

THE CITY OF ADELAIDE 2016-17 INTEGRATED BUSINESS PLAN



ACKNOWLEDGMENT TO COUNTRY

Adelaide City Council acknowledges that we are located on the traditional country of the Kurna 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 Kurna people living today.



LORD MAYOR'S MESSAGE



Welcome to the Adelaide City Council Integrated Business Plan for 2016-17.

Council recently adopted the 2016-20 Strategic Plan and this is the first budget of that Plan. The Strategic Plan sets the framework for everything we do for the next four years. Our vision is for Adelaide to be a *welcoming and dynamic city full of rich and diverse experiences*.

Strong integration between the 2016-17 Integrated Business Plan and the Strategic Plan is evident. We have allocated significant funding in areas that will help us to develop an innovative and smart city, progress our objective of becoming a carbon neutral city and an increasingly green and liveable city, while embracing our cultural heritage to reinforce our reputation as a world leading creative city.

The good news for ratepayers is for the second year in a row, Council has determined to put a freeze on the rate in the dollar. This means that the majority of property owners will once again have a zero increase on what was paid in rates last year.

With our City continuing to grow, we must focus on what makes Adelaide one of the most liveable cities in the world; the 'essentials' that Council does so well. We must continue to deliver high-quality services and invest in infrastructure in a fair, equitable and cost effective way. This includes investing \$32.7 million in asset renewals, including \$6.4 million towards roads.

Adelaide City Council is committed to developing Adelaide's reputation as a Smart City and to using Smart Technology to enhance the city experience for everyone.

The Integrated Business Plan allocates \$8.8 million to developing further Smart City and Smart Organisation initiatives, putting people at the centre of everything and growing a smart, liveable and sustainable city through the rollout of projects such as Smart Parking and Smart Lighting.

It also allocates \$298,000 towards the Adelaide Smart City Studio program to connect Adelaide's entrepreneurs with development opportunities across the globe.

The Integrated Business Plan also places strong emphasis on supporting business growth, as well as strengthening the relationship between business and Council. We are investing a further \$409,000 into a range of initiatives, including seminars and events for small businesses, entrepreneur support programs, and investment attraction and trade growth workshops.

Also reflected is Council's ongoing commitment to creating a greener, more liveable city. We have allocated \$2.4 million towards the Greener Streets Program to increase greenery in built-up areas of the City by 100,000 square metres by 2020. A further \$1.4 million has been allocated for specific Carbon Neutral Adelaide climate change initiatives to undertake genuine reductions in the City's greenhouse emissions.

To enhance our reputation as a leading creative city, Council is working with the State Government and Music SA to develop a new winter festival, to be launched this financial year. We will also provide \$204,000 in financial support to assist art and cultural individuals and groups to deliver inspiring art, cultural and multicultural projects.

We all have an important role to play in enhancing Adelaide's reputation as a world-class liveable and prosperous city. Thank you for your support.

A handwritten signature in blue ink, appearing to read 'Martin Haese'.

Martin Haese
LORD MAYOR

YOUR COUNCIL

Lord Mayor

Martin Haese

Deputy Lord Mayor

Megan Hender

Area Councillors

Anne Moran
Sandy Wilkinson
Natasha Malani
Sandy Verschoor

North Ward

Susan Clearihan
Phillip Martin

Central Ward

Houssam Abiad
Megan Hender (DLM)
David Slama

South Ward

Alex Antic
Priscilla Corbell



(Front L-R) Natasha Malani, Anne Moran, Sandy Wilkinson, Martin Haese (Lord Mayor), Megan Hender (DLM), Sandy Verschoor, Susan Clearihan
(Back L-R) Phillip Martin, Priscilla Corbell, Houssam Abiad, David Slama, Alex Antic

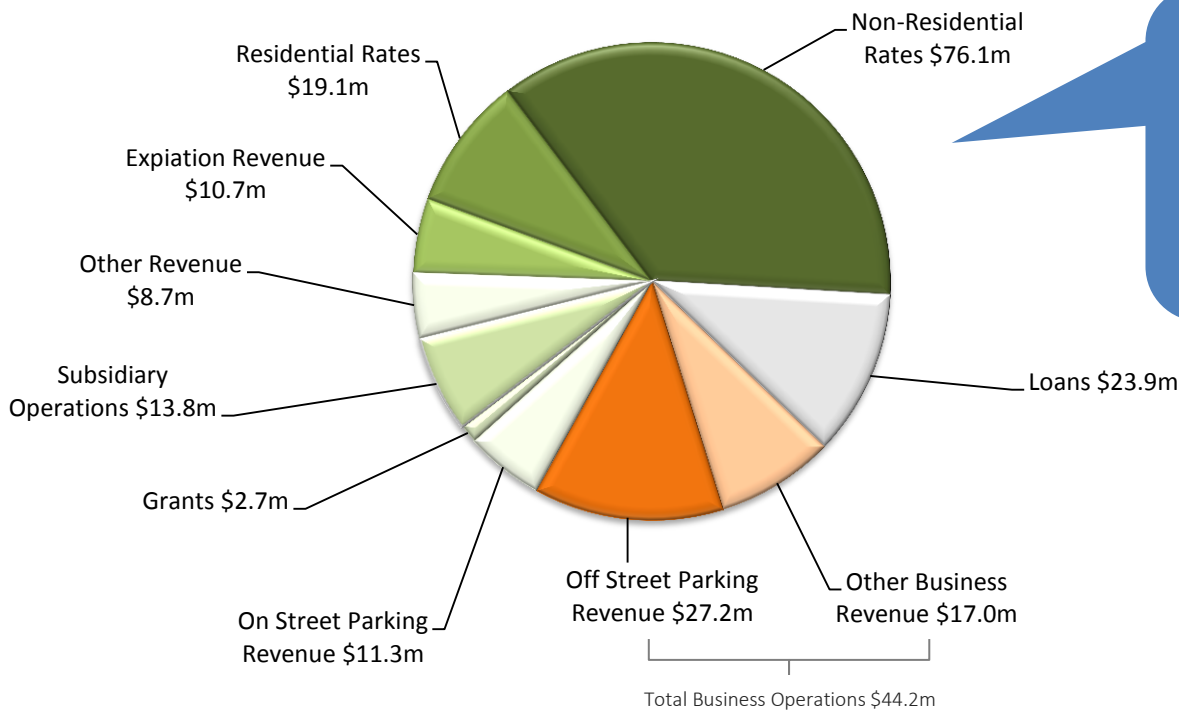


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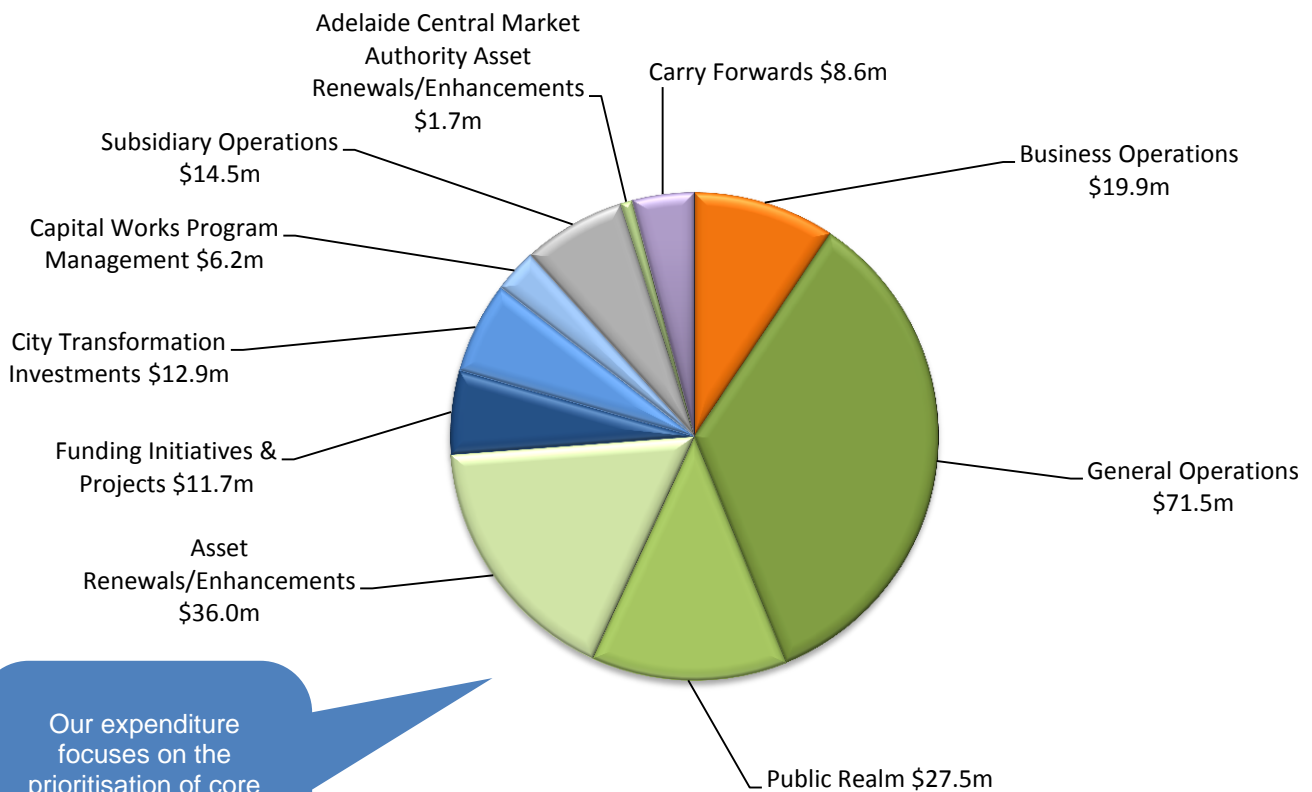
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BUDGET SNAPSHOT

Where the money comes from for 2016-17



Where the money goes to for 2016-17





OVERVIEW OF THIS PLAN

How This Plan Was Prepared

This document is the key annual operational and financial planning document of the Adelaide City Council. It describes what services and projects Council plans to provide in the upcoming financial year and how it plans to allocate its budget.

Council's business plan is concerned with delivery of key projects along with on-going services such as maintaining roads and footpaths, waste collection, cleansing and Park Lands maintenance.

It has been developed in the context of delivering Council's long term strategic direction as set out in the Strategic Management Plan documents. These documents are required by the *Local Government Act 1999* and include the:

- City of Adelaide 2016-2020 Strategic Plan;
- Infrastructure and Asset Management Plans; and
- Corporation Plan 2012-2016.

These plans outline the Council's objectives over a four year period. The Strategic Plan provides a vision for the City - *Adelaide is a welcoming and dynamic city full of rich and diverse experiences*. They show how Council intends to achieve its vision through sustainable growth and seeking to balance the Council's responsibility to provide quality and value in local government services for ratepayers, with its wider responsibilities under the *City of Adelaide Act 1998* in managing the City and the Park Lands on behalf of all those who live, visit, work or study in the City.

The development of the Strategic Plan was informed by extensive community engagement through Picture Adelaide 2040. This project employed a broad mix of traditional and innovative consultation methods to engage with the widest possible range of stakeholders and community members. Over 2,000 people were involved in Picture Adelaide 2040 and have inspired the development of the 2016-17 Integrated Business Plan.

This year the Strategic Plan and Integrated Business Plan are directly aligned. The Integrated Business Plan is presented under the four themes identified in the Strategic Plan:

1. Smart
2. Green
3. Liveable
4. Creative

CITY DATA AND TRENDS

What we know about the City - data and trends, the current economic climate and the challenges and influences faced moving forward.

CHALLENGES AND INFLUENCES

In developing this draft Integrated Business Plan, consideration has been given to the following factors:

- » The desire to be the World's first **Carbon Neutral City** and the need for environmental sustainability in areas such as recycling, waste reduction and reduced energy use;
- » **Changing demographics**, including an ageing population and a more mobile population with people regularly shifting between cities around Australia and the world;
- » Increasing **cultural diversity** of those who live in and use the City;
- » A rapid increase in the **use of technology** and the internet in everyday activities;
- » Continuing to build on the relative strength of the **international education and tourism market**;
- » The desire for increases in and changes to **residential and business development** as expressed in the State Government Economic Priorities and the 30 Year Plan for Greater Adelaide;
- » **Major State Government projects** such as the New Royal Adelaide Hospital and western health precinct, activation of the Riverbank/Festival Centre/Adelaide Oval precinct and transit initiatives requiring new public realm works and ongoing maintenance;
- » Increasing **use of the Park Lands** as one of the state's major assets; and
- » Increasing requirements for **Council to undertake responsibilities** that are defined by the State Government.

23,169

residents in the city consisting of:

2.1%

residential growth from 2014 to 2015

35.9%

20 to 29 years of age

16.6%

over 60 years of age

262,000

daily visitor population

46% visiting
37% working
16% studying

122,700

workers in Adelaide and North Adelaide

\$18.36bn

City of Adelaide Gross Regional Product (estimate)

19.4%

share of Gross State Product

25%

increase in retail and commercial floor space

vs

7%

increase in energy consumption by commercial premises

the city consists of:

46.5% hard surfaces

31.9% grass / ground cover

21.6% tree cover

As the capital city of South Australia, Adelaide has a vital role to play in shaping the future of our state. We face unprecedented changes arising from major global, national and local trends. Reassuringly, our proven record of creativity, innovation and social transformation sees our city well placed to lead the state in meeting these changes.

Nationally, consumer confidence appears positive and is above its long run average, but in South Australia it remains below historical levels. The weak state of the economy and the impact of low economic growth on wages, job security and employment mobility continue to constrain consumer sentiment. Notwithstanding, retail trade has managed to increase 3.8% in the year to January 2016, although below the national average of 4.3%.

Unemployment in South Australia has become the highest in the nation. According to the Department of Employment unemployment among Adelaide City Council residents has increased in the period December 2014 to December 2015 from 6.5 % to 9.2%. Although unemployment figures at Local Government level tends to be more volatile, it is still an indication that the creation of jobs will remain to be a key issue during 2016-2017.

As expected China is changing and moving towards a more consumer-based economy, a shift away from the investment-led boom that they had over the last twenty or thirty years to a more sustainable model of development. Adelaide and South Australia could benefit from the increasing interest from China in our premium food and wine and our tourism offer. The strengthening of our international relationships, in particular with all our Sister Cities, will play a key role in that regard. International relations and trade will also be encouraged this year by inbound delegations and business missions sponsored by the State Government to South East Asia and India.

Analysts predict that oil prices will stay low this year, which could potentially spur future growth. This will have a negative impact on City-based resource companies that have been already struggling during last year. On the other hand, the renewable energy industry seems to be gaining momentum. The Government of South Australia and Adelaide City Council have formed a globally unique partnership to establish Adelaide as the world's first carbon neutral city. The partnership is trying to achieve carbon neutrality whilst driving economic and employment opportunities, which could make Adelaide a global test bed for innovative technologies.

The entrepreneur ecosystem has evolved in the last year and the number of co-working spaces in Adelaide metro has increased to nineteen, with the more open and inclusive spaces being more successful. The digital industry in particular has seen an increase in the number of entrepreneurs working on innovative solutions for other industries. Digital disruption is dramatically changing industries and occupations across the economy and up-and-coming technologies could have a significant impact in facilitating change across many industries in years to come.

Significant residential development activity has occurred during 2015 with eight new developments commencing construction and around 450 apartments being completed. Towards the end of 2018 and after completion of the current developments under construction, a total of 1,830 apartments will be added to the City stock. If all new developments proceed, over 7,200 new residents could be expected.

The city has experienced significant growth in those industries that are knowledge intensive. In the past few years these sectors have grown considerably with an expectation that they will continue to grow and have a positive impact on the overall State economy. The opening of the new Royal Adelaide Hospital and the completion of the Health and Biomedical Precinct expected in late 2016, are likely to enhance opportunities in the health and research sectors.

FURTHER INFORMATION:

For further information on City Data and Trends contact Adelaide City Council on 8203 7203 or visit <http://www.adelaidecitycouncil.com/city-living/welcome-to-adelaide/city-facts-and-figures/>

REFERENCES:

Adelaide City Council - City Development Approvals (2015); City User Profile (2015); Adelaide City Census of Land Use and Employment (2014); **ID Forecasting** - Profile and Economy ID for the City of Adelaide; **South Australian State Government** - 30 Year Plan for Greater Adelaide, State Strategic Plan, Integrated Transport and Land Use Plan; **KPMG** - Future State 2030: The global megatrends shaping governments; **Deloitte** - Australia's Digital Pulse; **ANZ** -Roy Morgan Australian Consumer Confidence; **ABS** - Australian Bureau of Statistics

CURRENT ECONOMIC ENVIRONMENT

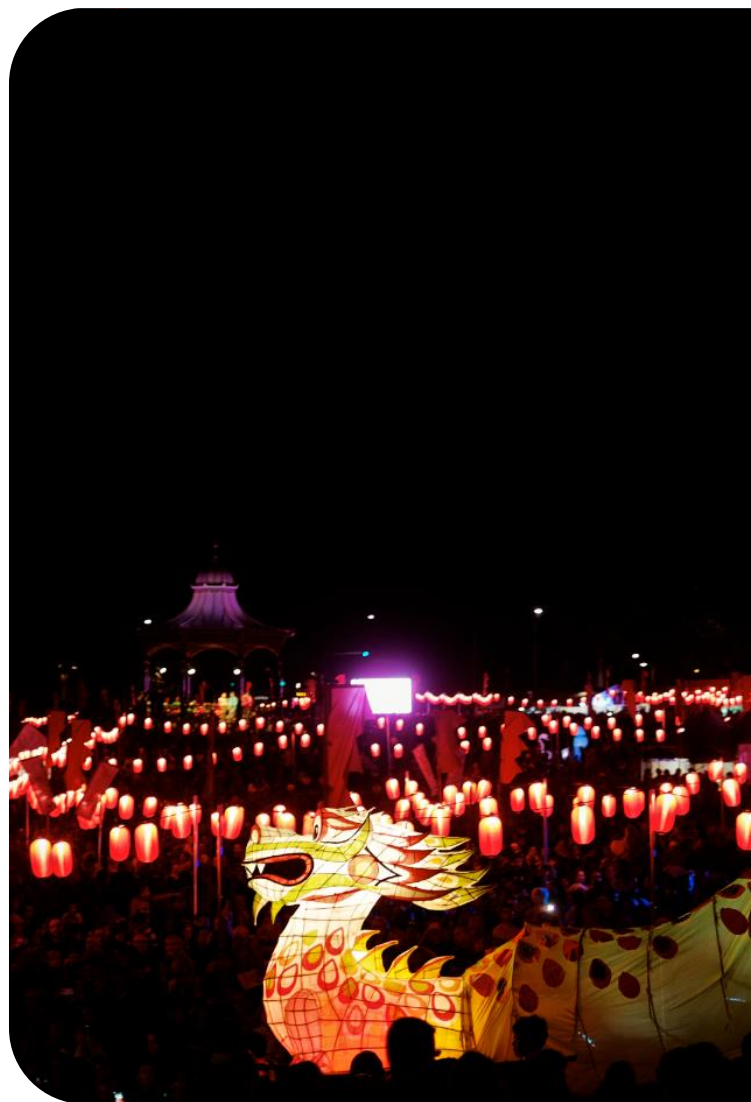
HIGHLIGHTS FOR 2016-17

With finite resources, pressures to deliver more and changes to expectations of the consumers of Council's services, there is a growing need for the Council to deliver services tailored to demand.

This Integrated Business Plan will deliver on these while reducing pressures on rates revenue. The Council has a focus on achieving greater efficiencies while maintaining service standards to an appropriate community standard.

Highlights for the year ahead:

- Leveraging growth from **new development activity** in the City to relieve cost of living and overhead cost pressures on City residents and businesses, **freezing the rate in the dollar** at 2015-16 levels
- Strong commitment to a significant and sustained funding for **investment in the city infrastructure management program of \$36 million p.a.** over the next three years
- Continuing Council's investment in the Rundle Mall Master Plan with a **redesign and upgrade of Gawler Place** to be more **people-focused** and provide an **improved streetscape** with trees and paving
- Progressing **climate change** initiatives to deliver Adelaide City Council and the State Government's shared vision for the City of Adelaide to be the **world's first carbon neutral City**
- Creating a **Smart City** through growing a smart, liveable and sustainable city with enhanced customer experience, enabled by smart technology (**Smart Organisation**)
- Delivering **community celebrations**, such as Christmas in the City and Adelaide's New Year's Eve, that are **open and inclusive** and provide a **safe and family friendly** environment in the City
- **Attracting new financial investment** and new businesses to establish in the City, and **support existing businesses** to grow their presence in the City and expand into overseas markets





- **Working with our Strategic Partners** (such as *Renew Adelaide*, *Study Adelaide* and *Adelaide Convention Bureau*) to **drive economic value in the City**
- Implementing **waste and recycling services** that contribute to Council's strategic goals as well as meet customer expectations
- Stimulating **demand for City living** through the development and implementation of a marketing strategy, action plan and campaign
- Providing **sponsorship/grant funding support** to assist art, cultural and community groups and organisations to deliver **inspiring art, cultural and multicultural activities, events, programs or services** that make a positive and creative contribution to the City

- Providing support for **creative and technical innovation** and engaging with businesses to grow and develop **entrepreneurial ventures** to cement *Adelaide as a great place to start and grow a business*
- **Street greening initiatives** including the planting of trees in residential streets where they are supported by the community through the **Greener Streets Program**
- **Promotion of cultural, business and social connections** between Adelaide and international communities through **Sister Cities** and other partnerships
- Delivering a range of **public art capital projects** that will contribute to the development of **Adelaide as the premier international arts market**
- Development of the **Adelaide 2040 Plan** which will provide a fully integrated land use, built form, public realm and transport plan for the City, with high-level **spatial representations of the long term city vision**



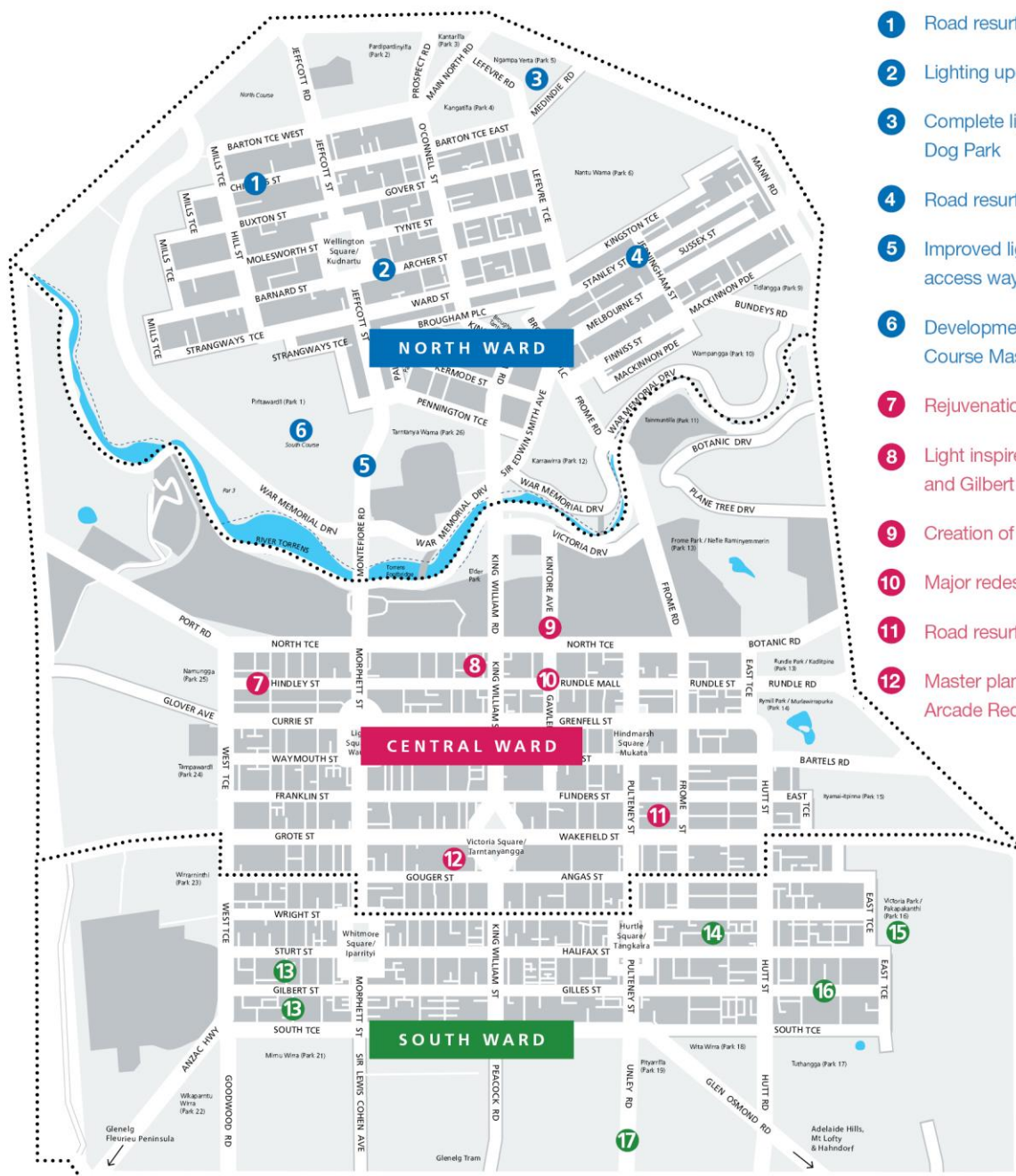


KEY PROJECTS MAP FOR 2016-17



CITY WIDE PROJECTS

- Establishment of **Adelaide Smart City Studio** to provide a focal point for **supporting creative and technical innovation**
- **Attracting new financial investment** and businesses into the City, and **supporting existing businesses** to grow and expand into overseas markets
- Creating a **Smart City** with a strong **sense of connectedness** enabled by **smart technology (Smart Organisation)**
- **Stimulating demand for City living** through the development and implementation of a marketing strategy, action plan and campaign
- **Increasing** the City's share of the **retail and hospitality sector**
- **Increasing the number of trees** in residential streets where they are most needed and most supported by the community through the **Greener Streets Program**
- **Working with our Strategic Partners to drive economic value in the City** through increasing businesses, students and events
- Implementing **waste and recycling services** that contribute to Council's strategic goals as well as meet customer expectations



- 1 Road resurfacing on Childers Street
- 2 Lighting upgrade on Archer Street
- 3 Complete lighting of the North Adelaide Dog Park
- 4 Road resurfacing on Stanley Street
- 5 Improved lighting on footpaths along key access ways to the Adelaide Oval
- 6 Development of the North Adelaide Golf Course Master Plan
- 7 Rejuvenation of Hindley Street – Stage 2
- 8 Light inspired public art on Gresham Street and Gilbert Place to increase safety
- 9 Creation of the Kintore Avenue Memorial Walk
- 10 Major redesign and upgrade of Gawler Place
- 11 Road resurfacing on Ifould Street
- 12 Master planning of the Central Market Arcade Redevelopment
- 13 Improvements to Chatham, Little Sturt and Willcox Streets
- 14 Footpath resurfacing on McLaren Street
- 15 Victoria Park activation
- 16 Footpath resurfacing on Gilles Street
- 17 Road resurfacing on Unley Road

- Providing a platform for businesses and community to **trial and test initiatives** through the **City Activation** project
- Delivering **public art capital projects** that will contribute to positioning **Adelaide as the premier international arts market**
- Progressing **climate change** initiatives to deliver Adelaide City Council and the State Government's shared vision to be the **world's first carbon neutral City**
- **Sponsorships and grants funding support** across a range of cultural and artistic events and activities
- **Promotion of cultural, business and social connections** between Adelaide and international communities through **Sister Cities** and other partnerships
- Supporting the **conservation of the City's built heritage** and **historic character** by fostering **community awareness** through **promotional and educational activities**
- Ongoing commitment to **improving the standards of our critical assets**

2016–2020 STRATEGIC PLAN

The City of Adelaide 2016-2020 Strategic Plan has been informed by the Picture Adelaide 2040 engagement campaign, where more than 2,000 participants told us that we need to harness new opportunities, while preserving the things that make Adelaide unique.

Following extensive public consultation, the 2016-2020 Strategic Plan communicates our vision for the future and demonstrates that there is no better time than now for an ambitious plan to further enhance our City's liveability, while improving prosperity and economic growth for the benefit of all.

The Strategic Plan tells Adelaide's growth story. It clearly articulates an agenda for strong growth over the next four years. The plan envisages the creation of a city where good things happen frequently because of our openness to new ideas, innovation, learning and technology.

The plan consists of four key themes that are critical to the realisation of our vision:

SMART - GREEN - LIVEABLE - CREATIVE

To demonstrate our commitment to tangible results, at least two major objectives are paired with each theme. These will help us measure our progress and ensure that we are aligned with the broader state goals.

THEME	SMART	GREEN
ASPIRATION	<i>A smart city with a globally connected and opportunity rich economy</i>	<i>One of the world's first carbon neutral cities and an international leader in environmental change</i>
OBJECTIVES	By 2020, our City's economy will be growing faster than the Australian economy	City carbon emissions will be reduced by 35% from the 2006-07 baseline by 2020
	Total businesses in the City will grow from 5,000 to over 5,300 and workers on any given day from 89,000 to 94,000 by 2020	Green space and greenery in the built-up areas of the City will have increased by 100,000 square metres by 2020
	Workers in professional and technical services, education, finance, telecommunications, creative and media sectors have grown from 41,000 to over 49,000 by 2020	By 2020, aquatic native plants on the Torrens Lake floor will have increased from almost zero to 7,500 square metres
	By 2020, the number of students in the City on any given day of the week will increase from 39,000 to 41,000	A detailed measure of reduction in kerbside and general waste will have been developed and influences our work
		A comprehensive integrated water management measure will have been developed and influences our work

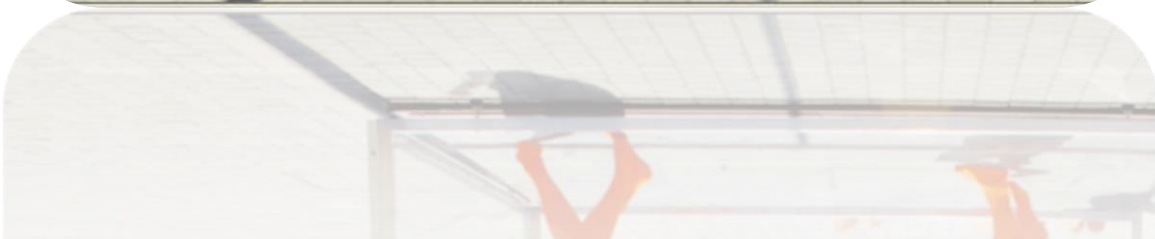
OUR VISION

Adelaide is a welcoming and dynamic city full of rich and diverse experiences

OUR PRIMARY GOAL

Strengthen the City economy by growing the number of people living, working, playing, visiting and studying in the City every day

LIVEABLE	CREATIVE
<i>A beautiful, diverse city with an enviable lifestyle that is welcoming to people at all stages of life</i>	<i>A multicultural city with a passion to create authentic and internationally renowned experiences</i>
The number of people living in the City will have grown from 23,000 to 28,000 by 2020	Attendance at festivals and events in the City and Park Lands will have grown by 5% by 2020
Adelaide will be listed in the top three most liveable cities in the world by 2020	A detailed measure of the number of people creating and actively participating in arts and cultural activities will have been developed and influences our work
A nation leading wellbeing and resilience measure will be applied and influences our work	Bed nights spent in Adelaide by international and domestic visitors will have grown from 8.1 million to 9 million by 2020
	People who say the City has great places to enjoy events, activities, art and culture will have grown from 8.4 to 9 out of 10 by 2020
	The number of people that are visiting the City each day for shopping, leisure or entertainment will have grown from 111,000 to 117,000 by 2020





SMART

Annual Objectives

- *Develop and promote an international City brand that showcases the smart, liveable, green and cultural advantages of Adelaide*
- *Develop as part of an improved customer experience, a business plan and implement smart parking technology across the City and North Adelaide to move towards an expiation free environment*
- *Leverage, upgrade and expand our AdelaideFree WiFi network to higher download and upload speeds*

Council Services

- Target and attract new businesses and investment
- Work with local business groups in mainstreets and districts to develop economic capital and support and grow local sustainable businesses
- Provide diverse car parking solutions
- Provide free access to city-wide WiFi utilising network data to analyse people movements and provide city insights
- Position Adelaide as one of the world's greatest small cities through our Sister City relationships
- Facilitate the growth and competitiveness of the retail sector in the City
- Promote Adelaide as a destination for business and investment, talent, students, visitors and residents in collaboration with the SA Government and other relevant bodies
- Contribute to Council's place led approach via solutions to enhance user experience
- Provide access to public data and information to support innovation and community use
- Support and grow new and existing small to medium businesses through advice, referrals and support to make it easy for businesses to deal with Adelaide City Council through a 'One Stop Shop' for businesses in the City and North Adelaide
- Support strategic relationships with the Adelaide Central Market Authority and Rundle Mall Management Authority to maximise economic outcomes for the City
- Support entrepreneurs and early stage companies with high growth potential

2016-17 Funding Initiatives and Projects

Project Name	Project Description	Operating Net Budget (\$'000s)	Capital Net Budget (\$'000s)
Activation & Business Start Up Fund	Merit based grant program providing matched funding to assist small businesses to locate and thrive in laneways and underutilised spaces/buildings in the City.	21*	-
Adelaide Convention Bureau (ACB)	Support ACB's mission to attract business conventions, exhibitions, incentives tourism and other events to Adelaide.	350	-
Adelaide Smart City Studio	Provide a focal point for supporting creative and technical innovation.	298	-
Business Growth Seminars & Events	Engage with the business community by hosting partner and support seminars, workshops and other events that strengthen sectors and encourage ongoing innovation.	75	-
City & Corporation Brand	Develop and promote an international City brand that showcases the smart, liveable, green and cultural advantages of Adelaide.	150	-
Entrepreneur Support Initiatives	Invest in strategic activities that support the activation and development of entrepreneurial ventures in the City and North Adelaide, and cement Adelaide as a great place to start and grow a business.	88	-
Gresham Place	Co-funded project for the laneway upgrade of Gresham Place via closure to vehicle traffic and providing the opportunity for outdoor dining.	-	231*
Hindley Street West	Extend current Hindley Street West upgrade principles east to Morphett Street.	-	1,178*
International Relations (Sister Cities)	Promote cultural, business and social connections between Adelaide and international destinations that are of mutual benefit to both cities and countries.	195 60*	-
Investment Attraction and Trade	Attract new financial investment into the City economy, new businesses to establish in the City, and support existing businesses to grow their presence in the City and expand into overseas markets.	225	-
Mainstreets Development Program Business Engagement	Funding for Precinct Groups and review of the delivery model.	175	-
Renew Adelaide	Funding contribution to Renew Adelaide, an external not-for-profit urban renewal organisation that works to revitalise under-used and empty buildings and shopfronts with projects of economic benefit to the community.	200	-
Retail Strategy	Increase the City's share of the retail and hospitality sector.	350	-
Station to Market Laneway Master Plan	Deliver and expand the Topham Mall to Central Market Place Plan through the Railway Station and Riverbank and create a Laneways Master Plan for the projects underway, being planned and being designed.	60*	-
Strategic Workforce Plan	Review of the Classification structures as agreed in the Salaried and Wages Enterprise Agreements.	66*	-
Study Adelaide	Support Study Adelaide's mission to market Adelaide as a destination for international students.	250	-
Workforce Strategy – Integrated Talent Management System	Purchase of an Integrated Talent Management Suite (ITMS) to replace out of date solutions for Developing Performance and Potential (Performance Management) and iLearn (Learning Management System).	70*	-
Your Say Adelaide	An online engagement tool that supports public participation in Council's decision making.	40	-
TOTAL		2,673	1,409

* Carry forwards from 2015-16





GREEN

Annual Objectives

- *Complete a procurement plan for all Council vehicles to be low or zero emission*
- *Council's procurement practices will reasonably require the environmental track record and/or credentials of suppliers and estimates of carbon emissions of products and services*
- *Develop a Green City Plan detailing Council's contribution to greening the City and showing activities with aligned annual targets*

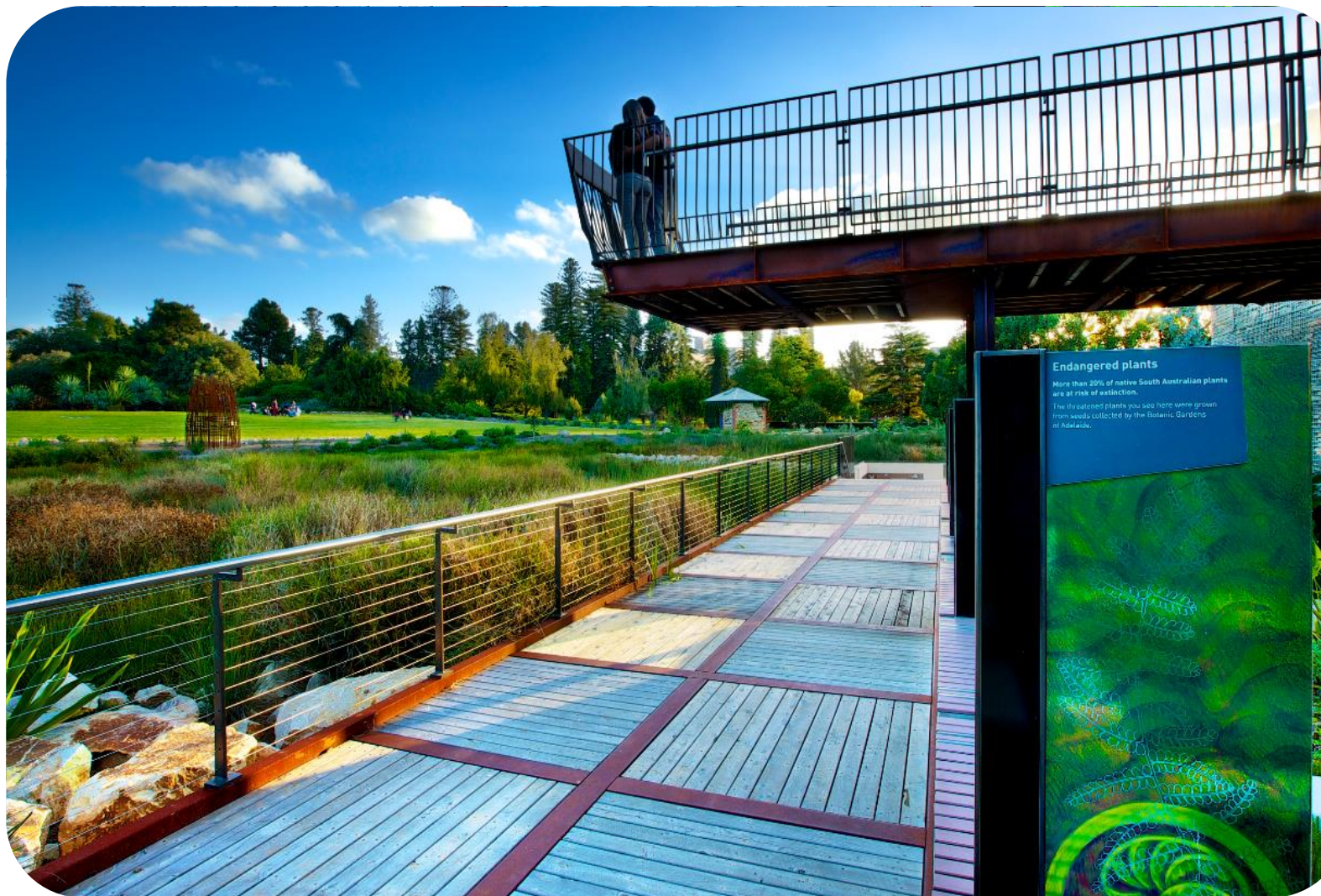
Council Services

- Lead and encourage corporate social responsibility in the City
- Deliver initiatives to improve the efficiency of Council owned assets and city infrastructure
- Support office tenants and property owners to reduce energy use and carbon emissions from commercial buildings
- Ensure that the Park Lands are managed sustainably and that their importance to the City and community in adapting to climate change is acknowledged and developed
- Provide waste and recycling service improvements for kerbside collection, public places, events and high density developments
- Provide incentives to the community and broaden their capability in adapting to climate change and using natural resources efficiently
- Deliver action plans for Energy Management, Climate Change Adaptation, Water Security, Waste Management, and Biodiversity and Water Quality

2016-17 Funding Initiatives and Projects

Project Name	Project Description	Operating Net Budget (\$'000s)	Capital Net Budget (\$'000s)
British Hotel Protuberance	Co-funded permanent protuberance on Finnis Street.	-	105*
Brown Hill Keswick Creek Storm Water Management	A collaborative effort between the catchment councils of Adelaide, Burnside, Mitcham, Unley and West Torrens to mitigate serious flood risks and help safeguard properties across the catchment of Brown Hill and Keswick Creeks.	-	120
Carbon Neutral Adelaide (Climate Change Initiatives)	Progress climate change initiatives to deliver Adelaide City Council and the State Government's shared vision for the City of Adelaide to be the world's first carbon neutral City.	960	-
Reinstatement of Drought Affected Garden on Barton Terrace	Reinstatement of the garden and construction of another section of the Park Lands Trail, which will connect the existing trail sections in Pardipardinyilla (Park 2) and Bonython Park / Tulya Wardli (Park 27).	-	200
SMART Move Projects	Contribute to the continued delivery of Council's Smart Move Strategy outcomes, namely Safe Cycling, Quality Public Transport and Green Travel.	300	38*
State Fund and Black Spot Bicycle and Pedestrian	To improve safety and access for cyclists and pedestrians along the key north-south "walking and cycling" link in the City's south west between South Terrace and Grote Street.	-	320*
Streetscape Enhancement Adjacent to 84 Halifax Street	Co-funded project for enhancements including planted verge, outdoor dining and bike racks.	-	8*
Streetscape Enhancement Adjacent to Hotel Iparityi	Co-funded streetscape enhancement.	-	25*
Waste Services Transition	Create and implement Waste and Recycling Services that: deliver an endorsed Policy; are valued by customers; contribute to Council's desired outcomes (carbon neutrality, supporting City businesses and financial sustainability) and meet customer expectations.	369	-
Waymouth Street Greening Works	Greening and protuberance works in Waymouth Street West.	-	100*
	TOTAL	1,629	916

* Carry forwards from 2015-16



Endangered plants

More than 20% of native South Australian plants are at risk of extinction.

The threatened plants you see here were grown from seeds collected by the Botanic Gardens of Adelaide.





LIVEABLE

LIVEABLE

A beautiful, diverse city with an enviable lifestyle that is welcoming to people at all stages of life

Annual Objectives

- *Create world class infrastructure by adopting a three year rolling capital works program for the City and Park Lands to ensure all new and existing infrastructure are delivered and maintained to high quality standards, incorporating universal access, technology, heritage, arts and green elements*
- *Work with the State and Federal Governments and other Councils through the Mayors for AdeLINK advocacy group to engage with local communities to progress an integrated light rail network across the City's key precincts, with key connections to inner city suburbs*
- *Develop an Adelaide 2040 Plan to achieve long term economic, environmental, social and cultural goals, incorporating a spatial and transport plan for the City and Park Lands*

Council Services

- Work collaboratively with a wide range of stakeholders to deliver improved long term outcomes for the City
- Deliver the 2016-17 Capital Works Program along with supporting development initiatives and using partnering to invest in infrastructure
- Facilitate free transport initiatives, where possible in partnership
- Provide transport infrastructure management and maintenance
- Work with State Government and other partners to deliver public transport and intelligent movement projects
- Deliver and implement projects and initiatives to promote cycling culture
- Deliver educational and travel behaviour change initiatives
- Deliver traffic management and road safety initiatives
- Provide planning and policy advice for the management of Adelaide Park Lands
- Enhance and promote the role of the Park Lands in increasing levels of physical activity and wellbeing through sport and recreation opportunities
- Deliver the North Adelaide Golf Course and Adelaide Aquatic Centre business plans
- Promote and foster growth of the residential population in the City, supported by diverse and affordable housing choices for residents and students
- Provide public and residential waste, recycling and green waste services
- Maintain Council assets, including streets, public spaces and Park Lands
- Promote participation, access and inclusion and build neighbourhood capacity and community leadership
- Provide a wide range of community driven programs and activities
- Deliver safety improvements in partnership with State Government
- Provide environmental, health, safety and food inspections
- Work with building owners to ensure 'City Fire Safety Management' procedures are in place for the protection of all occupiers

2016-17 Funding Initiatives and Projects

Project Name	Project Description	Operating Net Budget (\$'000s)	Capital Net Budget (\$'000s)
Adelaide 2040 Plan	Provide a fully integrated land use, built form, public realm and transport plan for the City with high-level spatial representations of the long term city vision.	210	-
Adelaide Community Leaders & Neighbourhood Development Initiatives	Build the capacity of community members with a particular focus on community leadership and asset based community development; and deliver <i>Neighbour Day</i> and <i>Make A Change</i> .	25	-
Adelaide Park Lands Management Strategy Implementation	Undertake specific packages of research, investigations and/or design work.	200	-
Built Management Heritage Incentives	Support owners in the conservation, upgrade and use of their heritage places through the Heritage Incentives Scheme.	1,020	-
Central Market Arcade	Support the Arcade redevelopment enabling a significant catalytic project contributing to City growth and iconic urban design.	160	-
City of Adelaide Prize	Celebrate examples of new projects that demonstrate outstanding contribution to the quality of the City.	36	-
Community Development	Grants that enable the community and eligible service organisations to work together with Council in delivering community programs, activities and events.	459	-
Defibrillator Network In the City and North Adelaide	Increase the availability of Automatic External Defibrillators across the City and increase community awareness and confidence to use devices in an emergency.	-	25
Dog Park Lighting	Complete lighting of the North Adelaide Dog Park to support community use.	-	99
Free City Connector Operations/Smart Technology & Bus Stops	The service is a necessary component to the provision of accessible public transport services within the City.	802	130*
Golf Master Plan	Develop a Master Plan for the North Adelaide Golf Course to provide a clear vision and framework for its future development and enhancement as the State's premier public golfing facility.	100	-
Heritage Promotions	Support the conservation and promotion of the City's built heritage and historic character streetscapes.	60	-
History Festival	Support the promotion of the City's built and cultural heritage by fostering community awareness and community participation through sponsorship of the South Australian History Festival.	22	-
Homeless and Vulnerable People	Collaborate with the community and homelessness service providers to promote safety strategies that address the needs of homeless and other vulnerable people. 100% funded by grant.	0	-
Noise Management Incentive	Minimise noise conflict between residential and non-residential land users to ensure that the mixed-use vitality of the City and residential amenity are compatible.	41	-

Project Name	Project Description	Operating Net Budget (\$'000s)	Capital Net Budget (\$'000s)
North Adelaide Local Area Traffic and Parking Management Plans	To complete Local Area Traffic and Parking (On-Street) Management Plans for the North Adelaide local areas.	110*	-
Park Lands Trail	Continued construction of the Adelaide Park Lands Trail, a shared use recreational trail that when completed, will form an 18km link to key recreation and environmental sites within the Adelaide Park Lands.	-	174*
Rainbow Walk	Design and construction of a Rainbow Walk in Light Square.	-	75*
Recreation and Sport	Grants that enable eligible clubs, groups, educational institutions and organisations to work in partnership with Council to deliver initiatives that support all people to be active in the City and Park Lands.	20	-
Residential & Population Growth	Promote and foster growth of the residential population in the City targeting key sectors of the population.	35*	-
Safer Streets Grant	Improving safety in North Adelaide.	-	68*
Safety Lighting	Respond to safety risks through lighting design and construction of infrastructure to improve safety and perceptions of safety in the City.	-	200 145*
Social Entrepreneurs Incubator Program	Develop and deliver an incubator program for social entrepreneurs in partnership with School of Social Entrepreneurs and the Australian Centre for Social Innovation.	29*	-
Victoria Park Change Rooms	Funding for proposed change rooms and toilets to support the use of the southern playing fields.	-	200*
Victoria Square Access & Inclusion Works	Access and inclusion enhancements to Victoria Square.	-	130*
Whitmore Square Pedestrian Crossing	Design of the Whitmore Square pedestrian crossing.	-	33*
	TOTAL	3,329	1,279

* Carry forwards from 2015-16

CREATIVE



CREATIVE

A multicultural city with a passion to create authentic and internationally renowned experiences

Annual Objectives

- *Develop an Arts and Culture Strategy*
- *Work with the State Government to facilitate the attraction of an additional major annual international event during the winter months*

Council Services

- Work with partners to provide expert advice and promotion of events, activities and experiences
- Partner with the creative arts business, entrepreneurs and community through the City Activation project to enliven the City
- Deliver a range of small, medium and large scale events for the enjoyment of the community
- Facilitate a diverse range of events, exhibitions and cultural experiences at Adelaide Town Hall
- Deliver the Public Art Plan 2014-2019
- Promote the UNESCO Live Music accreditation
- Provide Sponsorship, Art and Cultural grants and deliver and manage activities funded by external grants
- Provide community grants
- Deliver the Tourism & Visitor Information Services Action Plan in partnership with key stakeholders to promote tourism services and initiatives
- Lead city design and spatial planning and be a source of advice on planning, building, design and heritage matters
- Manage the parklets and laneways program
- Deliver the Reconciliation Action Plan including NAIDOC week celebrations

2016-17 Funding Initiatives and Projects

Project Name	Project Description	Operating Net Budget (\$'000s)	Capital Net Budget (\$'000s)
ANZAC Day 2017	Work in partnership with the ANZAC Day Committee and affiliated organisations to co-deliver a professional and memorable ANZAC Day event in the City.	24	-
Arts and Cultural Grants	Provide financial support to assist art and cultural individuals and groups to deliver inspiring art, cultural and multicultural projects.	204	-
Christmas in the City	Enhance the experience of Christmas in the City through the delivery of new decorations, lighting displays, events, retail activations and promotions.	206	494 13*
City Activation	Provide a platform for businesses and community to trial and test initiatives, aimed at increasing visitation and economic growth in the City.	711 100*	-
Commemorative Chinese Rose Garden	Create a new landscape feature in the Park Lands which celebrates Chinese culture, and the 15th anniversary of the City of Adelaide and Qingdao sister city relationship and the 30th anniversary of the SA-Shandong relationship taking place in 2016.	50	-
Festivals Adelaide	Support the growth of Adelaide's premier arts and cultural festivals and promote Adelaide as the Festival capital of Australia. \$30k is subject to matched funding from Arts SA.	60	-
Market District - Implementation	To bring about change consistent with the aspirations in our Market District.	50	-
New Year's Eve 2016	Produce and deliver a high quality and free community NYE celebration in the heart of the City that showcases the physical and artistic assets of the City and state.	246	-
Public Art Capital Projects	Delivery of a range of public art capital projects that will contribute to the development of Adelaide as the premier international arts market.	-	191 290*
Reception for Celebration for NAIDOC week	Delivery of the Lord Mayor Civic Reception to demonstrate Council's commitment to reconciliation, celebrated with the flag raising ceremony, awards, live entertainment and a morning tea at Adelaide Town Hall.	20	-
Sponsorship	Financial support to eligible groups and organisations to assist in the staging of a diverse range of events and activities within the City boundary.	1,637	-
	TOTAL	3,308	988

* Carry forwards from 2015-16



COUNCIL'S BUDGET

Council's annual budget consists of an **Operating Budget** and a **Projects/Capital Expenditure Budget**.

Operating Budget

The **Operating Budget** identifies the amount of money Council will receive in income and the spend on expenses in the course of its normal operating (non-capital) activities. The **Operating Budget** includes items such as rates, business income, salaries and wages, utility and administrative costs.

The **Operating Budget** includes three categories: *Business Operations*, *General Operations* and *Public Realm Maintenance*.

Business Operations

The income and expenditure included in the *Business Operations* category is the amount of money Council will receive and utilise in running the businesses that Council owns and operates. These include UPark, Adelaide Aquatic Centre and Health Club, North Adelaide Golf Course, Adelaide Town Hall and Property Services. The income earned from these businesses help to fund delivery of Council's core services.

General Operations

The income and expenditure included in the *General Operations* category is the amount of money Council will receive and utilise in delivering its core services. The *General Operations* category includes a majority of Council's salaries and wages, administrative expenses and utility costs.

Public Realm Maintenance

The income and expenditure included in the *Public Realm Maintenance* category is the amount of money Council will receive and utilise in maintaining the public spaces of the City. The *Public Realm Maintenance* category includes items such as cleansing, waste management, horticulture and maintenance of Council assets.

Projects/Capital Expenditure Budget

The **Projects/Capital Expenditure Budget** identifies the amount of money Council will invest in its operating project expenditure and its long-term physical assets and includes three categories: **Funding Initiatives and Projects**, **Asset Renewals** and **Property Investments**.

Funding Initiatives and Projects

There are five sub-categories within *Funding Initiatives and Projects* and they are:

<i>Funding Initiatives</i>	Grant Programs, Sponsorships, Incentive Schemes and Strategic Partnerships that provide funding to external parties to deliver Council's strategic priorities.
<i>Pre-Committed Projects</i>	Those initiatives where Council has existing contractual commitments (e.g. Connector Bus), Council policy decisions (e.g. public art) or mitigation of significant risks (e.g. safety lighting).
<i>Defined Projects</i>	Initiatives designed by management to deliver specific Strategic Plan Themes/Actions
<i>Asset Enhancement Opportunities</i>	Capital Expenditure aligned to the Asset Renewals Program to provide significant upgrades to existing infrastructure (e.g. Greener Streets Program).
<i>City Transformation Investments</i>	Projects designed to deliver generational transformation in City Infrastructure (with external co-funding), Smart City Services or Organisational Capability. It assumes Council's share of these investments would be 100% debt funded up-front to accelerate delivery of significant City and Organisational benefits.

Operating Projects

Funds are labelled as *Operating Projects* rather than *General Operations* if it does not make up part of Council's core services or there is a finite funding life required.

Capital Projects

The expenditure included in the *Capital Projects* category is the amount of money Council will invest in the creation of new assets, this can either be the upgrade of existing assets or the creation of new assets. The delivery of Council's *Capital Projects* is in accordance with the Strategic Plan objectives and Capital City responsibilities.

Asset Renewals

The expenditure included in the *Asset Renewals* category is the amount of money Council will invest in maintaining and replacing its existing asset base. Expenditure in the *Asset Renewals* category is driven by the Asset Management Plan. This category would include projects such as road resurfacing and line marking, street and pedestrian lighting, and property minor works.

The *Asset Renewals* category is divided into thirteen sub-categories:

- Roads
- Footpaths
- Kerb and Water Table
- Traffic Signals
- Bridges
- Lighting and Electrical
- Water Infrastructure
- Urban Elements
- Buildings
- Park Lands Assets
- Asset Management Services
- Plant and Fleet
- Information Communications Technology

Property Investments

Council's Property Investments play an important part in meeting Council's strategic objectives for growth in the City and also to provide additional net revenue to Council. This assists with the funding of current expenditure programs and relieves part of the funding requirement on existing ratepayers. Consequently, it is important that both the value of the investments and the returns (both net of borrowings) are protected to avoid adverse impacts with regard to intergenerational equity, rates and expenditure programs in the future. This means that proceeds from asset sales need to be reinvested to ensure that the total Property Investments net asset value is maintained. In addition, new assets need to generate an adequate net return to maintain total net returns to investments.

Net Property Investments are net proceeds from the sale of property. It is only incorporated into the budget or the Long Term Financial Plan if contractually agreed or where there is a clear expectation it will be sold.

INFRASTRUCTURE PROGRAM

3 Year Infrastructure Program (before indexation)	Net Expenditure \$m		
	2016-17	2017-18	2018-19
Enhancements	3.3	2.5	4.6
Asset Renewals			
Roads	6.4	7.3	5.9
Footpaths	2.0	3.6	3.7
Kerb & Water Table	1.5	1.8	3.5
Traffic Signals	1.5	1.8	1.5
Bridges	1.4	0.8	0.3
Lighting & Electrical	2.9	2.8	2.7
Water Infrastructure	4.0	1.5	1.3
Urban Elements	1.9	1.7	2.6
Buildings	3.1	6.1	3.1
Park Lands Assets	3.8	3.1	2.5
Asset Management Services	0.4	0.3	0.5
Plant & Fleet	2.0	1.1	2.3
Information Communications Technology	1.7	1.7	1.6
Total Asset Renewals	32.7	33.5	31.4
Total Infrastructure Management Program	36.0	36.0	36.0
City Transformation Investments	12.9	3.6	-
Capital Works Program Management	6.2	6.3	6.4
Current Year Infrastructure Program	55.0	45.9	42.4
Total Asset Renewals Carry Forwards from 2015-16	4.8		
Infrastructure Program (including Prior Year Carry Forwards)	59.8	45.9	42.4
Adelaide Central Market Authority Asset Renewals Program	1.4		
Total Infrastructure Program (including Prior Year Carry Forwards)	61.2	45.9	42.4

ASSET ENHANCEMENT OPPORTUNITIES

Project Name	Project Description	2016-17 Capital Net Budget (\$'000s)
Chatham, Little Sturt and Willcox Street Improvements	Improve access and increase safety for pedestrians and cyclists along this north-south 'active' cross city link (as outlined in Smart Move) and increase greening and street trees in residential streets.	665
Greener Streets Program	Street greening initiatives including the planting of trees in residential streets where they are supported by the community.	2,400
Victoria Park Activation	Increased intensity of use of Victoria Park due to attend events (Clipsal, Horse Trials, etc.), sporting and casual activities (sports, cycling, current and future café/restaurant tenants) requires lighting of the public areas between buildings, installation of CCTV, security systems, bins, bicycle racks and signage to meet security and amenity needs.	249
	TOTAL	3,314

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Roads				
Bicycle Asset Renewal	Bicycle Line Marking/Greening	•	•	•
Glen Osmond Road	Road Seal & Pavement - Pulteney Street To Greenhill Road	•		
Grote Street	Road Seal & Pavement - West Terrace To Morphett Street	•		
Kintore Avenue	Road Seal & Pavement - Victoria Drive To North Terrace	•		
Gilbert Street	Road Seal - West Terrace To King William Street	•		
Little Sturt Street	Road Seal - Sturt Street To Gilbert Street	•		
Willcox Street	Road Seal - Gilbert Street To South Terrace	•		
Chatham Street	Road Seal - Wright Street To Sturt Street	•		
Palmer Place	Road Seal - North Side To East Side	•		
Ifould Street	Road Seal - Pulteney Street To Frome Street	•		
Ifould Street	Road Seal - Daly Street To Hutt Street	•		
Daly Street	Road Seal - Flinders Street To Wakefield Street	•		
O'Brien Street	Road Seal - Sturt Street To Gilbert Street	•		
Reeces Lane	Road Seal - O'Brien Street to Dead End	•		
Maxwell Street	Road Seal - O'Brien Street To Little Sturt Street	•		
Brougham Place	Road Seal - O'Connell Street To Dead End	•		
Barnard Street	Road Seal - Mills Terrace To Hill Street	•		
Steuart Place	Road Seal - Barnard Street To Dead End	•		
Medindie Road	Road Seal - Lefevre Terrace To Robe Terrace	•		
Hamilton Place & Hurman Street	Road Seal - Morphett Street To Gilbert Street	•		
Percy Court	Road Seal - Gilbert Street To Dead End	•		
Tower Street South & Chapel Street	Road Seal - Tynte Street To O'Connell Street	•		
Coglin Lane	Road Seal & Pavement - Coglin Street To Market Street	•		
O'Halloran Street	Road Seal - South Terrace To Gilbert Street	•		
Pavement Design	Pavement design works for 3 Year Rolling Program	•	•	•
Peacock Road	Road Seal & Pavement - South Terrace To Greenhill Road	•		
Beaumont Road	Road Seal - South Terrace To Dead End	•		
Unley Road	Road Seal & Pavement - South Terrace To Greenhill Road	•		
Lefevre Terrace	Road Seal - Ward Street To Brougham Place	•		
Stanley Street	Road Seal - Lefevre Terrace To Jerningham Street	•		
Melbourne Street	Road Seal & Pavement - Frome Road To New Street	•		
MacKinnon Parade	Road Seal - Jerningham Street To Bundeys Road	•		
Sir Edwin Smith Avenue	Road Seal & Pavement - Pennington Terrace To Frome Road	•		
Lefevre Road	Road Seal - Barton Terrace East To Main North Road	•		

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Roads continued				
Victoria Drive	Road Seal - King William Road To Frome Road	•		
Kermode Street	Road Seal - Palmer Place To King William Street	•		
Childers Street	Road Seal - Hill Street To Jeffcott Street	•		
Finniss Street	Road Seal - Frome Road To Jerningham Street	•		
Sir Lewis Cohen Avenue (inc ST Int)	Road Seal - Greenhill Road To South Terrace	•		
Royal Place (E-W only)	Road Seal - Carrington Street To Pulteney Street	•		
Hack Street & Barton Place	Road Seal - Barton Terrace West To Dead End	•		
Gunson Street	Road Seal - Wakefield Street To Angas Street	•		
Cardwell Street	Road Seal - Halifax Street To Gilles Street	•		
Kate Court	Road Seal - Carrington Street To Halifax Street	•		
Regent Street North	Road Seal - Angas Street To Carrington Street	•		
Angas Street	Road Seal - Frome Street To Hutt Street	•		
Rundle Road	Road Seal & Pavement - East Terrace To Dequettville Terrace	•	•	
East Terrace	Road Seal & Pavement - North Terrace To Grenfell Street	•	•	
Rundle Street	Road Seal - Frome Street To East Terrace	•	•	
Frome Street	Road Seal & Pavement - North Terrace To Grenfell Street		•	•
Victoria Square	Road Seal & Pavement - Victoria Square		•	
Melbourne Street	Road Seal & Pavement - Jerningham Street To Mann Road		•	
Wright Street	Road Seal - West Terrace To Whitmore Square		•	
Sturt Street	Road Seal - West Terrace To Whitmore Square		•	
Morphett/Waymouth Intersection	Road Seal & Pavement - Morphett/Waymouth Intersection		•	
Thomas Street & Wright Court	Road Seal - Morphett Street To Field Street		•	
Blenheim Street	Road Seal - Grote Street To Gouger Street		•	
Lowe Street	Road Seal - Gouger Street To Wright Street		•	
Bank Street	Road Seal - North Terrace To Hindley Street		•	
Glen Osmond Road	Road Seal & Pavement - Pulteney Street To Greenhill Road		•	
Botanic Road	Road Seal & Pavement - East Terrace To Hackney Road		•	
Whitmore Square	Road Seal & Pavement - Whitmore Square		•	
Waymouth Street	Road Seal - West Terrace To Morphett Street		•	
Franklin Street	Road Seal - West Terrace To Morphett Street		•	
Jerningham Street	Road Seal - Melbourne Street To Finniss Street		•	
West Pallant Street	Road Seal - Melbourne Street To Stanley Street		•	
South Terrace	Road Seal - West Terrace to Morphett Street		•	

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Roads continued				
South Terrace	Road Seal - Morphett Street To King William Street		•	
Waymouth Street	Road Seal - Tatham Street To Young Street		•	
Tatham Street	Road Seal - Waymouth Street To Flinders Street		•	
Cannon Street	Road Seal - Waymouth Street To Flinders Street		•	
Young Street	Road Seal - Waymouth Street To Flinders Street		•	
Angas Street	Road Seal - Queen Street To Pulteney Street		•	
Princess Street	Road Seal - Angas Street To Carrington Street		•	
Little Gilbert Street (North Only)	Road Seal - Gilbert Street To Sturt Street		•	
Logan Street	Road Seal - Gilbert Street To Sturt Street		•	
Hamley Street	Road Seal - Gilbert Street To Sturt Street		•	
Marlborough Street	Road Seal - Gouger Street To Grote Street		•	
Oakley Street	Road Seal - Gouger Street To Grote Street		•	
Storr Street	Road Seal - Gouger Street To Grote Street		•	
Churchill Street	Road Seal - Blenheim Street To Marlborough Street		•	
Edward Street	Road Seal - Sturt Street To Dead End		•	
Arthur Street	Road Seal - Sturt Street To Dead End		•	
Frederick Street	Road Seal - Sturt Street To Dead End		•	
George Court (South)	Road Seal - Sturt Street To Dead End		•	
Ranelagh Street	Road Seal - Waymouth Street To Dead End		•	
Mellor Street	Road Seal - Waymouth Street To Dead End		•	
Millers Court	Road Seal - Wright Street To Dead End		•	
Selby Street	Road Seal - Gouger Street To Wright Street		•	
Bartels Street	Road Seal - Gouger Street To Wright Street		•	
Byron Place	Road Seal - Grote Street To Franklin Street		•	
Mansfield Street	Road Seal - Gover Street To Tynte Street		•	
Tynte Street	Road Seal - Wellington Square To O'Connell Street		•	
Claxton Street	Road Seal - Gouger Street To Wright Street		•	
Wakeham/Castle/Ely	Road Seal - Halifax Street To Gilles Street		•	
Prospect Road	Road Seal & Pavement - Barton Terrace West To Robe Terrace		•	
Prince Court & Albert Street	Road Seal - Waymouth Street To Gray Street		•	
Gawler Place	Road Seal & Pavement - Pirie Street To Flinders Street		•	
Bewes Street	Road Seal - Carrington Street To Angas Street		•	
Blackburn Street	Road Seal - Gilles Street To South Terrace		•	

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Roads continued				
Stephens Street & Sanders Lane	Road Seal - Halifax Street To Gilles Street		●	
Cardwell Street	Road Seal - McLaren Street To Halifax Street		●	
McLaren Street	Road Seal - Cardwell Street To Hutt Street		●	
Regent Street South	Road Seal - Halifax Street To Dead End		●	
Eden Street	Road Seal - Carrington Street To Angas Street		●	
Currie Street	Road Seal & Pavement - West Terrace To King William Street	●	●	●
Grenfell Street	Road Seal & Pavement - King William Street To Frome Street	●	●	●
Grenfell Street	Road Seal & Pavement - East Terrace To Frome Street	●	●	●
Jeffcott Street	Road Seal & Pavement - Barton Terrace West To Montefiore Hill	●	●	●
Jeffcott Road	Road Seal & Pavement - Barton Terrace West To Park Terrace	●	●	●
King William Street	Road Seal & Pavement - Gouger Street To South Terrace			●
Morphett Street	Road Seal & Pavement - Whitmore Square To South Terrace			●
Morphett Street	Road Seal & Pavement - Waymouth Street To Wright Street			●
Wakefield Street	Road Seal & Pavement - Victoria Square To Pulteney Street			●
Wakefield Street	Road Seal & Pavement - Pulteney Street To Hutt Street			●
Myers Street	Road Seal - Sturt Street To Dead End			●
Market Street	Road Seal - Gouger Street To Wright Street			●
Kent Street	Road Seal - Carrington Street To Dead End			●
Nelson Street	Road Seal - Carrington Street To Dead End			●
Sydney Place	Road Seal - Halifax Street To Dead End			●
Queen Street	Road Seal - Carrington Street To Halifax Street			●
Pirie Street	Road Seal - Hindmarsh Square To Frome Street			●
Pirie Street	Road Seal - Frome Street To Hutt Street			●
Barnard Street	Road Seal - Hill Streeet To Wellington Square			●
Pitt Street	Road Seal - Franklin Street To Grote Street			●
Chesser Street	Road Seal - Grenfell Street To Pirie Street			●
Morphett Street	Road Seal & Pavement - Hindley Street To Currie Street			●
Ward Street	Road Seal - Jeffcott Street To O'Connell Street			●
Gladstone Street	Road Seal - Carrington Street To Dead End			●
St Helenas Place	Road Seal - Carrington Street To Halifax Street			●
Molesworth Street	Road Seal - Mills Terrace To Hill Street			●
Main North Road	Road Seal & Pavement - Barton Terrace West To Robe Terrace			●
Gilles Street	Road Seal - Hutt Street To East Terrace			●
St John's Lane	Road Seal - South Terrace To Gilles Street			●
Vincent Street	Road Seal - South Terrace To Gilles Street			●
Royal Avenue	Road Seal - Gilles Street To Dead End			●

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Footpaths				
Footpath Design	Design for future projects: Whitmore Square; Gawler Place; Park 6; Park 21; Bank Street, North Terrace; Thomas Steet; Pirie Street, 2019/20.	•	•	•
Infrastructure Adjacent Developments	Footpath Renewal - Co-contribution with developments	•	•	•
Frome Street	Footpath Renewal - Wakefield Street To Angas Street	•		
Gilles Street	Footpath Renewal - Hutt Street To East Terrace	•		
Ifould Street	Footpath Renewal - Frome Street To Daly Street	•		
Kingston Terrace East	Footpath Renewal - Mann Terrace To Dead End	•		
Mann Terrace	Footpath Renewal - Kingston Terrace To Stanley Street	•		
McLaren Street	Footpath Renewal - Hutt Street To Regent Street	•		
Park 9	Footpath Renewal - Park Lands Trail	•		
Regent Street North	Footpath Renewal - Angas Street To Carrington Street	•		
Waymouth Street	Footpath Renewal - King William Street To Topham Mall	•		
Pirie Street	Footpath Renewal - Gawler Place To Wyatt Street	•		
Whitmore Square	Footpath Renewal	•		
River Torrens Linear Park	Safety Improvements	•		
Bank Street	Footpath Renewal - North Terrace To Hindley Street		•	
Frome Street	Footpath Renewal - Rundle Street To Grenfell Street		•	
Gawler Place	Footpath Renewal - North Terrace To Pirie Street		•	
Hutt Road	Footpath Renewal - Glen Osmond Road To Greenhill Road		•	
MacKinnon Parade	Footpath Renewal - Mann Terrace To Colley Street		•	
Park 20	Footpath Renewal - Park Lands Trail		•	
Park 6	Footpath Renewal - Robe Terrace To Public Toilet		•	
Roper Street	Footpath Renewal - Flinders Street To Wakefield Street		•	
Strangways Terrace	Footpath Renewal - Hill Street To Ward Street		•	
Botanic Road	Footpath Renewal - Hackney Road To East Terrace		•	
Franklin Street	Footpath Renewal - Morphett Street To Byron Place		•	
Victoria Square	Footpath Renewal - Perimeter		•	
Hindmarsh Square	Footpath Renewal		•	
Hurtle Square	Footpath Renewal		•	
Thomas Street	Footpath Renewal - Morphett Street To Wright Court		•	
Oakley Street	Footpath Renewal - Grote Street To Gouger Street		•	
Grenfell Street	Footpath Renewal - King William Street To Pulteney Street	•	•	•
Alfred Street	Footpath Renewal - West Terrace To Lowe Street			•
Arthur Street	Footpath Renewal - Sturt Street To Dead End			•

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Footpaths continued				
Franklin Street	Footpath Renewal - Morphett Street To Byron Place			•
Hill Street	Footpath Renewal - Moleswroth Street To Buxton Street			•
King William Street	Footpath Renewal - Wright Street To Sturt Street			•
Mills Terrace	Footpath Renewal - Buxton Street To Barnard Street			•
Molesworth Street	Footpath Renewal - Mills Terrace To Hill Street			•
Wakefield Street	Footpath Renewal - Pulteney Street To Frome Street			•
St Helenas Place	Footpath Renewal - Carrington Street To Halifax Street			•
Pirie Street	Footpath Renewal - Wyatt Street To Pulteney Street			•
Kerb & Water Table				
Kerb & Water Table Design	Design for Kerb & Water Table Projects	•	•	•
Grote Street	Kerb & Water Table Renewal - West Terrace To Morphett Street	•		
Gilbert Street	Kerb & Water Table Renewal - West Terrace To King William Street	•		
Palmer Place	Kerb & Water Table Renewal - North Side To East Side	•		
Ifould Street	Kerb & Water Table Renewal - Daly Street To Hutt Street	•		
Ifould Street	Kerb & Water Table Renewal - Pulteney Street To Frome Street	•		
Kintore Avenue	Kerb & Water Table Renewal - Victoria Drive To North Terrace	•		
Kermode Street	Kerb & Water Table Renewal - Palmer Place To King William Street	•		
Willcox Street	Kerb & Water Table Renewal - Gilbert Street To South Terrace	•		
Peacock Road	Kerb & Water Table Renewal - South Terrace To Greenhill Road	•		
Lefevre Terrace	Kerb & Water Table Renewal - Ward Street To Brougham Place	•		
Frome Street	Kerb & Water Table Renewal - North Terrace To Grenfell Street		•	•
Wright Street	Kerb & Water Table Renewal - West Terrace To Whitmore Square		•	
Sturt Street	Kerb & Water Table Renewal - West Terrace To Whitmore Square		•	
Blenheim Street	Kerb & Water Table Renewal - Grote Street To Gouger Street		•	
Victoria Square	Kerb & Water Table Renewal		•	
Waymouth Street	Kerb & Water Table Renewal - West Terrace To Morphett Street		•	
Jerningham Street	Kerb & Water Table Renewal - Melbourne Street To Finnis Street		•	

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Kerb & Water Table continued				
Waymouth Street	Kerb & Water Table Renewal - Tatham Street To Young Street		●	
Young Street	Kerb & Water Table Renewal - Waymouth Street To Flinders Street		●	
South Terrace	Kerb & Water Table Renewal - West Terrace To Morphett Street		●	
South Terrace	Kerb & Water Table Renewal - Morphett Street To King William Street		●	
Whitmore Square	Kerb & Water Table Renewal - Morphett Street To Bartels Street		●	
Franklin Street	Kerb & Water Table Renewal - West Terrace To Morphett Street		●	
Glen Osmond Road	Kerb & Water Table Renewal - Pulteney Street To Greenhill Road		●	
Claxton Street	Kerb & Water Table Renewal - Gouger Street To Wright Street		●	
Prospect Road	Kerb & Water Table Renewal - Barton Terrace West To Fitzroy Terrace		●	
O'Connell/Barton Terrace Intersection	Kerb & Water Table Renewal - Intersection Pram Ramps		●	
O'Connell Street	Kerb & Water Table Renewal - Main North Road To Barton Terrace East		●	
Jeffcott Street (North)	Kerb & Water Table Renewal - Barton Terrace West To Wellington Square	●	●	●
Jeffcott Street (South)	Kerb & Water Table Renewal - Wellington Square To Montefiore Hill	●	●	●
King William Street	Kerb & Water Table Renewal - Gouger Street To South Terrace	●	●	●
Morphett Street	Kerb & Water Table Renewal - Gilbert Street To South Terrace		●	●
Morphett Street	Kerb & Water Table Renewal - Waymouth Street To Wright Street		●	●
Grenfell Street	Kerb & Water Table Renewal - King William Street To Frome Street			●
Currie Street	Kerb & Water Table Renewal - West Terrace To King William Street			●
Pirie Street	Kerb & Water Table Renewal - Hindmarsh Square To Frome Street			●
Pirie Street	Kerb & Water Table Renewal - Frome Street To Hutt Street			●
Wakefield Street	Kerb & Water Table Renewal - Pulteney Street To Hutt Street			●
Wakefield Street	Kerb & Water Table Renewal - Victoria Square To Pulteney Street			●
Jeffcott Road	Kerb & Water Table Renewal - Barton Terrace West To Park Terrace			●
Myers Street	Kerb & Water Table Renewal - Sturt Street To Dead End			●
St Helena Place	Kerb & Water Table Renewal - Carrington Street To Halifax Street			●
Molesworth Street	Kerb & Water Table Renewal - Wellington Square To Hill Street			●
Royal Avenue	Kerb & Water Table Renewal - Gilles Street To Dead End			●

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Traffic Signals				
Traffic Improvements (Minor)	Minor traffic improvements associated with traffic signals.	•	•	•
Traffic Signal Pedestrian Improvements	Upgrade and replacement of audio tactiles and push-button assemblies in line with DDA compliance, as well as installing Pedestrian Countdown Timers.	•	•	•
SCATS, CCTV and Traffic Loop Installation	Continued SCATS network improvements and installation of traffic signal CCTV cameras to link with SA Government and SA Police.	•	•	•
Controller Replacement Program	Replacement of existing controllers which are reaching the end of their economic and technological asset life to maintain effective signal operation.	•	•	•
Lantern Replacement Program	Upgrade old and failing signal lanterns to LED aspects/lanterns which have reached the end of their asset life expectancy.	•	•	•
Traffic Signal Infrastructure Renewals	Upgrade or replacement of traffic signal intersection infrastructure including cables, controllers, lanterns, detectors etc.	•	•	•
Black Spot Funding Program - Traffic Signals	Road safety improvements at high risk locations with support of government funding.	•	•	•
Bridges				
Adelaide Bridge Rehabilitation	Concrete repairs, waterproofing and asphalt renewal of bridge deck, kerb and water table renewal, cleaning and painting of superstructure.	•		
Structural Design	Structural design for renewal projects to be delivered in 2017/18.	•	•	•
Albert Bridge Stringer Installation	Stringer installation.		•	
Morphett Bridge Rehabilitation Works	Waterproofing and asphalt renewal of bridge deck, repairs to southern abutment walls.		•	
Victoria Bridge Rehabilitation Works	Waterproofing and asphalt renewal of bridge deck.		•	
University Footbridge Rehabilitation Works	Repair hold down bolts and bearing plates, replace midspan cantilever pin.		•	
Weir No. 3 Footbridge Deck Renewal	Replace bridge deck wearing surface.		•	
Port Road Bridge Rehabilitation	High pressure cleaning, minor abutment repairs, bearing repairs.			•
Morphett Bridge Design	Structural design of vehicle barriers, balustrade and handrail.			•
Park 20 Footbridge Renewal	Footbridge renewal.			•
Park 15 Footbridge Renewal	Footbridge renewal.			•

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Lighting & Electrical				
Compliance Remediation	Safety earthing reinforcement to ensure ongoing compliance.	•		
LED Lighting	Network design and project scoping.	•		
CCTV Camera	Conversion of analogue to digital cameras.	•		
Bartels Road	PLEC project - undergrounding of powerlines.	•		
Cable & Switchgear Renewal	Renewal of deteriorating cabling.		•	
HID to LED Luminaire Conversion	Produce the design specification for the conversion of the existing HID lighting to new LED lighting system; Concurrent multiple work packages, e.g. Park Lands, Residential Streets, Non-residential Streets.		•	•
Condition Audit	Full condition and performance audit and renewal specification on base equipment, field located fibre optic equipment and cabling.		•	
Cable & Switchgear Renewal AS/NZS 3000 Certification	1st phase of full renewal of deteriorated cabling and equipment identified during the 2016/17 earthing reinforcement works.			•
Water Infrastructure				
Gross Pollutant Trap Programme (GPT)	Implementation of Council's gross pollution trap programme delivering water quality benefits to the River Torrens and Park Land watercourses. Feasibility and design (2016/17) and installation (2017/18) of a new gross pollutant trap on the Hutt Street stormwater drain servicing the south eastern catchment of the CBD. The GPT unit will be located in Park 17 and will be designed in accordance with the Park Lands Creek Masterplan (2015/16).	•	•	
Creek Rehabilitation	Program to renew the Park Lands creek water course from Park 17 to Park 19 based on physical condition, public safety, function and capacity/utilisation. 2016/17 - Park 17, 2017/18 - Park 17/18, and 2018/19 - Park 18.	•	•	•
River Torrens Bank Stability Works -Tainmundilla Priority Area 1	Installation of earth retaining structures, erosion control, bank and landscaping to the northern bank of Torrens Lake in Tainmundilla to remediate existing bank erosions and slippage and prevent future instability of the Torrens Lake bank.	•		
Underground Drainage Rehabilitation	Renewal of existing underground stormwater drainage infrastructure at various locations in city streets and Park Lands as identified by infrastructure failure incidents. It also includes First Creek culvert renewal.	•		

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Water Infrastructure continued				
Water Quality Infrastructure Equipment Replacement	Renewal of water quality equipment components based on physical condition and utilisation. 2016/17 - renewal of Kintore Ave, Glover Ave, North Terrace GPT pollutant collection baskets and floating islands. 2017/18 - replacement of Peacock Road bio retention basin media and associated vegetation, Frome Road GPT pollutant collection basket & Biological Filtration Plant pumps. 2018/19 - renewal of separation screens and access lids of Morphett Street, Glover Avenue and Botanic Road GPT units.		•	•
Torrens Lake Weir	Renewal of structural, electrical, mechanical and electronic components of Torrens Lake Weir. Renewal of gate motor wiring circuit.			•
Torrens Lake Water Body	Renewal of components of the timber anchored sheet pile wall beneath northern abutment of the railway bridge downstream of Torrens Lake Weir.			•
Urban Elements				
Parking Ticket Machines	Renewal of parking ticket machines.	•	•	•
Park Lands Recreational Program	Repairs and improvements to recreational elements within the Park Lands upgrading community courts and shared community/licensed courts. 2016/17 - Park 19 removal of 2 existing courts and renewal of 2 existing courts; 2017/18 - Park 22 upgrade/renew 2 existing netball courts to community multi use courts. 2018/19 - Renew/upgrade Park 27 existing netball courts to multiuse courts.	•	•	•
Retaining Wall Renewal	Continual program to undertake repairs to the Council's 3500 m² of stone retaining walls to ensure structural integrity and aesthetic appearance along the River Torrens, the majority of the walls are downstream from the Albert Bridge to Jolly's Boat House.	•	•	•
Furniture Program - Urban	Ongoing renewal program of furniture including seats, bike rack, bollards, bins etc. in urban streets.	•	•	•
Furniture Program - Park Lands	Ongoing renewal program of furniture including BBQs, fences, drinking fountains, seats, bike rack, bollards, bins etc. in the Park Lands.	•	•	•

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Urban Elements continued				
Playspace & Playground Equipment Renewal	2016/17 - Stage 2 of the renewal and transfer of the Park 10 Playspace to Park 9, renewal of Park 15 Playspace stage 1.	●	●	●
Urban Elements Renewal Forward Design	2016/17 - Initiation of Park 22 upgrade/renew 2 existing netball courts to community multiuse courts.	●	●	●
Signage Program (Park Lands) Wayfinding	Replacement of existing signs with Wayfinding Signage (as per the Strategy) in the Park Lands.	●	●	●
Signage Program (Urban) Wayfinding	Replacement of existing signs with Wayfinding Signage (as per the Strategy) in the city streets. It is expected that this staged program is completed in 2018/19.	●	●	●
Statue, Memorial and Fountain Renewal Program	Restoration of "Captain Charles Sturt" Statue, "John McDouall Stuart" Statue - Victoria Square and "Lie of the Land" - Sir Donald Bradman Drive.	●		
Statue, Memorial and Fountain Renewal Program	Restoration of "The Couple" Statue located in Walyo Yerta (Park 21), Restoration of "The Slide" Sculpture located in Rundle Mall, Restoration of "Voyagers" Memorial - Whitmore Square, Restoration of "Sir Donald Bradman" Statue/Memorial Adelaide Oval Environs, Restoration of Gouger St Artworks, Restoration Pita Wodli Park 27 Restoration of Naval Memorial and Plaques.		●	
Statue, Memorial and Fountain Renewal Program	Restoration Hindmarsh Square Interactive Artworks, Restoration Leigh St Plaques, Restoration Elder Park Fountain Park 26 Restoration Creswell Fountain Park 26.			●

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Buildings				
Adelaide Central Bus Station	Adelaide Central Bus Station and UPark - Lighting upgrade (matched funding to be agreed with Sustainability).		•	
Aquatic Centre Property Renewals	Aquatic Centre including garden - Southern Male and Female toilet upgrade.	•		
Colonel Light Centre Renewal Program	Colonel Light Centre renewals.	•	•	•
Commercial Property Renewals	PR40138B - Pavilion On The Park Restaurant - 2016/17 - Detail design of roof and plant room closure and business case to deliver in 2017/18.	•	•	
Facility Building Renewals	Gardeners Shed (Bonython Park & Palmer Gardens) - Renewal works including external structural and electrical.		•	•
Facility Building Renewals	General renewals to facilities - Renewal works including external structural and electrical and interior finishes.			•
North Adelaide Golf Links Clubhouse	North Adelaide Golf Links Clubhouse - Car Park Design (DDA and improvements to access the building), Par 3 toilets upgrade and design for additional toilets within the course.	•		
North Adelaide Library / Post Office	North Adelaide Library - North Adelaide Post Office - Design Heritage consultant design for building restoration project. Delivery in 2017/18.	•	•	
Public Conveniences Renewal Program	Gover Playground (Park 15).	•		
Public Conveniences Renewal Program	Rundle Street East.	•	•	
Public Conveniences Renewal Program	Marshmallow Park (Park 19).			•
Rymill Park	Concept and design for kiosk and surrounding area.	•		
Security	Integrity security hardware upgrade - Auto door locking and alarm system upgrades.	•		
Town Hall Complex - Kitchen works	Commercial kitchen upgrade.	•		
Town Hall Complex - Mechanical Works	Mechanical works - basement cool room in Year 1 and general mechanical works.	•		•
Town Hall Complex Renewal Program	Repainting and refurb of function areas of Town Hall.	•		
Town Hall Complex - Floor Finishes	Colonel Light Room and Council Chamber carpet.	•		
Town Hall Complex Renewal Program	Furniture Renewal and Civic Collection.	•		
Town Hall Complex - Bell Refurbishment	Year 1 - Design of Bell Tower and façade refurbishment, Year 2 - Works.	•	•	
Town Hall Complex	Façade conservation.		•	•
Town Hall Complex	Eagle/Gladstone/Queens Chamber - Façade conservation.		•	•
Town Hall Complex	Redecorations and floor finishes - Entrance foyer and members areas.			•
Town Hall Complex	Organ service and Civic Collections.			•

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
U-Park Renewals	Rundle Street Car Park - Lighting upgrade.	•		
U-Park Renewals	Rundle Street Car Park - Painting steel beams and upgrade signage.	•		
U-Park Renewals	Topham Car Park and Mall - Lighting upgrade in Archives basement.	•		
U-Park Renewals	Topham Car Park and Mall - Entry to UPark upgrade.		•	
U-Park Renewals	Wyatt Street Car Park - Façade replacement.		•	
Veale Gardens	Detailed design proposals.	•		
Victoria Park Heritage Grandstand	Victoria Park Heritage Stand - Prioritised heritage renewal items.	•	•	•
Prioritised CCTV Renewal Program (Analogue to Digital)	CCTV upgrade from analogue to digital.	•	•	•
Park Lands Assets				
Streetscape Landscape Program	Streetscape Landscape Program.	•		
Nature Strips & Verges Redevelopment Program	Nature Strips and Verges Redevelopment Program.	•		
Irrigation Management Program	Irrigation Management Program.	•		
Park Lands Landscape Program	Park Lands Landscape Program.	•		
Tree Management Program	Tree Management Program.	•	•	•
Park Lands Landscape Program	Park Lands Landscape Program.		•	
Golf Course Irrigation - South Course	South Course irrigation.	•		
Rymill Lake Liner	Replacement of liner.		•	
Streetscape Management			•	
	Tree base maintenance.			•
	WSUD installation pits.			•
	WSUD installation new pits.			•
	Streetscape Renewals large.			•
	Streetscape Renewals small.			•
	Nature Strip Program.			•
Renewal of Irrigation Systems and Components	Renewal of irrigation systems and components.			•
	Park Lands upgrade functionalities of irrigation system.			•
	Streetscape systems renewals.			•
Renewal of Park Lands and Squares Landscapes and Turf Rejuvenation Works	Turf management.			•
	Garden bed renewals.			•

ASSET RENEWALS PROGRAM

Project Name	Project Description	Year(s) of Delivery		
		2016-17	2017-18	2018-19
Asset Management Services				
Condition Audit & Rolling Revaluation Schedule	Building Valuations and Condition Audits, Road Condition Audit, Stormwater Asset Valuations, Bridges, Traffic Signals, Public Lighting, Monuments, Irrigation, Retaining Wall Assets Condition Audits and Valuations.	•	•	•
Asset System Roadmap Implementation	Optimised decision making tool and Plant & Fleet , Asset Management Systems Integration with other corporate systems.	•		
ISO 55000 / 1 / 2 Implementation	ISO Certification.	•		
Plant & Fleet				
Plant and Fleet Renewal	Replacement of major plant, light fleet and minor equipment.	•	•	•
Library Books	Renewal of Library Books, ensuring the collection is responsive and relevant to the information needs of the customers.	•	•	•
Information Communications Technology				
Server Replacement	Ongoing program to maintain and upgrade data centre and disaster recovery equipment consisting of servers, data storage equipment, power supply, backup devices. Equipment is replaced on a 5-year cycle, extended with warranty extension where cost effective.	•	•	•
Network Connectivity and Security	Ongoing program to maintain and upgrade the corporate data network consisting of fibre optic connections, networking equipment (switches) and network security protection systems.	•	•	•
Telecommunications System Upgrade	Ongoing program to maintain and upgrade the corporate telephone systems including desktop telephone handsets.	•	•	•
Corporate PC and Desktop Replacement	Ongoing program to maintain and upgrade the corporate desktop equipment fleet consisting of PCs, laptops and other desktop equipment (monitors, peripherals). PCs and laptops are replaced every 4 years on a rotating basis and peripherals are replaced when obsolete.	•	•	•
Printer and Photocopier Replacement	Ongoing program to maintain and replace the corporate fleet of 35 multi-function devices (MFDs) and printer equipment. MFDs are replaced every 7 years as per the suppliers' obsolescence requirement.	•	•	•
Corporate Applications	Ongoing program to maintain and upgrade corporate software applications including replacement when the corporate software become obsolete or unsupported.	•	•	•

2015-16 ASSET RENEWALS CARRY FORWARDS

Project Name	Project Description
ASSET RENEWALS	
Roads	
Bicycle asset renewal	Renewing the cyclist conflict points with green paint.
Footpaths	
Torrens Linear Trail Safe	Torrens Linear Trail Safety Improvements.
Footpaths - Flinders Street: Gawler Place to Freemasons	Flinders Street: Gawler Place to Freemasons.
Footpaths - Ward St: North side Strangways Tce to Jeffcott St	North side from Strangways Terrace to Jeffcott Street.
Traffic Signals	
SCATS, CCTV and Traffic Loop Installation	Continued SCATS network improvements and installation of traffic signal CCTV cameras to link with SA Government and SA Police.
Black Spot Funding Program - Traffic Signals	Road safety improvements at high risk locations with support of government funding.
Bridges	
Structural Design Bridge Renewal Project	Structural Design for the Bridge Renewal Project.
Bonython Park/Tulya Wardli (Park 27) - Footbridge	Renewal of bridge wearing surface and upgrade of approach and bridge balustrading to meet compliance of Weir No. 2 Footbridge.

2015-16 ASSET RENEWALS CARRY FORWARDS

Project Name	Project Description
ASSET RENEWALS	
Lighting & Electrical	
Park Lands Lighting Upgrade	Upgrade of lighting along the Uni Loop (Park 10) and Dog park (Park 6).
Water Infrastructure	
Creek Rehabilitation	Staged program to renew the Park Lands Creek water course from Tuthangga (Park 17) to Kurangga (Park 20) (beginning with Tuthangga (Park 17) in 2015-16).
Underground Drainage Rehabilitation	Renewal of existing underground stormwater drainage infrastructure at various locations in city streets and Park Lands as identified by infrastructure failure incidents. New stormwater drainage infrastructure for Frew Street / Sturt Street - Ergo Apartments. New drain and associated costs for dumping of contaminated soil in Bonython Park/Tulya Wardli. Flood mitigation measures on South Terrace including additional inlet pits and surge culvert on Hutt Road.
East Terrace Drainage Improvements	Continuation and completion of drainage works from 2014-15.
Urban Elements	
Parking Ticket Machines	Renewal of Parking Ticket Machines.
Playspace & Playground Equipment Renewal (Park 15)	Renewal and upgrade of playspace equipment in Park 15.
Piccanniny Fountain	Restoration of "Piccanniny" Fountain.
Staged upgrade of Warnpangga (Park 10) Playspace	Relocate and upgrade Warnpangga (Park 10) Playspace to Tidlangga (Park 9) as per the Playspace Action Plan and poor condition age of Warnpangga (Park 10) equipment.
Colonel Light Memorial	Renewal of the lighting components for Colonel Light Memorial and Pond.

2015-16 ASSET RENEWALS CARRY FORWARDS

Project Name	Project Description
ASSET RENEWALS	
Buildings	
Town Hall Building Renewals	Building renewals including compliance works, roof access walkways, floor finishes, redecorations and minor works.
Park Land Buildings - Horticultural Veale Gardens - Walyu Yarta (Park 21)	Improvement to the Horticultural staff facilities in Veale Gardens and Conservatory Buildings.
Lounders Boat Shed	Lounders Boat Shed renewal works.
Adelaide Town Hall	Queen Adelaide Room - proposed redecorations, furnishings and lighting to celebrate ACC 175th Anniversary.
Park Land Buildings - (Nursery Site) Warnpangga (Park 10)	Rectification of stormwater management to meet EPA compliance issues.
U Park Building Renewals	Renewal works include lifts, fire, hydraulic and mechanical services, interior finishes and exterior and sundries.
London Road Depot	Renewal works include general building renewals including lift upgrade, fire, gas, hydraulic and mechanical services, interior and exterior finishes and sundries.
Victoria Park Heritage Grandstand	Victoria Park Building renewals.
North Adelaide Library Mechanical and Minor Works	Mechanical and minor renewals.
Public Conveniences - General Renewals	Prioritised Public Convenience renewals.
Building Assets - Building Management System	Building Assets - IT Management Systems - Building Management System - 22 Sites.
Town Hall/Council Chambers/Function Centre/Prince Alfred Chambers	Garden Bed Renewal - Town Hall Café.
Victoria Park Buildings	Delivery of the Bookmakers League and Kiosk.
Veale Gardens Conservatory Investigation	Future planning and demolition of the conservatory.
Adelaide Aquatic Centre CCTV	Removal of identified Asbestos Priorities (Asbestos Management Plan - P1 - P4).
London Road Depot Battery Storage	Installation of battery storage at London Road Depot.

2015-16 ASSET RENEWALS CARRY FORWARDS

Project Name	Project Description
ASSET RENEWALS	
Park Lands Assets	
Streetscape Landscape Program	Ongoing program to upgrade plantings and irrigation systems in streetscapes.
Park Lands Landscape Program	Renewal of Park Lands and squares landscapes and turf rejuvenation works.
Asset Management Services	
Mobile Solution for Asset Management	Roll out of Mobile solution infrastructure for Asset Management.
Asset Management Strategy/ISO55000 Implementation	To support the implementation of the Asset Management Strategy & ISO55000 Certification.
Plant and Fleet	
Town Hall Equipment	Minor capital equipment renewals for the Town Hall.

CITY TRANSFORMATION INVESTMENTS

Project Name	Project Description	2016-17 Capital Net Budget (\$'000s)	2017-18 Capital Net Budget (\$'000s)
Carbon Neutral Adelaide (Capital Projects)	Progress climate change initiatives to deliver Adelaide City Council and the State Government's shared vision for the City of Adelaide to be the world's first carbon neutral City.	440	-
Gawler Place Redevelopment	Development of concept options, detailed design and initial construction funding for an upgrade of Gawler Place North and South (between North Terrace and Grenfell Street).	1,850	6,000
Hindley Street (Stage 2)	Rejuvenation of Hindley Street (Stage 2) with focus on activation of public spaces through improved facilities that will contribute to the quality, amenity and utilisation of the west end.	1,250	-
Kintore Avenue Memorial Walk	To provide a focal point for remembrance and reflection on the sacrifice made by Australian Defence Forces in WW1, and to provide interpretive material that will assist in educating future generations on a significant time in our country's history.	500	500
Smart City	Smart City is a key outcome of Council's objective to enhance the City experience - putting people at the centre of everything and growing a smart, liveable and sustainable city with a strong sense of connectedness enabled by smart technology.	4,650	2,650
Smart Organisation	A Smart Organisation supports a Smart City, allowing us to interact and collaborate with community, partners and key stakeholders to transform the way we work together to provide a great experience for city users.	4,170	450
	TOTAL	12,860	9,600

ANALYSIS OF CAPITAL EXPENDITURE

Net Outlays on Existing Assets

The following table summarises capital outlays on existing assets in accordance with local government sector guidelines.

Net Outlay on Existing Assets	2016-17 Budget \$'000	2015-16 Forecast \$'000
Gross Expenditure on Renewal / Replacement of Assets	49,779	45,082
Gross Expenditure on Renewal / Replacement of Subsidiary Assets	1,400	-
Depreciation	(38,291)	(35,215)
Proceeds from Sale of Replaced Assets	(852)	(1,389)
Amounts received specifically for Renewal / Replacement of Assets	(1,916)	(2,188)
EQUALS: Net Outlays on Existing Assets	10,120	6,290

Asset sustainability is best measured by comparing renewal and replacement capital expenditure with the optimal level identified in a soundly based Infrastructure and Asset Management Plan (IAMP). This approach should be used where a council is satisfied with the rigor of its IAMP.

Council's IAMP predicts infrastructure consumption and renewal needs and considers new infrastructure needs to meet future community service expectations. The Plan is subject to a rigorous process of consultation and evaluation. Key elements of the process are as follows:

- Long term capital planning which integrates with the Council's Strategic Management Plans;
- Listing of all known capital projects, prioritised within classes of assets on the basis of evaluation criteria; and
- Transparent process for evaluating and prioritising capital projects.

Net Outlays on New and Upgraded Assets

The following table summarises capital outlays on new and upgraded assets in accordance with local government sector guidelines.

Net Outlay on New and Upgraded Assets	2016-17 Budget \$'000	2015-16 Forecast \$'000
Gross Expenditure on New / Upgraded Assets	17,451	8,494
Gross Expenditure on New / Upgraded Subsidiary Assets	300	-
Proceeds from Sale of Surplus Assets	-	-
Amounts received specifically for New / Upgraded Assets	-	(1,016)
EQUALS: Net Outlays on New and Upgraded Assets	17,751	7,478

Ongoing maintenance and depreciation expenses associated with capital expenditure for new and upgraded assets are factored into Council's Long Term Financial Plan.



LONG TERM FINANCIAL PLAN

A high level 10 Year Long Term Financial Plan has been developed as part of Council's ongoing financial planning to assist Council to plan within a longer term strategic framework.

Key inputs and influences on the Long Term Financial Plan include:

- An assessment of Council's current financial position for achieving longer term financial sustainability;
- Alignment with the Strategic Plan;
- Council's Governance Principles;
- Consideration of Council's appropriate role and responsibilities;
- Alignment with Council Programs;
- Alignment with Corporate Programs and internal support strategies;
- Alignment with agreed service provision and delivery standards;
- Alignment with Revenue and Financing guidelines, including the Rating Policy and Treasury Policy;
- Alignment with Infrastructure and Asset Management Plans; and
- Costing of proposed strategies before they are agreed.

The specific assumptions and outcomes underpinning the Long Term Financial Plan are:

- Rates growth, on average, is assumed in line with forecast inflation, excluding new development;
- Other revenue and expenditure growth, on average, is assumed in line with forecast inflation;
- Statutory charges reflect dollar increments or percentage increases as specified by statute;
- Parking increases correspond with recommended discrete dollar increments;
- Salaries and wages are forecasted based on current and expected enterprise agreement outcomes; and
- Capital expenditure is in line with Council targets, with the Asset Management expenditure based on Council's draft 10 Year Infrastructure and 3 Year Asset Management Plans.

The following page shows Council's Long Term Financial Plan.

LONG TERM FINANCIAL PLAN

	2015.16 Forecast \$'m	2016.17 Budget \$'m	2017.18 Plan \$'m	2018.19 Plan \$'m	2019.20 Plan \$'m	2020.21 Plan \$'m	2021.22 Plan \$'m	2022.23 Plan \$'m	2023.24 Plan \$'m	2024.25 Plan \$'m	2025.26 Plan \$'m
BUSINESS OPERATIONS											
Revenue	42.9	44.2	45.2	46.4	47.5	48.5	49.4	50.4	51.4	52.5	53.5
Expenditure	(19.5)	(19.9)	(20.3)	(20.8)	(21.4)	(21.8)	(22.2)	(22.7)	(23.1)	(23.6)	(24.1)
Total Business Operations	23.4	24.3	24.9	25.5	26.2	26.7	27.2	27.8	28.3	28.9	29.5
GENERAL OPERATIONS											
General Rates	94.9	95.2	98.3	101.7	105.3	108.4	111.7	115.0	118.5	122.0	125.7
Revenue	34.7	33.4	34.2	35.0	35.9	36.6	37.4	38.1	38.9	39.7	40.5
Total Operating Expenditure	(94.3)	(99.1)	(101.3)	(103.8)	(106.4)	(108.6)	(110.7)	(112.9)	(115.2)	(117.5)	(119.9)
Interest on (Borrowing) / Deposits	(0.6)	-	(1.5)	(1.7)	(1.6)	(1.5)	(1.4)	(1.3)	(1.2)	(1.0)	(0.9)
Total General Operations	34.6	29.5	29.7	31.3	33.2	35.0	36.9	38.9	41.0	43.1	45.4
AMOUNT AVAILABLE FOR PROJECTS	58.0	53.9	54.6	56.8	59.3	61.7	64.2	66.7	69.3	72.0	74.8
Funding Initiatives & Operating/Capital Projects	(16.7)	(11.7)	(12.0)	(12.3)	(12.6)	(12.8)	(13.1)	(13.4)	(13.6)	(13.9)	(14.2)
Infrastructure Renewal Program	(28.9)	(36.0)	(36.8)	(37.8)	(38.7)	(39.5)	(40.3)	(41.1)	(41.9)	(42.7)	(43.6)
Capital Works Program Management	(6.1)	(6.2)	(6.3)	(6.5)	(6.6)	(6.8)	(6.9)	(7.0)	(7.2)	(7.3)	(7.5)
City Transformation Investments	-	(12.9)	(9.6)	-	-	-	-	-	-	-	-
Repayment of Fixed Term Borrowings	-	-	(1.9)	(2.3)	(2.4)	(2.5)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)
Surplus/(Deficit) Current Year	6.3	(12.9)	(12.0)	(2.0)	(1.0)	0.1	1.3	2.5	3.8	5.2	6.6
Carry Forwards Previous Year	(12.6)	(8.6)									
Surplus Cash/(New Borrowings)	(6.3)	(21.5)	(12.0)	(2.0)	(1.0)	0.1	1.3	2.5	3.8	5.2	6.6
Subsidiary Operations*	(0.1)	(0.6)									
Adelaide Central Market Authority Asset Renewal Program		(1.4)									
Adelaide Central Market Authority Capital Projects		(0.3)									
Surplus Cash/(New Borrowings) including Subsidiaries	(6.4)	(23.9)	(12.0)	(2.0)	(1.0)	0.1	1.3	2.5	3.8	5.2	6.6
Net Cash/Borrowings At End of Year	(16.9)	(40.8)	(51.0)	(50.7)	(49.3)	(46.7)	(42.8)	(37.6)	(31.0)	(22.9)	(13.3)

*Rundle Mall Management Authority and Adelaide Park Lands Authority assumed net zero budgets

FUNDING THE BUSINESS PLAN

Funding for Council's Integrated Business Plan comes from two main sources:

- Funds from Operations (Amount Available for Projects)
- Funds from Borrowing

Funds from Operations represent the net contribution (Revenue less Expenditure) from Council's General Operations and Business Operations.

General Operations cover the core services of Council. Revenue sources for this category include General Rates as well as Grants and Other Revenue from fees and charges related to Council operations and other related responsibilities. The Other Revenue relates mainly to the recovery of service delivery costs through the charging of fees to users of Council's services as well as statutory charges set by State Government.

Council's Business Operations consist of UPark, Adelaide Aquatic Centre, North Adelaide Golf Course, Adelaide Town Hall and Property Development businesses.

FINANCING THE BUDGET

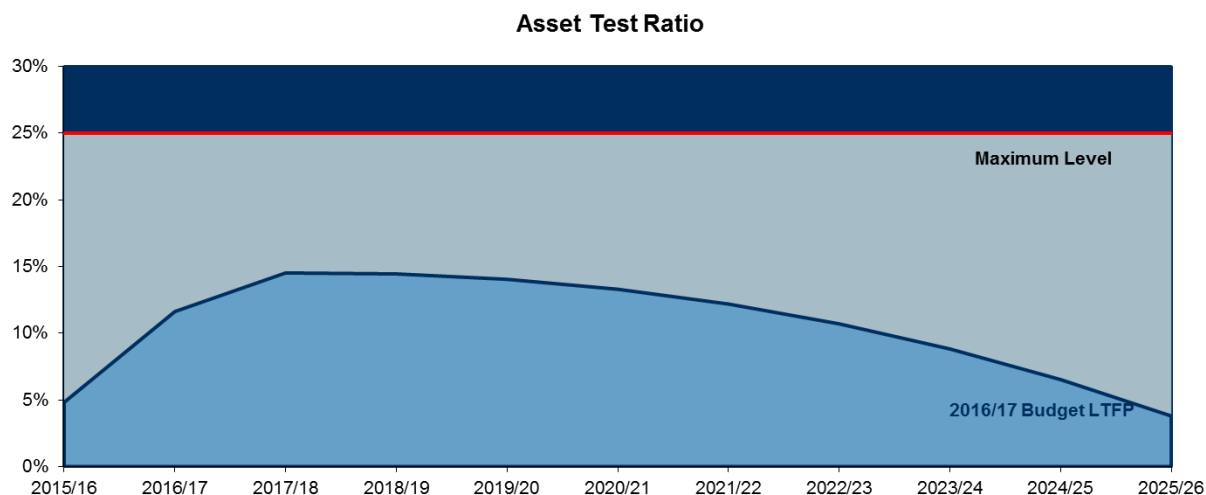
The following tables show the comparison of the 2016-17 Budget Net Lending / (Borrowing) position to prior years.

Net Lending / (Borrowing)	2016-17 Budget \$'000	2015-16 Forecast \$'000
Operating Surplus	(965)	4,875
Non-cash adjustments	6,893	6,025
Funding Surplus	5,928	10,900
Net Outlays on Existing Assets	(12,036)	(9,867)
Net Outlays on New and Upgraded Assets	(17,751)	(7,478)
Equals: Net Lending / (Borrowings)	(23,859)	(6,445)

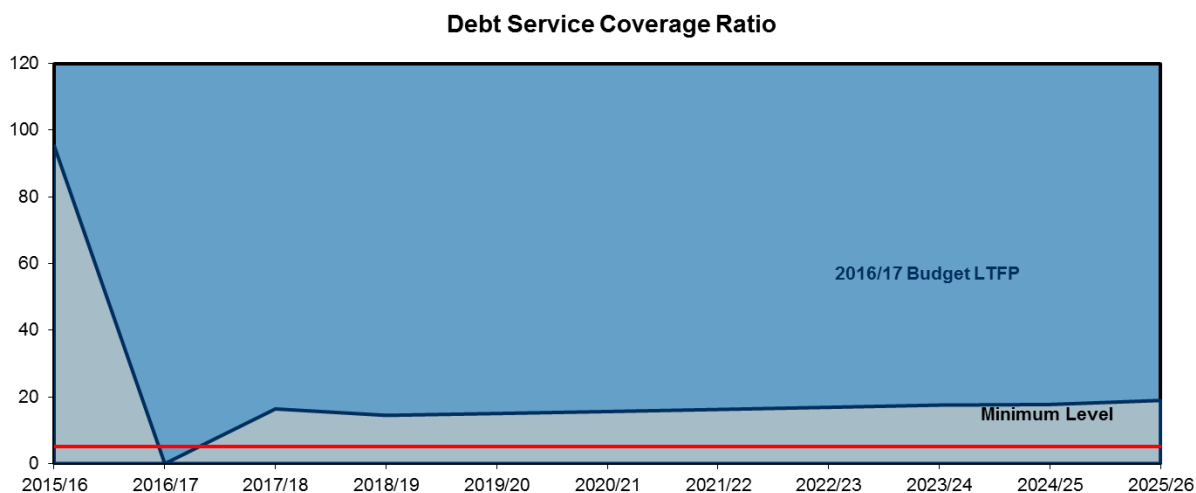
Financing Transactions	2016-17 Budget \$'000	2015-16 Forecast \$'000
Surplus/(Deficit) Current Year	(12,900)	6,234
Surplus/(Deficit) Current Year Subsidiaries	(2,342)	(110)
Funding of Carry Forwards	(8,617)	(12,569)
Surplus Cash/(New Borrowings)	(23,859)	(6,445)
Repayments	0	-
Working Capital and Provision Movements	0	-
Equals: Net Lending / (Borrowings)	(23,859)	(6,445)

Implications for Future Years

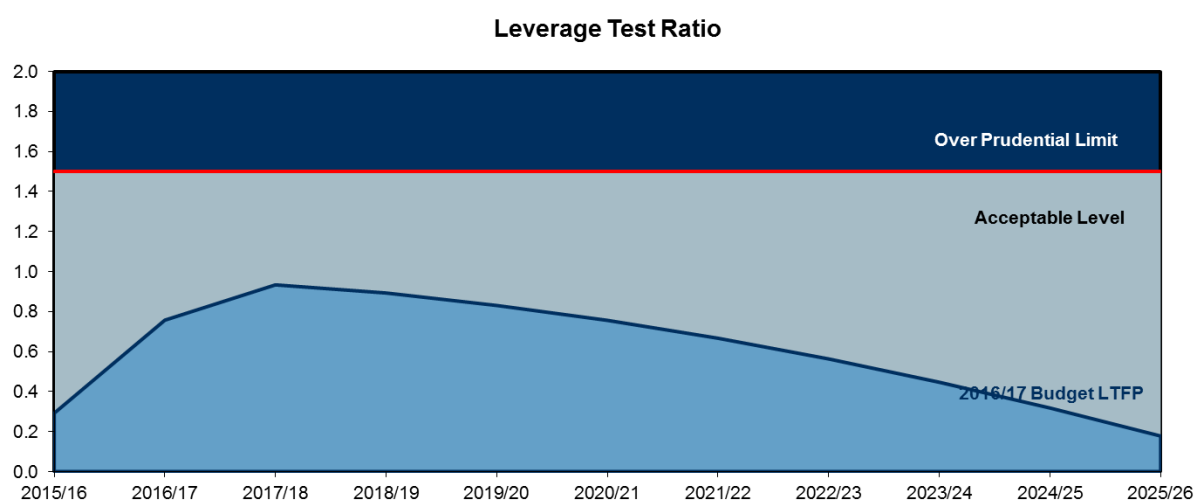
For the period covered by the Long Term Financial Plan, the following graphs show the balance of borrowings in accordance with the prudential limits specified in the Treasury and Cash Investment Policy. Based on the current parameters and assumptions, Council remains within the ranges of the prudential limits for the next ten years.



Asset Test Ratio = Total Borrowings / Total Saleable Property Assets
 (Saleable Property Assets = Total Property Assets LESS Landmark Public Buildings and Park Lands)
Maximum 25%



Debt Service Coverage Ratio = Amount Available for Projects / Annual Principal and Interest Payments
Minimum 5 times



Leverage Test Ratio = Total Borrowings / Amount Available for Projects
Maximum 1.5 years

The table below shows the details of borrowings, borrowings movements, principal repayments and interest repayments for the prior years' actuals and the next ten years as per the Long Term Financial Plan.

Year	New Borrowings \$'000	Redraws \$'000	Principal Paid \$'000	Loan Balance @ 30 June \$'000	Interest Paid/(Received) \$'000
2014-15 Actual	0	0	0	10,500	0
2015-16 Forecast	6,445	0	0	16,945	609
2016-17 Budget	23,859	0	0	40,804	0
2017-18 LTFP	12,014	0	1,858	50,961	1,468
2018-19 LTFP	2,004	0	2,269	50,695	1,651
2019-20 LTFP	966	0	2,377	49,284	1,570
2020-21 LTFP	0	0	2,620	46,664	1,474
2021-22 LTFP	0	0	3,887	42,777	1,373
2022-23 LTFP	0	0	5,214	37,563	1,268
2023-24 LTFP	0	0	6,603	30,961	1,159
2024-25 LTFP	0	0	8,056	22,904	1,045
2025-26 LTFP	0	0	9,577	13,327	927

ANALYSIS OF THE 2016-17 BUDGET

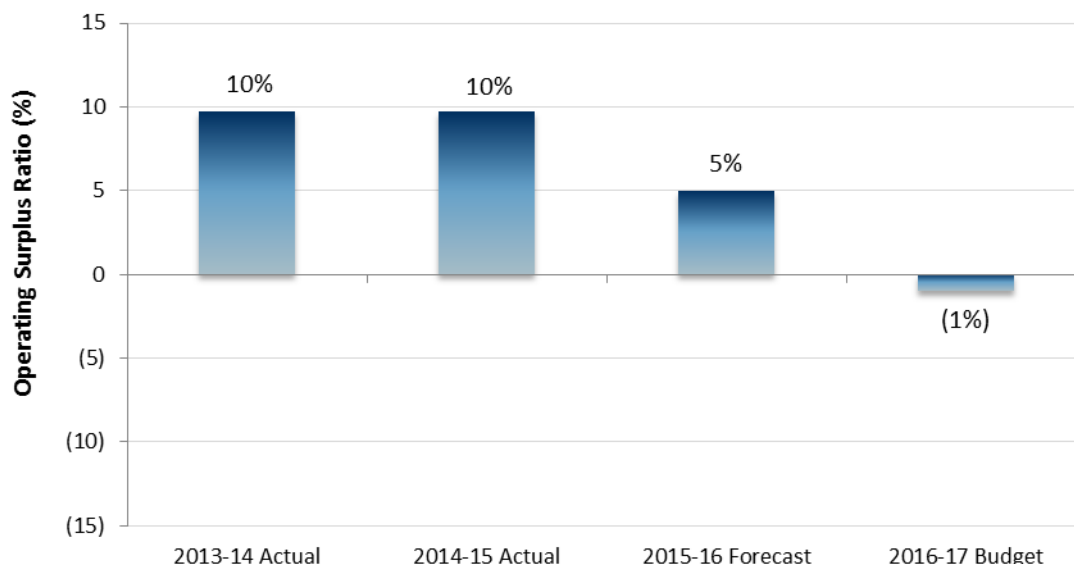
This summary of the Budget provides information about the key indicators of the Council's financial performance and financial position. Analysis on each of the indicators is included in the following section.

The Integrated Business Plan identifies the Council's key actions towards its strategic directions and the specific objectives targeted for 2016-17. It sets the strategic context within which the budget has been developed and meets the requirement of Section 123 (3) of the *Local Government Act 1999* to adopt an 'Annual Statement' in conjunction with the budget for the year.

In preparing the Budget, planning projections and assumptions have been re-examined and validated and emerging priorities identified.

Pursuant to Section 123 (2)(b) of the *Local Government Act 1999*, the final Budget presented for formal adoption by Council is in accordance with the *Local Government (Financial Management) Regulations 2011*.

Operating Surplus Ratio



The independent inquiry into financial sustainability in August 2005 emphasised that a council's long-term sustainability is dependent upon ensuring that, on average over time, a council has an operating breakeven position or better.

For the Council, an operating surplus is targeted after including general rates (adjusted for discretionary rates rebates). The *Local Government Act* target is to achieve an average operating surplus ratio between 0% and 15% over any five year period. However, as a capital city council, Adelaide City Council has significant responsibilities in improving public realm, and as such considers that an average operating surplus ratio between 0% and 20%, over any five year period, is a more appropriate target.

Net Surplus per Statement of Comprehensive Income	2016-17 Budget \$'000	2015-16 Forecast \$'000	Difference \$'000
Operating Revenue	188,690	190,258	(1,568)
less: Operating Expenses	189,655	185,383	4,272
Operating Surplus / (Deficit)	(965)	4,875	(5,840)
add: Net Gain / (Loss) on Disposal or Revaluation of Assets	-	-	-
add: Amounts Specifically for New or Upgraded Assets	-	1,016	(1,016)
add: Physical Resources received free of charge	-	-	-
Net Surplus / (Deficit) per Income Statement	(965)	5,891	(6,856)

The above table shows that Council will generate an Operating Deficit in 2016-17.

Where Council generates an operating surplus, it is applied to meet capital expenditure requirements in relation to new assets in accordance with 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.

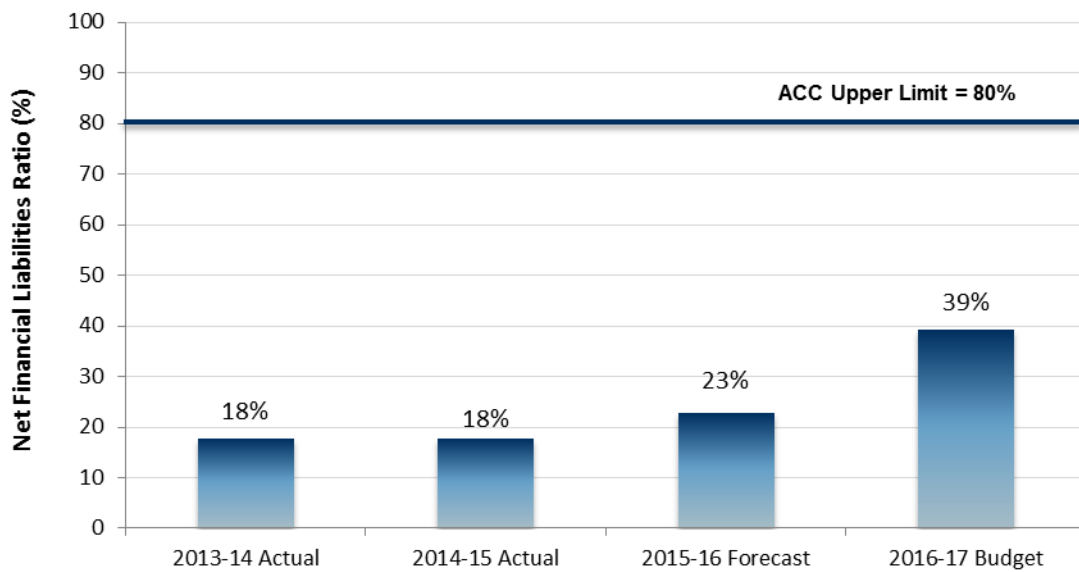
Occasionally, Council's operating surpluses may be impacted by write-off of expenditure on infrastructure owned by a third party (e.g. undergrounding of powerlines). Under accounting definitions, these works do not provide a future benefit to Council, so do not form part of Council's stock of infrastructure assets. For this reason, operating surpluses between financial years are not directly comparable.

Reconciliation of Operating Funding Surplus & Operating Surplus	2016-17 Budget \$'000	2015-16 Forecast \$'000	Difference \$'000
Operating Funding Surplus per Funding Overview	3,160	7,322	(4,162)
less: Expenditure incurred on Maintenance of Assets	-	-	-
add: Capital Income included in Operating Income	2,768	4,593	(1,825)
Funding Surplus	5,928	11,916	(5,987)
less: Capital WIP Adjustment	6,893	6,025	868
Net Surplus / (Deficit) per Income Statement	(965)	5,891	(6,855)

Included in the Capital Works Program is an amount of expenditure incurred on maintenance of assets which does not provide a future economic benefit to Council, and therefore does not meet the definition of an asset under Accounting Standards. Some of this relates to expenditure on assets not owned or controlled by Council. Other expenditure relates to tree planting, vegetation trimming and preliminary scoping as well as maintenance related expenditure.

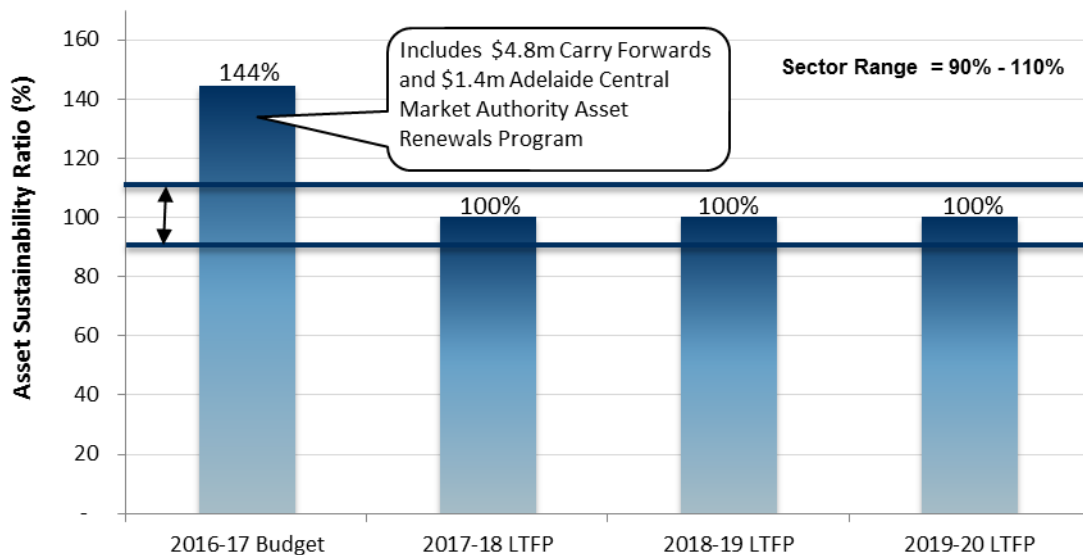
Given that these projects will be managed within the Capital Works Program, the expenditure is included in the Capital Works Program for reporting purposes for the year. However, the statutory financial statements including the Income Statement and Balance Sheet have been adjusted accordingly to correctly record such expenditure as operating.

Net Financial Liabilities Ratio



The above graph shows Council's Net Financial Liabilities ratio which represents the significance of the net amount owed compared with operating revenue. The ratio should be greater than 0% but no more than 80% of total operating revenue.

Asset Sustainability Ratio



The above graph shows Council's Asset Sustainability ratio calculated by comparing planned capital expenditure on renewal and replacement of assets against the Infrastructure and Asset Management Plan required expenditure for the same period.

STATUTORY FINANCIAL STATEMENTS

Budgeted Statement of Comprehensive Income

for the year ended 30 June

\$ '000	Consolidated Budget 2017	Consolidated Forecast 2016
Income		
Rates Revenues	100,241	99,898
Statutory Charges	16,102	17,123
User Charges	67,089	65,342
Grants, Subsidies and Contributions	4,718	7,131
Investment Income	122	162
Reimbursements	516	801
Other Income	(98)	(199)
Total Income	188,690	190,258
Expenses		
Employee Costs	71,124	70,144
Materials, Contracts & Other Expenses	80,240	79,415
Depreciation, Amortisation & Impairment	38,291	35,215
Finance Costs	-	609
Total Expenses	189,655	185,383
Operating Surplus / (Deficit)	(965)	4,875
Amounts Received Specifically for New or Upgraded Assets	-	1,016
Net Surplus / (Deficit)	(965)	5,891
Other Comprehensive Income	-	-
Total Other Comprehensive Income	-	-
Total Comprehensive Income	(965)	5,891

Budgeted Financial Position

for the year ended 30 June

	Consolidated Budget 2017	Consolidated Forecast 2016
\$ '000		
ASSETS		
Current Assets		
Cash and Cash Equivalents	379	1,692
Trade & Other Receivables	6,673	6,542
Other Financial Assets	273	273
Inventories	408	400
Total Current Assets	7,733	8,907
Non-Current Assets		
Financial Assets	1,182	1,182
Equity Accounted Investments in Council Businesses	157	157
Investment Property	2,642	2,642
Infrastructure, Property, Plant & Equipment	1,378,606	1,348,819
Total Non-Current Assets	1,382,587	1,352,800
TOTAL ASSETS	1,390,320	1,361,707
LIABILITIES		
Current Liabilities		
Trade & Other Payables	27,102	21,669
Borrowings	40,804	16,945
Provisions	13,029	12,774
Total Current Liabilities	80,936	51,388
Non-Current Liabilities		
Provisions	1,529	1,499
Total Non-Current Liabilities	1,529	1,499
TOTAL LIABILITIES	82,465	52,888
Net Assets	1,307,855	1,308,820
EQUITY		
Accumulated Surplus	828,029	828,994
Asset Revaluation Reserves	476,763	476,763
Other Reserves	3,063	3,063
Total Council Equity	1,307,855	1,308,820

Budgeted Statement of Changes in Equity

for the year ended 30 June

Consolidated Budget \$ '000	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2017				
Balance at the end of previous reporting period	828,994	476,763	3,063	1,308,820
Restated Opening Balance	828,994	476,763	3,063	1,308,820
a. Net Surplus / (Deficit) for Year	(965)	-	-	(965)
Total Comprehensive Income	(965)	-	-	(965)
Balance at the end of period	828,029	476,763	3,063	1,307,855
2016				
Balance at the end of previous reporting period	823,103	476,763	3,063	1,302,929
Restated Opening Balance	823,103	476,763	3,063	1,302,929
a. Net Surplus / (Deficit) for Year	5,891	-	-	5,891
Total Comprehensive Income	5,891	-	-	5,891
Balance at the end of period	828,994	476,763	3,063	1,308,820

Budgeted Cash Flow Statement

for the year ended 30 June

	Consolidated Budget 2017	Consolidated Forecast 2016
\$ '000		
Cash Flows from Operating Activities		
<u>Receipts</u>		
Operating Receipts	188,445	189,327
Investment Receipts	122	162
<u>Payments</u>		
Operating Payments to Suppliers and Employees	(152,554)	(154,635)
Finance Payments	-	(609)
Net Cash provided by (or used in) Operating Activities	36,013	34,245
Cash Flows from Investing Activities		
<u>Receipts</u>		
Amounts Received Specifically for New/Upgraded Assets	-	1,016
Sale of Replaced Assets	852	1,389
<u>Payments</u>		
Expenditure on Renewal/Replacement of Assets	(46,061)	(40,018)
Expenditure on New/Upgraded Assets	(15,976)	(7,534)
Net Cash provided by (or used in) Investing Activities	(61,185)	(45,147)
Cash Flows from Financing Activities		
<u>Receipts</u>		
Proceeds from Borrowings	23,859	6,445
Net Cash provided by (or used in) Financing Activities	23,859	6,445
Net Increase (Decrease) in Cash Held	(1,313)	(4,457)
plus: Cash & Cash Equivalents at beginning of period	1,692	6,149
Cash & Cash Equivalents at end of period	379	1,692

Budgeted Uniform Presentation of Finances

for the year ended 30 June

	Consolidated Budget 2017	Consolidated Forecast 2016
\$ '000		
Income	188,690	188,869
less Expenses	(189,655)	(185,383)
Operating Surplus / (Deficit)	(965)	3,486
add Project Related Expenditure	6,893	6,025
Funding Surplus before Capital Amounts	5,928	9,511
less Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	51,179	45,082
less Depreciation, Amortisation and Impairment	(38,291)	(35,215)
less Proceeds from Sale of Replaced Assets	(852)	(1,389)
Subtotal	12,036	8,478
less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	17,751	8,494
less Amounts Received Specifically for New and Upgraded Assets	-	(1,016)
Subtotal	17,751	7,478
Net Lending / (Borrowing) for Financial Year	(23,859)	(6,445)



INTEGRATED BUSINESS PLAN FRAMEWORK

Council's Integrated Business Plan framework formalises the processes and authority for changes to the approved Integrated Business Plan outcomes, objectives and budgets. It also allows for the timely response to new opportunities, emergencies or other unforeseen events i.e. proposed carry forwards, requests or returns should be incorporated in the next Quarterly Revised Forecast following their identification.

Outcomes and Objectives

Where structural changes across Programs are required but there is no change to outcomes, objectives or Council's total expenditure budget or total revenue budget, the CEO is authorised to move the outcomes and budgets between Programs.

Council is required to be notified of any such changes at the next Quarterly Revised Forecast. Council approval is required for changes where outcomes or objectives are varied.

General Operations

The CEO is authorised to make quarterly forecast changes that do not alter Council's total general operating services expenditure or revenue quarterly forecasts and must notify Council at the next Quarterly Revised Forecast.

Within these parameters, the CEO is authorised to make changes to individual Programs' total expenditure and revenue forecasts and must notify Council at the next Quarterly Revised Forecast. Council approval is required for changes to total general operating services expenditure or revenue forecasts.

Business Operations

For Council's Business Operations, the budget has been determined by ensuring a net contribution for the relevant business.

The CEO is authorised to make quarterly forecast changes that do not alter the net contribution of a business and must notify Council at the next Quarterly Revised Forecast. Council approval is required for changes to the net contribution of a business.

Operating Projects

The CEO is authorised to move expenditure between projects within the same Program and must notify Council at the next Quarterly Revised Forecast.

Council approval is required for changes to the overall operating projects expenditure quarterly forecast for an individual Program.

Council approval is also required for new projects or the deferral or cancellation of existing projects.

Capital Works Program

Capital Projects

The CEO is authorised to make budget changes where the expenditure on individual projects will vary from its approved budget by less than \$100,000 for the financial year, and where the total net budget for Capital Projects remains unchanged.

Council approval is required for changes where the expenditure on individual projects will vary from its approved budget by more than \$100,000 for the year, or where the total net Capital Project budget changes.

Council approval is required for the addition of new projects or the deferral or cancellation of existing projects.

Where a budget requires reclassification between Operating and Capital Budget to better reflect requirements in relation to accounting principles, the reclassification will occur when reasonably practical and Council notified at the next Quarterly Revised Forecast.

Asset Renewals

The CEO is authorised to make budget changes (including the introduction of new projects) within an asset category where the expenditure on an asset category will vary from its approved budget by less than \$100,000 for the financial year.

Council approval is required for the deferral or cancellation of existing projects. Changes in the asset renewal program will be presented to Council at the next Quarterly Revised Forecast.

Where a budget requires reclassification between Operating and Capital Budget to better reflect requirements in relation to accounting principles, the reclassification will occur when reasonably practical and Council notified at the Quarterly Revised Forecast.

Carry Forwards

Funding approval for budgeted projects not completed at the end of any budget year is forfeited unless approval to carry forward the project and associated budget allocation is granted by Council.

Where a request for funding is made in a Quarterly Revised Forecast it should be for activities to be undertaken in that year i.e. funding for activity and a request to carry forward into the next year cannot take place in the same Quarterly Revised Forecast.

Operating and Capital Projects may only be carried forward once i.e. from the year of inception to the following year. If the activity is not expended in the second year, it should not be carried forward again (unless there are exceptional circumstances).

Operating activity budgeted for but not expended in a year should not be carried forward to the following year (unless there are exceptional circumstances). Similarly, unless a contractual obligation exists, individual carry forwards should not be for less than \$10,000 each. Identifiable projects that will not commence in the year that they have been budgeted for should be re-evaluated and, where warranted, included in the budget for the following year at the time of its adoption.

The scope and funding requirements of Capital Projects, Asset Renewals and Operating Projects that are contractually committed or underway but not completed at the end of a financial year, need to be reviewed and the projects considered for carrying forward. Any request for carrying forward needs to clearly articulate any potential change of scope as varied from original approval. Any impact on the achievement of the outcomes or objectives established in Council's original Integrated Business Plan should also be identified.

INFRASTRUCTURE & ASSET MANAGEMENT PRACTICES

Adelaide City Council owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for city users. Council is committed to having Infrastructure and Asset Management Plans in place for all infrastructure assets to ensure it continues to provide effective and comprehensive management of its asset portfolios.

The development of these Infrastructure and Asset Management Plans indicate Council's ongoing commitment to operate and maintain its asset portfolio efficiently to meet both strategic and legislative requirements and deliver value for the community.

Capital Projects

The delivery of Council's Capital Projects program provides new and enhanced facilities in accordance with the Strategic Plan objectives and Capital City responsibilities.

Council's generated operating surplus is applied to meet capital expenditure requirements in relation to the Capital Projects program in accordance with Strategic Plan objectives and Capital City responsibilities and thus reduces the amount of borrowings otherwise needed for that purpose. 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 outstanding debt in the short term.

Asset Renewals

The Infrastructure and Asset Management Plans provide the basis for our capital asset management renewal program developed as part of the Integrated Business Plan process. This program is a rolling 3 Year Program and details capital asset renewal projects which require completion to ensure our assets meet the required levels of service.

FEES & CHARGES FRAMEWORK

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 of 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.

Council previously resolved that the Corporation's fees and charges must be reviewed each year, in conjunction with the development of the Integrated Business Plan. A comprehensive review has been undertaken to ensure that the fees:

- 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 Council directions articulated through existing policy or plans; and
- Are consistent with Council's Strategic Financial Parameters

Fees and charges are consistently and fairly determined, in recognition of Council policy direction, ratepayer's expectations and relevant legislation.

Fee increases are generally in line with inflation or market levels when relevant. Fees for specific community purposes have been maintained and some have risen in accordance with Council direction.

Fees and charges for 2016-17 are scheduled to be reviewed and adopted by Council in June 2016. Once gazetted, statutory fees will be updated and included in the Fees and Charges Schedule available for public inspection from July 2016.

BORROWINGS

In developing the Long Term Financial Plan, borrowing was identified as an important funding source, particularly for strategic expenditure relating to the Property Investments Portfolio.

Borrowing is undertaken in accordance with Council's Treasury and Cash Investment Policy (available online at adelaidecitycouncil.com) which underpins the Council's decision making in the funding of Council's operations in the context of cash flow, budgeting, borrowings and investments. It is an important financial management tool in the overall context of funding Council's expenditure. As such, this Treasury Policy and Cash Investment Policy links closely to the Council's overall strategic management plans in the context of:

- Strategic planning for the future of the Council, 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.
- Inter-generational equity considerations in terms of the ratepayers who benefit from the expenditure and therefore on a user pay basis who should pay for the costs associated with such 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.

Implications for Future Years

In developing the Long Term Financial Plan and Integrated Business Plan, borrowings have been considered in relation to the Budget Principles, and the maximum borrowing indicators as defined by Council's prudential limits specified in Treasury and Cash Investment Policy. All borrowing terms and conditions will be in accordance with the Treasury Policy and all costs have been taken into account in the Council's Long Term Financial Plan.

Borrowings at the end of 2015-16 will be impacted upon by the amount of capital expenditure carried forward at the end of the 2015-16 financial year. This will then flow through to the 2016-17 opening balance of borrowings.

RATING STRUCTURE

Strategic Context

In formulating the proposed rates for the 2016-17 financial year, Council has considered the amount of revenue required to fund the delivery of the services and projects set out in the Integrated Business Plan. Council has also considered its other sources of revenue, the broader economic environment and the distribution of rate contributions between various categories of ratepayers.

Rates Modelling

Council 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 on the basis of 'Annual Value'. For 2016-17, growth from new developments and other capital improvements undertaken during 2015-16 have increased the total rateable value of land in the Council area by approximately 1%.

Rating Structure

Adelaide City Council's 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 the Adelaide City Council's Rating Policy.
- Council is committed to maintaining a transparent and equitable rating system. Accordingly, Council undertakes 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 minimum rate would represent a regressive taxation structure and contradict the identified guiding taxation principles.
- Council will continue its 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 2016-17, and consistent with prior year, it is expected non-residential rates will represent approximately 80% of general rates revenue.

Your Rates in 2016-17

Council has determined to freeze the general rate in the dollar for 2016-17 at the same levels as 2015-16 for both Residential and Non-Residential ratepayers. Consequently, the majority of ratepayers will pay exactly the same amount in Council Rates for 2016-17 as they paid in 2015-16.

Council has also determined to maintain a 'Special Discretionary Rate Rebate' in 2016-17 to ensure any increase in rates payable for comparable properties is no more than 10%. The special rebate will not be applicable where the Annual Value of land has increased as a result of new development or other capital improvements undertaken during the year.

Those ratepayers who received the benefit of a 'Special Discretionary Rate Rebate' in 2015-16 may expect to pay between 0% and 10% more in Council Rates for 2016-17, based on their most recent property valuation.

Council offers monthly, quarterly and annual payment options for Council Rates. Quarterly instalments will be due in September 2016, December 2016, March 2017 and June 2017.

Valuation Method

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

- It is based on the predominant basis of occupancy across the City, whereby the majority of both non-residential and residential property is leased;
- 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;
- The 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 Council's Rating Policy, an established grievance procedure is available. This includes internal and external options for escalation and resolution of the matter.

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 Adelaide and Mount Lofty Ranges Natural Resources Management Board (NRM 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 2016-17, the separate rate will generate approximately \$3.6 million.
- The NRM Levy is a state tax which Council is obliged, by virtue of the *Natural Resources Management Act 2004*, to impose and collect. The proceeds are paid to the NRM Board. Advice from the NRM Board indicates that the community contribution from Adelaide City Council is estimated to increase to approximately \$1.5 million in 2016-17.

What Assistance is Available?

Rebates of rates will be granted to ratepayers where the applicant satisfies the eligibility criteria for mandatory rebates under Sections 159 to 165 of the *Local Government Act 1999*.

Applications for discretionary rebates will be considered in accordance with the statutory provisions of Section 166 of the *Local Government Act 1999*, together with policy criteria as detailed in the Discretionary Rate Rebate Policy.

In providing discretionary rebates, consideration is given to whether applicants were previously proclaimed, the type and level of service delivered to people within the Adelaide City Council area, the community need that is being met by activities carried out on the land and whether the activities are those that Council would otherwise need to support.

Council considers it appropriate that ratepayers who are experiencing financial hardship may apply for a postponement or remission of rates. Ratepayers who may be having difficulty paying their rates are encouraged to contact Council's Rates Officer as soon as they can. Ratepayers with good recent payment history who commit to a formal written payment arrangement for rates will not be liable for fines and interest during the agreed payment period, provided they contact Council prior to the rates falling into arrears. In the event of default, penalties will apply in accordance with Section 181(8) of the *Local Government Act 1999*.

Council will apply those provisions of the *Local Government Act 1999* that offer a discretionary Council funded remission of rates to eligible ratepayers: pensioners and low income beneficiaries (maximum of \$100) and self-funded retirees (maximum of \$50).

Council will apply those provisions of the *Local Government Act 1999* that allow a Postponement of Rates Scheme for eligible State Seniors Card holders. Eligible seniors may postpone rates in excess of \$500, less any concession entitlement. Interest will accrue on postponed balances as per Section 182A (12) of the *Act*.



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