



Council Agenda

AGENDA

NOTICE OF MEETING

Notice is hereby given that an ordinary meeting of Council will be held in the

**Council Chamber – Glenelg Town Hall
Moseley Square, Glenelg**

Tuesday 9 March 2021 at 7.00pm

**Roberto Bria
CHIEF EXECUTIVE OFFICER**

Please note: This agenda contains Officers' reports and recommendations that will be considered by the Council. Any confidential items listed on the agenda will be circulated to Members separately.



Ordinary Council Meeting Agenda

1. OPENING

The Mayor will declare the meeting open at 7:00pm.

2. KAURNA ACKNOWLEDGEMENT

We acknowledge Kaurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

3. SERVICE TO COUNTRY ACKNOWLEDGEMENT

The City of Holdfast Bay would like to acknowledge all personnel who have served in the Australian forces and services, including volunteers, for our country.

4. PRAYER

Heavenly Father, we pray for your presence and guidance at our Council Meeting. Grant us your wisdom and protect our integrity as we carry out the powers and responsibilities entrusted to us on behalf of the community that we serve.

5. APOLOGIES

5.1 Apologies Received

5.2 Absent

6. ITEMS PRESENTED TO COUNCIL

7. DECLARATION OF INTEREST

If a Council Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Council they are asked to disclose the interest to the Council and provide full and accurate details of the relevant interest. Members are reminded to declare their interest before each item.

8. CONFIRMATION OF MINUTES

Motion

That the minutes of the Ordinary Meeting of Council held on 23 February 2021 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____

Carried

9. PUBLIC PRESENTATIONS

9.1 Petitions - Nil

9.2 **Presentations - Nil**

9.3 **Deputations - Nil**

10. QUESTIONS BY MEMBERS

10.1 **Without Notice**

10.2 **On Notice**

10.2.1 Community Centres – Councillor Clancy (Report No: 79/21)

11. MEMBER'S ACTIVITY REPORTS - Nil

12. MOTIONS ON NOTICE

12.1 Installation of Speed Humps on Holder Road, Hove from King George Avenue to Esplanade – Councillor Fleming (Report No: 76/21)

13. ADJOURNED MATTERS - Nil

14. REPORTS OF MANAGEMENT COMMITTEES AND SUBSIDIARIES

14.1 Information Report – Southern Region Waste Resource Authority Board Meeting – 15 February 2021 (Report No: 78/21)

15. REPORTS BY OFFICERS

15.1 Items in Brief (Report No: 73/21)

15.2 Chapel Street Road Closure (Report No: 74/21)

15.3 Tourism Recovery Plan 2023 (Report No: 75/21)

15.4 Appointment to the Executive Committee Vacancy for the Glenelg Ward (Report No: 77/21)


15.5 Acting Arrangements in the Absence of the Chief Executive Officer (Report No: 81/21)

16. RESOLUTIONS SUBJECT TO FORMAL MOTIONS

Presented for the information of Members is a listing of resolutions subject to formal resolutions, for Council and all Standing Committees, to adjourn or lay on the table items of Council business, for the current term of Council.

17. URGENT BUSINESS – Subject to the Leave of the Meeting

18. CLOSURE



**ROBERTO BRIA
CHIEF EXECUTIVE OFFICER**

Item No: **10.2.1**

Subject: **QUESTION ON NOTICE – COMMUNITY CENTRES – COUNCILLOR CLANCY**

Date: 9 March 2021

QUESTION

Councillor Clancy asked the following question:

Can Administration provide for Kauri Parade Sports Centre run by Belgravia, Over 50s' club, Glenelg Community Centre, North Glenelg Community and Holdfast Bay Community Centre the following information:

- 1. What does council pay for each of the items listed below for each of the centres? The amount to be listed for each Centre for the last twelve months.**
 - a) Electricity
 - b) Gas
 - c) Water
 - d) Gardening
 - e) Cleaning
 - f) Repairs
 - g) Solar Systems
 - h) Air Conditioning
 - i) Council Rates
 - j) Administration costs for private operators
 - k) Administration for Council staff
 - l) Cost of Community Centre officer
 - m) Insurance
 - n) Painting inside
 - o) Painting outside
 - p) Car parks
 - q) Defibrillators
 - r) Fire checks
 - s) Electrical checks
 - t) Air conditioning checks

- 2. What costs allocation is placed on each centre for the Community Centres Council officer and other administration?**

3. Information be provided by 2 April, 2021.

BACKGROUND

Councillors need this information to assist in budget deliberations for 2021/2022.

ANSWER

An answer to this will be provided at the 23 March 2021 Council meeting.

Item No: **12.1**

Subject: **MOTION ON NOTICE – INSTALLATION OF SPEED HUMPS ON HOLDER ROAD, HOVE FROM KING GEORGE AVENUE TO ESPLANADE – COUNCILLOR FLEMING**

Date: 9 March 2021

PROPOSED MOTION

Councillor Fleming proposed the following motion:

That Administration come back with a report to Council investigating the installation of speed humps on Holder Rd Hove from King George Av to the Esplanade to reduce vehicle speeds.

BACKGROUND

In November and December 2020 I letterboxed my entire ward and was contacted by numerous residents concerned with the speed cars are using coming around the corner from King George Ave onto Holder Rd heading west.

Holder Rd is a road many motorists take to get to the beach or to start their 'esplanade cruise' to Seacliff.

Residents have mentioned they would like speed humps installed to slow down the drivers and make that road less appealing to start their 'car cruise'.

ADMINISTRATION COMMENT

Due to its restricted network connectivity, Holder Road would mainly be used by local residents. The roads narrow 6.6m width does not permit vehicles to park directly opposite one other. The on street parking coupled with the narrow road creates a slow speed environment which is reflected in the most recent traffic survey undertaken in February 2020 which identified a Mean Speed of 37km/h and an 85%ile speed of 46km/h.

A review of previous requests for speed humps along Holder Road noted 2 requests were received between 2006 and 2020, as well as 9 additional requests regarding speeding and other traffic related matters. A petition was also received in December 2006 requesting 50km/h speed limit signs and speed humps. Each of these investigations determined no traffic management treatment was warranted along Holder Road. Based on recent traffic data from February 2020, this would still be the case.

Item No: **14.1**

Subject: **INFORMATION REPORT – SOUTHERN REGION WASTE RESOURCE AUTHORITY BOARD MEETING – 15 FEBRUARY 2021**

Date: 9 March 2021

Written By: Chief Executive Officer

Chief Executive Officer: Mr R Bria

SUMMARY

The information reports of the Southern Region Waste Resource Authority (SRWRA) Board meeting held on 15 February 2021 are attached and provided for information.

RECOMMENDATION

- 1. That the Information Reports of the Southern Region Waste Resource Authority Board meeting held on 15 February 2021 be noted.**

RETAIN IN CONFIDENCE – Section 91(7) Order

- 2. That having considered Attachment 2 to Report No: 78/21 Information Report – Southern Region Waste Resource Authority Board Meeting – 15 February 2021 in confidence under Section 90(2) and 3(b) and 3(d) of the Local Government Act 1999, the Council, pursuant to Section 91(7) of the Act orders that Attachment 2 be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**
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COMMUNITY PLAN

Economy: Supporting and growing local business
Economy: Harnessing emerging technology
Environment: Building an environmentally resilient city
Environment: Using resource efficiently
Environment: Fostering an environmentally connected community
Culture: Being financially accountable

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary established by the Cities of Onkaparinga, Marion and Holdfast Bay (the "constituent councils"), pursuant to Section 43 of the Local Government Act, 1999. The functions of SRWRA include providing and operating waste management services on behalf of the constituent Councils.

In accordance with Section 2.5.2 of the SRWRA Charter - 2015, there shall be at least six ordinary meetings of the Board held in each financial year. Furthermore, Section 2.5.22 states that prior to the conclusion of each meeting of the Board, the Board must identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

In accordance with the above, identified agenda items from the Board Meeting held on 15 February 2021 are attached for Members information as Attachments 1 and 2 (Constituent Council Information Report –Public and Confidential).

Refer Attachments 1 & 2

BUDGET

Not Applicable

LIFE CYCLE COSTS

Not Applicable

Attachment 1



Constituent Council Information Report

- PUBLIC -

Board Meeting Date: 15 February 2021

Report By: Chief Executive Officer

Report

In accordance with Section 2.5.22 of the *Southern Region Waste Resource Authority Regional Subsidiary Charter - 2015*, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils:

Agenda Item	Report
2.2	<p>Finance - Draft Budget Review Two – Oct to Dec 2020 Report</p> <p>Summary – Draft Budget Review Two – Oct to Dec 2020 Finance Reports were presented to the Board for Adoption. The second budget review to 30 December indicates an increase in Operating Surplus from \$362K to \$512K.</p>
2.4	<p>Assessment of Planning and Zoning on current and future site activities</p> <p>Summary – The report was presented to the Board to gain expert advice regarding the impact of planning and zoning on current and future site activities in accordance with Action 1.11 of the SRWRA 2019 – 2026 Strategic Plan.</p>
2.5	<p>Strategic Plan Review Report</p> <p>Summary – The Charter requires SRWRA to formalise a five-year Strategic Plan linking the core business activities of the Authority to strategic, operational, and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period. SRWRA’s current Strategic Plan was adopted by the Board on 3 February 2020. A review of the Key Performances Indicators (KPI’s), indicating all but one KPI, relating to diversion of waste from landfill, is on track.</p>
2.6	<p>Policy Review – Asset Management Policy</p> <p>Summary – The Corporate Services Manager conducted a review of the Asset Management Policy. The reviewed draft, including reference to core SRWRA plans and documents, was presented to the Board for adoption in an updated layout.</p>
2.7	<p>Plant Asset Management Plan Review Report</p> <p>Summary - The Plant Asset Management Plan has been reviewed and updated building on current and contemporary asset management principles provided by the LGA and assessment of current asset condition. This plan will help ensure an agreed level of service is provided to SRWRA’s Constituent Councils and customers in the most cost-effective manner while identifying and managing associated risks. The updated Plan was presented to the Board for adoption.</p>

2.8 Audit Committee – Appointment of Board Member and Proxy
Summary - The SRWRA Board is required to nominate a Board member and a proxy representative for the Audit Committee. The term of current representatives, Mark Booth and John Smedley, expire at the end of February 2021.
The Board nominated Mark Booth and John Smedley for reappointment. Mark Booth accepted the nomination and John Smedley's nomination is subject to confirmation. (Subsequent to the meeting John Smedley accepted the nomination).

3.2 Risk Management Report

Summary -

Risk Register - The Risk Register reflects the current risks at the SRWRA site with minor changes since the November Board Meeting.

Skytrust – SRWRA has recorded twenty five incidents from 01 July 2020 to 31 December 2020 with two currently under investigation and all identified hazards addressed.

EPA Licence Related Register shows no complaints received since the November Board Meeting.

WHS & IM Plan – 2020 Plan has been completed. The 2021 Plan has been presented to the LGAMLS and is currently undergoing the peer review process. SRWRA is proceeding with nominated programs.

Tailored Implementation Program (TIP) – SRWRA applied for, and received, funding under the TIP program to assist further development of Traffic Management and Planning due to SRWRA's expanding operations. A Traffic Management Plan is currently at final consultation stage with the relevant SWMS in draft form for consultation.

General Management - The easing of COVID 19 restrictions has meant SRWRA is able to transition to some face to face Administration and Operational meetings, where appropriate, whilst still practicing social distancing. The SRWRA Board is provided with the option of attending a meeting or joining via electronic means.

Human Resources – SRWRA currently has one Workcover Claim in progress.

3.3 Operations Report

Summary –

Site Management

Update on Western Sideliner Project

Extension of the western sideliner is a critical project requiring completion for SRWRA to continue to receive waste and maintain effective landfill practices.

Staff turnover combined with a high operational and project delivery workload have resulted in the outsourcing of the sideliner project. Lucas Total Contract Solution (Lucas) have been appointed to deliver the works following a tender process.

Risk Awareness

Operators are encouraged to report hazards and implement fixed in field solutions where appropriate. Throughout December 2020 and January 2021 about 40 operator-initiated safety improvements have been completed, including review of lifting equipment, install of safety shower, locks on light tool boxes and review of first aid kits in plant and vehicles.

Item No: **15.1**

Subject: **ITEMS IN BRIEF**

Date: 9 March 2021

Written By: Personal Assistant

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

These items are presented for the information of Members.

After noting the report any items of interest can be discussed and, if required, further motions proposed.

RECOMMENDATION

That the following items be noted and items of interest discussed:

- 1. FOGO Trial Update**
 - 2. Local Roads and Community Infrastructure (LRCI) Grant Funding Update**
 - 3. Brighton Oval Redevelopment – Update**
 - 4. Single Use Plastic Ban**
 - 5. Beach Concerts**
 - 6. Glenelg District Cricket Club Safe Transport Club of the Year – Good Sports National Award Winner**
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COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

REPORT

1. FOGO Trial Update

We are thrilled with the current success of the opt in model which:

- Currently has 780 households participating, this representing 25% of the pilot zone. The pilot was open to only a maximum of 1000 households (3200 are eligible);
- Had an estimated 86.7% landfill diversion rate in November (based off collected landfill and FOGO tonnages of participating households);
- In a survey conducted in November, 98.5% of the 300 plus survey participants would **like to stay** with the current sustainable weekly FOGO/fortnightly landfill model after pilot has ended; and
- 96% of those surveyed also said that they were **very satisfied** with the **fortnightly landfill service**.

Administration has developed a proposed alteration to our current weekly FOGO trial. These alterations will provide us with community attitudes and diversion rates associated with a different participation model similar to what would be experience if the weekly FOGO/fortnightly landfill model was rolled out council area wide.

As well as continuing the current opt in approach with 780 households until at least September 2021 Administration have sought matched State Government funding to:

1. **Run two focus groups** (one for each pilot zone) with McGregor Tan research to identify attitudes and motivations for signing or not signing up to the current opt in model.
2. **Expanded recruitment for Opt in model** – Use behaviour change research to design and implement a second recruitment drive within the existing pilot zone to attract opt in from a broader section of the community (e.g. through social norms, incentives, and rewards).
3. **Run a small Opt out model** - Test an 'opt out' model with two streets (one in each pilot zone), to get a sample that is representative of the community. The two selected streets incorporate 224 households and currently have a high participation rates (28-29%) with the opt in model. The success of this low risk model will be tested with before and after audits of 450 bins (150 households X 3 bin streams).

2. Local Roads and Community Infrastructure (LRCI) Grant Funding Update

Council has received Local Roads and Community Infrastructure (LRCI) funding for Phase 2 of \$1.29M. The projects listed below is an extract from the grant application and are subject to Federal Government approval.

Project Name	Project Description / Problem Being Addressed	Total Project Cost	LRCI Phase 2 Funding Required *	Construction Start Date	Construction End Date
Accelerated Footpath Program	Rectifying identified defects relating to footpaths city wide. This will provide a compliant footpath reducing customer complaints.	\$300,000	\$300,000	29/03/2021	30/12/2021
Kauri Community Centre – Kitchen Upgrade	This project aims to upgrade the existing kitchen facilities to a commercial standard and address shortcomings and in turn expand opportunities for potential hire of the function centre..	\$29,000	\$29,000	30/05/2021	30/12/2021
CCTV upgrade and expansion	The City of Holdfast Bay owns and operates a precinct based CCTV network at locations throughout Glenelg and Brighton. This project aims to provide Council and its partners with upgraded security equipment and strengthened crime prevention opportunities by: <ul style="list-style-type: none"> • Expand coverage by installing new cameras along Jetty Rd Glenelg & foreshore to remove block spots. • Upgrade a number of existing cameras to modern standards, • Install a new fibre-optic backbone along Glenelg foreshore to improve performance • Upgrade existing backbone in Jetty Rd Glenelg • Video Management Software – upgrades • Upgrade servers / interface hardware. 	\$464,346	\$464,346	30/06/2021	30/12/2021

Project Name	Project Description / Problem Being Addressed	Total Project Cost	LRCI Phase 2 Funding Required *	Construction Start Date	Construction End Date
Glenelg Oval southern Retaining wall repairs	Construction of new retaining wall on boundary of Glenelg Oval and Glenelg Primary School. This will also include improved pedestrian access to the oval from the school, landscaping and demolition of the current retaining wall.	\$169,000	\$169,000	29/03/2021	30/12/2021
Seacliff Hockey Club – Safety Netting	<p>The proposed netting project will enable the club to utilise the entire playing surface in a safe manner, whilst also taking into account the sustainability and longevity of the playing surface, which has been a significant investment. It is also fundamental in the improvement and development of all players at the club.</p> <p>The club is restricted in utilising all areas of the playing surface, due to wear and tear. Providing netting that runs parallel to the playing pitch will allow training to take place across all areas of the playing surface, minimising wear and tear to the Northern and Southern Ends (goal circles).</p>	\$25,000	\$25,000	30/06/2021	30/12/2021
Moseley Street Glenelg road upgrade – pavement rehabilitation – Robert St to Pier St	Description: Moseley Street is due for road rehabilitation in order to repair significant defects that will soon become traffic hazards. As one of Council's premier roads, Moseley Street project will also include permeable pavement in the parking bays to better protect our natural infrastructure and reduce the amount of stormwater entering our marine environment.	\$459,000	\$300,000	29/03/2021	30/12/2021

3. Brighton Oval Redevelopment - Update

Last update on the Stage 1 and Stage 2 of Brighton Oval Redevelopment covered progress till late-October 2020.

- The three Brighton Oval buildings are fully functional. Minor defects are being rectified by the builder as and when they are identified.

- The solar panels for three buildings have been installed and are functional.
- Sporting clubs requested installation of additional acoustic measures to reduce the noise issues in the club rooms. This will be considered if project savings are available to fund the works.

Stage 2 (Civil Works) Upgrade

- Except for subsurface drainage works and minor installations, the Stage 2 works are essentially complete.
- The completed works includes various sporting field installations such as goal netting for Lacrosse field and picket fencing around the football oval.
- The completed works includes significant improvements to Highet Avenue which created additional car parking spaces, new drainage, new footpath, upgraded pedestrian crossings, plantings, etc.

Budget

- Budget for Stage 1 (buildings) and Stage 2 (civil works) are currently within the respective budgets.

Communications

- An opening day for the Brighton oval is being planned for 11 April 2021.
- The website, www.brightonoval.com.au, provides project progress for the community.

4. Single Use Plastic Ban

On 1 March 2021, the Mayor received correspondence from Hon David Speirs, Minister for Environment and Water marking the commencement of the Government's ban on the sale and distribution of specific single use plastic products in South Australia.

Refer Attachment 1

5. Beach Concerts

The City of Holdfast Bay hosted 'By The C' and 'SummerSalt' concerts on 13 and 14 February 2021 on Glenelg Beach.

The approved concerts were staged by Zaccaria Concerts and Touring with the City of Holdfast Bay supporting operational delivery.

The City of Holdfast Bay and Zaccaria worked closely with SA Health to establish an approved COVID Management Plan. SA Health granted final approval two days prior to the events.

The event was separated into three zones and within each zone 'pods' were created. The 500 person 'pods' were a South Australian first since with outbreak of the pandemic, being the largest approved general admission event of its type.

'By The C' was attended by 3,759 and 'SummerSalt' 6,109 with a total of 9,868 over the two concerts.

Based on analysis of concerts held in early 2020 – an attendance of 10,000 delivered an economic impact \$1,200,000 to the Glenelg precinct.

- 5% of attendees would be from the City of Holdfast Bay;
- 10-15% of attendees would be from interstate; and
- 85-90% would be from South Australia.

6. Glenelg District Cricket Club Safe Transport Club of the Year – Good Sports National Award Winner

The Glenelg District Cricket Club is proud to be the 2020 Good Sports Safe Transport Club of the Year. This award recognises the club's commitment to the safety of their members and the community. The club consistently goes above and beyond the requirements of the program and shows outstanding dedication to building a healthier, more family friendly sporting environment where, everyone feels welcome. Good Sports were extremely impressed by the clubs commitment to implementing the Good Sports program and are being acknowledged for providing safe transport options at the club. They focus on the safety and wellbeing of their members and are very proud of this achievement.

Good Sports is a free Australia-wide program building stronger community sporting clubs. Sport is an integral part of our community. It fosters connection, trust, loyalty and pride. The club should be very proud of the role they play in our broader community and their passion towards providing the best possible environment for their members.

Attachment 1



21EW0012395



**Government
of South Australia**

Office of the Minister for
Environment and Water

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Adelaide SA 5000

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Adelaide SA 5001

Tel 08 8463 5680
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Mayor Amanda Wilson
City of Holdfast Bay
Email: awilson@holdfast.sa.gov.au

Dear Mayor Wilson

Amanda,

Today marks the commencement of the Marshall Liberal government's ban on the sale and distribution of a number of single-use plastic products here in South Australia. I am proud to be part of a government that has worked hard to deliver this important and progressive environmental reform.

As you know, South Australia is the first jurisdiction in the country to pass pioneering legislation that bans single-use plastic items including cutlery, straws and drink stirrers. Then, this time next year, oxo-degradable plastic products as well as expanded polystyrene food and beverage containers (such as cups, bowls, plates and clam-shell containers) will also be banned. I have stated a number of times how ambitious I am for the expansion of this legislation, which has been developed in such a way that more products can be added into the future.

Two years ago I announced that our government would begin pursuing this legislative reform and subsequently commenced consultation for feedback from the community. The response was overwhelmingly positive. We established a stakeholder taskforce and drafted a Bill that community and industry were all able to engage on. Working closely with our valued stakeholder groups from the outset has enabled a smooth transition period, which has secured strong support.

I cannot state enough how important this reform is, not only for our environment, but also to further secure South Australia as a national leader in waste management. From the establishment of the Container Deposit Scheme in 1977 to banning lightweight plastic shopping bags in 2008, we have always led the charge. And today we are once again setting the example.

I would like to acknowledge the stakeholder taskforce and the team at Green Industries SA for all their hard work in shaping this legislation and working hard to enable this commencement date.

For further information and resources for successfully implementing the use of appropriate products, please visit www.replacethewaste.sa.gov.au.

Thank you for all you are doing to make South Australia more sustainable and supporting our circular economy.

Yours sincerely


DAVID SPEIRS MP
Minister for Environment and Water

Date: 01/03/2021

Item No: **15.2**

Subject: **CHAPEL STREET ROAD CLOSURE**

Date: 9 March 2021

Written By: Strategic Planner

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

Council approved the detailed design of the first stage of the Jetty Road Glenelg Masterplan on 19 January 2019, which included the creation of a pedestrian friendly space as Chapel Plaza.

The design requires the closure of the northern end of Chapel Street between Jetty Road and Milton Street and Council approved the associated public consultation activities be undertaken in line with the requirements of the Road Traffic Act, Section 32 on 10 December 2020.

The requirements of *Road Traffic Act 1961* Section 32 have been followed, feedback has been received and Council is now requested to formally proceed with the closure.

RECOMMENDATION

That Council:

- 1. consider all written submissions received during the consultation period;**
- 2. resolve to close the portion of Chapel Street between Jetty Road Glenelg and Milton Street from Tuesday 6 April 2021 and cause the publication of the resolution as required by Section 32 (1) of the *Road Traffic Act 1961*;**
- 3. approve the removal 4 car parks in Chapel Street (3 within the area of closure, and 1 south of Milton Street) to enable successful implementation of the design;**
- 4. approve the implementation of a school drop off and pick up clearway between 8 - 9 am and 3 - 4 pm on school days on the eastern side of Chapel Street, south of Milton Street;**
- 5. approve the removal of 3 car parks in Milton Street on the northern side and change 3 car parks on the southern to no parking at all times, with a 2 minute 'kiss and drop' zone between 8 - 9 am and 3 - 4 pm on school days; and**

- 6. confirm the relocation of the vehicle access point to the rear of St Andrew's by the Sea to Milton Street as part of the delivery of the Chapel Plaza and Hindmarsh Lane project.**
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COMMUNITY PLAN

Placemaking: Creating lively and safe places

Placemaking: Developing walkable connected neighbourhoods

Placemaking: Building character and celebrating history

Community: Providing welcoming and accessible facilities

Economy: Supporting and growing local business

Economy: Boosting our visitor economy

Environment: Building an environmentally resilient city

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Road Traffic Act 1961

BACKGROUND

The closure of Chapel Street enables delivery of the first stage of the Jetty Road Glenelg Masterplan, endorsed on 13 February 2018 (C130218/1032).

Council committed funding for detailed design for the creation of Chapel Plaza in the 2018/19 financial year and on 29 January 2019, Council endorsed (C290119/1367) expansion of the project scope and budget to include additional funding for a combined commitment of \$1.8 million for construction of both Chapel Plaza and Hindmarsh Lane (subject to matching grant funding). The expanded design included the extension of the Chapel Plaza to Milton Street and moving new toilets to Hindmarsh Lane.

The Department of Planning, Transport and Infrastructure (DPTI) awarded a construction grant for a value of \$1.7 million. Further funding was granted by the Department of Communities and Social Inclusion (DCSI) for a Changing Places Toilet facility.

Engagement with properties owners and businesses surrounding Chapel Street and Hindmarsh Lane was undertaken on the design concepts from March 2019. At the meeting on 23 July 2019, Council noted (C230719/1557) the feedback received during engagement with key stakeholders on Chapel Plaza and Hindmarsh Lane designs and acknowledged that final designs would be brought back to Council for endorsement.

In June 2019, Council considered a number of short and long term changes to improve pedestrian safety and ease traffic congestion in Chapel Street south in response to concerns raised with traffic management along Milton Street and interactions with pedestrians, with a particular focus of safety for school children at the peak periods associated with school pick up times. Council resolved to consult with residents and nearby businesses on providing a clearway on the eastern side of Chapel Street south during school pick up and drop off times once construction on Chapel Plaza commenced, installing a left turn only sign at the exit from Milton Street to Jetty Road, and considering a new initiative in the 2020/21 budget process for the construction of the raised platform at the intersection of Milton Street and Chapel Street to improve pedestrian safety (C250619/1524). The left turn sign exiting from Milton Street to Jetty Road was installed in 2019. The proposed raised platform was considered as part of the 2020/21 budget but was not funded as it was deemed unnecessary at this time. The intended creation of a school drop-off/pick-up clearway was referenced in the road closure process, which commenced in November 2020.

As part of detailed design, traffic modelling of the paths trucks would take to access the two properties directly affected by the proposed road closure were undertaken to ensure that large service vehicles could safely enter and exit both the Chapel Plaza private lane and the relocated church entrance on Milton Street.

Design elements such as planter boxes, light poles and bollards were included in the design to delineate the vehicle area from dedicated pedestrian areas. Appropriate paving was also specified to enable heavy vehicle use in designated areas. On 10 December 2019 Council endorsed the final designs for Chapel Plaza and Hindmarsh Lane and commencement of the construction tender process.

Construction was due to commence in April 2020, but was delayed in response to requests received from Jetty Road traders and the Jetty Road Mainstreet Committee. COVID-19 resulted in a substantial increase in people shopping locally and the project site is adjacent to grocery-type retailers who particularly enjoyed a surge in patronage.

REPORT

On 10 November 2020 (C101120/2123) Council agreed to undertake required consultation pursuant to section 32 of the *Road Traffic Act 1961* prior to making a decision regarding the closure of part of Chapel Street to create a pedestrian plaza.

Public Consultation commenced on 13 November 2020 and concluded on the 14 December 2020. As required by the *Road Traffic Act 1961*, consultation activities included a public notice in the Advertiser and notices sent to businesses and residents within the directly affected area of the closure, inviting feedback about the road closure. Concurrently a project update flyer was distributed widely in the Jetty Road Glenelg area, which also referred the road closure process and referred to the website for more information.

Results of consultation

One submission was received in response to the consultation, from the St Andrews by the Sea Church, expressing concern about changes to their vehicle access. The submission is provided as Attachment 1.

Refer Attachment 1

No other submissions regarding the road closure or changes to the parking were received.

Impacts on St Andrew's by the Sea

The current access to the Church property/car parking is via Chapel Street, near the corner of Milton and Chapel Streets. The existing property access does not meet Australian Standard AS2890.1 in relation to the egress of trucks, and Council has consequently proposed an alternative access to the property from Milton Street, as indicated in the detailed designs approved by Council in December 2019.

The proposed Milton Street access was designed by Tonkin Engineering and considers the current environment, traffic requirements, frequency of vehicles, frequency of pedestrians and vehicle types. The vehicle access requirements to the back of the church are considered constant, which is incompatible with a pedestrian plaza.

The proposed change in access for Church property users will result in:

- loss of 1 car park from the car park behind St Andrew's By the Sea
- loss of 3 short-term (1 hour 9-5 Mon-Sat/2 hour 9-5 Sun) car parks on the northern side of Milton Street to accommodate the new cross-over location.

A trial of the alternative access point from Milton Street commenced in January 2020 to ensure the design would be practical for Church property users.

The Church's preference is to retain the existing access from Chapel Street, however this is not feasible in terms of meeting relevant Australian Standards or achieving the design objectives of Chapel Plaza. Therefore, it is recommended that the new access point be created to Milton Street, per the existing designs and per the approved project budget. However, to accommodate some of the concerns raised by Church representatives during the trial, it is recommended that additional changes be made to parking in Milton Street, namely:

- removing 3 short-term (15min any time/2hours on Sunday between 9am and 5pm) car parks on the southern side of Milton Street to enable safe ingress and egress from the new access point and to meet relevant Australian Standards
- maintaining the 2 minute 'kiss and drop' between 8-9am and 3-4pm on school days along the southern side of Milton Street to facilitate school drop-offs and pick-ups.

*Other properties affected by proposed road closure**Private lane access*

Chapel Street access to the private Lane at the rear of shops 94 Jetty Road Glenelg has been maintained by creating a trafficable paved area and signage for deliveries and waste management vehicle to enter the closed area of Chapel Street. These activities are not considered as constant and therefore can be accommodated within a pedestrian plaza.

Environmental design elements such as bollard and planted garden beds have been included in the design to delineate the primary pedestrian areas.

School and pedestrian traffic and safety

In 2019 Administration considered a number of short and long term changes to improve pedestrian safety and ease traffic congestion in Chapel Street south in response to concerns raised with traffic management along Milton Street and interactions with pedestrians, with a particular focus of safety for school children at the peak periods associated with school pick up times. This led to the recommendation to create a clearway for school drop-offs and pick-ups on the eastern side of the southern end of Chapel Street.

No formal submission was lodged by St Mary's School in response to the road closure consultation however, following recent discussions with the school's Principal, Administration understands that there is support for a school drop-off and pick-up clearway on the eastern side of Chapel Street south.

Summary

The proposed road closure enables the creation of a public plaza in line with the detailed designs for the area approved by Council in December 2019.

As well as enabling the creation of an inviting new public space for activation, the road closure will enable pedestrian safety to be addressed in this area, in particular, safe 'kiss and drop' areas for children attending St Mary's School.

Nevertheless, there are some attendant, necessary losses of car parking, namely:

- 3 car parks in Chapel Street north (plaza area)
- 1 car park in Chapel Street south (to accommodate larger vehicles turning left from Milton Street to High Street and delivering to 94 Jetty Road rear Laneway)
- 3 car parks in Milton Street, northern side (to accommodate the new Church access)
- 3 car parks in Milton Street, southern side (to meet Australian Standards in relation to the new Church access).

Refer Attachment 2, 3 & 4

BUDGET

All costs associated with this recommendation are within the current project budget for Chapel Plaza and Hindmarsh Lane.

LIFE CYCLE COSTS

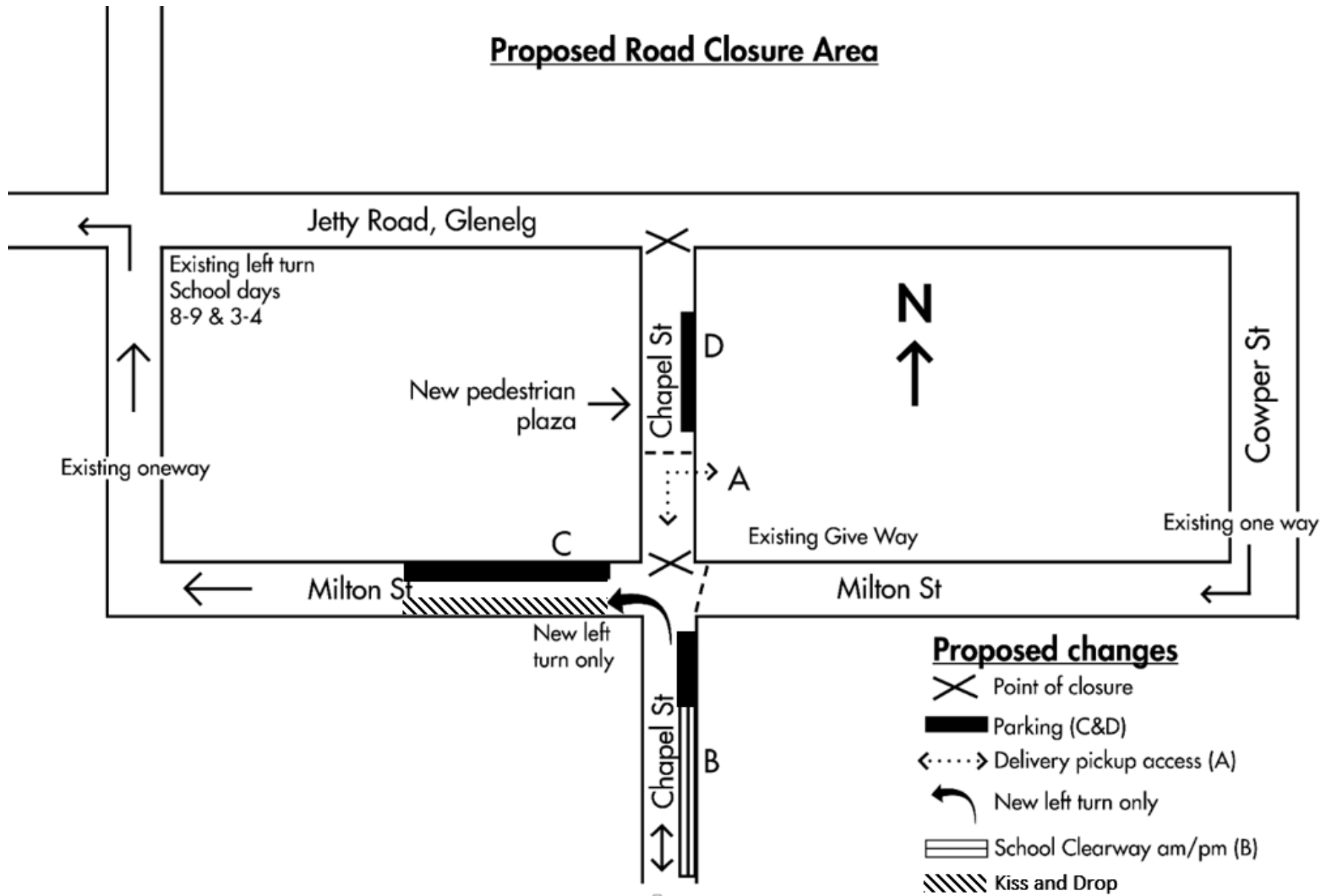
Materials have been selected with long term considerations in mind and financial and asset management plans will be updated following construction.

Attachment 1



Attachment 1 Parking Map for Chapel Plaza Road Closure

Proposed Road Closure Area



Attachment 2



From: [Morrie Croucher](#)
To: [Chapel Plaza Project](#); [Holdfast Mail](#)
Cc: [Caroline Chapman](#); [Rebecca Abley](#); [Nick Bond](#)
Subject: Jetty Road Master Plan - Proposed road closure
Date: Tuesday, 1 December 2020 3:34:31 PM
Attachments: [20180894_AutoTurn_SUEZ_FEL.PDF](#)
[20180894_AutoTurn_V6.pdf](#)

Attention Ms P Jackson

Dear Ms Jackson

I write in response to your letter dated 13 November, 2020 on behalf of St Andrews Uniting Church, Glenelg to express my concern re the proposed relocation of the entrance to the Church carpark to Milton Street.

I am currently in discussions with the City of Holdfast Bay's Strategic Planner and Manager, Strategy and Governance about issues affecting the church including the proposed relocation of the church carpark entrance and hope the following concerns will be addressed.

In the interim I write to express my concerns in accordance with the road closure process pursuant to the South Australian Road Traffic Act.

My major area of concern relates to the safety of vehicles exiting from the proposed relocated crossover in Milton Street. The church has several vehicles using the carpark including cars and trucks up to 11.0m long.

I don't believe there is sufficient space in Milton street for the vehicles to enter and exit safely with vehicles parked on the southern side of the road. I am concerned at possible damage to these cars unless carparks on the southern side of the street opposite the proposed access are removed.

I understand this is currently being examined by the City of Holdfast Bay's traffic engineer.

I have been provided with Tonkin Traffic Engineers swept paths (attached) for vehicles which shows the path to be taken is extremely tight. While it might just be workable in theory, many cars aren't parked within the parking lines which could further restrict the amount of space available to exit.

I am also concerned that only 2 carparks will be removed from the northern side of Milton Street in front of the proposed crossover. I don't believe that this will suffice or is in accordance with traffic regulations.

At present, the church users can exit to the north, south and west from the current carpark exit point. We also request permission to exit the carpark to the East of Milton Street before continuing south along Chapel Street.

I am awaiting a temporary crossover to be installed in order to trial the proposed arrangement and come to an agreement, however, if not acceptable, we would request retaining the current location for the church carpark entry.

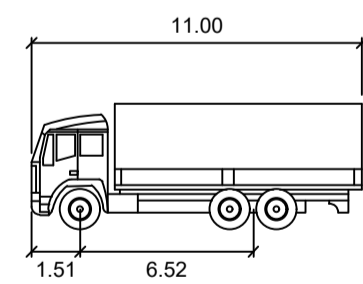
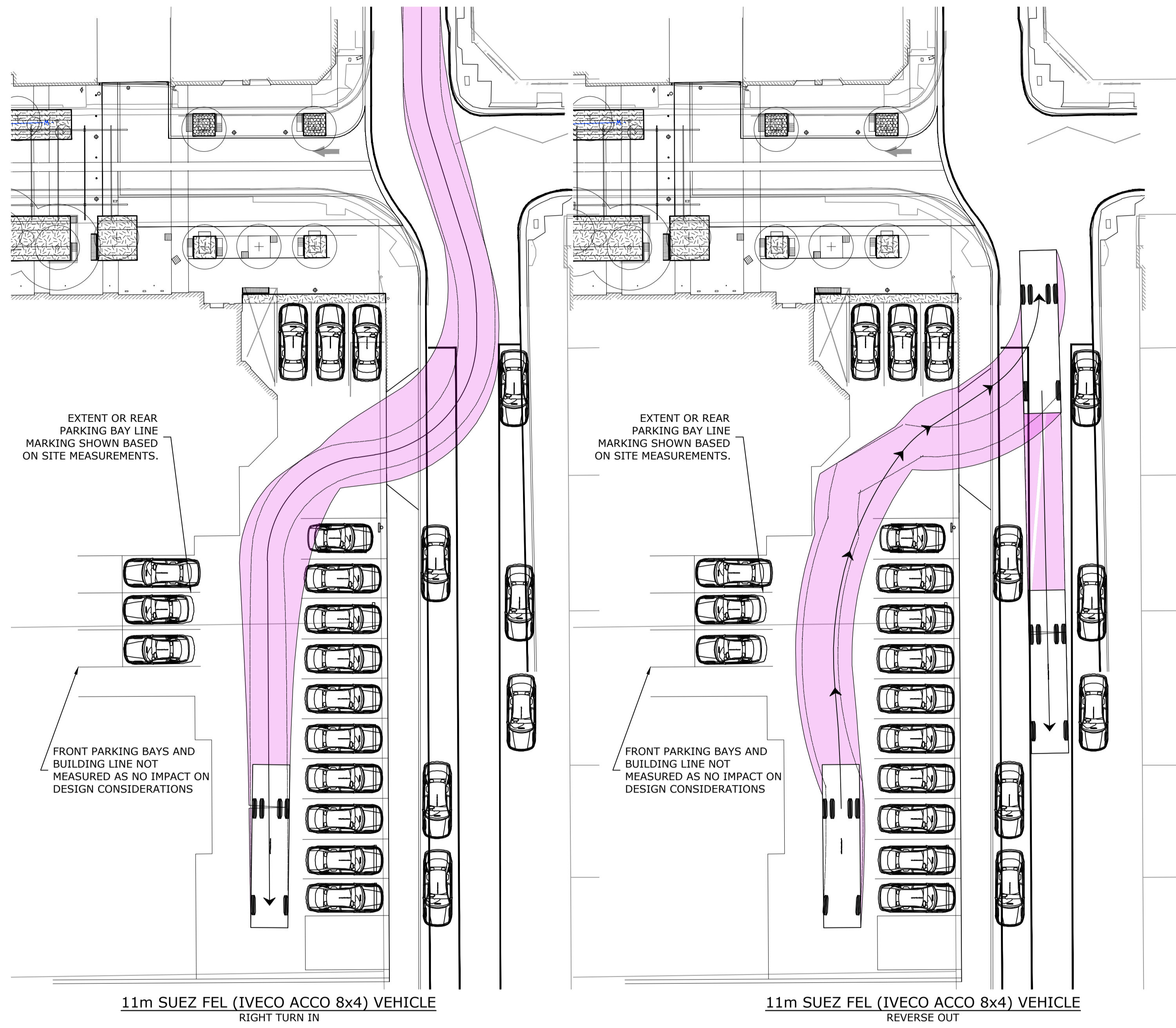
Kind Regards

Morrie Croucher
Mobile 0409 475454

Treasurer

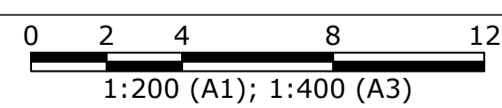
Attachment 3





SUEZ FRONT LIFT Garbage Truck (IVECO ACCO 8x4)
 meters
 Width : 2.50
 Track : 2.50
 Lock to Lock Time : 6.0
 Steering Angle : 42.0

VEHICLE TEMPLATES
 N.T.S.



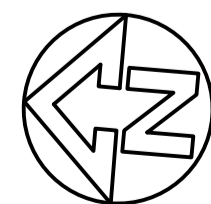
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SCALE: 1:200

SURVEYED: A.C.S.
 SURVEY DATE: OCT 2018

COORDS & DATUM
 MGA94 ZONE 54
 ALL LEVELS TO A.H.D.

SHEET SIZE
A1



PUBLIC UTILITIES:
 THE SERVICES SHOWN ARE DERIVED FROM PLANS OBTAINED FROM THE RELEVANT SERVICE AUTHORITIES. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO ARRANGE WITH THE RELEVANT SERVICE AUTHORITIES FOR CONFIRMATION OF SERVICES AND THEIR LOCATION BEFORE EXCAVATION WORK COMMENCES.

THIS DRAWING IS TO BE VIEWED IN COLOUR AS SOME FEATURES / SYMBOLS ARE DIFFERENTIATED BY COLOUR. DRAWING NOT TO BE RELIED ON IF PRINTED IN GREYSCALE.

PRELIMINARY



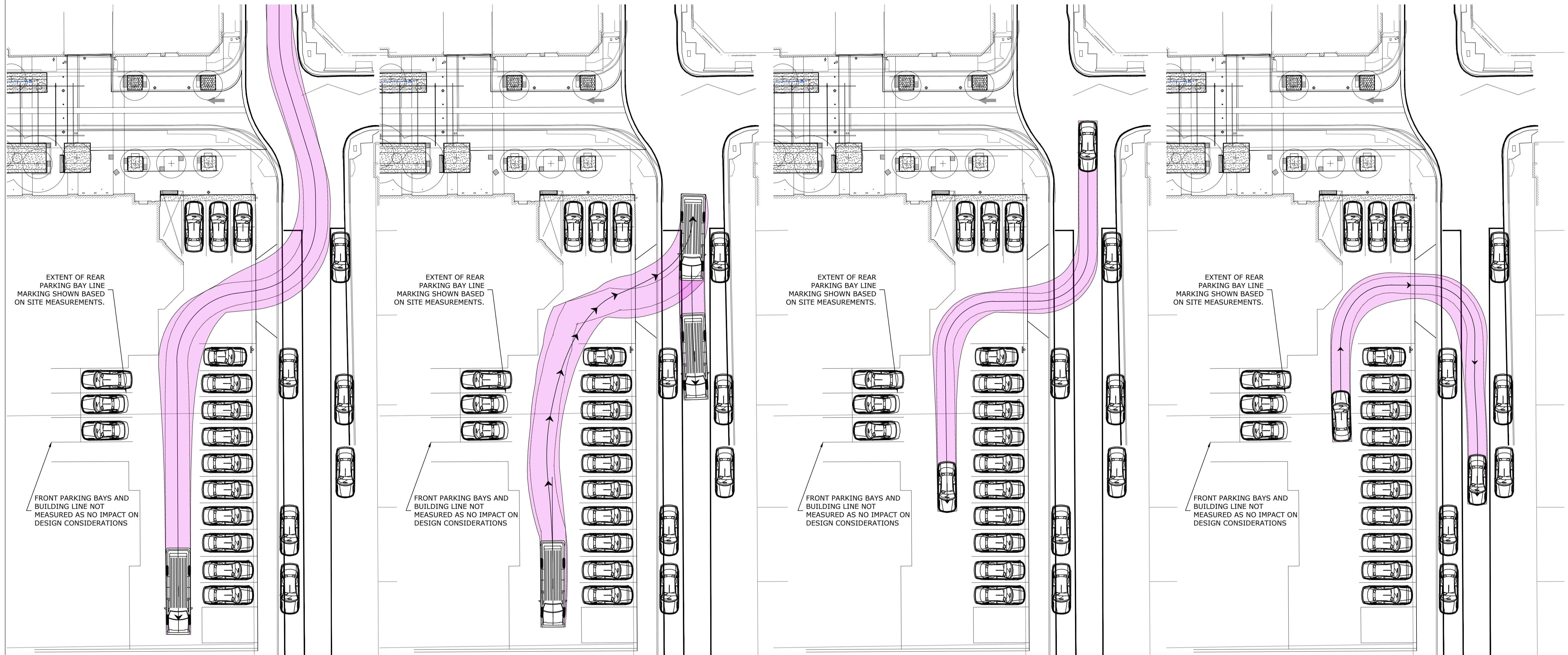
CITY OF HOLDFAST BAY
 JETTY ROAD MASTERPLAN
 CHAPEL STREET AND HINDMARSH LANE
 TURN PATHS - CHAPEL STREET CHURCH CARPARK

REV	ISSUED FOR INFORMATION / AMENDMENT / REASON FOR ISSUE	DATE	DES.	DWN.	DWGCHK.	VERIFIED	APPROVED
A	ISSUED FOR INFORMATION	14.08.19	BJK	LB	LB		

FILENAME:	JOB NUMBER	SHEET NUMBER	REVISION
20180894_11_AUTOTURN.DWG	20180894	103	A

Attachment 4



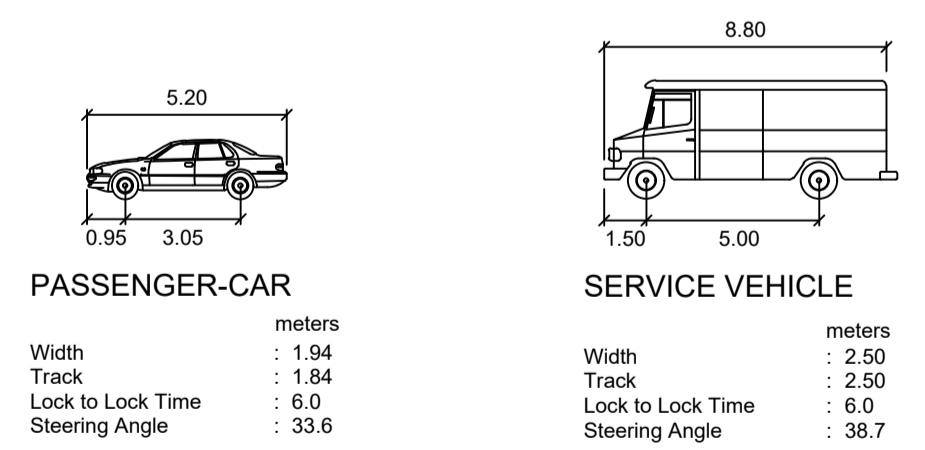


8.8m SERVICE VEHICLE
RIGHT TURN IN

8.8m SERVICE VEHICLE
REVERSE OUT

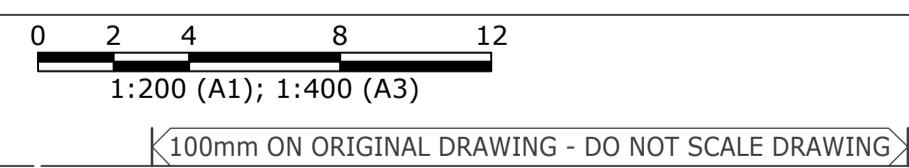
5.2m PASSENGER VEHICLE
RIGHT TURN IN

5.2m PASSENGER VEHICLE
RIGHT TURN OUT



PASSENGER-CAR		SERVICE VEHICLE	
meters		meters	
Width	: 5.20	Width	: 8.80
Track	: 1.94	Track	: 2.50
Lock to Lock Time	: 6.0	Lock to Lock Time	: 6.0
Steering Angle	: 33.6	Steering Angle	: 38.7

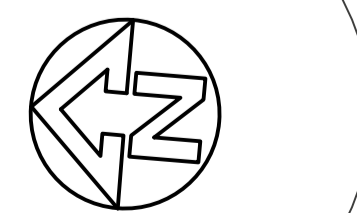
VEHICLE TEMPLATES
N.T.S.



SCALE: 1:200
SURVEYED: A.C.S.
SURVEY DATE: OCT 2018

COORDS & DATUM
MGA94 ZONE 54
ALL LEVELS TO A.H.D.

SHEET SIZE
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PRELIMINARY



CITY OF HOLDFAST BAY
JETTY ROAD MASTERPLAN
CHAPEL STREET AND HINDMARSH LANE
TURN PATHS - CHAPEL STREET CHURCH CARPARK

FILENAME:	JOB NUMBER	SHEET NUMBER	REVISION
20180894_11_AUTOTURN.DWG	20180894	102	A

REV	ISSUED FOR INFORMATION	DATE	DES.	DWN.	LB	PCS
AMENDMENT / REASON FOR ISSUE					VERIFIED	APPROVED
A	ISSUED FOR INFORMATION	20.06.19	PMD	LB	PCS	

Item No: **15.3**

Subject: **TOURISM RECOVERY PLAN 2023**

Date: 9 March 2021

Written By: Tourism Development Coordinator

General Manager: Community Services, Ms M Lock

SUMMARY

The Holdfast Bay Tourism Plan 2020 was adopted by Council in July 2017 confirming an ongoing commitment of Council, industry and the community to see our City go from strength to strength as a tourism destination.

The visitor economy has grown significantly in South Australia over the last five years but due to COVID-19, tourism is one of the hardest hit sectors. It is important to observe industry impacts and trends that will shape the recovery.

The Tourism Recovery Plan 2023 is a post COVID-19 rebuilding strategy, together with the Economic Activation Plan 2023, to restimulate tourism in our region. It provides a strategic focus and action plan to emerge as a more resilient and sustainable destination that enriches the lives of our people and our visitors.

RECOMMENDATION

That Council note the report and endorse the Tourism Recovery Plan 2023.

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Economy: Supporting and growing local business
Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The City of Holdfast Bay supports the local and State economy by attracting visitors whose expenditure helps to create jobs. These visitors, which include international, interstate, intrastate and day trip visitors, provide benefits to the economy through the direct contributions of their tourism activities, as well as encompasses the contribution tourism makes to employment, investment, infrastructure development, exports and provision of temporary labour and social vibrancy.

The economic activity of visitors impacts all of the elements that make for a successful visitor destination including; hospitality, transport, education, retail, community programs and many other industries and activities that affect a visitors' travelling experience. It also includes those travelling for purposes other than tourism, for example for employment, education or business.

Tourism is a key economic driver for the City's economy and has significant positive flow-on effects for the local community. In 2019, 1.3 million people made day trips to our City and another 140,000 people made over-night visits. Tourism expenditure in the City has grown over the last five years from \$215 million in 2015 to \$258 million in 2019.

In the City of Holdfast Bay, tourism supports an estimated 1,800 jobs, which is 14% of total employment. The majority of these jobs are in businesses that provide goods and services directly to visitors, such as accommodation, cafes and restaurants, and retailing.

With no international or interstate visitors or major events being held visitation and expenditure in 2020 is estimated to reduce by 70% therefore we will not meet the Tourism Plan 2020 target of 1.6 million visitors and \$335 million in tourism expenditure.

The City of Holdfast Bay is committed to working with the tourism industry and our community on the best way forward to stimulate tourism in the City. The City of Holdfast Bay Tourism Recovery Plan 2023 is the outcome of a process of analysis and consultation that has taken place over the past nine years. Throughout this time much research has been done on understanding our tourism industry, residents and visitor's needs and perceptions. The plan will provide a framework to guide the recovery and development of the local tourism industry over the next three years.

TARGET MARKETS

Due to COVID-19 the City of Holdfast Bay will need to redefine our target markets based on their ability and tendency to travel. There will need to be a new approach to reach local audiences.

Short Term Target Markets:

- Encourage local return visitors - easier and more productive than seeking new target markets
- Maximize domestic day trip audience market share over other destinations

- Attract individuals and groups visiting friends & relatives (VFR) visitors – resilient repeat visitors, incentive to visit, reuniting families & friends going out together, less critical of gaps in the product offering
- Intrastate/ regional SA – stay longer

Long Term Target Markets

- Metro visitors that only visit once per year
- Interstate / domestic overnight visitation
- International

STRATEGIC PRIORITIES

The strategic priority areas and action plan from the Tourism Plan 2020 have been revised to focus on the immediate challenges and recovery from COVID-19. These strategies are outlined below to drive the recovery of the tourism industry.

Strategic Priority 1 - Driving Demand

Increase the desirability of the City of Holdfast Bay as a travel destination. Showcase our strengths inspiring more people to visit, stay longer and spend more.

Strategic Priority 2 - Destination Development

Every visitor has a positive, memorable experience by developing accessible tourism products, experiences and visitor precincts.

Strategic Priority 3 - Resilience and Sustainability

Ensuring the understanding of the contribution of the visitor economy and encourage the effective, integrated and consistent approach to management of our destination.

Strategic Priority 4 - Consultation and Partnerships

Effectively collaborate with all levels of government and the cities stakeholders to grow tourism in the region.

Refer to Tourism Recovery Plan 2023 for detailed Tourism Action Plan.

Refer to Attachment 1

2023 Target

Success will be measured via visitation and visitor expenditure to return visitation and expenditure to pre-COVID levels - 1.4 million visitors and \$265 million in tourism expenditure annually.

RESOURCES

The City of Holdfast Bay has a number of staff allocated across departments who deliver ongoing business development and marketing activity. Key actions such as investment attraction, event development, precinct master planning and funding can utilise existing resources.

Additional resources will be required to deliver specialist projects and consultants may be required to further assess opportunities and aid in the COVID-19 recovery.

The marketing budget is limited and requires the support of external revenue and partner marketing opportunities to gain effective reach into target markets.

Pivotal to the City of Holdfast Bay building sustainable tourism growth within the local economy is a partnership approach between all business units within Holdfast Bay Council, other Government departments, neighbouring councils, non for profit organisations, community centres, sporting groups and private sector businesses.

The City Activation team will provide a leadership role with the implementation of the Tourism Action Plan.

MONITORING AND REVIEW

To ensure the currency and continued relevance of the Tourism Recovery Plan, an annual review of its strategies will be undertaken. Given the changing nature of the industry, it is expected that modifications will occur over time to ensure the plan remains relevant, achievable and measurable.

The review will incorporate:

- Progress against the strategies and actions outlined in the plan
- A review of visitor numbers and expenditure
- A review of trends and changes which may impact the plan
- Review of responsibilities and resources
- Consideration of upcoming actions and their implementation
- A review of event research and economic impact
- Estimated ROI for Council - for every dollar invested by Council on tourism, marketing and events what is returned to the local economy

Council will be briefed with a written report annually on the progress of the Tourism Action Plan, following the review process.

BUDGET

Contained within the draft 2021/2022 operating budget.

Attachment 1



City of Holdfast Bay Tourism Recovery Plan 2023

CONTENTS

1. EXECUTIVE SUMMARY
2. INTRODUCTION
 - 2.1. TOURISM AT A STATE LEVEL
 - 2.2. TOURISM IN THE CITY OF HOLDFAST BAY
 - 2.3. VISITOR ECONOMY IMPACTS OF COVID
3. OUR FOCUS
 - 3.1. TARGET MARKETS
 - 3.2. CONSUMER TRENDS
 - 3.3. INDUSTRY
4. OUR STRATEGIC PRIORITIES
 - 4.1. DRIVING DEMAND
 - 4.2. DESTINATION DEVELOPMENT
 - 4.3. TOURISM RESILIENCE AND SUSTAINABILITY
 - 4.4. CONSULTATION AND PARTNERSHIPS
5. TOURISM ACTION PLAN
6. TOURISM RECOVERY RESOURCES
7. MONITORING AND REVIEW

APPENDIX A - REFERENCES

APPENDIX B - SWOT ANALYSIS

APPENDIX C - VISITATION ANALYSIS

1. EXECUTIVE SUMMARY

Tourism is a key economic driver for the City of Holdfast Bay's economy that has significant positive flow-on effects for the local community. In 2019, visitors contributed \$258 million to the local economy, providing an estimated 1,808 full time equivalent jobs. The majority of these jobs are in businesses that provide goods and services directly to visitors, such as accommodation, cafes and restaurants, and retailing.

The Tourism Recovery Plan aligns to Council's Strategic Plan and the State Tourism Plan. The Our Place Strategic Plan 2030 focuses on a welcoming, safe and active community where resident, visitor and business prosperity meets. It encompasses five strategic pillars which outlines objectives to effectively build for our future. The Tourism Visitor Economy Plan aligns with objective 4 of the economy pillar.

Objective 4: Boost our Visitor Economy;

- Increase the number of visitors to the City of Holdfast Bay

The Tourism Recovery Plan 2023 is a post COVID-19 rebuilding strategy, together with the Economic Activation Plan 2023, to restimulate tourism in our region. It provides a focus and action plan to emerge as a more resilient and sustainable destination that enriches the lives of our people and our visitors.

Tourism Vision

The City of Holdfast Bay is committed to a lively, diverse, safe and accessible tourism destination for visitors and residents alike whilst ensuring suitability and economic benefits for our community and region.

2023 Target

Return visitation and expenditure to pre-COVID-19 levels - 1.4 million visitors and \$265 million in tourism expenditure annually.

2. INTRODUCTION

2.1 TOURISM AT A STATE LEVEL

The South Australian Tourism Commission is committed to growing South Australia's visitor economy to \$12.8 billion and generate an additional 16,000 jobs in South Australia by 2030. Tourism is an economic priority currently employing 40,500 South Australians and the visitor economy in South Australia was growing strongly with the record result of \$8.1 billion in visitor expenditure year ending December 2019. The Adelaide region makes up 57% market share of the visitor expenditure.

The South Australian visitor economy is in the middle of the most severe reduction of tourism on record due to the crises of 2020. While we have already seen significant drops when comparing the current results (year to June 2020) to the 2019 calendar year, far more significant declines will be felt in future releases with the closure of international and interstate borders.

2.2 TOURISM IN THE CITY OF HOLDFAST BAY

The City of Holdfast Bay supports the local and State economy by attracting visitors whose expenditure helps to create jobs. These visitors, which include international, interstate, intrastate and day trip visitors, provide benefits to the economy through the direct contributions of their tourism activities, as well as encompasses the contribution tourism makes to employment, investment, infrastructure development, exports and provision of temporary labour and social vibrancy.

The economic activity of visitors impacts all of the elements that make for a successful visitor destination including; hospitality, transport, education, retail, community programs and many other industries and activities that affect a visitors' travelling experience. It also includes those travelling for purposes other than tourism, for example for employment, education or business.

The City of Holdfast Bay recognises that successful tourism requires strategic planning where visitors' expectations are balanced against the needs of residents. Tourism that is well planned and managed generates widespread benefits to a city. Local businesses benefit financially, the local community benefits from improved services, facilities and infrastructure, and the environment benefits through greater investment in sustainable development.

In 2019, 1.3 million people made day trips to our City and another 140,000 people made over-night visits. Tourism expenditure in the City of Holdfast Bay has grown over the last five years from \$215 million in 2015 to \$258 million in 2019. In the City of Holdfast Bay, tourism supports an estimated 1,800 jobs, which is 14% of total employment¹.

¹ Tourism Research Australia, National Visitor Survey and International Visitor Survey. Remplan based on ABS 2016 Census Place of Work Employment (Scaled), ABS 2017 / 2018 National Input Output Tables, ABS June 2019 Gross State Product, and ABS 2018 / 2019 Tourism Satellite Account.

2.3 VISITOR ECONOMY IMPACTS OF COVID

The visitor economy has grown significantly in South Australia over the last five years but due to COVID-19, tourism is one of the hardest hit sectors. It is important to observe industry impacts and trends that will shape the recovery. Performance will be at its lowest come March 2021 as we reach 12 months of COVID-19 impacts. It is anticipated that South Australia will reach a low of \$2.3 billion.

COVID-19 has also led to profound changes on tourists' behaviour and expectations on industry operations which are predicted to have long-lasting impacts.

The City of Holdfast Bay is estimated to be the worst impacted among Greater Adelaide LGAs in terms of percentage jobs lost and jobs compensated by JobKeeper payments (982 jobs lost and 1,247 jobs compensated by JobKeeper payments - predominantly retail trade /accommodation and food services) representing -15.7% change in the Apr-June quarter 2020.

Tourism businesses received a total of 3,832 bookings cancelled and an estimated \$9 million loss in accommodation revenue sales, 40,000 guest arrivals and 90,000 room nights in the Apr-Jun quarter 2020.

Recovery of the international market is predicted to take two to four years. This represents a loss of \$39.5 million annually, a key market for the City of Holdfast Bay.

With no international or interstate visitors or major events being held visitation and expenditure in 2020 is estimated to reduce by 70%.

3. OUR FOCUS

3.1 TARGET MARKETS

While many will immediately think of leisure tourism when they hear visitor economy, it is important to understand that it encompasses so much more than the traditional tourism categories of hotels, tours and airlines. The visitor economy is all spend associated with visitors.

There are currently four key markets within the South Australian visitor economy – international, interstate, intrastate and domestic day trip visitors. Their behaviours, itineraries and most importantly, expenditure per visitor, are very different.

Visiting friends and relatives is a significant travel market within both domestic and international tourism accounting for 29% of visitors to the City of Holdfast Bay. It is therefore important to understand the role of the hosting resident in influencing and advocating for the tourism experiences in the local area. Locals play a key role in planning the activities of their visiting friends and relatives, Council encourages residents to be ambassadors for our local area.

Due to COVID-19 the City of Holdfast Bay will need to redefine our target markets based on their ability and tendency to travel. There will need to be a new approach to reach local audiences and driving multi-layer activations.

Short Term Target Markets

- Encourage local return visitors - easier and more productive than seeking new target markets
- Maximize domestic day trip audience market share over other destinations
- Attract individuals and groups visiting friends & relatives (VFR) visitors – resilient repeat visitors, incentive to visit, reuniting families & friends going out together, less critical of gaps in the product offering
- Intrastate/ regional SA – stay longer

Long Term Target Markets

- Metro visitors that only visit once per year
- Interstate / domestic overnight visitation
- International

3.2 CONSUMER TRENDS

Consumer behaviour is evolving as a result of COVID-19 outbreak and social distancing guidelines. Consumers will want;

- To be put at ease and want to know that proper safety measures are in place
- High standards of cleanliness and other preventative measures
- More experiential and activity packed holidays
- Last minute bookings for local trips near home
- Shopping destinations, itineraries and lists of restaurants for a local weekend getaway are the top three resources consumers look for when planning local trips

Unique selling points; to build visitation and spend in the City of Holdfast Bay, there needs to be a focus on those experiences of which have the competitive advantage and better tell the story around these experiences. Our experience themes represent the key unique selling propositions of the region and under-pin the tourism industry of the City of Holdfast Bay;

- Coastal – beaches, boating, swimming, jetties, coast path
- Nature + Landscapes – coastal walks, dolphin watching, sunsets
- Events + Sport – music, sporting, arts, food, wine, sailing clubs, surf clubs
- Soft Adventure – aquatic activities, fishing, segways, cycling
- Heritage + Cultural – galleries, museums, outdoor art, indigenous stories, history tours
- Food + Dining + Retail – mainstreets, marina pier, cafes, restaurants

3.3 INDUSTRY

The City of Holdfast Bay recognises the need for participation and partnerships in order to achieve the desired tourism outcomes. COVID-19 has increased the need for consultation and partnerships to rebuild our tourism sector. Council will look to;

- Support local tourism businesses by liaising with regional tourism organisations and state bodies on behalf of operators, and through collaborative projects

- Strengthen networks and connections across local government, precincts, businesses and associations to collaborate and to highlight key issues, developments and successes
- Work with industry to establish and monitor benchmarks for quality tourism development and service delivery to ensure consistency
- Drive sustainable business and product development
- Build and share best practice approaches, market research and information to improve overall efficiently

Council will continue to work in partnership with key stakeholders to build and promote a vibrant and diverse tourism experience with the primary objective of increasing visitation, length of stay and money spent in the City of Holdfast Bay and supporting tourism job growth.

4. OUR STRATEGIC PRIORITIES

The strategic priority areas and action plan from the Tourism Plan 2020 have been revised to focus on the immediate challenges and recovery from COVID-19. These strategies and actions are outlined below to drive the recovery of the tourism industry.

Strategic Priority 1 - Driving Demand

Increase the desirability of the City of Holdfast Bay as a travel destination. Showcase our strengths inspiring more people to visit, stay longer and spend more.

Strategic Priority 2 - Destination Development

Every visitor has a positive, memorable experience by developing accessible tourism products, experiences and visitor precincts.

Strategic Priority 3 - Resilience and Sustainability

Ensuring the understanding of the contribution of the visitor economy and encourage the effective, integrated and consistent approach to management of our destination.

Strategic Priority 4 - Consultation and Partnerships

Effectively collaborate with all levels of government and the cities stakeholders to grow tourism in the region.

5. TOURISM ACTION PLAN

STRATEGIC PRIORITY 1 - DRIVING DEMAND

Ref	Strategy	Action	Timeframe
1.1	Promote the City of Holdfast Bay profile to our target markets	Develop new campaign assets of the 'Stay' destination marketing campaign which encourages use of the City of Holdfast Bay's extensive accommodation and food and beverage infrastructure to encourage visitation by our target market segments. Expand Stay Local Advocacy campaign.	Annually

1.2	Brand Positioning / Competitive Advantage	<p>Improve awareness of the City of Holdfast Bay's key experiences in order to attract domestic market segments.</p> <p>Showcase the City of Holdfast Bay as a safe, clean destination with wide open spaces. Capitalise on beach / waterfront views.</p> <p>Repositioning brand in particular around shopping and dining experiences.</p> <p>Increase image content to the City of Holdfast Bay image gallery.</p>	Six monthly
1.3	Target Market Segments	Action plans will be developed for each target market to ensure we are ready for the re-opening of interstate and international borders and to maximise day trip audience market share over other destinations.	June 2021
1.4	Securing investment through Council, grants, government funding and private investment for major infrastructure projects that enhance visitor experience and drive demand	<p>Current concepts requiring funding:</p> <ul style="list-style-type: none"> • Glenelg Jetty Regeneration Project • Glenelg Town Hall Redevelopment • Kingston Park Master Plan • Jetty Road Glenelg Master Plan • Regional Sports Hubs and Facilities • Wigley Reserve Site <p>Assist the strategic planning team with tourism data for funding applications and master planning.</p>	Ongoing
1.5	Support product development	<p>Encourage innovative and sustainable development of established and new tours and experiences that showcase the City of Holdfast Bay and facilitate engagement with the destination's unique nature, wildlife, heritage, culture, wellness and coast.</p> <p>Develop unique signature experiences – seafood, indigenous, aquatic.</p>	Ongoing
1.6	Build Brand Advocates	<p>Monitor and interact with our customer advocates on social media encouraging word of mouth referrals.</p> <p>Digital communications plan to support marketing activation.</p>	Ongoing

STRATEGIC PRIORITY 2 - DESTINATION DEVELOPMENT

Ref	Strategy	Action	Timeframe
2.1	Elevate visitor needs and expectations	<p>Develop Glenelg visitor information offering;</p> <p>Implement annual surveys of visitors to the Visitor Information Outlet (VIO).</p> <p>Deliver regular volunteer training.</p> <p>Encourage dispersal of visitors from Glenelg to other suburbs of the City of Holdfast Bay to extend length of stay.</p>	Training / updates every two months

2.2	Create a strong visitor appeal	Facilitate precinct development, which complements the specific characteristics of each area to attract new business opportunities and visitors. Encourage visitation to the various art galleries, historical sites and public art in the area. Highlight the range of natural experiences on offer. Activate open spaces and laneways.	Ongoing
2.3	Encourage events that offer the best opportunity for economic growth and add value to residents wellbeing and the local business community	Recalibrating the scale of events to ensure our event operators and industry can grow new events which fit within the COVID-19 operating protocols, which might include initiatives as offering a series of smaller component functions but for the same overall event. Work with tourism partners to drive additional expenditure before and after events through product and packaging development.	Ongoing
2.4	Facilitate continual improvement across Council services, events and activities	Undertake qualitative and quantitative market research of residents and visitors to establish satisfaction, needs, expectations and opportunities.	Every three years - 2022
2.5	Enable a simplified Council application process for prospective tourism initiatives	Create a Tourism Recovery Project Panel comprising of EM's and SLT representation to support tourism proposals for endorsement to Council.	August 2021
2.6	Develop a familiarisation program	Connect the City of Holdfast Bay visitor economy businesses with key influencers and stakeholders.	Annually

STRATEGIC PRIORITY 3 - RESILIENCE AND SUSTAINABILITY

Ref	Strategy	Action	Timeframe
3.1	Increase recognition of the value of tourism	Develop and implement communication plan to raise awareness of the benefits and value of tourism within the community to encourage local advocacy.	June 2021
3.2	Internal stakeholder engagement	Tourism is considered and integrated across all departments on key projects and activities.	Ongoing
3.3	Environmental sustainability	Manage the impact on the local community and environment of tourism activity. Encourage visitor economy businesses to have sustainable environmental practices.	Ongoing through tourism accreditation
3.4	Empower residents and the local business community to be ambassadors for visitors in their area	Educate and inform residents about the value of tourism and the experiences on offer thereby actively driving the 'visiting friends and relatives' market.	July to September 2021

3.5	Product diversification	Foster development into authentic, new and existing products and experiences to cater to our new environment and target markets. Promote good news stories from local businesses who are adapting/diversifying to provide inspiration for other businesses.	Ongoing
3.6	Encourage the effective, integrated and consistent approach to management of our destination	Update destination management plan to: Facilitate continual improvement (capacity building). Assess internal capabilities and external environments. Undertake a signage audit to ascertain what needs to be upgraded so it is more informative / way finding.	October 2021

STRATEGIC PRIORITY 4 - CONSULTATION AND PARTNERSHIPS

Ref	Strategy	Action	Timeframe
4.1	Cross Council Collaboration with Western Adelaide Alliance and Southern Adelaide Councils	Market Adelaide Beaches with Western Adelaide Alliance (Port Adelaide Enfield, West Torrens and Charles Sturt Council). Establish a working group with Southern Adelaide councils (Onkaparinga and Marion Councils). Networking functions when safe to do so. Work with Adelaide City Council on the Adelaide Visitor Guide.	Ongoing
4.2	Maximize membership with the Tourism Industry Council SA (TiCSA)	Support the development of metro local government network on key projects to highlight metropolitan Adelaide and business advocacy programs. Encourage tourism operators to work with TiCSA for tourism accreditation, COVID Clean certification, awards, training and business development.	Ongoing
4.3	Maintain key relationships within the South Australian Tourism Commission (SATC)	Contribute to the regional marketing managers network group. Grow support for development of new experiences, infrastructure and investment projects. Provide regular communication with destination development, events and marketing teams to keep the City of Holdfast Bay front of mind.	Ongoing
4.4	Maximize membership with Adelaide Convention Bureau (ACB)	Work with Adelaide Convention Bureau on conference bids, incentive group visits and in destination delegate's pre and post touring.	Ongoing
4.5	Precinct development - coordinate between	Work with JRMC, JLL Marina Pier precinct managers and Jetty Rd Brighton traders to	Ongoing

	Council, traders, landlords, tourism providers and the community	attract new business to the City of Holdfast Bay, host events and promote the area.	
4.6	Community engagement	Enable the community to contribute to visitor satisfaction and destination development in a way that meets the needs of both residents and visitors.	Ongoing

6 TOURISM RECOVERY RESOURCES

The City of Holdfast Bay Council has a number of staff allocated across departments who deliver ongoing business development and marketing activity. Key actions such as investment attraction, event development, precinct master planning and funding can utilise existing resources.

Additional resources will be required to deliver specialist projects and consultants may be required to further assess opportunities and aid in the COVID-19 recovery.

The marketing budget is limited and requires the support of external revenue and partner marketing opportunities to gain effective reach into target markets.

Pivotal to the City of Holdfast Bay Council building sustainable tourism growth within the local economy is a partnership approach between all business units within the Holdfast Bay Council, other Government departments, neighbouring Councils, non for profit organisations, community centres, sporting groups and private sector businesses.

The City Activation team will provide a leadership role with the implementation of the destination planning priorities.

7 MONITORING AND REVIEW

To ensure the currency and continued relevance of the Tourism Recovery Plan, an annual review of its strategies will be undertaken. Given the changing nature of the industry, it is expected that modifications will occur over time to ensure the plan remains relevant, achievable and measurable.

The review will incorporate:

- Progress against the strategies and actions outlined in the plan
- A review of visitor numbers and expenditure
- A review of trends and changes which may impact the plan
- Review of responsibilities and resources
- Consideration of upcoming actions and their implementation
- A review of event research and economic impact
- Estimated ROI for Council - for every dollar invested by Council on tourism, marketing and events what is returned to the local economy

Council will be briefed with a written report annually on the progress of the Tourism Action Plan, following the review process.

APPENDIX A - REFERENCES

City of Holdfast Bay, **Our Place Strategic Plan 2030**

City of Holdfast Bay, **Economic Activation Plan 2018 – 2023**

City of Holdfast Bay, **Open Space and Public Realm Strategy 2019-2030**

City of Holdfast Bay, **Arts and Culture Strategy 2019 - 2024**

South Australian Tourism Commission, **State Tourism Plan 2030**

Tourism Australia, **Tourism 2020 Strategy**

Tourism Industry Council South Australia, **Strategic Plan 2019 - 2022**

Tourism Research Australia, Tourism Satellite Account 2018-19, **National Visitor Survey and International Visitor Survey**

Australian Bureau of Statistics (ABS) 2015/2016, **Tourism Accommodation Small Area Data, Hotels, motels and serviced apartments**

McGregor Tan Research, 2019, ***Tourism Project for City of Holdfast Bay, Group Discussions, Quantitative and Qualitative Surveys – Resident, Daytrippers, Interstate Domestic & International***

Intuito Market Research, 2013 & 2016, ***Tourism Project for City of Holdfast Bay, Group Discussions, Quantitative and Qualitative Surveys – Resident, Daytrippers, Interstate Domestic & International***

APPENDIX B – SWOT ANALYSIS

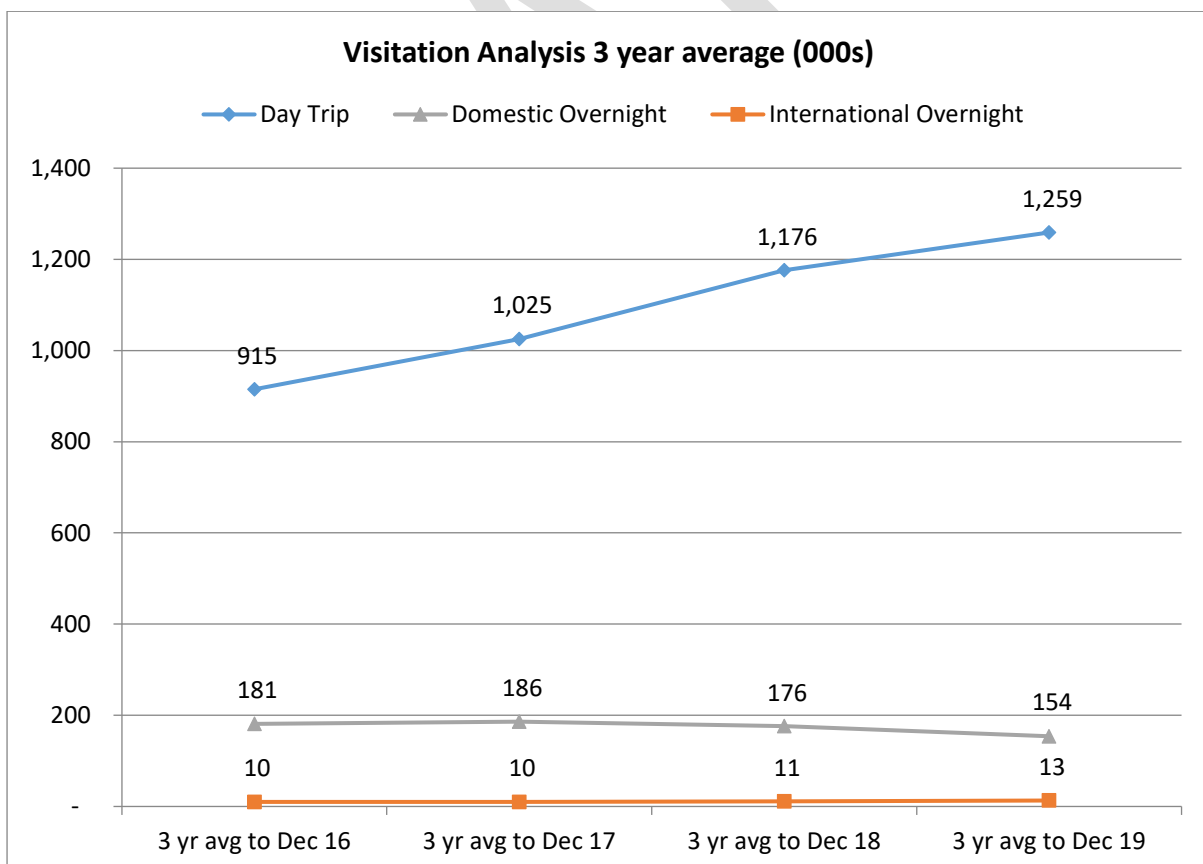
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
High awareness – Glenelg is a well-known tourist destination	Research has identified issues with negative perceptions of the Glenelg area	Development of council managed visitor services / service enhancement across the precincts	COVID impact – closed borders to interstate and international travel
Ease of access – tram, buses & parking	Low awareness of the Glenelg Town Hall has a place to visit / car parking	Leverage positive sentiment and address negative perceptions	Loss of core tourism businesses and retailers
Stunning coastline, coast path and beautiful beaches	Decline of domestic overnight visitors over the last four years	Expats coming home	Declining travel/ changing patterns / loss of cruise ships
Proximity to city and airport	Tourism industry in Glenelg is highly seasonal	Developing new product and events	Large shopping complexes e.g. harbour Town
Heritage of the area and its importance in the history of the State	Range of accommodation requiring upgrades / no five star offerings	Attract private and public investment to develop new, and improve existing infrastructure	Change to shopping hours legislation
Range of offerings including shopping, culture, dining and entertainment venues	Difficult to forecast future income and planning/ limited budget being a small council area	Strengthening Partnerships with key tourism bodies	Intrastate market majority are visiting the regions/country
Relaxed holiday atmosphere	Customer service levels Jetty Road Traders	Shellfish reef development	Hip/on trend dining locations – Henley Beach
International market has steadily increased over the last four years and are happy with the tourism offerings in Glenelg	Limited bookable experiences on offer and minimal new tourism offerings in the precinct to attract visitation	Potential to activate sport facilities and other council owned spaces and assets	Other suburban precincts and their new products which are being promoted by SATC over Glenelg – Henley Beach, Port Adelaide

APPENDIX C – VISITATION ANALYSIS

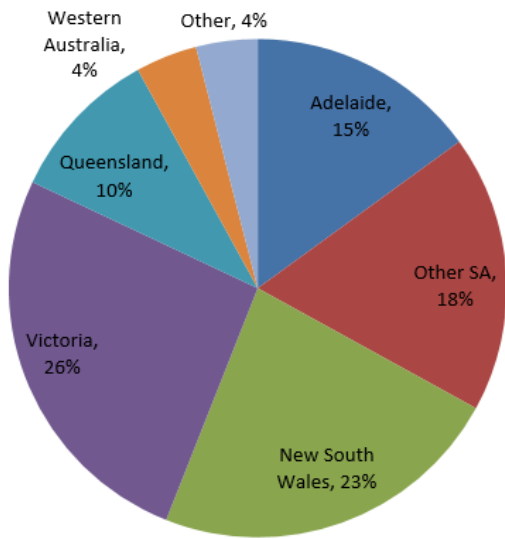
Source and Number of Visitors 2012 - 2019

Holdfast Bay	2012	2013	2014	2015	2016	2017	2018	2019
International Overnight	11,653	16,000	10,000	10,000	11,000	10,000	13,000	16,000
Domestic Overnight	141,000	147,000	165,000	187,000	191,000	181,000	156,000	124,000
Total No. of Staying Visitors	152,653	163,000	175,000	197,000	202,000	191,000	169,000	140,000
Day Trippers	672,000	733,000	814,000	838,000	1,093,000	1,144,000	1,290,000	1,343,000
Total Visitors	824,653	896,000	989,000	1,035,000	1,295,000	1,335,000	1,459,000	1,483,000
Expenditure	\$181M	\$204M	\$208M	\$215M	\$262M	\$265M	\$274M	\$258M
Tourism Jobs					1467	1643	1766	1808

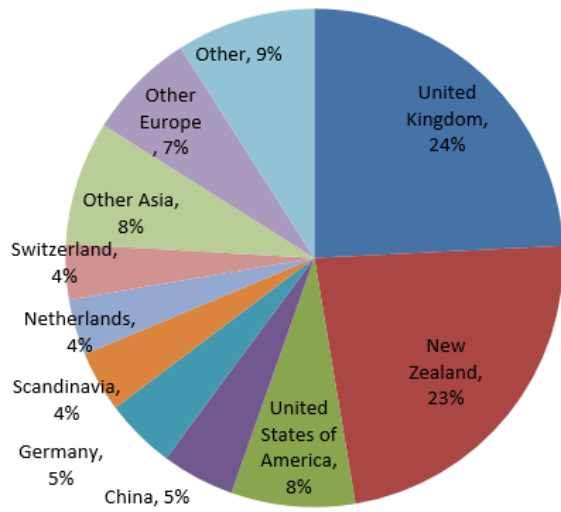
Source: NVS/IVS



Origin of overnight domestic visitors to Holdfast Bay

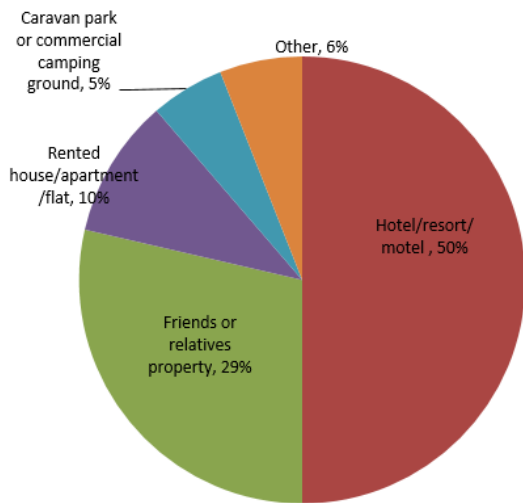


Origin of international visitors Holdfast Bay

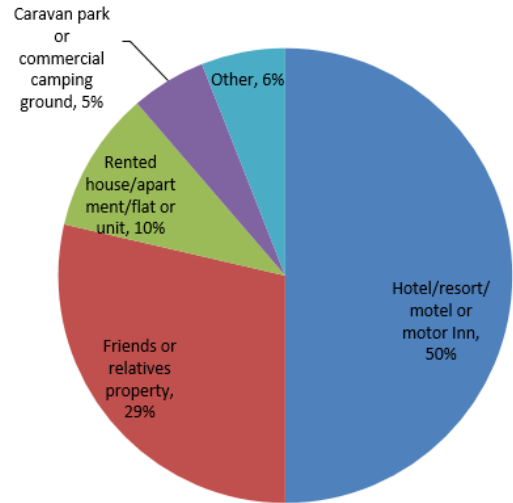


Source NVS/IVS

Accommodation used in Holdfast Bay for domestic visitor nights

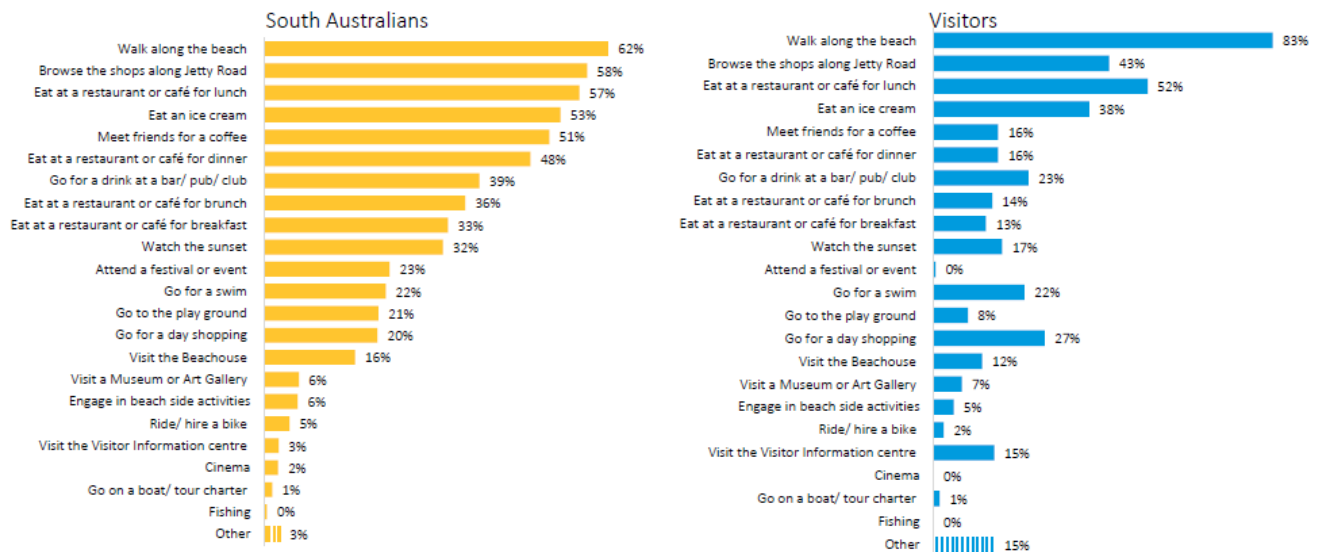


Accommodation used in Holdfast Bay for International visitor nights



Source NVS/IVS

Activities Undertaken



Source: McGregor Tan Research 2019

Australian Tourism Data Warehouse (ATDW) Listings Feb 2021

Type	Number
Attractions	15
Accommodation	25
Hire	4
Restaurants	153
Tours	5
Transport	1

Source: Australian Tourism Data Warehouse

Tourism Sector Profile - Summary Economic Role

	Number	Ranking vs. other sectors in City	Share of total for City	Comparison Share for SA as a whole
Jobs	1,800	2	13.9%	6.3%
Output	\$302.4m	3	10.5%	3.6%
Wages	\$84.5m	2	10.3%	4.4%
Value Added	\$141.1m	3	9.5%	3.6%

Source: Remplan based on ABS 2016 Census Place of Work Employment (Scaled), ABS 2017 / 2018 National Input Output Tables, ABS June 2019 Gross State Product, and ABS 2018 / 2019 Tourism Satellite Account.

Item No: **15.4**

Subject: **APPOINTMENT TO THE EXECUTIVE COMMITTEE VACANCY FOR THE GLENELG WARD**

Date: 9 March 2021

Written By: Team Leader Governance

General Manager: Strategy and Business Services, Ms P Jackson

SUMMARY

The Executive Committee is a Council Committee established under Section 41 of the *Local Government Act 1999* (The Act) to undertake the annual performance appraisal of the Chief Executive Officer (CEO). Council adopted the Committees Terms of Reference (C290119/1355) at its meeting on 29 January 2019 and made the following appointments to the Executive Committee for the remaining term of Council:

- *The Mayor*
- *Deputy Mayor*
- *Councillor Lonie - Seacliff Ward*
- *Councillor Snewin - Brighton Ward*
- *Councillor Smedley - Somerton Ward*
- *Councillor Abley - Glenelg Ward*

As Councillor Abley is currently the Deputy Mayor there is a vacancy on the Executive Committee for the Glenelg Ward. Councillor Chabrel or Councillor Patton may be appointed to the Executive Committee for the Glenelg Ward, only for the duration that Councillor Abley is the Deputy Mayor.

RECOMMENDATION

That Council appoint Councillor Chabrel/Councillor Patton to the Executive Committee to be the Elected Member for the Glenelg Ward, for the duration that Councillor Abley is the Deputy Mayor (Councillor Abley to revert back to be the Glenelg ward Executive Committee member when her term as Deputy Mayor ends).

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations.

COUNCIL POLICY

Executive Committee Terms of Reference (adopted 29 January 2019).

STATUTORY PROVISIONS

Section 41 of the *Local Government Act 1999*.

BACKGROUND

The Executive Committee performs functions relating to the annual performance appraisal of the Chief Executive Officer. This includes:

- a. to recommend to Council the form and process of the Chief Executive Officer's annual performance appraisal;
- b. to undertake the annual performance appraisal; and
- c. to provide a report and to make recommendations to Council on any matters arising from the annual performance appraisal.

The Executive Committee's authority extends to making recommendations to Council and it does not have any authority to make decisions in relation to the CEOs employment arrangements.

REPORT

The Terms of Reference for the Executive Committee states:

"5. Membership of the Executive Committee comprises:

- a. The Mayor;*
- b. The Deputy Mayor; and*
- c. Four other Elected Members being one from each Council ward, appointed by Council."*

At its meeting on 29 January 2019 the Council made the following appointments to the Executive Committee for the remaining term of Council:

- *The Mayor*
- *Deputy Mayor*
- *Councillor Lonie - Seacliff Ward*
- *Councillor Snewin - Brighton Ward*
- *Councillor Smedley - Somerton Ward*
- *Councillor Abley - Glenelg Ward*

As Councillor Abley is currently the Deputy Mayor there is a vacancy on the Executive Committee for the Glenelg Ward. Councillor Chabrel or Councillor Patton may be appointed to the Executive

Committee for the Brighton Ward, only for the duration that Councillor Abley is the Deputy Mayor.

No additional allowance is paid to the elected member representatives on the Committee.

BUDGET

There are no budget implications.

LIFE CYCLE COSTS

There are no life cycle costs associated with this report.

Item No: **15.5**

Subject: **ACTING ARRANGEMENTS IN THE ABSENCE OF THE CHIEF EXECUTIVE OFFICER**

Date: 9 March 2021

Written By: Governance and Risk Officer

Chief Executive Officer: Mr R Bria

SUMMARY

The purpose of this report is to consult Council on the appointment of persons to act as the Chief Executive Officer (CEO), in the absence of the CEO.

Pursuant to Section 102(b) of the *Local Government Act 1999* and following consultation with Council, the Chief Executive Officer can appoint a suitable person to act in the position of Chief Executive Officer in their absence.

RECOMMENDATIONS

That in addition to Ms Pamela Jackson, General Manager Strategy and Business Services and Ms Marnie Lock, General Manager Community Services, Council endorse the following General Manager to also act in the position of Chief Executive Officer during periods of absence:

- **Ms Beth Davidson-Park, General Manager Alwyndor.**
-

COMMUNITY PLAN

Culture: Supporting Excellent, Efficient Operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Section 102(b) – *Local Government Act 1999*

BACKGROUND

Council last considered this matter on 12 November 2019 (Report No: 298/18), where Ms Pamela Jackson, General Manager Strategy and Business Services was endorsed to act in the absence of the Chief Executive Officer.

REPORT

It is proposed that Ms Beth Davidson-Park in her capacity as a General Manager, is suitable to act in the absence of the Chief Executive Officer at any time.

The preferred appointment of an Acting Chief Executive Officer would be either General Manager, Strategy and Business Services, General Manager Community Services or General Manager Alwyndor in consideration with availability and workload at the time. All General Managers are members of the Senior Leadership Team (SLT) and have excellent understanding of Council's business, legislative controls and staffing requirements.

On a number of occasions since 2011, various General Managers have acted as the Chief Executive Officer and the arrangement has proven to be practical and effective. It allows for a 'business as usual' approach, enables further development of skills and interactions with new stakeholders.

BUDGET

Not applicable.

LIFE CYCLE COSTS

Not applicable.