



Urban Planning Committee

Agenda: *Urban Planning Committee*

Date: *Monday 9 July 2007*

Time: *6.00pm*

Outline of Meeting Protocol & Procedure:

- The Chairperson will call the Meeting to order and ask the Committee/Staff to present apologies or late correspondence.
- The Chairperson will commence the Order of Business as shown in the Index to the Agenda.
- At the beginning of each item the Chairperson will ask whether a member(s) of the public wish to address the Committee.
- If person(s) wish to address the Committee, they are allowed four (4) minutes in which to do so. Please direct comments to the issues at hand.
- If there are persons representing both sides of a matter (eg applicant/objector), the person(s) against the recommendation speak first.
- At the conclusion of the allotted four (4) minutes, the speaker resumes his/her seat and takes no further part in the debate unless specifically called to do so by the Chairperson.
- If there is more than one (1) person wishing to address the Committee from the same side of the debate, the Chairperson will request that where possible a spokesperson be nominated to represent the parties.
- The Chairperson has the discretion whether to continue to accept speakers from the floor.
- After considering any submissions the Committee will debate the matter (if necessary), and arrive at a recommendation (R items which proceed to Full Council) or a resolution (D items for which the Committee has delegated authority).

Delegated Authority (“D” Items):

- To require such investigations, reports or actions as considered necessary in respect of matters contained with the Business Agendas (and as may be limited by specific Council resolutions).
- Confirmation of Minutes of its Meeting.
- Any other matter falling within the responsibility of the Urban Planning Committee and not restricted by the Local Government Act or required to be a Recommendation to Full Council as listed below:

Recommendation only to the Full Council (“R” Items):

- Such matters as are specified in Section 377 of the Local Government Act and within the ambit of the Committee considerations.
- Broad strategic matters, such as:-
 - Town Planning Objectives; and
 - major planning initiatives.
- Matters not within the specified functions of the Committee.
- Matters requiring supplementary votes to Budget.
- Urban Design Plans and Guidelines.
- Local Environment Plans.
- Residential and Commercial Development Control Plans.
- Rezoning applications.
- Heritage Conservation Controls.
- Traffic Management and Planning (Policy) and Approvals.
- Commercial Centres Beautification Plans of Management.
- Matters requiring the expenditure of moneys and in respect of which no Council vote has been made.
- Matters reserved by individual Councillors, in accordance with any Council policy on "safeguards" and substantive changes.

Committee Membership:

7 Councillors

Quorum:

The quorum for a committee meeting is 4 Councillors.

WOOLLAHRA MUNICIPAL COUNCIL

Notice of Meeting

5 July 2007

To: The Mayor, Councillor Keri Huxley, ex-officio
Councillors Geoff Rundle (Chair)
 Isabelle Shapiro (Deputy Chair)
 John Comino
 Christopher Dawson
 Wilhelmina Gardner
 David Shoebridge
 John Walker

Dear Councillors

Urban Planning Committee Meeting – 9 July 2007

In accordance with the provisions of the Local Government Act 1993, I request your attendance at a Meeting of the Council's **Urban Planning Committee** to be held in the **Committee Room, 536 New South Head Road, Double Bay, on Monday 9 July 2007 at 6.00pm.**

Gary James
General Manager

Additional Information Relating to Committee Matters

Site Inspection

Other Matters

Meeting Agenda

Item	Subject	Pages
1	Leave of Absence and Apologies	
2	Late Correspondence	
3	Declarations of Interest	

Items to be Decided by this Committee using its Delegated Authority

D1	Confirmation of Minutes of Meeting held on 25 June 2007	1
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Items to be Submitted to the Council for Decision with Recommendations from this Committee

R1	Town Centre Management – Double Bay & Oxford Street – 1178 & 1179.G	2
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Item No: D1 Delegated to Committee
Subject: **Confirmation of Minutes of Meeting held on 25 June 2007**
Author: Les Windle, Manager – Governance
File No: See Council Minutes
Reason for Report: The Minutes of the Meeting of Monday 25 June 2007 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.

Recommendation:

That the Minutes of the Urban Planning Committee Meeting of 25 June 2007 be taken as read and confirmed.

Les Windle
Manager - Governance

Item No: R1 Recommendation to Council
Subject: **Town Centre Management – Double Bay and Oxford Street**
Author: John Davies, Strategic Planner
File No: 1178 & 1179.G
Reason for Report: To provide the Urban Planning Committee with a progress report on how we are responding to council's resolution of 28 May 2007 on options for Centre Managers for the Oxford Street Paddington and Double Bay Commercial Centres

Recommendation:

1. That the Urban planning Committee note the content of this report in relation to centre management for the Double Bay and Oxford Street, Paddington town centres.

1.0 Background:

On 14 May 2007 the Urban Planning Committee considered two reports relating to the findings of the Oxford Street, Paddington and Double Bay Commercial Centre Retail studies. After considering the recommendations arising from these reports, Council on 28 May 2007, resolved as follows:

Double Bay Commercial Centre Retail Study:

1. *That Council endorse the actions identified in Annexure 3 of the report to the Urban Planning Committee of 14 May 2007 on the findings of the Double Bay Commercial Centre Development Study.*
2. *That the Double Bay Commercial Centre Development Study by HillPDA be made publicly accessible on the Council's website.*
3. *That a report be submitted to the Urban Planning Committee outlining what steps are required to facilitate:*
 - a. *the appointment of centre managers for the Double Bay and Oxford Street Commercial Centres for a suggested period of 3 years with a review after 12 months.*
 - b. *consideration of reallocating funding from the public domain improvement works to fund the centre managers.*
 - c. *consideration of co-funding models from retailers and land owners.*
 - d. *consideration of the appropriate authorities and management structures required to allow the centre managers to effectively operate.*

Oxford Street, Paddington Retail Study:

1. *That Council endorse the actions identified in annexure 3 of the report on the findings of the Oxford Street Paddington Commercial Centre Business Strategy subject to amending the action "Consider the results of traffic studies that support the fact that the traffic numbers do not support three lanes along Oxford Street" on page 3 of the list of Council Actions to read "Consider the results of traffic studies along Oxford Street".*
2. *That the study be made publicly accessible on the Council's website.*
3. *That a report be submitted to the Urban Planning Committee outlining what steps are required to facilitate:*

- a. *the appointment of centre managers for the Double Bay and Oxford Street Commercial Centres for a suggested period of 3 years with a review after 12 months.*
- b. *consideration of reallocating funding from the public domain improvement works to fund the centre managers.*
- c. *consideration of co-funding models from retailers and land owners.*
- d. *consideration of the appropriate authorities and management structures required to allow the centre managers to effectively operate.*
- e. *the parity of times for parking meters in Oxford Street to the parking meters in Double Bay.*

This report provides an update on matters included in sections 3(a)-(d) for both Double Bay and Oxford Street.

2.0 Background

2.1 What is Centre Management?

Centre management seeks to provide a co-ordinated and pro-active programme that ensures retail centres are desirable and attractive places. Most centre management models are joint partnerships between the public and private sectors and bring together a wide range of business, community and public authority interests.

In setting up centre management the focus tends to be on resolving specific issues which may be environmental, marketing and promotional or security related. In the case of Double Bay and Oxford Street, the main issue (but not the only issue) is the promotion of the retail centres through marketing and advertising. This was highlighted in the retail studies by Hill PDA and URBIS JHD. Both studies recommended that centre management be considered for the centres to carry out the co-ordination of marketing strategies, targeted tenancy strategies, events and working with the retailers and landowners. In their study for Double Bay, Hill PDA suggested that centre management could:

- co-ordinate agreed opening days and times
- co-ordinate events
- create a website
- develop a targeted tenancy strategy (particularly for those services currently 'deficient' in the centre such as grocery shopping and food, and to encourage retailers of the high end quality fashion brands)
- work with Council to provide incentives through planning policies to attract preferred uses;
- advertise and promote the centre
- act as a point of communication between stakeholders and Council, and
- monitor and report on vacancies.

Centre management is a new service area for the Council. It is crucial therefore that the matters associated with the setting up of centre management are carefully considered before a decision is made on whether or not to proceed. Questions such as how centre management is established, its management structure, reporting systems and how it may be funded requires a considerable amount of research and consideration.

Council officers are currently undertaking a number of actions to ensure that the Urban Planning Committee and Council are fully informed of issues such as costs, implications, accountability, management structures and co-funding options. Once this information has been fully collated and discussed with key stakeholders, a further report, discussing options for centre management, including funding options and management structures will be reported to Urban Planning Committee.

3.0 Work being undertaken

3.1 Review of retail study reports and recommendations

On 14 May 2007 in our reports to the Urban Planning Committee we discussed the recommendations of both studies. Both studies were comprehensive and provided clear direction with regard to centre management. On 27 March 2007 both consultants provided more detailed information regarding their recommendations for centre management to a meeting of the Joint Oxford Street and Double Bay Working Party. Details on generic duties and responsibilities, potential management structures and marketing and advertising were also discussed.

This work has provided the basis for more detailed research to develop a specific model for centre management which is tailored to the specific needs of Oxford Street and Double Bay. Some of this research is complete but there are still some crucial components needed before a final proposal for centre management can be presented for the Committee's consideration. The following details the work we have completed.

3.2 Meetings with the Chambers of Commerce

The Director of Planning and Development and council staff met with the Double Bay Chamber of Commerce on 5 June 2007. The purpose of the meeting was:

- to present the capital works improvements planned for Double Bay (and subject of the 12/6/07 report to the Urban Planning Committee);
- to provide a briefing on Council's resolution of the 28 May 2007 (in terms of how we propose to respond); and
- to update the Chamber on the research being undertaken.

Council staff also met with the Paddington Chamber of Commerce on 1 June 2007 to discuss the actions being undertaken as a result of Council's resolution of 28 May 2007. The Chamber also briefed Council staff on their applications to the City of Sydney's Business Support Programme to fund a further retail study, and some proposed promotions and events in 2007-08.

On 3 July 2007 the Mayor Cr Huxley, Cr Shapiro and Director of Planning addressed a function organised by the Double Bay Chamber of Commerce at the Stamford Plaza hotel. Information was provided on Council's resolution of 25 June 2007 in relation to capital works as well as the work that is underway in responding to Council's resolution on 28 May 2007 on centre management.

3.3 Melbourne urban design study trip

On the 24 & 25 April 2007 four officers from Council visited the City of Melbourne and selected inner Melbourne suburbs. The officers who attended the trip were:

- Allan Coker – Director, Planning and Development;
- Warwick Hatton – Director, Technical Services;
- Greg Stewart -Project Manager, Strategic Projects and Policies; and
- Tom Jones -Urban Design Planner.

The purpose of the trip was to see current urban design and town centre initiatives in four Councils (City of Melbourne, City of Yarra, City of Port Phillip and City of Stonnington) who experience similar conditions to those in Woollahra and to see what they have done to make their public places more attractive and functional and what they have done to improve the viability and vitality of their town centres.

Topics discussed included (but were not limited to):

- Urban Centre Rejuvenation
- Retail Viability
- Traffic Calming
- Centre management.

On 18 June 2007, before the commencement of council's committees, staff provided a briefing to councillors on that study trip. Some of the findings were as follows:

City of Port Phillip

- Four (4) key retail, entertainment and leisure precincts have been identified as activity centres and are the subject of special planning and economic development strategies.
- Four (4) marketing managers have been appointed for the activity centres funded through a rates levy collected by council but administered by the Traders Associations.
- Council employs a Co-ordinator Economic Development who works closely with the marketing managers in developing their programs and stakeholder partnerships. The co-ordinator is not responsible for general council services.
- Special rates are levied to primary and secondary beneficiaries, i.e. retailers with street frontage or businesses above shops to fund marketing managers and their associated marketing and advertising programs.
- Rates are levied on net annual value (NAV) based on Council valuations done every 2 years. Rates are also increased by CPI every year; and
- The scheme is reviewed every 4-5 years.

City of Stonnington

- The council has five schemes in five separate precincts, all with special rates.
- Chapel St has a full time marketing co-ordinator, the others are part-time (10-24 hrs per week);
- A levy scheme begins with trader's associations formulating a business plan;
- Council notifies rate payers of an "Intention to Declare a Special Rate".
- Special rates will only be levied if there is majority support, i.e. greater than 50%.
- Non-responses are deemed to be an acceptance of the proposal.

In Chapel Street, they are running a four year project, with a rates levy collected from 1,000 businesses. They raise \$460k annually and operate a three tier levy system (depending on property size). The maximum payable is \$2,000. Funds are paid in three payments to the traders association to administer. Activities undertaken are based on the execution of a business plan and activity reports by the marketing manager. This is the 6th year that Chapel Street has operated with a centre manager.

3.4 Meeting with Centre Management Providers

The Director of Planning and Development and council staff met with three firms, CB Richard Ellis (on 6 June 2007) and Wynn Tressider and Jones Lang La Salle (on 14 June 2007). All three companies are market leaders providing centre management services in New South Wales.

The purpose of the meetings was to discuss the services that they could potentially provide in both Double Bay and Oxford Street and provide Council with some ideas for potential management structures, indicative costs, benchmarking and key performance indicators, and other related services.

Each of the consultancy firms confirmed that they are very interested in providing centre management services in both Oxford Street and Double Bay. They have agreed to provide a short submission which will detail what actions are required to set up centre management including how it might be structured, likely advertising and marketing campaigns with costs and approaches to targeted tenancy strategies. These submissions will highlight the services that are available and the costs of these services. This information is necessary to more precisely determine the cost and benefits of centre management.

3.5 Meeting with Centre Management Consultant

In addition to meeting with the centre management providers, on 15 June 2007, the Director of Planning and Development and council staff met with a consultant Jo Kelly. Jo provides assistance, to mostly Councils, who are involved in town centre revitalisation.

She is extremely knowledgeable of town centre management having travelled and studied these arrangements in the United States, the United Kingdom and New Zealand. It is intended that Jo will work with council staff on an ad hoc basis, as required, to provide specialist advice and to peer review our final report.

3.6 Attendance at the International Cities, Town Centres & Communities Conference.

Both the Director of Planning and Development and Urban Design Planner attended the International Cities, Town Centres and Communities Conference in Auckland New Zealand titled 'Cities on the Edge' from 26 -29 June. The conference was particularly relevant as it is focussed on revitalising town centres, centre management, and looked at how urban design can help to influence place-making. Speakers presented some of the most up to date thinking on town centre revitalisation and centre management. Keynote speakers included David Feehan, President, International Downtown Association (IDA) New York, USA and Ethan Kent, Vice President, Project for Public Spaces, New York USA. Topics included:

- External Influences on Centres
- How to Succeed in Creating a Viable Mainstreet
- Meshing City Making with City Marketing
- Backward Thinking in Local Government – A Creative Approach to Branding and Destination Making
- Our Town our Future: An Innovative Case Study for Town Centre Revitalisation
- Downtowns v Shopping Centres – Competitors or Collaborators?
- Business Improvement Districts
- Shifting Markets – External Influences on Centres
- How to Succeed in Creating a Viable Mainstreet
- How a Library Underpins a Town Centre
- Building Communities Through Place Making

Arrangements will be made for a Councillor briefing on this conference. This briefing will include a summary of the key conclusions and recommendations relevant to Oxford Street and Double Bay.

3.7 Briefing with Landowners

Once the submissions from the centre management providers are received and reviewed and a preferred centre management model has been developed and costed it is proposed that the Mayor host two separate landowner meetings. The purpose of these meetings is to present to major landowners in Double Bay and Oxford Street our preferred centre management proposals and ascertain whether they would be prepared to make financial contributions. It is proposed that the arrangements for these meetings be developed in consultation with the Mayor and General Manager.

These meetings will enable us to determine the degree of support for centre management and whether or not landowners will be prepared to contribute to the cost.

4.0 Conclusion:

The report provides the Urban Planning Committee with an update on the completed work on centre management and the work that is still underway.

Information gathered from Melbourne, from New Zealand and from centre management providers and consultants with expertise in centre management has confirmed that centre management has the potential to considerably improve trading conditions and the vitality of our two major centres. However, there are still outstanding issues that require further consideration before we will be in a position to fully respond to council's resolution of 28 May 2007. In considering this matter not only do we need to consider the costs and benefits of centre management we also need to consider the consequences of no centre management in the context of increasing competition in the retail marketplace.

The centre management providers we have spoken to have indicated that these are exciting projects and all are keen to get involved. However, we need to carefully develop an appropriate model, determine and explore funding options to ensure that there will be ongoing sustainable funding. These issues will be further explored in a *Powerpoint* presentation to the committee

A further report detailing options for centre management will be presented to the Urban Planning Committee once the centre management providers have made their submissions on likely management structures and costs, and this has been discussed with landowners from both centres to ascertain whether they would be prepared to make financial contributions to the costs.

John Davies
Strategic Planner

Allan Coker
Director, Planning and Development