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## Jetty Road Mainstreet Committee

# NOTICE OF MEETING

Notice is hereby given that a meeting of the Jetty Road Mainstreet Committee will be held in the

**Glenelg Library Meeting Room  
Colley Terrace, Glenelg**

**Wednesday 26 June 2019 at 6.00pm**

A handwritten signature in blue ink, appearing to read "Roberto Bria".

**Roberto Bria  
ACTING CHIEF EXECUTIVE OFFICER**

## Jetty Road Mainstreet Committee Agenda

### 1. OPENING

The Chairman, Con Maios will declare the meeting open at 6:00 pm.

### 2. APOLOGIES

2.1 Apologies received – Councillor Rebecca Abley, Nathan Hughes

2.2 Absent

### 3. DECLARATION OF INTEREST

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

### 4. CONFIRMATION OF MINUTES

#### Motion

That the minutes of the Jetty Road Mainstreet Committee held on 5 June 2019 be taken as read and confirmed.

### 5. QUESTIONS BY MEMBERS

5.1 Without Notice - Nil

5.2 With Notice - Nil

6. MOTIONS ON NOTICE - Nil

7. ADJOURNED ITEMS - Nil

### 8. PRESENTATION

*Michael McKeown, Director of Jensen Plus, Planning and Urban Design firm, As part of the Jetty Road Masterplan process the Jetty Road Mainstreet Committee (JRMC) requested that Jensen Plus work on a lighting masterplan for the street. The JRMC have identified the need for new concepts to be investigated as the LED strip lighting in the trees along Jetty Road are aged past the point of repair.*

### 9. REPORTS/ITEMS OF BUSINESS

9.1 Strategic Workshop Actions (Report No: 245/19)

9.2 Monthly Finance Report (Report No: 246/19)

- 9.3 Winter Wonderland (Report No: 247/19)
- 9.4 New Music and Art Event (Report No: 248/19)
- 9.5 October Street Party (Report No: 249/19)
- 9.6 Community Safety and Wellbeing (Report No: 250/19)
- 9.7 JRMC Governance Model (Report No: 251/19)
- 9.8 Marketing Update (Report No: 252/19)
- 9.9 Retail Investment Brochure (Report No: 253/19)
- 9.10 Tourism Research Project (Report No: 255/19)

**6. URGENT BUSINESS – Subject to the Leave of the Meeting**

**7. DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 7 August 2019 in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

**8. CLOSURE**



**ROBERTO BRIA**  
**ACTING CHIEF EXECUTIVE OFFICER**

Item No: 9.1  
Subject: **STRATEGIC WORKSHOP ACTIONS**  
Date: 26 June 2019  
Written By: Jetty Road Development Coordinator  
A/General Manager: Community Services, Mr M Rechner

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### **SUMMARY**

The Jetty Road Mainstreet Committee will undertake a strategic planning workshop at 5:00pm on 26 June 2019 to discuss its strategic direction and priorities. Following the workshop it is likely there will be actions arising to be discussed at this meeting.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee identify any actions as motions as a result of the Strategic Planning Workshop.**

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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

The Jetty Road Mainstreet Committee (JRMC) is established to advise Council on:

- Enhancing and promoting the Precinct as a vibrant shopping, leisure and recreational area with year round appeal to residents and visitors.
- Furthering the economic development of the Precinct and encouraging further retail investment in the Precinct.

- A consistent marketing and brand strategy for the Precinct Initiatives required to operate the Precinct in accordance with the Council's Strategic Management Plans
- The Committee will also maintain communication between the Council, traders, landlords, tourism providers, consumers and residents in the Precinct.
- The JRMC meet monthly to discuss the strategic management, marketing, economic development and a financial plan of the precinct.

**REPORT**

Following the 26 June 2019 Strategic Planning Workshop, the JRMC should give consideration to any actions arising in the form of motions as a result of the workshop.

**BUDGET**

Not applicable

**LIFE CYCLE COSTS**

Not applicable

Item No: 9.2  
Subject: **MONTHLY FINANCE REPORT**  
Date: 26 June 2019  
Written By: Jetty Road Development Coordinator  
A/General Manager: Community Services, Mr M Rechner

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### **SUMMARY**

The Jetty Road Mainstreet Committee May 2019 finance report is prepared by the Jetty Road Development Coordinator and is presented for information to the members of the Jetty Road Mainstreet Committee.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee note this report.**

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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

The Jetty Road Mainstreet Committee (JRMCC) has been established to undertake work to benefit the traders on Jetty Road, Glenelg using the separate rate raised for this purpose. An annual budget is endorsed by Council each year. Expenditure is monitored against budget each month to ensure that all expenditure and income is within approved parameters.

**REPORT**

Current 2018/19 Jetty Road Mainstreet budget is on track.

At the 20 February 2019 Special Budget Meeting, the JRMC agreed to allocate \$45,000 as carry forward, allocating \$15,000 towards Retail Strategy Implementation and \$30,000 towards an October Street Party. The current 2018/19 budget provides sufficient funds to meet this required carry forward.

**BUDGET**

Not applicable

**LIFE CYCLE COSTS**

There are no lifecycle costs associated with this report.

## INCOME & EXPENDITURE STATEMENT 31 May 2019

	Annual Budget	YTD Budget	YTD Actuals	Variance	<u>2017/18 Comparatives</u>	
					Actuals 31 May	Actuals 30 June
<b>Revenue</b>						
General Rates Raised	564,539	564,539	564,513	(26)	564,510	564,510
Other Income	4,200	4,200	23,756	19,556	2,468	2,468
Gift Card Revenue	-	-	5,750	5,750	26,197	26,203
	<b>568,739</b>	<b>568,739</b>	<b>594,019</b>	<b>25,280</b>	<b>593,175</b>	<b>593,181</b>
<b>Expenses</b>						
Employee Costs	149,371	136,057	133,099	2,958	137,657	149,625
Sponsorships	12,500	11,029	7,600	3,429	10,000	10,000
Professional Services	4,500	4,500	8,321	(3,821)	22,586	28,416
Event Management	69,388	67,183	38,147	29,036	41,705	41,705
Marketing	129,994	120,517	136,813	(16,296)	114,485	127,337
Retail Strategy Implementation	40,000	35,000	33,601	1,399	-	-
Repairs & Maintenance	-	-	125	(125)	994	994
Food & Drink	3,250	2,543	1,919	624	2,398	3,084
Office Expenses	1,750	918	1,823	(905)	1,057	1,488
Directory Board	2,500	2,287	135	2,152	939	939
Christmas Decorations	42,515	42,515	42,225	290	2,564	20,064
Operation Shopfront	-	-	-	-	195	195
Festoon Lighting	-	-	15,820	(15,820)	-	-
Gift Card Expenditure	-	-	5,146	(5,146)	27,771	30,461
Unallocated credit card expenditure	-	-	5,265	(5,265)	3,055	-
<b>Christmas Pageant</b>	<b>35,717</b>	<b>35,717</b>	<b>31,099</b>	<b>4,618</b>	<b>30,297</b>	<b>30,502</b>
<b>Winter Wonderland</b>	<b>74,421</b>	<b>74,421</b>	<b>41,531</b>	<b>32,890</b>	<b>35,314</b>	<b>35,246</b>
<b>Tour Down Under</b>	<b>50,000</b>	<b>50,000</b>	<b>39,871</b>	<b>10,129</b>	<b>42,100</b>	<b>42,100</b>
<b>October Street Party</b>	<b>30,000</b>	<b>30,000</b>	<b>31,897</b>	<b>(1,897)</b>	<b>34,318</b>	<b>34,318</b>
<b>Tram Track Marketing</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,393)</b>	<b>(2,393)</b>
	<b>645,906</b>	<b>612,687</b>	<b>574,437</b>	<b>38,250</b>	<b>505,042</b>	<b>554,081</b>
<b>Net Profit/(Loss)*</b>	<b>(77,167)</b>	<b>(43,948)</b>	<b>19,582</b>	<b>63,530</b>	<b>88,133</b>	<b>39,100</b>

\*Annual Budget includes carry forward amount from 2017/18 of \$77,167



**Marketing - Breakdown**

	Actual	Budget
Digital Marketing	34,925	37,400
Radio	-	-
Television	9,000	10,000
Outdoor Signage	46,853	47,000
Print Media	41,143	9,005
Promotional Collateral	4,892	2,300
Contingency Budget	24,289	24,289
	<b><u>136,813</u></b>	<b><u>129,994</u></b>

226 - Glenelg Mainstreet

Activity	Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
200 - Salaries	126,597	126,597	126,597	114,424	111,955	2,469	0	111,955	14,642
249 - Wages - Overtime	4,000	4,000	4,000	4,000	3,674	326	0	3,674	326
250 - Salaries Superannuation	11,871	11,871	11,871	10,730	10,570	160	0	10,570	1,301
283 - Sponsorships	12,500	12,500	12,500	11,029	7,600	3,429	0	7,600	4,900
300 - Other Contractual Services	0	0	0	0	68	(68)	0	68	(68)
301 - Professional Services	4,500	4,500	4,500	4,500	8,253	(3,753)	0	8,253	(3,753)
310 - Project/Event Management	69,388	69,388	69,388	67,183	38,147	29,036	0	38,147	31,241
31D - Retail Strategy Implementation	40,000	40,000	40,000	35,000	33,601	1,399	16,840	50,441	(10,441)
401 - Christmas Decorations	42,515	42,515	42,515	42,515	42,225	290	0	42,225	290
415 - Food and Drink	1,250	1,250	1,250	900	849	51	0	849	401
41F - Food, Drink, Entertainment (FBT Applicable)	2,000	2,000	2,000	1,643	1,071	572	0	1,071	929
423 - Repairs and Maintenance - General Materials	0	0	0	0	125	(125)	0	125	(125)
426 - Printing and Stationery - Other	750	750	750	0	1,751	(1,684)	0	1,684	(934)
433 - Marketing - Promotion & Familiarisation	122,827	122,827	122,827	113,350	136,813	(23,464)	0	136,813	(13,986)
438 - Directory Board	2,500	2,500	2,500	2,287	135	2,152	0	135	2,365
800 - Other Expenditure	0	0	0	0	15,820	(15,820)	0	15,820	(15,820)
817 - Insurance - Workers Compensation - Sals	6,903	6,903	6,903	6,903	6,900	3	0	6,900	3
832 - Telecommunications	1,000	1,000	1,000	918	73	846	0	73	927
898 - Credit Card Expenditure yet to be Allocated	0	0	0	0	5,265	(5,265)	0	5,265	(5,265)
89A - JRMC Carry Forward Budget	(70,000)	7,167	7,167	7,167	0	7,167	0	0	7,167
8GC - Gift Card Expenditure	0	0	0	0	5,146	(5,146)	0	5,146	(5,146)
900 - Miscellaneous Income	0	0	0	0	(5,860)	5,860	0	(5,860)	5,860
910 - Ticket Sales	(4,200)	(4,200)	(4,200)	(4,200)	(1,822)	(2,378)	0	(1,822)	(2,378)
966 - General Rates Raised	(564,539)	(564,539)	(564,539)	(564,539)	(564,513)	(26)	0	(564,513)	(26)
974 - Sales - Other and Promotional Items	0	0	0	0	(16,075)	16,075	0	(16,075)	16,075
9GC - Gift Card Revenue	0	0	0	0	(5,750)	5,750	0	(5,750)	5,750
	<b>(190,138)</b>	<b>(112,971)</b>	<b>(112,971)</b>	<b>(146,191)</b>	<b>(163,980)</b>	<b>17,856</b>	<b>16,840</b>	<b>(147,207)</b>	<b>34,236</b>

**J01 - Christmas Pageant - Jetty Road Contribution (50% of budget)**

<b>Activity</b>	<b>Original Budget</b>	<b>Carry Forwards / Budget Reviews</b>	<b>Current Adopted Budget</b>	<b>Current Adopted YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Orders</b>	<b>Total Actuals</b>	<b>Balance Available</b>
249 - Wages - Overtime	7,223	7,223	7,223	7,223	3,672	3,551	0	3,672	3,551
310 - Project/Event Management	7,000	7,000	7,000	7,000	8,000	(1,000)	0	8,000	(1,000)
312 - Hire Companies	9,754	9,754	9,754	9,754	10,560	(806)	0	10,560	(806)
423 - Repairs and Maintenance - General Materials	1,200	1,200	1,200	1,200	496	704	0	496	704
433 - Marketing - Promotion & Familiarisation	6,000	6,000	6,000	6,000	527	5,473	0	527	5,473
800 - Other Expenditure	2,520	2,520	2,520	2,520	6,455	(3,935)	0	6,455	(3,935)
806 - Donations	573	573	573	573	755	(182)	0	755	(182)
835 - Entertainment/Special Occasions	5,447	5,447	5,447	5,447	5,134	313	0	5,134	313
944 - Sponsorship Income	(4,000)	(4,000)	(4,000)	(4,000)	(4,500)	500	0	(4,500)	500
	<b>35,717</b>	<b>35,717</b>	<b>35,717</b>	<b>35,717</b>	<b>31,099</b>	<b>4,618</b>	<b>0</b>	<b>31,099</b>	<b>4,618</b>

**J02 - Winter Wonderland - Jetty Road Contribution (50% of Budget)**

Activity	Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
205 - Wages	0	0	0	0	36	(36)	0	36	(36)
249 - Wages - Overtime	541	541	541	541	0	541	0	0	541
301 - Professional Services	100,000	100,000	100,000	100,000	72,294	27,706	0	72,294	27,706
310 - Project/Event Management	2,207	2,207	2,207	2,207	2,100	107	0	2,100	107
312 - Hire Companies	0	0	0	0	35,293	(35,293)	0	35,293	(35,293)
326 - Security Services - General	12,000	12,000	12,000	12,000	11,568	432	0	11,568	432
433 - Marketing - Promotion & Familiarisation	18,000	18,000	18,000	18,000	9,731	8,269	0	9,731	8,269
492 - Web Sites Updates	170	170	170	170	34	136	0	34	136
800 - Other Expenditure	4,677	4,677	4,677	4,677	236	4,441	0	236	4,441
801 - Advertisements	15,485	15,485	15,485	15,485	585	14,900	0	585	14,900
835 - Entertainment/Special Occasions	6,356	6,356	6,356	6,356	825	5,531	0	825	5,531
910 - Ticket Sales	(81,720)	(81,720)	(81,720)	(81,720)	(88,621)	6,901	0	(88,621)	6,901
944 - Sponsorship Income	(3,295)	(3,295)	(3,295)	(3,295)	(2,550)	(745)	0	(2,550)	(745)
	<b>74,421</b>	<b>74,421</b>	<b>74,421</b>	<b>74,421</b>	<b>41,531</b>	<b>32,890</b>	<b>0</b>	<b>41,531</b>	<b>32,890</b>

**J03 - Tour Down Under - Jetty Road Contribution**

<b>Activity</b>	<b>Original Budget</b>	<b>Carry Forwards / Budget Reviews</b>	<b>Current Adopted Budget</b>	<b>Current Adopted YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Orders</b>	<b>Total Actuals</b>	<b>Balance Available</b>
205 - Wages	1,400	1,400	1,400	1,400	616	784	0	616	784
249 - Wages - Overtime	2,750	2,750	2,750	2,750	5,293	(2,543)	0	5,293	(2,543)
310 - Project/Event Management	35,000	35,000	35,000	35,000	7,726	27,274	0	7,726	27,274
312 - Hire Companies	10,100	10,100	10,100	10,100	13,859	(3,759)	2,008	15,867	(5,767)
423 - Repairs and Maintenance - General Materials	750	750	750	750	0	750	0	0	750
433 - Marketing - Promotion & Familiarisation	0	0	0	0	6,754	(6,754)	0	6,754	(6,754)
800 - Other Expenditure	0	0	0	0	1,557	(1,557)	0	1,557	(1,557)
835 - Entertainment/Special Occasions	0	0	0	0	4,066	(4,066)	0	4,066	(4,066)
	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>39,871</b>	<b>10,129</b>	<b>2,008</b>	<b>41,879</b>	<b>8,121</b>

**J04 - October Street Party**

<b>Activity</b>	<b>Original Budget</b>	<b>Carry Forwards / Budget Reviews</b>	<b>Current Adopted Budget</b>	<b>Current Adopted YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Orders</b>	<b>Total Actuals</b>	<b>Balance Available</b>
249 - Wages - Overtime	0	0	0	0	2,780	(2,780)	0	2,780	(2,780)
310 - Project/Event Management	30,000	30,000	30,000	30,000	21,759	8,241	0	21,759	8,241
433 - Marketing - Promotion & Familiarisation	0	0	0	0	6,957	(6,957)	0	6,957	(6,957)
801 - Advertisements	0	0	0	0	403	(403)	0	403	(403)
	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>31,897</b>	<b>(1,897)</b>	<b>0</b>	<b>31,897</b>	<b>(1,897)</b>

Item No: 9.3  
Subject: **WINTER WONDERLAND**  
Date: 26 June 2019  
Written By: Jetty Road Development Coordinator  
A/General Manager: Community Services, Mr M Rechner

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## **SUMMARY**

This report provides an update on planning for the upcoming Winter Wonderland event that is scheduled to be held from 28 June to 22 July 2019. The Winter Wonderland festival was developed by the Jetty Road Mainstreet Committee (JRMC) in 2014 to help stimulate economic development during off peak visitation and to keep Glenelg front of mind as a destination during Winter.

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## **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee note this report.**

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## **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

## **COUNCIL POLICY**

Not Applicable.

## **STATUTORY PROVISIONS**

Not Applicable.

## **BACKGROUND**

The Winter Wonderland festival was developed by the JRMC in 2014 to help stimulate economic development during off peak visitation and to keep Glenelg front of mind as a destination during winter.

Over the five years that the event has been delivered, operations and marketing have been refined to a point where Jetty Road Mainstreet Committee and Council can be assured of a successful event

**REPORT**

Mr Sacha Sewell, Event Management Specialist at the City of Holdfast Bay will join the meeting to provide a verbal update on the event planning and ticket sales.

To launch the event, a ticketed Opening Night Twilight Disco Party will be held on Friday 28 June at 7pm with DJ Filip Odzac, face painting and fairy floss by The Beachouse and hot beverages provided by Bracegirdles. A selection of social media influencers will be provided with a family pass to experience this event to assist with digital promotion of the event.

**BUDGET**

The 2019/20 JRMC budget includes \$74,421 for Winter Wonderland. Of this \$43,188 is allocated to Winter Wonderland and \$31,233 is allocated to the Telstra building Winter Lighting Activation and Winter Weekend event endorsed at the 1 May 2019 JRMC meeting.

**LIFE CYCLE COSTS**

To be determined post 2019 event.



Item No: 9.4

Subject: **NEW MUSIC AND ART EVENT**

Date: 26 June 2019

Written By: Jetty Road Development Coordinator

A/General Manager: Community Services, Mr M Rechner

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### **SUMMARY**

The report provides an overview of a new music and art event concept. The City of Holdfast Bay has been approached by a local resident, Mr Papatolis, to host a new music and arts event on the top deck of the Partridge Street carpark. As this event concept supports activation of the eastern end of Jetty Road the JRMCM may wish to consider supporting the event with a grant. Mr Papatolis will be invited to present the event concept at the 7 August JRMCM meeting.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee note this report.**

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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

Local resident Mr Michael Papatolis has approached the City of Holdfast Bay to express his interest in hosting a new music and arts event on the top deck of the Partridge Street carpark. Mr Papatolis and his two business partners have experience in event management from working on other large scale music events in Adelaide and see a gap in the market and opportunity to host a new style of urban event in Glenelg as many events are by the foreshore.

The event concept would be from 1pm – 10pm on Saturday 9 November and include a stage for a music concert, with approximately six bands (to be confirmed) and local food outlets would pop up, there would be a bar set up and an art hub for artist to work and an interactive art space.

The City of Holdfast Bay has undertaken a site inspection with Mr Papatolis and deem the site suitable for the event concept with a number of small risk mitigations to take place as well as suitable pedestrian and traffic management plans.

## **REPORT**

The Partridge Street car park has been a topic of discussion over the last two years as a space that is underutilised.

In addition to this there has been an interest from east end Jetty Road traders to have more activations at the eastern end of Jetty Road, as many events are hosted on the beach, foreshore and street parties.

As this event concept supports activation of the eastern end of Jetty Road the JRMC may wish to consider supporting the event with a grant.

Mr Papatolis will be invited to present the event concept at the 7 August JRMC meeting, where the JRMC can then consider the merits of the proposal and if they wish to fund this new event.

## **BUDGET**

Not applicable

## **LIFE CYCLE COSTS**

There are no lifecycle costs associated with this report.

Item No: 9.5  
Subject: **OCTOBER STREET PARTY**  
Date: 26 June 2019  
Written By: Jetty Road Development Coordinator  
A/General Manager: Community Services, Mr M Rechner

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### **SUMMARY**

This report provides an overview on Street Parties that have taken place in November 2017 and October 2018. The Street Parties are a jointly funded initiative between the City of Holdfast Bay and the Jetty Road Mainstreet Committee (JRMC). The JRMC must make a decision on the timing of the 2019 October Street Party and a long term vision for the event to allow administration to commence event planning.

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### **RECOMMENDATION**

**That:**

- 1. The JRMC select a date to host the 2019 October Street Party.**
  - 2. The JRMC**
    - 2.a. invite traders from outside the Jetty Road Glenelg levied area to participate in the 2019 October Street Party for a fee.**
    - OR**
    - 2.b. not invite traders from outside the Jetty Road Glenelg levied area to participate in the 2019 October Street Party for a fee.**
- 

### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Making it easier to do business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

## STATUTORY PROVISIONS

Not Applicable.

## BACKGROUND

On Friday 24 November 2017 Jetty Road hosted a Glenelg Street Party the night before the Glenelg Christmas Pageant, this was designed to put Glenelg in the minds of consumers at the beginning of summer and this also provided road closure costs savings to run two major events back to back. This was a successful event, attracting crowds of approximately 30,000 visitors.

Expenditure in the suburb of Glenelg on the event day (non-work hours) was valued at \$1.24 million.

*Source: SPENDMAPP, Total Local Spend in Glenelg, Retail, allied industries and tourism expenditure, Non Work Hours, Friday 24/11/2017.*

By comparison retail, allied industries and tourism expenditure on other Fridays that match and previous years:

- Friday 17/11/2017 – \$729,847
- Friday 24/11/2017 – \$750,600
- Friday 16/11/2018 - \$707,572

*Source: SPENDMAPP, Total Local Spend in Glenelg, Retail, allied industries and tourism expenditure, Non Work Hours*

The estimated economic impact from the 2017 November Street Party was valued at approximately \$510,000.

On Sunday 21 October 2018, Jetty Road hosted the Stay and Street Party aligned with the Adelaide Fashion Festival. The family friendly event received 20,000 event attendees from 11:00am – 7:00pm, with Jetty Road traders popping up with food and fashion stalls, plus three fashion parades were well attended. The event was designed to provide increased economic opportunities for the retail sector on Jetty Road, encourage local and day trip visitors to shop in the precinct with this messaging promoted through the event marketing. Positive feedback has been received from retailers, who held special sales for the day/weekend (eg. 20% off store wide) to capitalise on the event which was promoted through the Jetty Road social media channels.

Expenditure in the suburb of Glenelg on the event day was valued at \$1.58 million.

*Source: SPENDMAPP, Total Local Spend, Retail, allied industries and tourism expenditure, All Hours, Sunday 21/10/2017.*

By comparison retail, allied industries and tourism expenditure on other Sunday's:

- Sunday 14/10/2018 - \$1.18 million
- Sunday 28/10/2018 - \$1.35 million
- Sunday 22/10/2017 - \$1.30 million

The estimated economic impact from the October Street Party was valued at approximately \$310,000.

*Disclaimer: The above data is an indicative indication of expenditure in the suburb of Glenelg.*

**REPORT**

The Street Parties are a jointly funded initiative between the City of Holdfast Bay and the JRMC.

To assist with planning for a 2019 Street Party, the JRMC must consider what type of Street Party they wish to implement to allow administration to commence planning.

The JRMC also need to consider what the long term strategy for this event is. Factors to consider include:

1. Visitation from locals, day trippers and intrastate visitors
2. Expenditure in the precinct and the best return on investment for the community
3. Positioning of the precinct from a branding perspective and
4. Media exposure
5. Extending the year round event calendar as there is a high concentration of events over Summer.

It is known that the Adelaide Fashion Festival will not continue in the same capacity as previous years, therefore Jetty Road is unable to align itself to this event.

In 2019, Adelaide will host the 2019 Australian Masters Games from 5-12 October 2019 and Jetty Road has the opportunity to host a Street Party over the October long weekend on Sunday 6 October, and promoting this to approximately 5,000 athletes and their families.

Administration would also like the JRMC to give consideration opening up participation in the Street Party from traders outside of the Jetty Road Glenelg levied area. A fee structure would be developed to charge a small, medium or large street activation, which would increase the event budget and provide additional offerings on the street that would improve the visitor experience. This model would be benchmarked against a similar scenario as the Unley Gourmet Gala, implemented by the City of Unley.

The increased budget would provide additional funds to add new event elements like theming to enhance the visitor experience.

**BUDGET**

The 2019/20 JRMC budget includes \$30,000 for the October Street Party.

**LIFE CYCLE COSTS**

To be determined post 2019 event.

Item No: 9.6

Subject: **COMMUNITY SAFETY AND WELLBEING**

Date: 26 June 2019

Written By: Jetty Road Development Coordinator

A/General Manager: Community Services, Mr M Rechner

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### **SUMMARY**

On Monday 17 June 2019, the Jetty Road Mainstreet Committee hosted a trader briefing on community safety and wellbeing with the South Australian Police. The briefing was designed to provide traders with an overview of theft prevention, client aggression, armed hold up prevention and counterfeit money. The session was well attended by 26 Jetty Road traders and positive feedback has been received on the event.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee note this report.**

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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

On Monday 17 June 2019, the Jetty Road Mainstreet Committee hosted a trader briefing on community safety and wellbeing with the South Australian Police (SAPOL). The briefing was designed to provide traders with an overview of theft prevention, client aggression, armed hold up prevention and counterfeit money.

The briefing allowed for a Q&A session with a SAPOL representative to answer questions from Jetty Road traders about community safety and well-being. In addition SAPOL had an information pack available for traders to collect with information sheets on how to report theft and request Police assistance, flyers on business security and aggressive customers.

## **REPORT**

Of the 36 traders that were registered to attend the SA Police Briefing, 26 attended, and Councilor Smedley was also in attendance. Anecdotal feedback from traders on the event has been positive.

Jetty Road traders were interested in establishing an online platform that would be a closed network for Jetty Road traders to report and share information on theft and unwanted customers. The Jetty Road Development Coordinator will continue to investigate this initiative. The SAPOL Representative reiterated the importance of the community, and in this instance, traders to call 131 444 to report all incidents of theft, anti-social behaviour, and begging. All life threatening incidents to be called through 000.

## **BUDGET**

Not applicable

## **LIFE CYCLE COSTS**

Not applicable report.

Item No: 9.7

Subject: **JRMC GOVERNANCE MODEL**

Date: 26 June 2019

Written By: Jetty Road Development Coordinator

A/General Manager: Community Services, Mr M Rechner

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## **SUMMARY**

The Jetty Road Mainstreet Committee is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*. The JRMC conducted a Special Meeting on 20 June 2018 to workshop alternative governance models with a facilitator and external subject matter experts. At its 4 July 2018 meeting the JRMC recommended to Council their preferred governance model of an Incorporated Association established under the Associations Incorporation Act 1985. At the 7 November JRMC meeting, the JRMC appointed Premier Retail Marketing and Peter McNabb and Associates to prepare a business case that was endorsed by the JRMC at their 5 December 2018 meeting. The Business Case was presented at a 26 February Council Workshop and was on the agenda for endorsement at the 12 March 2019 Council meeting. At the meeting Council adjourned the motion for 6 months from 12 March 2019.

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## **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee conduct a Governance Workshop with new committee members in late August 2019 to allow the newly established committee members to workshop the governance model.**

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## **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

## **COUNCIL POLICY**

Not Applicable.

## **STATUTORY PROVISIONS**

Not Applicable.



## **BACKGROUND**

The Jetty Road Mainstreet Committee (JRMC) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*. The following provides a timeline of the JRMC's efforts to establish a new governance model.

### June 2018

The JRMC conducted a Special Meeting on 20 June 2018 to workshop alternative governance models with a facilitator and external subject matter experts. A discussion paper on the alternative models was provided to the Committee that provides an overview of the options:

- a. Section 41 Committee – retain as per status quo;
- b. Section 41 Committee that enjoys delegated authority to make decisions on behalf of the Council;
- c. Incorporated association established under the *Associations Incorporation Act 1985* ("the AI Act");
- d. Council subsidiary established pursuant to section 42 of the LG Act

*Attachment 1: Governance Model Discussion Paper June 2018*

*Attachment 2: Notes from 20 June Workshop prepared by Kelledy Jones Lawyers*

### July 2018

At its 4 July 2018 meeting the JRMC recommended to Council their preferred governance model of an Incorporated Association established under the *Associations Incorporation Act 1985*.

### November – December 2018

At the 7 November 2018 JRMC meeting, the JRMC appointed Premier Retail Marketing and Peter McNabb and Associates to prepare a business case that was endorsed by the JRMC at their 5 December 2018 meeting.

*Attachment 3: Jetty Road Governance, The Business Case for a Business Association*

### February 2019

The Business Case was presented at a 26 February Council Workshop and on the agenda for endorsement at the 12 March 2019 Council meeting. At the meeting Council adjourned the motion for 6 months from 12 March 2019 to allow the newly appointed committee to review the recommendation of their predecessors and obtain their own guidance, particularly concerning future financial arrangements, before returning to Council with either affirmation of the current proposal, or their own recommendations. Excerpt from 12 March 2019 Council minute:

14.2 *Jetty Road Mainstreet Committee Governance Model Business Case (Report No: 85/19)*

*That Council agrees to initiate a process of implementing:*

1. *That the JRMC become an Incorporated Association; OR*

2. *That the JRM become a Council subsidiary established pursuant to section 42 of the LG Act; or*
3. *That the JRM Section 41 Committee – retain as per status quo.*

*Adjournment**C120319/1400*

*That the motion be adjourned for 6 months from 12 March 2019, to allow the newly appointed committee to review the recommendation of their predecessors and obtain their own guidance, particularly concerning future financial arrangements, before returning to Council with either affirmation of the current proposal, or their own recommendations.*

*Moved Councillor Miller, Seconded Councillor Abley*

*Carried*

The following amounts have been invested by the JRM in 2018/19 to investigate a new governance model:

Incorporated Association Business Case: <i>Peter McNabb and Associated and Premier Retail Marketing</i>	\$6,500
Premier Retail Marketing 12 March Council Presentation:	\$525
Total:	\$7,025

**REPORT**

The new JRM need to discuss the governance model options to brief the new committee members on the process and their interest to pursue the Incorporated Association Model. New committee members need to determine whether they have enough information on the topic and would like continue to pursue the Incorporated Association model or would like to workshop this further as a group.

It is important to take in to consideration and provide clarity on the following items that were raised by Council at the 26 February 2019 Council workshop namely:

Selection process for committee members:

Council raised concerns in regards to the selection process for appointing new committee members and the potential for landlord influence to play a role during the voting process. It was raised that individual retailers may feel obliged to vote a particular way for individuals to appease their landlords.

Trader Engagement:

Council questioned the ratio of businesses who voted and whether this was a true reflection of the consensus of the street for the preferred model. It was presented that sixty six (66) businesses

and property owners or 22% of the 305 occupied premises (at the time) in the Jetty Road separate rate area responded to the survey and 85% percent of those (56 businesses) were in favour of the new incorporated association model.

Preferred model rationale:

Questions were raised on why this model was preferred over the subsidiary model. It was presented that this model would allow for increased trader engagement with the mainstreet committee and allow more autonomy for the mainstreet committee to be fluid and flexible to respond to changing market conditions when it came to expenditure of funds, rather than having to rely on slower council approval processes.

David West confirmed that the topic of independence arose during the consultation on the Jetty Road Glenelg Retail Strategy. Mark Faulkner, Chair JRMC addressed council during the workshop and highlighted that the need for independence also arose during the Jetty Road Tram Track Upgrade during May 2017 when the JRMC would have liked to have more involvement and consultation during the decision making and planning of this project.

Increased Administration costs:

Council questioned whether the business case presented accurately reflected the true administration costs that would be incurred by the association and that the figure of \$25,000 seemed low.

**BUDGET**

The JRMC 2019/20 budget has been approved by Council without consideration of the proposed changes for a new governance model

**LIFE CYCLE COSTS**

The JRMC need to consider budget implications associated with establishing a new governance model.

# Attachment 1





# JETTY ROAD MAINSTREET GOVERNANCE MODELS DISCUSSION PAPER

Author: General Manager Community Services  
Title: Jetty Road Mainstreet Governance Models  
Date: June 2018

## Background

The Jetty Road Glenelg Precinct (“the Precinct”) is recognised throughout South Australia and beyond as one of the best examples of a thriving traditional retail, hospitality and business district, servicing the needs of the community and around 1.3 million visitors each year.

In 1994, the former City of Glenelg established the Jetty Road Mainstreet Board (“the Board”) with the aim of supporting the Precinct to flourish and expand, to strengthen partnerships between businesses, the Council and local community. In 2007, the name was changed to the Jetty Road Mainstreet Management Committee (JRMMC).

## Current Model

The Jetty Road Mainstreet Committee (JRMC) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999* (“the LG Act”). The JRMC operates in accordance with the Terms of Reference adopted by the Council.

Membership of the JRMC consists up to 11 members and aligns with the current term of Council and is required to operate in accordance with Part 4 of the *Local Government Act 1999*.

The JRMC is established to advise Council on:

- enhancing and promoting the Precinct as a vibrant shopping, leisure and recreational area with year-round appeal to residents and visitors;
- furthering the economic development of the Precinct and encouraging further retail investment in the Precinct;
- a consistent marketing and brand strategy for the Precinct; and
- initiatives required to operate the Precinct in accordance with the Council’s Strategic Management Plans.

Subject to compliance with all Council policies, plans and procedures, the purpose of the JRMC is to:

- recommend a strategic management and financial plan for the Precinct for a period of at least four years for consideration and adoption by Council;
- promote the Precinct and to encourage its use by residents, visitors and the greater community in general;
- To make recommendations to Council in relation to the maintenance and upgrade of the Precinct’s existing infrastructure and physical appearance to ensure it is maintained to a high standard in keeping with a historic seaside village concept; and
- to recommend annually to Council a budget to support the performance of its activities and functions. Through regular reporting to Council on the JRMC’s financial and general performance, monitor the aspects of the budget approved by Council relating to the JRMC and the Precinct.

The JRMC also facilitates and maintains communication between the Council, traders, landlords, tourism providers, consumers and residents within the Precinct.

Meetings of the JRMC are held at least once every 2 months and conducted in accordance with Part 3, of the *Local Government Act (Procedures at Meetings) Regulations 1999*, the City of Holdfast Bay Code of Practice for Meeting Procedures and any additional procedures discussed within the Terms of Reference.

Importantly, during preparation of the draft retail strategy in 2017, JRMC expressed an interest in exploring alternative governance models to improve functionality, independence and effectiveness in pursuit of continuous business improvement.

Interim investigations have identified that the following are options regarding the governance models for the JRMC moving forward:

1. Section 41 Committee – retain as per status quo;
2. Section 41 Committee that enjoys delegated authority to make decisions on behalf of the Council;
3. Incorporated association established under the *Associations Incorporation Act 1985* (“the AI Act”);
4. Council subsidiary established pursuant to section 42 of the LG Act.

Of the above, the following two options are considered to be a viable proposition if the Council wishes to move away from the section 41 Committee governance model:

- Option 1 – incorporated association in the nature of a ‘Business Improvement Association’;
- Option 2 – Council subsidiary established under section 42 of the *Local Government Act 1999*.

Further details regarding these models are set out below.

#### **OPTION 1.**

##### **Business Improvement Association (BIA)/Association Model**

This model is based on the concept of establishing an independent Business Improvement Association (BIA). A BIA is an organisation distinct from the Council that is established to service a specific geographic zone. Commercial buildings within the defined zones or districts pay a special levy, which funds activities focused on improving that specific area.

A BIA works alongside local government to supplement services and activities. To establish a BIA, businesses within a geographic area need to informally agree to the concept. The businesses then approach Council to conduct a formal consultation process to enable businesses that would be affected by a levy, to provide feedback. Under this model, the

Council is still responsible for raising the special levy (i.e. as a separate rate under the LG Act) and providing it to the BIA to be administered. The model necessitates the BIA and Council entering into a funding agreement that addresses the terms on which the levy is raised and provided and ensures accountability by the BIA in its management of public funds.

Jetty Road Mainstreet traders and service providers would be required to set up a non-profit incorporated body under the AI Act via Consumer and Business Services.

An incorporated association is a legal entity in its own right and is governed by an executive committee which usually includes the following; Public Officer, Chair, Secretary, Treasurer and committee members. An incorporated association is ultimately accountable to its members (membership entitlements are a matter dealt with under the Rules of the association).

Incorporated associations that are prescribed with gross receipts of more than \$500,000 per year, need to lodge annual financial statements with Consumer and Business Services. Associations must follow legal standards of accounting and annually audit association finances in accordance with the AI Act.

## **Funding**

The BIA is responsible for administering the levy paid to the Council by commercial building owners within the agreed geographic boundaries. As above, the Council will collect the levy via the rating process and distribute the revenue to the BIA.

The BIA is responsible for undertaking business planning annually to determine the amount of the levy required to be collected and making recommendations to the Council regarding the same. The Council is ultimately responsible, having regard to the BIA's recommendations, to determine the amount that will be raised by a separate rate to fund the levy.

This funding model is similar to a grant arrangement, where an annual plan of business improvement activities is provided to Council, and upon the Council declaring and collecting the separate rate, the revenue is forwarded to the BIA to financially manage. The BIA would report twice a year to the Council acquitting the levy expended.

As above, the terms of the funding model will be set out in a funding agreement between the BIA and the Council.

BIA is structured as a non-profit organisation, separate from Council, and is eligible to engage in fee-for-service arrangements. Additionally, they can seek funding and grants from other bodies.

## **Governance**

BIAs are a separate legal entity from the Council. Although globally BIAs work closely with Council to ensure strategic objectives are achieved and all funds raised are fully acquitted.

The incorporated association is member based organisation governed by a constitution



(otherwise known as 'Rules') which is lodged with Consumer and Business Services.

A committee of management, is charged with management of the organisation. The committee of management, is made up of volunteers, drawn from members or their nominees, in accordance with the constitution. The Rules of the association provide for membership of the committee of management. By way of example, a common approach is that each year at the AGM of the association, the committee of management positions are declared vacant. All full members of the incorporated association are eligible to vote at the AGM as well as to stand for election, or to nominate someone to stand on their behalf.

The committee of management may employ staff (i.e. an executive manager) to oversee the day to day activities of the organisation. In this case, the executive manager reports each month at management meetings on the running of the organisation.

### **Responsibility**

A BIA is responsible for all associated expenses drawn from the levy raised by Council on behalf of the BIA including;

- Audit committee
- Internal and external auditors
- Human Resource management and all associated functions
- Finance systems – produce an annual budget which meets all of the financial regulations and standards
- Business plans
- Annual reports

This envisages any services provided by Council, would be on-charged to the BIA for reimbursement from Levy funds.

### **OPTION 2.**

#### **Subsidiary Model**

Ministerial approval is required under the LG Act to establish a Council subsidiary. A subsidiary is a legal entity in its own right and is governed by a board. Membership of the board is provided for in the Subsidiary's Charter.

Specifically, to establish a subsidiary, a Charter is prepared by Council addressing matters including (but not limited to) the following;

- Purpose of the subsidiary
- Constitution of the board of management
- Determine whether board members need to submit returns under the LG Act
- Powers, functions and duties of the subsidiary
- Scope and description of any activities undertaken out of the Council area
- Staffing issues – can the subsidiary employ staff and if they are able to the conditions and processes of employment

- Funding arrangements – fully self-funding or partially funded and any other relevant arrangements relating to costs and funding
- Any special accounting, internal auditing or financial systems or practices to be established or observed by the subsidiary
- Acquisition or disposal of assets
- Manner in which surplus revenue is to be dealt with by the subsidiary
- Nature and scope of any investments the subsidiary can undertake
- Reporting obligations to Council – operations, financial position and other relevant issues.

Council can include any other relevant matters and has the power to review the Charter at any time to align with Council’s strategic plans and amend the Charter as required.

### **Funding**

Council would need to agree to raise a compulsory levy paid by all businesses within precinct. Again, the levy would be raised by way of the Council declaring a separate rate. The precinct’s geographic boundaries would be determined by Council.

The subsidiary would manage, expend and acquit all funds raised by Council from the levy in accordance with the requirements of the Charter

### **Governance**

A subsidiary appoints a board of management with the membership determined by Council. The board of management may consist of or include persons who are not members of Council. Board members are appointed for a term not exceeding 4 years and at the expiration of a term of office are eligible for reappointment (unless the Charter provides to the contrary).

The board of management is responsible for the administration of the affairs of the subsidiary, and for ensuring that:

- The subsidiary observes all plans, targets, structures, systems and practices required or applied to the subsidiary by the Council
- The subsidiary prepares and adopts a business plan consistent with its charter including:
  - Performance targets to be met,
  - Statement of financial and other resources,
  - internal processes that will be required to meet the targets,
  - Performance measures that are to be used to monitor and assess performance.

The board’s liabilities are guaranteed by Council and any borrowings need to be approved.

The Council has the ability to direct the Subsidiary.

### **Responsibility**

Under the subsidiary model, the subsidiary will be responsible for all associated expenses drawn from the levy raised by Council on behalf of the subsidiary, including:

- audit committee
- internal and external auditors
- Human Resource management and all associated functions
- finance systems – produce an annual budget which meets all of the financial regulations and standards
- business plans
- annual reports

### Overview

	BIA	Subsidiary	Current
<b>Established under</b>	Associations Incorporation Act 1985	Local Government Act (s42)	Local Government Act (s41)
<b>Governance structure</b>	Executive committee appointed in accordance with Constitution (may include members and non-members)	Board (determined by Council)	Committee (determined by Council)
<b>AGM</b>	Annually	Not required	Not required
<b>Governing Rules</b>	Constitution	Charter	Terms of Reference
<b>Direction &amp; Control</b>	Members	Council	Council
<b>Liability</b>	Own assurance	Guaranteed by Council	Guaranteed by Council
<b>Reporting to</b>	Members	Council	Council
<b>Financial management</b>	Annual audited accounts as per AI Act	Annual audited accounts as per LG Act	Annual audited accounts as per terms of reference
<b>Staff</b>	Employed by Association	Employed by Subsidiary	Employed by Council
<b>Employees</b>	Manager, plus required admin. staff	Manager, plus required admin. staff	n/a – see above
<b>Ability to raise funds</b>	BID requests Council to raise agreed funds	Council to raise a compulsory levy	Council to raise a compulsory levy
<b>Budget</b>	Agreed by members	Recommended to and agreed by Council	Recommended to and agreed by Council

## Discussion Points

- Risks/liabilities associated with each respective governance model
- Financial implications associated with each respective governance models
- Human resource management implications with each respective governance model.
- Accountability/Responsibility with each respective governance model.

## **Next Steps**

The timeframes outlined below are associated with the consideration of the alternate governance models for JRMC:

- 6 June JRMC Meeting - **Discussion Paper** Tabled for Consideration
- 20 June Special JRMC Meeting – **Workshop** with facilitator and external governance experts
  - Tracey Riddle – Kelledy Jones Lawyers
  - David West, Premier Retail Marketing
  - Melissa Kretschmer, CHB Team Leader Governance, Strategic and Commercial Services.
  - Rob McKay – Deputy Chairperson, Rundle Mall Management Authority
- 4 July 2018 JRMC Meeting - **JRMC Endorse** the preferred Governance model to be approved by Council.

# Attachment 2



**Summary of discussion from the Jetty Road Mainstreet Special Meeting  
Tuesday 20 June 2018 6.30pm**

**Incorporated Association**

- established under the *Associations Incorporation Act 1985*;
- may only be formed for specified purposes, but the proposed operations of a Jetty Road Mainstreet Association would be a service that could fall within such purposes;
- must be a 'not-for-profit' enterprise. That is, no money or assets may be distributed to the members of the association and the principle purpose must not be to secure a pecuniary profit for its members (although the association itself may make a profit, provided it is not then distributed to members);
- responsible for its own debts and liabilities;
- matters such as any proposed Council contributions to initial start-up costs, membership fees and the amount to be further contributed by the Council by way of a special levy, need to be considered, and a Funding Agreement with the Council will be required;
- as part of the Funding Agreement, the association will be required to prepare and provide to the Council audited accounts, an annual report, a budget and an annual business plan;
- administration, including but not limited to, matters such as; arranging meetings, minute takers, preparation of Agendas, the AGM, record keeping, financial obligations and training for members will need to be considered, and managed, by the association;
- the association is removed from the obligations and requirements of the *Local Government Act 1999*;
- the membership is established by the Rules, and may include criteria for membership and a process in order to become a member;
- allows (subject to the Rules) for a broad membership and for members of the community to become involved as members of the Committee of Management of the association;
- the Committee of Management is appointed in accordance with the Rules and, usually, are elected by the member(s) of the association;
- the Rules may be amended by special resolution of the members and notice must be given to Consumer and Business Affairs;
- will be responsible for arranging insurance requirements for members of the Committee of Management, as well as workers compensation or asset protection (as required).

## Subsidiary

- a single Council subsidiary is established under section 42 of and Schedule 2 to, the *Local Government Act 1999*;
- Schedule 2 sets out the framework that will apply to a Council subsidiary;
- to establish a Council subsidiary, the Council must obtain the approval of the Minister, which will include the Council providing the proposed Charter for the subsidiary;
- the Charter must address a range of matters, including the purpose, constitution, powers, functions and duties, activities, board membership, staffing, funding, accounting, acquisition and disposal of assets, surplus revenue and reporting;
- the Charter may subsequently be amended by the Council, without the need for further Ministerial approval, but subject to certain notice provisions;
- the Council subsidiary will be formed when the Minister gives notice of approval in the Gazette;
- upon establishment, the subsidiary is a body corporate, has the powers, functions and duties specified in its Charter and holds its property on behalf of the Council;
- the subsidiary is subject to direction of the Council and must provide information to and report to, the Council on request;
- subject to the Charter, the Board of Management is appointed by the Council and can include people who are not members of the governing body of the Council;
- the subsidiary must prepare and adopt a business plan and budget;
- liabilities of a subsidiary are guaranteed by the Council;
- legally, no member of the Board of Management of a subsidiary need be a member of the Council, although it is usual practice to include at least one;
- for reasons of good governance, transparency and accountability, it is recommended that the Charter provide for an independent chair.
- council subsidiaries usually become members of the Local Government Association Mutual Liability Scheme and enjoy civil liability indemnity protection in the same manner as the Council does, including for board members and officers of the subsidiary;
- other insurance requirements, whether for workers compensation or asset protection, is usually made under the Charter and ordinarily links to the Local Government Association Schemes.

# Attachment 3





# Jetty Road Governance

## The Business Case for a Business Association

December 2018

*Prepared for the*  
***Jetty Road Mainstreet Committee***

*Authored by:*

*Peter McNabb*

*David West*

**Peter McNabb & Assoc**



**Premier Retail Marketing**

**P R E M I E R**  
retail marketing

## 1. Executive Summary

### KEY POINTS:

- A new management approach will engage more traders and guide Jetty Road forward to meet future challenges.
- More than 20% of Jetty Road traders/property owners responded to the recent survey.
- 85% preferred the Business Association approach as did all of the current business members of the Jetty Road Mainstreet Committee.
- Businesses and property owners must be involved in the new approach.

Mainstreets and City centres across the world have moved to a professional and more nimble management approach that involves property owners and traders in developing business plans and implementing them. Over 90% of the marketing and business development programs in Australia funded by a separate rate levy are run by independent business associations. Excellent outcomes have been achieved over a long period of time when the business sector is actively engaged in the management of their city centre or mainstreet.

The Council's engagement policy aims to empower the local community to be more actively involved in decision making and partnership opportunities. An independent management approach will provide businesses with a meaningful opportunity to guide Jetty Road forward to meet future challenges.

Investing over \$550,000 each year in marketing, promotion and events to benefit small businesses and improve property values over time, businesses and property owners have a say in the expenditure of these funds and ensure that management is accountable and transparent. Reporting against measurable goals is also a high priority. 85% of businesses that responded to November survey supported the business association approach as did all of the current business members of the current Jetty Road Mainstreet Committee.

Links with Council will be maintained through a funding agreement that specifies the roles and responsibilities of both the Business Association and Council. A Councillor Representative on the Committee also can sustain the connection.

It is recognised that additional time and effort will be required by the business representatives on the new Association Committee to make the new arrangement work. . These business representatives also must have the necessary professional skills to be capable of managing the program effectively. This needs to be covered through the recruitment of Committee members with particular skills.

There will be additional administrative costs up to \$25,000 a year with this approach. These can be covered by reductions in some items of the current program and/or additional revenue obtained through voluntary contributions from businesses outside the separate rate area and/or corporate sponsorships. It is considered that reductions could be made in the current levy funding allocated to activities such as the Christmas Pageant. Additional revenue will add to the range of activities undertaken in the marketing program. The net result will be no increase in the separate rate.

## 2. Current Mainstreet Separate/Special Rate Levy Management Examples

### KEY POINTS:

- Business associations have managed mainstreets all over the world for over 20 years.
- Victoria has a significant number of mainstreets and association management examples.

The current management of coordinated marketing and business development programs in strip shopping centres or town centres funded by separate rate/special levies is undertaken across Australia primarily by independent incorporated business associations through **funding agreements** with local councils.

**More than 90% of these programs are managed in this way.** Victoria has the largest number of any of the state where business association committees run 64 (96%) of the 67 special levy programs in the state, as illustrated below:

- Eleven programs in the City of Banyule;
- Eight programs in the City of Boroondara;
- Five programs in each of the City of Stonnington and Mornington Peninsula Shire;
- Four programs in the City of Moonee Valley;
- Three programs in each of the Cities of Port Phillip, Glen Eira, Darebin, and Whittlesea as well as the Shire of Nillumbik;
- Two programs in each of the Cities of Moreland, Brimbank, Manningham and Whitehorse;
- One program in each of the Cities of Ballarat, Kingston, Maroondah, Mildura Monash, Swan Hill, and Yarra as well as the Shire of Yarra Ranges.

Over 85% of these programs have been in operation for more than 15 years with formal renewals of each levy required every three to six years. Given this intense scrutiny of the effectiveness of the programs, **business association management has demonstrated over this long period of time to be a successful and resilient approach** to coordinating and delivering marketing and business development initiatives to a diverse range of mainstreets across the state.

South Australia has the next largest number of levy programs. Business association committees run 11 or 85% of the 13 special levy programs in the state, as illustrated below:

- Five programs in the City of Unley;
- Two programs in Mount Barker District Council;
- One program in each of Adelaide Hills, Gawler, Norwood and Salisbury;

In addition the Onkaparinga Council area has 14 business association programs that rely on grants and member contributions without a formal levy. Queensland, New South Wales and Western Australia also have a range of business associations or chambers of commerce including Wanneroo, Beaufort Street, Subiaco, Newtown and Newcastle.

In New Zealand the Auckland Council supports many independent business associations including Glen Eden, Papkura, Parnell, Ponsonby, Uptown, Pukekoe and many more. Many of these are in business improvement district areas and a similar management approach is replicated in over 3000 mainstreets, high streets, City centres and small towns worldwide.

With the proven track record of so many independent business associations in the management of special levy programs, it is argued that this approach should be established at Jetty Road Glenelg for the administration of its separate rate. The following report builds on this background information to present a business case for this recommendation.

### 3. The Operation of Business Associations and their Management Committees

#### KEY POINTS:

- Business Associations must state their purpose and abide by governance rules.
- The Association works closely with Council through a funding agreement.
- The mainstreet manager plays a key role in developing and implementing plans.
- The Association must engage strong, committed and pro-active business members and property owners.

Business associations responsible for the administration of special levy programs across Australia operate as incorporated associations under the relevant Associations Incorporation legislation in each state. The legislation outlines the process for a business group to become incorporated and sets out various governance requirements including:

- The development of a statement of **purposes** for the organisation
- The development of a set of **rules**

A Government department in each state sets out a rules framework that these business associations need to address including issues such as membership; the process of general and special meetings of the association; quorum and voting arrangements at meetings; the process of electing a committee; the general duties of committee members and how often committee meetings must be held; and the financial matters to be considered by the association including the keeping and inspection of financial records and the preparation and submission of financial statements.

Business associations running special levy programs generally set out the purposes and roles of their association to include:

- Representing the views of their business community
- Facilitating a shared vision for the mainstreet
- Providing a central point of contact for the local council, businesses and other organisations
- Advocating and lobbying the local council and other stakeholders
- Providing the structure to deliver and facilitate activities to improve and activate the centre
- Providing key marketing, promotional, business development and communication activities in an integrated way
- Building relationships among the business community and with the local council, other Government organisations and community groups
- Complying with the requirements of the Associations incorporation legislation in their state and the relevant local council

The activities of the association normally cover:

- The development of a funding agreement with the local council relating to the use and management of the special levy funds in accordance with the rating policy that generates these funds, outlining the roles and responsibilities of both the association and the local council.
- An annual election by association members of a committee or board of management at the association's annual general meeting (AGM) with a specified number of executive officers (e.g., President, Vice President, Secretary and Treasurer) and an agreed number of other general committee members. Membership on the committee is usually restricted to association members. This generally means that business operators or property owners in the designated area where the levy applies. In a few instances, the association through its rules provides for elected members or council staff to be on the committee to maintain a strong connection with the council. In some instances, the council representatives do not have voting rights. Some associations where a council is not represented formally on the committee, invite council officers and other Government and community representatives to attend committee meetings on an as needs basis.
- Regular committee meetings to direct, monitor and evaluate the association's activities. The tasks usually involve the development of an annual business plan and budget which is submitted to the local council for approval in keeping with the funding agreement, the appointment or continuation of a mainstreet manager or marketing coordinator, the overseeing of the association's annual program of activities in line with the agreed budget and generally implemented by the mainstreet manager and other contractors; and an ongoing evaluation of the effectiveness of the program.
- General association meetings from time to time with all members to discuss the current and future programs.
- Production of progress reports and financial records for both the committee and local council in accordance with the funding agreement.
- Regular briefings of local council staff and elected members by the committee executive and the mainstreet manager/marketing coordinator.
- An AGM to outline the activities and achievements of the association for the previous year, plans for the next year, and the financial statements as well as to elect the committee members for the coming year.

Most associations do not have separate dedicated offices or office equipment. They rely on committee members, particularly the president, secretary and treasurer, as well as the mainstreet manager to organise reports, emails etc. from their own offices and to have committee and other meetings in local cafes and restaurants or their own business premises in the centre.

The mainstreet manager or marketing coordinator plays a key role in assisting the work of the association committee and in marketing and promoting the centre.

The key tasks include:

- Working with the committee in developing an annual business plan and budget including a detailed marketing and business development program
- Implementing the marketing program through various promotional events, media advertising, and social media
- Implementing a business development program through the organisation of business networking opportunities, business training, and hands-on assistance to business operators in the centre
- Communicating with businesses and property owners throughout the centre via email, meetings, newsletters, and face-to-face discussions
- Organising evaluations of levy program activities and business surveys to capture feedback
- Assisting the committee in its liaison with council staff and elected members
- Preparing progress reports for the committee and council in relation to the funding agreement
- Assisting the committee with other administrative tasks

The main administrative tasks for the association cover:

- Preparing business plans, budgets, and reports
- Engaging the mainstreet manager/marketing coordinator on a contract or employee basis and monitoring performance
- Organising and responding to correspondence
- Obtaining insurance to cover the association's activities
- Paying bills
- Preparing regular financial reports and, if required, organising an annual audit of the association's accounts

Committee members including the president generally are not paid for their services. The mainstreet manager or marketing coordinator is normally employed on a contract basis with a specified hourly rate or agreed financial package, although a few are engaged as employees of the business association. Many business associations with separate rate/special levies have been working effectively with these arrangements for over 20 years.

**The “best practice” ingredients of their success are:**

- Strong, committed and pro-active business members and property owners on the association committee who have a range of skills and work well together;
- An innovative and hard-working mainstreet manager;
- Regular communication by the association committee and mainstreet manager through face-to-face visits, emails, social media etc. with all businesses in the centre;
- Accountability and transparency by committee members of the association's income and expenditure through good financial records and their availability to association members on request;
- Performance measures that are monitored after events and throughout the year;
- An exciting marketing and business development program targeted to meet the needs of businesses in the centre;
- A supportive and helpful local council with good working relationships with the association committee and mainstreet manager, and little interference in the day-to-day running of the association's program;
- Adherence by both the business association and the local council to the provisions in the separate rate levy funding agreement, particularly in the preparation and submission of business plans, budgets and financial reports

The Jetty Road Mainstreet Committee has a reasonable understanding of the skills, time and effort required to undertake these necessary governance arrangements to make an independent business association approach work. It is keen to learn more through this report and is committed to best practice to ensure that future management of the levy program under a business association approach can be effectively implemented.

#### **4. Benefits and Costs of an Independent Business Association Management Approach**

##### KEY POINTS:

- The Association model can unlock a higher level of business engagement.
- The Committee members will be elected by the business community.
- The Association will have the ability to raise additional funds outside the levy program to reduce overall costs associated with the program.

From the experiences of the more than 80 Australian special levy programs run by independent incorporated business associations and similar organisations overseas, the benefits of this approach include:

- Business rather than government leadership of the program enabling businesses in a centre to take greater control over their destiny;
- Independence from a council or other government organisation;
- An elected association committee (by business members of the association) rather than a committee of business people (who may or may not be members of the association) appointed by the local council;
- Direct business control over how the levy money is spent;
- Reduction or elimination of Council influence and direction on how the levy money is spent including Council use of the levy money for promotion, public works or maintenance not supported or authorised by the business community;
- Business capacity building – the opportunity provided by this approach to develop and improve the leadership, management and communication skills of businesses in the centre;
- Greater business involvement in the program as more business people tend to volunteer to be part of a business association rather than a government-run organisation;
- Greater opportunity for independent advocacy of a centre where a council-organised program may not be able to advocate in certain controversial issues due to the range of its constituents;
- Capacity to fund raise and generate resources through multiple revenue streams including voluntary contributions from businesses outside the levy area, corporate sponsorships and partnerships compared with most council-managed programs that receive only public dollars. This provides greater flexibility and resilience for the program whereas a council-led program may be in greater jeopardy of receiving less external funding due to lack of diversification in times of political pressure or shortfalls in tax dollars;
- A stronger track record of business associations engaging with a wide variety of stakeholders in managing the program, typically leading to more innovative thinking and programming. Council programs tend to be internally focused on decision-making which can limit the diversity of opinion and insight;

- Less risk of shifts in the program’s priorities which under council control can lead to major changes as a result of elections or other political decisions;

**Under an independent business association program, the majority of the expenditure (typically 60-80%) will continue to relate to marketing and business development expenses that benefit businesses and attract more customers.**

The expenses of the mainstreet manager and/or marketing coordinator(s) may be slightly higher if those people are expected to undertake tasks currently performed by council staff whose salary and expenses related to the program are not paid for out of the levy funds. However, from the experience elsewhere, with an independent business association, the mainstreet manager is able to attract corporate sponsorship or other commercial partnership arrangements that would offset these additional costs, resulting in some cases with the mainstreet manager becoming cost neutral to the business association.

The one area where the costs of the program will increase under a business association arrangement is in general administration if the local council program has not taken these expenses out of the special levy revenue but has accounted for them in more generic line items within the council budget. The expenses in question relate to accounting, audit, insurance, secretarial services (preparation of meeting agenda, reports, minutes, etc.) and office accommodation. From the experience in other centres, these costs can represent 3-5% of the total costs of the program.

To reduce this amount, some business associations do not pay for separate office accommodation, but use local business offices, cafes and restaurants for meetings or to undertake other work at no cost to the association. Similarly, many associations have an elected secretary and treasurer who undertake the association’s secretarial and financial management tasks at little or no cost to the program.

In the situation where the business association pays for these administrative services, it is recognised upfront as the costs of running a professional organisation. The trade-off may be small reduction in the levy program’s marketing budget. Alternatively, the association may pursue additional revenue to offset the extra administrative costs. This may be achieved through voluntary contributions from businesses outside the levy area, corporate sponsorships or other partnership arrangements.

Through this report the Jetty Road Management Committee will have a better understanding of both the benefits and likely costs of an independent business association management approach. It will need to be committed to ensuring that any additional costs do not result in an increase in the levy on properties, but are covered through increased revenue from other sources or reductions in expenditure in other parts of the levy program.

## **5. Application of the Independent Business Association Management Approach to Jetty Road**

### **KEY POINTS:**

- The Business Association would take the lead role in managing the levy program.
- A funding agreement between Council and the Association would be developed.
- The Association would develop an annual business plan and budget.
- Transparency and accountability are critical to a successful program.



The application of the independent business association management approach to the Jetty Road levy program is discussed in terms of the governance and financial arrangements.

### **Governance Arrangements**

Under an independent business association approach, a new Jetty Road Mainstreet Business Association would take over from Council in the lead role of managing the levy program. Businesses and property owners in Jetty Road would need to establish this association as an incorporated association under the South Australian *Associations Incorporation Act 1985*.

Once the new association is established, its members would elect the committee or board to oversee the running of the program. This would occur at the first general meeting of the Association. The committee also could include a (voting or non-voting) Councillor from Holdfast Bay Council. This would need to be included in the rules for the Association and agreed by members at the time of incorporation.

Through the committee, the Association would develop and approve a **funding agreement** with Council in relation to the use of the levy funds collected by Council. The agreement would set out the roles and responsibilities of each party.

To fulfil its obligations, the Association would develop a **business plan and budget** outlining for each year the income to be received from the levy and any other sources as well as a breakdown of expenditure. These documents would be submitted to Council for overall approval.

Following approval of the business plan and budget, Council would forward the levy income to the Association on a quarterly or other agreed basis. The Association Committee would be solely responsible for all expenditure of these funds. This would require the Treasurer to open a separate bank account and to pay all bills related to levy fund expenses.

The Treasurer also would prepare regular financial statements detailing income and expenditure for consideration at Committee meetings. To ensure full transparency and accountability, these statements would be made available to any Association member (i.e., a business or property owner in Jetty Road) on request.

An independent audit of the financial records would be undertaken on an annual basis and presented at the Association's AGM for consideration by members as well as submitted to Council. Other financial reports would be prepared for Council at agreed intervals throughout the year in line with the funding agreement.

The Association would be responsible for any office accommodation, equipment and supplies that it considers necessary to administer the levy program. Under an agreement with Council, the Association's office could be established within existing municipal offices. Alternatively, it could be organised, if required, in business premises in Jetty Road under an agreement with the business or property owner.

The Association also would need to organise appropriate public liability insurance particularly in relation to promotional events that it organises as well as insurance for Committee members.

The employment of the development and events coordinator(s) would be transferred from Council to the Association. The Association would become solely responsible for the terms of employment including the role and tasks to be performed as well as the termination provisions. The person(s) selected by the Association Committee to fill this role(s) would be engaged as an employee of the Association or on a contract basis, and would work solely on tasks for the Association.

Regular communication and engagement with members about the levy program would be an important priority of the new Jetty Road Business Association. This would occur through emails, newsletters, and social media posts to businesses in the separate rate area as well as regular public meetings or workshops organised by the Committee. The development coordinator would continue to play a critical role in this through face-to-face discussions with businesses in the street as well as responses to issues raised through phone calls and emails.

Transparency and accountability are key ingredients to a successful program, and both the Committee and development coordinator need to ensure that members of the Association are up to date with what is happening in and proposed for the street and that their issues and concerns are being addressed.

### Financial Arrangements

Under the business association approach, the Committee would be responsible for managing the financial arrangements relating to the implementation of the separate rate funds. This section of the report outlines how the transition from the current arrangements could occur.

The 2018-19 Jetty Road budget, managed by Council, specifies the following income and expenses (including the surplus from previous years):

#### Jetty Road Mainstreet Budget 2018-19

<b>Revenue</b>	<b>2018-19 Budget (\$)</b>
General Rates Raised	564,539
Other Income	4,200
<i>Total Revenue</i>	<i>566,739</i>
<b>Expenses</b>	
Employee costs	149,371
Sponsorships	12,500
Professional Services	4,500
Event Management	69,388
Marketing	129,994
Retail Strategy Implementation	40,000
Food & Drink	3,250
Office Expenses	1,750
Directory Board	2,500
Christmas Decorations	42,515
Christmas Pageant	35,717
Winter Wonderland	74,421
Tour Down Under	50,000
November Street Party	30,000
<i>Total Expenses</i>	<i>645,906</i>
<b>Net Profit (Loss)*</b>	<b>(77,167)</b>

\* The 2018-19 Budget includes carry forward amount from 2017-18 of \$77,187.

Source: Holdfast Bay City Council

27% of the revenue obtained for the program is spent on administration. This includes employee costs and office expenses. The employee costs of \$149,371 cover:

- Salaries, wages, superannuation for the Jetty Road Development Co-ordinator - \$106,524
- 40% of the salaries, wages, superannuation for the Events Assistant - \$31,944
- Workers compensation insurance - \$6,903
- Ad hoc wages of Depot staff for various events in Jetty Road - \$4,000

The office expenses of \$1,750 for the year cover:

- Mobile phone expenses - \$1,000
- Printing and stationery supplies - \$750

Other administration expenses for items such as office accommodation for the Development Coordinator and Events Assistant, secretarial services, financial management and auditing of the program's accounts, and public liability insurance are not charged to the levy program. They are covered within line items of the administration budget for Council as a whole.

The change to a business association management approach at Jetty Road would require all of the administrative expenses outlined above to be included within the levy budget unless Council agreed to continue to pay for some expenses or the Jetty Road Business Association decided to make other arrangements, as outlined in previous sections of this report, so as not to incur these expenses.

To obtain an estimate of what these expenses might amount to, an analysis was undertaken of the administration expenses of the Camberwell special levy program in Melbourne. This example was used because the special rate there raises \$506,000 per annum (close to the \$565,000 raised for Jetty Road) and the program incurs expenditure for a centre coordinator, office accommodation and other administrative expenses similar to those that would be expected for Jetty Road.

The total 2018-19 budget for administration expenses in the Camberwell (Vic) program is approximately \$110,000 or 22% of the amount raised by the special rate. This proportion allocated to administration is much less than the 27% in the current Jetty Road program.

A breakdown of that expenditure is detailed below:

### **Camberwell Business Association Administration Expenses**

<b>Administrative Item</b>	<b>2018-19 Budget (\$)</b>
Centre Coordinator fees	95,000
Office accommodation	5,500
Office telephone, Internet, web hosting, domain registration, mobile phone for coordinator,	1,800
Bank fees, licences, etc.	500
Accounting & secretarial expenses	4,500
Audit	1,500

Insurance (directors, public liability, office)	1,400
Total expenses	110,000

The Camberwell Business Association employs the centre coordinator on a contract basis with a fixed monthly fee to cover the 30 hours a week spent on the program. Kerry Daly is employed as a contractor as she and her husband undertake other work in their property company. As a contractor, she is responsible for her own expenses on items such as workers compensation insurance and superannuation.

The annual cost for office accommodation is quite low. The Association has been able to negotiate the use of a community room in a commercial shopping complex in the Camberwell centre. Under the terms of the planning permit, this space in the complex cannot be leased for retail purposes, and hence the overall rent is very reasonable. The Association’s cost also is low because the space and rent are shared with the Association’s bookkeeper.

Using the Camberwell example and following discussions with the Jetty Road Mainstreet Committee, it is estimated that the maximum annual amount of additional general administrative expenses for the Jetty Road program under a business association approach would be in the order \$25,000. This is a conservatively high estimate being \$9,000 above the \$16,000 currently spent on these items in the Camberwell program.

A breakdown of those additional administrative expenses is outlined in the following table:

<b>Administrative Item</b>	<b>2018-19 Budget (\$)</b>
Office accommodation	11,000
Office telephone, Internet, web hosting, domain registration, mobile phone for coordinator, printing and stationery	2,500
Bank fees, licences, etc.	500
Accounting & secretarial expenses	5,000
Audit	2,500
Insurances(directors, public liability, office)	2,000
Miscellaneous	1,500
Total expenses	25,000

**The aim of the Jetty Road Mainstreet Committee and the wider business community is to cover these additional expenses without increasing the separate rate. This would be achieved either by reducing the amount currently spent on other items in the Jetty Road budget or generating additional revenue from other sources.**

The areas where it is considered cost reductions in the order of at least \$25,000 could be made to the current program include:

- The current contribution to the Christmas Pageant Community Event
- The contribution to the Street Party and the Tour Down Under

As an alternative, additional revenue could be generated for the Jetty Road program under a business association approach through:

- Annual voluntary contributions from properties in Glenelg that are just outside the separate rate area and see a benefit in contributing to the program
- Corporate sponsorships for particular events or activities in the program

The Swan Hill Inc. program in Victoria makes use of voluntary contributions from businesses adjacent to the special rate area. Approximately \$10,000 is received annually from businesses in New South Wales that are over the Murray River but linked to the Swan Hill District. The amount paid by each business is comparable to what a similar property in Swan Hill would contribute to the special rate. The business association manages the transactions by sending out an invoice to each business and ensuring that it receives payment.

A similar arrangement could be put in place for the Jetty Road program. It is estimated that there are approximately 10-20 businesses close to Jetty Road not paying the separate rate that would see benefits in being a part of the program. These businesses include operations such as the Glenelg Marina, Anzac Road or Broadway businesses. It is estimated that voluntary contributions from these businesses could achieve additional revenue for the program in the vicinity of \$10,000.

Corporate sponsorships of particular events or activities also could add revenue to the program. Sponsorships could be obtained from corporate partners such as banks, insurance companies or mining companies. These sponsorships could potentially provide a further \$10,000 to the annual income.

A Jetty Road business association approach, therefore, could maintain the entire current marketing program as well as cover its existing and proposed additional administration costs in an effective way without increasing the separate rate. An indication of how this could be achieved is outlined in the following table. Key changes to the current budget are highlighted in red.

**Jetty Road Mainstreet – Current and Alternative Association Budgets for 2018-2019**

Revenue	2018-19 Budget (\$)	Association Budget (\$) <i>with surplus carry over of \$77,167 for fair comparison</i>	Association Budget (\$) <i>Not including \$77,167 surplus carry over</i>
General Rates Raised	564,539	564,539	564,539
Other Income	4,200	4,200	4,200
<i>+Sponsorship</i>		10,000	10,000
<i>+Additional Income</i>		10,000	10,000
<i>Surplus carry forward</i>	<b>77,167</b>	<b>77,167</b>	<b>0</b>
<b>Total Revenue</b>	<b>645,906</b>	<b>665,906</b>	<b>588,739</b>
<b>Expenses</b>			

Employee costs	149,371	149,371	149,371
<b>+Administration/office costs</b>	0	<b>23,250</b>	<b>23,250</b>
Sponsorships	12,500	12,500	8,000
Professional Services	4,500	4,500	4,500
Event Management	69,388	69,388	56,000
Marketing	129,994	<b>149,994</b>	120,118
Retail Strategy Implementation*	40,000	40,000	40,000
Food & Drink	3,250	3,250	3,250
Office Expenses	1,750	1,750	1,750
Directory Board	2,500	2,500	2,500
Christmas Decorations	42,515	42,515	40,000
Christmas Pageant	35,717	<b>12,467</b>	10,000
Winter Wonderland	74,421	74,421	65,000
Tour Down Under	50,000	50,000	40,000
November Street Party*	30,000	30,000	25,000
<b>Total Expenses</b>	<b>645,906</b>	<b>665,906</b>	<b>588,739</b>
<i>*please note that the surplus allocation was \$40,000 to the Retail Strategy and \$30,000 to the Street Party</i>			

In the proposed new arrangements, \$20,000 of extra income is included in the budget as well as \$23,250 (\$25,000 - \$1,750) of extra administrative costs. To cover these extra administrative costs, \$23,250 has been removed from the Christmas Pageant in line with the Committee view that most of the expenses for the pageant should be covered by Council.

However, if the Association does obtain \$20,000 of additional revenue, as suggested in this budget, it can be used to undertake additional marketing so it has been added to that part of the budget expenditure. This provides an important net gain for the Association.

## 6. Survey and Interview Responses

The development of this business case involved extensive consultation within a very limited time frame for the project. An information sheet and survey was distributed to businesses and property owners in the Jetty Road separate rate area to assess the level of support for the change in governance arrangements from the Council Committee to an independent business association approach. Members of the current Jetty Road Mainstreet Committee also were consulted on their views.

David West and Peter McNabb spent over 50 hours conducting face-to-face and telephone interviews talking directly to traders and property owners to answer their questions. Businesses were presented with all four approaches to Jetty Road management (including the current approach) to ensure that all options were understood.

This process involved much more consultation than the previous survey undertaken by Council. From the feedback from businesses, the Council process received a very poor response due to a host of reasons including:

- several businesses were closing or short term (currently 18 vacant shops and pop-ups)
- several new shop owners not being aware of the program and therefore not being able to respond
- 61% (31) said they were aware from the e-news or flyer but only 3 completed the survey
  - 13% (4) thought it related to the Master Plan and did not investigate further
  - 19% (6) assumed that their head office would deal with it
  - 26% (8) said it was too much information causing them not to respond
- 39% (20) said they were not aware or could not recall the information
  - 35% (7) said they did not receive it
- In addition to this, the 22 Bayside Village shops have their own centre management governance in place.
- In some cases traders were aware of the information but did not follow through or complete the survey as they were seeking more explanation before committing themselves.

In contrast, the recent approach by our Premier Retail and McNabb & Associates consultants involving emails as well as personal delivery of the surveys and follow-up discussions ensured a higher level of meaningful engagement. Multiple visits to a business were required to connect with the owner or manager as they were often not onsite at Glenelg.

### **Business and Property Owner Responses**

On the 13<sup>th</sup> November the information sheet was delivered to all Jetty Road and Moseley Square shopfront businesses and Council followed up with an email on Friday 15<sup>th</sup> November to all businesses in the separate rate area. Traders were personally contacted between Monday 19<sup>th</sup> to Friday 23<sup>rd</sup> November to discuss the various options and to seek their views for the survey.

### **The information sheet asked traders and property owners if they supported a business association model as detailed below:**

- Future management of Jetty Road would be undertaken by an incorporated independent Business Association
- Committee members will be elected at the Annual General Meeting by the business members rather than appointed by Holdfast Bay City Council, as is the current approach
- The Incorporated Association will be guided by the agreed Rules of the Association
- The Association will have independent decision making ability
- A Funding Agreement with Council is required to manage the marketing funds raised by the levy
- The Association must report its budget position and progress to Council during the year
- Alignment with Council directions and plans will be undertaken by the Association
- The Association is responsible for its own insurance, accounting and annual audits
- The Association must manage any employees or contractors carrying out work on their behalf

- The Association will be required to pay for any office space, equipment and technology support not provided by Council
- The business community must show strong leadership, commitment, and good governance for the Association approach to be workable
- The Association can enter into partnerships with Council to deliver special events/projects and lobby Council to undertake further improvements in Jetty Road
- The Association can seek additional grants and corporate sponsorships from Council, Government, private and community organisations

**One question was put forward in the survey – “Are you in favour of the above management approach”? YES / NO**

**Sixty six (66) businesses and property owners or 22% of the 305 occupied premises in the Jetty Road separate rate area responded to the survey.** Their responses to the preferred management approach are outlined in the following table:

<b>Business Name</b>	<b>Preferred Approach</b>
The Annex Café	Association
Peter Shearer Menswear	Association
Bay Newsagency	Association
Westpac Glenelg	Association
Mamma Carmela	Association
TSG Glenelg	Association
Zest Café	Association
Glenelg Pharmacy	Association
Bay Junction Florist	Association
Caruso's Fruit & Veg	Association
CIBO Café	Association
Fassina Liquor	Association
Maios Properties	Association
Enve Hairdresser	Association
Taplin Property	Association
Holdfast Opals	Association
Pure Boutique	Association
Changing Canvas	Association
H&A Café	Association
FEED Jetty Road	Association
Elegance at the Bay	Association
Barbara's Sew & Knit	Association
ANZ BANK	Association
Grundy's Shoes	Association
Sakura Sushi	Association
M&S Dry Cleaners	Association
Wlane Fashion	Association
GU Filmhouse	Association
Fotopolous Property	Association
Hello Harry	Association
Adelaide Exchange Jewellers	Association
Peoples Choice	Association
Cardones Seafood Grill	Association
Extreme Boardriders	Association
Blazae	Association



Gleneig Health Foods	Association
Fishbone Café	Association
Mio Gelato	Association
Fruizberry	Association
Emporium Beauty	Association
Savenio Travel	Association
The Daily Fixx	Association
Carnegie Est Fashion	Association
2B Altered	Association
Black Pepper	Association
Coastal Uggs	Association
Jetty Road Shoe Repair	Association
Ottoman Grill	Association
Reece Bathroom Supplies	Association
Haigh's Chocolates	Association
Mint on Moseley	Association
Mint Function Centre	Association
Frankie Hairdresser	Association
Inner Focus Gym	Association
Wishart Jewellers	Association
Copyfax Stationers	Council Subsidiary
Kathmandu	Council Subsidiary
Property Owner D&S Group	Council Subsidiary
Property Owner John Papatolis	Council Subsidiary
Shades	Council Subsidiary
Waffle King	Council Subsidiary
Bracegirdles Café	Current Section 41 Committee
Goldsmithery	Current Section 41 Committee
JL Stevens Nominees	Current Section 41 Committee
Touche de Paris	Current Section 41 Committee
Gelatissimo	Current Section 41 Committee

Summary of responses:

- 83% (55) preferred the business association approach. Many felt that while Council could appoint members to the JRMC they also had a democratic right and obligation to vote for Board members. They also would like to see representation from the three geographical sectors including the eastern end of Jetty Road as they often were not included.
- 8% (6) preferred a Council subsidiary established under Section 42 of the Local Government Act and used in Rundle Mall. However other businesses were concerned that no traders or levy payers were on the Rundle Mall Board.
- 7% (5) preferred the current Section 41 Committee of Council

For those who were supportive of a business association approach, it was clearly explained to them that businesses would need to step up and be involved if this approach was to be successful.

A number of businesses (8) commented that they believe a link with Council in some form would be beneficial as they also invest heavily in Council rates in addition to the levy.

### **Committee Responses**

The consultants discussed the four governance options with the nine business representatives of the current Jetty Road Mainstreet Committee. All of the nine business representatives on the Committee supported the business association approach as long as the administration costs were accounted for without adverse impact on the delivery of the marketing and event program and did not result in an increase in the separate rate. In addition they indicated that members of the new Committee must have the necessary professional skills to be capable of managing the program effectively.

No one supported the Section 41 Committee arrangement.

The reasons indicated by the majority of the Committee for the change to the business association approach are:

- Desire for more business control over the direction and budget expenditure of the program
- Removal of the Council red tape and veto of some proposals which is slowing the progress of the program
- More direction for the role and duties of the Development Coordinator who they would like to have more time allocated to face to face time with businesses on the street
- More opportunity for the Committee to generate additional revenue for the program through voluntary contributions from Glenelg businesses outside the separate rate area and through corporate sponsorships.

Item No: 9.8  
Subject: **MARKETING UPDATE**  
Date: 26 June 2019  
Written By: Jetty Road Development Coordinator  
A/General Manager: Community Services, Mr M Rechner

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### **SUMMARY**

The report provides an update on marketing initiatives being undertaken from the Jetty Road Mainstreet Committee 2018/19 Marketing Plan and initiatives aligned to the delivery of the Jetty Road Glenelg Retail Strategy 2018-2022.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee note this report.**

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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

The Jetty Road Development Coordinator is responsible for implementing initiatives on behalf of the Jetty Road Mainstreet Committee in alignment with the 2018/19 Jetty Road Marketing Plan.

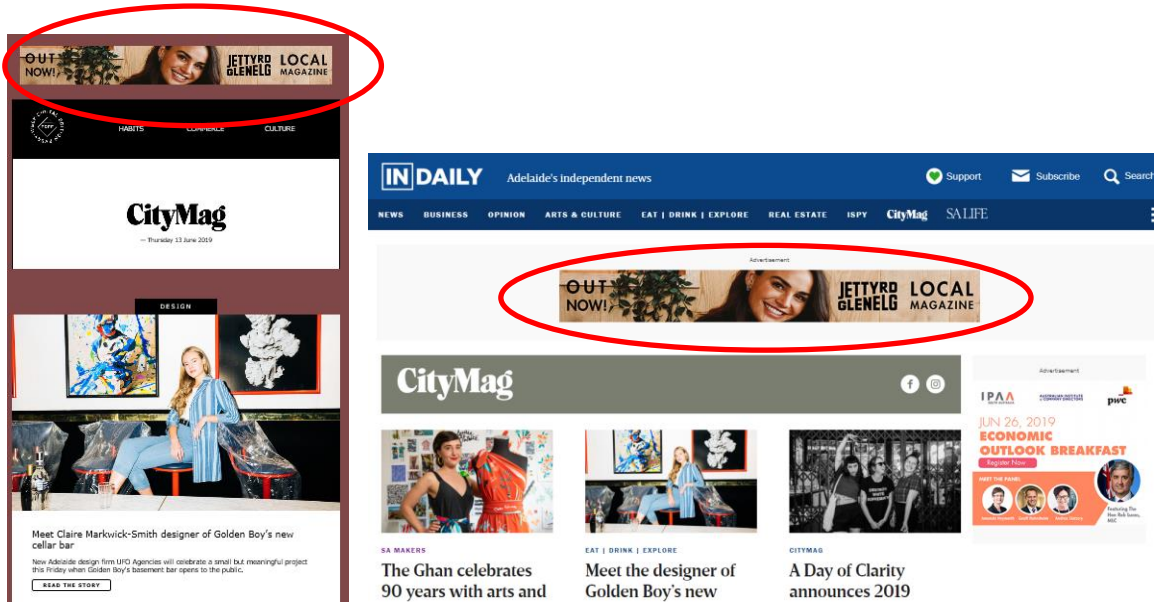
In addition to this, in October 2018 new initiatives were approved to support the delivery of the Jetty Road Glenelg Retail Strategy 2018-22.

**REPORT**

The Jetty Road marketing working group is an informal meeting of Jetty Road traders to discuss marketing initiatives and provides more trader involvement in the JRMCC’s marketing campaigns.

The marketing working group met on 20 June 2019 to debrief on the Jetty Road LOCAL Magazine, marketing for Winter Wonderland, retail milestone marketing campaigns brainstorm, Christmas decorations concept brainstorm and 2019/20 blogs and the 2019/20 marketing plan. A verbal update will be provided during the meeting on these initiatives.

Jetty Road LOCAL Magazine was released on 14 June 2019 and distributed throughout the precinct and surrounding Glenelg. Positive feedback has been received on the magazine as Jetty Road traders are promoting the publication on their social media channels. The magazine is currently being promoted via InDaily an online media platform and at the time of writing the advertisement had received 23,301 impressions and a click through rate of 0.09% which is relatively high for the average onsite. The advertisement is also featured in the CityMag EDM on 13 June 2019, with a distribution of 42,000 and is scheduled to feature twice in the InDaily EDM over the next fortnight, with a distribution of 84,000 subscribers.




**Social Media:**

The @jettyrdglenelg Instagram had 10,500 followers as at 27 June 2019 compared to 10,200 at 27 May 2019, a growth of over 300 new followers over the last month. From 20 May 2019 – 16 June 2019 posts on @jettyrdglenelg Facebook have received engagement (likes comments, shares) by 8,450 consumers (up by 89% compared to previous month). Posts reached 32,881 consumers (posts viewed on consumer’s screens). The posts which received the strongest engagement are reflected below:

**Facebook:**

**Jetty Road, Glenelg** is at Ottoman Grill, Glenelg  
Published by Alex Brown [1] · 9 June at 13:00 · Adelaide

Looking for a new experience in Glenelg? Turkish restaurant The Ottoman Grill has opened private dining rooms next door in their new retail shop called The Ottoman Design. Enjoy traditional Turkish cuisine 🍴❤️🇹🇷 while sitting amongst stunning hand made Turkish pottery called 'Cini' ❤️🇹🇷❤️. They have a gorgeous range of hand painted Cini available for purchase.



15,907 People reached    3,001 Engagements    [Boost again](#)

Boosted on 9 Jun 2019  
By Alex Brown    Completed

People reached	3.0K	Post engagement	490
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**Performance for your post**

15,907 People Reached

407 Reactions, comments & shares

216 Like	171 On post	45 On share
16 Love	13 On post	3 On share
6 Wow	6 On post	0 On share
152 Comments	128 On Post	24 On Share
17 Shares	16 On Post	1 On Share

2,594 Post Clicks

1,712 Photo views	0 Link clicks	882 Other Clicks
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**NEGATIVE FEEDBACK**

4 Hide post	2 Hide all posts
0 Report as spam	0 Unlike Page

Insights activity is reported in the Pacific time zone. Ads reported in the time zone of your ad account.

**Jetty Road, Glenelg**  
Published by Alex Brown [1] · 12 June at 18:50

Grab your mates and strap on some skates as Winter Wonderland returns to the Bay for its 6th year 🎉 from Friday 28 June - Monday 22 July. Tickets on sale now <https://bit.ly/2XHS507>

8,698 People Reached

220 Reactions, comments & shares

109 Like	67 On post	42 On share
7 Love	3 On post	4 On share
2 Wow	1 On post	1 On share
78 Comments	53 On Post	25 On Share
24 Shares	23 On Post	1 On Share

577 Post Clicks

244 Photo views	51 Link clicks	282 Other Clicks
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**NEGATIVE FEEDBACK**

4 Hide post	1 Hide all posts
0 Report as spam	0 Unlike Page

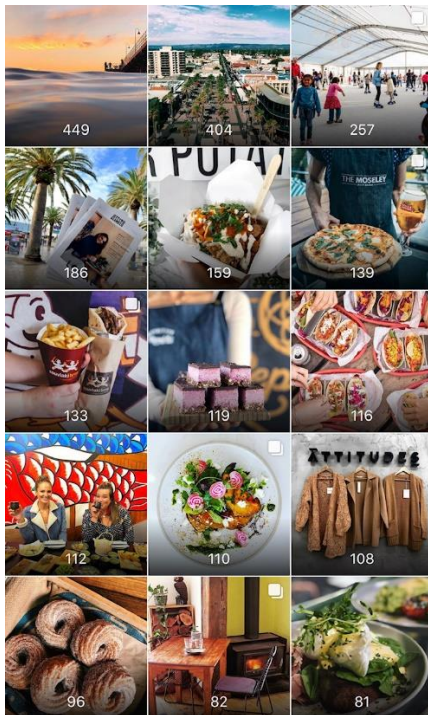
Reported stats may be delayed from what appears on p

Get more likes, comments and shares  
Boost this post for \$60 to reach up to 11,000 people.

8,698 People reached    797 Engagements    [Boost Post](#)

71 Reactions    35 Comments    23 Shares

**Instagram**



The Jetty Road Glenelg consumer newsletter “Mid-Year Sales on Now at Jetty Road” was distributed on 6 June 2019 featuring promotions on mid-year sales, blogs on new café #10, Europa at the Bay, Vertice Boutique and Carnegie Establishment. It promoted What’s on including Winter Wonderland and The Brunch Club at The Moseley Bar and Kitchen.

**JETTY ROAD GLENELG**

**Mid Year Sales On Now at Jetty Road**

Grab a bargain like this at the mid-year sales on Jetty Road. Now is the perfect time to pop in store and pick up your winter wardrobe at a great price. With more and specialty shops and outdoor brand names you are bound to find something special. Shop **Whitby, Jo Mercer, Kathmandu, Denim - Cloth, Lumiere, SportsPower, Altitudes Boutique, Sportscif, Ian's Shoes, Grady's Shoes, Lorna Jane** and much more. Renew the Jetty Road [shop directory](#).

Don't forget Jetty Road, Glenelg will be open the JUNE LONG WEEKENDS... So you'll have plenty of time to snag up a bargain!

**Blog- NEW CAFE : #10 On Jetty**

City Jetty #10, is the newest café to open in Monday Square, offering Modern Australian seasonal dishes, fresh local ingredients and mouth-watering wood fired pizzas.

**Blog- : A taste of Italy Europa at the Bay**

Established in 2014, **Europa at the Bay** has been a favourite Jetty Road café and restaurant for locals and tourists looking for a great healthy breakfast and a traditional Italian dining experience.

**Blog- : Fabulous Fashion Vertice Boutique**

Charlene and Derek Malinowski are fashion royalty and have been drawing discerning customers at The Bay for 14 fabulous years. A Jetty Road staple, **Vertice Boutique** has recently moved location and opened up with a fresh look.

**Blog- : Winter Trends Carnegie Establishment**

Lucky Carnegie has worked in fashion for over 20 years. With her cool and edgy style she has created **Carnegie Establishment**, helping her clients to create their own signature style.

**What's On**

**ICE SKATING AT THE BAY:**  
Winter Wonderland is back!

**THE BRUNCH CLUB: At The Moseley**

Grab your mates and strap on some pines because **Clare's Winter Wonderland** is coming back for three weeks from Friday 22 June - Monday 22 July!

The Brunch Club 2019 dates have been released! You'll enjoy a morning full of delicious brunch, precision & cocktails with a 20 parking your favourite tunes from 10am.

**BUDGET**

The JRMCM has \$122,827 allocated towards implementing the 2018/19 marketing plan.

The JRMCM has \$27,672 allocated towards Retail Strategy Implementation for marketing initiatives.

**LIFE CYCLE COSTS**

Not applicable

Item No: 9.9

Subject: **RETAIL INVESTMENT BROCHURE**

Date: 26 June 2019

Written By: Jetty Road Development Coordinator

A/General Manager: Community Services, Mr M Rechner

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### **SUMMARY**

The Jetty Road Mainstreet Committee endorsed the Jetty Road Glenelg Retail Strategy 2018-2022 in December 2018 and guides the future direction and identifies actions to maintain a prosperous retail sector. To support the delivery of the Strategy the Jetty Road Development Coordinator has been working on an investment brochure the will assist in investment attraction efforts.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee note this report.**

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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

The JRMC endorsed the Jetty Road Glenelg Retail Strategy 2018-2022 in December 2018 and the document guides the future direction, identifies actions to maintain a prosperous retail sector and is focused on achieving \$297 million in retail, hospitality and allied industry sector expenditure by 2022. The strategy supports economic development and further retail investment in the precinct during a time where the Australian retail sector is experiencing significant challenges.

The strategy identifies four priority areas:

- Priority 1: Promote shopping and dining as the key reasons to visit
- Priority 2: Develop and enhance the appeal of the retail experience
- Priority 3: Grow the capabilities of the retail sector
- Priority 4: Work better together

## **REPORT**

To support the delivery of the Jetty Road Retail Strategy 2018-2022, the Jetty Road Development Coordinator has been working on an investment brochure which aligns to the following priority area:

*Priority Area 2: Develop and enhance the appeal of the retail experience*

*Action: Leasing Plan – Plan to create tools to generate retailer demand for Jetty Road site and vacancies including a leasing brochure.*

The brochure will showcase information on why invest in retail, hospitality, entertainment and services on Jetty Road, fast facts that will provide an overview of key data to inform investment decisions, Jetty Road Masterplan overview, new development pipeline, marketing and events overview and information about the JRMC.

Jetty Road landlords and leasing agents will be consulted during the development of the brochure to ensure the document will be a useful tool to assist them with investment attraction.

## **BUDGET**

Not applicable

## **LIFE CYCLE COSTS**

There are no lifecycle costs associated with this report.



Item No: 9.10  
Subject: **TOURISM RESEARCH PROJECT**  
Date: 26 June 2019  
Written By: Jetty Road Development Coordinator  
A/General Manager: Community Services, Mr M Rechner

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### **SUMMARY**

Every three years the City of Holdfast Bay undertakes tourism research to identify key motivations to visit Glenelg, perceptions, review our target markets, gaps in our offering and product development opportunities. The City of Holdfast Bay is scheduled to undertake a new tourism research project to provide market intelligence to inform the 2025 Tourism Plan. The research project is valued at \$50,000 and a contribution is sought from the JRMCM.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee note this report.**

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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

Every three years the City of Holdfast Bay undertakes tourism research to identify key motivations to visit Glenelg, perceptions, review our target markets, gaps in our offering and product development opportunities.

In both 2013 and 2016 the JRMC has contributed \$25,000 on each occasion towards the previous tourism research reports. Intuito Market Research were appointed as the research company to provide this service on both occasions.

## **REPORT**

The City of Holdfast Bay is scheduled to undertake a new tourism research project, as this takes place every three years. The research provides market intelligence to inform the 2025 Tourism Plan, understand the markets and the drivers to visitation at Glenelg.

The qualitative and quantitative research will survey locals, day trip visitors, intrastate and any international visitors that are within the precinct during the on street survey.

Data collection is scheduled to take place from September – October 2019:

- A mix of face to face and online surveys to capture the right mix of customers.
- Face to face in region – 200 interstate and international visitors to Glenelg
- 5 x Face to Face Focus Groups
- Online – 300 Adelaide metro visitors to Glenelg
- Online - 100 Regional South Australian visitors to Glenelg
- Online - 100 local residents of the City of Holdfast Bay

JRMC will be consulted as part of the planning stage of the research project to ensure we capture useful information that will support growth in the tourism and retail sectors of Jetty Road, Glenelg. For instance understanding dwell time (how long customers spend in the precinct), why they visit Glenelg (to shop or to catch up with friends, or go to the beach).

The final research report will be submitted at the end of November 2019.

The City Activation team sought expressions of interest (EOI) from research companies and representatives from the City Activation team reviewed the EOI's and appointed McGregor Tan as the research company. McGregor Tan have undertaken recent research for Rundle Mall and for the Adelaide Western Alliance.

The research project is valued at \$50,000 and a contribution is sought from the JRMC:

- 2018/19 Financial Year - \$5,000
- 2019/20 Financial Year - \$10,000

The City of Holdfast Bay will contribute \$35,000 towards the research project.

## **BUDGET**

The current 2018/19 budget is on track and project sufficient funds to support a \$5,000 contribution.

## **LIFE CYCLE COSTS**

The 2019/20 budget has \$6,500 allocated towards professional services.