

# 2021 – 2022 BUSINESS PLAN AND BUDGET



CITY OF  
ADELAIDE



# Adelaide. The 3rd most liveable city in the world.

*EIU 2021 Global liveability index*







First shaped by the Kaurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life.

Adelaide is the world’s only city in a park, surrounded by nationally heritage listed Park Lands. We are a creative city of makers and innovators and celebrate our status as an UNESCO City of Music. We are one of Australasia’s most digitally connected cities, with our Ten Gigabit Adelaide network empowering local businesses to realise their global potential.

We are an environmentally sustainable city, being the first Local Government Administration in South Australia to be Carbon Neutral certified.

Adelaide is a city of firsts, known for its social, cultural and technological innovation and now poised at the edge of many new possibilities that the growing space and future industries will bring.

As the Capital City Council of South Australia, the City of Adelaide is:

Home to over 25,000 residents

Home to over 15,000 businesses

Host to over 300,000 people in the City everyday

These are the people we serve.

Our budgeted expenditure of \$269.6 million focuses on the prioritisation of community and civic services, activities that support the City’s cultural and economic development, and projects that maintain and upgrade infrastructure within the City and Park Lands. Our services, projects and infrastructure works are predominantly funded through rates, fees

and charges, and grants and subsidies. Borrowings are principally utilised for major infrastructure projects, including city shaping projects such as the development of 88 O’Connell Street and Central Market Arcade, or commercially focused projects with a financial return on investment.

WHERE OUR FUNDS COME FROM (FUNDING PATHWAY)	
Rates	\$121.2m
Statutory charges	\$11.6m
User charges	\$62.3m
External funding (including Grants and Subsidies)	\$3.3m
Other	\$3.6m
Borrowings	\$12.1m
Capital grants and proceeds	\$0.8m
Surplus cashflow from Operations	\$52.6m
Proceeds to build the Future Fund	\$2.1m
TOTAL	\$269.6m

HOW FUNDS ARE SPENT (SERVICE EXPENDITURE)	
Arts, Culture and Events	\$16.1m
Community Development	\$5.5m
Community Safety	\$5.7m
Environmental Sustainability	\$3.4m
Library Services	\$6.9m
Park Lands and Open Space	\$28.9m
Parking	\$23.2m
Planning, Building and Heritage	\$5.0m
Property Management and Development	\$25.9m
Resource Recovery and Waste Management	\$8.0m
Social and Economic Planning	\$4.1m
Sports and Recreation	\$17.1m
Streets and Transportation	\$85.4m
Subsidiary Services	\$29.0m
Corporate and other Capital Costs	\$5.4m
TOTAL	\$269.6m

This business plan and budget is about supporting our city and the people we serve to grow and recover from COVID-19.

Highlights for this year include:

- **Fair and equitable rates** including a freeze of the rate in the dollar for the eighth consecutive year
- **Stimulating growth in the City’s economy** through major investments including Eighty Eight O’Connell and the Central Market Arcade Redevelopment
- **Financial sustainability and accountability** by balancing the budget and building a surplus cash position for future generations

- **Championing creative responses to the challenges of our city** through ‘Splash activations’, innovative partnerships, precinct based activations and community led ideas
- **Activating mainstreets and develop unique precincts** to support business and residential growth
- **Activating the City and Park Lands** through curated events and experiences that promote vibrancy, visitation and neighbourhood connections.
- Programs and projects to **help our residents and businesses to generate less waste** and increase resource recovery



# Services Summary

## Arts, Culture and Events

Enhances the cultural and creative elements of the City, enlivening it with things to do and see, and making the rich heritage of the City available to all

Adelaide Town Hall, Archives and Civic Collection, Culture and Creativity (*Arts and Cultural Grants, Cultural Entrepreneurs Incubator Program, Live Music Strategic Partnership, UNESCO City of Music*), Events and Activations (*Adelaide's New Year's Eve, ANZAC Day Service, Australia Day Sponsorship, Business Activation and Support, Christmas in the City, City Activation - East End Unleashed; Hutt Street; Melbourne Street; North Adelaide/O'Connell St, Fashion Industry Support, Umbrella Winter Festival*), Heritage Promotion and Events (*History Festival*), Monuments, Fountains and Public Art... **page 28**

## Community Development

Creates opportunities for people to connect, learn, grow, and work with others to enhance their local communities

Community Centres (*Box Factory, South-West, North Adelaide*), Community Home Support Program, Community Wellbeing (*Adelaide Leaders and Community-led Neighbourhood Development, Community Development Grants*)... **page 32**

## Community Safety

Ensures a safe and healthy city environment for people to visit, work, study, live and do business

Community Safety Compliance, Community Safety Strategy (*Safer City Policy 2019-22 implementation and evaluation*), Environmental Health, Permits... **page 34**

## Environmental Sustainability

Demonstrates environmental leadership through our goals to become a sustainable, carbon neutral and climate resilient city

Carbon Neutral Council and Community (*Carbon Neutral Adelaide*), Sustainable and Climate Resilient City... **page 36**

## Library Services

Educate, engage and enable people to create, connect and be inspired, through free access to information and ideas, activities and programs, innovative technology and a range of resources which support lifelong learning

Library Operations (*City Library, Hutt Street Library, North Adelaide Library*), Library Programs... **page 38**

## Park Lands and Open Space

Encourages healthy lifestyles and experiences, through the provision, maintenance, protection and enhancement of our unique Park Lands, open spaces and community infrastructure

Park Lands and Open Space: Furniture and Fittings; Lakes and Waterways; Public Conveniences; Public Lighting; Park Lands Roads and Footpaths; Signage and Line Marking; Stormwater; and Tree Management. Park Lands Planning and Management, and Playgrounds and Play Spaces ... **page 40**

## Parking

Drives the availability and accessibility of car parking in the City and North Adelaide

Off Street Parking (*UPark*), On Street Parking... **page 42**

## Planning, Building and Heritage

Ensures a well-planned and developed city, with consideration to the local area and protected heritage listings within the bounds of policy and legislation

Building Assessment and Compliance, Heritage Management (*Heritage Incentive Scheme and Promotion*), Planning Assessment... **page 44**

## Property Management and Development

Leverages the development and management of Council's property assets and identifies opportunities in partnership with the private and public sectors, to generate income, create employment opportunities, and reinvigorate city precincts, to build a prosperous city

Commercial Property Management, Strategic Property Investigations. Central Market Arcade Redevelopment Options, Eighty-Eight O'Connell Street... **page 46**

## Resource Recovery and Waste Management

Educates and encourages the community to redefine the concept of waste, recover more resources and build a circular economy, whilst keeping the community clean and hygienic through effective management and collection of waste

Domestic Waste Collection and Recycling, Green Waste Recycling and Mulch, Public Litter Bins, Waste Policy and Education. City Wide Waste and Recycling Program ... **page 48**

## Social and Economic Planning

Creates liveable communities, vibrant economies and social cohesion through a well-designed and welcoming city, and resilient community

Economic Planning (Economic Policy, Residential Growth Action Plan), Planning Policy (*Adelaide Prize, Noise Management*), Reconciliation (*Kaurna Reconciliation Action Plan initiatives, NAIDOC Week celebrations*), Social Planning ... **page 52**

For further information on the services that Council is providing in the 2021 – 2022 Business Plan and Budget see page 26.

## Sports and Recreation

Encourages health and wellbeing by providing places, spaces and opportunities to access a range of community sports and recreation facilities throughout the City

BMX and Skate Parks, North Adelaide Aquatic Centre, North Adelaide Golf Course, Sports and Recreation facilities and Initiatives (*Recreation and Sports Grants*)... **page 54**

## Streets and Transportation

Supports current needs and future growth for the delivery of safe, convenient, accessible, clean and appealing ways for people to move around the City

Road and Footpath Management, Road and Footpath Stormwater, Street Furniture and Fittings, Street Lighting, Street Public Conveniences, Street Signage and Line Marking, Street Tree Management, Streetscapes and Verges, Traffic and Transport Management (*Free City Connector*) ... **page 56**

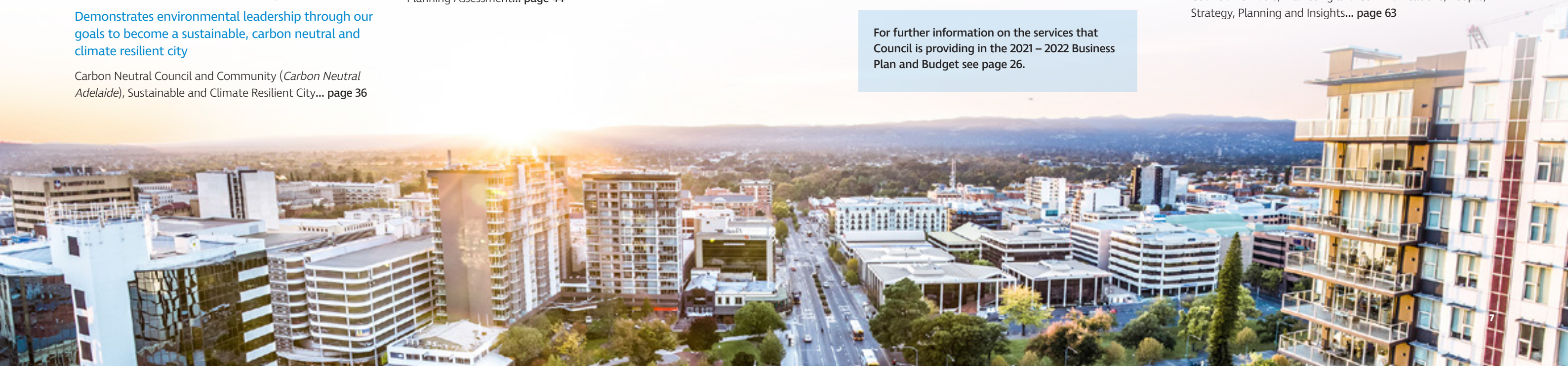
## Subsidiaries

Adelaide Central Market Authority, Adelaide Economic Development Agency. Council also has a direct relationship with Adelaide Park Lands Authority and Brown Hill and Keswick Creek Stormwater Board... **page 59**

## Corporate Services

Corporate Services Provide effective and efficient services and insights to strengthen and grow our organisational capability and support a culture of accountability, transparency and innovation

Customer Experience, Finance, Procurement and Rating, Governance, Information Management, Lord Mayor and Council Members, Marketing and Communications, People, Strategy, Planning and Insights... **page 63**







# Acknowledgement of Country

City of Adelaide acknowledges the 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.

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## A message from the Lord Mayor & CEO

The City of Adelaide is investing in our city's recovery and community while delivering a break-even 2021 – 2022 Business Plan and Budget.

The 2021 – 2022 Business Plan and Budget includes continued investment in roads and footpaths, sport and recreation, festivals, event and citywide activations, libraries, community centres, playgrounds and playspaces, environmental sustainability, community safety and our Connector Bus service.

We know that we need to do things differently and be innovative with how we plan and deliver services to ensure we have Thriving Communities, Strong Economies, a Dynamic City Culture and Environmental Leadership in accordance with our Strategic Plan outcomes.

We will grow our way into recovery by strengthening local businesses with grants and business support and by encouraging entrepreneurship and innovation.

We have a renewed focus on creating unique precincts and main streets in partnership with the local businesses and community.

Our city's growth is being underpinned by Council's commitment to significant projects like Eighty Eight O'Connell Street in North Adelaide, the Central Market Arcade redevelopment, Market Square, and the Moonta Street upgrade.

Additionally, we have launched the Adelaide Economic Development Agency to accelerate economic growth and attract more residents, visitors and investment in the City.

Adelaide has emerged from the pandemic as one of the safest and most liveable cities in the world. We are

a creative city that cherishes its arts and culture and we are investing in the creation and curation of unique events and experiences including Splash! activations to draw people to our city to support our businesses as well as our artists and makers.

We are committed to being a green and sustainable city. As the world's only city in a park, we value our beautiful Park Lands and we will continue to protect, manage and care for these iconic spaces including the 157,000 trees and 25,000 rose bushes in our parks and city squares.

Becoming the first Council in South Australia to have all its operations powered by renewable energy and achieving carbon neutral certification is a significant achievement.

We will continue to take a leading role with our Carbon Neutral Adelaide program to support local businesses to transition toward more sustainable practices as well as supporting city businesses and residents to reduce waste through recycling and green waste programs.

We are taking a measured and financially sustainable approach to our budget, ensuring we continue to deliver services for the community while being fiscally responsible.

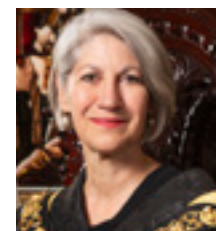
Our Council is delivering for the CBD and North Adelaide.

We are investing in our city and our community as we recover from COVID-19 and ensuring financial sustainability. We have delivered a break-even budget and building a surplus cash position for future generations.

**Sandy Verschoor**  
The Lord Mayor of Adelaide

**Clare Mockler**  
Acting CEO

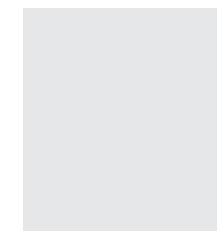
## Elected Members of Council



**Sandy Verschoor**  
Lord Mayor



**Anne Moran**  
Area Councillor



**Vacant**  
Area Councillor



**Arman Abrahamzadeh OAM**  
Area Councillor



**Franz Knoll**  
Area Councillor



**Phillip Martin**  
North Ward Councillor



**Mary Couros**  
North Ward Councillor



**Simon Hou**  
Central Ward Councillor



**Jessy Khera**  
Central Ward Councillor



**Greg Mackie OAM**  
Central Ward Councillor



**Dr Helen Donovan**  
South Ward Councillor



**Alexander Hyde**  
Deputy Lord Mayor  
South Ward Councillor



# What we know

## How COVID-19 impacted our city and community

Our shared experience of COVID-19 has confirmed that Adelaide is one of the safest and most liveable cities in the world, demonstrating that we have a resilient community and all the qualities that make Adelaide. Designed for Life.

2020 presented many challenges for our community and our city. COVID-19 significantly impacted city businesses, our residents, and the wider community as well as Council's own revenue base.

The impacts of the shutdown of non-essential activity had an immediate and profound effect on income to Council and our ability to deliver for the community in our usual ways. This strengthened the need for the City of Adelaide to make the very best of the resources available, diversify our revenue streams and plan for the expectations of our communities.

In late 2020 we asked our residents and our local businesses what they need and expect from us.

City businesses have also told us that we need to concentrate on getting people into the city.

Most important to **businesses** are the maintenance of council assets, along with the economic growth of the city and with waste management services.

**Residents** value most highly asset maintenance, waste management and arts and community development services.

In relation to **our city recovery post COVID-19** we have already seen:

- GRP has topped \$20bn for the first time
- CBD office occupancy has returned to about 70%, having reduced to about 55% at the height of the pandemic in SA
- Our residents are out and about using the city for their everyday needs. Some 93% had been to a local café, restaurant or bar and this contributed to boosting spend in the local economy on dining and entertainment by 16% more in October 2020 than in October 2019, and
- Our city has celebrated its arts and cultural strengths through a COVID-aware Adelaide Festival and Adelaide Fringe, the largest gathering of their kind in the world

## Challenges and Opportunities

There are still key challenges facing our city and our community as we work towards recovery:

### The presence of people in the City:

with greater flexible work arrangements leading to more people working from home and spending in their local communities rather than commuting to the City.

**Personal connection and wellbeing:** job insecurity and the loss of community connections has adversely impacted wellbeing.

**Changing shopping trends:** as more people shop online, seek local brands and sustainable options.

**Population growth:** net overseas migration is one of South Australia's biggest economic drivers and our city economy is largely dependent on population growth.

**International education:** international border closures in place since the start of the COVID-19 pandemic, prevented many students from arriving in South Australia and some may have reconsidered their international education experience.



As we face these challenges and the concept of a new normal, we need to consider how we:

- Attract local, national and international **visitors back into a safe and vibrant city**
- **Strengthen our businesses** and entrepreneurs to be innovative and to grow
- Embrace Adelaide's creative identity and promote a **more localised and social economy**
- **Support our residents' wellbeing** and connectivity to their local neighbourhoods to enable them to participate more in city life
- Differentiate Adelaide as an **international education destination of choice**
- **Forge new partnerships** to advance projects of mutual interest
- Attract and sustain **investment in infrastructure** and use existing assets more effectively; and
- **Diversify our revenue streams, balance our budget** and review our services to meet community expectations

**Our 2021 – 2022 Business Plan and Budget includes recovery priorities, services, projects and infrastructure that focus on these challenges and opportunities.**



# How we are responding

## Investing in City Recovery

Council is committed to ensuring future opportunities continue to be explored through further operational efficiencies, maximising revenue opportunities and growth of revenue streams. This commitment will support a break even budget being delivered in 2021 – 2022 and improve the operating position and financial sustainability of Council.

For 2021 – 2022 Council has determined to freeze the rate in the dollar for the eighth consecutive year and to increase fees and charges by CPI.

We will continue to provide targeted support to businesses, ratepayers and communities, including our City Stimulus Business Support program which so far has committed over \$7 million worth of investment and support.

Asset and infrastructure expenditure, including renewals, has been prioritised on condition, risk and readiness to deliver. There is also expenditure allocated to new assets and the upgrade of existing assets.

We will continue to review our services and Asset Management Plans, to ensure they are delivered efficiently and meet the needs of our community.

Council-led projects such as the development of Eighty Eight O'Connell Street and the Central Market Arcade redevelopment are central to this endeavour, as are the major private developments underway or in the pipeline. The Adelaide City Deal – one of our biggest partnerships with the Australian Government and the Government of South Australia – with its focus on innovation, digital connection, space technologies, and major cultural facilities, cannot be underestimated in its significance for shaping our city's future and reputation.

**These initiatives, alongside the detail in this document, ultimately leverage our city brand, 'Adelaide. Designed for Life.' to build a foundation for a growth led recovery and a future where Adelaide continues to prosper.**





# Our 2021 – 2022 Budget

This Plan is the key annual operational and financial planning document for the City of Adelaide. It describes our priorities, what services and projects we plan to deliver, our sources of revenue, and how we propose to allocate our budget.

This budget has been formed over the past several months, through a series of workshops and discussions with Council Members and our Audit Committee about the City of Adelaide’s financial position. These discussions included consideration of the financial levers available to Council to help the City recover and improve the City of Adelaide’s long term financial sustainability.

Community engagement on the Draft Business Plan and Budget took place between 16 April and 10 May. This was preceded by engagement on proposed changes to Council’s Rating Policy. Our community were given an opportunity to have their say on proposed recovery priorities, projects, and services. The budget was provided in alignment with our Service Categories and for the first time, incorporated full costs for each service – including proposed resources, operating activities, strategic projects and infrastructure expenditure. Together with information on services gathered in 2020 through our Business and Resident Surveys, community engagement provided further insights in finalising this document.

Council recognises that while it plays a role to support the City to grow and recover from the impacts of COVID-19, it is also accountable to future generations to be financially sustainable. As such, a ‘break even budget’ is being built in 2021 – 2022 through the implementation of measures that will generate permanent and ongoing budget improvement. These measures will be identified and implemented over the next 12 months and include:

- working with our community and reviewing market conditions to better understand and deliver our services
- organisational and operating activity efficiencies
- increasing patronage to Council’s commercial businesses

This operating position is representative of Council’s current recovery position. The financial impacts of COVID-19 are expected to last throughout 2021 – 2022. Recovery is not immediate, it will take time to recoup losses, take advantage of the opportunity to do things differently and to balance our budget and support future surplus positions.

As a result, the key impacts on the budget can be summarised as:

- Reduced income from commercial operations and property transactions
- Holding rates income with the exception of new developments
- Reviewing the services we deliver to our community to ensure value for money for our ratepayers
- Reduced asset renewal and new capital programs
- The introduction of a \$4.75 million target to balance the budget over the next 12 months



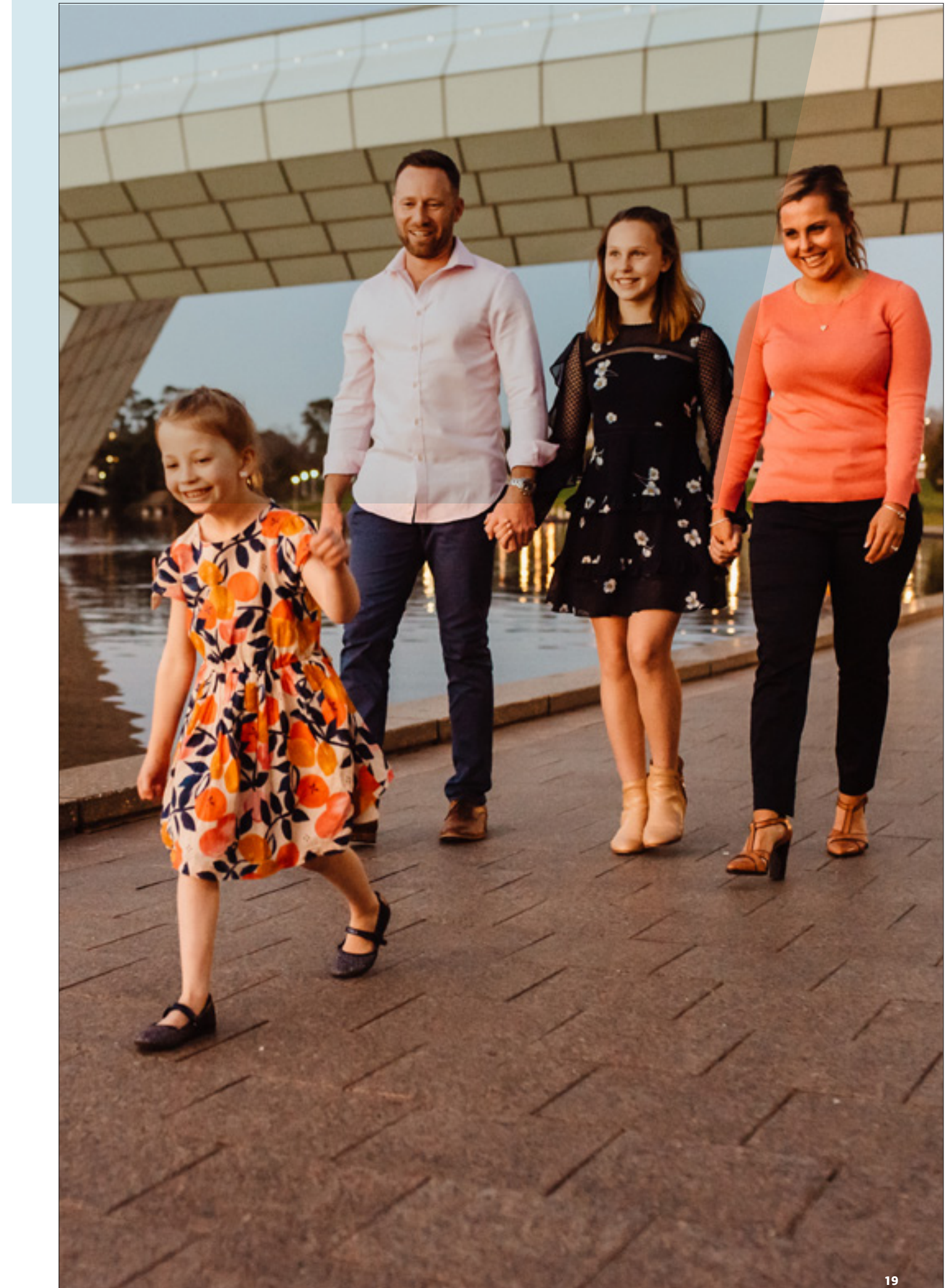


## Recovery Principles

We have developed Recovery Principles to assist our future decision making in light of COVID-19 and to support our long term financial sustainability.

These principles seek to ensure an equitable approach to rating, a prudent approach to the utilisation of borrowings and proceeds from the sale of assets, and sustainable investment in our infrastructure and delivery of services:

- 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.





## Recovery Priorities and Actions

As part of our recovery efforts, and as the Capital City Council for all South Australians, we play a key role in bringing people back to our city, supporting community health and wellbeing and delivering economic growth.

Our 2020 Business Insights Survey highlights that **bringing people back to the city** in the short and longer term is something that our business community feel would support them in the recovery from COVID-19. Our community outcomes for a Dynamic City Culture and Thriving Community within our 2020 – 2024 Strategic Plan, provides the opportunity to connect our city users and our community to our Park Lands, develop and deliver curated experiences, and deliver cultural strategic partnerships, performances, exhibitions and events that will attract people back to the City.

The establishment of the **Adelaide Economic Development Agency (AEDA)** at the start of 2021, plays a key role in attracting people back to our city and growing our economy. AEDA has been formed to accelerate growth in the city by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing our annual events calendar and marketing the City as a whole including Rundle Mall.

Financial sustainability and economic growth are inherently connected as an outcome of bringing people back to the City. But there is more that we can do to support this focus area. We know from recent surveys that asset maintenance is important to both our resident and business communities.

A focus on levels of service and our Asset Management Plans will ensure we can deliver well maintained community assets both now and into the future. As well as a focus on assets, maximising funding opportunities through effective advocacy and partnerships will support greater public value for ratepayers and our community. Through the implementation of our Strategic Property Review we will ensure that we are well placed to invest in our city and respond to future needs.

As we bring more people back to the City it is important that we also connect with our community. To do this effectively we need to consider doing things differently by implementing new ways to engage the community in Council decision making and streamlining Council policies, permits and fees to ensure we continue to balance efficiencies with meeting community expectations.



We know that we cannot do everything in one year. Instead we have set ourselves some key priorities to move along a trajectory of recovery.

Changing how we connect with our community will also allow Council to deliver effective services that provide value for money and meet the ongoing needs of all city users.

**Council has prioritised a range of activities, projects and infrastructure to be delivered in 2021 – 2022. Each of the Strategic Priorities on the following pages, provides a description of what we commit to deliver this financial year, as well as the relevant 2020 – 2024 Strategic Plan Key Actions, as we continue to deliver on our vision 'Adelaide. The most liveable city in the world'.**



Recovery Priorities and Actions

New priorities	Strategic Plan Key Action this aligns to:
Develop a suite of opportunities for the community and city users to connect, play, exercise, and learn in the Park Lands with particular focus on Wellbeing Month, implementing the Healthy Parks, Healthy People strategy and promotion of the Adelaide Park Lands Trail. Delivered by: June 2022	<i>Thriving Communities</i> 1.01: Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
Implement a new permit fee model to support business growth and to make it easier to do business with Council. Delivered by: June 2022	<i>Strong Economies</i> 2.05: Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the City
Finalise the Strategic Asset Management Plan (SAMP) and associated principles and levers available to Council to inform future customer and technical levels of service for all asset classes. Delivered by: June 2022	<i>Dynamic City Culture</i> 3.06: Develop Asset Management Plans to provide for future generations
Develop and deliver curated programs that attract people to the City through cultural, physical, social, and environmental experiences. Delivered by: June 2022	<i>Dynamic City Culture</i> 3.09: Connect city users to place through curated city experiences
Deliver cultural strategic partnerships, performances, exhibitions, festivals and events, residencies and community driven programming across our venues and throughout the City. Delivered by: June 2022	<i>Dynamic City Culture</i> 3.10: Support community diversity, cultural expression, experiences and participation

New priorities	Strategic Plan Key Action this aligns to:
Maximise funding opportunities through partnership proposals as part of our Australian Government and Government of South Australia budget submissions and election advocacy Delivered by: June 2022	<i>Enabling Priorities</i> 5.03: Build on effective advocacy and partnerships, locally, nationally, and globally
Explore opportunities within the City of Adelaide's property portfolio, including the consideration of opportunities for the sale of underperforming assets as well as leveraging existing assets for city shaping initiatives, to support greater public value for ratepayers and the community. Delivered by: June 2022	<i>Enabling Priorities</i> 5.04: Implement the Strategic Property Review
Prioritise activities to recover Council's commercial businesses/revenue to pre-COVID levels. Diversify revenue through the investigation, identification and implementation of new or modified business services including a review of the property portfolio to increase revenue and property values in accordance with fair value market approach. Delivered by: June 2022	<i>Enabling Priorities</i> 5.05 Develop new revenue opportunities for Council operations
Work with our Council Members to reinvigorate our engagement strategy and our approach to engaging our community in Council decision making. Delivered by: June 2022	<i>Enabling Priorities</i> 5.08: Implement new approaches to engaging the community in Council decision making



Recovery Priorities and Actions

Continuing priorities (from 2020 – 2021):	
Develop and deliver programs to create a range of experiences, opportunities, and physical improvements to engage and support our community and businesses across the year. Delivered by: June 2022	<i>Strong Economies</i> 2.09: Activate main streets and develop unique precincts to support a diverse range of businesses and communities
Develop key programs and projects that support residents, businesses, public spaces and our own operations to reduce waste generation and increase resource recovery (especially with food waste) to support a transition to a more circular economy. Delivered by: June 2022	<i>Environmental Leadership</i> 4.02 Implement improvements to city-wide waste and recycling services to support transition to the circular economy
Partner with Green Adelaide to enhance biodiversity in the Park Lands, provide events and activities, and develop interpretative materials and trails that connect our community to nature. Delivered by: June 2022	<i>Environmental Leadership</i> 4.05: Enhance biodiversity in the Park Lands and connect our community to nature
Develop a focused insights strategy and research agenda combined with a comprehensive communication approach for proactively sharing insights across all City of Adelaide channels including social, website and media. Delivered by: December 2021	<i>Enabling Priorities</i> 5.01: Review and improve the way we collect and present data to share insights with the community
Develop a framework to continue to review and report on our services to ensure we can capture how we are performing and how satisfied our community is with the delivery of our services. Delivered by: June 2022	<i>Enabling Priorities</i> 5.06: Review Council services to balance efficiencies with meeting community expectations.

Major Projects

Underpinning our recovery actions are Major Projects. These are often multi-year activities where we have partnered and/or have large budgets in place to ensure delivery (current year budgets):

- Central Market Arcade Redevelopment (\$14.939m)
- Market to Riverbank - Bentham and Pitt Streets (\$5.15m)
- Moonta Street (\$2.5m)

These costs have been embedded within the Capital Works component in the following ‘Our Services’ section.





## Eighty Eight O'Connell

Having been vacant for 30 years, the City of Adelaide purchased the former Le Cornu site at Eighty Eight O'Connell Street, North Adelaide, as a catalyst to revitalise the O'Connell Street precinct. Since taking ownership, Council has undertaken extensive community consultation and stakeholder engagement about the future of the site.

In December 2020, Council selected Commercial & General to undertake the \$250M development of this new landmark which will deliver an exciting mix of residential, retail and commercial uses, new public open spaces, and publicly accessible car parking.

### What is proposed:

- Ground level open space and retail, including café and restaurant
- Commercial and medical uses at level 1 and 2
- Approximately 180 apartments
- Residential amenities including swimming pool, gym and sauna
- A large outdoor terrace at level 2 which will also be available to the public
- 394 car parks at basement level including 116 which will be publicly available



## Adelaide Economic Development Agency

The City of Adelaide recognises the importance of accelerating economic growth in the City, and as part of its 2020 – 2024 Strategic Plan, sought to design and implement a City Wide Business Model. This led to Council at its meeting on 6 October 2020 resolving to establish the new Adelaide Economic Development Agency (AEDA) as a subsidiary of the City of Adelaide.

### AEDA's mission:

To accelerate economic 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.

**AEDA will work closely with businesses, industry groups, state government agencies and other relevant organisations to deliver a range of programs designed to stimulate the City's economic growth.**



## Adelaide Central Market Authority

The vision of the Adelaide Central Market Authority is to "Create enduring customer connection as the world's leading food and produce market".

The focus for the Adelaide Central Market for 2021 – 2022 is our customers and traders, creating unique food and entertainment experiences, which will bring people back into the city, while establishing the best produce market offering in the world.

### Strategic Priorities:

- **Activation program to engage new customers**
- **Develop a trader engagement and communication strategy**
- **Car park experience plan**



# Our Services

The City of Adelaide delivers a broad range of valued services to our community. These services bring our strategic plan to life, ensure we deliver on essential community needs, fulfil our duties as a Capital City Council and enable our organisation to thrive.

In 2021 – 2022 the City of Adelaide will continue to review its services including understanding how satisfied our community is with our service performance. These reviews will support the implementation of a target to balance the budget throughout the year.



Our services focus our delivery plan and budget into 13 community services, eight corporate services and two key subsidiary services (ACMA and AEDA).

Each service includes detailed financial information, alignment to the 2020 – 2024 Strategic Plan key actions, operational activities, strategic projects and capital projects.

The table on the following page shows each community and corporate service and the percentage share of the total amount of FTEs, income and expenditure.



Service	(Direct) FTE	(Direct) Expenditure	(Direct) Income
Community Services			
Arts, Culture and Events	6.28%	5.54%	0.70%
Community Development	1.74%	1.34%	0.18%
Community Safety	4.06%	1.84%	1.25%
Environmental Sustainability	1.29%	1.13%	0.00%
Library Services	4.27%	2.94%	0.14%
Park Lands and Open Space	16.30%	10.68%	0.92%
Parking	8.62%	8.85%	22.18%
Planning, Building and Heritage	2.55%	1.76%	0.22%
Property Management and Development	1.83%	2.95%	3.04%
Resource Recovery and Waste Management	1.60%	2.48%	0.34%
Social and Economic Planning	1.64%	1.13%	0.11%
Sports and Recreation	8.46%	7.54%	4.59%
Streets and Transportation	18.11%	25.51%	0.18%
Subsidiary Services			
Adelaide Central Market Authority	1.11%	4.73%	4.70%
Adelaide Economic Development Agency	5.23%	6.38%	2.37%
Corporate Services			
Customer Experience	0.84%	0.38%	0.00%
Finance, Procurement and Rating	4.42%	3.82%	59.04%
Governance	1.24%	1.57%	0.00%
Information Management	3.93%	4.94%	0.02%
Lord Mayor and Council Members	1.02%	1.10%	0.00%
Marketing and Communications	1.60%	1.10%	0.00%
People	2.53%	1.62%	0.01%
Strategy, Planning and Insights	1.31%	0.67%	0.00



# Arts, Culture and Events

Enhances the cultural and creative elements of the City, enlivening it with things to do and see, and making the rich heritage of the City available to all.

Strategic Plan Key Actions:

*Strong Economies*

- 2.06 Support and develop diverse creative and social industry sectors
- 2.08 Facilitate creative uses of the public realm and ventures in underutilised city buildings
- 2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities

*Dynamic City Culture*

- 3.03 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
- 3.04 Support development of new cultural and civic infrastructure for the City
- 3.08 Increase public art throughout the City in collaboration with the private sector
- 3.09 Connect city users to place through curated city experiences
- 3.11 Expand Adelaide’s global reputation as a ‘magnet city’ and UNESCO City of Music, through world class events, live music, festivals, and activation





# Arts, Culture and Events

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Adelaide Town Hall	6.81	2.01	(\$3,541)	\$790	(\$63)	(\$367)	(\$3,180)
Archives and Civic Collection	4.31	1.85	(\$496)	\$17	(\$44)	(\$432)	(\$955)
Culture and Creativity	4.20	1.83	(\$1,121)	\$4	(\$43)	(\$432)	(\$1,591)
Events and Activations	22.62	3.15	(\$4,732)	\$562	(\$183)	(\$518)	(\$4,871)
Heritage Promotion and Events	1.48	1.62	(\$279)	\$2	(\$22)	(\$419)	(\$717)
Monuments, Fountains and Public Art	3.70	1.79	(\$571)	\$8	(\$39)	(\$429)	(\$1,032)
TOTAL	43.14	12.24	(\$10,740)	\$1,384	(\$394)	(\$2,596)	(\$12,347)

## OPERATING ACTIVITIES

costs embedded in above cost of service table

Parent Function

Adelaide's New Year's Eve	Events and Activations	(\$371,020)
ANZAC Day Service, March and Related Activities	Events and Activations	(\$58,000)
Arts and Cultural Grants	Culture and Creativity	(\$261,000)
Australia Day Sponsorship	Events and Activations	(\$179,000)
Business Activation and Support	Events and Activations	(\$100,000)
Christmas in the City	Events and Activations	(\$350,000)
City Activation - East End Unleashed	Events and Activations	(\$140,000)
City Activation - Hutt Street	Events and Activations	(\$50,000)
City Activation - Melbourne Street	Events and Activations	(\$50,000)
City Activation - North Adelaide/O'Connell St	Events and Activations	(\$50,000)
Cultural Entrepreneurs Incubator Program	Culture and Creativity	(\$50,000)
Fashion Industry Support	Events and Activations	(\$50,000)
History Festival	Heritage Promotion and Events	(\$30,000)
Live Music Strategic Partnership	Culture and Creativity	(\$10,000)
Umbrella Winter Festival	Events and Activations	(\$40,000)
UNESCO City of Music	Culture and Creativity	(\$50,000)
TOTAL		(\$1,839,020)

## STRATEGIC PROJECTS

Mainstreet Revitalisation (formerly Melbourne, O'Connell & Hutt Street Masterplans)	(\$200,000)
Shared Arts and Cultural Grants (with the Government of South Australia)	(\$50,000)
Splash	(\$810,000)
TOTAL	(\$1,060,000)

## CAPITAL PROJECTS

Renewal and Replacement of Assets	N/A
New and Upgraded Assets	(\$650,000)
Projects commenced in previous years (continuing this year)	(\$470,000)
TOTAL	(\$1,120,000)







# Community Development

Creates opportunities for people to connect, learn, grow, and work with others to enhance their local communities.

## Strategic Plan Key Actions:

### Thriving Communities

- 1.02 Build and be guided by the Wellbeing Dashboard
- 1.06 Support volunteerism to build community capacity and connectedness

### Dynamic City Culture

- 3.10 Support community diversity, cultural expression, experiences and participation

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Community Centres	6.31	1.97	(\$1,048)	\$65	(\$59)	(\$365)	(\$1,407)
Community Home Support Program	1.36	1.60	(\$395)	\$282	(\$21)	(\$418)	(\$552)
Community Wellbeing	4.30	1.81	(\$1,165)	\$4	(\$44)	(\$432)	(\$1,636)
<b>TOTAL</b>	<b>11.98</b>	<b>5.39</b>	<b>(\$2,608)</b>	<b>\$351</b>	<b>(\$124)</b>	<b>(\$1,215)</b>	<b>(\$3,594)</b>

## OPERATING ACTIVITIES

costs embedded in above cost of service table

Parent Function

Adelaide Leaders and Community-led Neighbourhood Development	Community Wellbeing	(\$40,000)
Community Development Grants	Community Wellbeing	(\$559,000)
<b>TOTAL</b>		<b>(\$599,000)</b>

## STRATEGIC PROJECTS

Welcoming City Places and Spaces	(\$25,000)
<b>TOTAL</b>	<b>(\$25,000)</b>

## CAPITAL PROJECTS

Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	(\$1,500,000)
<b>TOTAL</b>	<b>(\$1,500,000)</b>





## Community Safety

Ensures a safe and healthy city environment for people to visit, work, study, live and do business.

### Strategic Plan Key Actions:

#### *Strong Economies*

- 2.05 Reduce and streamline Council policies, permits and fees to reduce the cost of doing business in the City
- 2.08 Facilitate creative uses of the public realm and underutilised city buildings
- 2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Community Safety Compliance	7.68	2.08	(\$960)	\$45	(\$69)	(\$448)	(\$1,432)
Community Safety Strategy	1.78	1.62	(\$335)	\$3	(\$24)	(\$420)	(\$776)
Environmental Health	6.57	2.00	(\$918)	\$225	(\$61)	(\$443)	(\$1,196)
Permits	11.88	2.38	(\$1,357)	\$2,216	(\$102)	(\$468)	\$290
<b>TOTAL</b>	<b>27.91</b>	<b>8.07</b>	<b>(\$3,569)</b>	<b>\$2,489</b>	<b>(\$256)</b>	<b>(\$1,778)</b>	<b>(\$3,115)</b>

### OPERATING ACTIVITIES

*costs embedded in above cost of service table*

Parent Function

Safer City Policy 2019 – 22 Implementation and evaluation	Community Safety Strategy	(\$65,000)
<b>TOTAL</b>		<b>(\$65,000)</b>

### STRATEGIC PROJECTS

N/A	N/A
<b>TOTAL</b>	<b>-</b>

### CAPITAL PROJECTS

Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>-</b>





# Environmental Sustainability

Demonstrates environmental leadership through our goals to become a sustainable, carbon neutral and climate resilient city.

## Strategic Plan Key Actions:

### Environmental Leadership

- 4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces
- 4.03 Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change
- 4.04 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure
- 4.06 Implement the Carbon Neutral Strategy for the City and achieve carbon neutral certification for our operations
- 4.07 Support all CBD businesses to be green accredited

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Carbon Neutral Council and Community	3.64	1.77	(\$877)	\$4	(\$39)	(\$429)	(\$1,340)
Sustainable and Climate Resilient City	5.20	1.88	(\$1,323)	\$5	(\$50)	(\$436)	(\$1,804)
<b>TOTAL</b>	<b>8.84</b>	<b>3.64</b>	<b>(\$2,200)</b>	<b>\$9</b>	<b>(\$89)</b>	<b>(\$865)</b>	<b>(\$3,145)</b>

## OPERATING ACTIVITIES

costs embedded in cost of service table on previous page

Parent Function	
Carbon Neutral Council and Community	(\$738,258)
Sustainable and Climate Resilient City	(\$593,500)
<b>TOTAL</b>	<b>(\$1,331,758)</b>

## STRATEGIC PROJECTS

Energy Assessment Pilot Program	(\$185,000)
<b>TOTAL</b>	<b>(\$185,000)</b>

## CAPITAL PROJECTS

Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>-</b>





COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Library Operations	26.98	3.54	(\$5,417)	\$280	(\$217)	(\$462)	(\$5,816)
Library Programs	2.35	1.69	(\$291)	\$3	(\$29)	(\$423)	(\$740)
TOTAL	29.33	5.22	(\$5,708)	\$283	(\$246)	(\$885)	(\$6,556)

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>		Parent Function	
N/A		-	N/A
TOTAL			-

## Library Services

Educate, engage and enable people to create, connect and be inspired, through free access to information and ideas, activities and programs, innovative technology and a range of resources which support lifelong learning.

**Strategic Plan Key Actions:**

*Thriving Communities*

- 1.04 Develop diverse places and facilities with and for young people
- 1.06 Support volunteerism to build community capacity and connectedness
- 1.10 Support delivery of welcoming civic infrastructure / third spaces to foster community connections through the adoption of universal and sustainable design principles

*Dynamic City Culture*

- 3.10 Support community diversity, cultural expression, experiences and participation

STRATEGIC PROJECTS	
N/A	N/A
TOTAL	-

CAPITAL PROJECTS	
Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	N/A
TOTAL	-





## Park Lands and Open Space

Encourages healthy lifestyles and experiences, through the provision, maintenance, protection and enhancement of our unique Park Lands, open spaces and community infrastructure.

### Strategic Plan Key Actions:

#### Thriving Communities

- 1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences

#### Dynamic City Culture

- 3.02 Pursue world and state heritage listing for the Adelaide Park Lands and city layout
- 3.06 Develop asset management plans to provide for future generations
- 3.07 Deliver diverse parks and playspaces

#### Environmental Leadership

- 4.05 Enhance biodiversity in the Park Lands and connect our community to nature
- 4.08 Protect and conserve the heritage listed Adelaide Park Lands

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Lakes and Waterways	8.75	2.17	(\$1,480)	\$8	(\$78)	(\$376)	(\$1,925)
Park Lands and Open Space Furniture and Fittings	8.54	2.15	(\$1,657)	\$8	(\$76)	(\$375)	(\$2,100)
Park Lands and Open Space Management	53.43	5.55	(\$8,324)	\$1,668	(\$420)	(\$586)	(\$7,661)
Park Lands and Open Space Public Conveniences	4.20	1.82	(\$1,305)	\$5	(\$43)	(\$355)	(\$1,698)
Park Lands and Open Space Public Lighting	4.20	1.82	(\$989)	\$5	(\$43)	(\$355)	(\$1,381)
Park Lands and Open Space Roads and Footpaths	4.20	1.82	(\$989)	\$5	(\$43)	(\$355)	(\$1,381)
Park Lands and Open Space Signage and Line Marking	4.53	1.85	(\$1,029)	\$5	(\$45)	(\$356)	(\$1,426)
Park Lands and Open Space Stormwater	4.20	1.82	(\$993)	\$5	(\$43)	(\$355)	(\$1,386)
Park Lands and Open Space Tree Management	5.42	1.92	(\$1,086)	\$6	(\$52)	(\$361)	(\$1,493)
Park Lands Planning	8.69	2.13	(\$1,671)	\$105	(\$77)	(\$376)	(\$2,019)
Playgrounds and Play Spaces	5.87	1.95	(\$1,200)	\$6	(\$56)	(\$363)	(\$1,612)
<b>TOTAL</b>	<b>112.03</b>	<b>25.00</b>	<b>(\$20,721)</b>	<b>\$1,825</b>	<b>(\$976)</b>	<b>(\$4,211)</b>	<b>(\$24,083)</b>

### OPERATING ACTIVITIES

costs embedded in above cost of service table

Parent Function

N/A	-	N/A
<b>TOTAL</b>		-

### STRATEGIC PROJECTS

N/A	N/A
<b>TOTAL</b>	-

### CAPITAL PROJECTS

Renewal and Replacement of Assets	(\$1,674,000)
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	(\$900,000)
<b>TOTAL</b>	<b>(\$2,574,000)</b>



# Parking

Drives the availability and accessibility of car parking in the City and North Adelaide.

## Strategic Plan Key Actions:

### Enabling Priorities

- 5.05

Develop new revenue opportunities for Council operations
- 5.09

Encourage and support new ideas and concepts

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Off Street Parking (UPark)*	20.58	3.04	*	*	(\$168)	(\$432)	*
On Street Parking	38.66	4.40	(\$4,824)	\$20,683	(\$307)	(\$593)	\$14,959
TOTAL	59.24	7.43	*	*	(\$475)	(\$1,025)	*

## OPERATING ACTIVITIES

costs embedded in above cost of service table

Parent Function

N/A	-	N/A
TOTAL	-	

## STRATEGIC PROJECTS

N/A	N/A
TOTAL	-

## CAPITAL PROJECTS

Renewal and Replacement of Assets	(\$2,795,000)
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	(\$1,700,000)
TOTAL	(\$4,495,000)

\* commercially confidential information







# Planning, Building and Heritage

Ensures a well-planned and developed city, with consideration to the local area and protected heritage listings within the bounds of policy and legislation.

## Strategic Plan Key Actions:

### Strong Economies

- 2.07 Develop spatial plans to support future growth in the City

### Dynamic City Culture

- 3.02 Pursue world and state heritage listing for the Adelaide Park Lands and city layout

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Building Assessment and Compliance	5.61	1.92	(\$702)	\$70	(\$54)	(\$438)	(\$1,124)
Heritage Management	2.08	1.66	(\$1,410)	\$3	(\$27)	(\$422)	(\$1,855)
Planning Assessment	9.82	2.22	(\$1,305)	\$371	(\$86)	(\$458)	(\$1,478)
<b>TOTAL</b>	<b>17.52</b>	<b>5.81</b>	<b>(\$3,417)</b>	<b>\$444</b>	<b>(\$166)</b>	<b>(\$1,318)</b>	<b>(\$4,457)</b>

## OPERATING ACTIVITIES

costs embedded in above cost of service table

Parent Function

Heritage Incentive Scheme	Heritage Management	(\$1,115,180)
Heritage Incentive Scheme Promotion	Heritage Management	(\$63,538)
<b>TOTAL</b>		<b>(\$1,178,718)</b>

## STRATEGIC PROJECTS

N/A	N/A
<b>TOTAL</b>	<b>-</b>

## CAPITAL PROJECTS

Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>-</b>





# Property Management and Development

Leverages the development and management of Council's property assets and identifies opportunities in partnership with the private and public sectors, to generate income, create employment opportunities, and reinvigorate city precincts, to build a prosperous city.

## Strategic Plan Key Actions:

### Strong Economies

- 2.01 Develop 88 O'Connell Street
- 2.02 Redevelop Adelaide Central Market Arcade and Market District

### Thriving Communities

- 3.05 Upgrade major recreational facilities
- 3.06 Develop asset management plans to provide for future generations

### Enabling Priorities

- 5.04 Implement the Strategic Property Review
- 5.05 Develop new revenue opportunities for Council operations

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Commercial Property Management	8.28	2.06	(\$4,950)	\$6,035	(\$74)	(\$374)	\$637
Strategic Property Management	4.29	1.77	(\$764)	\$4	(\$43)	(\$432)	(\$1,234)
<b>TOTAL</b>	<b>12.58</b>	<b>3.83</b>	<b>(\$5,714)</b>	<b>\$6,039</b>	<b>(\$117)</b>	<b>(\$805)</b>	<b>(\$597)</b>

## OPERATING ACTIVITIES

costs embedded in above cost of service table

Parent Function

N/A	-	N/A
<b>TOTAL</b>	-	-

## STRATEGIC PROJECTS

Central Market Arcade Redevelopment Options	(\$272,000)
Eighty-Eight O'Connell Street	(\$100,000)
Strategic Property Investigations	(\$100,000)
<b>TOTAL</b>	<b>(\$472,000)</b>

## CAPITAL PROJECTS

Renewal and Replacement of Assets	(\$3,514,000)
New and Upgraded Assets	(\$15,166,000)
Projects commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>(\$18,680,000)</b>





COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Domestic Waste Collection and Recycling	0.35	1.54	(\$2,132)	\$34	(\$13)	(\$413)	(\$2,525)
Green Waste Recycling and Mulch	2.69	1.72	(\$672)	\$636	(\$31)	(\$424)	(\$491)
Public Litter Bins	5.32	1.92	(\$1,019)	\$5	(\$52)	(\$437)	(\$1,502)
Waste Policy and Education	2.64	1.69	(\$995)	\$3	(\$31)	(\$424)	(\$1,447)
<b>TOTAL</b>	<b>10.99</b>	<b>6.88</b>	<b>(\$4,819)</b>	<b>\$679</b>	<b>(\$127)</b>	<b>(\$1,699)</b>	<b>(\$5,966)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>		Parent Function	
N/A	-	N/A	
<b>TOTAL</b>	-	-	

## Resource Recovery and Waste Management

Educates and encourages the community to redefine the concept of waste, recover more resources and build a circular economy, whilst keeping the community clean and hygienic through effective management and collection of waste.

### Strategic Plan Key Actions:

#### Environmental Leadership

- 4.02 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy

STRATEGIC PROJECTS	
City Wide Waste and Recycling Program	(\$1,000,000)
<b>TOTAL</b>	<b>(\$1,000,000)</b>

CAPITAL PROJECTS	
Renewal and Replacement of Assets	(\$210,000)
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>(\$210,000)</b>





# Social and Economic Planning

Creates liveable communities, vibrant economies and social cohesion through a well-designed and welcoming city, and resilient community.

## Strategic Plan Key Actions:

### Thriving Communities

- 1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness
- 1.04 Develop diverse places, and facilities with and for young people
- 1.05 Support health and housing for vulnerable people and young people
- 1.07 Develop plans to improve mobility and physical and digital access and connectedness
- 1.10 Support delivery of welcoming civic infrastructure / third spaces to foster community connections through the adoption of universal and sustainable design principles

### Dynamic City Culture

- 3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kaurna people as traditional owners

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Economic Planning	1.64	1.62	(\$495)	\$172	(\$23)	(\$419)	(\$765)
Planning Policy	6.08	1.97	(\$910)	\$6	(\$57)	(\$440)	(\$1,402)
Reconciliation	1.78	1.62	(\$416)	\$3	(\$24)	(\$420)	(\$858)
Social Planning	1.78	1.62	(\$369)	\$48	(\$24)	(\$420)	(\$766)
<b>TOTAL</b>	<b>11.29</b>	<b>6.82</b>	<b>(\$2,190)</b>	<b>\$228</b>	<b>(\$129)</b>	<b>(\$1,700)</b>	<b>(\$3,791)</b>

## OPERATING ACTIVITIES

costs embedded in above cost of service table

Parent Function

Adelaide Prize	Planning Policy	(\$29,500)
Annual delivery of Kaurna RAP initiatives	Reconciliation	(\$50,000)
Economic Policy	Economic Planning	(\$39,936)
NAIDOC Week Celebrations	Reconciliation	(\$50,000)
Noise Management	Planning Policy	(\$38,634)
Residential Growth Action Plan	Economic Planning	(\$32,800)
<b>TOTAL</b>		<b>(\$240,870)</b>

STRATEGIC PROJECTS	
N/A	N/A
<b>TOTAL</b>	<b>-</b>

CAPITAL PROJECTS	
Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>-</b>





## Sports and Recreation

Encourages health and wellbeing by providing places, spaces and opportunities to access a range of community sports and recreation facilities throughout the City.

### Strategic Plan Key Actions:

#### Thriving Communities

- 1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
- 1.04 Develop diverse places, and facilities with and for young people

#### Dynamic City Culture

- 3.05 Upgrade major recreational facilities
- 3.07 Delivery diverse parks and playspaces

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
BMX and Skate Parks	3.17	1.75	(\$386)	\$4	(\$35)	(\$350)	(\$767)
North Adelaide Aquatic Centre	29.74	3.74	*	*	(\$238)	(\$475)	*
North Adelaide Golf Course	15.92	2.68	*	*	(\$132)	(\$410)	*
Sports and Recreation facilities and Initiatives	9.34	2.19	(\$2,361)	\$435	(\$82)	(\$379)	(\$2,387)
<b>TOTAL</b>	<b>58.16</b>	<b>10.36</b>	<b>*</b>	<b>*</b>	<b>(\$488)</b>	<b>(\$1,613)</b>	<b>*</b>

### OPERATING ACTIVITIES

costs embedded in cost of service table on previous page

Parent Function

Recreation and Sports Grants	Sport and Recreation Facilities and Initiatives	(\$187,000)
<b>TOTAL</b>		<b>(\$187,000)</b>

### STRATEGIC PROJECTS

N/A	N/A
<b>TOTAL</b>	<b>-</b>

### CAPITAL PROJECTS

Renewal and Replacement of Assets	(\$185,717)
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>(\$185,717)</b>

\* commercially confidential information





# Streets and Transportation

Supports current needs and future growth for the delivery of safe, convenient, accessible, clean and appealing ways for people to move around the City.

## Strategic Plan Key Actions:

### Thriving Communities

- 1.08 Implement City Access projects (walking, cycling and public transport) in partnership with the Government of South Australia, including the North-South and East-West city bikeways
- 1.09 Pursue affordable, reliable links to airports, regions and suburbs
- 1.11 Work with the Government of South Australia and the Australian Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

### Dynamic City Culture

- 3.06 Develop Asset Management Plans to provide for future generations

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Road and Footpath Management	56.02	5.74	(\$18,018)	\$288	(\$440)	(\$598)	(\$18,768)
Road and Footpath Stormwater	6.79	2.02	(\$1,931)	\$7	(\$63)	(\$367)	(\$2,354)
Street Furniture and Fittings	9.26	2.21	(\$2,099)	\$9	(\$82)	(\$379)	(\$2,550)
Street Lighting	5.13	1.89	(\$3,670)	\$6	(\$50)	(\$359)	(\$4,073)
Street Public Conveniences	5.13	1.89	(\$1,784)	\$6	(\$50)	(\$359)	(\$2,188)
Street Signage and Line Marking	5.75	1.94	(\$1,610)	\$6	(\$55)	(\$362)	(\$2,021)
Street Tree Management	10.70	2.32	(\$2,124)	\$10	(\$93)	(\$385)	(\$2,593)
Streetscapes and Verges	15.60	2.69	(\$2,752)	\$14	(\$130)	(\$408)	(\$3,276)
Traffic and Transport Management	10.04	2.27	(\$15,491)	\$9	(\$88)	(\$382)	(\$15,951)
<b>TOTAL</b>	<b>124.43</b>	<b>22.96</b>	<b>(\$49,479)</b>	<b>\$353</b>	<b>(\$1,049)</b>	<b>(\$3,600)</b>	<b>(\$53,775)</b>

## OPERATING ACTIVITIES

costs embedded in above cost of service table

Parent Function

Free City Connector	Traffic and Transport Management	(\$933,911)
<b>TOTAL</b>		<b>(\$933,911)</b>

## STRATEGIC PROJECTS

N/A	N/A
<b>TOTAL</b>	<b>-</b>

## CAPITAL PROJECTS

Renewal and Replacement of Assets	(\$15,558,000)
New and Upgraded Assets	(\$4,314,000)
Projects commenced in previous years (continuing this year)	(\$10,980,000)
<b>TOTAL</b>	<b>(\$30,852,000)</b>





## Subsidiaries

Further to the services described in this document, the City of Adelaide also has an interest, or direct relationship to the below subsidiaries:

### **Adelaide Central Market Authority (ACMA)**

**(Subsidiary Service):** Oversees the management and operation of the Adelaide Central Market as a commercially sustainable, diverse, iconic, and unique fresh produce market.

[adelaidecentralmarket.com.au](http://adelaidecentralmarket.com.au)

### **Adelaide Economic Development Agency (AEDA)**

**(Subsidiary Service):** Delivers initiatives that work to increase visitation and use of the city, attract investment in the city, and position Rundle Mall as the South Australia's premier retail and commercial shopping precinct.

[aedasa.com.au](http://aedasa.com.au)

### **Adelaide Park Lands Authority (APLA):**

The Adelaide Park Lands Authority (APLA) is principally an advisory body on Park Lands matters to the City of Adelaide and the Government of South Australia. The Authority is committed to protecting and enhancing the Adelaide Park Lands for the benefit of all South Australians.

The Council, on behalf of the communities of the City of Adelaide and the state, is committed to ensuring that the Authority delivers maximum benefit for the future of Adelaide's Park Lands as the City of Adelaide's defining feature.

[cityofadelaide.com.au/about-council/your-council/council-meetings/governance-structure/adelaide-park-lands-authority-apla](http://cityofadelaide.com.au/about-council/your-council/council-meetings/governance-structure/adelaide-park-lands-authority-apla)

### **Brown Hill and Keswick Creeks Stormwater**

**Board (BHKC):** The Regional Subsidiary, known as the Brown Hill and Keswick Creeks Stormwater Board was established in February 2018. The Board coordinates the delivery of the Brown Hill Keswick Creek Stormwater Project, which is a collaborative undertaking between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The Board is governed by a Charter prepared by these five Constituent Councils and subsequently approved by the Minister for Local Government.

[bhkcstormwater.com.au/management](http://bhkcstormwater.com.au/management)



While subsidiary Boards deliver their own Business Plans and Budgets, incorporated into this plan is:

- ACMA is producing an overall operating deficit of \$0.667m
- AEDA has prepared a budget based on the funding allocation provided by Council
- APLA and BHKC costs are incorporated into the delivery of the Park Lands and Open Space Service

For the purposes of this Business Plan and Budget, the following Strategic Projects and Capital Expenditure are relevant to these subsidiaries:

STRATEGIC PROJECTS	
AEDA	
Digital Marketplace	(\$250,000)
City Events	(\$1,000,000)
BROWN HILL AND KESWICK CREEKS STORMWATER BOARD	
Brown Hill and Keswick Creek	(\$96,490)

No Strategic Projects are aligned to be delivered through ACMA and APLA.

CAPITAL PROJECTS	
ACMA	
Renewal and Replacement of Assets	(\$865,000)
New and Upgraded Assets	(\$380,000)
Projects commenced in previous years (continuing this year)	N/A
BROWN HILL AND KESWICK CREEKS STORMWATER BOARD	
Renewal and Replacement of Assets	N/A
New and Upgraded Assets	(\$320,000)
Projects commenced in previous years (continuing this year)	N/A

No Capital Projects are aligned to be delivered through AEDA and APLA.







# Corporate Services

Our Corporate Services provide effective and efficient services and insights to strengthen and grow our organisational capability, and support a culture of accountability, transparency, and innovation to best enable the delivery of our Community services and Subsidiaries.

Costs for Corporate Services have been embedded and distributed evenly across all Community and Subsidiary services this financial year, these include, but are not limited to staff and resource costs and operating activities. To help the community understand the full cost of services, the implementation of the target to balance the budget in 2021 – 2022 has been excluded from the distribution of Corporate costs to Community and Subsidiary services.

The below operating activities are being delivered by Corporate Services and these costs are represented as indirect costs within our Community Services:

- Information Management Roadmap (\$1,600,000)
- International Relations (Sister Cities) (\$100,000)
- Marketing and Communications (multiple activities) (\$207,500)
- Efficiency and Service Reviews (\$50,000)



For the purposes of this Business Plan and Budget, the following Strategic Projects and Capital Expenditure are not embedded in our Community Services:

STRATEGIC PROJECTS	
CORPORATE SERVICES	
Adelaide Free WiFi	(\$900,000)
Emerging Priorities	(\$411,500)
CAPITAL PROJECTS	
CORPORATE SERVICES	
Renewal and Replacement of Assets	(\$1,395,000)
New and Upgraded Assets	N/A
Projects commenced in previous years (continuing this year)	N/A



# How we plan and budget

## Why we have a business plan and budget

Under the *Local Government Act 1999* a Council must develop and adopt 'strategic management plans' which identify the Council's objectives, how a Council intends to achieve its objectives, how they fit with the objectives of other levels of government, performance measures and estimates of revenue and expense.

**The City of Adelaide is also guided by the following documents, which comprise our suite of 'strategic management plans':**

- **Adelaide: The most liveable city in the world, 2020 – 2024 Strategic Plan**
- **City of Adelaide 2021 – 2031 Long Term Financial Plan**
- **Strategic Asset Management Plan**

Other related materials and documents to this Business Plan and Budget include:

- Adelaide Central Market Authority 2021 – 2022 Business Plan and Budget
- Adelaide Economic Development Agency 2021 – 2022 Business Plan and Budget
- City of Adelaide Rating Policy and Treasury Policy
- City of Adelaide Fees and Charges Schedule
- Asset Management Plans

## How we plan and deliver

**The 2020 – 2024 Strategic Plan provides four community outcomes and enabling priorities that reflect how we will deliver on our vision.**

Our community outcomes are:

- Thriving Communities
- Strong Economies
- Dynamic City Culture
- Environmental Leadership

The Strategic Plan also articulates Strategic Priorities for the next four years and beyond:

- Ensure Adelaide is globally recognised as an affordable and innovative place to do business
- Support the wellbeing of our communities
- Celebrate our city's unique built, natural and cultural heritage
- Lead the way in climate action and manage water, waste, transport and greening in a sustainable way
- Transform the way people move around and connect with each other

### Council's Strategic Framework:





## How we fund our delivery

Our services, projects and infrastructure works are predominantly funded through rates, fees and charges, and grants and subsidies. Borrowings are principally utilised for major infrastructure projects, including city shaping projects such as the development of Eighty Eight O’Connell Street and Central Market Arcade, or commercially focused projects with a financial return on investment.

Funding Pathway			Expenditure	
Rates	\$121.19m	OPERATIONS	Services	\$196.49m*
Fees and Charges	\$73.87m		Strategic projects	\$5.40m
Grants & Subsidies	\$3.27m		Renewal or re-placement of existing assets	\$34.23m
Other	\$3.59m*			
Borrowings / Grants	\$12.13m	NEW CAPITAL	New Income	
Capital Grants and proceeds	\$0.81m		Generating Assets	\$14.94m
Surplus cashflow from operations	\$52.61m		New Community Assets	\$18.51m
Proceeds to build the Future Fund	\$2.10m			

Total Funding Pathway (\$269.6m)

Total Expenditure (\$269.6m)

\* Includes a share of the \$4.75m target to balance the budget

### Funding

Council will generate an operating surplus of \$31,000 (break even budget) in the 2021 – 2022 financial year.

Where Council generates an operating surplus, it is applied to meet capital expenditure requirements in relation to new assets in accordance with the Strategic Plan objectives and Capital City responsibilities. In addition, part of Council’s operating surplus may be held for capital expenditure needs in future years by either increasing financial assets or, where possible, reducing debt.

Where Council generates an operating deficit, it is funded either by an increase in borrowings or, where possible, previous years’ operating surplus that has not been utilised to increase financial assets or reduce debt.

### Borrowings

Borrowing is undertaken in accordance with our Treasury Policy (available online at cityofadelaide.com.au). This Policy underpins our decision making in relation to funding of our operations in the context of cash flow, budgeting, borrowings and investments. It is an important financial management tool and as such, links closely to our overall strategic management plans in the context of:

- Strategic planning for the future of the City of Adelaide, covering short, medium and long term spending and investment issues
- Current and estimated future revenues and the ability to increase the revenue stream through taxation, user charges, additional grant funds or business activities
- Intergenerational equity considerations in terms of the ratepayers who benefit from the expenditure
- Current and future funding needs for both operating and capital expenditures
- Potential movements in interest rates
- Any other strategic imperative that is linked to revenue and expenditure capacities.



# External Funding and Partnerships

The City of Adelaide works collaboratively with many partners. Through this strong partnership network we will achieve a far greater impact than we can on our own:

**Capital City Committee:** The Capital City Committee is the main forum for the City of Adelaide and Government of South Australia to progress the strategic development of our city.

**Council of Capital City Lord Mayors (CCCLM):** The Lord Mayor works with other leaders on the CCCLM to represent the special roles and interests of each Australian Capital City in relation with other spheres of government.

**Local Government Collaboration:** These collaborations typically support the delivery of sector-wide policies and best practice, improved community services, and greater Council efficiencies and sharing of resources.

**Strategic Partnerships:** While government partnerships provide a means for Council to jointly work on and fund major projects and address regional issues, strategic partnerships provide a greater opportunity for Council to work with the private sector, community and not-for-profit organisations.

Key to these partnerships are grants and subsidies that are received from the Australian Government and Government of South Australia.

One of the City’s key funding partnerships over the next several years will be the Adelaide City Deal, a 10-year agreement between the Australian Government, the Government of South Australia and the City of Adelaide to support economic growth, population growth, and build on the city’s global reputation in arts and culture, and the defence, space and technology sectors.

A key strategic partnership with the Government of South Australia is the City Access Strategy, which is an integrated approach to the planning of transport infrastructure and services to support future growth in population, jobs and visitors in the City and surrounding suburbs.

Council has also been successful in working in partnership with the Government of South Australia over the past few years to deliver projects that support our city to remain healthy and sustainable through the Open Space and Places for People grant. These projects deliver urban greening and climate change resilience and improve the way our public spaces function, making them more sustainable, more accessible, safer and healthier.

Council is continuously seeking to work with the Australian Government and the Government of South Australia to support a range of key projects, partnerships and infrastructure that will deliver the best outcomes for our community and stimulate the City’s economy.





# Our approach to Rates

In formulating the rates for the 2021 – 2022 financial year, we have considered the amount of revenue required to fund the delivery of the services and projects. We have also considered our other sources of revenue, the broader economic environment and the distribution of rate contributions between various categories of ratepayers.

## Your Rates

For the eighth consecutive year, Council is freezing the general rate in the dollar for both Residential and Non-Residential ratepayers. This results in the 2021 – 2022 rate in the dollar being at the same level as it was in 2013 – 2014.

We offer monthly, quarterly and annual payment options for council rates and access to rates hardship provisions.

Quarterly installments will be due in September 2021, December 2021, March 2022 and June 2022.

## What Assistance is Available?

The City of Adelaide acknowledges that it is sometimes difficult to pay your rates on time.

There are things that we can do to make it easier for you. We may:

- agree to a payment arrangement with you that suits your circumstances such as weekly, fortnightly or monthly contributions
- postpone or remit your rates if you are experiencing financial hardship
- apply a rebate
- postpone the payment of your rates if you are an eligible state Seniors Card holder.

These support measures are subject to application and eligibility criteria as outlined in the *Local Government Act 1999* and City of Adelaide policies and guidelines.

**If you are experiencing difficulty in paying your rates please contact us as soon as you can. You can do this by phone 8203 7203, complete an online form at [cityofadelaide.com.au/rates](https://cityofadelaide.com.au/rates), or email [accountsreceivable@cityofadelaide.com.au](mailto:accountsreceivable@cityofadelaide.com.au)**





Our approach to Rates

Rates Modelling

Our rates are determined by multiplying the applicable rate in the dollar by the valuation of rateable land in the Council area. Property valuations for the purpose of calculating rates payable are prepared based on ‘Annual Value’.

For 2021 – 2022, growth from new developments and other capital improvements undertaken during 2020 – 2021 are projected to increase the total rateable value of land, resulting in an increase in rate revenue of 1.2%.

Valuation Method

Land in the City of Adelaide area is valued according to the ‘Annual Value’ method, as defined in the *Valuation of Land Act 1971*, for the following reasons:

- The majority of residential and non-residential properties in the City are leased (i.e. not owner occupied)
- Annual Value has been used for many years and is understood by the majority of the City’s ratepayers
- The availability of a significant volume of annual market rental information makes the Annual Value method more efficient to administer
- This method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation.

Ratepayers may lodge an objection to the attributed land use and/or the Annual Value of their property in accordance with the *Local Government Act 1999*.

Where a ratepayer does not feel that a valuation or rating issue has been dealt with satisfactorily in accordance with our Rating Policy, an established grievance procedure is available. This includes internal and external options for escalation and resolution of the matter.

Rating Structure

Our Rating Structure is developed in accordance with the requirements of the *Local Government Act 1999*. Key considerations include:

- The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to our Rating Policy
- We are committed to maintaining a transparent and equitable rating system. Accordingly, we undertake to manage the Rating Policy to ensure the greatest level of equity for ratepayers by maintaining a non-punitive rating structure
- It has been determined that implementation of a significant minimum rate would represent a regressive taxation structure and contradict the identified guiding taxation principles
- We will continue our practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability
- A Differential General Rate will be applied to all rateable land in accordance with Section 147 of the *Local Government Act 1999*. Differentiation factors previously endorsed by Council are ‘Residential’ and ‘Non-Residential’ land uses

The application of a Differential General Rate is generally intended to alter the amount payable for particular land uses and approximate the benefit principle. For 2021 – 2022, and consistent with prior years, it is expected non-residential rates will represent approximately 75% of general rates revenue.

Separate Rates

Separate rates will continue to be levied for the purposes of managing and marketing the Rundle Mall Precinct, and to recover funds on behalf of the Green Adelaide Board.

- The activities and initiatives funded by the Rundle Mall Differential Separate Rate promote Rundle Mall as a destination for shopping and enhance the vibrancy of the precinct. In 2021 – 2022, the separate rate will generate approximately \$3.8 million income
- The Regional Landscape Levy (RLL) is a state tax which the City of Adelaide is obliged, by virtue of the *Landscape South Australia Act 2019*, to impose and collect. The proceeds are paid to the Green Adelaide Board. The contribution from the City of Adelaide is estimated to be \$1.8 million in 2021 – 2022.



Fees and Charges

City of Adelaide’s fees and charges are reviewed each year in conjunction with the development of the Business Plan and Budget. The review ensures that these fees and charges:

- Reflect (or move progressively toward) the cost of the services given
- Are comparable with market rates, where appropriate
- Take into account benefit derived by users of community facilities
- Are consistent with directions articulated through our existing policies or plans
- Are consistent with our Long Term Financial Plan

Fees and charges are consistently and fairly determined, in recognition of our policy direction, ratepayers’ expectations and relevant legislation. Statutory fees have been updated in line with the State Government Gazette and are included in the Fees and Charges Schedule available online and for public inspection at Council’s Customer Centre, 25 Pirie Street, from July 2021.

Section 188 of the *Local Government Act 1999* provides the legal context for fees and charges:

- Fees and charges are determined by resolution of Council either as a direct resolution, by by-law or via delegation
- A council is unable to fix or vary fees or charges prescribed under other Acts
- In respect of fees for the use of facilities, services or works requests, a council need not fix fees or charges by reference to the cost to the council
- Council is required to keep the list of fees and charges on public display and provide updates where fees and charges are varied during the year.

Implications for Future Years

**In developing a Business Plan and Budget and a Long Term Financial Plan, borrowings have been considered in relation to the budget principles and the maximum borrowing indicators as defined by our prudential limits specified in our Treasury Policy.**

All borrowing terms and conditions will be in accordance with the Treasury Policy and all costs have been taken into account in our Long Term Financial Plan.

Borrowings at the end of 2021 – 2022 will be impacted by the timing of cash flows, and retiming of projects through the quarterly revised forecast process. This will then flow through to the 2021 – 2022 opening balance for borrowings. The impact may result in a balance lower than the cumulative funding position shown in the Long Term Financial Plan and within our current Prudential Borrowing Limits.





## How we measure and report

### Our Strategy and Our Plan

In accordance with the *Local Government Act 1999*, at the end of each financial year the City of Adelaide prepares an Annual Report. The Annual Report states to what extent the City of Adelaide achieved what it set out to deliver in the year. The Annual Report is the primary means by which the City of Adelaide reports back to the community on progress for the financial year and, in so doing, progress on the 2020 – 2024 Strategic Plan.

### Our Budget

On a quarterly basis Council is presented with a publicly available forecast of the City of Adelaide's financial performance. It highlights for discussion projected savings and additional funding requests, projects that have been completed with savings and those that have a budget impact as a result of change in scope, timing, or priority. It also outlines how events in the past quarter have shaped our financial forecast going forward. Careful consideration is given to key financial indicators and ratios, and cash flow estimates in order to guide decision making that supports the City of Adelaide's financial sustainability. The report supports Council in responding to emerging economic challenges while continuing to support and deliver for community and business. Should the economic outlook deteriorate, quarterly reviews provide a format to reprioritise services and agree upon necessary efficiency strategies.

The Audit Committee plays a critical role supporting the Council and Chief Executive Officer in the financial reporting framework of Council, by overseeing and monitoring the participation of management and external auditors in the financial reporting process. It also addresses issues such as the approach being adopted by Council and management to address business risks, corporate and financial governance responsibilities and legal compliance. Audit Committee reports to Council after every meeting to identify and present advice and recommendations on matters raised.



# Glossary

**Break even budget:** for the purposes of this document, a break even budget is considered to be an operating position of between a deficit of \$100,000 and a surplus of \$100,000

**Continuing Priority:** priorities that were in last year's Business Plan and Budget that continue to be a priority

**CPI:** Adelaide Consumer Price Index

**Expenditure:** budgeted expenditure forecast to be incurred

**GRP:** Gross Regional Product

**Service:** provision of a function, product or outcome

**Statutory Charge:** charges established by or under law / legislation

**User Fees:** fees that Council has set for our services and businesses

*For our financial tables provided:*

**FTE:** number of employees (staff), budgeted as Full Time Equivalent (FTE)

**Direct costs:** include expenditure (expend.) and income and include: salaries and wages of employees directly delivering the function; contractor costs; utilities; facility maintenance costs; and maintenance and depreciation of council owned buildings

**Indirect costs:** enable the delivery of a function and provide the costs associated with management (mgmt.) and corporate (corp.) overheads including any income received from those (total nett)

**N/A:** Not applicable for this year - the current cost of service is expected to deliver on the aligned Strategic Key Actions and no further Strategic Project or Capital Costs are allocated

# Appendices

The following appendices are provided to support this document:

- Strategic Projects
- Capital Works Program
- Financial Statements





# Strategic Projects

Project Name	Description	Total 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, residents and businesses, enabling an enhanced digital experience throughout the City. <b>Parent service: Corporate Services</b>	\$0.9m
Brown Hill and Keswick Creeks	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. <b>Brown Hill and Keswick Creeks Stormwater Board Subsidiary</b>	\$0.096m
Central Market Arcade Redevelopment Options	Progress with the Central Market Arcade Redevelopment with project development partner, ICD Property <b>Parent service: Property Management and Development</b>	\$0.272m
City Stimulus Event Funding	\$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). <b>Parent service: Adelaide Economic Development Agency</b>	\$1.0m
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. <b>Parent service: Resource Recovery and Waste Management</b>	\$1.0m
Digital Marketplace	Provide all city businesses the opportunity to transact and promote their products or services direct to local, interstate or international consumers. <b>Parent service: Adelaide Economic Development Agency</b>	\$0.25m

Project Name	Description	Total Budget
Eighty-Eight O'Connell Street	Progress with the development of the Eighty-Eight O'Connell site <b>Parent service: Property Management and Development</b>	\$0.1m
Emerging Priorities	Emerging Priorities fund to enable Council to respond to city needs in a post-COVID recovery environment. <b>Parent service: Corporate Services</b>	\$0.412m
Energy Assessment Pilot Program	To assist small businesses with mitigating their energy costs. <b>Parent service: Environmental Sustainability</b>	\$0.185m
Mainstreet Revitalisation	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. <i>(formerly known as Melbourne, O'Connell &amp; Hutt Street Masterplans)</i> <b>Parent service: Arts Culture and Events</b>	\$0.2m
Shared Arts and Cultural Grants	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. <b>Parent service: Arts Culture and Events</b>	\$0.05m
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. <b>Parent service: Arts Culture and Events</b>	\$0.81m
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. <b>Parent service: Property Management and Development</b>	\$0.1m
Welcoming City Places and Spaces	For community engagement to understand the needs and wants of our city of multicultural communities. <b>Parent service: Community Development</b>	\$0.025m



# Capital Works Program

## Major Projects

Project Name	Previous years	2021 – 2022	Future years	Whole of Life
Moonta Street	\$1.5m	\$2.5m*	-	\$4.0m
Market to River Bank - Bentham & Pitt St	\$1.2m	\$6.18m*	-	\$7.38m
Central Market Arcade Redevelopment	-	\$14.939m	\$14.188m	\$29.127m

## New and significant upgrades

Project Name	Previous years	2021 – 2022	Future years	Whole of Life
ACMA Capital	-	\$0.38m	-	\$0.38m
Blackspot Project - Jeffcott Street/ Montefiore Hill Intersection Improvements	-	\$0.09m	-	\$0.09m
Blackspot Project - Pulteney Street/Angas Street Intersection Improvements	-	\$0.143m	-	\$0.143m
Brown Hill Keswick Creek	\$1.123m	\$0.32m	\$1.528m	\$2.971m
Central Market Arcade Redevelopment Options	-	\$0.228m	-	\$0.228m
Christmas Funding	-	\$0.35m*	-	\$0.35m
Illuminate	\$0.3m	\$0.3m	\$0.3m	\$0.9m
WIP Write-off	-	(\$0.2m)		(\$0.2m)

\* These projects include a budgeted component for 2021 – 2022 which are at risk from continuing (being carried forward) from 2020 – 2021. Council will review this listing in QF1 2021 – 2022.

## Renewals

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

Buildings	Total Budget
Assorted Design Works and Urgent Works	\$0.334m
CCTV Network Renewal and Compliance Program	\$1.0m
North Adelaide Golf Course Clubhouse and Horticulture Hub - AC Renewals	\$0.03m
Glover South Shelter Shed And Toilet Renewal	\$0.38m
Rymill Park Kiosk and Boat Store Renewal	\$0.2m
Town Hall Fire Panel Renewal	\$0.27m
Rundle Lantern rehabilitation works	\$0.05m
Wyatt Street Car Park - Lift Renewals and Roofing Works	\$1.2m
Pirie/Flinders UPark Fire Compliance Remediation Works	\$0.05m

Kerbside and water table	Total 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 and 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



# Capital Works Program

## Renewals

Lighting and electrical	Total 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)	\$0.54m
Street Lighting City Safety Renewals (various locations)	\$0.31m
Park Lands and open space	Total 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

Pathways	Total 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 and west sides) - Waymouth Street to Dead End	\$0.051m
Morphett Street (east and west sides) - Gilbert Street to South Terrace	\$0.323m
North Terrace West (north and south sides) - Under Morphett Bridge	\$0.117m
North Terrace East - Abutting Government House	\$0.832m
Hindmarsh Square (internal paths - east and west sides)	\$0.23m
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 - Wirrarninths - 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



# Capital Works Program

## Renewals

Plant, fleet and equipment	Total Budget
Minor Plant	\$1.411m
Major Plant	\$1.483m
Commercial Renewals	\$2.801m

Roads	Total 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
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

Roads (continued)	Total Budget
Mellor Street - Waymouth Street to Dead End	\$0.016m
Morphett Street - Currie Street to Hindley Street (Eastern Carriageway)      *[R2R funded - \$109K]	\$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
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      *[R2R funded - \$146K]	\$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



# Capital Works Program

## Renewals

Stormwater	Total 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 - Stuctural Investigation and Preliminary Design (Stage 1)	\$0.3m
Anzac Highway - Stormwater Pipe Re-lining	\$0.415m
South Terrace - Stormwater Pipe Re-lining	\$0.03m
Francis Street - Stormwater Renewal	\$0.447m
Traffic signals	Total Budget
Cables and Conduit Renewals (various locations)	\$1.126m

Urban elements	Total 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
Other renewals	Total Budget
IT Renewals	\$1.395m
ACMA Renewals	\$0.865m
Corporate Overhead	\$6.646m
WIP Write-off	(\$1.362m)



# Capital Works Program

## Continuing Projects (Carry Forwards)

*New and Significant Upgrades	Previous years	Current year	Future years	Whole of Life
Blackspot Hindley/Gray St	\$0.4m	<b>\$0.2m</b>	-	\$0.6m
City Greening		<b>\$0.3m</b>	-	\$0.3m
City Skate Park	\$2.8m	<b>\$0.2m</b>	-	\$3.0m
Gawler UPark Façade	\$3.3m	<b>\$1.7m</b>	-	\$5.0m
Hindley St Upgrades	\$0.2m	<b>\$0.1m</b>	-	\$0.3m
Hutt St Upgrades	\$0.1m	<b>\$0.3m</b>	-	\$0.4m
North -South Bikeways	\$3.8m	<b>\$2.2m</b>	-	\$6.0m
North Terrace Public Realm	\$1.9m	<b>\$0.2m</b>	-	\$2.1m
Place of Courage	-	<b>\$0.07m</b>	-	\$0.07m
Place of Reflection		<b>\$0.3m</b>	-	\$0.3m
South West Community Centre	-	<b>\$1.5m</b>	-	\$1.5m
Whitmore Square Greening	\$0.7m	<b>\$0.2m</b>	-	\$0.9m
Whitmore Square Safety	\$0.7m	<b>\$0.1m</b>	-	\$0.8m

\* These projects / infrastructure items are currently DRAFT and are at risk in 2020 – 2021 for continuing in 2021 – 2022.  
Council will review this listing in QF1 2021 – 2022

## Continuing Projects (Carry Forwards)

*Renewals and Replacement of Assets	Previous years	Current year	Future years	Whole of Life
Assorted Design projects	\$0.8m	<b>\$0.3m</b>	-	\$1.1m
Bridge Renewal Program	-	<b>\$0.3m</b>	-	\$0.3m
Brougham Place and Jeffcott Street (footpaths work)	\$2.0m	<b>\$0.7m</b>	-	\$2.7m
Chesser Arbour	-	<b>\$0.1m</b>	-	\$0.1m
Leigh St footpath	-	<b>\$0.2m</b>	-	\$0.2m
Lighting and Electrical Renewal	\$0.1m	<b>\$0.3m</b>	-	\$0.4m
Plant and Fleet	\$1.9m	<b>\$0.6m</b>	-	\$2.5m
Public Art refurbishment	\$0.1m	<b>\$0.1m</b>	-	\$0.2m
Reinstatement project	\$0.1m	<b>\$0.1m</b>	-	\$0.2m
Torrens Lake Earth retaining structures	\$0.05m	<b>\$0.05m</b>	-	\$0.1m

\* These projects / infrastructure items are currently DRAFT and are at risk in 2020 – 2021 for continuing in 2021 – 2022.  
Council will review this listing in QF1 2021 – 2022





# Financial Indicators

	Target	2021-22
<b>OPERATING SURPLUS RATIO</b>		
This ratio expresses the Operating surplus as a percentage of total operating revenue.	0%-20%	0%
<b>NET FINANCIAL LIABILITIES</b>		
This ratio expresses the Financial liabilities as a percentage of operating income.	Less than 80%	48%
<b>ASSET SUSTAINABILITY RATIO</b>		
This ratio expresses the expenditure on asset renewals as percentage of forecast required expenditure in the Asset Management Plans.	90%-110%	60%
<b>ASSET TEST RATIO</b>		
The ratio expresses the borrowings as a percentage of total saleable property assets.	Maximum 50%	22%
<b>INTEREST EXPENSE RATIO</b>		
The ratio expresses the number of times General Rates Revenue (less Landscape Levy) can service the annual interest expense.	Maximum 10%	0.9%
<b>LEVERAGE TEST RATIO</b>		
The ratio expresses the total borrowings relative to General Rates Revenue (Less Landscape Levy).	Maximum 1.5 years	64.9%
<b>CASH FLOW FROM OPERATIONS RATIO</b>		
The ratio expresses operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets.	Greater than 100%	110.7%
<b>BORROWINGS</b>		
The ratio expresses the borrowings as a percentage of the prudential borrowing limit (50% of saleable property assets).	Within Prudential Limits	45%



## 2021 – 2022 Financial Statements

### Statement of Comprehensive Income

	\$'000s
<i>Income</i>	
Rates Revenues	121,190
Statutory Charges	11,601
User Charges	62,267
Grants, Subsidies and Contributions	3,274
Investment Income	20
Reimbursements	541
Other Income	3,029
<b>Total Income</b>	<b>201,923</b>
<i>Expenses</i>	
Employee Costs	73,950
Materials, Contracts and Other Expenses	73,501
Depreciation, Amortisation and Impairment	52,614
Finance Costs	1,826
<b>Total Expenses</b>	<b>201,891</b>
<b>Operating Surplus / (Deficit)</b>	<b>31</b>
Asset Disposal & Fair Value Adjustments	(861)
Amounts Received Specifically for New or Upgraded Assets	156
<b>Net Surplus / (Deficit)</b>	<b>(674)</b>
Changes in Revaluation Surplus - I,PP&E	-
Net Actuarial Gains/(Loss) on Defined Benefit Plan	-
<b>Total Other Comprehensive Income</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>(674)</b>

### Statement of Financial Position

	\$'000s
<b>ASSETS</b>	
<i>Current Assets</i>	
Cash and Cash Equivalents	800
Trade & Other Receivables	13,489
Other Financial Assets	41
Inventories	576
<b>Total Current Assets</b>	<b>14,907</b>
<i>Non-Current Assets</i>	
Financial Assets	249
Equity Accounted Investments in Council Businesses	605
Investment Property	2,600
Infrastructure, Property, Plant and Equipment	1,882,879
Other Non-Current Assets	2,161
<b>Total Non-Current Assets</b>	<b>1,888,494</b>
<b>TOTAL ASSETS</b>	<b>1,903,400</b>
<b>LIABILITIES</b>	
<i>Current Liabilities</i>	
Trade and Other Payables	18,837
Borrowings	-
Provisions	12,305
Other Current Liabilities	5,093
<b>Total Current Liabilities</b>	<b>36,236</b>
<i>Non-Current Liabilities</i>	
Trade and Other Payables	1,293
Borrowings	77,483
Provisions	1,616
Other Non-Current Liabilities	46,782
<b>Total Non-Current Liabilities</b>	<b>127,174</b>
<b>TOTAL LIABILITIES</b>	<b>163,410</b>
<b>Net Assets</b>	<b>1,739,990</b>
<b>EQUITY</b>	
Accumulated Surplus	802,195
Asset Revaluation Reserves	934,010
Other Reserves	1,612
Future Reserve Fund	2,173
<b>Total Council Equity</b>	<b>1,739,990</b>



# 2021 – 2022 Financial Statements

## Statement of Changes in Equity

	\$'000s
Balance at the end of previous reporting period	1,740,664
a. Net Surplus / (Deficit) for Year	(674)
b. Other Comprehensive Income	-
Total Comprehensive Income	(674)
Gain (Loss) on Revaluation of I, PP&E	-
<b>Balance at the end of period</b>	<b>1,739,990</b>

## Statement of Cash flows

	\$'000s
<b>Cash Flows from Operating Activities</b>	
<i>Receipts</i>	
Operating Receipts	202,230
<i>Payments</i>	
Operating Payments to Suppliers and Employees	(149,070)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>53,160</b>
<b>Cash Flows from Investing Activities</b>	
<i>Receipts</i>	
Amounts Received Specifically for New/Upgraded Assets	156
Proceeds from Surplus Assets	3,100
Sale of Replaced Assets	650
<i>Payments</i>	
Expenditure on Renewal/Replacement of Assets	(34,231)
Expenditure on New/Upgraded Assets	(33,451)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(63,776)</b>
<b>Cash Flows from Financing Activities</b>	
<i>Receipts</i>	
Proceeds from Borrowings	15,671
<i>Payments</i>	
Repayment from Borrowings	
Repayment of Lease Liabilities	(5,055)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>10,616</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(0)</b>
plus: Cash and Cash Equivalents at beginning of period	800
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>



# 2021 – 2022 Financial Statements

## Uniform Presentation of Finances

	\$'000s
Income	201,923
less Expenses	(201,891)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>31</b>
<i>Net Outlays on Existing Assets</i>	
Capital Expenditure on Renewal and Replacement of Existing Assets	(34,231)
add back Depreciation, Amortisation and Impairment	52,614
add back Proceeds from Sale of Replaced Assets	650
<b>Net Outlays on Existing Assets</b>	<b>19,033</b>
<i>Net Outlays on New and Upgraded Assets</i>	
Capital Expenditure on New and Upgraded Assets	(33,451)
add back Amounts received specifically for New and Upgraded Assets	156
add back Proceeds from Sale of Surplus Assets	2,100
<b>Net Outlays on New and Upgraded Assets</b>	<b>(31,195)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(12,130)</b>



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