

Jetty Road Mainstreet Committee

NOTICE OF MEETING

Notice is hereby given that a meeting of the Jetty Road Mainstreet Committee will be held in the

**Mayor's Parlour - Glenelg Town Hall
Moseley Square, Glenelg**

Wednesday 7 July at 6.00pm

Roberto Bria
CHIEF EXECUTIVE OFFICER

Jetty Road Mainstreet Committee Agenda

1. OPENING

The Chairman, Con Maios will declare the meeting open at 6:00 pm.

2. APOLOGIES

2.1 Apologies received

2.2 Absent

3. DECLARATION OF INTEREST

If a Committee Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Committee they are asked to disclose the interest to the Committee and provide full and accurate details of the relevant interest. Committee Members are reminded to declare their interest before each item.

4. CONFIRMATION OF MINUTES

Motion

That the minutes of the Jetty Road Mainstreet Committee held on 2 June 2021 be taken as read and confirmed.

5. QUESTIONS BY MEMBERS

5.1 **Without Notice -**

5.2 **With Notice - Nil**

6. MOTIONS ON NOTICE - Nil

7. PRESENTATIONS

Jetty Road Masterplan – Stage 1

Ms Pam Jackson, General Manager Strategy and Corporate will provide a verbal update and progress report of the Chapel Street and Hindmarsh Lane upgrade.

2021 Mainstreet South Australia Conference

Will Papatolis, Jetty Road Assistant will provide an update on his attendance at the conference which took place on 7 & 8 June in the Clare Valley.

8. REPORTS/ITEMS OF BUSINESS

- | | | |
|-----|--|---------------------|
| 8.1 | Monthly Finance Report | (Report No: 215/21) |
| 8.2 | Jetty Road Glenelg Retail Strategy 2018-2022 | (Report No: 216/21) |
| 8.3 | Marketing Update | (Report No: 217/21) |
| 8.4 | Jetty Road Events Update | (Report No: 218/21) |

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

10. DATE AND TIME OF NEXT MEETING

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 4 August 2021 in the Mayor's Parlour, Glenelg Town Hall, Glenelg.

11. CLOSURE



Roberto Bria
CHIEF EXECUTIVE OFFICER

Item No: **8.1**

Subject: **MONTHLY FINANCE REPORT**

Date: 7 July 2021

Written By: Jetty Road Development Coordinator

General Manager: Community and Business Services, Ms M Lock

SUMMARY

The Jetty Road Mainstreet Committee May 2021 variance report is prepared by the Jetty Road Coordinator and is presented for information of the members of the Jetty Road Mainstreet Committee.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this report.

COMMUNITY PLAN

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

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Jetty Road Mainstreet Committee (JRMCC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. An annual budget is endorsed by Council each year. Expenditure is monitored against budget each month to ensure that all expenditure and income is within approved parameters.

REPORT

The current 2020/21 Jetty Road Mainstreet budget is on track.

BUDGET

Not applicable.

LIFE CYCLE COSTS

There are no lifecycle costs associated with this report.

INCOME & EXPENDITURE STATEMENT 31 May 2021

	Annual Budget	YTD Budget	YTD Actuals	Variance	<u>2019/20</u>	
					Actuals 31 May	Actuals 30 June
Revenue						
General Rates Raised	584,446	584,446	584,449	3	578,076	578,076
Other Income	4,000	3,858	22,146	18,288	4,064	4,064
	588,446	588,304	606,595	18,291	582,140	582,140
Expenses						
Employee Costs	200,872	181,220	185,108	(3,888)	117,833	126,282
Sponsorships	5,800	5,800	-	5,800	5,764	5,764
Professional Services	6,000	3,992	-	3,992	9,084	9,084
Event Management	28,000	27,147	23,585	3,562	31,236	31,236
Marketing	195,688	174,592	149,751	24,841	106,367	132,996
Retail Strategy Implementation	20,000	15,545	480	15,065	25,633	25,633
Repairs & Maintenance	1,500	1,500	50	1,450	454	454
Food & Drink	3,250	1,931	179	1,752	4,038	4,050
Directory Board	2,500	2,500	-	2,500	-	-
Christmas Decorations	-	-	-	-	20,417	20,417
Public Art Projects	15,000	-	-	-	-	-
Lighting	60,000	25,000	25,604	(604)	-	-
Gift Card Expenditure	-	-	12,045	(12,045)	3,965	4,175
Unallocated credit card expenditure	-	-	-	-	70	-
Christmas Pageant	20,000	20,000	-	20,000	20,000	20,000
Winter Wonderland	44,000	44,000	43,208	792	66,389	66,389
Tour Down Under	50,000	50,000	-	50,000	42,527	42,527
October Street Party	30,000	30,000	-	30,000	30,931	30,931
Winter Activation	-	-	-	-	23,209	23,209
	682,610	583,227	440,010	143,217	507,917	543,147
Net Profit/(Loss)*	(94,164)	5,077	166,585	161,508	74,223	38,993

*Annual Budget includes carry forward amount from 2019/20 of \$94,164

Marketing - Breakdown

	Actual	Budget
Digital Marketing	45,684	
Radio	1,000	
Television	-	
Outdoor Signage	24,172	
Print Media	71,137	
Promotional Collateral	7,758	
Contingency Budget		
	<u>149,751</u>	<u>195,688</u>

226 - Glenelg Mainstreet

Activity	Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
200 - Salaries	172,824	0	172,824	154,877	161,172	(6,295)	0	161,172	(6,295)
249 - Wages - Overtime	5,500	0	5,500	5,500	2,506	2,994	0	2,506	2,994
250 - Salaries Superannuation	16,419	0	16,419	14,714	15,303	(589)	0	15,303	(589)
283 - Sponsorships	5,800	0	5,800	5,800	0	5,800	0	0	5,800
301 - Professional Services	6,000	0	6,000	3,992	0	3,992	0	0	3,992
308 - Public Art Projects	15,000	0	15,000	0	0	0	0	0	0
310 - Project/Event Management	28,000	0	28,000	27,147	23,585	3,561	0	23,585	3,561
31D - Retail Strategy Implementation	20,000	0	20,000	15,545	480	15,065	0	480	15,065
415 - Food and Drink	2,250	0	2,250	1,112	119	993	0	119	993
41F - Food, Drink, Entertainment (FBT Applicable)	1,000	0	1,000	818	60	758	0	60	758
423 - Repairs and Maintenance - General Materials	1,500	0	1,500	1,500	50	1,450	0	50	1,450
433 - Marketing - Promotion & Familiarisation	196,524	0	196,524	174,592	149,751	24,841	0	149,751	24,841
438 - Directory Board	2,500	0	2,500	2,500	0	2,500	0	0	2,500
449 - Lighting	60,000	0	60,000	0	25,604	(25,604)	0	25,604	(25,604)
817 - Insurance - Workers Compensation - Sals	6,129	0	6,129	6,129	6,128	1	0	6,128	1
898 - Credit Card Expenditure yet to be Allocated	0	0	0	0	0	0	0	0	0
89A - Carry Forward Budget	(95,000)	94,164	(836)	94,164	0	94,164	0	0	94,164
8GC - Gift Card Expenditure	0	0	0	0	12,045	(12,045)	0	12,045	(12,045)
900 - Miscellaneous Income	0	0	0	0	(41)	41	0	(41)	41
910 - Ticket Sales	0	0	0	0	(906)	906	0	(906)	906
966 - General Rates Raised	(584,446)	0	(584,446)	(584,446)	(584,449)	3	0	(584,449)	3
974 - Sales - Other and Promotional Items	(4,000)	0	(4,000)	(3,858)	(18,510)	14,652	0	(18,510)	14,652
9GC - Gift Card Revenue	0	0	0	0	(2,690)	2,690	0	(2,690)	2,690
	(144,000)	94,164	(49,836)	(79,914)	(209,792)	129,878	0	(209,792)	129,878

J01 - Christmas Pageant - Jetty Road Contribution

Activity	Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
806 - Donations	20,000	0	20,000	20,000	0	20,000	0	0	20,000
	20,000	0	20,000	20,000	0	20,000	0	0	20,000

J02 - Winter Wonderland - Jetty Road Contribution (50% of Budget)

Activity	Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
205 - Wages	0	0	0	0	34	(34)	0	34	(34)
249 - Wages - Overtime	0	0	0	0	199	(199)	0	199	(199)
301 - Professional Services	108,000	0	108,000	108,000	61,505	46,495	0	61,505	46,495
310 - Project/Event Management	2,000	0	2,000	2,000	200	1,800	0	200	1,800
326 - Security Services - General	11,330	0	11,330	11,330	10,687	643	0	10,687	643
433 - Marketing - Promotion & Familiarisation	19,000	0	19,000	19,000	1,003	17,997	0	1,003	17,997
492 - Web Sites Updates	170	0	170	170	0	170	0	0	170
910 - Ticket Sales	(94,000)	0	(94,000)	(94,000)	(30,420)	(63,580)	0	(30,420)	(63,580)
944 - Sponsorship Income	(2,500)	0	(2,500)	(2,500)	0	(2,500)	0	0	(2,500)
	44,000	0	44,000	44,000	43,208	792	0	43,208	792

J03 - Tour Down Under - Jetty Road Contribution

Activity	Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
205 - Wages	600	0	600	600	0	600	0	0	600
249 - Wages - Overtime	5,000	0	5,000	5,000	0	5,000	0	0	5,000
312 - Hire Companies	9,000	0	9,000	9,000	0	9,000	0	0	9,000
433 - Marketing - Promotion & Familiarisation	8,000	0	8,000	8,000	0	8,000	0	0	8,000
800 - Other Expenditure	19,400	0	19,400	19,400	0	19,400	0	0	19,400
835 - Entertainment/Special Occasions	8,000	0	8,000	8,000	0	8,000	0	0	8,000
	50,000	0	50,000	50,000	0	50,000	0	0	50,000

J04 - October Street Party

Activity	Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
310 - Project/Event Management	3,000	0	3,000	3,000	0	3,000	0	0	3,000
433 - Marketing - Promotion & Familiarisation	27,000	0	27,000	27,000	0	27,000	0	0	27,000
	30,000	0	30,000	30,000	0	30,000	0	0	30,000

Item No: **8.2**

Subject: **JETTY ROAD GLENELG RETAIL STRATEGY 2018-2022**

Date: 7 July 2021

Written By: Jetty Road Development Coordinator

General Manager: Community and Business Services, Ms M Lock

SUMMARY

The Jetty Road Retail Strategy guides the future direction and identifies actions required to maintain a prosperous retail sector. It leverages the opportunities created through the Jetty Road Masterplan and new development investment. A four year action plan was developed in 2018 to guide the implementation of the plan through 2018-2022. The Jetty Road Development Coordinator will provide an update on opportunities to progress the plan in line with our marketing plan.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this briefing.

COMMUNITY PLAN

Economy: Supporting and growing local business

Economy: Boosting our visitor economy

BACKGROUND

The Jetty Road Retail Strategy guides the future direction and identifies actions required to maintain a prosperous retail sector. It leverages the opportunities created through the Jetty Road Masterplan and new development investment. A four year action plan was developed in 2018 to guide the implementation of the plan through 2018-2022.

REPORT

The Retail Strategy identifies four priority areas:

1. Promote shopping and dining as the key reasons to visit
This will be achieved through integrated marketing campaigns
2. Develop and enhance the appeal of the retail experience
Jetty Road will seek to attract unique, independent traders and high-end restaurants and bars to complement the existing business mix. In addition to this a leasing plan aligned with the Jetty Road Glenelg Masterplan will support the precinct.

3. Grow the capabilities of the retail sector
Up-to-date information, training and workshops will help traders understand consumer expectations and develop compelling online and instore experiences.
4. Work better together
Council and the Jetty Road Mainstreet Committee will continue to work closely to ensure that the needs of traders, landlords and consumers are respected, to advocate for the precinct, and to leverage the opportunities presented through partnerships and future development

The JRMC have an action plan to deliver of the priority areas outlines above. Some examples of outcomes from implementing the strategy include new marketing collateral like the Jetty Road LOCAL magazine, re-vamped Jetty Road Gift Card program, increased investment into social media and the retail investment brochure.

A four year action plan was developed in 2018 to guide the implementation of the plan through 2018-2022 and will be tabled at the meeting.

BUDGET

The 2020/21 budget includes \$20,000 for implementing actions contained in the Summary.

LIFE CYCLE COSTS

The 2020/21 budget includes \$20,000 for implementing actions contained in the Summary.

Item No: **8.3**

Subject: **MARKETING UPDATE**

Date: 7 July 2021

Written By: Jetty Road Development Coordinator

General Manager: Community and Business Services, Ms M Lock

SUMMARY

The report provides an update on the marketing initiatives undertaken by the Jetty Road Mainstreet Committee 2020/21 Marketing Plan and initiatives aligned to the delivery of the Jetty Road Glenelg Retail Strategy 2018-2022

RECOMMENDATION

The Jetty Road Mainstreet Committee note this report.

COMMUNITY PLAN

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

BACKGROUND

The Jetty Road Development Coordinator is responsible for implementing initiatives on behalf of the Jetty Road Mainstreet Committee in alignment with the 2020/21 Marketing Plan.

REPORT

Marketing Planning

The Jetty Road Development Coordinator facilitated an informal marketing planning session with JRMC members on 29 June to brainstorm initiatives for the 2021/22 financial year. A verbal update will be provided at the meeting.

Scratch and Win

The Scratch and Win Competition was held from 24 May to 21 June 2021 to drive expenditure in the precinct during the quieter months of May and June. Customers at participating businesses were required to spend a minimum of \$30 in one transaction to go in the running to instantly win prizes. The campaign resulted in main draw 2,522 entries (beating the 2,308 valid entries received in the JAYCO Competition), of these entries we were able to capture 2508 new email addresses for the Jetty Road consumer newsletter distribution list. Campaign reporting is still underway and a full campaign report will be provided at the August meeting.

Consumer News

The monthly Jetty Road consumer newsletter was emailed to 5,735 subscribers on Thursday 24 June. The edition focussed on the promotion of the Alpine Winter Festival.

Campaign Stats

	Jetty Road – this campaign	Jetty Road – average	Peers - average
Open rate	41%	30.3%	29.7%
Click Rate	6%	3.3%	5.6%
Unsubscribe	1.1%	0.8%	0.2%

Jetty Road Tree Lights

With the positive community feedback in regards to the tree lights on the palm trees in Moseley Square, an application to SA Power Networks has now been approved to install tree lights on 38 trees along Jetty Road Glenelg. Quotes for the purchase and installation of the tree lights have been approved and the install is scheduled to be undertaken during mid/late July.

Jetty Road Street Banners

The Jetty Road Street Banners are due to be updated in line with the new Jetty Road Glenelg brand style guide. With the privatisation of the Adelaide city to Glenelg tram and rail network discussions have been undertaken to progress the installation of the banners in line with safety guidelines. An application to terminate the tram at Brighton Road and shutting off the power along Jetty Road during the installation of the new has been submitted and approved for 13-16 July from 1:45am-4am. Unforeseen costs associated have been associated with access to the rail safety corridor, turning off the power and the requirements to appoint safety officers. The depot have been working through plans with Torrens Connect to future proof access points to allow maintenance works to take place without a complete shutdown in the future. The total project value is approximately \$67,344 plus GST which has been fully funded by council.

Social Media

The Jetty Road Glenelg, Social Media reporting for Facebook and Instagram are reflected for the period of 21 April to 20 May 2021.




Facebook

	21 February – 20 March	21 March – 20 April	21 April – 20 May
Fans	28,648 ↑	29,428 ↑	28,075 ↓
Posts	17 ↓	31 ↑	29 ↓
Post engagement	Reactions 917 Comments 162 Shares 86	Reactions 1.36k Comments 161 Shares 112	Reactions 948 Comments 217 Shares 68

Best performing posts of community engagement through 21 May to 20 June 2021.

14 June 6k engagement	16 June 1.1k engagement	27 May 940 engagement
		


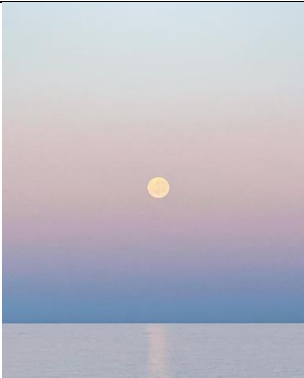

Best performing posts for reach through 21 May to 20 June 2021.

14 June 36.1 reached	17 June 10.4k reached	16 June 9.5k reached
		




Instagram

	21 March – 20 April	21 April – 20 May	21 May – 20 June
Followers	18.4k ↑	18.5k ↑	18.6k ↑
Posts	27 ↑	30 ↑	28 ↓
Interaction	7.9k ↓	7.4K ↓	7.1k ↓
Reached	23.5k ↓	26.7k ↑	25.6k ↓
Comments	1.5k ↓	191 ↓	208 ↑
Stories	346 ↓	318 ↓	353 ↑




Best performing posts for community engagement through 21 May to 20 June 2021.

12 May – 1.1k engagement	27 April – 812 engagement	17 May - 499 engagement
 <p>Here's your chance to share your local photographs and win great prizes in our Winter in Glenelg photography competition!</p> <p>Enter one, or all, of the categories to be in with a chance to be one of three Jetty Road, Glenelg photography winners*.</p> <p>Enter as many times as you like with the brief being WINTER IN GLENELG.</p> <p>Upload your images from today onwards to Instagram, tag @jettyrdglenelg and the relevant category hashtag</p>	 <p>The Bay will be a perfect vantage point for the pink super moon tomorrow morning.</p> <p>The moon will rise shortly but tomorrow morning will be at its best and biggest as it touches down over the Bay at 7.43am.</p> <p>Why not head down to the Bay tomorrow, grab a coffee from one of the host of cafes open around 6.30am and watch the moonset ☺</p>	 <p>The Igloos are back this weekend!!!!</p> <p>Under construction as we speak the popular @moseleybk igloos will officially return this Friday to keep you warm and toasty in luxury throughout the winter.</p> <p>But if you want to secure a spot you will need to book well in advance.</p> <p>Head over to the Moseley website and book online. ❄️❄️❄️❄️</p>

Best performing posts for reach through 21 May to 20 June 2021.

14 June – 9.5k reach	23 June – 6.5k reach	20 June – 6.52k reach
 <p>Glenelg's Alpine Winter festival is less than two weeks away and tickets are now available for sale.</p> <p>For almost a month Glenelg's foreshore and Moseley Square will be transferred into a winter wonderland with ice skating, food and drinks, music, markets and even fire pits.</p> <p>There will also be a light spectacular out on Glenelg Jetty.</p> <p>It all begins on Friday, June 25 and will open 10am daily until late.</p> <p>Ice skating tickets have now gone on sale online.</p>	 <p>The countdown is on!</p> <p>Just 48 hours to the opening of the Alpine Winter Festival.</p> <p>The ice is being set and the village almost complete for almost a month of skating, food, drinks, firepits, markets, music and a spectacular light show on the end of Glenelg Jetty.</p> <p>Tickets are now available for skating and @robertasitalian on the website</p> <p>https://alpinewinterfestival.com.au</p> <p>There's also a wealth of information on the festival as well.</p>	 <p>#throwbackthursday</p> <p>Missing summer yet? 🌞👩🏻👤</p>

Best performing stories for reach through 21 May to 20 June 2021.

1.37k reached	1.23k reached	1.2k reached
		

BUDGET

The JRMCM have \$196,524 allocated towards implementing the 2020/21 Marketing Plan.

The JRMCM have allocated \$11,700 towards the updated branding on the Jetty Road Street Banners in the 2021/22 budget.

LIFE CYCLE COSTS

Not applicable.

Item No: **8.4**

Subject: **JETTY ROAD EVENTS UPDATE**

Date: 7 July 2021

Written By: Jetty Road Development Coordinator

General Manager: Community and Business Services, Ms M Lock

SUMMARY

JRMC in partnership with the City of Holdfast Bay are responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan. This report provides an overview of upcoming events and an update on events held.

RECOMMENDATION

That the Jetty Road Mainstreet Committee note this briefing.

COMMUNITY PLAN

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

BACKGROUND

The JRMC in partnership with the City of Holdfast Bay are responsible for implementing and managing a variety of major events to support economic stimulus in the precinct in accordance with the annual marketing and business plan.

REPORT

Alpine Winter Festival

The Alpine Winter Festival opened on 25 June and is on the Glenelg Foreshore until 18 July. The event organisers Momentarily hosted a media launch on the afternoon and evening of 25 June with strong attendance. The event is receiving positive feedback from the community and there are strong forward bookings for the ice skating and Roberta's Italian Diner. The festival also includes Chow Town Food Hall, where Jetty Road Traders (identified capacity) were approached to participate, with 1 EOI received from the Stamford Grand who then withdrew their application. In addition, the Winter Markets also include a Jetty Road Trader (Life & Co) who has previously participated in the Glenelg Sunset Markets. The festival has brought a new immersive art installation with the STORM lighting display which lights up Glenelg Jetty, a curated music and markets program. New COVID-19 restrictions have come

into effect on 28 June and the City of Holdfast Bay are working with festival organisers to ensure a smooth event delivery to meet current State Government safety restrictions.

Ice Cream Festival Street Party

The Jetty Road Development Coordinator and Events team have commenced planning for an Ice Cream Festival Street Party suggested to take place on Saturday 30 October. Event timing is aligned to welcoming visitors back to Glenelg in the lead up to summer and the return of the Giant Ferris Wheel. The footprint for the event is to include Jetty Road, Glenelg, Chapel Street Plaza, Moseley Square and the Glenelg Foreshore. Opportunities are being explored for trader participation in the event and activations in the precinct.

SA Police Trader Information Session

A trader information session was held on 23 June with 20 staff from 13 businesses in attendance. This information session provided opportunities for traders to ask questions to two SAPOL representatives. SAPOL provided an operations update and outlined the capabilities of the Glenelg Police Station and its opening hours. SAPOL advised that they are available to meet with businesses 1:1 to provide advice on crime prevention through environmental/shop design. General discussion took place about the level of anti-social behaviour being witnessed on the street, yet SAPOL data indicates there were 9 reported offences in the precinct in the last 3 months. The JRMC will highlight the key take outs from the session in the Jetty Road trader newsletter and through a flyer drop on the street.

An update was provided on the CCTV upgrade that is about to commence in the precinct with the support of the City of Holdfast Bay and the State Government's Local Roads and Community Infrastructure Grants program. The \$500,000 project will see state of the art CCTV cameras installed with facial recognition capabilities, be strategically positioned to make current black spots visible and have capabilities for live feeds to be directed into the Glenelg and Adelaide.

City to Bay 2021

The City to Bay Run event is scheduled to take place on 19 September.

Summer Events 2021/22

- Glenelg Sunset Markets – scheduled to be held on 12 December 2021, 9 & 30 January, 13 & 20 February and 13 March 2022.
- Giant Ferris Wheel is scheduled to return from 29 October 2021 to 8 May 2022
- Christmas Weekend – scheduled to be held on 27 and 28 November.
- Concepts are underway to develop a Christmas weekend that comprises of multiple activations to drive visitation and spend across the precinct. Activations will include the sunset markets, installations, children's activities and a potential activation in Chapel Street Plaza.
- Beach Concerts are scheduled to be held on the following dates:
 - 11 December 2021
 - 15 January 2022
 - 27 & 28 February 2022
 - 5 March
 - 26 March
- New Year's Eve – 31 December 2021 fireworks display and concert.

BUDGET

The 2020/21 and 2021/22 budget provides sufficient funds to deliver the above mentioned events.

LIFE CYCLE COSTS

Not applicable.