorporated into the CWBM subsidiary?

Perhaps its not an either or but a combination of a couple of the previous options

how would the person representing each Precinct be appointed to the committee? This again could create issues unless a fair and transparent way

Local representative on board through a new model of 'precincts' .the current model has duplication and doesnt cover the whole city.

Important to go through all models, there is a risk that precincts may be delegated to a voice as 'gesture' rather than be taken seriously.

Recognition in the charter must be there.

Is there an assumption that precinct groups will still exist or they will wind up?

Anything else that we haven't discussed in relation to the development of the Charter?

the pros and cons of amending the existing RMMA charter v a new Section 42?

Preliminary budgets required to gain a better understanding of what is achievable. Support & resources that will be provided from CoA.

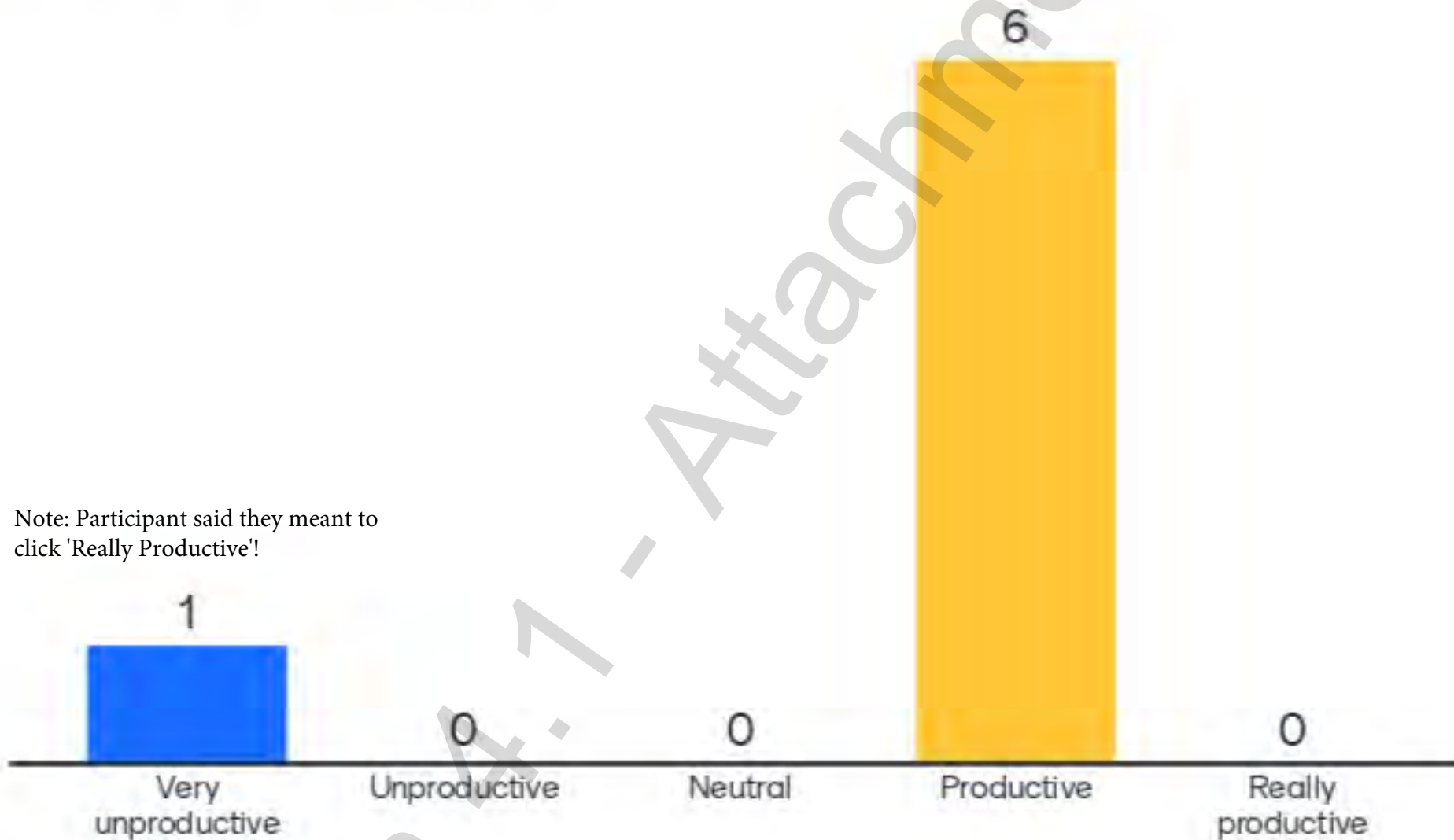
A clear understanding of the role of the CWB subsidiary as separate from the work that happens within the City of Adelaide administration

What has & hasn't worked with the RMMA & ACMA2. What can we learn?

the relationship to the CoA admin and elected members

Item 4.1 - Attachment B

Before you go... how productive did you find this virtual roundtable today?



Note: Participant said they meant to click 'Really Productive!'

Thanks for your time today. Please feel free to leave any final feedback on today's roundtable here.

Would prefer to have had the questions earlier so I could give them more thought. Feel as though it was a bit too 'on the spot' for me. Thanks for breaking this down into small groups where everyone can be heard. Vast improvement on the last session.

Item 4.1 - Attachment B

10.2 Business Roundtable 1 Mentimeter Input

Item 4.1 - Attachment B

Before we get in to detail, what's your BIGGEST HOPE for the CHARTER that is being developed for the City-Wide Business Model? What should it include?

Diverse representation across a variety of industries, run by businesses for businesses

Flexibility

Collaborative communications

Clarity, Unity, Alignment

Representative of all stakeholders

provide a mechanism for bringing businesses of all types together and encouraging increased trade across all sectors.

Unifies effort, intention to achieve outcome

united business voice

A unified approach to the promotion of Adelaide City for the benefit of all stakeholders.

Before we get in to detail, what's your **BIGGEST HOPE** for the **CHARTER** that is being developed for the City-Wide Business Model? What should it include?

Summarises the purpose well I think

Item 4.1 - Attachment 2

To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.

It covers the primary purpose - ultimately we are leveraging the City Centre (Heart of Adelaide) as an identity/location that stands for unique experiences

Agree. But need to define what type of investment, business and events that are good growth

Summarises the overall purpose well

Ageed

Agreed

agreed but not to have a blanket approach

agreed

I would like to see some sort of business engagement mentioned

👍

Item 4.1 - Attachment B

To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.

Does residential growth get mentioned as this impacts heavily on business too

Item 4.1 - Attachment B

FUNCTIONS 1/9: CITY-WIDE MARKETING - Which of the following are most critical for the CWBM subsidiary to deliver?



Item 4.1

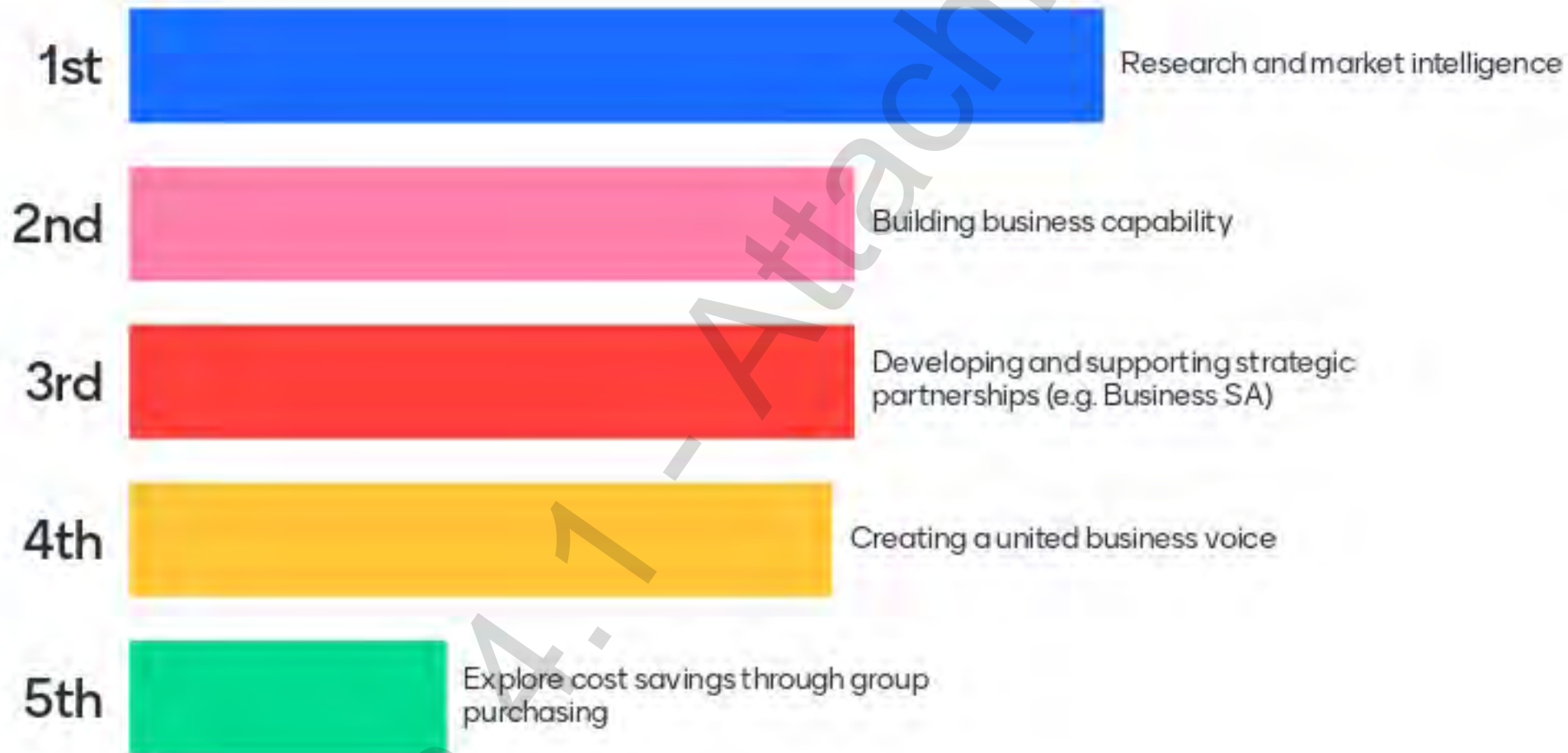
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FUNCTIONS 5/9: VISITOR ECONOMY - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 7/9: BUSINESS SUPPORT - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 9/9: Have we missed any key functions that you consider to be important for the City-Wide Business Model to deliver?

No - 3 Key Functions is more than enough - if we achieved all of these the CWBM would be a success.

Item 4.1 - Attachment 3

FUNDING 1/1: Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions?

yes, I think additional revenue should be sought from other sources such as through sponsorships and grants, memberships etc.

At the moment general rates, As business won't support a levy. The agency should look to generate revenue in other ways though.

I have conflicting thoughts about this, pros and cons for each side

A strategy to generate Advertising Revenue across the City - signage, shelters, screens etc

No thoughts.

nothing further right now

explore opportunities but not that may conflict with events that seek sponsorship, so membership etc ok

BOARD 1/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 2/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 3/3: Any other comments on the membership or establishment of the Board of Management?

Any skills based representatives must have a connection and engagement with key stakeholder groups and an ownership for adding value and making a difference

8 max. 6 independent (inc chair), plus a precinct rep and an elected member

Don't necessarily have to be from the city. Look beyond for new ideas

must be transparent, avoid (as much as possible) members who are there for self interest, must be represented by younger visionaries and creative people, entrepreneurs

Open to change and innovative ideas

I agree with all of Jans comments

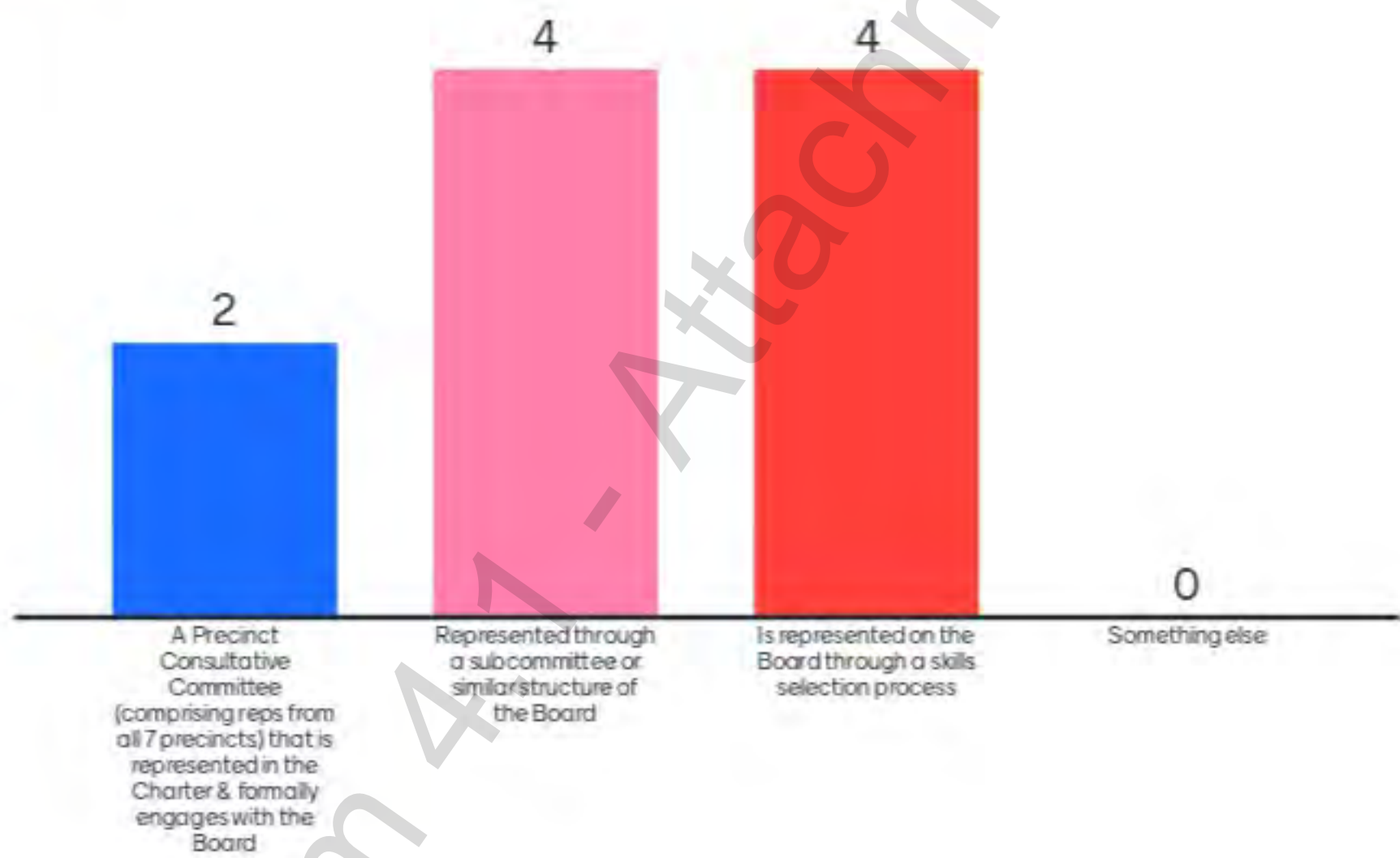
No more than six members, representing a variety of different industries/sectors within the CoA, ideally from various parts of the city geographically

Yes it is key that there are community members on the board i.e. they live locally and can share their experiences and ideally are local business owners. I think the opportunity for other associations such as SA business to be part of this.

I agree too many people will make it unwieldy but also think about the terms or representation.

Item 4.1 - Attachment B

CITY PRECINCTS 1/2: Which option do you think is the best way for the interests of City Precincts to be incorporated into the subsidiary?



Item 4 - Attachment B

CITY PRECINCTS 2/2: Any further comments on options for the best way for the interests of City Precincts to be incorporated into the CWBM subsidiary?

how are precincts defined? by street?

Item 4.1 - Attachment B

Anything else that we haven't discussed in relation to the development of the Charter?

consultation? who with? when? There's talk of a reference group, who will be in this group?

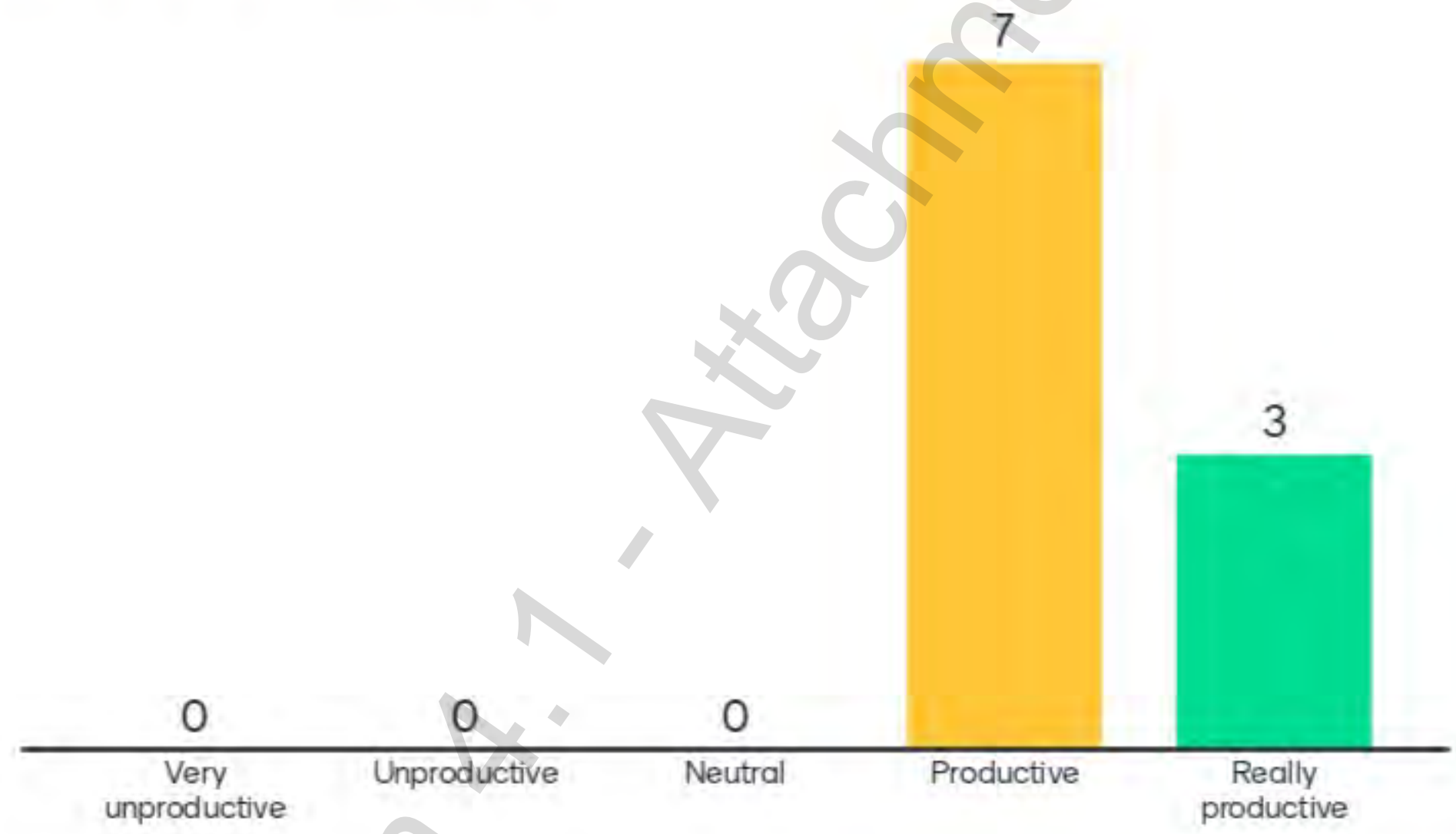
This new entity needs to impact change and really needs to do something that is Essentially very different to that which any other has attempted before this- I think this needs to be made clear

I agree with earlier comments that this new body should not replicate what is already existing in relation to SATC or Business SA but that they work together and compliment each other.

How Rundle mall is managed given their charter is being used as the vehicle to speed up this process

Item 4.1 - Attachment B

Before you go... how productive did you find this virtual roundtable today?



Item 1 - Attachment 2

Thanks for your time today. Please feel free to leave any final feedback on today's roundtable here.

Great session. Well done for keeping everyone informed and inviting so many groups to join in.

We are all giving our time because we are all highly motivated to impact positive change for Adelaide, use that energy and utilise as it fits. I'm excited to see progress as time is of the essence but can't be at the cost of getting it right

The mentimeter tool was an excellent tool to feel heard and gain a group perspective. The best one I've used over COVID

Item 4.1 - Attachment B

10.3 Business Roundtable 2 Mentimeter Input

Item 4.1 - Attachment B

Before we get in to detail, what's your BIGGEST HOPE for the CHARTER that is being developed for the City-Wide Business Model? What should it include?

Increased foot traffic

testing

a centralised approach to marketing Adelaide

Independence for the business community. Developing the relationship between Council and business.

Collaboration opportunities between businesses

To increase visitation to the city. To increase residential population.

That Adelaide will be positioned as a vibrant place to do business in the new tech economy

coordinated approach to maximise outcome of spend

Encouraging new types of innovative businesses into the city that adds to the city's energy/vibrancy

Before we get in to detail, what's your BIGGEST HOPE for the CHARTER that is being developed for the City-Wide Business Model? What should it include?

Collaborative approach

Encouraging youth to use and dwell in the city. Feel welcomed

we need to ensure we don't duplicate functions/ roles - are we advocating or doing?

Increase population of the CBD, attract business investment.

Whilst festivals and events are important, they often negatively affect permanent businesses in the city. We need to build Adelaide as a destination all year round, not just during 'Mad March'. Year-round vibrancy is crucial.

We need to focus on year-round business and cultural activity. We are not just a festivals and events city, as these activities often negatively affect the city's permanent businesses.

Strength in numbers with Adelaide businesses working together to strengthen all businesses in the city, with positivity!

Maintain a laser focus on economic and business growth - there are other parts of government which deal with other functions

To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.

testing

"supporting infrastructure improvements" need to be added

culture

Add "cultural" and "creative" and "quality of life" to the "economic"

Collaborate with all city stake holders

What time horizon are we working on?
Foundations for the future, or immediate impact?
Could set expectations by talking about the when and how in the vision.

Need to focus of winning back market share from the suburbs. Promoting the unique experiences in the City linked to businesses and retailers.

On street parking charges are a disincentive for visitation. IE In Sturt Street it now costs up to \$8.40 for a visit to cafe troppo

Focus on potential of interdisciplinary collaborations



To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.

Maintain laser focus on economics and business growth

Stamp duty on a \$550k apartment is \$24k whereas a \$550k suburban house and land package is \$6.5k

we need to ensure we don't duplicate roles/functions - are we advocating or doing?

Item 4.1 - Attachment B

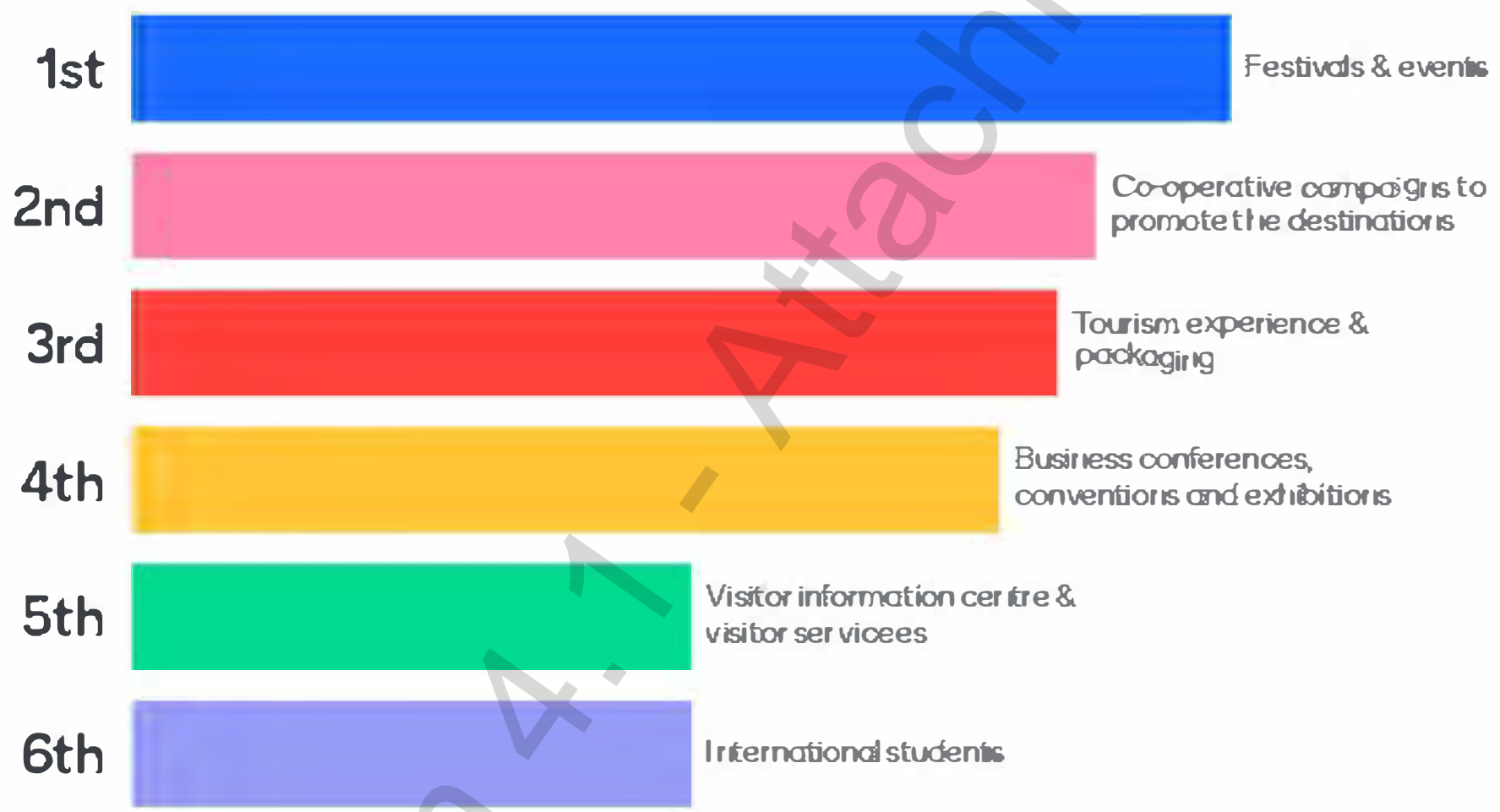
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FUNCTIONS 3/9: INVESTMENT ATTRACTION - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 5/9: VISITOR ECONOMY - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 7/9: BUSINESS SUPPORT - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 9/9: Have we missed any key functions that you consider to be important for the City-Wide Business Model to deliver?

Attracting and marketing Adelaide as a brand to people who we lose to other states, or can encourage to return home

Reducing on street parking charges

Equalising residential stamp duty with suburban house and land

Supporting business to deal with and advocate council

Support and engagement with current precinct groups and grass root groups

Developing quality streetscapes

too many functions are an issue. We need to focus on key functions and do them well. We risk doing a lot of things poorly.

not just attracting investment, but mapping and connecting investors to our local growth areas/businesses

Encourage visitors to spend time in Adelaide, not just our regions

Item 4.1 - Attachment 3

FUNCTIONS 9/9: Have we missed any key functions that you consider to be important for the City-Wide Business Model to deliver?

there's a lot of research around the world that shows that empty properties has a huge knock on cost and negative effect - there needs to be clear planning around it

Item 4.1 - Attachment 3

FUNDING 1/1: Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions?

Yes should leverage the funding with sponsors. I think the first years are Pilot years and then we can look at a fair contribution by small businesses

Yes as the funding may not be enough to achieve desired outcomes

Depends on how much time and effort will be spent to generate that revenue. Sometimes the efficiency isn't there so the benefit isn't realised.

yes sponsors as there are too many subscriptions/memberships as there is

No. It should work with other private sector groups to deliver these private services. It should focus only on areas that are additional to what business is already doing

Residential rates have been frozen for some years now. This leaves council short of rates revenue. Rates should go up with the CPI

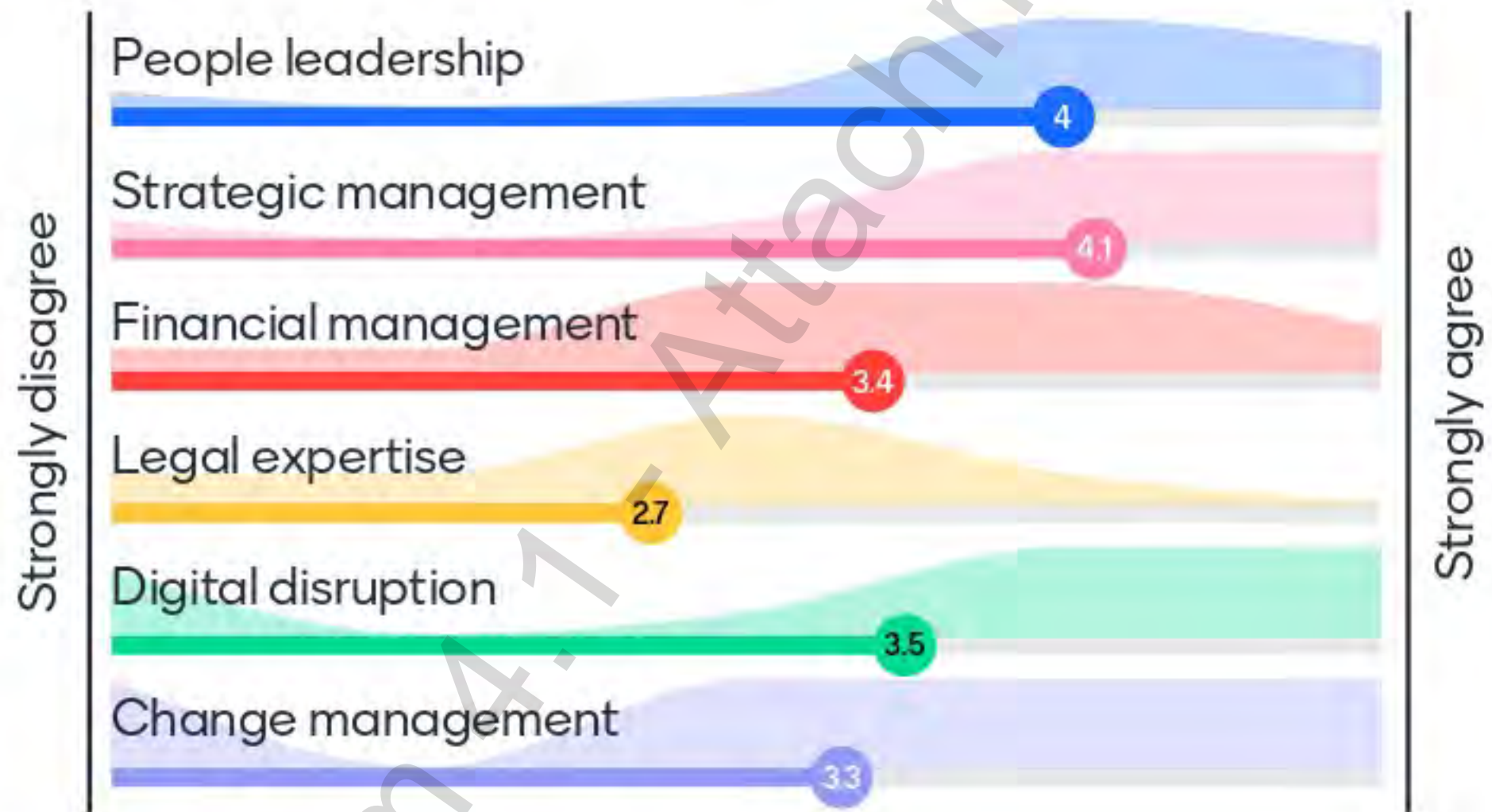
It should not be the primary source of revenue. Funding is key, how much will be provided from existing rates???

If the model is delivering value, there is a case that sponsorship and partnerships will come. Many businesses would pay a membership if the value is being proven.

BOARD 1/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 2/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 3/3: Any other comments on the membership or establishment of the Board of Management?

The Board should be led by a Commercial Leader as Chair. Need a balance of business sector and area representatives.

Short term positions - people who create change rarely survive the change. A short tenure will promote action.

Need to have a big picture perspective - people who are interested in growing the city not representing individual interests

not the usual suspects that appear around Adelaide

Board not too big

Some board members should be skilled local representatives from each precinct nominated by precinct groups

Need to include Adelaide business people with direct business interest

Seeking broad experience in attracting business growth, visitor growth and increasing market share

Board experience, business experience, proven track record.

Item 4.1 - Attachment B



BOARD 3/3: Any other comments on the membership or establishment of the Board of Management?

Understanding user centred design

small number of people that are empowered

Effective number 6-8, the right governance framework is critical to success accompanied by a diversity of membership that understands the challenges and opportunities

9 Members

Appetite for risk and understand that vision is needed

independence from CoA

7

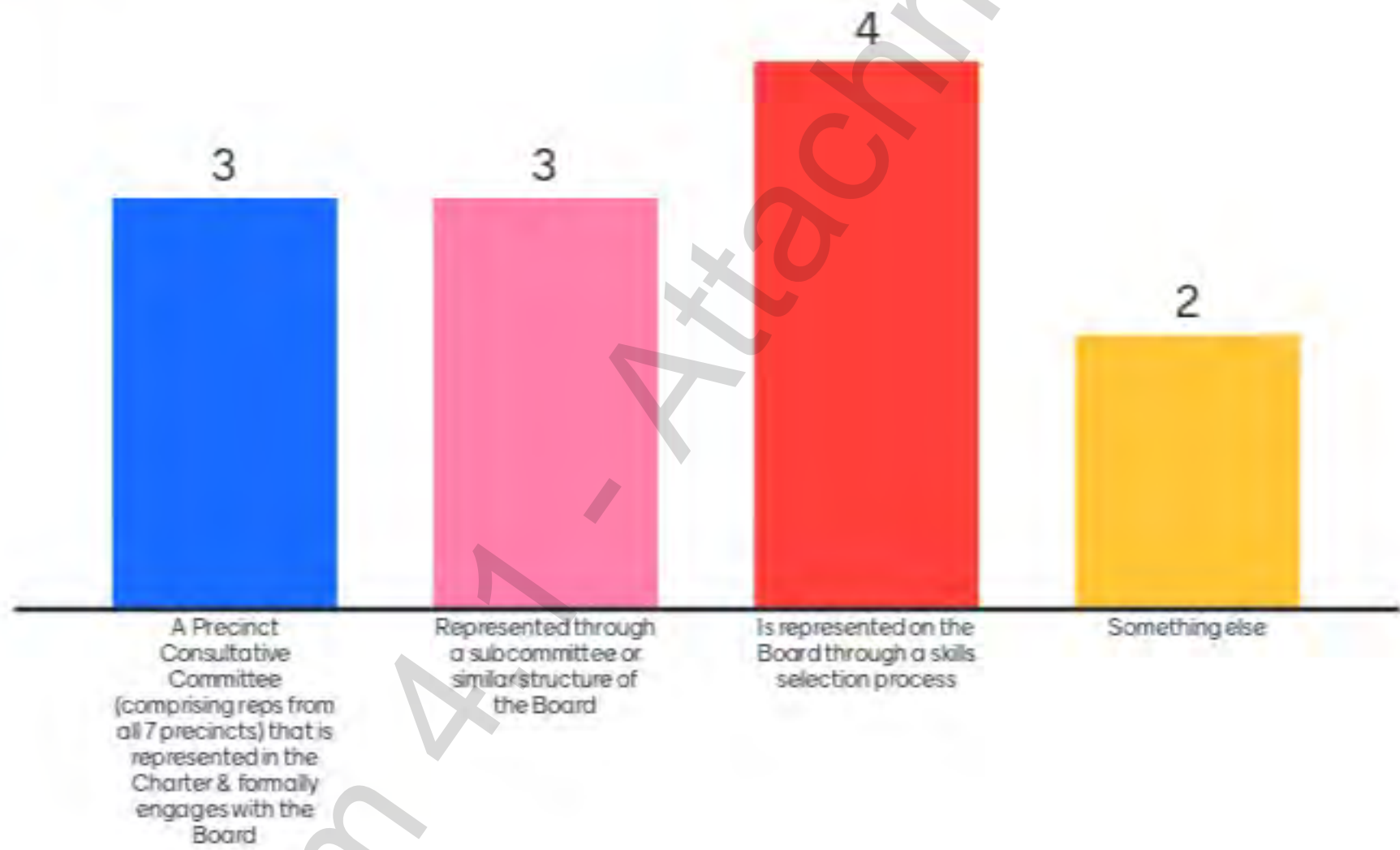
governance will be key here of enthusiastic people with maybe a mentor to assist

Understand the difference between board role to Operations roles

Item 4.1 - Attachment B



CITY PRECINCTS 1/2: Which option do you think is the best way for the interests of City Precincts to be incorporated into the subsidiary?



Item 4 - Attachment B

CITY PRECINCTS 2/2: Any further comments on options for the best way for the interests of City Precincts to be incorporated into the CWBM subsidiary?

It is CRUCIAL that the focus of this entity is marketing the whole city. Precincts should continue to be supported but it's a distraction to focus on 'representation'

Use a simple user friendly digital platform to allow the voices from the precincts to be heard as well as voices across all the city

Auckland City's Local Area Boards work well

Various business sectors (ie. hospitality, retail) need to be represented and the Local Areas represented. The 4000 businesses not part of the precinct groups must be considered.

precinct groups can nominate a candidate to sit on the board

Could each Authority member be "responsible" for a particular Precinct or Village and make sure the voice of that precinct is heard with equity and consistently??

We need to minimise bureaucracy and not more subcommittees. It doesn't work now.

Whole of city first. Precincts all included, but not as a segregated/split model.

funding? are we talking \$1m or \$10m? it is critical and has been passed over quickly



CITY PRECINCTS 2/2: Any further comments on options for the best way for the interests of City Precincts to be incorporated into the CWBM subsidiary?

The most important thing here is that we DO something and not talk about it for too long before getting into some urgent action.

Get the Governance right, minimise the bureaucracy and get on with it!

Item 4.1 - Attachment B

Anything else that we haven't discussed in relation to the development of the Charter?

This is a huge opportunity and we must deliver a great result.

independence from council performance measures

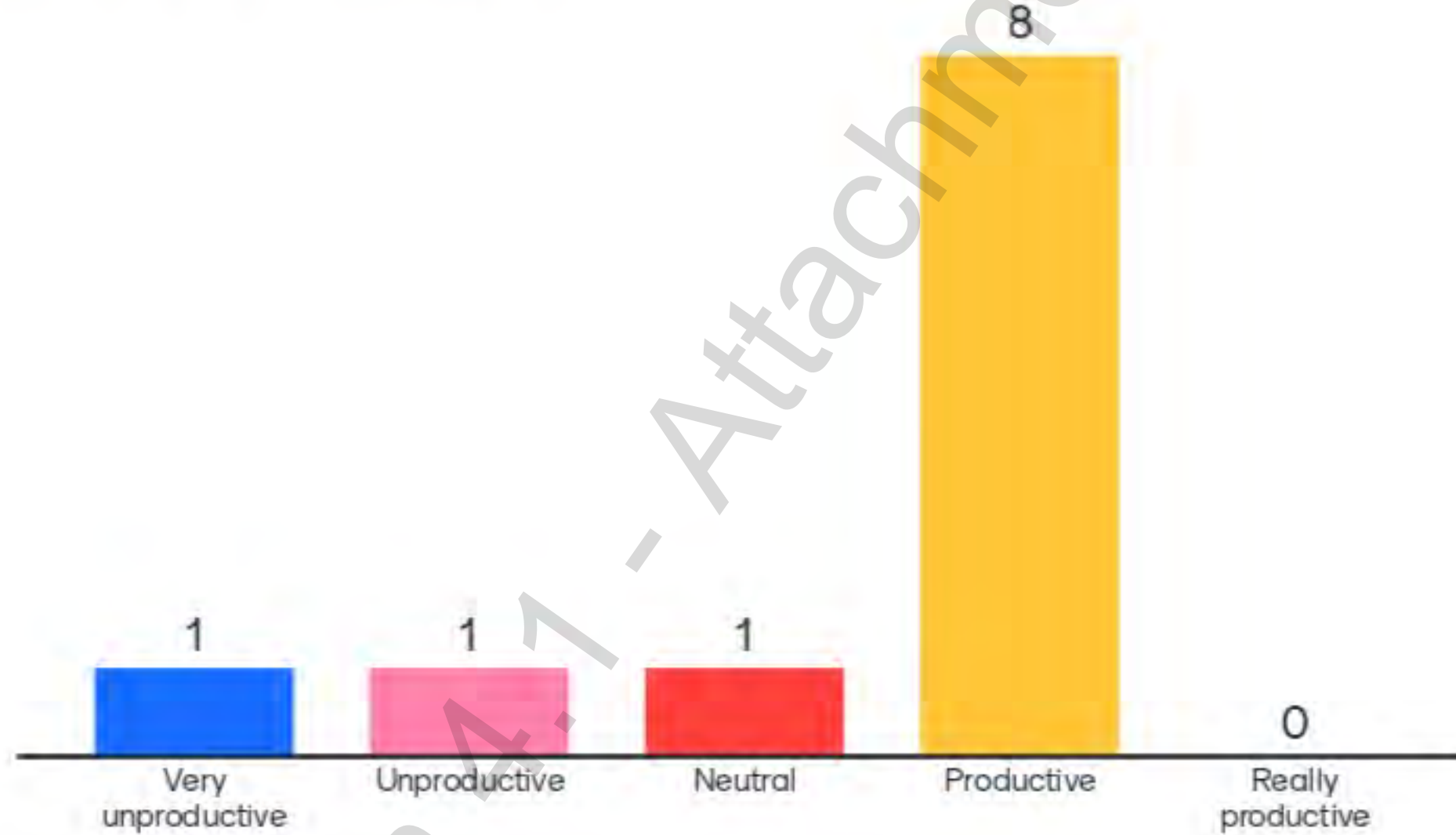
The current inequity in stamp duty is driving homebuyers to the suburbs

business support and advocacy for dealing with council will be very important, quite often businesses or areas get lost if they are not the flavour of the month

The excessive cost of on street parking in the city is driving casual visitors to the suburbs

Item 4.1 - Attachment B

Before you go... how productive did you find this virtual roundtable today?



Item 4.1 - Attachment 2

Thanks for your time today. Please feel free to leave any final feedback on today's roundtable here.

couldn't get a word in!!

sorry i pressed very unproductive by accident

Please set up a Reference Group that shares the views of all groups and works through the best outcomes.

Item 4.1 - Attachment B

10.4 Business Roundtable 3 Mentimeter Input

Item 4.1 - Attachment B

Before we get in to detail, what's your BIGGEST HOPE for the CHARTER that is being developed for the City-Wide Business Model? What should it include?

Growth and direction orientated.

Brings people together working towards common goals.

That growth and direction is achieved.

Incentives for creative collaborations and new events

The subsidiary and its structure (e.g. governance, strategy, budget and operational plans), reduces duplication, provides greater efficiency, quantitative and qualitative performance measures based on the needs of each sector.

If growth and direction is achieved.

To give the city a consistent, believable And commercially viable plan that encourages local and external investment.

Develop our Goals and Action plan for success of the City to excel and stand out as a destination for business investment and further development.

Item 4.1 - Attachment 2

To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.

Agree

Agreed

I agree but it needs to be more than economic growth.

As long as 'attracting investment' also includes existing property owners then I agree.

Agree, should also consider reducing costs.

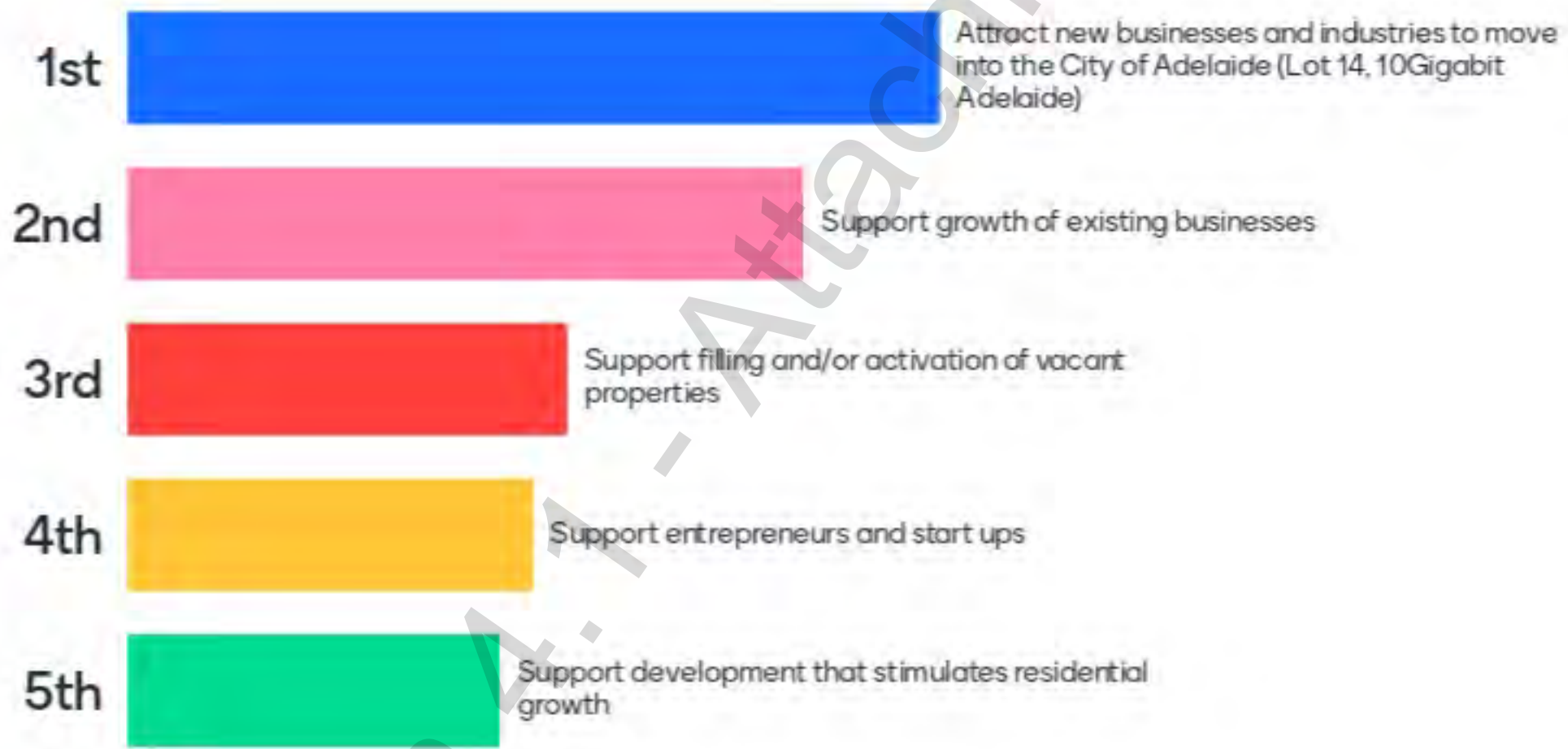
Item 4.1 - Attachment B

FUNCTIONS 1/9: CITY-WIDE MARKETING - Which of the following are most critical for the CWBM subsidiary to deliver?



Item 4.1 - Attachment 2

FUNCTIONS 3/9: INVESTMENT ATTRACTION - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 5/9: VISITOR ECONOMY - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 7/9: BUSINESS SUPPORT - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 9/9: Have we missed any key functions that you consider to be important for the City-Wide Business Model to deliver?

Nil

I think that town planning is important to align to a business model - the creation of hubs or precincts is important city wide

Item 4.1 - Attachment B

FUNDING 1/1: Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions?

Strategic sponsorships

Information and data selling

A levy against vacant or unactivated sites as a percentage of the rates to provide an incentive to not just hoard up or close unused space

What about long term stable income from property investment - Brisbane City Council as an example.

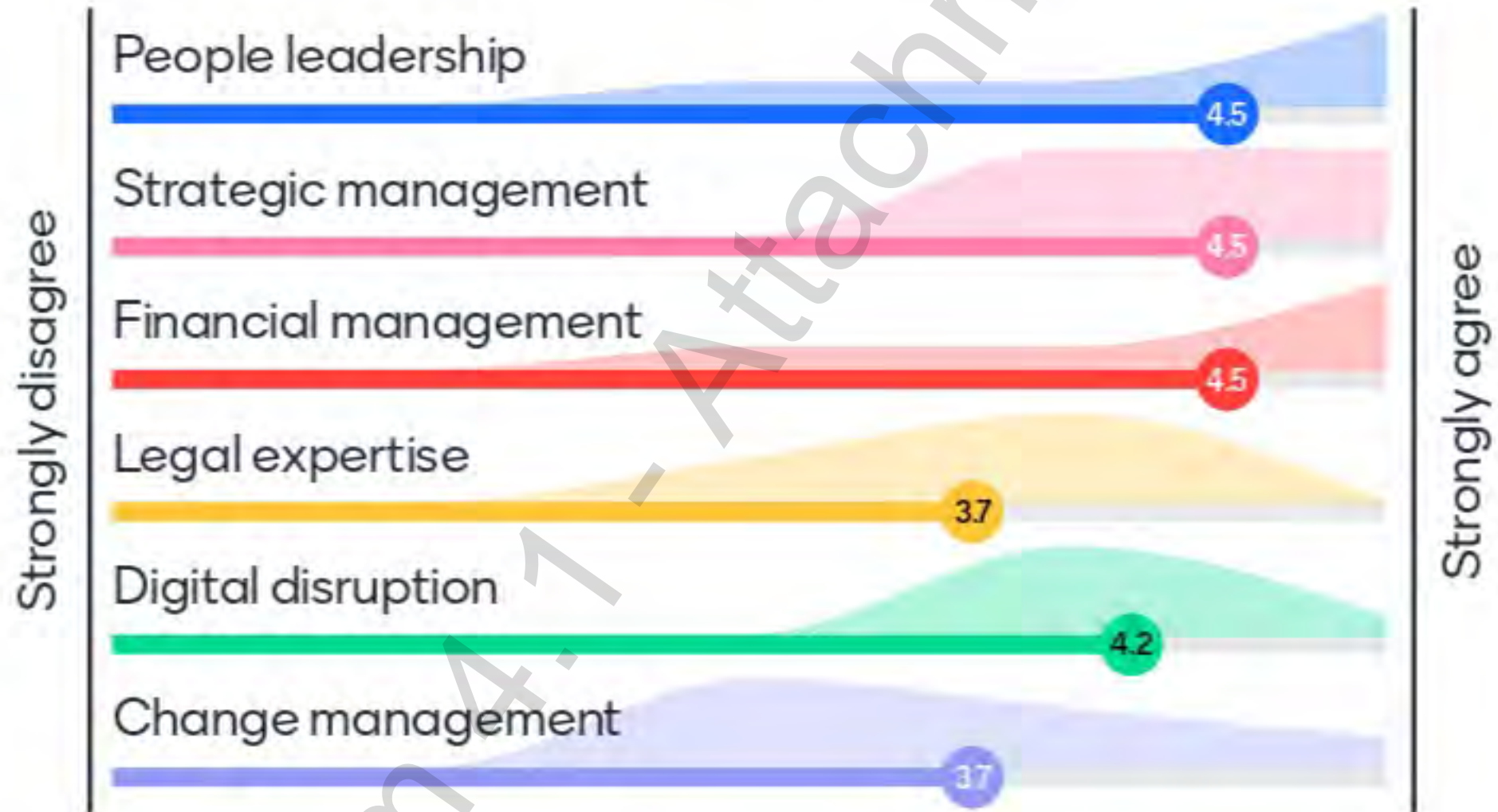
Partnerships e.g. State government, Fee for services, information and resources

Should look for additional revenue at all times. Additional services will compete with existing services. Prioritise.

BOARD 1/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 2/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 3/3: Any other comments on the membership or establishment of the Board of Management?

Limit Board to 6.

It definitely needs to be skill based in the first instance.

7 or 9 members

6

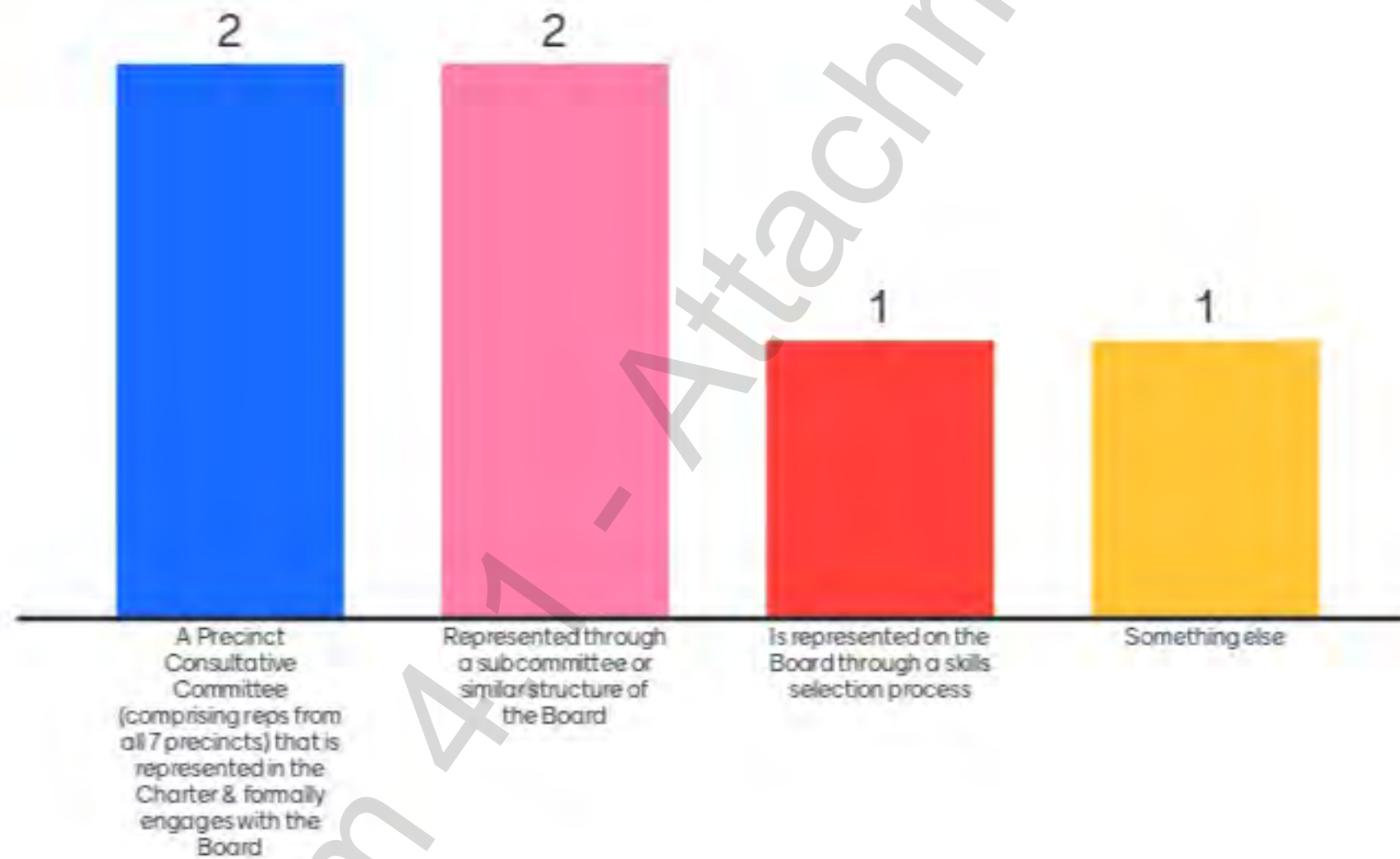
representation from all areas covering most skill, 7 is the ideal number

Board members ideally with limited self interest in investment- picked on skills and experience. 7 is a good number.

Local representation.

Item 4.1 - Attachment B

CITY PRECINCTS 1/2: Which option do you think is the best way for the interests of City Precincts to be incorporated into the subsidiary?



Item 4 - Attachment B

CITY PRECINCTS 2/2: Any further comments on options for the best way for the interests of City Precincts to be incorporated into the CWBM subsidiary?

each precinct committee may champion their agenda but may not be for the greater good of the overall business model, the structure needs to provide a platform for the best case outcome

The current seven precincts do not cover the whole of the city. Can we not think about a different way of covering?

Currently too micro. Brand refresh for Adelaide creates opportunity to reposition. Think French Quarter, SOHO, for example. Incorporates street level and character with what goes on above street level (office, resi and hotel).

Provide a list of stakeholders (and context) to each consulted group and ask them to design a City Wide model that incorporates all stakeholders, this may include consolidation or existing bodies.

Objectivity is the key with a holistic City wide mind set. A localised representative for the precinct could be empowered to pitch / lobby the Board.

A series of villages with a different focus for each

What is the level of independence for this group?

Item 4.1 - Attachment B

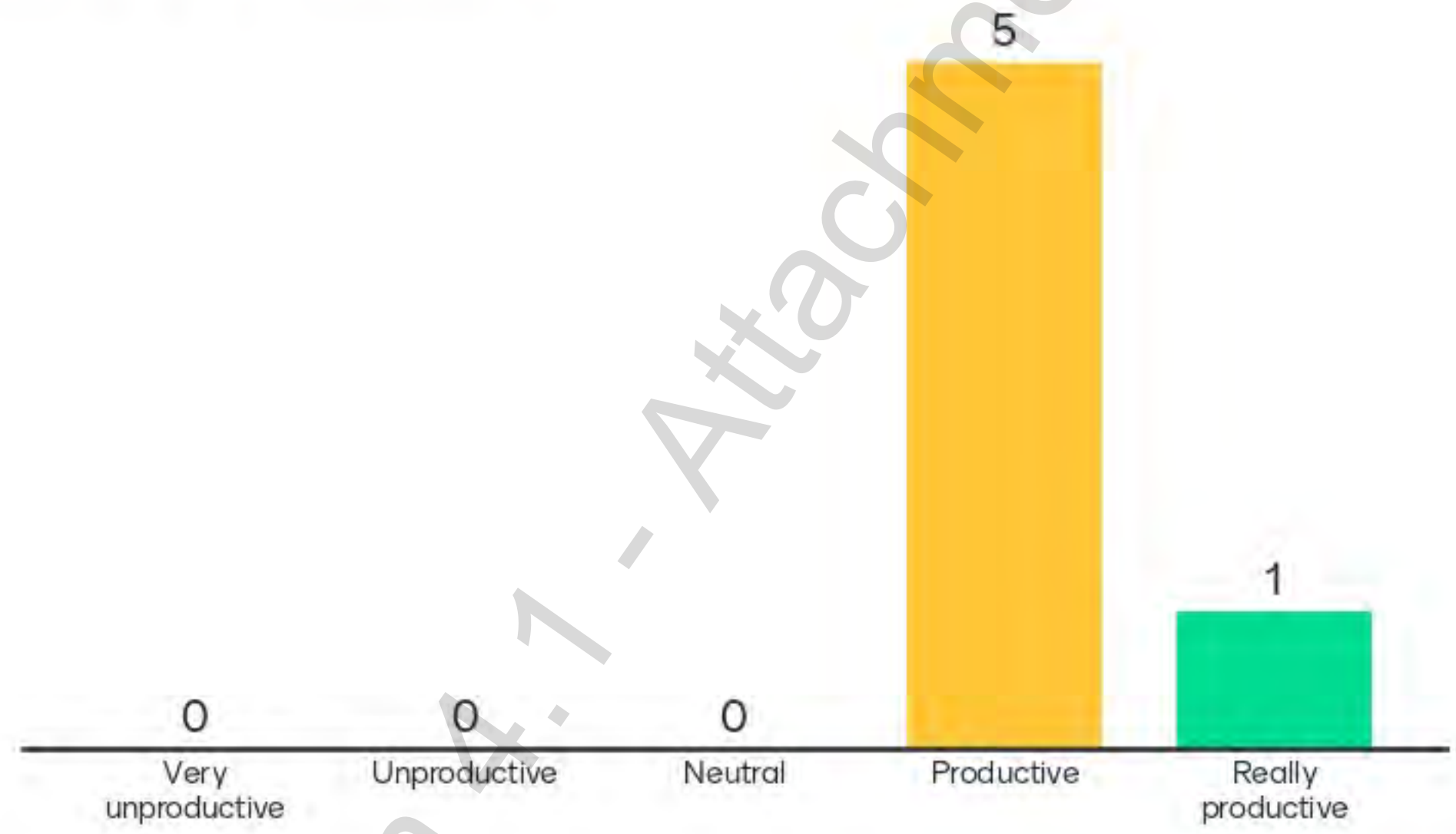
Anything else that we haven't discussed in relation to the development of the Charter?

Form a reference group after the roundtable sessions, representative of all stakeholders, to review feedback and design the model, not just the functions.

The role of state government in the charter.

Item 4.1 - Attachment B

Before you go... how productive did you find this virtual roundtable today?



Item 1 - Attachment 2

10.5 Tourism & Attractors Roundtable Mentimeter Input

Item 4.1 - Attachment B

Before we get in to detail, what's your BIGGEST HOPE for the CHARTER that is being developed for the City-Wide Business Model? What should it include?

Greater inclusion of the role of conferences and events and their potential impact on the city

Visible collaboration across multiple sectors

Greater clarity on how tourism positively impacts other business and the wider SA economy.

alignment of industry and business to an economic strategy

Strategies to boost visitation. Whether tourism or not, all biz will improve if people want to come to the city for leisure, not just major events

It encourages easy engagement in spaces and events that are many, diverse, and often small - without needing huge fences and security guards. In short: vibrancy.

Led by business for business. A collective and coordinated approach from Business, ACC, Precincts

Partnering with other experiential companies and facilities to take Adelaide to the next level creating memorable experiences

About collaborating with industries for strategies to bring more visitors to the City Council



Before we get in to detail, what's your BIGGEST HOPE for the CHARTER that is being developed for the City-Wide Business Model? What should it include?

Integrated approach and stimulation to make Adelaide a vibrant City that is desired and wanted to be lived in, visited to, worked in, studied from...

Building a sense of community vibrancy that builds the passion of locals and visitors for the wonderful lifestyle that Adelaide offers and can be.

Focus on local, interstate and international visitation, rather than skewed to OS and then subsequent planning is long-term

Greater alignment between festivals, events, and tourism
Streamlining of marketing around the wonderful cultural & creative experiences
Supports cross-sectoral & industry collaboration / communication
Works to achieve Sustainable Development Goals

economic growth and livability?

Maybe too tactical in wording as opposed to being the purpose. The purpose is simply to accelerate economic growth.

city wide brand

incorporate nature-based, what makes Adelaide uniquely different

Item 4.1 - Attachment 2



To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.

Good statement, maybe a little on collaboration as well

Would add supporting all businesses, including tourism,

I think we need to add sport and outdoor life in the statement

business events is worth \$2 billion to the city and state, it must be included as a key demand driver for city economic strategy

Sounds Great - Wide ranging but driven to key areas

Good statement - wondering about activation of the local population to support these measures

Not sure how to word this but the model Duke Of Brunswick is using of encouraging community groups and theatre groups to use meeting/performing spaces for free - helps the hotel and the city. Not sure how to cover that - maybe it is already

Perhaps including that these measures are for public benefit?

Need to ensure the local community is built into the plan to bring them along with this aim.

Item 4.1 - Attachment B

To accelerate economic growth of the CoA through attracting investment & supporting businesses, festivals/events, as well as visitor/student growth.

Coordinate a consistent identity

We need to be able to define Adelaide with three or so words or an acronym

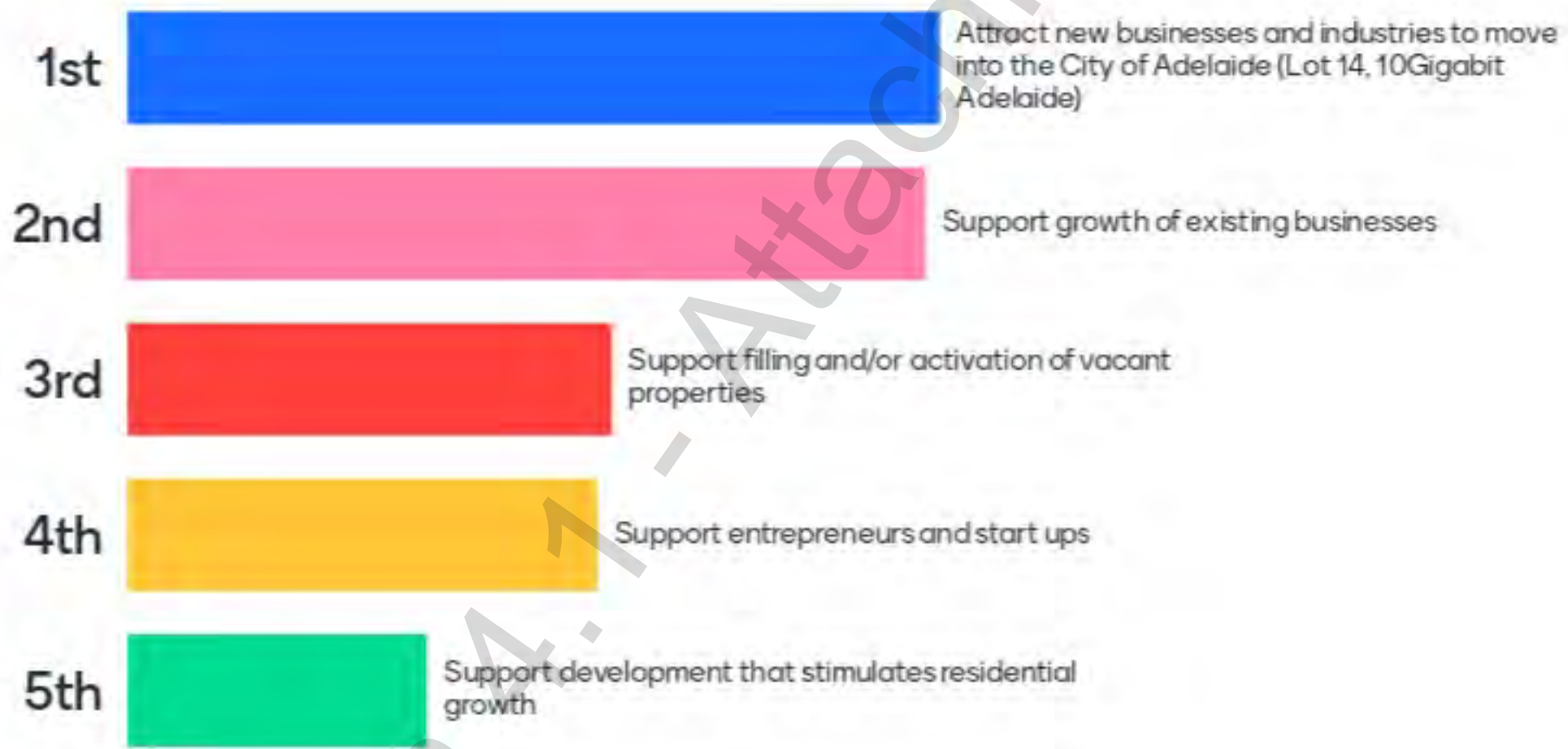
Perhaps too tactical as opposed to an expression of purpose.

Item 4.1 - Attachment B

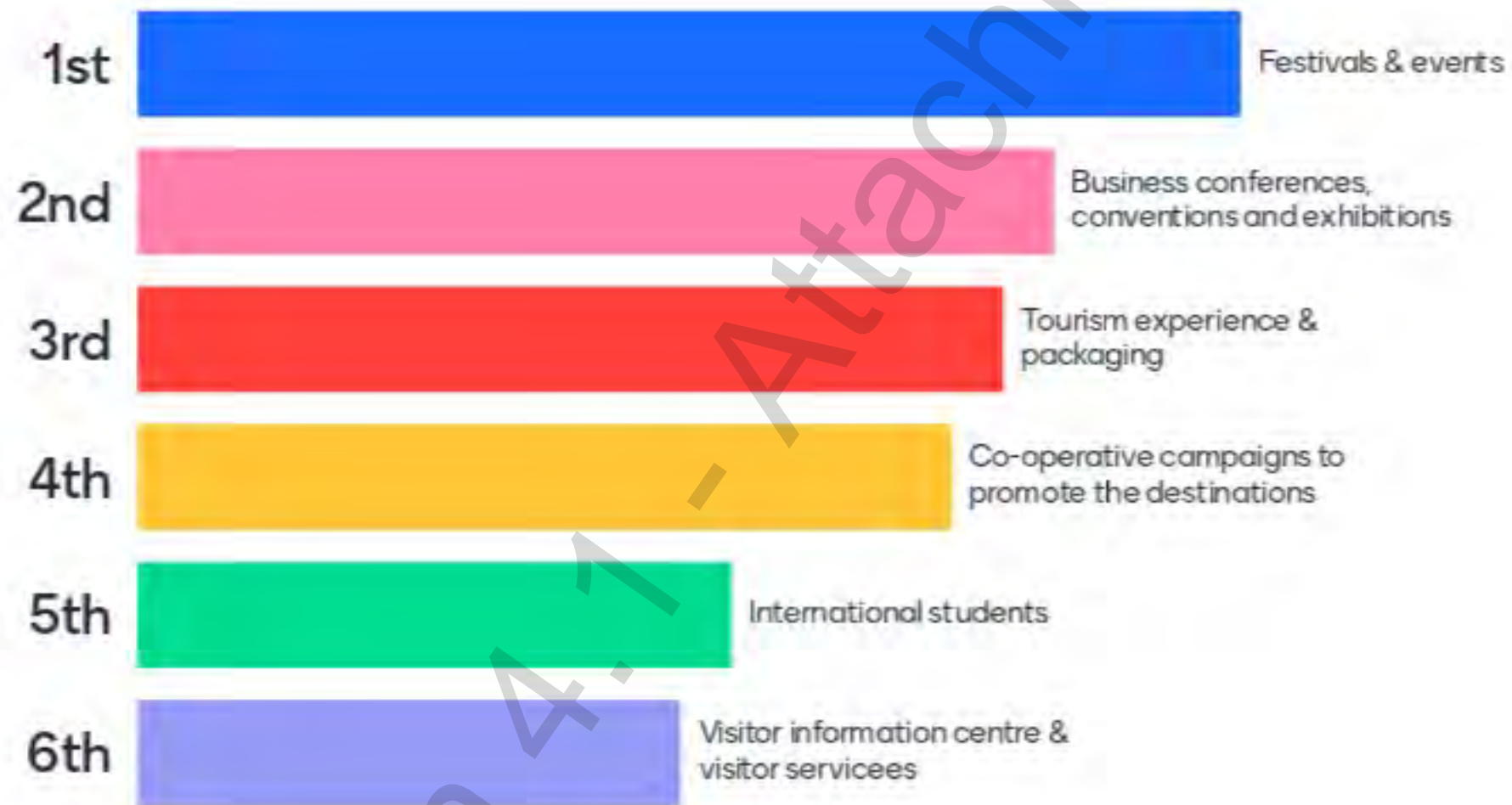
FUNCTIONS 1/9: CITY-WIDE MARKETING - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 3/9: INVESTMENT ATTRACTION - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 5/9: VISITOR ECONOMY - Which of the following are most critical for the CWBM subsidiary to deliver?



Item 4.1 - Attachment B

FUNCTIONS 7/9: BUSINESS SUPPORT - Which of the following are most critical for the CWBM subsidiary to deliver?



FUNCTIONS 9/9: Have we missed any key functions that you consider to be important for the City-Wide Business Model to deliver?

infrastructure

1. More sister city relationships
2. Facilities / Infrastructure - activation more green pedestrian / cycle friendly spaces

work with infrastructure sa + work with SA govt to attract investment

Curating investment/development to create logical and attractive precincts/zones, main streets

How is the airport part of this and also how are we looking to measure dispersal

Providing infrastructure for ease of getting around
Increasing and improving the digital technology and app set up providing all the detail and information for the various events and facilities offered. QR codes for ease of tracking and data create

International Cooperation and Positioning of Adelaide via CWBM

Yes being able to provide input to council and infrastructure so we take activation into account when designing spaces. Also can we learn from other successful models.

FUNDING 1/1: Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions?

Does the city get a cut from major event sponsorships?

Yes seeking private investment and sponsorship to collaborate on events "buy local" "invest local"

CWBM can't fundamentally be a user-pay system, but opportunities as mentioned in 'premium' services (marketing, data, first options for event sponsorship???)

Funding or collaborative arrangements for data and research should be sought and adds value to all businesses

A scaled model for membership based on turnover.

private/public investment

Partnership with MIT Living Lab to tackle the data? Membership fees to cover research could be beneficial since it could be a priority.

Increase carparking rates? Any other assets that could be commercialised?

In a time of fiscal restraint perhaps we could look at the value of our collective sweat and intellectual property

Item 4.1 - Attachment B

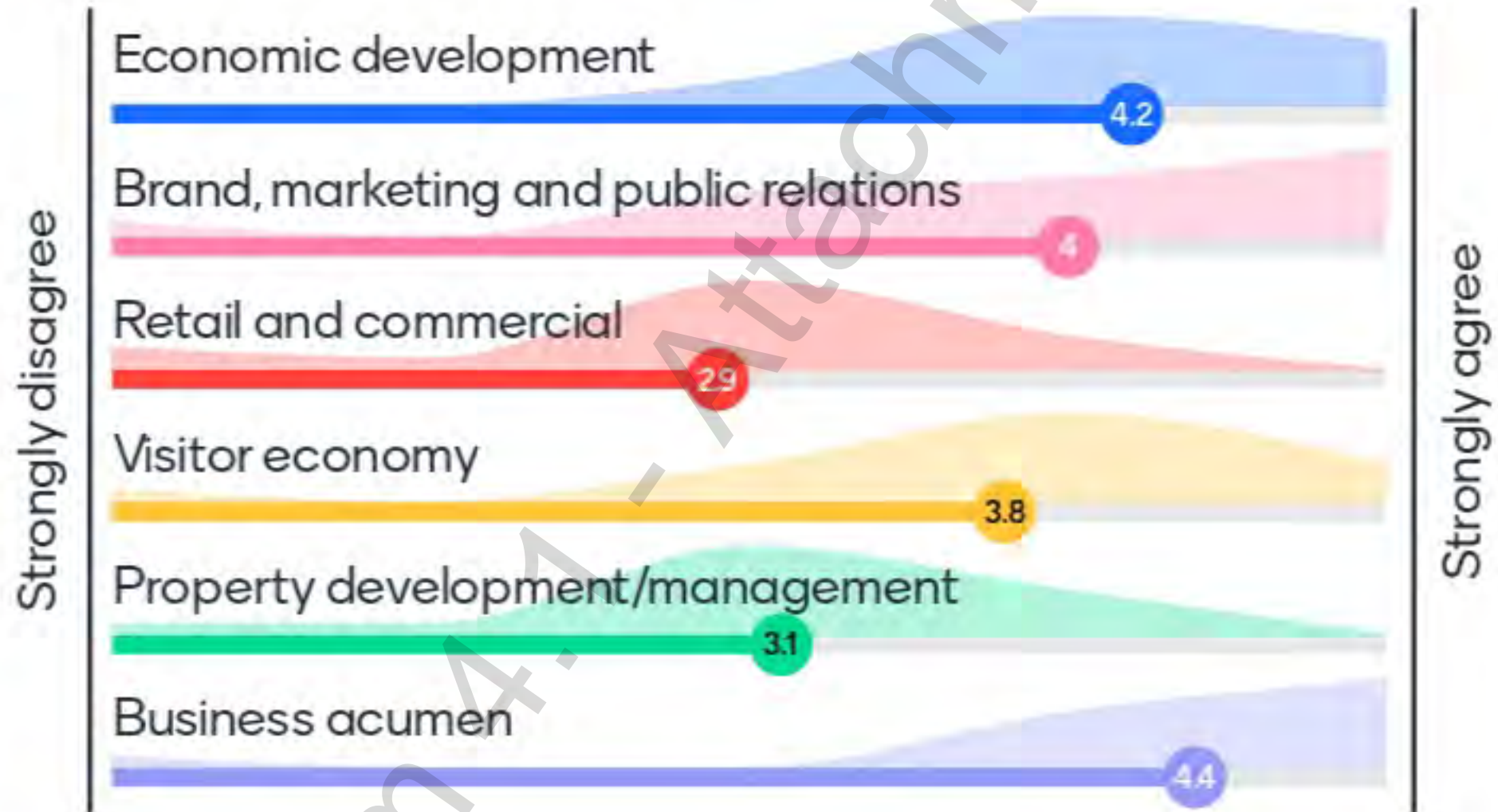
FUNDING 1/1: Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions?

Avoid memberships if possible - already a number of organisations tourism businesses already subscribe to a large number of bodies for support

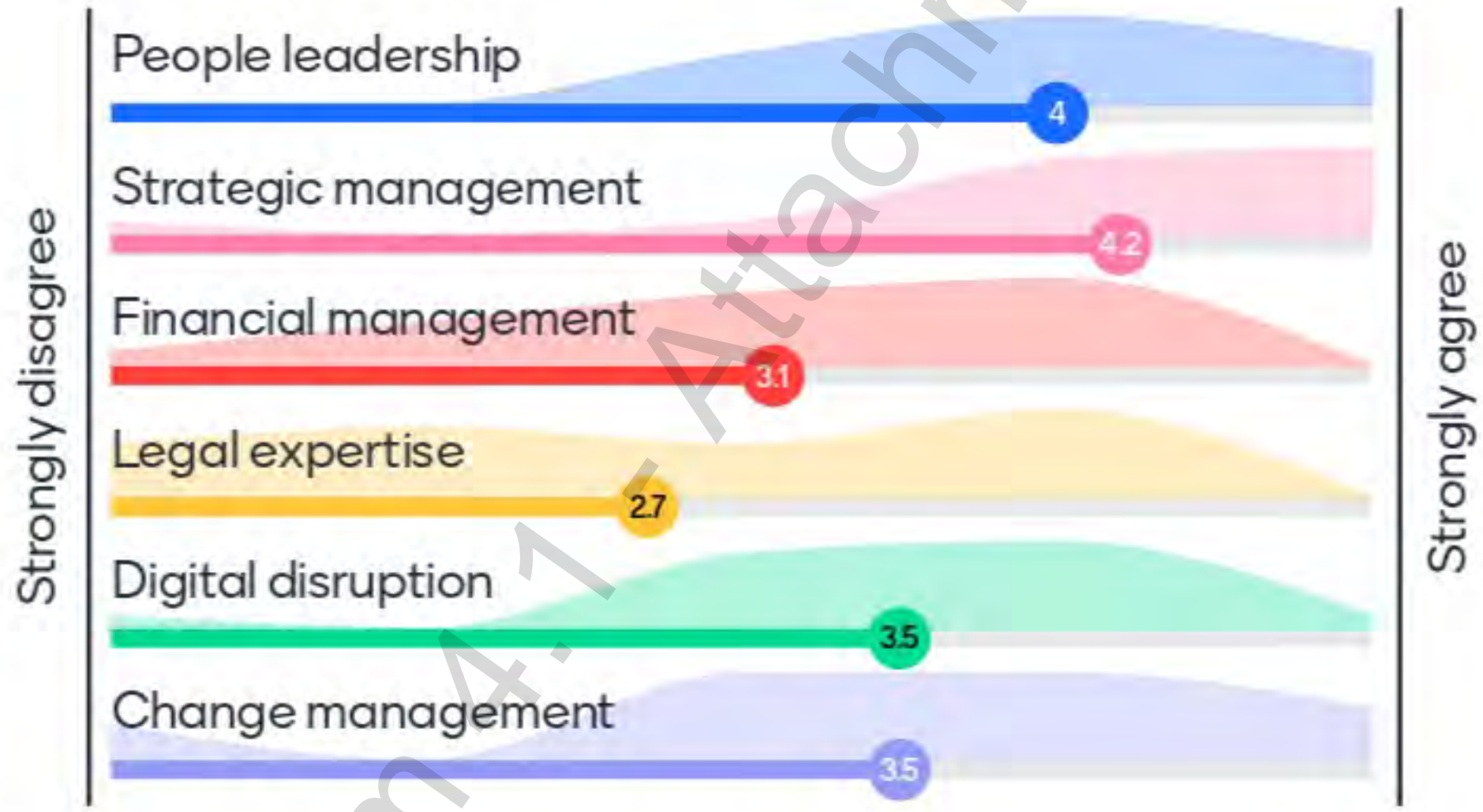
the organisation needs to be well funded by council state, feds ideally it should be independent there are many other membership organisations, this would present more cost for business

Item 4.1 - Attachment B

BOARD 1/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 2/3: If the Board of Management is to be skills based, to what level do you agree/disagree with the following range of skills and experience?



BOARD 3/3: Any other comments on the membership or establishment of the Board of Management?

Strong spread of industry sectors is also important.

diverse industries represented to unlock potential through cooperation and close communication

Sister city representation - intermittently, for information sharing.

Important to have a range of expertise and input from council, businesses and community.

Diverse representation from businesses and organisations required - would a formal structure be needed to achieve this?

About 9 people from the various key strategic economic drivers with range of skills with clear direction set up and processes

Small, diverse board, with ability to call upon small, satellite groups who can comment on specific areas/disciplines.

size of board should be around 7-9, with varied expertise and engage expert consultation for skills sets not represented

Independently (from ACC) appointed or voted.
Representation from key industries but also geographic areas

Item 4.1 - Attachment B



BOARD 3/3: Any other comments on the membership or establishment of the Board of Management?

Small and agile Board with a good appetite for risk

I agree with the small, nimble board approach with feed in from 'Sattelite' experts

Must have international focus

transparent process, open call, representative of industry, bring in specialist expertise on a "on call basis" based on niche requirements/strategic direction

board must be strategic and appoint quality executive management/director mix should have varied and complimentary skills 6 max on the board - small is more productive and outcome driven

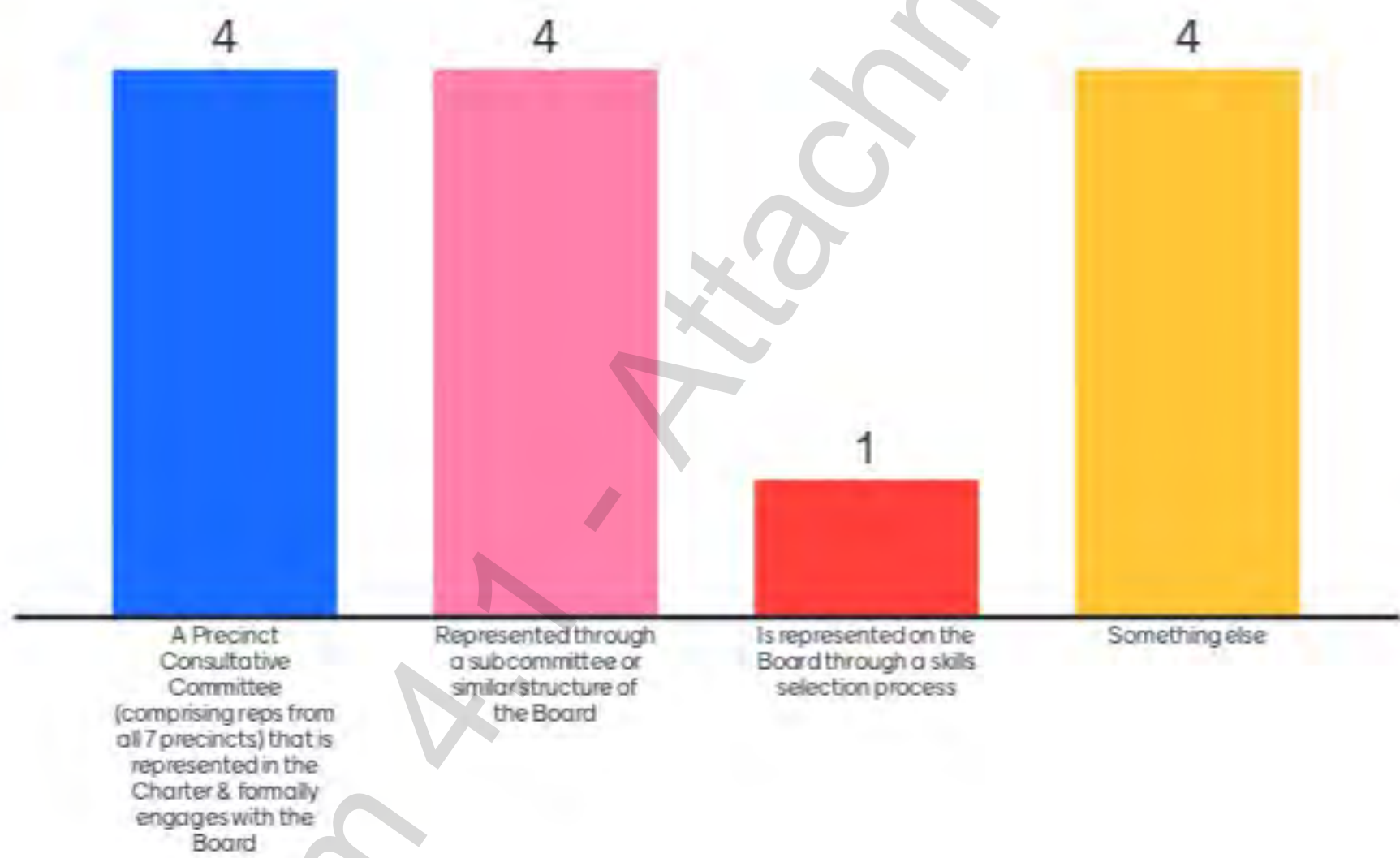
A board (no more than 10?) with elected subcommittees to assist with focused tasks

Needs healthy representation of people who have experience from outside Adelaide.

Concur with outside Adelaide experience to ensure bigger picture focus

Item 4.1 - Attachment B

CITY PRECINCTS 1/2: Which option do you think is the best way for the interests of City Precincts to be incorporated into the subsidiary?



Item 4 - Attachment B

CITY PRECINCTS 2/2: Any further comments on options for the best way for the interests of City Precincts to be incorporated into the CWBM subsidiary?

Board directors should remain independent and strategic precinct committees should absolutely feed information through management precincts report should be a standing item covered in the board report

The precincts have an important voice but the concern would be self interest instead of an united Adelaide voice

Having representation at a board level only reduces the bureaucracy - and removes the issue of 'no precinct' representation.

Representation from each precinct the chairperson from each precinct and independent chairperson for the CWBM board

Not sure what the something else is, but I find boards can sometimes create internal issues which slow processes and cause divide with personal agenda's. Outcomes are often idealistic. Perhaps the board should be a listening device for stakeholders.

Totally agree with Chris Dalton on the gaps - the precincts have been established as grassroots and needs to be lifted to a strategic /holistic approach

I wish I had an eloquent answer. My fear about the previous suggestions is that they all result in another layer of boards/committees. Some sort of common online group or means for reporting/distilling ideas/discussions from among the various groups.

Is the Adelaide Business Collective addressing these gaps?

Why don't we divide it into North South East and West just like Tom has said. After all we are a perfect grid city



Anything else that we haven't discussed in relation to the development of the Charter?

Development of the charter and board of management from here, must be a genuine collaborative approach between ACC & stakeholders.

continue stakeholder engagement with the charter, make sure its kept alive

look forward to seeing the consultation comments to review and fine tune further

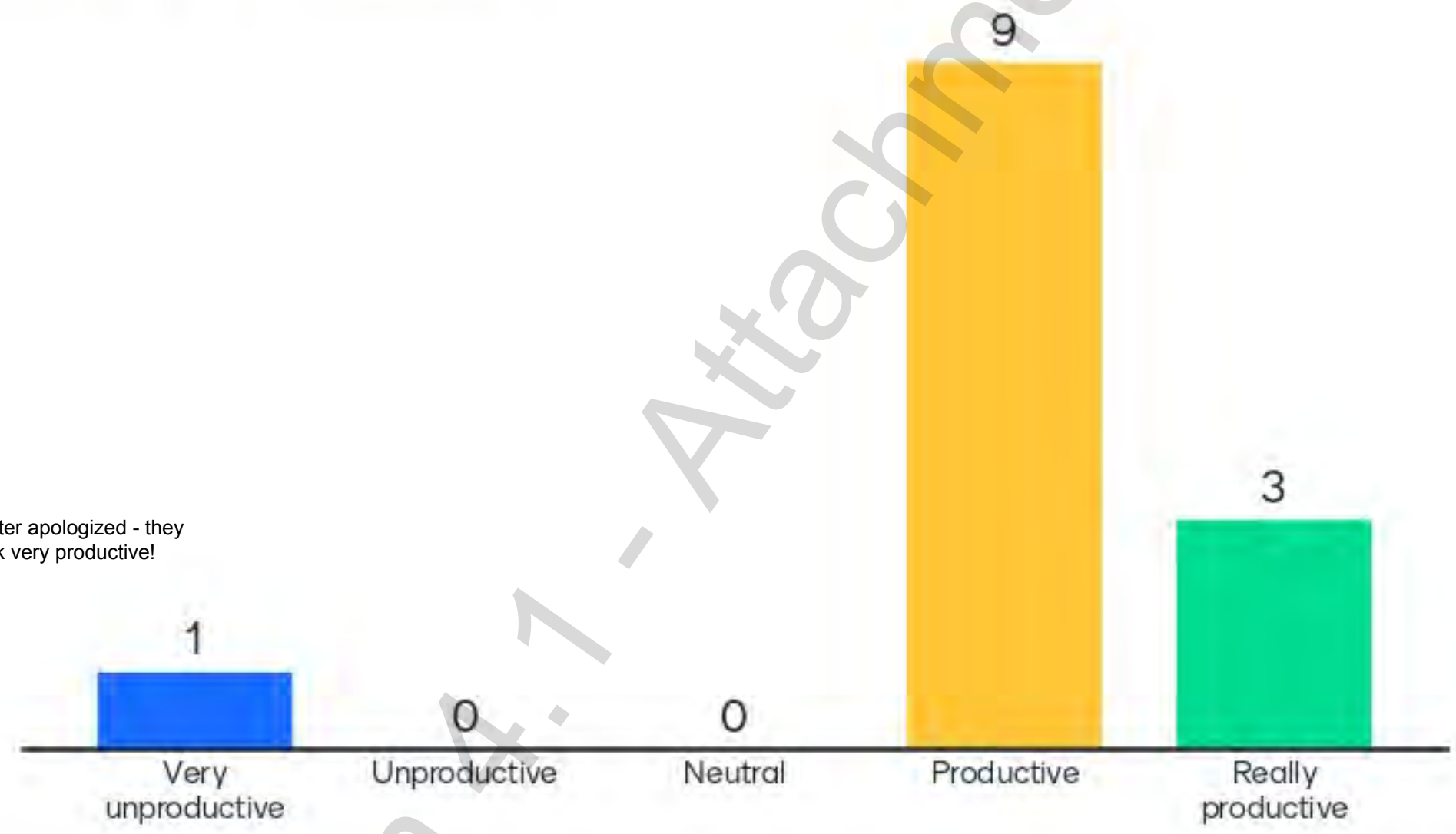
People need to be able to talk about Adelaide in a few words and be able to sum up what it means to each person and we need to be able to create stories for everyone that experiences Adelaide

In an Australian context we shouldn't follow MEL and SYD and should look to create unique positioning for Adelaide and look for parallel cities internationally

Item 4.1 - Attachment B

Before you go... how productive did you find this virtual roundtable today?

Participant later apologized - they meant to click very productive!



Thanks for your time today. Please feel free to leave any final feedback on today's roundtable here.

Thank you for the invite, fabulous initiative and look forward to hearing more. Mike Bartram - Pure SA

I might have clicked unproductive on the last slide, if I did, it was a mistake and thought this was very productive!

Love the north south east west approach. Very balanced and strategic. Use Victoria Square as the axis point. Colonel Light would love it too!

Item 4.1 - Attachment B

10.6 Survey Responses

Item 4.1 - Attachment B

Survey Responses

20 July 2020 - 27 July 2020

Developing a City Wide Business Model Charter

Your Say Adelaide

Project: Developing a City Wide Business Model Charter



VISITORS					
32					
CONTRIBUTORS			RESPONSES		
9			9		
0	0	9	0	0	9
Registered	Unverified	Anonymous	Registered	Unverified	Anonymous

**Respondent No:** 1**Login:** Anonymous**Email:** n/a**Responded At:** Jul 20, 2020 14:43:40 pm**Last Seen:** Jul 20, 2020 14:43:40 pm**IP Address:** n/a**Q1. Are you a city-based business?**

Yes

Q2. Please provide your name:*Removed for privacy***Q3. Please provide your email address:***Removed for privacy***Q4. Please provide your comments on the proposed purpose of the subsidiary**

To promote the whole City of Adelaide, highlighting the unique opportunities and offerings of each sector.

Q5. What do you consider the Charter for the subsidiary should include? Please provide your comments below:

The most important aspect is to focus on the whole cbd, not just pices of it so that it will have the attraction of Tea Tree Gully and Marion.1

Q6. Which of the following functions are most critical for the subsidiary to deliver? Prioritising (1 being highest priority, 7 lowest priority)

1. City Wide Brand (Adelaide Designed for life)
2. Retail promotions and offers
3. Promotion of City experiences (trails, heritage, walks)
4. Tourism Marketing (promoting experiences)
5. Creation of co-operative marketing opportunities for businesses and precincts to buy into.
6. Development and promotion of an annual calendar of events
7. Other

Q7. If you selected 'Other' above, please specify:

There will be ideas which we haven't even covered - like family-friendly, sustainable living, community-focused, safe environment, great learning opportunities (zoo, museum, art gallery, libraries, universities, schools, WEA, etc), easily accessible, free bus around the whole area, importance of shop local, food trails, history trails, street art trail, family outdoor activities - parks, bike trails & playgrounds. Availability of information kiosks - where will I find?... (good quality) street entertainment .. And theatres of all kinds for all ages. And plenty of toilets!

Q8. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

Particulary after COVID, lifestyle is so important. Just to be able to walk or bus around one's city and discover or experience something new. Seeing happy people in the Mall during the school holidays has been heart-warming.

Q9. Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Support growth of existing businesses
2. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
3. Support development that stimulates residential growth
4. Support entrepreneurs and start-ups
5. Support filling and/or activation of vacant properties

Q10. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

There are many businesses which have been an essential part of the attraction of the CBD but are struggling with increasing rents and overheads but still are very valuable to the CBD culture. 2 & 4 are much the same to me. Attracting new and appealing businesses to the CBD is very important to differentiate from Westfields. Having more people living in the city is a sensible approach to have a captive market for retail, entertainment and health pursuits and is important to building a real community where people are engaged and proud to be part of the city.

**Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) **

1.

Q12. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

This is very difficult to prioritise as each has a specific focus. We need them all - students (who also contribute to the workforce), conferences and conventions, Festivals and events (for locals too) and just to promote Adelaide as a wonderful place for a holiday - with something for everyone.

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Creating a united business voice
2. Research and market intelligence
3. Developing and supporting strategic partnerships (e.g. Business SA)
4. Building business capability
5. Explore cost savings through group purchasing

Q14. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

Having one voice is so much more powerful than many voices with different messages and needs. Looking broadly at what is happening in communities around the world and what is working (and what isn't) and how we might implement it in Adelaide would help us to be focused on innovation and continuing to be a city which inspires its residents and visitors. Building and maintaining strategic partnerships is important to keep the main objectives always in view.

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

Too many tasks makes it very difficult to be effective.

**Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership? **

not answered

Q17. Please comment

not answered

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. Business acumen
2. Economic development
3. People leadership
4. Change management
5. Strategic management
6. Brand, marketing and public relations
7. Retail and commercial
8. Property development/management
9. Financial management
10. Legal expertise
11. Visitor economy
12. Digital disruption

Q21. Please comment on these skills, particularly if you think we have missed any skills?

All of these skills are necessary for success but strong, reliable leadership is absolutely essential. The person leading this group must be seen to be objective, a good communicator and capable of getting consensus from the group. The group members, while skilled, need to contribute on behalf of all parts of the city without pushing a particular project. They also need to consult widely and once committed to a course of action not undermine it because it doesn't meet their specific needs. It is imperative that businesses in the City of Adelaide are sure that this group will work towards the best solutions for everyone, as much as is possible.

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

Ensure that it reflects diversity within the community including age-wise and culturally.

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Is represented on the Board through a skills selection process.

Q24. Please comment:

not answered

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

not answered



Respondent No: 2

Login: Anonymous

Email: n/a

Responded At: Jul 21, 2020 10:52:15 am

Last Seen: Jul 21, 2020 10:52:15 am

IP Address: n/a

Q1. **Are you a city-based business?**

Yes

Q2. **Please provide your name:**

Removed for privacy

Q3. **Please provide your email address:**

Removed for privacy

Q4. **Please provide your comments on the proposed purpose of the subsidiary**

We hope that the new subsidiary allocates sufficient resources to both day and night time economies to ensure a vibrant night time experience in the city

Q5. **What do you consider the Charter for the subsidiary should include? Please provide your comments below: **

An understanding that there are two separate and distinct economies in the city and that each economy has very different needs and levels of resources - simply focusing on one aspect will not achieve the desire goals

Q6. **Which of the following functions are most critical for the subsidiary to deliver? Prioritising (1 being highest priority, 7 lowest priority) **

1. Creation of co-operative marketing opportunities for businesses and precincts to buy into.
2. Promotion of City experiences (trails, heritage, walks)
3. Development and promotion of an annual calendar of events
4. Retail promotions and offers
5. Tourism Marketing (promoting experiences)
6. City Wide Brand (Adelaide Designed for life)
7. Other

Q7. **If you selected 'Other' above, please specify:**

not answered

Q8. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

not answered

Q9. **Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority) **

1. Support growth of existing businesses
2. Support development that stimulates residential growth
3. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
4. Support entrepreneurs and start-ups
5. Support filling and/or activation of vacant properties

Q10. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

Focus should be on the support of existing businesses not increasing competition by putting resources into supporting new businesses which may take business away from existing business - while competition is usually a good thing - in this current climate businesses are in survival mode - the only resources employed in attracting new businesses should be in areas that compliment rather than compete with existing business - in all sectors

Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) and

1. Festivals and events
2. Co-operative campaigns to promote the destinations
3. Business conferences, conventions, exhibitions
4. International students
5. Tourism experience & packaging
6. Visitor information centre & visitor services

Q12. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Creating a united business voice
2. Explore cost savings through group purchasing
3. Developing and supporting strategic partnerships (e.g. Business SA)
4. Research and market intelligence
5. Building business capability

Q14. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

Business support must be meaningful and targeted - it should mean lower costs and increased revenues - merely providing helplines etc is not enough - whatever the subsidiary does it must have a direct impact on increasing the bottom line of businesses it is supposed to be supporting

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

The functions must be relevant and directly applicable to business - for instance funding events in conjunction with bricks and mortar businesses rather than even companies that take the profits elsewhere

Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership? and

Yes

Q17. Please comment

The more resources the subsidiary can generate the more effective it could be - though these should be sought from external parties - not by way of charging the businesses it is supposed to be supporting a membership fee

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. Financial management
2. Business acumen
3. Economic development
4. Brand, marketing and public relations
5. People leadership
6. Strategic management
7. Legal expertise
8. Retail and commercial
9. Visitor economy
10. Change management
11. Digital disruption
12. Property development/management

Q21. Please comment on these skills, particularly if you think we have missed any skills?

not answered

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

The board must include members in business with professional qualifications preferably - and include representatives from the small business community as well as larger businesses - people who own businesses in the area and are taking the risks themselves rather than professional board members - real world perspective as well as corporate governance skills are essential

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Is represented on the Board through a skills selection process.
Is represented through a subcommittee or similar structure of the Board

Q24. Please comment:

not answered

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

not answered

**Respondent No:** 3**Login:** Anonymous**Email:** n/a**Responded At:** Jul 21, 2020 12:14:16 pm**Last Seen:** Jul 21, 2020 12:14:16 pm**IP Address:** n/aQ1. **Are you a city-based business?**

Yes

Q2. **Please provide your name:***Removed for privacy*Q3. **Please provide your email address:***Removed for privacy*Q4. **Please provide your comments on the proposed purpose of the subsidiary**

not answered

Q5. **What do you consider the Charter for the subsidiary should include? Please provide your comments below: **

The relationship between the business and property sector and Council.

Q6. **Which of the following functions are most critical for the subsidiary to deliver? Prioritising (1 being highest priority, 7 lowest priority) **

1. Retail promotions and offers
2. Creation of co-operative marketing opportunities for businesses and precincts to buy into.
3. City Wide Brand (Adelaide Designed for life)
4. Development and promotion of an annual calendar of events
5. Tourism Marketing (promoting experiences)
6. Promotion of City experiences (trails, heritage, walks)
7. Other

Q7. **If you selected 'Other' above, please specify:**

Addressing the rising vacant shops and offices appearing in mainstreets particularly after Covid. People are not attracted to a mainstreet full of vacancies.

Q8. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

Cities are facing increased physical competition and competition online. Unless the City takes a proactive approach to build a strong City economy there will be no shopping and dining in the City for residents in City apartments.

Q9. **Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority) **

1. Support growth of existing businesses
2. Support filling and/or activation of vacant properties
3. Support entrepreneurs and start-ups
4. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
5. Support development that stimulates residential growth

Q10. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

The Authority should have a section focused on attracting new businesses, retailers, hospitality and service businesses to fill vacant shops and make mainstreets vibrant again. The new Authority can bring businesses together to promote them as a complete package.

**Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) **

1. Co-operative campaigns to promote the destinations
2. Festivals and events
3. Business conferences, conventions, exhibitions
4. Tourism experience & packaging
5. Visitor information centre & visitor services
6. International students

Q12. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

Cooperative campaigns should be linked to City businesses to leverage the benefits of activities in the City to make the City economy stronger.

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Creating a united business voice
2. Explore cost savings through group purchasing
3. Research and market intelligence
4. Building business capability
5. Developing and supporting strategic partnerships (e.g. Business SA)

Q14. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

Businesses will be engaged if they are meaningfully involved. It is important that businesses can have a say without following political lines or changing directions after Council elections. Cost savings created with collective purchasing can drive savings to the business bottom line.

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

I think it is important to ask businesses what they need and then focus their financial contributions on those needs. These priorities may change over time but will remain in place to benefit business.

Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership?

Yes

Q17. Please comment

Funding should be considered from a Citywide levy but only if businesses can clearly see the benefits to their business. If they have a say in a transparent process they will be more willing to engage and contribute.

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. Retail and commercial
2. Strategic management
3. Business acumen
4. Property development/management
5. Economic development
6. Brand, marketing and public relations
7. People leadership
8. Visitor economy
9. Change management
10. Legal expertise
11. Financial management
12. Digital disruption

Q21. Please comment on these skills, particularly if you think we have missed any skills?

not answered

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

The Board should have a strong Commercial Leader as Chair. It cannot be Chaired by Council as it should be business led.

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Is represented on the Board through a skills selection process.

Q24. Please comment:

Skilled business leaders can be found in each of the Precinct Areas although they should be from a broader area than just the precinct boundaries. There are over 4000 businesses not even connected to a Precinct Group.

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

This is a very exciting stage in the future development and prosperity of our City.



Respondent No: 4

Login: Anonymous

Email: n/a

Responded At: Jul 21, 2020 13:03:31 pm

Last Seen: Jul 21, 2020 13:03:31 pm

IP Address: n/a

Q1. **Are you a city-based business?**

Yes

Q2. **Please provide your name:**

Removed for privacy

Q3. **Please provide your email address:**

Removed for privacy

Q4. **Please provide your comments on the proposed purpose of the subsidiary**

It is to act as a united, aligned and integrated city

Q5. **What do you consider the Charter for the subsidiary should include? Please provide your comments below: **

The charter should on the strategic marketing of the city centre to achieve the objectives of economic growth, investment attraction and stakeholder engagement through skills based representation of stakeholders rather than stakeholder representation.

Q6. **Which of the following functions are most critical for the subsidiary to deliver? Prioritising (1 being highest priority, 7 lowest priority) **

1. City Wide Brand (Adelaide Designed for life)
2. Development and promotion of an annual calendar of events
3. Tourism Marketing (promoting experiences)
4. Promotion of City experiences (trails, heritage, walks)
5. Retail promotions and offers
6. Creation of co-operative marketing opportunities for businesses and precincts to buy into.

Q7. **If you selected 'Other' above, please specify:**

not answered

Q8. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

The marketing of the city needs to align around a central cause and purpose and then branch into a series of sub brand villages each with their own unique purpose/brand which together make up the city wide experience.

Q9. **Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority) **

1. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
2. Support growth of existing businesses
3. Support entrepreneurs and start-ups
4. Support development that stimulates residential growth
5. Support filling and/or activation of vacant properties

Q10. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

A clearly defined Selling Proposition for Adelaide will help drive outside investment leading to growth that other local constituents can benefit from.

**Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) **

1. Festivals and events
2. Co-operative campaigns to promote the destinations
3. Business conferences, conventions, exhibitions
4. Tourism experience & packaging
5. International students
6. Visitor information centre & visitor services

Q12. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

Again focus on the unique aligned strategic position of Adelaide and support this with a strong focused calendar of events

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Research and market intelligence
2. Creating a united business voice
3. Building business capability
4. Developing and supporting strategic partnerships (e.g. Business SA)
5. Explore cost savings through group purchasing

Q14. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

As a united city group the key focus is on driving traffic into the centre. To drive traffic will require a dynamic but tailored strategy, this can only be create from truly understanding the "customer" base of who uses and is targetted to attract to the city. Information on brand preferences, experiences, spending patterns, access patterns etc will all contribute to greater clarity of strategies to attract tactics to use.

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

A detailed source of information to understanding and create customer (city user) intimacy

Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership?

Yes

Q17. Please comment

I believe there is an opportunity to generate revenue through advertising management across the city

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. Strategic management
2. Business acumen
3. Economic development
4. Brand, marketing and public relations
5. Retail and commercial
6. Change management
7. Financial management
8. People leadership
9. Visitor economy
10. Digital disruption
11. Legal expertise
12. Property development/management

Q21. Please comment on these skills, particularly if you think we have missed any skills?

Skills must align closely to the defined strategy - as with RMMA Board - Retail, Brand, Event Marketing, Financial, Property

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

The Skills Based board members must have a sense of ownership in representing their specific group of stakeholders. They must feel a sense of ownership to understand the dynamics of their stakeholder group while driving a "growth" mindset for the overall strategy, not necessarily union representation of the interests of their specific stakeholder group.

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Is represented on the Board through a skills selection process.

Q24. Please comment:

As mentioned previously, the mindset of the Board must be a constructive and growth oriented mindset, not a "fight for my piece" union like representative model.

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

In my opinion, the independence of the City Wide Model/Board is effectively establishing a Business Development arm for Council that has a clear growth agenda and is free to drive strategies to achieve this growth. It is structured like a branded portfolio of different villages with major established brands like RMMA and ACMA deserving of unique and specific support, while leading the evolution process for the developing village brands currently in all other precincts. Supporting this structure would be a centralised and aligned functional team for key activities like Event Mgt, Digital, CRM etc. The organisation has a strong connection to the community it represents but also a powerful understanding of the future potential for a consolidated, integrated and aligned city brand proposition.



Respondent No: 5

Login: Anonymous

Email: n/a

Responded At: Jul 21, 2020 16:12:21 pm

Last Seen: Jul 21, 2020 16:12:21 pm

IP Address: n/a

Q1. **Are you a city-based business?**

Yes

Q2. **Please provide your name:**

Removed for privacy

Q3. **Please provide your email address:**

Removed for privacy

Q4. **Please provide your comments on the proposed purpose of the subsidiary**

much needed to create better profile for the CBD, create synergy, make it an interesting place to work, visit and start your business

Q5. **What do you consider the Charter for the subsidiary should include? Please provide your comments below: **

experiences

Q6. **Which of the following functions are most critical for the subsidiary to deliver? Prioritising (1 being highest priority, 7 lowest priority) **

1. Tourism Marketing (promoting experiences)
2. Creation of co-operative marketing opportunities for businesses and precincts to buy into.
3. Promotion of City experiences (trails, heritage, walks)
4. City Wide Brand (Adelaide Designed for life)
5. Development and promotion of an annual calendar of events
6. Retail promotions and offers
7. Other

Q7. **If you selected 'Other' above, please specify:**

retail offering as high end shops: Louis Vuitton etc...

Q8. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

we need to attract people first with interesting experience before we can offer

Q9. **Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority) **

1. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
2. Support entrepreneurs and start-ups
3. Support development that stimulates residential growth
4. Support growth of existing businesses
5. Support filling and/or activation of vacant properties

Q10. **Please comment: ** tell us why you have prioritised functions in this way? Do you have any other comments?

new businesses creates creativity and new stories: this will then attract residence, creates growth for existing businesses and fill-up vacant properties

**Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) **

1. Tourism experience & packaging
2. Business conferences, conventions, exhibitions
3. Visitor information centre & visitor services
4. Co-operative campaigns to promote the destinations
5. Festivals and events
6. International students

Q12. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

difficult one as all are very important: could be nr1 for all

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Developing and supporting strategic partnerships (e.g. Business SA)
2. Creating a united business voice
3. Research and market intelligence
4. Building business capability
5. Explore cost savings through group purchasing

Q14. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

we need to work together first before move into other steps: partnerships then setting goals and rest will follow

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

no

Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership?

Yes

Q17. Please comment

a lot of work needs to be done

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. People leadership
2. Strategic management
3. Economic development
4. Visitor economy
5. Brand, marketing and public relations
6. Business acumen
7. Change management
8. Property development/management
9. Retail and commercial
10. Financial management
11. Legal expertise
12. Digital disruption

Q21. Please comment on these skills, particularly if you think we have missed any skills?

not answered

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

not answered

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Is represented on the Board through a skills selection process.

Q24. Please comment:

not answered

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

not answered



Respondent No: 6

Login: Anonymous

Email: n/a

Responded At: Jul 23, 2020 10:15:17 am

Last Seen: Jul 23, 2020 10:15:17 am

IP Address: n/a

Q1. **Are you a city-based business?**

Yes

Q2. **Please provide your name:**

Removed for privacy

Q3. **Please provide your email address:**

Removed for privacy

Q4. **Please provide your comments on the proposed purpose of the subsidiary**

I agree with the proposed purpose.

Q5. **What do you consider the Charter for the subsidiary should include? Please provide your comments below: **

- focus on collaboration between sectors and industries - economic growth that is related to positive social, cultural, environmental outcomes as well. - sustainable development across policy domains and strategies. - national and international positioning of the City.

Q6. **Which of the following functions are most critical for the subsidiary to deliver? Prioritising (1 being highest priority, 7 lowest priority) **

1. Tourism Marketing (promoting experiences)
2. Promotion of City experiences (trails, heritage, walks)
3. Development and promotion of an annual calendar of events
4. City Wide Brand (Adelaide Designed for life)
5. Creation of co-operative marketing opportunities for businesses and precincts to buy into.
6. Retail promotions and offers

Q7. **If you selected 'Other' above, please specify:**

not answered

Q8. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

- Cultural and creative tourism requires a thorough push and lots of collaboration between the arts and creative institutions, organisations, and businesses in Adelaide.

Q9. **Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority) **

1. Support growth of existing businesses
2. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
3. Support filling and/or activation of vacant properties
4. Support entrepreneurs and start-ups
5. Support development that stimulates residential growth

Q10. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

not answered

**Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) **

1. Visitor information centre & visitor services
2. Festivals and events
3. International students
4. Business conferences, conventions, exhibitions
5. Tourism experience & packaging
6. Co-operative campaigns to promote the destinations

Q12. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Research and market intelligence
2. Building business capability
3. Creating a united business voice
4. Developing and supporting strategic partnerships (e.g. Business SA)
5. Explore cost savings through group purchasing

Q14. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

not answered

**Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership? **

Yes

Q17. Please comment

not answered

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. Business acumen
2. People leadership
3. Strategic management
4. Visitor economy
5. Economic development
6. Change management
7. Digital disruption
8. Brand, marketing and public relations
9. Retail and commercial
10. Financial management
11. Property development/management
12. Legal expertise

Q21. Please comment on these skills, particularly if you think we have missed any skills?

- International cooperation and diplomacy

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

- Broad and diverse representation that can support collaboration and improve communication cross-sectors and industries as well as skills

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Is represented through a subcommittee or similar structure of the Board

Is represented on the Board through a skills selection process.

Q24. Please comment:

not answered

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

not answered



Respondent No: 7

Login: Anonymous

Email: n/a

Responded At: Jul 24, 2020 13:24:29 pm

Last Seen: Jul 24, 2020 13:24:29 pm

IP Address: n/a

Q1. **Are you a city-based business?**

Yes

Q2. **Please provide your name:**

Removed for privacy

Q3. **Please provide your email address:**

Removed for privacy

Q4. **Please provide your comments on the proposed purpose of the subsidiary**

I think that's great. I would like the new subsidiary to purposefully support retail in particular, ensuring real leverage from such festivals and events.

Q5. **What do you consider the Charter for the subsidiary should include? Please provide your comments below: **

.

Q6. **Which of the following functions are most critical for the subsidiary to deliver?Prioritising (1 being highest priority, 7 lowest priority) **

1. Development and promotion of an annual calendar of events
2. Creation of co-operative marketing opportunities for businesses and precincts to buy into.
3. Retail promotions and offers
4. Tourism Marketing (promoting experiences)
5. Promotion of City experiences (trails, heritage, walks)
6. City Wide Brand (Adelaide Designed for life)

Q7. **If you selected 'Other' above, please specify:**

not answered

Q8. **Please comment: tell us why you have prioritised functions in this way?Do you have any other comments?**

It's so important for precincts and retailers to be able to understand the overall plan and calendar of activity so they can spend their own marketing dollars in an effective way. More collaborative marketing opportunities need to be made available so everyone can make their marketing budgets stretch further.

Q9. **Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver?Prioritising (1 being highest priority, 5 lowest priority) **

1. Support growth of existing businesses
2. Support entrepreneurs and start-ups
3. Support filling and/or activation of vacant properties
4. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
5. Support development that stimulates residential growth

Q10. **Please comment: tell us why you have prioritised functions in this way?Do you have any other comments?**

not answered

**Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) **

1. Co-operative campaigns to promote the destinations
2. International students
3. Festivals and events
4. Tourism experience & packaging
5. Business conferences, conventions, exhibitions
6. Visitor information centre & visitor services

Q12. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Research and market intelligence
2. Explore cost savings through group purchasing
3. Developing and supporting strategic partnerships (e.g. Business SA)
4. Creating a united business voice
5. Building business capability

Q14. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

not answered

Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership?

Unsure

Q17. Please comment

not answered

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. Strategic management
2. Change management
3. Brand, marketing and public relations
4. Retail and commercial
5. Financial management
6. People leadership
7. Visitor economy
8. Business acumen
9. Property development/management
10. Economic development
11. Digital disruption
12. Legal expertise

Q21. Please comment on these skills, particularly if you think we have missed any skills?

not answered

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

not answered

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Establishment of a Precinct Consultative Committee (comprising representatives from all seven Precincts) that is represented in the Charter and formally engages with the Board

Q24. Please comment:

not answered

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

not answered



Respondent No: 8

Login: Anonymous

Email: n/a

Responded At: Jul 24, 2020 18:38:29 pm

Last Seen: Jul 24, 2020 18:38:29 pm

IP Address: n/a

Q1. **Are you a city-based business?**

Yes

Q2. **Please provide your name:**

Removed for privacy

Q3. **Please provide your email address:**

Removed for privacy

Q4. **Please provide your comments on the proposed purpose of the subsidiary**

I would suggest the word "sustainable" is added before economic growth. This can encompass social, economic and environmental sustainability

Q5. **What do you consider the Charter for the subsidiary should include? Please provide your comments below: **

a clear focus on KPIs - what would success look like from all angles?

Q6. **Which of the following functions are most critical for the subsidiary to deliver? Prioritising (1 being highest priority, 7 lowest priority) **

1. Development and promotion of an annual calendar of events
2. Tourism Marketing (promoting experiences)
3. City Wide Brand (Adelaide Designed for life)
4. Promotion of City experiences (trails, heritage, walks)
5. Creation of co-operative marketing opportunities for businesses and precincts to buy into.
6. Retail promotions and offers
7. Other

Q7. **If you selected 'Other' above, please specify:**

not answered

Q8. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

not answered

Q9. **Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority) **

1. Support growth of existing businesses
2. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
3. Support filling and/or activation of vacant properties
4. Support entrepreneurs and start-ups
5. Support development that stimulates residential growth

Q10. **Please comment: ** tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

**Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) **

1. Tourism experience & packaging
2. Festivals and events
3. Business conferences, conventions, exhibitions
4. International students
5. Co-operative campaigns to promote the destinations
6. Visitor information centre & visitor services

Q12. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Creating a united business voice
2. Developing and supporting strategic partnerships (e.g. Business SA)
3. Research and market intelligence
4. Building business capability
5. Explore cost savings through group purchasing

Q14. Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

not answered

Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership?

Yes

Q17. Please comment

not answered

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. Brand, marketing and public relations
2. Business acumen
3. Visitor economy
4. Strategic management
5. People leadership
6. Change management
7. Economic development
8. Retail and commercial
9. Financial management
10. Digital disruption
11. Property development/management
12. Legal expertise

Q21. Please comment on these skills, particularly if you think we have missed any skills?

not answered

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

not answered

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Is represented on the Board through a skills selection process.

Q24. Please comment:

not answered

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

not answered



Respondent No: 9

Login: Anonymous

Email: n/a

Responded At: Jul 25, 2020 12:34:38 pm

Last Seen: Jul 25, 2020 12:34:38 pm

IP Address: n/a

Q1. **Are you a city-based business?**

Yes

Q2. **Please provide your name:**

Removed for privacy

Q3. **Please provide your email address:**

Removed for privacy

Q4. **Please provide your comments on the proposed purpose of the subsidiary**

Good

Q5. **What do you consider the Charter for the subsidiary should include? Please provide your comments below: **

No idea

Q6. **Which of the following functions are most critical for the subsidiary to deliver? Prioritising (1 being highest priority, 7 lowest priority) **

1. Development and promotion of an annual calendar of events
2. Creation of co-operative marketing opportunities for businesses and precincts to buy into.
3. Promotion of City experiences (trails, heritage, walks)
4. City Wide Brand (Adelaide Designed for life)
5. Tourism Marketing (promoting experiences)
6. Retail promotions and offers
7. Other

Q7. **If you selected 'Other' above, please specify:**

not answered

Q8. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

not answered

Q9. **Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority) **

1. Support growth of existing businesses
2. Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)
3. Support entrepreneurs and start-ups
4. Support filling and/or activation of vacant properties
5. Support development that stimulates residential growth

Q10. **Please comment: tell us why you have prioritised functions in this way? Do you have any other comments?**

not answered

**Q11. Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority) **

1. Festivals and events
2. Visitor information centre & visitor services
3. Business conferences, conventions, exhibitions
4. Tourism experience & packaging
5. Co-operative campaigns to promote the destinations
6. International students

Q12. Please comment; tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q13. Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

1. Developing and supporting strategic partnerships (e.g. Business SA)
2. Research and market intelligence
3. Explore cost savings through group purchasing
4. Building business capability
5. Creating a united business voice

Q14. Please comment; tell us why you have prioritised functions in this way? Do you have any other comments?

not answered

Q15. Are there any functions that you consider to be important for the subsidiary to deliver that have not been previously mentioned? Please comment:

Attracting suburbans to the city! Parking is a massive issue in the City (way too expensive), and that's why people go shopping in Westfield or Bursnide shopping centers. We're loosing a lot of foot traffic and sales because of that! Adelaide City should be able to provide 2 hours free parking anywhere in the CBD (at least Friday/Saturday/Sunday) to motivate suburbans people spending their money in the City. Let's be honest, most of people living in the City are students. And students don't spend as much as mid-age workers. These mid-age workers live in suburbs. So we need to find a way to attract these people in the City.

Q16. Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership?

Unsure

Q17. Please comment

not answered

Q18. Please comment

not answered

Q19. Please comment

not answered

Q20. Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

1. Visitor economy
2. Brand, marketing and public relations
3. Retail and commercial
4. Economic development
5. Property development/management
6. Strategic management
7. Legal expertise
8. Digital disruption
9. Financial management
10. Business acumen
11. Change management
12. People leadership

Q21. Please comment on these skills, particularly if you think we have missed any skills?

not answered

Q22. Please provide any other comments that you may have on the establishment of the Board of Management?

not answered

Q23. Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)

Is represented on the Board through a skills selection process.
Establishment of a Precinct Consultative Committee (comprising representatives from all seven Precincts) that is represented in the Charter and formally engages with the Board

Q24. Please comment:

not answered

Q25. Is there anything we have missed or needs further discussion in relation to the development of the Charter for the subsidiary?

not answered

Item 4.1 - Attachment B

10.7 Your Say Adelaide Project Report

Item 4.1 - Attachment B

Project Report

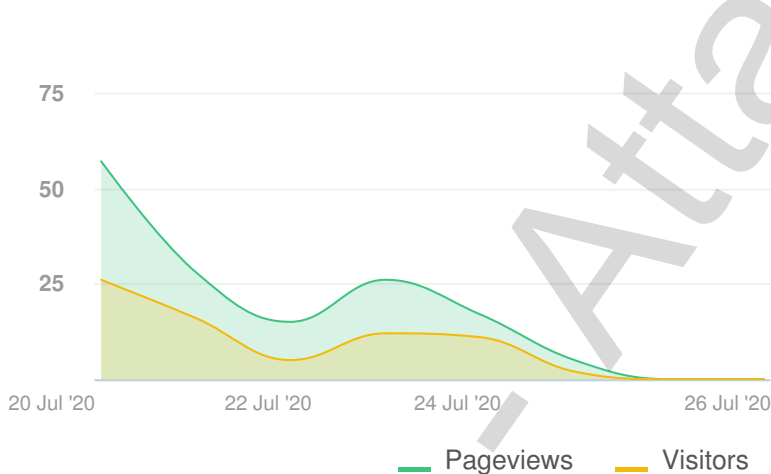
20 July 2020 - 27 July 2020

Your Say Adelaide

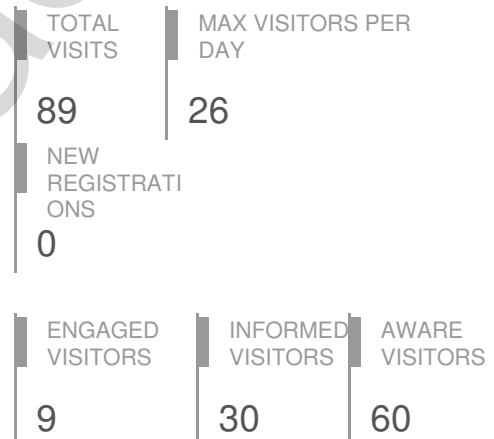
Developing a City Wide Business Model Charter



Visitors Summary

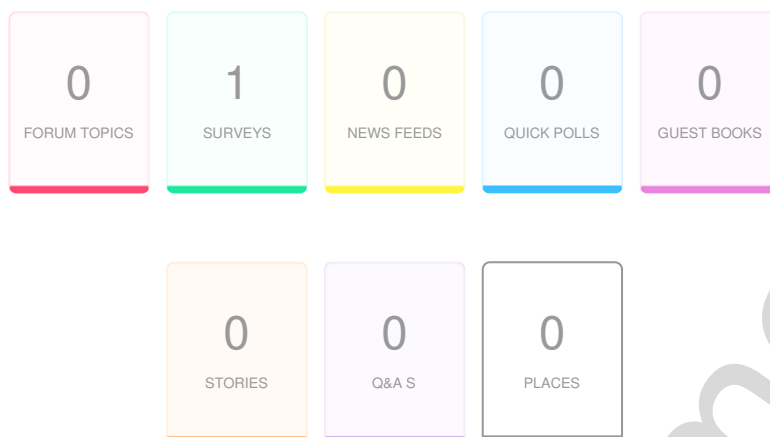


Highlights



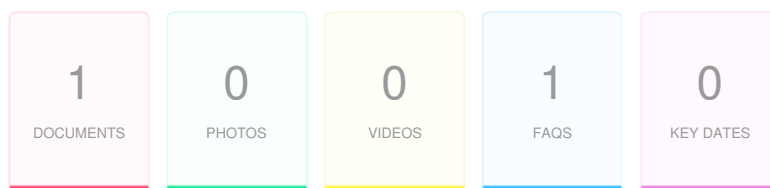
Aware Participants		Engaged Participants	
Aware Actions Performed	Participants	Engaged Actions Performed	Registered
Visited a Project or Tool Page	60		Unverified
Informed Participants	30	Contributed on Forums	Anonymous
Informed Actions Performed	Participants	Contributed in Surveys	
Viewed a video	0	Contributed to Newsfeeds	
Viewed a photo	0	Participated in Quick Polls	
Downloaded a document	12	Posted on Guestbooks	
Visited the Key Dates page	0	Contributed to Stories	
Visited an FAQ list Page	5	Asked Questions	
Visited Instagram Page	0	Placed Pins on Places	
Visited Multiple Project Pages	22	Contributed to Ideas	
Contributed to a tool (engaged)	9		

ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Developing a City Wide Business Model Charter	Published	32	0	0	9

INFORMATION WIDGET SUMMARY



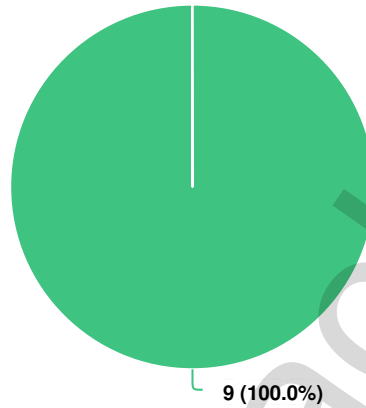
Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	City Wide Business Model: Background Information.pdf	12	14
Faqs	faqs	5	5
Key Dates	Key Date	0	0

ENGAGEMENT TOOL: SURVEY TOOL

Developing a City Wide Business Model Charter

Visitors 32	Contributors 9	CONTRIBUTIONS 9
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Are you a city-based business?



Question options

- Yes

Mandatory Question (9 response(s))

Question type: Radio Button Question

**Which of the following functions are most critical for the subsidiary to deliver?
Prioritising (1 being highest priority, 7 lowest priority)**

OPTIONS	AVG. RANK
Development and promotion of an annual calendar of events	2.89
Tourism Marketing (promoting experiences)	3.33
Creation of co-operative marketing opportunities for businesses and precincts to buy into.	3.33
City Wide Brand (Adelaide Designed for life)	3.56
Promotion of City experiences (trails, heritage, walks)	3.56
Retail promotions and offers	4.33
Other	7.00

Optional question (9 response(s), 0 skipped)

Question type: Ranking Question

Please rank in order of priority which investment attraction functions you see as critical for the success of the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

OPTIONS	AVG. RANK
Support growth of existing businesses	1.44
Attract new businesses and industries to move into the City of Adelaide (Leverage Lot 14, 10Gigabit Adelaide)	2.33
Support entrepreneurs and start-ups	3.22
Support filling and/or activation of vacant properties	3.89
Support development that stimulates residential growth	4.11

Optional question (9 response(s), 0 skipped)

Question type: Ranking Question

Please rank in order of priority which visitor economy functions you see as critical for delivery by the subsidiary. Prioritising (1 being highest priority, 6 lowest priority)

OPTIONS	AVG. RANK
Festivals and events	2.13
Business conferences, conventions, exhibitions	3.25
Co-operative campaigns to promote the destinations	3.25
Tourism experience & packaging	3.50
Visitor information centre & visitor services	4.38
International students	4.50

Optional question (8 response(s), 1 skipped)

Question type: Ranking Question

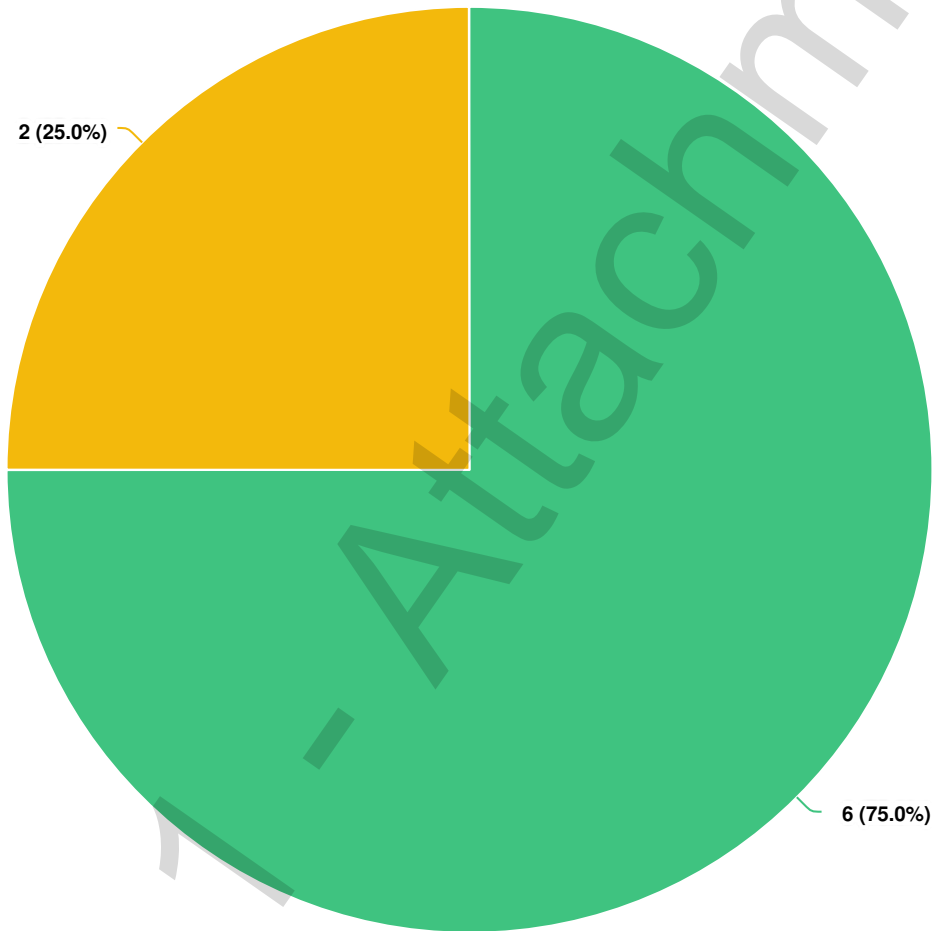
Please rank in order of priority which business support functions you see as critical for the subsidiary to deliver? Prioritising (1 being highest priority, 5 lowest priority)

OPTIONS	AVG. RANK
Research and market intelligence	2.22
Creating a united business voice	2.22
Developing and supporting strategic partnerships (e.g. Business SA)	2.89
Explore cost savings through group purchasing	3.78
Building business capability	3.89

Optional question (9 response(s), 0 skipped)

Question type: Ranking Question

Do you think that the subsidiary should seek to generate additional revenue sources to deliver its functions e.g. sponsorship(s), partnerships, membership?



Question options

- Yes
- Unsure

Optional question (8 response(s), 1 skipped)

Question type: Radio Button Question

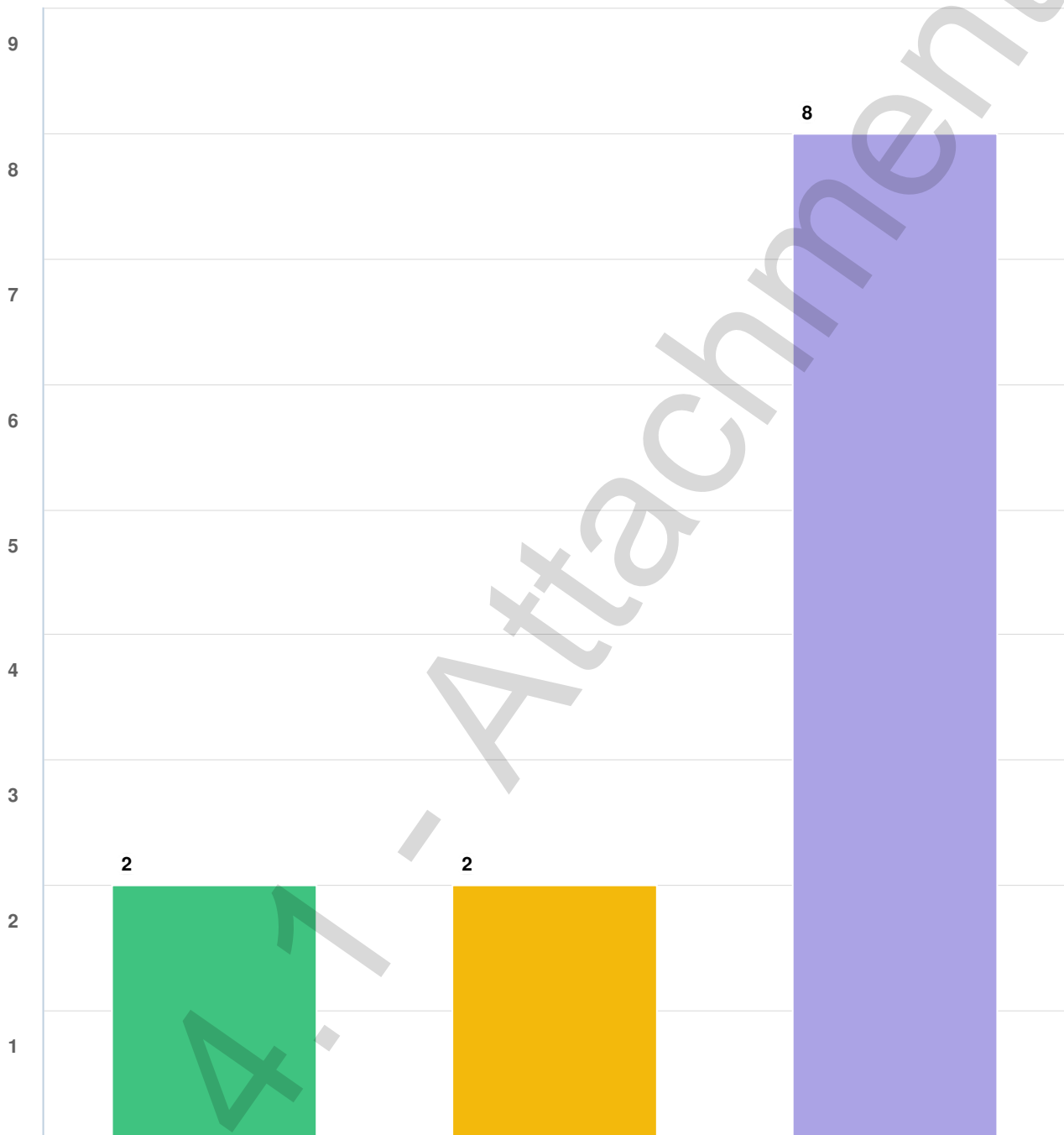
Please rank in order of priority which of the following range of skills, knowledge and experience that are most important? Prioritising (1 being highest priority, 12 lowest priority)

OPTIONS	AVG. RANK
Strategic management	3.33
Business acumen	3.89
Brand, marketing and public relations	4.33
Economic development	4.67
People leadership	5.44
Retail and commercial	6.00
Visitor economy	6.22
Change management	6.78
Financial management	7.89
Property development/management	8.89
Legal expertise	10.22
Digital disruption	10.33

Optional question (9 response(s), 0 skipped)

Question type: Ranking Question

Which option(s) do you think is the best way for the interests of City Precincts to be engaged with the subsidiary? (Please select all that apply)



Question options

- Establishment of a Precinct Consultative Committee (comprising representatives from all seven Precincts) that is represented in the Charter and formally engages with the Board
- Is represented through a subcommittee or similar structure of the Board
- Is represented on the Board through a skills selection process.

Optional question (9 response(s), 0 skipped)

Question type: Checkbox Question