



THE COMMITTEE AGENDA & REPORTS

for the Special meeting

Tuesday 23 March 2021
at 6:00 pm

in the Colonel Light Room
Adelaide Town Hall

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

1. Acknowledgement of Country

At the opening of The Committee Special meeting, the Chair will state:

'Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'

2. Apologies and Leave of Absence

Nil

3. Discussion Forum Items

Presentations

3.1. ACMA 2021-22 Draft Business Plan and Budget [2020/01438] [Page 2]

3.2. AEDA 2021-22 Draft Business Plan and Budget [2021/00674] [Page 19]

Workshops

Strategic Alignment – Enabling Priorities

3.3. Business Plan and Budget – Strategic Projects and Infrastructure [2020/01920] [Page 38]

4. Closure



Adelaide Central Market Authority

BUSINESS PLAN & BUDGET
Financial Year 2021/22

March 2021



Our **MARKET.**

OVERVIEW

Strategic Plan

The *vision* of the Adelaide Central Market is to be the world's leading food and produce market.

To ensure our customers are top of mind, the vision has been updated:

“Create enduring customer connection as the world’s leading food and produce market”

The *mission* of the Authority is to:

“Operate sustainably and successfully as a group of prosperous Traders, Board and management team that provides a diverse and exciting cultural shopping experience that enhances our precinct, city and state”.

Business Plan

This is the fourth year of delivery of 2018 -22 Adelaide Central Market Authority Strategic Plan, and the Business Plan outlines ‘how’ the final year actions will be achieved.

Budget

All actions have been budgeted for.





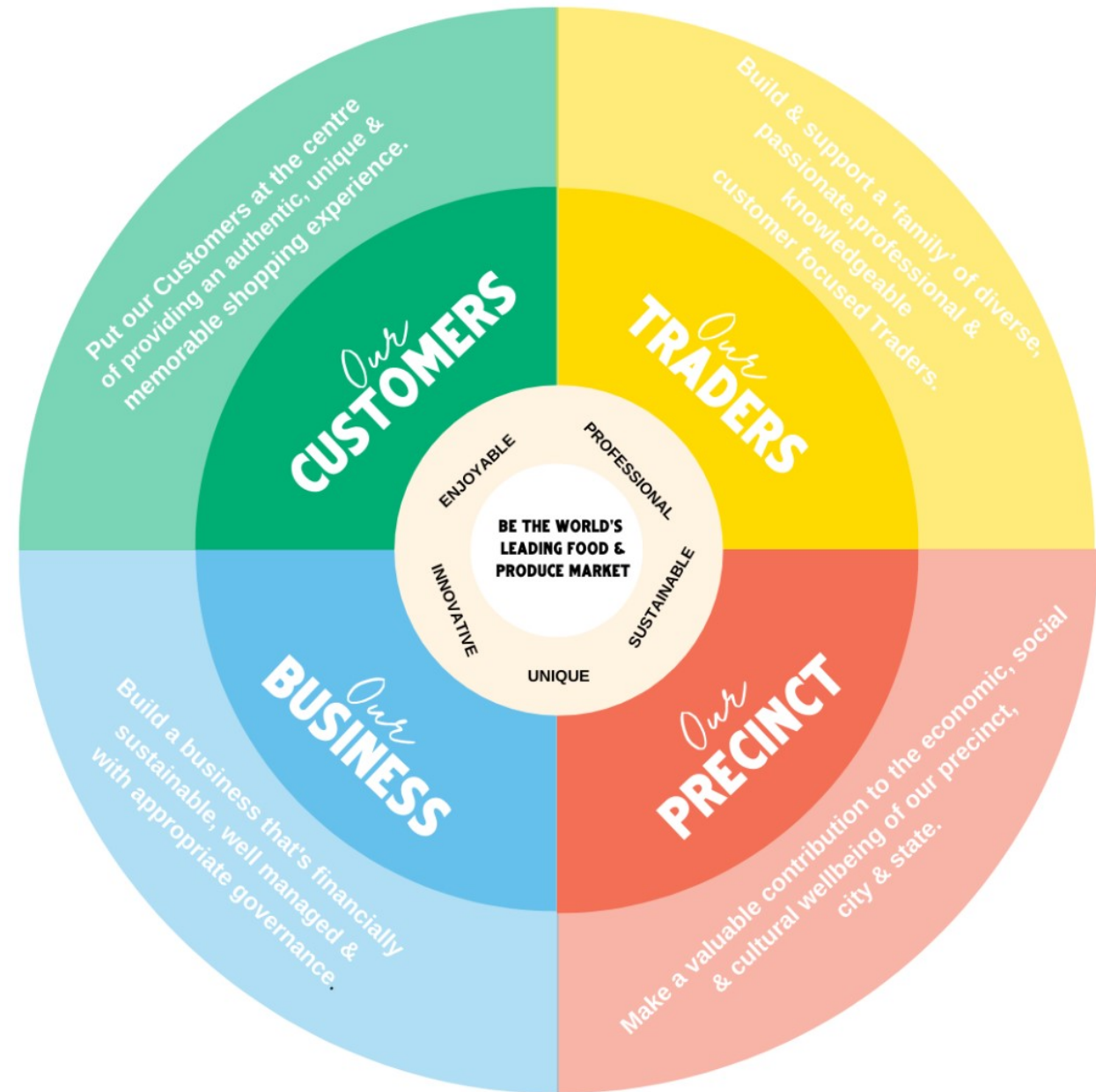
STRATEGIC PLAN & BUSINESS PLAN 2021/22

Our **MARKET.**

OBJECTIVES AND PURPOSE

The primary objects and purpose as outlined in ACMA Charter are:

- Oversee the management and operation of the Market.
- To be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders.
- To be responsible for the Market being recognised as a vibrant, diverse and unique fresh produce market community that is commercially sustainable for traders and the City of Adelaide.



ACMA Board have commenced planning for updated Strategic Map:



OUR CUSTOMERS

To put our Customers at the centre of all that we do to provide them with an authentic, unique & memorable shopping experience.

Strategic direction:

1. Establish the best produce market offering in the world.
2. Develop and maintain a strong understanding of existing and potential customer service needs, relating to customer engagement and experience.
3. Create unique food and entertainment experiences for our customers.



Our **MARKET.**

OUR CUSTOMERS

Strategic priorities 2021/22:

- Desktop review and gap analysis of customer survey data, customer survey.
- Ease of access and mobility strategy.
- Develop ongoing communication, marketing and engagement strategy.
- Activation program to engage new customers.



OUR TRADERS

To build & support a market 'family' of diverse, passionate, professional & knowledgeable customer focused Traders.

Strategic direction:

1. Work with Traders to identify their business' point of difference, to reinforce the unique shopping experience in the Market.
2. Opportunity to improve individual stall atmosphere.
3. Improve Traders' marketing skills to connect with existing and potential customers to drive stall visitation.
4. Lower business operating costs and wastage.



OUR TRADERS

Strategic priorities 2021/22:

- Define strategy for renewal and regeneration of traders.
- Share customer trends and service proposition and upskill traders around this.
- Develop a trader engagement and communication strategy.



OUR BUSINESS

To build a business that is financially sustainable, well managed & with appropriate governance.

Strategic direction:

1. Represent the interests of the City of Adelaide as Landlord.
2. Ensure the Market remains a safe environment for customers and visitors.
3. Provide opportunities for Traders to strengthen their skills and access high quality business support and advice.
4. Improved communication between Market Traders and ACMA staff.
5. Encourage new investment.
6. Ensure the Market and carpark are accessible for customers and Traders.



OUR BUSINESS

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Strategic priorities 2021/22:

- Finalise fit for purpose foundation documents
- Development of workforce plan
- WH&S & Security Management Plans



OUR PRECINCT

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To make a valuable contribution to the economic, social & cultural wellbeing of our precinct, city & state.

Strategic direction:

1. Be the leader in the Market District and City of Adelaide.
2. Improve Gouger and Grote Street presence.

Strategic priorities 2021/22

- Review and align community engagement plan to strategy.
- Strategy for precinct engagement.
- Strategy for ongoing engagement with key stakeholders including SATC, AEDA.



Our **MARKET.**

OUR INFRASTRUCTURE

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To deliver an infrastructure program that addresses the current and emerging needs of the consumers and traders.

Strategic direction:

1. To deliver an infrastructure program that addresses the current and emerging needs of the consumers and traders.

Strategic priorities 2021/22

- Develop-platform solutions including data infrastructure.
- Asset and accessibility review.
- Update 10 year capital works program.
- Car park experience plan.





FY 2021/22 BUDGET

Our **MARKET.**

BUDGET ASSUMPTIONS –

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The ACMA 2021-2022 Operating Budget has been prepared to ensure efficient operation of the Market in an increasingly competitive environment and received ACMA Board approval on 18 March 2021 for submission to Council as a draft budget for public consultation purposes.

A review of the ACMA Charter, which includes the ACMA Head Lease and Operating Agreement with CoA, is currently in progress. All rental calculations and other budget assumptions are in line with the current ACMA Charter 2014.

ACMA Administration

- Depreciation and interest on Capital Expenditure funding is excluded from cash-based budget.
- Net impact for FY 2021-22 for AASB16 Leases expense of \$26k and CoA rent relief \$171k are accounting impact only and are excluded from cash-based budget.

ACMA Car Park

- Transactions are expected to recover to 90% of pre Covid activity
- Revenue has been adjusted for the loss of 260 bays from October 2021 due to the commencement of the Arcade redevelopment with impact of \$606k
- First hour free will remain for Market Lovers/Upark Cardholders and remaining Upark customers will be charged tariff of \$2 from 1 July 2021.

ACMA Market Complex

- Tenant revenue assumes no CPI increase

CoA Head Lease

- Rent payable to CoA is calculated at 30% of gross revenue. ACMA Charter 2014 is under review.

The Committee Special Meeting - Agenda - 23 March 2021



Our MARKET.

FINANCE SUMMARY – OPERATIONAL BUDGET 2021-22¹⁷

Budget \$'000	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 QF2	2021-22 Budget
ACMA Administration Income	40	129	39	35	35	26
ACMA Administration Expenditure	(1744)	(1,519)	(1,276)	(1,460)	(1,369)	(1,351)
ACMA Car Park Income	4,937	4,841	4,213	4,292	4,342	4,921
ACMA Car Park Expenditure	(1,465)	(1,351)	(1,492)	(1,512)	(1,472)	(1,487)
ACMA Market Complex Income	4,322	4,391	4,456	4,326	4,026	4,084
ACMA Market Complex Expenditure	(3,193)	(2,996)	(3,041)	(3,343)	(3,303)	(3,122)
Operating (Cash) Prior to CoA Rental	2,897	3,495	2,898	2,338	2,259	3,071
CoA Head Lease	(2,801)	(2,834)	(2,334)	(2,680)	(2,601)	(2,716)
CoA Upark Management Fee	(446)	(446)	(493)	(513)	(513)	(477)
Arcade redevelopment priorities	-	-	-	(210)	(210)	(204)
Operating Budget (Cash)	(350)	215	71	(1,065)	(1,065)	(326)

ACMA CAPITAL WORKS 2021-2022 ¹⁸

Project	Proposed Capital Plan (Jan 21) 2021/22
	'000
Tenancies	
Stall Structural Renewal Works	800
	800
Federal Hall	
Make good and reinforcement works	300
	300
Car Park	
Additional security cameras to alleviate blind spots	50
	50
Other	
Solar panel renewal incorporating battery storage - Phase 1 - Design	50
IT Upgrade Fund	30
Installation of new Central Market signage to Tower	15
	95
Total	1,245

*The ACMA 2020-2021 Capital Expenditure Budget has been formulated in line with the ACMA 10-Year Capital Works Program, based on the 2017 Building Services Audit Report provided by Lucid Engineers. Central Market Arcade Redevelopment proposed facilities have also been taken into account.

AEDA Business Plan & Budget

FY 2021/22



**Adelaide.
Designed for Life.**



Adelaide
Economic
Development
Agency

AEDA Introduction

- ‘Strong Economies’ objective in the CoA 2020-2024 Strategic Plan to design and implement a new city-wide business model
- Council decision to establish the new Adelaide Economic Development Agency (AEDA) as a subsidiary of the City of Adelaide under Section 42 of the *Local Government Act 1999*
- AEDA commenced operating on 18 January 2021
- AEDA will support city, residential, student business and visitor growth; and promote Rundle Mall
- AEDA is governed by a Charter with a skills-based Board appointed by Council
- The AEDA Charter can be accessed via [this link](#)



AEDA Overview

CoA 2020-2024 Strategic Plan - Vision

Adelaide. The most liveable city in the world

AEDA Purpose

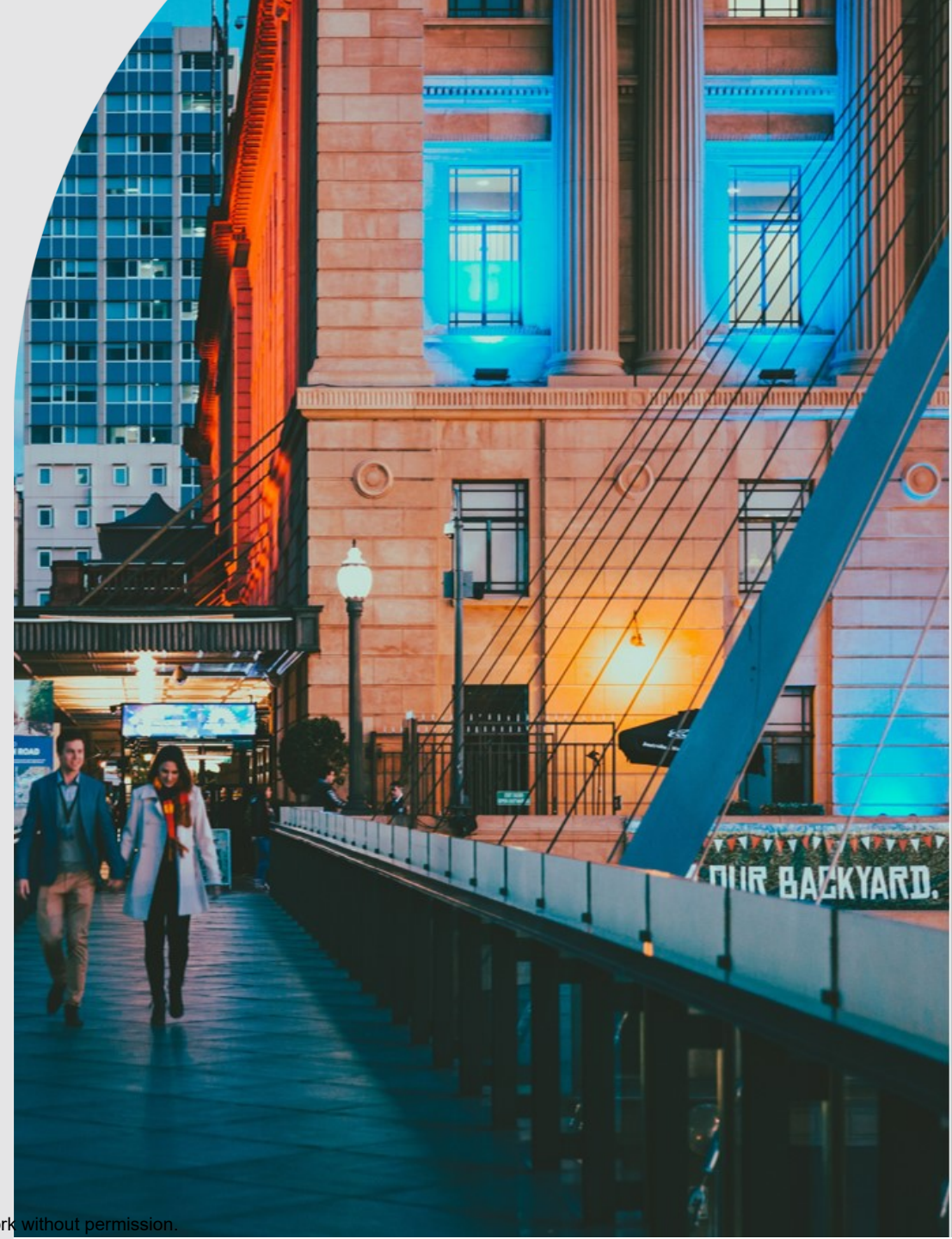
To accelerate growth in the city by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing an annual events calendar and marketing the city as a whole including Rundle Mall.

Business Plan

This is the first year of delivery of the AEDA Strategic Plan (in line with CoA Strategic Plan), and the Business Plan outlines 'how' the first year actions will be achieved.

Budget

All actions have been budgeted for.

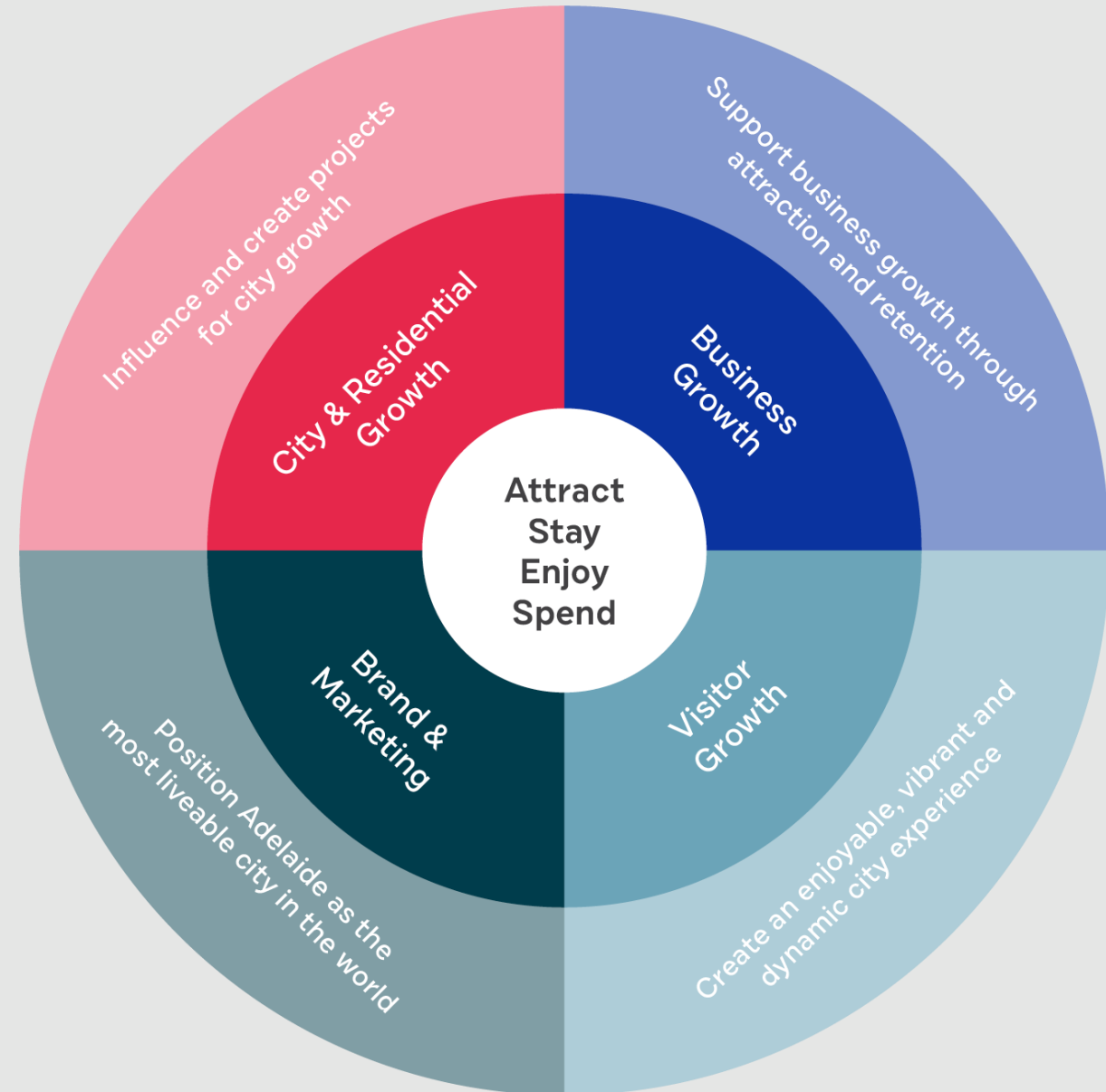


Business Plan FY 2021/22

Objectives & Purpose

The Primary objects and purpose as outlined in the AEDA Charter are:

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



City & Residential Growth

Influence and create projects for city growth

Outcomes:

- Support the delivery of the world's most liveable city vision
- Grow the residential population
- Grow the student population and support their wellbeing
- Work with State Government, private investors and industry groups to deliver and advocate for positive outcomes for the city
- Promote the city living experience

Strategies:

- Work with CoA colleagues and State Government to develop incentives to stimulate residential growth
- Grow student numbers that live, visit, and experience the city
- Work with CoA to support the wellbeing for international students
- Deliver innovative market solutions through 'Test Bed 5000' program
- Identify and actively seek supplementary revenue and funding
- Work with Federal and State Governments and business/industry groups to further the growth of the city
- Ensure the 'Adelaide City Deal' funding supports key city projects



Business Growth

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Support business growth through attraction and retention

Outcomes:

- Support major city developments
- Provide ongoing support to city businesses
- Work with CoA to achieve business sustainability outcomes
- Create opportunities for business events
- Ensure Rundle Mall is the state's premier retail destination

Strategies:

- Work with CoA and private industry to support major city developments
- Support CoA to deliver 'Strategic Property Review'
- Provide business support services to city businesses
- Create opportunities for new business attraction and investment
- Work with CoA to grow opportunities for 10 Gig Adelaide
- Work with CoA to support and promote parking and transport campaigns
- Support city precinct groups and CoA to deliver Mainstreet activation
- Support business recovery from COVID-19
- Support city businesses to achieve CoA's sustainability objectives
- Create new, and leverage existing business events in the city
- Develop and execute a marketing plan and budget for Rundle Mall
- Support CoA to deliver Rundle Mall operations



Visitor Growth

Create an enjoyable, vibrant and dynamic city experience

Outcomes:

- Deliver new events, activations and experiences that bring people into the city
- Drive tourism initiatives

Strategies:

- Develop and deliver a 12-month event and activation plan
- Leverage and expand industry partnerships, magnet events and activations across the city
- Deliver the 'Events and Festivals Sponsorship Program'
- Operate the Visitor Information Centre, Visitor Services, and provide ongoing support to the volunteer program
- Scope a new innovative 'Smart Visitor Experience Centre'
- Create and deliver a 'Greater Adelaide' tourism alliance
- Deliver ongoing tourism programs and activity
- Create a tourism marketing campaign to promote Adelaide



Brand & Marketing

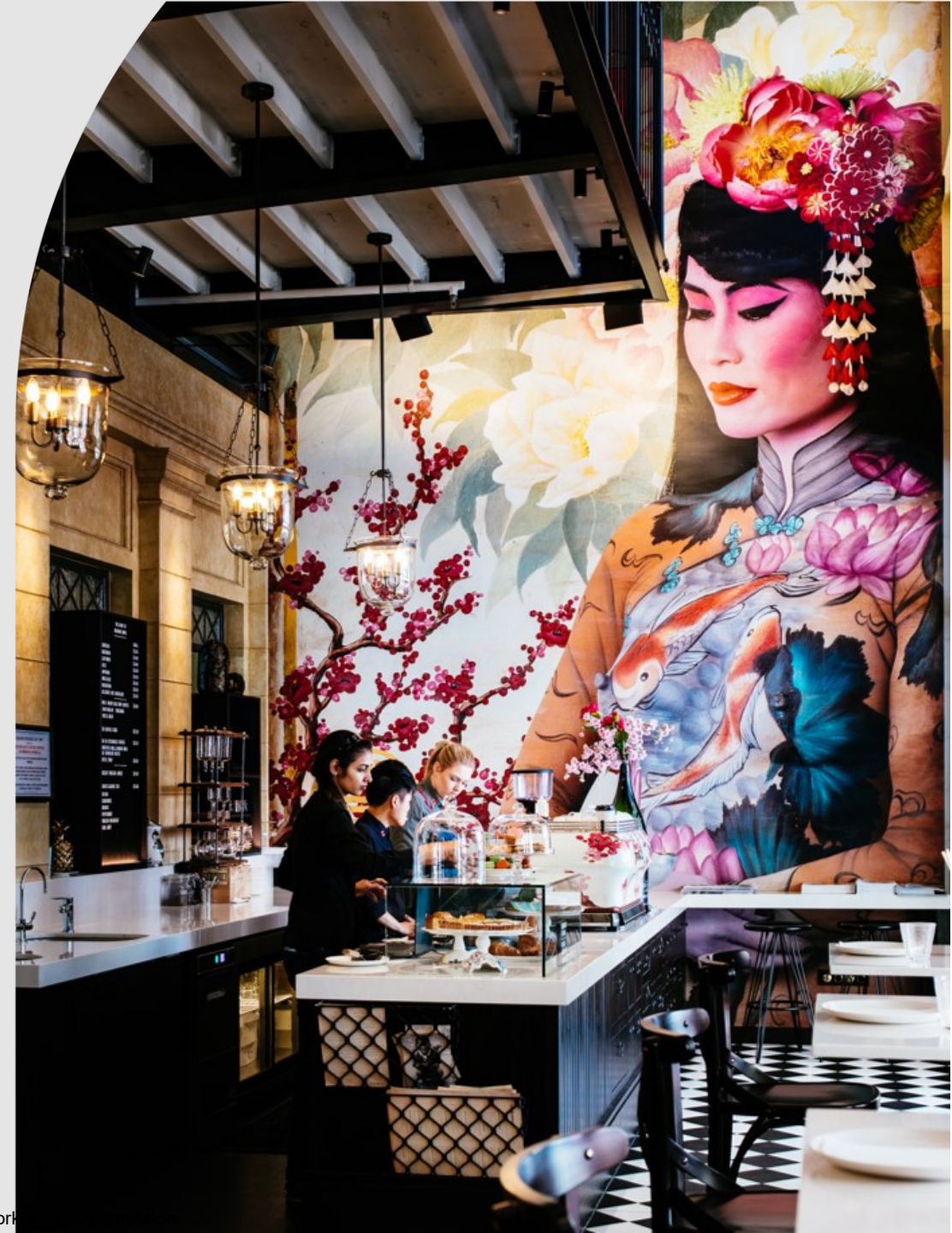
Position Adelaide as the most liveable city in the world

Outcomes:

- Promote Adelaide city as a destination
- Develop ongoing marketing, communication and engagement strategies to promote Adelaide's reputation
- Create digitally led campaigns and platforms
- Create marketing and promotional campaigns to support the growth of the city

Strategies:

- Grow and develop the 'Adelaide. Designed for Life' brand
- Deliver positive stories and outcomes to grow the city's reputation
- Collaborate with State Government and industry partners on joint marketing initiatives
- Develop and implement an annual marketing plan including the promotion of events and activations
- Develop and grow the AEDA website, social media and digital assets
- Further develop a Customer Relationship Management tool
- Create and deliver new and ongoing marketing campaigns



Budget FY 2021/22

Budget

The AEDA Budget has been prepared to ensure efficient delivery of all actions outlined in the AEDA Business Plan and received AEDA Board approval on 19 March 2021 for submission to Council as a draft budget for public consultation purposes.

- \$12.5m annual budget including Rundle Mall levy and concession revenue, equating to 6% of the City of Adelaide's annual budget
- \$8.1m is CoA appropriation which is approximately 4% of City of Adelaide's total budget
- AEDA has 31 FTE including vacancies, equating to 4.4% of the City of Adelaide's total FTE count

Rundle Mall Levy

- Differential rate in the dollar frozen
- Levy income assumed to achieve a 0% increase, based on average property valuations and a vacancy provision

Adelaide Economic Development Agency



Budget Summary

AEDA Income & Expenditure Summary	AEDA 2021-22 Budget
AEDA Income from General Rates (CoA)	-\$7,098,160
City Stimulus Event Funding	-\$1,000,000
Rundle Mall Levy	-\$3,840,304
Rundle Mall Supplementary Revenue	-\$599,000
Total Income	-\$12,537,464
Total Expenditure	\$12,537,464
Total Net	\$0

AEDA Expenditure

AEDA Expenditure Summary	AEDA 2021-22 Budget
Resource Costs (including Rundle Mall)	\$4,061,399
Other AEDA Administration Costs	\$145,507
City & Residential Growth	\$74,200
Business Growth	\$1,396,140
Visitor Growth	\$3,046,519
Brand & Marketing	\$409,000
Rundle Mall Marketing & Events	\$2,764,777
Rundle Mall Operations	\$639,922
Total Net	\$12,537,464

AEDA Expenditure

Rundle Mall Income	2021-22 Budget
Rundle Mall Levy	-\$3,840,304
Rundle Mall Supplementary Revenue	-\$599,000
Total Rundle Mall Income	-\$4,439,304
Rundle Mall Expenditure	2021-22 Budget
Marketing Campaigns, Activation & Events	\$2,764,777
Rundle Mall Admin/Operations	\$639,922
Rundle Mall Resources	\$1,034,605
Total Rundle Mall Expenditure	\$4,439,304

AEDA City & Residential Growth

AEDA City & Residential Growth	AEDA 2021-22 Budget
General Projects	\$25,000
Residential Growth	\$49,200
AEDA City & Residential Growth TOTAL	\$74,200

AEDA Business Growth

AEDA Business Growth	AEDA 2021-22 Budget
General Projects	\$74,800
Business Support	\$275,000
Strategic Partnerships	\$1,046,340
AEDA Business Growth TOTAL	\$1,396,140

AEDA Visitor Growth

AEDA Visitor Growth	AEDA 2021-22 Budget
Sponsorship & City Stimulus Events	\$2,727,000
Tourism	\$145,000
Visitor Information Centre	\$174,519
AEDA Visitor Growth TOTAL	\$3,046,519

AEDA Brand & Marketing

AEDA Brand & Marketing	AEDA 2021-22 Budget
General Marketing	\$140,000
Marketing Campaign/Event	\$269,000
AEDA Brand & Marketing TOTAL	\$409,000

Thank You

aedasa.com.au



Enabling Priorities

21-22 Business Plan and Budget

To discuss Strategic Projects and
Assets and Infrastructure for the upcoming
City of Adelaide Business Plan and Budget

Finance & Procurement
Grace Pelle



Key Messages

Workshop outline

Approach

- Delivery timeline
- Financial Sustainability Principles
- February workshop (update)
- Reshaping our organisation (update)

BP&B Build

- Income (update)
- Draft Budget (revised)
- LTFP (update)

Strategic Projects

- Projects to be delivered
- **KEY QUESTION**

Assets and Infrastructure

- Parameter and Assumptions
- Whole of Life Approach
- Draft Budget
- Upgrades and enhancements
- **KEY QUESTION**
- Renewals and replacements
- **KEY QUESTION**
- Summary 2021 - 22 plan

Engagement

Next Steps

Appendix

- *Draft LTFP Dashboard*
- *Strategic Projects*
- *Major Projects*
- *Upgrades and enhancements*
- *Renewals*
- *Continuing Projects*

Please note: The figures provided in this workshop are Draft as of 16 March 2021 and are subject to change pending Subsidiaries board approvals of Draft Budgets and any other Council decisions.

Key Questions

Key Question

PROJECTS

What are Council Members' views on the prioritisation of the Strategic Projects allocation?

Key Question

ASSETS & INFRASTRUCTURE

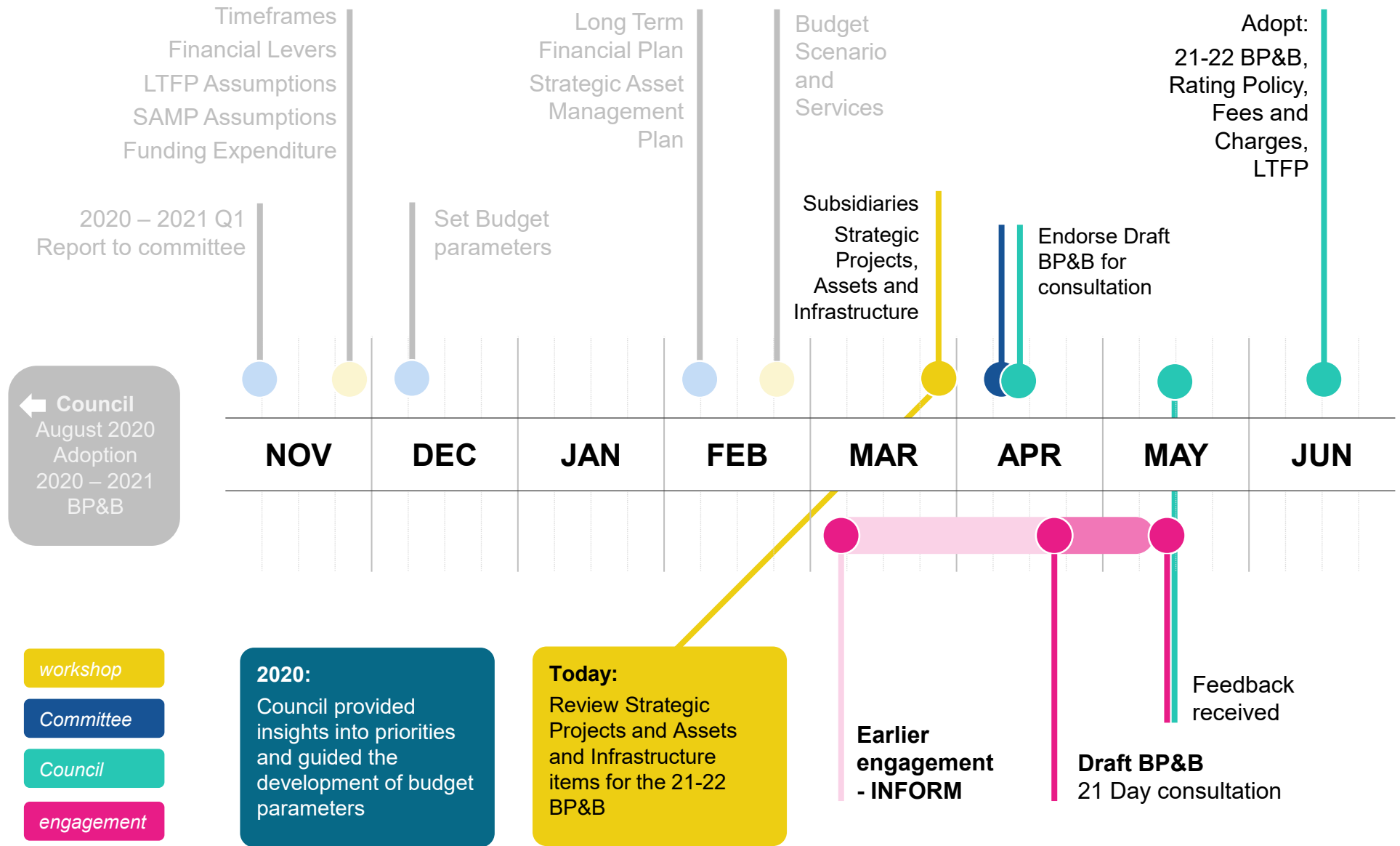
What are Council Members' views on the 2021-22 draft budget for New, Upgrade and enhancements of Assets?

Key Question

ASSETS & INFRASTRUCTURE

What are Council Members' views on the 2021-22 draft budget for Renewal and Replacement of Assets?

Approach : Delivery Timeline



Financial Sustainability of all decisions is paramount.

Continuing to review all areas of the business to ensure we don't continue to borrow to operate, this review includes but not limited to:

- Continued improvements and efficiencies that deliver sustainable cost savings
- Continued review of service delivery via Contestability
- Continued review of services to maximise revenue opportunities
- Clear, consistent allocation of funding pathways to ensure sustainability is maintained.

Recovery Principles guide our decision making.

The recovery principles adopted by Council are essential considerations as we work together to build the 2021-22 Business Plan and Budget:

- Our rates, fees and charges approach is fair and equitable
- Financial borrowings adjusted to stimulate growth
- Proceeds from selling underperforming assets will build a future fund
- Asset renewals will be prioritised based on audit condition and risk
- Asset enhancements will be delivered through partnerships
- We will seek Government funding for new infrastructure
- Our service delivery will reflect the needs of the community
- Investment is prioritised to support recovery.

At the BP&B workshop on the 23 February Council Members:

- Reviewed the 2021-22 Budget parameters and underlying assumptions.
- Reviewed Levers to find efficiencies, including Services and Operational Activities.

Feedback from the February workshop has informed the following approach:

- Maintaining Service Expenditure at current expenditure levels.
- Maintaining Operational Activities at current service levels.
- Continuing to build efficiencies and community value into what we deliver throughout 2021-22
- Continuing to work with KPMG on service contestability. These works have been re-timed to be workshopped with our independent audit committee in April 2021.
- Maintaining Rate in the dollar freeze and valuation
- Acting CEO is consulting with key stakeholders about properties deemed to be “for public purposes on public land”, currently exempt from paying rates under federal and state legislation
- Continuing to review Fees and Charges to be fair and equitable and to investigate new and existing revenue opportunities
- Delivering Subsidiary budgets (presented separately to Council)
- Considering market recovery from the effects of COVID

The revised draft 2021-22 Budget is an operating deficit of \$4.9m, and borrowings of \$99.2m.

This position is consolidated and includes the draft Subsidiary budgets of Adelaide Central Market Authority (ACMA), Adelaide Economic Development Agency (AEDA), and Adelaide Park Lands Authority (APLA)

In February, Council Members reviewed the status of Reshaping our Organisation:

- Council had agreed to a \$20m permanent ongoing reduction to Operating Expenditure during the 2020-21 BP&B process.
- As of January 2021, \$18m of the ongoing savings have been identified within Labour and Non-Labour expenditure.

The remaining \$2 million target has been identified, including the following:

- \$600k increase to vacancy management target based on 3% of employee costs, consistent with 3 year average from 2017-18 to 2019-20
- \$500k general operational savings identified such as interest expense, IT and Legal.
- \$450k Operating Activities savings associated with administrative re-prioritisation of the IM Roadmap \$400k, and the removal of Superloop funding \$0.05m.
- \$250k Reduction of 2.0 vacant FTE and associated overtime.

In identifying these savings, we are confident that it will not impact on the levels of service we deliver to our Community.

\$'000s	Ongoing from 2021-22 (February)	Ongoing from 2021-22 (Current)
2020 – 21: \$20m Expenditure Savings		
Target	(20,000)	(20,000)
Labour	12,960	13,810
Non-Labour	5,040	6,190
Net	(2,000)	-

2021 – 22: \$5.2m Expenditure Target		
Target	(5,200)	-
Net	(5,200)	-

Savings still to be Identified		
Target	(7,200)	-

Updated income figures within the 2021 – 2022 Draft Business Plan and Budget:

Rates

- \$0.246m Draft Rating Policy
- \$115.23m Valuations, including new developments (as of 11 March 2021)

Leasing

- \$0.2m Potential income on CLC building level 8 & 9 as staff have been relocated to other floors throughout CLC resulting in these two floors being vacant

On-Street

- \$0.93m Change to assumptions of post-COVID recovery
Draft Budget is modelled on an assumption of 90% recovery on pre- COVID levels, however data *from December 2020 to February 2021 shows an increase to this.*
Other identified revenue opportunities will be brought back to Council at a later date.

Updated Operating Income and Expenses:

- The original \$20m permanent reduction to our operating expenditure has been identified and reflected in the draft budget.
- Wholesale changes such as the further target of \$5.2m in order to achieve a breakeven operating position is not sustainable in the current environment.
- We will continue to seek sustainable, long term efficiencies and adjust through the budget reviews.
- This will ensure we “trade out” of the deficit position in a financially sustainable manner.

For 2021 – 2022	(\$'000s)	Parameters	Draft Budget	Variance
Operating Income				
Rates Revenues		121,123	121,190	67
Fees and Charges		72,955	73,868	913
Grants and External Funding		3,029	3,274	245
Other Income		1,028	1,216	188
Total Income		198,134	199,548	1,414
Operating Expenses				
Service Delivery		192,835	199,071	(6,236)
Strategic Projects		5,400	5,400	-
Total Expenses		198,235	204,471	(6,236)
Operating Surplus / (Deficit)		(101)	(4,923)	(4,822)

Deficit position

The 2021 – 2022 Draft Budget results in an Operating Deficit position of \$4.9m, driven by:

- ACMA operating deficit of \$1.169m
- AEDA operating budget is in line with the parameter
- Removal of the 2021-22 \$5.2m operational expenditure target
- Income updates (as per previous slide)

Financial Indicator	Target	2021-22 Draft	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
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Operating Position (Operating Income less Expenditure)

- Council has projected Operating deficits from 2021-22 through to 2023-24.
- Impacting this deficit is the Central Market Arcade (CMA), where Council will not generate the rental income from the existing Arcade while construction is underway. If the existing Arcade were to remain, our operating position over the long term would be worse off. In addition, with all else remaining constant, Council’s capacity to borrow reduces and the projected borrowings breaches the Prudential Limits in 2030-31.

Operating Position	\$2m - \$10m	\$(4.9m)	\$(4.8m)	\$(6.6m)	\$0.6m	\$0.5m	\$6.8m	\$5.0m	\$9.0m	\$2.8m	\$3.5m
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Borrowings (Total borrowings)

- There are no major investments in Income Generating Assets or Community Assets from 2022-23 other than the continuation of the CMA Redevelopment.
- Borrowings are required to fund our operations. This is a result of Council not generating enough cash flow from operations to fund the significant renewals required in the outer years of the plan (Adelaide Bridge, River Torrens Weir, Rundle UPark)
- Projected sales in the LTFP for underperforming assets are presented in the future fund reserve. These sales are used to reduce borrowings until investment opportunities are approved by Council.

Borrowings	Within Prudential Limits	\$99.2m	\$111.0m	\$99.5m	\$82.1m	\$87.4m	\$83.1m	\$77.5m	\$107.4m	\$150.5m	\$192.4m
		57%	64%	53%	43%	45%	42%	38%	52%	71%	90%
Cash Flow from Operations Ratio	Greater than 100%	106%	98%	96%	102%	100%	104%	104%	91%	86%	87%

[The LTFP dashboards are contained in Appendix A](#)

Strategic Project Budget (expenditure) Parameters:

- **Strategic Project expenditure target not exceeding \$5.4m, based on 2020-21 commitments across multiple years**

Projects being delivered:

\$4.6m of that expenditure target is already committed to for those Strategic Projects which have ongoing commitments / multi-year delivery:

- Adelaide Free Wi-Fi \$0.9m
- City Wide Waste and Recycling Program \$0.5m (+\$0.5m carry forward from 20/21)
- Splash \$0.81m
- Shared Arts & Cultural Grants (with State Government) \$0.05m
- Brown Hill Keswick Creek (Operating Contribution) \$0.095m
- City Stimulus Event Funding (delivered by AEDA) \$1.0m
- AEDA Digital Marketplace \$0.25m*
- Melbourne, O'Connell & Hutt Street Masterplans \$0.2m*
- Energy Assessment Pilot Program \$0.185m*
- Strategic Property Investigations \$0.1m*
- Welcoming City Places & Spaces \$0.025m

\$0.8m proposed to be held for emerging priorities and to be able to respond to City needs in a post-COVID recovery environment.

* Projects commenced in 2020-21 to continue in 2021-22

Key Question

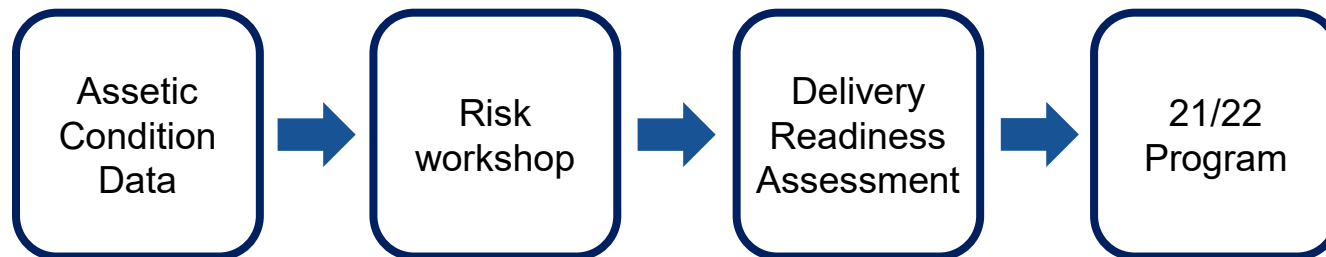
What are Council Members' views on the prioritisation of the Strategic Projects allocation?

Capital Budget (expenditure) Parameters:

- Capital expenditure on Upgrade and Enhancement of Assets of \$19.2m.
- Capital expenditure on Renewal and Replacement of Existing Assets of \$27.6m.

21/22 Renewal Prioritisation Process:

- COVID Recovery Principles of risk based prioritisation
- Condition Data provided by Assetic
- Risk workshop on consequences of not delivering the project in 21/22
- Assess whether the project is delivery ready
- Integrated Asset Planning to align works in similar areas



To note:

Capital Expenditure on Renewal and Replacement of existing Assets contains other infrastructure items such as:

- Plant Fleet and Equipment
- IT renewals
- ACMA renewals
- Corporate overheads and WIP write-off

Recovery Principles:

- Asset renewals will be prioritised based on audit condition and risk
- Asset enhancements will be delivered through partnerships
- We will seek Government funding for new infrastructure

Providing better oversight for our capital works and projects:

- Clearer, succinct reporting on the delivery of projects
- Ensures key outcomes of projects are met and aligned with Council approvals
- Improved communication with our community on projects and the implications on our finances
- Development of the Asset Management Plans over the next 12-24 months in line with the Strategic Asset Management Plan. This will inform a 3 year rolling program for renewals.

What this would look like moving forward:

- Example project (hypothetical only): *Recreational sporting fields in Park 50*

Project	Previous years	Current year	Future years	Whole of Life (WOL)
New Major Projects		\$2.9m	\$1m	\$3.9m
New Upgrades and Enhancements		\$2.8m	\$0.1m	\$2.9m
New Renewals		\$2.7m	\$0.9m	\$3.6m
Continuing Projects:				
<i>Recreational sporting fields in Park 50</i>	\$0.8m	\$1.5m	\$2m	\$4.3m

- New items for each financial year would still be listed separately and introduced so Council and the Community have oversight of new expenditure.
- Items that have previously been brought forward that have expenditure over multiple years are presented as continuing projects.

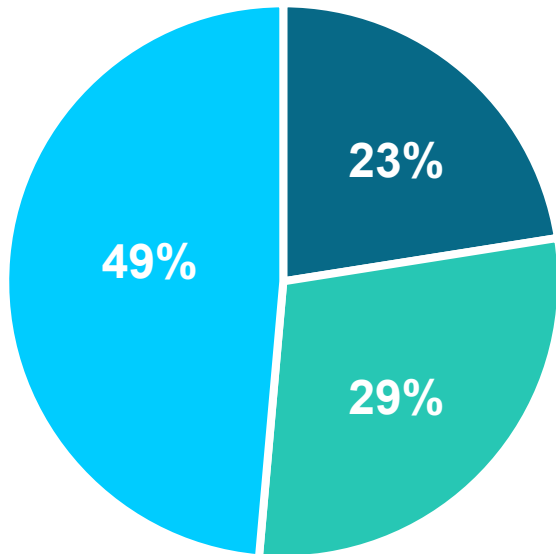
Appendix C reflects this approach for the draft Assets and Infrastructure Program

To note:

- Major projects have delivery times that do not fit into a financial year
- Projects are approved based on their full delivery and “Whole of Life” talks to the full budget required to deliver the project and achieve desired outcome
- Whole of Life reduces the confusion regarding accounting for annual budgets for projects that take multiple years to deliver
- **focusses on project delivery**

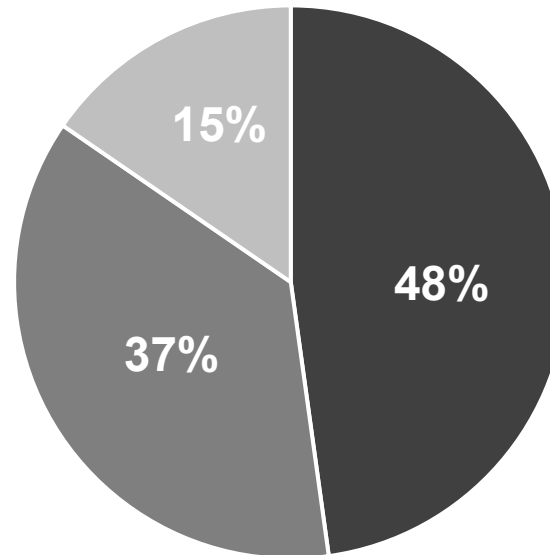
What are we spending on?

New this year	\$16.11m
New commenced previous years	\$20.69m
Renewals	\$34.80m



Funding pathways

Cashflow from operations	\$34.8m
Borrowings for new capital	\$26.7m
Cashflow from Operations funding new capital	\$11.23m



To note:

- Asset renewals are necessary to ensure sustainability
- Funding of Asset spend is important to ensure intergenerational equity
- Note this only deals with the capital spend, need to start to consider ongoing operation costs of these capital spend

What components are included in the parameter for the 2021 – 22 BP&B:

▪ CMA Redevelopment	\$14.9m
▪ Moonta Street	\$1.8m
▪ Market to Riverbank	\$2.3m
▪ Christmas funding	\$0.15m
▪ Blackspot Funding	\$0.2m
▪ WIP write-off	(\$0.2m)

How the Draft BP&B is being built for Upgrades and enhancement of assets:

▪ CMA Redevelopment	\$14.9m
▪ Moonta Street	\$1.8m
▪ Market to Riverbank	\$2.3m
▪ Christmas funding	\$0.35m*
▪ Blackspot Funding (2/3 funding)	\$0.2m
▪ Illuminate	\$0.3m*
▪ ACMA	\$0.38m*
▪ WIP write-off	(\$0.2m)

* No current contractual obligation or Council decision

Key Question

What are Council Members' views on the 2021-22 draft budget for New, Upgrade and enhancements of Assets?

Total \$19.2m (parameter)

Expenditure Target Total \$19.2m

Total \$20.1m Draft BP&B

Draft Total - \$0.9m shortfall

+ \$18.4m continuing from 20/21

Continuing Projects are listed in Appendix C

What components are included in the parameter for the 2021 – 22 BP&B:

▪ Infrastructure renewals	\$20.0m
▪ Plant, Fleet and Equipment	\$1.7m
▪ IT renewals	\$1.6m
▪ ACMA renewals	-
▪ Corporate overhead	\$7.3m
▪ WIP write-off	(\$3.1m)

How the Draft BP&B is being built for Renewal and replacement of assets:

▪ Infrastructure renewals	\$20.251m
▪ Plant, Fleet and Equipment (including commercial)	\$5.4m
▪ IT renewals	\$1.4m
▪ ACMA renewals	\$0.865m
▪ Corporate Overhead	\$6.6m
▪ WIP write-off	(\$1.362m)

Key Question

What are Council Members' views on the 2021-22 draft budget for Renewal and Replacement of Assets?

Total \$27.6m (parameter)*

Expenditure Target Total \$27.6m*

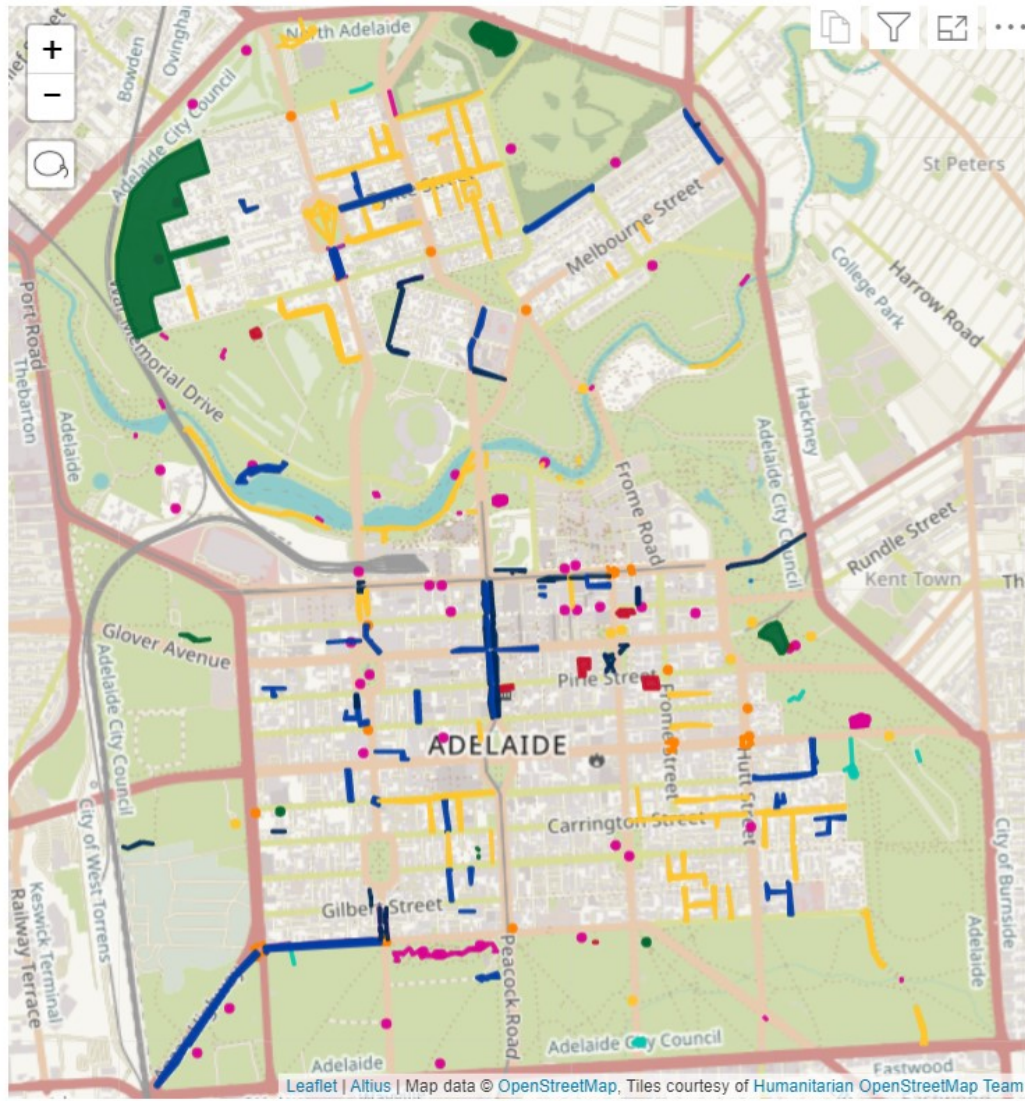
**67% Asset Sustainability Ratio
adopted by Council*

Total \$33.1m Draft BP&B

Draft Total - \$5.5m shortfall

+ \$3.0m continuing from 20/21

Continuing Projects are listed in Appendix C



Asset Map

We will showcase the proposed 2021 – 2022 Asset and Infrastructure works delivery program through our interactive mapping software and project management tool.

(Tables provided in Appendix C of reading pack)

- **Community engagement plays an important role in letting our community and stakeholders be informed and have their say, on the 2021 - 22 BP&B.**
- As Council is proposing changes to the **Rating Policy**, there will be a focus on seeking community views on these changes during Stage 1 of consultation – with a particular focus on ensuring our ratepayers are informed and can provide their feedback.
- The **Long Term Financial Plan** will be brought into the BP&B engagement process, as this will be made available at the same time for consultation – and there are natural fits between the two documents and the conversations to be had with our community.
- **Summary brochures and fact sheets** for the Business Plan and Budget will be available to the community to simplify how our information is presented, as well as provide Council members a brief document to engage with their constituents
- A **variety of tools** will be utilised, *taking into account restrictions related to consultation due to COVID-19*. Tools to be used include **YourSay Adelaide engagement hub** (*no registration required*), complemented by **hard copy surveys** which will be available to the community, **direct email surveys** through a variety of databases, **quick online polls**, a **social media campaign** and the offer of face-face / drop in opportunities where our current Engagement Policy allows. **Formal submissions** are also welcome and will be presented back to Council with the collated feedback. These tools are provided in addition to the legislative requirements.

Inform (25 March – 15 April)

- Key Focus on providing relevant information to our community on how we are building the BP&B (income and expenditure parameters, external influences).
- Engagement on Rating Policy and seeking community views on the proposed changes Council has made.
- Required for minimum 21 days
- Option to register your interest for Stage 2 and remain informed.
- Focus on ratepayers.

Consult (16 April – 10 May)

- Key Focus on providing the Draft BP&B document, including subsidiaries to the community and seek their views.
- Required for minimum 21 days.
- Focus on whole of community and key stakeholders.

March – tonight

- *Subsidiary (ACMA and AEDA) Business Plans and Budgets.*
- *Strategic Projects and Infrastructure and Assets workshops.*
- *Early community engagement focused on informing the community of early budget conversations and outcomes.*

April

- Approve Draft Business Plan & Budget and Long Term Financial Plan for consultation.
- 21 Day Public Consultation on Draft Business Plan and Budget Document.
- Consultation on Rating Policy changes.

May

- Special Council Meeting to receive feedback received during Public Consultation
Public hearing on consultation pending legislative changes (currently not allowed).

June

- Adopt BP&B, LTFFP, Fees and Charges, and Rates.

To note:

Further workshops were requested by Council in December 2020, to help inform budget decisions:

- **Approach to infrastructure and property within the LTFFP:** included in SAMP, Strategic Property Review and LTFFP workshops / reports.
- **Economic Policy and Investment Strategy:** proposed post adoption of the final 2021 – 2022 Business Plan and Budget

Appendix A

Draft LTFP dashboard

Appendix B

Strategic Projects

Appendix C

Assets and Infrastructure Program

- Major Projects
- Upgrades and enhancements
- Renewals
- Continuing Projects (At risk carry forwards from 2020 – 2021)

Financial Indicator	Explanation	Target	2021-22 Draft	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	(2%)	(2%)	(3%)	0%	0%	3%	2%	4%	1%	1%
Net Financial Liabilities	Financial liabilities as a percentage of operating income	Less than 80%	62%	70%	63%	48%	50%	47%	43%	54%	70%	84%
Asset Sustainability Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	67%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	29%	32%	25%	21%	22%	21%	19%	26%	36%	45%
Interest Expense Ratio	Net interest expense as a percentage of General Rates Revenue (less Landscape Levy)	Maximum 10%	1.0%	1.2%	1.3%	1.2%	1.1%	1.1%	1.0%	1.2%	1.6%	2.1%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.8	0.9	0.8	0.6	0.6	0.6	0.5	0.7	1.0	1.2
Cash Flow from Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	106%	98%	96%	102%	100%	104%	104%	91%	86%	87%
Borrowings	Total borrowings	Within Prudential Limits	99.2	111.0	99.5	82.1	87.4	83.1	77.5	107.4	150.5	192.4
			58%	64%	53%	43%	45%	42%	38%	52%	71%	90%
Operating Position	Operating Income less Expenditure	\$2m - \$10m	(4.9)	(4.8)	(6.6)	0.6	0.5	6.8	5.0	9.0	2.8	3.5
Future Fund	Proceeds from the sale of Council assets to fund new income generating assets or new strategic capital projects	N/A	2.2	8.7	33.7	59.2	59.2	59.2	59.2	59.2	59.2	59.2

Strategic Projects

Project Title	Description	Draft Budget
Adelaide Free Wi-Fi	To provide a high-performing and ubiquitous wireless broadband network throughout the City of Adelaide, providing critical digital infrastructure for connecting communities, citizens and businesses, enabling an enhanced digital experience throughout the city.	\$0.9m
City Wide Waste and Recycling Program	Position City of Adelaide as a world class resource recovery leader through delivery of new waste and recycling systems in our operations, including the introduction of a new City Wide Waste and Recycling Program that supports our residents, businesses and community to transition to a zero-waste city.	\$0.5m (+\$0.5m carry forward from 20/21)
Splash	Champion creative responses to the challenges of our city through a series of innovative partnerships, precinct based activations, community led ideas, projects and experiments.	\$0.81m
Shared Arts & Cultural Grants (with State Government)	Arts and Cultural Grants in partnership with the State Government to meet an identified need for funding for the development, delivery and celebration of Aboriginal and Torres Strait Islander creative cultural practices in the City.	\$0.05m
Brown Hill Keswick Creek	Operational contribution of the Creek remediation, wetland and creek realignment in Victoria Park / Pakapakanthi (Park 16) and Blue Gum Park / Kurangga (Park 20). The Ongoing Multi-Year Stormwater Project is an initiative of the Cities of Unley, Adelaide, Burnside, Mitcham and West Torrens.	\$0.095m
City Stimulus Event Funding (delivered by AEDA)	\$0.5m to assist existing city-based events to expand to become city-wide (total \$1m over 2 years) along with a \$0.5m increase to the Events and Sponsorship Program for sponsoring new major events in the City (total \$1m over 2 years).	\$1.0m

Strategic Projects (Projects commenced in 2020-21 to continue in 2021-22)

Project Title	Description	Draft Budget
AEDA Digital Marketplace	Provide all city business the opportunity to transact and promote their products or services direct to local, interstate or international consumers. <i>(Part of the City Business Stimulus Program adopted in December 2020)</i>	\$0.25m
Melbourne, O'Connell & Hutt Street Masterplans	Preparation of Master Plans for Melbourne Street, O'Connell Street and Hutt Street. The plans will identify short, medium and long term actions to guide future investment in these streets, and include engagement with businesses and the local community.	\$0.2m
Energy Assessment Pilot Program	To assist small businesses with mitigating their energy costs. <i>(Part of the City Business Stimulus Program adopted in December 2020)</i>	\$0.185m
Strategic Property Investigations	Progress the implementation of the Strategic Property Review including detailed investigations / business case development, associated with site disposal, re-purposing and redevelopment of assets.	\$0.1m
Welcoming City Places & Spaces	For community engagement to understand the needs and wants of our city of multicultural communities.	\$0.025m

Major Projects

Project Title	Previous years	Current year	Future years	Whole of Life (WOL)
Moonta Street	\$1.5m	\$2.5m	-	\$4.0m
Market to River Bank - Bentham & Pitt St	\$1.2m	\$5.15m	-	\$6.35m
Central Market Arcade Redevelopment (\$27.74m construction + \$1.39m contingency (if required))	-	\$14.939m	\$14.188m	\$29.127m

Upgrades and Enhancements

Project Title	Previous years	Current year	Future years	Whole of Life (WOL)
Blackspot Project - Jeffcott Street/Montefiore Hill Intersection Improvements	-	\$0.09m	-	\$0.09m
Blackspot Project - Pulteney Street/Angas Street Intersection Improvements	-	\$0.143m	-	\$0.143m
Christmas Funding	-	\$0.35m	-	\$0.35m
Illuminate	\$0.3m	\$0.3m	\$0.3m	\$0.9m
ACMA Capital	-	\$0.38m	-	\$0.38m
Brown Hill Keswick Creek	\$1.123m	\$0.321m	\$1.528m	\$2.972m
WIP Write-off	-	(\$0.2m)		(\$0.2m)

Renewals

Bridges	Draft Budget
Assorted Design works and Urgent Works	\$0.3m
Footbridge Program	\$0.122m

Buildings	Draft Budget
Assorted Design works and Urgent Works	\$0.334m
CCTV Network Renewal and Compliance Program	\$1.0m
North Adelaide Golf Links Clubhouse and Horticulture Hub - AC Renewals	\$0.03m
Glover South Shelter Shed And Toilet Renewal	\$0.380m
Rymill Park Kiosk & Boat Store Renewal	\$0.2m
Town Hall Fire Panel Renewal	\$0.270m
Rundle Lantern rehabilitation works	\$0.05m
Town Hall Façade Conservation Works (Stage 1)	\$2.0m
Wyatt Street Car Park - Lift Renewals and Roofing Works	\$1.2m
Pirie/Flinders UPark Fire Compliance Remediation Works	\$0.05m

Renewals

Pathways	Draft Budget
Assorted Design works and Urgent Works	\$0.2m
Alfred Street (south side) - Mary Street to Maud Street	\$0.035m
Botanic Road (south side) - Dequetteville Terrace to East Terrace	\$0.255m
Brougham Place (north side) - Palmer Place to Australia Lane	\$0.135m
Mellor Street - (east & west sides) - Waymouth St to Dead End	\$0.051m
Morphett Street (east & west sides) - Gilbert Street to South Terrace	\$0.323m
North Terrace West (north & south sides) - Under Morphett Bridge	\$0.117m
North Terrace East - Abutting Government House	\$0.832m
Hindmarsh Square (internal paths - east & west sides)	\$0.230m
Pennington Terrace (North side) - Eastern & Western ends	\$0.286m
Synagogue Place - Rundle Street to Dead End	\$0.061m
Avoca Street - Whitmore Square to Gilbert Street	\$0.005m
Elder Park behind Convention Centre	\$0.163m
Park 23 - Wirrarninithi - GS Kingston Park	\$0.038m
Park 7 - Kuntingga - The Olive Groves	\$0.005m
King William Street (east & west sides) - North Terrace to Victoria Square	\$0.182m
North Terrace (south side) - Gawler Place to Frome Street	\$0.069m

Renewals

Kerbs and Water Table	Draft Budget
Assorted Design works and Urgent Works	\$0.1m
DDA Compliant Access Ramp Renewal Project	\$0.05m
Jeffcott Street (east and west sides) - Wellington Square to Montefiore Road (Stage 1/2)	\$0.776m
Synagogue Place (east and west sides) - Rundle Street to Dead End	\$0.061m
Morphett Street (east & west sides) - Gilbert Street to South Terrace	\$0.113m
Brougham Place (north side) - Palmer Place to Australia Lane	\$0.069m
South Terrace (north side) - West Terrace to Morphett Street	\$0.066m

Lighting and Electrical	Draft Budget
Assorted Design works and Urgent Works	\$0.05m
Public Realm CCTV Camera Renewals (various locations)	\$0.1m
Above Ground Electrical Switchboard Renewals (various locations)	\$0.125m
Underground Electrical Conduit and Switchboard Renewals (various locations)	\$0.496m
Street Lighting LED Renewals (various locations)	\$0.540m
Street Lighting City Safety Renewals (various locations)	\$0.310m

Renewals

Park Lands and Open Spaces	Draft Budget
Assorted Design works	\$0.04m
Park 1 North Golf Course renewal of water supply line	\$0.2m
Park 5 - Dog Park Restoration Works	\$0.05m
Park Lands Renewals (various locations)	\$0.1m
Frew Street - Renewal of Rain Garden	\$0.015m

Roads	Draft Budget
Assorted Design works and Urgent Works	\$0.25m
Currie-Grenfell Corridor Serviceability Works	\$0.15m
Andrew Street - Morphett Street to Bowen Street	\$0.052m
Anzac Highway South Bound Carriageway - South Terrace to Greenhill Road	\$0.412m
Figtree Court - Buxton Street to Dead End	\$0.06m
King William Road North bound Carriageway - Pennington Terrace to Kermode Street	\$0.034m
King William Road South Bound Carriageway - Brougham Place to Kermode Street	\$0.121m
King William Street Bus Bays - North Terrace to Flinders Street	\$0.206m
Mann Terrace - Kingston Terrace East to Dead End	\$0.123m
Unknown Name Lane - Toms Court to Dead End	\$0.153m

Renewals

Roads (continued)	Draft Budget
Austin Street - North Terrace to Pulteney Street	\$0.075m
Dukes Lane - Allen Street to Gladstone Street	\$0.051m
Fisher Place - Gawler Place to Dead End	\$0.051m
Gladstone Street - Carrington Street to Dead End	\$0.016m
Jeffcott Street Car Parking Bays - Wellington Square to Montefiore Road (Stage 1/2)	\$0.261m
Kingston Terrace - Lefevre Terrace to Jerningham Street	\$0.152m
Mansfield Street - Gover Street to Tynte Street	\$0.03m
Market Street - Gouger Street to Wright Street	\$0.044m
Mellor Street - Waymouth Street to Dead End	\$0.016m
Morphett Street - Currie Street to Hindley Street (Eastern Carriageway) <i>*[R2R funded - \$109K]</i>	\$0.109m*
Morphett Street/Gouger Street Intersection	\$0.059m
Myers Street - Sturt Street to Gilbert Street	\$0.076m
Norman Street - Sturt Street to Gilbert Street	\$0.03m
Oakley Street - Grote Street to Gouger Street	\$0.04m
O'Halloran Lane - O'Halloran Street to Dead End	\$0.018m
Park 1 - Par 3 Golf Course Car Park	\$0.121m
Park 21 - Veale Gardens Car Park	\$0.048m

Renewals

Roads (continued)	Draft Budget
Phillip Street - Clarendon Street to Light Square	\$0.027m
Prince Court & Albert Street - Waymouth Street to Gray Street	\$0.02m
South Terrace - West Terrace to Morphett Street <i>*[R2R funded - \$146K]</i>	\$0.425m*
Synagogue Place - Rundle Street to Dead End	\$0.017m
Tynte Street - Wellington Square to Mansfield Street	\$0.067m
Unknown Name Lane - Gawler Place to Dead End	\$0.021m
Vincent Street & Vincent Place - Gilles Street to South Terrace	\$0.041m
Wilson Street & Tomsey Court	\$0.036m
Young Street - Waymouth Street to Franklin Street	\$0.045m

Renewals

Stormwater	Draft Budget
Assorted Design works and Urgent Works	\$0.22m
Park 16 - Culvert Renewal	\$0.051m
Park 16 - Open Channel Renewal	\$0.13m
Barton Terrace West - Stormwater Pipe Re-lining	\$0.077m
Victoria Park - Stormwater Pipe Renewal	\$0.02m
Unley Road - Stormwater Pipe Renewal	\$0.149m
Stormwater Pit Renewals (various locations)	\$0.05m
Stormwater Pit Lid Renewals (various locations)	\$0.1m
Adelaide Weir - Structural Investigation and Preliminary Design (Stage 1)	\$0.3m
Anzac Highway - Stormwater Pipe Re-lining	\$0.415m
South Terrace - Stormwater Pipe Re-lining	\$0.03m

Renewals

Traffic Signals	Draft Budget
Cables and Conduit Renewals (various locations)	\$1.126m
Controller Box Renewals (various locations)	\$0.456m

Urban Elements	Draft Budget
Assorted Design works and Urgent Works	\$0.08m
Public Art Refurbishments (various locations)	\$0.269m
Recreational Asset Renewals (various locations)	\$0.15m
Park Land and Street Furniture Renewal Program (various locations)	\$0.295m
Street Sign Renewals (various locations)	\$0.005m
Minor Structure Renewals (various locations)	\$0.34m
Litter Bin Renewals (various locations)	\$0.01m
Water Feature Renewals (Veale Gardens and Pinky Flat)	\$0.34m

Renewals

Plant, Fleet & Equipment	Draft Budget
Minor Plant	\$1.411m
Major Plant	\$1.483m
Commercial Renewals	\$2.801m

Other Renewals	Draft Budget
IT Renewals	\$1.395m
ACMA Renewals	\$0.865m
Corporate Overhead	\$6.646m
WIP Write-off	(\$3.063)m

Continuing Projects

The below projects / infrastructure items are currently DRAFT and are at risk in 2020 – 2021 for continuing in 2021-2022. Council will review a final listing, for adoption in the final Business Plan and Budget through the QF3 Finance Report.

New, Upgrade and Major Projects – carry forward risk	Previous years	Current year	Future years	Whole of Life (WOL)
E-W Bikeways	\$0.2m	\$5.8m	-	\$6.0m
N-S Bikeways	\$3.8m	\$2.2m	-	\$6.0m
Gawler UPark Façade	\$3.3m	\$1.7m	-	\$5.0m
Hindley Upgrades	\$0.2m	\$0.1m	-	\$0.3m
Hutt St Upgrades	\$0.1m	\$0.3m	-	\$0.4m
City Greening	\$0.4	\$0.3m	-	\$0.3m
City Skate Park	\$2.8m	\$0.2m	-	\$3.0m
Whitmore Square Greening	\$0.7m	\$0.2m	-	\$0.9m
North Terrace Public Realm	\$1.9m	\$0.2m	-	\$2.1m
Blackspot Hindley/Gray St	\$0.4m	\$0.2m	-	\$0.6m
Whitmore Square Safety	\$0.7m	\$0.1m	-	\$0.8m
South West Community Centre	-	\$1.5m	-	\$1.5m
Place of Reflection	-	\$0.3m	-	\$0.3m
Place of Courage	-	\$0.07m	-	\$0.07m

Continuing Projects

Renewals and Replacement of Assets – carry forward risk	Previous years	Current year	Future years	Whole of Life (WOL)
Brougham Pl, Jeffcott St and footpaths work	\$2.0m	\$0.7m	-	\$2.7m
Plant & Fleet	\$1.9m	\$0.6m	-	\$2.5m
Francis St	-	\$0.4m	-	\$0.4m
Assorted Design projects	\$0.8m	\$0.3m	-	\$1.1m
Lighting & Electrical Renewal	\$0.1m	\$0.3m	-	\$0.4m
Bridge Renewal Program	-	\$0.3m	-	\$0.3m
Leigh St footpath	-	\$0.2m	-	\$0.2m
Public Art refurbishment	\$0.1m	\$0.1m	-	\$0.2m
Reinstatement project	\$0.1m	\$0.1m	-	\$0.2m
Chesser Arbour	-	\$0.1m	-	\$0.1m
Torrens Lake Earth retaining structures	\$0.05m	\$0.05m	-	\$0.1m