



.....
**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 3 October 2018 at 6.00pm

Justin Lynch
CHIEF EXECUTIVE OFFICER

Jetty Road Mainstreet Committee Agenda

1. OPENING

The Chairman, Mark Faulkner will declare the meeting open at 6:00 pm.

2. APOLOGIES

2.1 Apologies – Simon Robinson,

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 September 2018 be taken as read and confirmed.

5. QUESTIONS BY MEMBERS

5.1 Without Notice

5.2 With Notice - Nil

6. MOTIONS ON NOTICE - Nil

7. REPORTS/ITEMS OF BUSINESS

7.1 Monthly Finance Report (Report No:330/18)

7.2 Upcoming Events (Report No: 331/18)

7.3 Governance Model (Report No: 332/18)

7.4 Winter Wonderland De-brief Report (Report No: 333/18)

7.5 Draft Jetty Road Glenelg Retail Strategy – Year One Delivery (Report No: 334/18)

7.6 Mainstreet SA Awards – Best Mainstreet Marketing - verbal update

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

9. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 7 November 2018 in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

10. CLOSURE

**JUSTIN LYNCH
CHIEF EXECUTIVE OFFICER**

Item No: **7.1**

Subject: **MONTHLY FINANCE REPORT**

Date: 3 October 2018

Written By: Jetty Road Development Coordinator

General Manager: General Manager Community Services, Ms M Lock

SUMMARY

Jetty Road Mainstreet Committee August 2018 variance report is prepared by the Jetty Road Development Coordinator and is presented for information to the members of the Jetty Road Mainstreet Committee.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this report.

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

The Jetty Road Mainstreet Committee (JRMC) 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.

BUDGET

Not Applicable

LIFE CYCLE COSTS

There are no life cycle costs associated with this report.

INCOME & EXPENDITURE STATEMENT 31 August 2018

	Annual Budget	YTD Budget	YTD Actuals	Variance	<u>2017/18 Comparatives</u>	
					Actuals 31 August	Actuals 30 June
Revenue						
General Rates Raised	564,539	564,539	564,513	(26)	564,510	564,510
Other Income	4,200	-	75	75	6,055	2,612
Gift Card Revenue	-	-	350	350	-	26,059
	568,739	564,539	564,938	399	570,565	593,181
Expenses						
Employee Costs	149,371	25,691	25,230	461	21,454	149,323
Sponsorships	12,500	31	-	31	798	9,771
Professional Services	4,500	-	1,415	(1,415)	45	28,416
Event Management	69,388	5,396	3,945	1,451	7,967	41,705
Marketing	129,994	53,393	52,795	598	240	125,083
Retail Strategy Implementation	40,000	5,000	-	5,000	-	-
Repairs & Maintenance	-	-	-	-	264	994
Food & Drink	3,250	64	290	(226)	85	2,782
Office Expenses	1,750	92	174	(82)	173	1,315
Directory Board	2,500	-	-	-	133	939
Christmas Decorations	42,515	-	-	-	-	20,064
Operation Shopfront	-	-	-	-	-	195
Gift Card Expenditure	-	-	10	(10)	-	30,240
Unallocated credit card expenditure	-	-	3,534	(3,534)	10,406	-
Christmas Pageant	35,717	-	4,500	(4,500)	300	30,502
Winter Wonderland	74,421	71,010	40,725	30,285	34,618	34,685
Tour Down Under	50,000	-	-	-	-	42,100
November Street Party	30,000	-	963	(963)	-	34,318
Tram Track Marketing	-	-	-	-	(15,763)	(2,393)
	645,906	160,677	133,581	27,096	60,720	550,039
Net Profit/(Loss)*	(77,167)	403,862	431,357	27,495	509,845	43,142

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

Marketing - Breakdown

	Actual	Budget
Digital Marketing	22,786	
Radio		
Television		
Outdoor Signage	29,744	
Print Media	5,500	
Promotional Collateral	300	
Contingency Budget		
	<u>58,330</u>	<u>129,994</u>

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	126,597	21,911	21,468	443	0	21,468	105,129
249 - Wages - Overtime	4,000	4,000	4,000	4,000	0	0	0	0	0	4,000
250 - Salaries Superannuation	11,871	11,871	11,871	11,871	2,055	2,037	18	0	2,037	9,834
283 - Sponsorships	12,500	12,500	12,500	12,500	31	0	31	0	0	12,500
300 - Other Contractual Services	0	0	0	0	0	45	(45)	0	45	(45)
301 - Professional Services	4,500	4,500	4,500	4,500	0	1,370	(1,370)	0	1,370	3,130
310 - Project/Event Management	69,388	69,388	69,388	69,388	5,396	3,945	1,451	0	3,945	65,443
31D - Retail Strategy Implementation	40,000	40,000	40,000	40,000	5,000	0	5,000	0	0	40,000
401 - Christmas Decorations	42,515	42,515	42,515	42,515	0	0	0	0	0	42,515
415 - Food and Drink	1,250	1,250	1,250	1,250	2	236	(235)	0	236	1,014
41F - Food, Drink, Entertainment (FBT Applicable)	2,000	2,000	2,000	2,000	62	54	8	0	54	1,946
426 - Printing and Stationery - Other	750	750	750	750	0	28	(28)	0	28	722
433 - Marketing - Promotion & Familiarisation	122,827	122,827	122,827	122,827	46,226	52,795	(6,569)	0	52,795	70,032
438 - Directory Board	2,500	2,500	2,500	2,500	0	0	0	0	0	2,500
817 - Insurance - Workers Compensation - Sals	6,903	6,903	6,903	6,903	1,725	1,725	0	0	1,725	5,178
832 - Telecommunications	1,000	1,000	1,000	1,000	92	145	(53)	0	145	855
898 - Credit Card Expenditure yet to be Allocated	0	0	0	0	0	3,534	(3,534)	0	3,534	(3,534)
89A - JPMC Carry Forward Budget	(70,000)	7,167	7,167	7,167	7,167	0	7,167	0	0	7,167
8GC - Gift Card Expenditure	0	0	0	0	0	10	(10)	0	10	(10)
900 - Miscellaneous Income	0	0	0	0	0	(75)	75	0	(75)	75
910 - Ticket Sales	(4,200)	(4,200)	(4,200)	(4,200)	0	0	0	0	0	(4,200)
966 - General Rates Raised	(564,539)	(564,539)	(564,539)	(564,539)	(564,539)	(564,513)	(26)	0	(564,513)	(26)
968 - Reimbursements - Other	0	0	0	0	0	403	(403)	0	403	(403)
9GC - Gift Card Revenue	0	0	0	0	0	(350)	350	0	(350)	350
	(190,138)	(112,971)	(112,971)	(474,873)	(477,142)	2,269	0	(477,142)	364,171	

J01 - Christmas Pageant - 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	
249 - Wages - Overtime	7,223	7,223	7,223	7,223	0	0	0	0	7,223	
310 - Project/Event Management	7,000	7,000	7,000	7,000	0	4,500	(4,500)	4,500	2,500	
312 - Hire Companies	9,754	9,754	9,754	9,754	0	0	0	0	9,754	
423 - Repairs and Maintenance - General Materials	1,200	1,200	1,200	1,200	0	0	0	0	1,200	
433 - Marketing - Promotion & Familiarisation	6,000	6,000	6,000	6,000	0	0	0	0	6,000	
800 - Other Expenditure	2,520	2,520	2,520	2,520	0	0	0	0	2,520	
806 - Donations	573	573	573	573	0	0	0	0	573	
835 - Entertainment/Special Occasions	5,447	5,447	5,447	5,447	0	0	0	0	5,447	
944 - Sponsorship Income	(4,000)	(4,000)	(4,000)	(4,000)	0	0	0	0	(4,000)	
	35,717	35,717	35,717	35,717	0	4,500	(4,500)	0	4,500	31,217

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
	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	16,412	9,300	7,111	0	9,300	8,700
492 - Web Sites Updates	170	170	170	0	34	(34)	0	34	136
800 - Other Expenditure	4,677	4,677	4,677	3,024	236	2,788	0	236	4,441
801 - Advertisements	15,485	15,485	15,485	15,485	209	15,276	0	209	15,276
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)
	74,421	74,421	74,421	71,010	40,725	30,284	0	40,725	33,696

J04 - November Street Party

Activity	Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
310 - Project/Event Management	30,000	30,000	30,000	0	0	0	0	0	30,000
433 - Marketing - Promotion & Familiarisation	0	0	0	0	963	(963)	0	963	(963)
	30,000	30,000	30,000	0	963	(963)	0	963	29,037

Item No: **7.2**

Subject: **UPCOMING EVENTS REPORT**

Date: 3 October 2018

Written By: Jetty Road Development Coordinator

General Manager: General Manager, Community Services

SUMMARY

This report provides a work in progress update on key events undertaken by the Jetty Road Development Coordinator and the City of Holdfast Bay's City Activation team. Key events include Play at the Bay School Holiday Program, Jetty Road Trader Awards, Stay and Play Street Party, Glenelg Christmas Pageant and the SummerSalt Beach Concerts are presented to the committee.

RECOMMENDATION

That the JRMC note this report.

COMMUNITY PLAN

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

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

This report provide a work in progress report on the following events:

- Play at the Bay – 3 – 12 October *Funded by JRMC*
- Jetty Road Glenelg Trader Awards – 5 October *Funded by JRMC*

- Stay and Play Street Party – 21 October *Funded by JPMC and COHB*
- Lifesaving World Championships Adelaide – 16 Nov to 3 Dec *Funded by COHB*
- Glenelg Christmas Pageant – 25 November *Funded by JPMC and COHB*
- Glenelg Sunset Markets – 25 Nov, 9 Dec, 13 Jan, 10 Feb, 10 Mar *Funded by JPMC*
- SummerSalt Beach Concert – 8 December
- Beach Life Festival – 28 December
- New Year's Eve – 31 December

REPORT

The following provides an event work in progress report.

Play at the Bay – 3 – 12 October

The Play at the Bay school holiday program aims to provide a series of activities that are inexpensive, child friendly and cover a range of interests. The primary target audience are primary school children with the secondary target audience being children aged between 2 and 5 years old. Research shows the majority of children participating in the program live within the City of Holdfast Bay, however the program reach covers the southern suburbs, such as Hallett Cove, Flagstaff Hill/Happy Valley. Every event organiser has a unique chance to invite new potential customers to discover its business whilst reinforcing its strong commitment to the City of Holdfast Bay. The 2018 event program features 18 different children's activities across the City of Holdfast Bay, of those 18 activities, 5 Jetty Road traders are delivering 6 different events.

Aleenta BARRE	Family BARRE Class: \$20
Boomers on the Beach	Create n' Paint: \$8-\$13
Boomers on the Beach	Beadwork on the Beach: \$11
Bracegirdles House of Fine Chocolate	Chocolate Class: \$17.35
Goodlife Modern Organic Pizza	Kids Pizza Making Class: \$15.80
GU Filmhouse	Animation Workshop Price: \$10.80

The events are all online bookable events via the booking portal Trybooking.

Jetty Road Glenelg Trader Awards – 5 October

The Jetty Road Trader Awards celebrate excellence in business within the precinct. The awards are voted by consumers online which took place from 1-19 August 2018. The awards evening will be held on at the Glenelg Surf Life Saving Club from 6-9pm. The evening will be hosted by media personalities ADELADY and the entertainment for the evening will be Mr Buzzy. The 2018 consumer choice Jetty Road Trader Award will be handed out over 9 categories with a first, second and third place. The Jetty Road Development Coordinator engaged external parties VM Society and Algo Mas to undertake in store judging for two of the categories as part of the

second round of judging which took place the week commencing 27 August. There categories are:

- Best Social Media
- Best Jetty Road Customer Experience

Stay and Play Street Party – 21 October

The Adelaide Fashion Festival will be taking place from 17-21 October 2018. The City of Holdfast Bay participated in the event in 2016. Events South Australia, event managers of the Adelaide Fashion Festival approached the City of Holdfast Bay participate in the 2018 event to bring a family friendly element to the Adelaide Fashion Festival program, showcasing children's fashion. The event will see a new retail and shopping focused event targeting families to enjoy a day out in Glenelg. The event will provide exposure of Jetty Road's retailers to an expected crowd of 20,000 residents and visitors from 11am to 7:00pm. The Jetty Road Development Coordinator successfully engaged 25 businesses to participate. Final activations on the street to ensure a family friendly atmosphere are being finalized by administration.

Lifesaving World Championships Adelaide – 16 November to 3 December

The ILS Lifesaving World Championships are conducted every 2 years, showcasing excellence in lifesaving sports and rescue; attracting the most talented and skilled lifesaving athletes to compete for the title of World's best. The competition program is delivered over 16 days with an official opening and closing ceremony to welcome and farewell competitors and visitors. Administration are working closely with Surf lifesaving South Australia on the delivery of the Olympic Games style event that will see 20,000 event attendees. The JRDC will communicate with the traders in the lead up to the event so they are kept informed.

Glenelg Christmas Pageant – 25 November

The Glenelg Christmas Pageant will travel along Jetty Road, Glenelg from Rose Street into Colley Terrace. The event will include entertainment including marching bands, dancers, clowns, singing groups and more that will welcome Santa to the Bay. Following the pageant there will be more entertainment in Moseley Square and an opportunity for families to meet Santa.

Glenelg Sunset Markets – 25 Nov, 9 Dec, 13 Jan, 10 Feb, 10 Mar

The markets will be held again on the Glenelg Foreshore in November 2018, December 2018, January, February and March 2019. Last summer the family friendly markets attracted more than 5000 people to each of the five sunset markets, held on the Glenelg Foreshore. The November market will be held on the same day at the Glenelg Christmas Pageant.

SummerSalt Beach Concert – 8 December

The SummerSalt beach concert presenting Angus and Julia Stone, Meg Mac, Didirri will see 7,000 event attendees on Glenelg beach. This is the third beach concert of its kind to be held. The music genre of the headline act of Angus and Julia Stone is acoustic, alternative and folk that will create a great atmosphere on the foreshore and will have wide appeal to the precincts target audience of 25- 54 years.

Beach Life Festival – 28 December

The Beach Life Festival presenting The Kooks is a new event coming to Glenelg. It will see 3,000 event attendees on the Foreshore. The band originates from England and their music genre is indie/alternative rock.

New Year's Eve – 31 December

Administration have secured a headline Australian act that is yet to be announced.

BUDGET

The JRMC budget has sufficient funds allocated for the delivery of Play at the Bay, Jetty Road Awards, Stay and Play Street Party, Glenelg Christmas Pageant and Glenelg Sunset Markets.

LIFE CYCLE COSTS

There are no lifecycle costs associated with this report.

Item No: **7.3**

Subject: **GOVERNANCE MODEL**

Date: 3 October 2018

Written By: General Manager, Community Services

General Manager: Community Services, Ms M Lock

SUMMARY

The Jetty Road Mainstreet Committee (JRMCM) is an advisory committee of the City of Holdfast Bay formed under Section 41 of the *Local Government Act 1999*. Membership consists of 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 JRMCM 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 JRMCM recommended to Council their preferred governance model of an Incorporated Association established under the Associations Incorporation Act 1985. At the 7 August 2018 Council workshop the Chair of the JRMCM presented to the Elected Members on the preferred model and at the workshop it was agreed that a survey should be conducted to consult with Jetty Road traders on the governance model options.

An online engagement on the JRMCM governance models was distributed to Jetty Road traders on 17 August 2018 and consultation closed on 3 September 2018. The JRMCM has sought information on the operations of other mainstreet associations within South Australia to provide some comparisons to other mainstreets.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this report.

COMMUNITY PLAN

Economy: Supporting and growing local business
Economy: Harnessing emerging technology
Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

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 has been 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

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

REPORT

At the 7 August 2018 Council Workshop the Chair of the JRMC presented to the Elected Members on the preferred model and at the workshop it was agreed that a survey should be conducted to consult with Jetty Road traders on the governance model options. An online engagement on the JRMC governance models was distributed to Jetty Road traders on 17 August and consultation closes on 3 September 2018.

Refer attachment 1

JRDC has sought information on the operations of other business associations within South Australia to provide some comparisons to other mainstreets. The following table provide an overview of other Incorporated Associations in South Australia:

Precinct	Business No.	Membership/Levy	Operating Budget (approx.)	Grants/External funding sources	Budget ratio on Administration
Jetty Road Mainstreet Committee	330	Levy - Rate in the dollar .0012773	\$564,539	Nil	24.5%

Semaphore Mainstreet Association	187	Membership fee \$55 per annum	\$120,000	Council + State Government	Administration managed by a volunteer
Goodwood Road	100	Levy - Rate in the dollar Capped at \$2k 0.001361	\$54,000	Association also receive event funding from Council and Cross street banner income \$15,000 events	37%
Unley Road	450	Levy Rate in the dollar Capped at \$2k 0.0003622	\$110,000	Associations also receive event funding from Council and Cross street banner income \$15,000 events	33%
King William Road	130 (commercial shop only)	Rate in the dollar Capped at \$2k 0.0019603	\$144,000	** Associations also receive event funding from Council and Cross street banner income \$15,000 events	40%
Fullarton Road South Traders Association Incorporated	50	Flat rate of \$250 per tenancy Levy 6 additional members outside zone	\$13,250	** Associations also receive event funding from Council and Cross street banner income	49%
Adelaide West End Association	150	Individual \$33 Small business \$66 Medium business \$137.50 Large business \$302.50	\$75,000 - \$110,000 Dependant on grants	\$20,000 Renewal SA History Festival ACC Mainstreet Advancement Program	50% (contractor salary 8 hrs per week)
Stirling Business Association	150	Membership range from \$250 - \$2,500 calculated by property value	\$85,000 looking to raise to \$95,000 in 2019/20	\$141,350 – Fund my Neighbourhood 2017/18	21% (secretariat, accounting, audit, insurance)

When considering the transition to an incorporated association, the JRMC should note the high administration costs (30-50% of overall budget) being reported by other mainstreet associations.

In majority of cases the incorporated association membership fee or levy is administered by the relevant Council (attached to rates notice) which is then paid quarterly to the Incorporated Association by Council. However the West End Association administer their membership program under their constitution bylaw. Membership administration is managed directly through an online application form and payment is made via direct debit, credit card or paypal.

BUDGET

The JRMC 2018/19 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.



ENGAGEMENT REPORT

JETTY ROAD MAINSTREET COMMITTEE GOVERNANCE MODEL

17 August – 3 September 2018

Report completed for The Jetty Road Mainstreet Coordinator
Written by Digital Engagement Partner. September 2018

INTRODUCTION

On Friday 17 August 2018, The Jetty Road Mainstreet Coordinator commenced a closed engagement process with the Jetty Road Glenelg, Trader Precinct on the Jetty Road Governance Model. The Engagement was requested by the City of Holdfast Bay Elected Body of Council at a Council workshop on 7 August 2018.

This report provides the engagement methodology and engagement outcomes.

BRIEF DESCRIPTION OF ENGAGEMENT METHODOLOGY

This engagement was conducted from 17 August to 3 September 2018, a total of 18 days.

The views of the Jetty Road Glenelg trader community were collected online via:

- Council's Engagement hub - Your View Holdfast

And promoted to Traders and Landlords through:

- Flyer distribution to all trader premises on 21 August 2018.
- Jetty Road Trader newsletter update – distributed 3 times throughout the engagement period to a database of 515 contacts each time.
- Email communication sent to landlords and leasing agents 3 times

SURVEY FORMAT

Participants were asked to review alternative governance models for the Jetty Road Mainstreet Committee for their comments on their preferred governance model.

DATA ANALYSIS

All data has been independently reviewed by the Digital Engagement Partner.

ENGAGEMENT FORMAT

1. I am a Jetty Road, Glenelg trader or landlord
2. I have read the Jetty Road Mainstreet Committee Governance Model Discussion Paper
3. What is your preferred governance model for the Jetty Road Mainstreet Committee?
 - Section 41 Committee - retain as per status quo;
 - Section 41 Committee that enjoys delegated authority to make decisions on behalf of the Council;
 - Incorporated association established under the Associations Incorporation Act 1985 ("the AI Act"); Council subsidiary established pursuant to section 42 of the LG Act
4. Do you think the preferred governance model that you have chosen will provide you with new or increased benefits as a Jetty Road, Glenelg trader?

General feedback *see appendix 1 for all comments*

SURVEY OUTCOMES

A total of Seventeen (17) submissions were received. 1 participant identified themselves as a landlord.

1. I am a Jetty Road, Glenelg trader or landlord

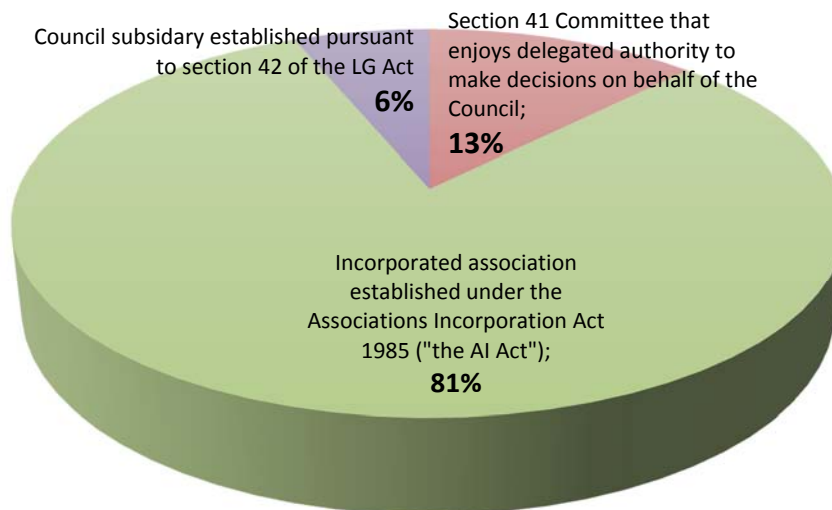
- 17 of participants responded, "yes." (100%)

2. I have read the Jetty Road Mainstreet Committee Governance Model Discussion Paper

- 16 participants responded, "yes." (100%) A total of 17 responses were received from 16 participants during the engagement period (one business owner with two locations). **NB: One business owner completed the survey twice, under two different business names. For the purposes of this survey, only one entry has been acknowledged.*

3. What is your preferred governance model for the Jetty Road Mainstreet Committee?

- 13 participants choose Incorporated Association established under the Associations Incorporation Act 1985 ("the AI Act").*
- 2 participant selected Section 41 Committee that enjoys delegated authority to make decisions on behalf of the Council.
- 1 participant selected Council subsidiary established pursuant to section 42 of the LG Act.



**NB: One business owner completed the survey twice, under two different business names. For the purposes of this survey, only one entry has been acknowledged.*

4. Do you think the preferred governance model that you have chosen will provide you with new or increased benefits as a Jetty Road, Glenelg trader?

- 17 participants responded, "yes" (100%).

See appendix for general comments.

OUTCOMES

A total of 17 responses were received from 16 participants during the engagement period (one business owner with two locations).

All participants identified themselves as being either a Jetty Road Glenelg trader or landlord.

HOW FEEDBACK WAS RECEIVED

- The online survey page attracted 81 page views, with 60 individual visitors viewing details of the engagement.
- The Jetty Road Governance model discussion paper was downloaded a total 9 times.

Low participation levels for this engagement were anticipated due to:

- The high density of reading documents involved and the subject matter.
- It should be noted that unless the subject of engagement appears to have a direct and or immediate impact on individuals and their surrounds participation will be low.

SUMMARY

A total of 17 responses were received from 16 participants during the engagement period (one business owner with two locations), this is a total of 5.3% of the communities population (300 traders). A valid sample size would be a minimum of 10% of the community to draw results and conclusions.

It is important to note that of the 60 people who viewed the page, 16 went on to complete the survey, indicating that the passive participants are either satisfied with the status quo or do not have an opinion on the matter. Furthermore, of the 16 valid responses received, 30% of respondents identified as being on the JRMC – the same body that commissioned the survey and discussion paper to obtain the *wider views* of the traders.

The low participation rate in the engagement suggests that;

- The survey was not widely publicised or proactively advocated for by the JRMC members to the tenants and landlords; or
- The survey was not available in enough or suitable mediums for the community to participate – however a similar level of communication was used for the, *Jetty Road Trader Awards* which received extremely high levels of engagement from the Jetty Road Glenelg trader community. [Newsletter 1: 205 opens (43.8% open rate) 72 clicks (35.1% participation rate)]

This would further suggest that The Jetty Road Glenelg Trader community were generally disinterested or not engaged in the subject matter.

Appendix 1 – General Feedback

Comments received via Your View Holdfast (all comments are verbatim)

1. this will hopefully speed up the process in getting things done. we need to build traders confederation and make this a special destination , for shoppers ,our community and tourists.
2. they do a lot of great work for the traders and put them 1st and should be able to what is best for us on our behalf
3. They do great work for the traders
4. A change in governance model will better enable the committee to support Jetty Road retailers.

5. Enable broad consultation with local SMEs

Item No: **7.4**

Subject: **WINTER WONDERLAND 2018 EVENT DE-BRIEF REPORT**

Date: 3 October 2018

Written By: Jetty Road Development Coordinator

General Manager: Community Services, Ms M Lock

SUMMARY

This report provides an overview on the results of Winter Wonderland ice skating rink in Moseley Square that took place from 1 to 22 July 2018 during the school holidays. Following the success of previous Winter Wonderland events and the learnings gained from each successive event, Jetty Road Mainstreet Management Committee since 2014, contributes up to \$75,000 towards Winter Wonderland. This event is jointly funded with Council. The City Activation and JRMC budgets for 2018/2019 provides sufficient funds to meet the costs of the event, based on the net cost of the 2017 event. A preliminary event de-brief report was presented to the JRMC at their 5 September meeting as event reconciliation was still underway.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this report.

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Community: Providing welcoming and accessible facilities
Community: Fostering an engaged and contributing community
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 Jetty Road Mainstreet Management Committee (JRMMC) 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 four years that the event has operated we have refined the operation and marketing to a point where Jetty Road Mainstreet Committee and Council can be assured of a successful event.

REPORT

As can be seen from the table below the net cost to Jetty Road Mainstreet Committee and Council in the last three years has reduced, while the economic impact and marketing reach has grown, meeting the Winter Wonderland goal of increasing the number of people visiting Glenelg during the winter months.

Table 1 showing financial results – (Excluding Council Contribution)

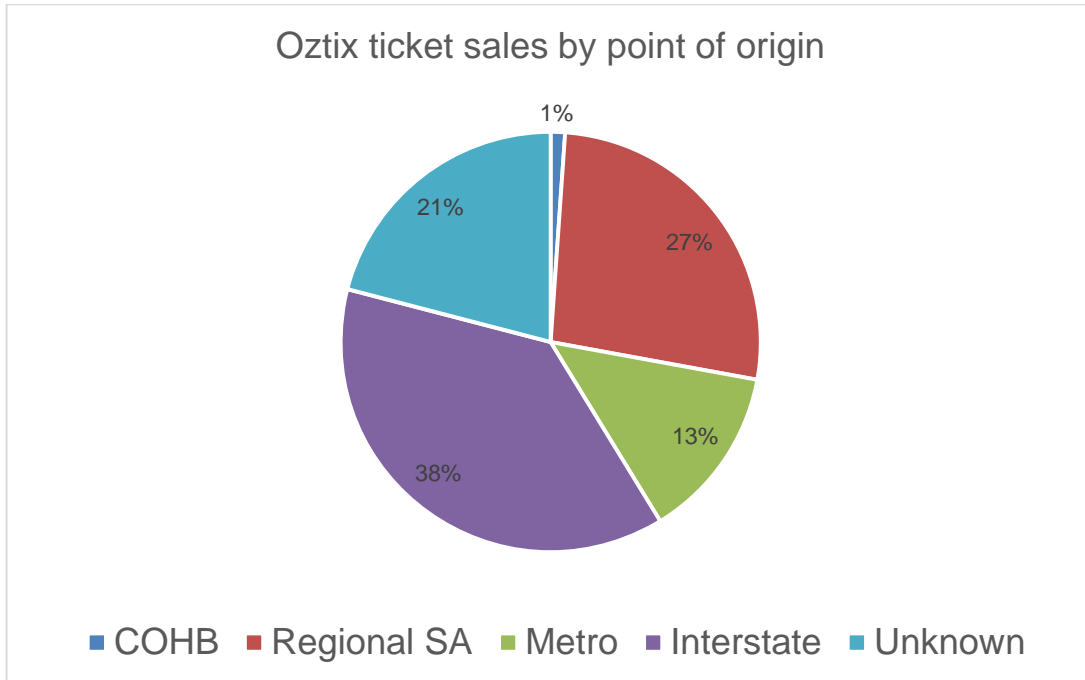
Results	2015	2016	2017	2018
<i>Total Ice Skating Sessions available</i>	46,200 (6 weeks)	32,850 (4 Weeks)	40,579 (3 weeks)	39,163 (3 weeks)
<i>Total Tickets sold</i>	29,000 (including penguins)	22,000 (including penguins)	28,000 (including penguins)	23310 (including toboggan penguins)
<i>Total Income from sales</i>	\$218,117	\$174,168	\$191,233	\$210,504
<i>JRMC share of income (50%)</i>	\$109,059	\$87,084	\$97,526	\$105,252
<i>Expenditure (JRMC share 50%)</i>	\$184,710	\$148,788	\$132,189	\$131,897
Net cost to JRMC	\$75,651	\$61,704¹	\$34,663²	\$26,645³

¹ \$9,468 returned to JRMC overall budget as part of September 2016 budget update

² \$35,000 returned to JRMC overall budget as part of September 2017 budget update

³ \$47,776 returned to JRMC overall budget as part of September 2018 budget update

Graph 1 showing visitor point of origin:



Note: Data from online and box office sales. The data is a reflection of Oztix customers account information.

Table 2 showing additional indicators

Indicator	2015	2016	2017	2018
Economic Impact ⁱ	\$1.4 million	\$1,012,000	\$1,046,422	\$3,126,533
Media Reach	3,785,204	2,351,516	1,772,744	1,754,865
Free Media Value	\$240,000	\$182,300	\$358,049	\$97,161
Webpage Visits	61,801	37,358	31,484	28658
Social Media Reach	31,172 views and 1395 likes and shares	33,779 views and 1310 likes and shares	179,253 views; 1,811 comments and shares.	216.2k reach 8.1k responses
Winter Warmer Vouchers redeemed	4000	3250	Not available	644 redeemed 2075 saved 5,087 views As at 28/8/18

Value Proposition/Community Benefit:

The event aligns with Jetty Road Mainstreet Committee current Terms of Reference key objectives; To enhance and promote the Precinct as a vibrant shopping, leisure and recreational area with year round appeal to residents and visitors; Further the economic development of the Precinct; Alignment with City of Holdfast Bay current Our Place Community Plan 2030 key elements of supporting a diverse and resilient local economy through boosting the number of visitors to Holdfast Bay.

It also supports our Tourism Vision where the City of Holdfast Bay is committed to providing a lively, diverse, safe and accessible tourism destination for visitors and residents alike whilst ensuring sustainability and economic benefits for our immediate community and region

Winter Wonderland also aligns with the four tourism focus areas to facilitate sustainable tourism growth and will impact on the key event deliverables of

- Increase visitor length of stay and expenditure during off peak visitation.
- Increase repeat visits to Glenelg and surrounds
- Increase destination awareness
- Increase number of day-tripper and intrastate visitors.

Sponsorship:

The event received 14 ice rink sponsors, 10 of those were Jetty Road traders. The Jetty Road Development Coordinator also undertook business development to seek presenting and supporting sponsor partnerships and approached 15 major companies.

Winter Warmers:

For the first year Winter Warmers is exclusively available online with no charge to businesses, accommodation properties and or service providers that choose to opt in. Vouchers are valid from 1 July to 30 September 2018. Moving the Winter Warmers Booklet online is aligned with market research showing growth in Australian's using smart phones. Deloitte's Mobile Consumer Survey 2017 found that Australia remains one of the leading global adopters of the smartphone and 88 percent of Australians now own one, with market growth being driven by older generations (65+). Latest data is as follows:

2018 Online Winter Warmers	2017 Winter Warmers results
<ul style="list-style-type: none"> • 5,789 have opened the directory • 2,379 have opened a coupon and sent to email • 741 coupons have been used through the website • 73.2% use it on their phone (26.4% on Android, 46.8% on IOS). 	<p>587 vouchers redeemed</p> <p>Hard copy booklet</p>

New Innovations/Improvements:

Aesthetics associated with the presentation of the marquee were well received especially in the toboggan tent and the public response positive.

Contractor and ticketing system improvements to ensure seamless transaction for the customers' point of view were implemented with OZTIX engaged for the July event. In addition ticket prices were slightly increased;

- Adult (15 and above) \$16.50
- Child (2 to 14) \$11.00
- Family (2 adults and 2 children or 1 Adult and 3 Children) \$38.50
- *Skating aid (penguins) \$5.00

Telstra Building Lighting Activation:

The Jetty Road Mainstreet Committee implemented the Telstra Building Lighting activation which received positive feedback and supports vibrancy of the precinct at the eastern end during Winter Wonderland. The Jetty Road and Brighton Road intersection receives 43,000 two-way traffic during a 24 hour period. *Source: Department for Planning Transport and Infrastructure Annual Average Daily Traffic Estimates 24 hour two-way traffic flows: Road Assessment Management 1 March 2015.*



Marketing:

The 2018/19 JRMC Marketing Plan and Winter Wonderland marketing plan included some new initiatives to promote the event including more digital content, consumer newsletter, ADELADY, KIDDO Magazine and KIDDO bloggers preview event. Initiatives below

Digital	Print
Holdfast Bay Website banner	A3 poster

Holdfast Bay website events page	A5 flyer
Instagram image launch event	Winter Warmer A3 poster
Twitter image	Rink signage
Play and Go listing	Winter Warmer decals – info desk
KIDDO MAG	Other
ADELADY video and Blog	Events news media release
Outdoor / Onsight	e-newsletter traders
Entry statements	Jetty Road Consumer News June
Bin core flutes	Social media
Moseley square banner	Jetty Road Channels
Adshel – bus stops	ADELADY/KIDDO/Bloggers/Play and Go/What’s On ADL

Below provides some examples of the event marketing:



BUDGET

A budget based on 17/18 actuals sees an amount of \$47,776 incorporated into the 2018/19 budget with matched funding available through Council. As always with any incoming generating proposal, final costs and income will be dependent on a range of factors, including ticket sales, competing events, and successful marketing.

*Importantly all 2018 Winter Wonderland actuals are estimates only with event reconciliation currently being finalised.

LIFE CYCLE COSTS

The 2018/2019 JRMC budget includes \$75,000 for Winter Wonderland event delivery.

ⁱ based on model provided by Tourism Research Australia)

Item No: **7.5**

Subject: **DRAFT JETTY ROAD GLENELG RETAIL STRATEGY 2018-2022 – YEAR ONE DELIVERY**

Date: 3 October 2018

Written By: Jetty Road Development Coordinator

General Manager: Community Services, Ms M Lock

SUMMARY

At the 7 March 2018 JRMC meeting the Jetty Road Mainstreet Committee (JRMC) endorsed the vision, strategic objectives and direction of the draft Jetty Road Glenelg Retail Strategy 2018-2022.

Throughout April, May and June the JRMC reviewed the draft and provided feedback to Administration. At the 20 June JRMC special meeting the updated draft Jetty Road Glenelg Retail Strategy 2018-2022 and Summary document was presented to the Committee and endorsed for trader consultation. The Draft Strategy was provided to Council for their information at their meeting on 26 June 2018. The Strategy was noted by Council at their 28 August meeting. At the 5 September JRMC meeting the JRDC presented a variety of initiatives for the committee's consideration to deliver year one of the action plan.

RECOMMENDATION

That the JRMC endorse new initiatives to support year one of the Draft Jetty Road Glenelg Retail Strategy Action Plan.

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Community: Providing welcoming and accessible facilities
Community: Fostering an engaged and contributing community
Economy: Supporting and growing local business
Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Jetty Road Retail Strategy will guide the future direction and identify the actions required to maintain a prosperous retail sector. It will leverage the opportunities created through the Jetty Road Masterplan and new development investment, bringing place-making and place management together to create a unique offering in a high quality environment. A four year action plan has been developed to guide the implementation of the plan through 2018-2022 and is attached to this document.

REPORT

The Retail Strategy identifies four priority areas:

1. Promote shopping and dining as the key reasons to visit
This will be achieved through integrated marketing campaigns
2. Develop and enhance the appeal of the retail experience
Jetty Road will seek to attract unique, independent traders and high-end restaurants and bars to complement the existing business mix. In addition to this a leasing plan aligned with the Jetty Road Glenelg Masterplan will support the precinct.
3. Grow the capabilities of the retail sector
Up-to-date information, training and workshops will help traders understand consumer expectations and develop compelling online and instore experiences.
4. Work better together
Council and the Jetty Road Mainstreet Committee will continue to work closely to ensure that the needs of traders, landlords and consumers are respected, to advocate for the precinct, and to leverage the opportunities presented through partnerships and future development

The JRMC have an action plan to deliver of the priority areas outlines above.

Refer attachment 1

To deliver on first year actions the JRDC provided the JRMC with a variety of initiatives to consider at their 5 September meeting. These initiatives ranged from new marketing collateral, radio competitions, re-vamp of Jetty Road gift card program, digital advertising, new social media and publicity opportunities. In addition to this an investment brochure, website upgrades and new business support programs were presented.

BUDGET

The 2018/2019 budget includes \$40,000 for implementing actions contained in the Summary

LIFE CYCLE COSTS

The 2018/2019 budget includes \$40,000 for implementing actions contained in the Summary.

JETTY ROAD GLENELG

RETAIL STRATEGY 2018-2022

FOUR YEAR DELIVERY

JETTY RD GLENELG

2018/19

Promote Shopping and dining as a key reason to visit	WHO
Develop local and Adelaide day tripper marketing approaches of the key themes of shopping, dining and entertainment.	Marketing Working Group
Develop consumer newsletters including retail promotions	JRDC
Upgrade the Jetty Road consumer facing website and include a business directory, What's On list, top ten restaurants and things to do.	JRDC
Based on expenditure leakage data identify targeted promotional opportunities to drive visitation	Marketing Working Group
Develop shopping and dining incentives through a staff loyalty card	JRDC
Develop new visual assets of shopping and dining on Jetty Road	JRDC
Develop and enhance the appeal of the retail experience	
Promote the Shopfront Improvement Grant to encourage enhancements in line with the Master Plan improvements	JRDC
Leasing Plan: On the leasing section of the Jetty Road consumer website include information on Jetty Road Glenelg as a destination of choice to potential retailers	JRDC
Leasing Plan: Develop a 'TOP TEN' target list of desired retailers to enhance the mix of businesses in Jetty Road	JRMC
Leasing Plan: Work with leasing agents along the street to attract the best most unique retailers available	JRMC
Introduce secret shoppers and visual judging of finalists in the annual Retail Awards	JRDC
Grow the capabilities of the retail sector	
Identify trader business capability needs through trader survey and deliver training and workshops e.g. customer experience, digital connectivity, ecommerce, social media	JRMC
Provide retailers with latest data and insights to assist with business and marketing planning	Council
Encourage retailers to create cross promotions with each other to increase dwell time and frequency of visits.	JRDC, Marketing Working Group, Retailers
Ensure retailers digital capability is enhanced to maximize online sales and visibility	Retailers
Working Better Together	
Review best practice governance models for mainstreets worldwide and recommend the best option for Jetty Road Glenelg – consider committees, associations, business improvement district subsidiaries	Council and JRMC
Provide opportunities for levy payers to provide input into the planned expenditure of funds	JRMC
Show the annual levy budget in an easy to read report for all levy payers to gain broader support	JRMC
Introduce monthly inspections of the street from a customer view to maintain presentation standards	JRDC and Council
Develop and promote designated staff parking areas	JRMC
Develop a Welcome Pack for new businesses	JRMC