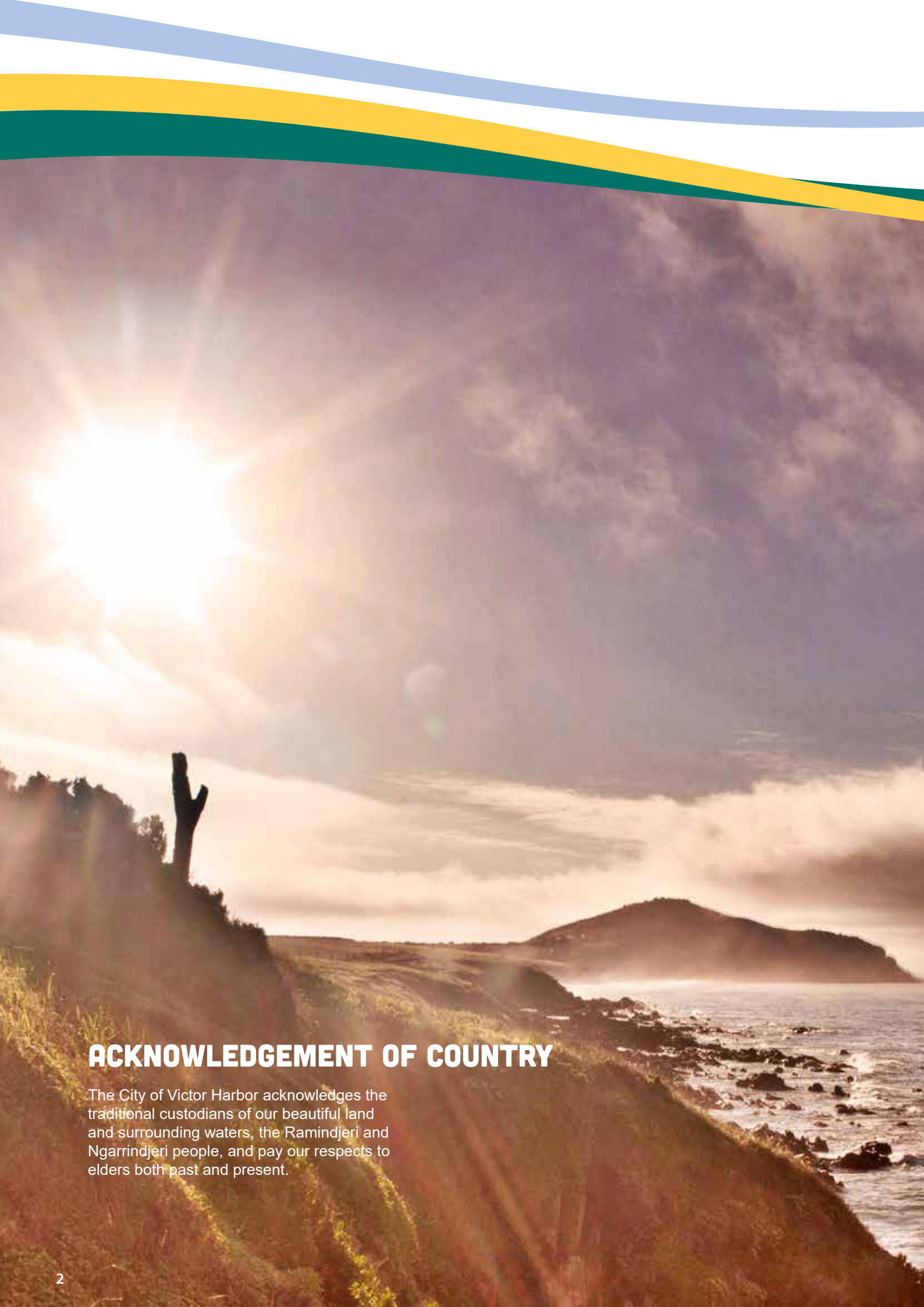




DRAFT

LONG TERM FINANCIAL PLAN 2019–2028



ACKNOWLEDGEMENT OF COUNTRY

The City of Victor Harbor acknowledges the traditional custodians of our beautiful land and surrounding waters, the Ramindjeri and Ngarrindjeri people, and pay our respects to elders both past and present.

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HAVE YOUR SAY

Community involvement is an important part of our budgeting process, and we encourage you to share your feedback with us.

There are a number of ways you can have your say on the draft Long Term Financial Plan.

- **ONLINE** – complete the online feedback form at www.yoursay.victor.sa.gov.au
- **IN WRITING** – written submissions should be addressed to the CEO and returned by post to PO Box 11, Victor Harbor SA 5211; emailed to localgov@victor.sa.gov.au;

or hand delivered in person to the Civic Centre (1 Bay Road, Victor Harbor)

- **ATTEND THE PUBLIC INFORMATION SESSION** – held at the City of Victor Harbor Civic Centre (1 Bay Road, Victor Harbor SA 5211) from 6.30pm on Thursday, 6 June 2019.

ALL FEEDBACK MUST BE RETURNED BY 5PM ON FRIDAY, 14 JUNE 2019.



EXECUTIVE SUMMARY

Under Section 122(1)(a) of the Local Government Act 1999, Council is required to develop and adopt a Long Term Financial Plan (LTFP) for a period of at least 10 years, which forms part of its suite of Strategic Management Plans.

The LTFP is presented in a manner consistent with the notes in the Model Financial Statements entitled Uniform Presentation of Finances and Financial Indicators. It has been prepared in line with the Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and relevant Council policies.

The City of Victor Harbor adopted its first LTFP in November 2008, with reviews in September 2010, July 2013 and March 2015. The LTFP is subject to regular reviews to allow for the changing needs and demands of the community. This document represents the fifth review and covers the next ten year period from 2019 to 2028.

The LTFP acknowledges a number of key assumptions, principles and policies which will guide the Council in preparation of Annual Business Plans and Budgets and will assist Council to:

- deliver on the objectives within the City of Victor Harbor Community Plan 2036
- make decisions that are financially sustainable
- meet the needs and expectations of the community
- set appropriate levels of debt
- minimise rate increases
- strive for intergenerational equity.

The model assumes that services delivered through the operating budget will remain unchanged throughout the planning period unless specified in the document. The 2018-19 Post Mid-Year Budget Review has been used as the basis (Year 1). The Plan is based on information available at the time of collation and the outcomes can be affected by external influences of which Council has little or no control including:

- Federal and State Government funding decisions
- Inflation, insurance, interest rates
- Legislative changes and cost shifting
- Statutory and planning charge limits
- National / International economic environment.

The Long Term Financial Plan achieves the following outcomes:

- Operating Surplus Ratio within Council's target at 0% to 2% across the term of the plan
- Net Liabilities Ratio within Council's target excluding 2020/21 and 2022/23 where major borrowing requirements have been identified and reducing to lower than 40% in the final three years of the plan.
- Asset Sustainability Ratio meeting Council's target of 100% over a three year rolling average

STRATEGIC CONTEXT

The Long Term Financial Plan forms part of Councils Strategic Framework.

Strong links between the LTFP and other strategic documents are vital in order to provide an accurate picture of Council’s financial sustainability and ability to meet its objectives.

The LTFP provides the link between the:

- City of Victor Harbor Community Plan
- Asset Management Plans
- Annual Business Plan and Budget

The LTFP provides the financial outcomes of objectives outlined in Council’s Community Plan and Asset Management Plans (AMP) to allow for comparison with the Annual Business Plan and Budget, and provide a guideline for community consultation.

The City of Victor Harbor’s strategic planning framework is outlined in the diagram below.

Council reviews and updates its Long Term Financial Plan on a regular basis to ensure that:

- the assumptions remain pertinent
- changes to Asset Management Plans are captured
- the forecasts are calculated based on current data.



BASIS OF PREPARATION

SUMMARY

The following assumptions and variables have been applied to the Plan:

- The plan covers a ten year period from 2019 to 2028
 - The 2017/18 audited financial data forms the base year.
 - Year one has been based on the 2018/19 post Mid-Year Budget Review
 - Year two has been adjusted to incorporate the 2019/20 draft budget figures to allow the remaining years of the plan to reflect a more accurate position.
- CPI at 2.3% to relevant revenue and expenses
- Rate revenue increases have been included as detailed below:
 - Rate increase included at 2% over the term of the plan
 - Growth included at 1.0% (average of last three years) over the term of the plan
- Employee expenses have been increased annually by 2.5%.
 - Estimated 2% for future EBA increases. (Current Enterprise Bargaining Agreement expires in September 2019 and has included an annual increase of 1.85% for the previous 3 years.)
 - An additional 0.5% has been allowed for increases to increments per year
 - An additional 1.0% for staff increases in years 7 and 10
- Capital expenditure and renewal / new allocations have been drawn from Asset Management Plans
- Adjustments for known variations have been included
- All other services are maintained at current levels.
- Inventories, other non-current assets, provisions, grants, assets received free of charge and loss on disposal have been maintained throughout the plan based on a three year average at preparation and then held at similar levels.
- Interest on new borrowings has been calculated at an average 4.5%.



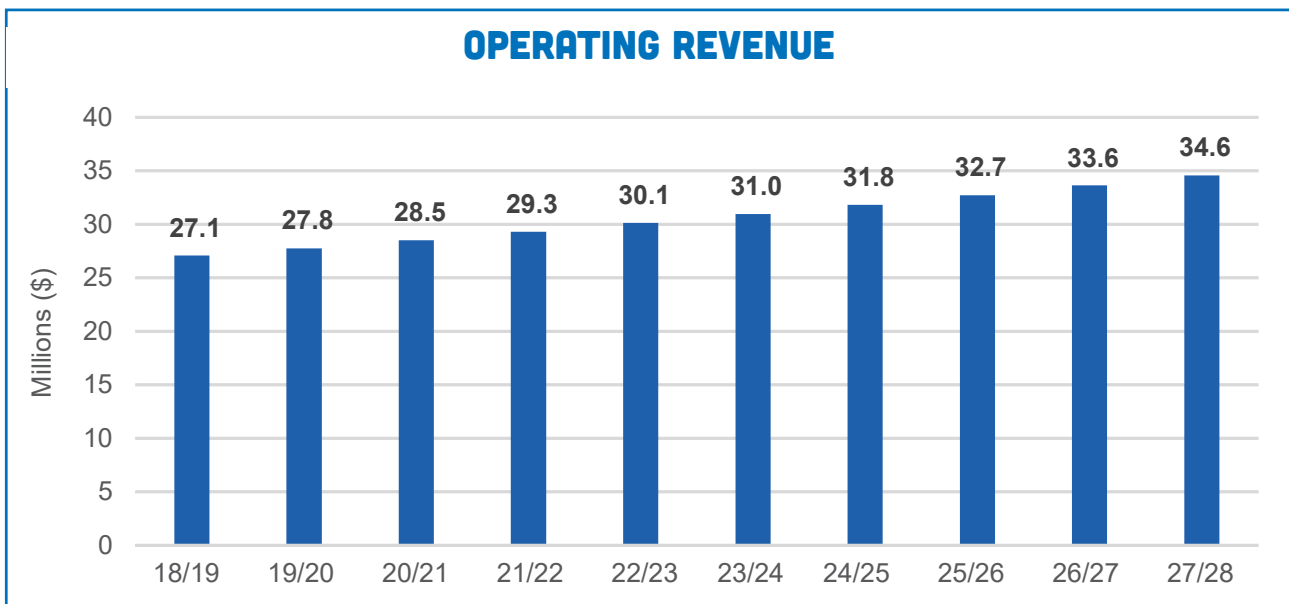
OPERATING

REVENUE

Council receives revenue from a number of sources with rate revenue representing over 80% of Council's income. Other revenue sources include user pay charges which relate to fees imposed for use of Council services, statutory charges which apply to regulatory or compliance activities, grants and contributions from other levels of government and developers, and other income such as donations, credit interest and reimbursements.

- Rate revenue increases have been included as detailed below:
 - Rate increase included at 2% over the term of the plan
 - Growth included at 1.0% (average of last three years) over the term of the plan

- CPI at 2.3% has been applied to Statutory Charges, User Charges, Reimbursements and Other
- Grants have been included across the term of the plan at a three year average
- Investment income has been applied as per the community loan schedule
- An allowance of \$10,000 for Equity Accounted Council Business has been applied across the term of the plan for the recognition of Fleurieu Regional Waste Authority surpluses.



EXPENSES

Council expenses include employee costs, materials, contracts, depreciation, utilities, repair and maintenance and contributions to Section 42 and 43 Subsidiaries. Subsidiaries include the Victor Harbor Horse Tram Authority, Fleurieu Regional Waste Authority, Fleurieu Regional Aquatic Centre Authority and Southern and Hills Local Government Association.

Council has an Employee Enterprise Bargaining Agreement that sets pay increases over a set period. The current agreement expires in September 2019 and has allowed for annual increases of 1.85% for the previous three years. Negotiations are underway for the next Agreement.

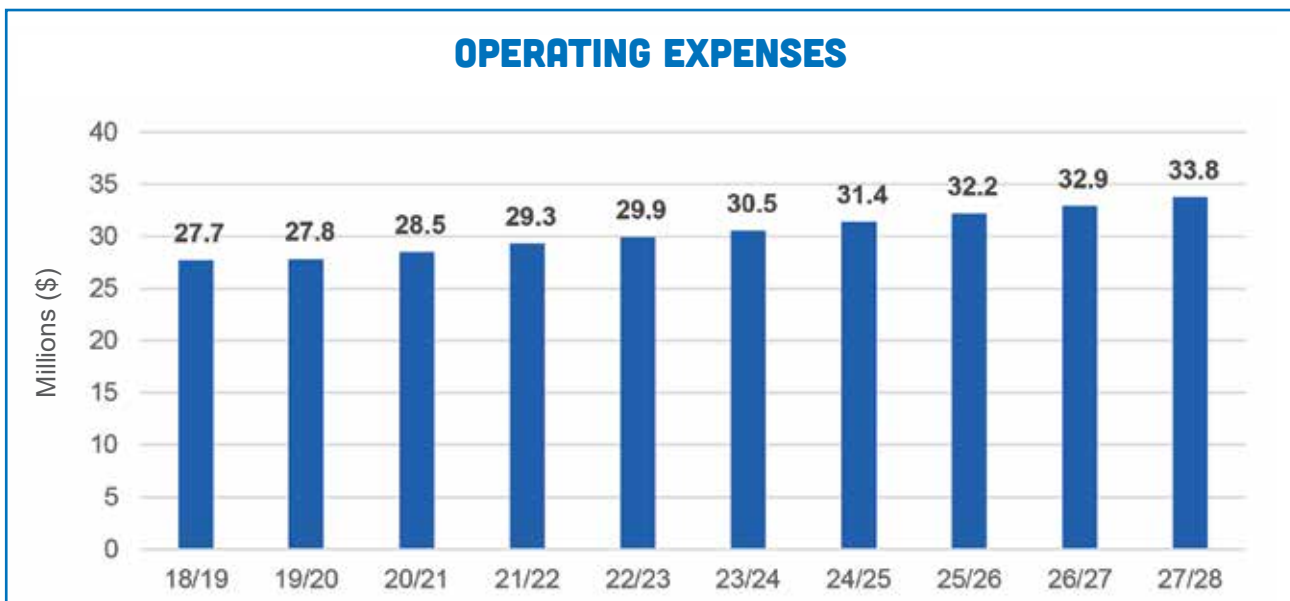
Employee expenses have been increased annually by 2.5% for the term of the LTFP. This includes:

- 2% for future EBA increase
- 0.5% for increment adjustments.

A 1% increase has been applied to years 7 and 10 for additional staff.

Other considerations:

- CPI at 2.3% has been applied to Materials, Contracts, Depreciation and Other Expenses
- Finance costs have been included as per the loan schedule which allows for major capital works loans in Years 4, 7 and 10 of \$3 million.
- An allowance of \$322,000 for Equity Accounted Council Business has been applied across the term of the plan for the recognition of Fleurieu Regional Aquatic Centre losses.



CAPITAL

REVENUE

Revenue for capital projects may be received from a number of sources including Federal and State Government grants, developer contributions and sale of assets.

PROCEEDS FROM SALE OF REPLACED ASSETS

Sale of replaced assets is usually through trade-in during the replacement process. Sales occur in line with the Plant and Vehicle Replacement Program and vary depending on the assets being replaced each year.

PROCEEDS FROM SALE OF SURPLUS ASSETS

No allowance has been made for the sale of surplus assets as no surplus assets have been identified. Sale of surplus assets will occur in line with the Disposal of Land and other Assets Policy should a potential sale be identified.

AMOUNTS SPECIFICALLY FOR NEW / UPGRADED ASSETS

Council applies for various grants depending on availability and sustainability in terms of planned projects. Grants may come from other levels of Government or industry bodies. Capital grants have been included in the LTFP at a three year average, excluding individually significant grants for major works.

DEPRECIATION

Council is required to raise revenue to cover depreciation in its operating budget. This is because it represents the cost of acquiring assets spread across the life of those assets and allows for intergenerational equity whereby current ratepayers are paying for the portion of the assets that are consumed within that year.

However, as Council has already physically paid for those assets in a previous year, revenue raised can be applied to the replacement and renewal of existing assets. This allows Council to minimise borrowings and ensure that existing assets are being replaced at the optimal time.

Depreciation has been included in the LTFP based on the current asset base in Year 1 and increasing in line with CPI to make allowance for revaluation cycles. New and upgraded assets have been added to the depreciation calculation at the date of recognition.

EXPENDITURE

Asset Management Plans provide the renewal and replacement requirements for Council assets. Asset Management Plans have been developed for:

- Roads
- Stormwater
- Footpaths
- Open Space
- Kerbing, Car Parks and Traffic Control
- Bridges
- Other Infrastructure
- Buildings

Major plant and equipment is included in the LTFP based on Council's Plant and Vehicle Replacement Policy. Other classes of assets which do not require an Asset Management Plan have been included in the LTFP based on known requirements and annual average expenditure including:

- Minor Plant and Equipment
- Furniture and Fittings
- Library Materials and Artworks.

RENEWAL OR REPLACEMENT OF EXISTING ASSETS

Asset Management Plans play an important part in planning for the renewal and replacement of existing assets. The Plans and background data contain information in regards to the age and condition of the assets. Asset Management Plans aim to provide the optimal replacement time for these assets to minimise expenditure and disruption to provide of services.

Renewal and replacement of existing assets has been included in the LTFP in line with Asset Management Plans and current budgets as below:

ASSET CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
	2018/19 (000's)	2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)
Roads	1817	1645	705	1359	1110	774	935	785	180	180
Traffic, Kerbing & Car Parks	1057	577	325	235	265	340	460	350	0	0
Footpaths	40	143	70	140	197	216	200	300	200	350
Stormwater	6	380	1960	2100	280	775	220	240	100	100
Bridges	10	45	76	75	89	75	75	62	60	73
Open Space	520	130	388	225	195	255	260	285	280	280
Other Infrastructure	0	0	0	0	0	0	0	0	0	0
Land & Buildings	816	281	752	418	220	143	182	169	90	310
Plant & Equipment	899	1053.5	1054	774	1295.5	917.96	864	582	738	962
Furniture & Fittings	25	32	32	27	22	22	32	32	17	12
Other Assets	82	82	82	82	82	82	82	82	82	82
TOTAL	5271	4369	5444	5435	3756	3600	3310	2887	1747	2349

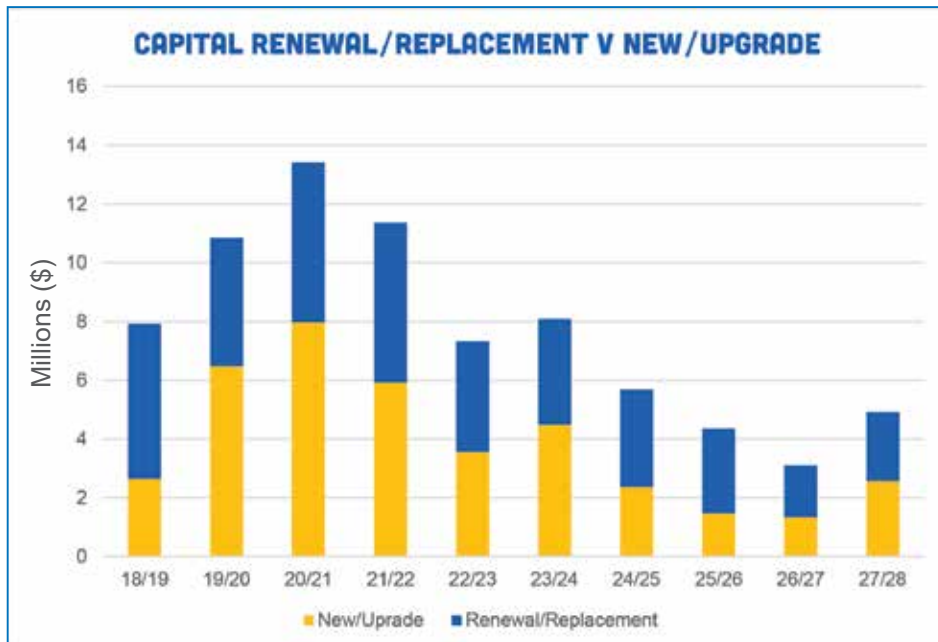
NEW AND UPGRADED ASSETS

Asset Management Plans include new projects as well as upgrade projects that have been identified by Council, community members or administration. These projects represent opportunities for activation of public spaces, increases in infrastructure capacity due to growth and investment attraction activities.

New and upgraded assets have been included in the LTFP in line with Asset Management Plans and current budgets as below:

ASSET CATEGORY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
	2018/19 (000's)	2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)
Roads	304	2670	2395	2661	1775	1635	1165	120	54	465
Traffic, Kerbing & Car Parks	389	1125	255	185	100	20	100	20	100	100
Footpaths	788	1208	506	320	638	107	195	115	280	260
Stormwater	629	360	1580	962	89	1755	145	340	120	820
Bridges	30	0	0	0	0	0	0	0	0	0
Open Space	298	282	1667	1305	340	285	245	295	290	290
Other Infrastructure	0	542	0	0	500	500	500	500	500	500
Land & Buildings	210	286	1572	492	130	188	28	84	11	140
Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Furniture & Fittings	0	0	0	0	0	0	0	0	0	0
Other Assets	0	0	0	0	0	0	0	0	0	0
TOTAL	2647	6473	7975	5925	3572	4490	2378	1474	1355	2575

The following graph shows the proportion of capital renewal / replacement of assets against new/ upgraded assets for the duration of this Plan.



MEASURING OUR PERFORMANCE

FINANCIAL INDICATORS

Key Financial Indicators provide a robust ready assessment of financial performance and sustainability. They need to be interpreted in the context of a Council’s operating environment and can provide trend data, both historic and projected that may assist in decision making and reviewing financial performance.

The Local Government (Financial Management) Regulations 2011 require a Council to use three specific indicators and the Local Government Act 1999 requires a Council to state the measures that will be used to monitor and assess the performance of the Council.

KEY FINANCIAL INDICATOR	TARGET
Operating Surplus Ratio	0% to 3%
Net Financial Liabilities Ratio	40% to 60%
Asset Sustainability Ratio	90% to 110%*

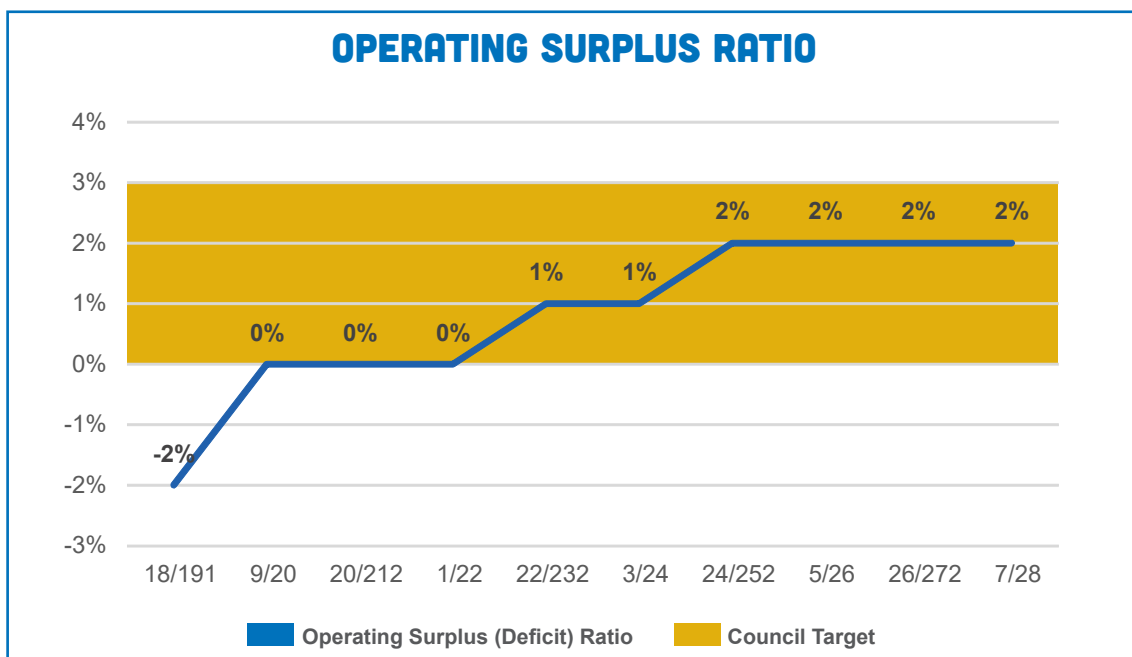
**To achieve a three year rolling average of 100%*

OPERATING SURPLUS RATIO

This ratio expresses the operating surplus/deficit (\$) as a percentage of general and other rates. It illustrates whether sufficient funds are being raised from current ratepayers relative to the services being offered. It is calculated as:

$$\frac{\text{OPERATING SURPLUS / (DEFICIT)}}{\text{TOTAL OPERATING REVENUE}}$$

As demonstrated in the graph below the LTFP allows for a ratio of 0% to 3%, and shows it gradually increasing and remaining at 2%, which indicates the ability to fund current and future capital expenditure.

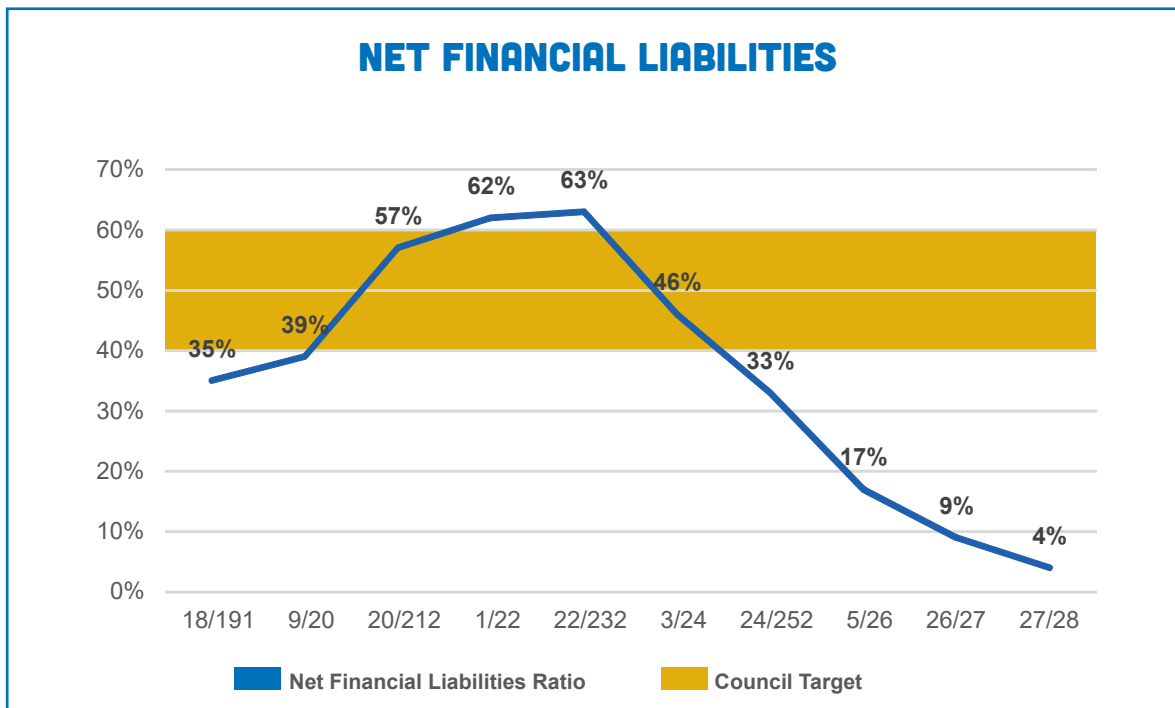


NET FINANCIAL LIABILITIES RATIO

This ratio expresses total liabilities less financial assets as a percentage of total operating revenue. The ratio indicates whether Council can meet its financial liabilities for the year from operating revenue. A higher ratio may indicate higher levels of debt whilst a lower ratio indicates stronger capacity to meet financial obligations. It is calculated as:

$$\frac{\text{NET FINANCIAL LIABILITIES}}{\text{TOTAL OPERATING REVENUE}}$$

The City of Victor Harbor is in a very strong financial position. The Net Financial Liabilities Ratio is falling, indicating that Council will have capacity to meet its financial obligations from operating revenues over the longer term. This is due to a combination of revenue forecast to increase and liabilities forecast to decrease.



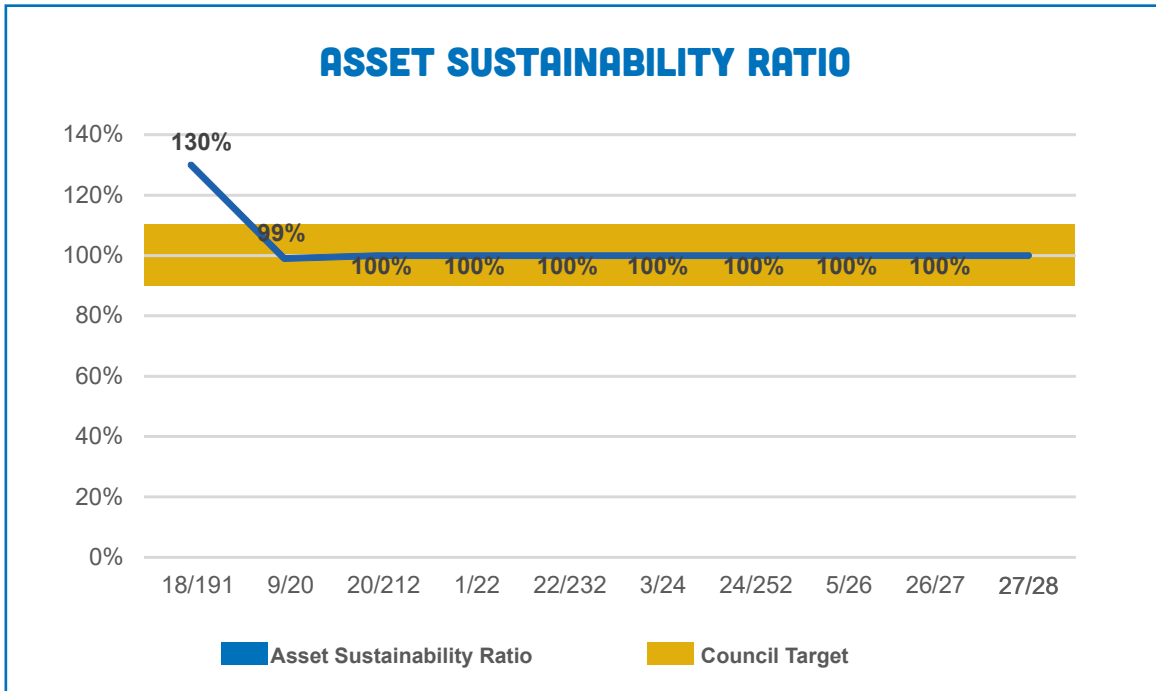
ASSET SUSTAINABILITY RATIO

This ratio is based on expenditure on capital renewal or replacement as a percentage of planned projects detailed in Councils Asset Management Plans. The ratio indicates whether assets are being renewed in line with Asset Management Plans, with a ratio of 100% indicating that the budget fully funds infrastructure replacement requirements for that year.

Whilst Council intends to fully budget for works required in the Asset Management Plans, the target has been set at a minimum of 80%, with an average of 100% to be achieved across any given three year cycle to allow for changing priorities and delays in completion of projects. It is calculated as:

$$\frac{\text{NET ASSET RENEWALS}}{\text{ASSET MANAGEMENT PLAN REQUIRED EXPENDITURE}}$$

The LTFP allows for 100% of projects in line with Asset Management Plans.





MEASURING OUR PERFORMANCE

LOAN BORROWINGS

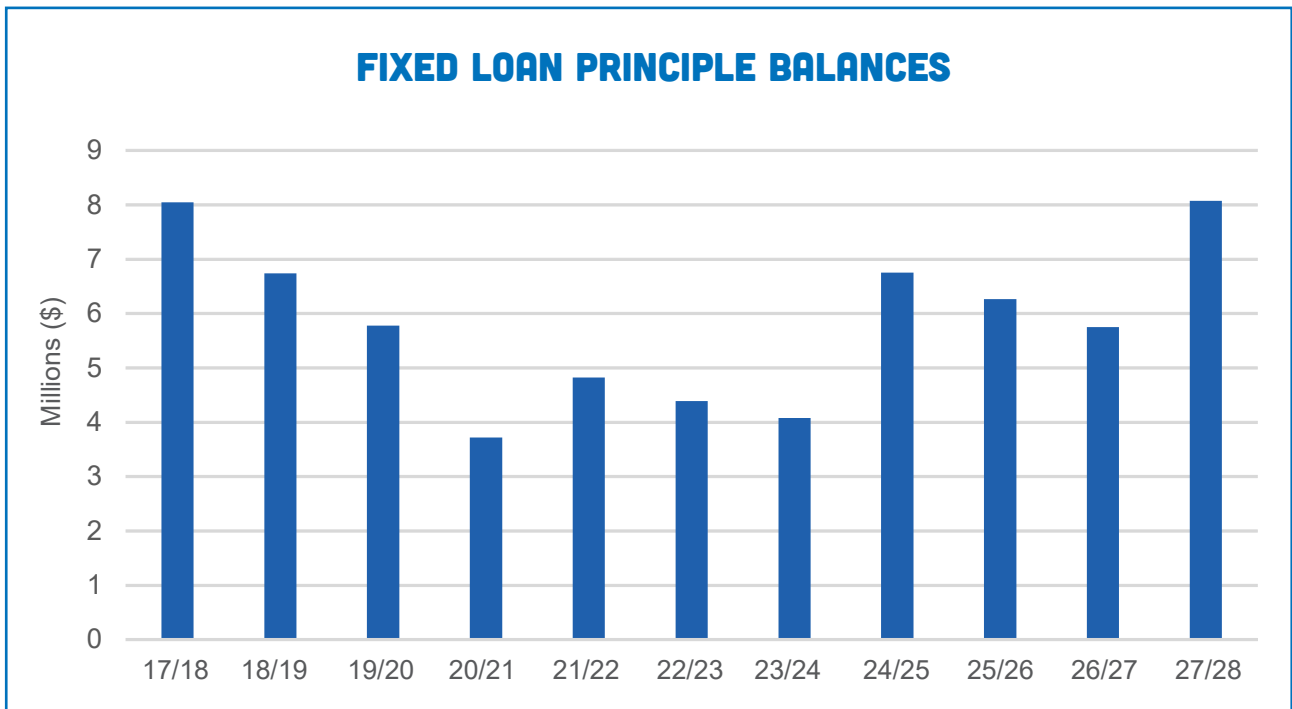
Council's Treasury Policy allows for a mix of fixed and variable borrowings in order to minimise net interest costs on average over the longer term and at the same time manage interest rate movement risks within acceptable limits. Council aims to have a variety of maturity dates on its fixed interest borrowings over the available maturity spectrum.

Council's target is to allow for not less than 30% of its gross debt in the form of fixed interest rate borrowings and that no more than 25% of these borrowings mature in any one year.

All loans are held with the Local Government Finance Authority (LGFA).

Council has a \$10 million Cash Advance Debenture Facility with the LGFA which acts similar to a variable loan, with interest payments calculated on the amount outstanding. The principal can be repaid or redrawn at call providing Council with immediate access to funds when required.

The following graph shows the maximum borrowing requirements indicated in the LTFP including three new loans for unspecified capital projects in years 4, 7 and 10.



SIGNIFICANT PROJECTS

The following is a list of significant projects included within this Long Term Financial Plan. A detailed list of capital works project for years three to six is provided in **Appendix 2**.

VICTOR HARBOR MAINSTREET PRECINCT MASTER PLAN

The Victor Harbor Main Street Precinct Master Plan is being implemented to create new streetscapes for Ocean Street and Coral Street. The plan is to revitalise the main streets to create a visually inviting and safe precinct with an emphasis of water sensitive urban design, accessibility and integrated public spaces. Stage one has been completed with stage two due for construction from May to September 2019. Future stages have also been included in the plan with similar construction periods. The following allocations are included in the Long Term Financial Plan:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2018/19 (000's)	2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)
1,130	2,373	1,590	1,250	1,350	1,635	835	0	0	0

BACCHUS WETLAND UPGRADE

To reduce the risk of residential property flooding due to inadequate capacity, in 2017/18 as part of the Inman Valley Road stormwater upgrade, culverts were installed under Inman Valley Road with the outlet into the Bacchus Wetland. The wetland upgrade will complete the works. The following allocation is included in the Long Term Financial Plan:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2018/19 (000's)	2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)
0	0	0	1,502	0	0	0	0	0	0

TABERNACLE ROAD UPGRADE

Detailed design was undertaken in 2017/18 for the necessary stormwater upgrades along Tabernacle Road, from Bay Rd to Matthew Flinders Dr, to protect properties located within the catchment from flooding. The project is for the construction of the underground infrastructure and improvement to overland flow paths by way of new kerbs and gutters. The following allocation is included in the Long Term Financial Plan:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2018/19 (000's)	2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)
0	0	0	0	0	2,070	0	0	0	0

SEA WALL

In order to deal with the possible effects of climate change and increasing sea levels a 2.65m AHD (Australian Height Datum) Sea Wall is planned for construction on Flinders Parade and The Esplanade. The following allocations are included in the Long Term Financial Plan:

YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
2018/19 (000's)	2019/20 (000's)	2020/21 (000's)	2021/22 (000's)	2022/23 (000's)	2023/24 (000's)	2024/25 (000's)	2025/26 (000's)	2026/27 (000's)	2027/28 (000's)
0	0	0	0	500	500	500	500	500	500

POSSIBLE PROJECTS

The following is a list of possible projects that have been discussed but are not specifically funded in the Long Term Financial Plan.

Loans of \$3 million have been included in the plan in years 4, 7 and 10 for major works but have not been assigned to a particular project.

ARTS & CULTURAL CENTRE

Council owns both the Town Hall and the Old Library building in Coral Street. Community feedback has identified that expenditure on these facilities is required if there is to be a focus on arts and cultural events in Victor Harbor. Council has considered the upgrade and consolidation of the two buildings as well as grander plans to create an arts and culture precinct that would require significant resourcing and grant funding to realise.

There are minor allocations throughout the term of the plan for works to maintain current service levels. No funds have been specifically allocated for major construction of an Arts and Culture Precinct.

MCKINLAY STREET CAR PARK

Council owns single level car parks on McKinlay Street that generally provide well for residents in non-peak tourism periods. There has been consideration to a multi-story car park in this area for some time due to ease of access and location as well as allowing for future growth and peak holiday periods.

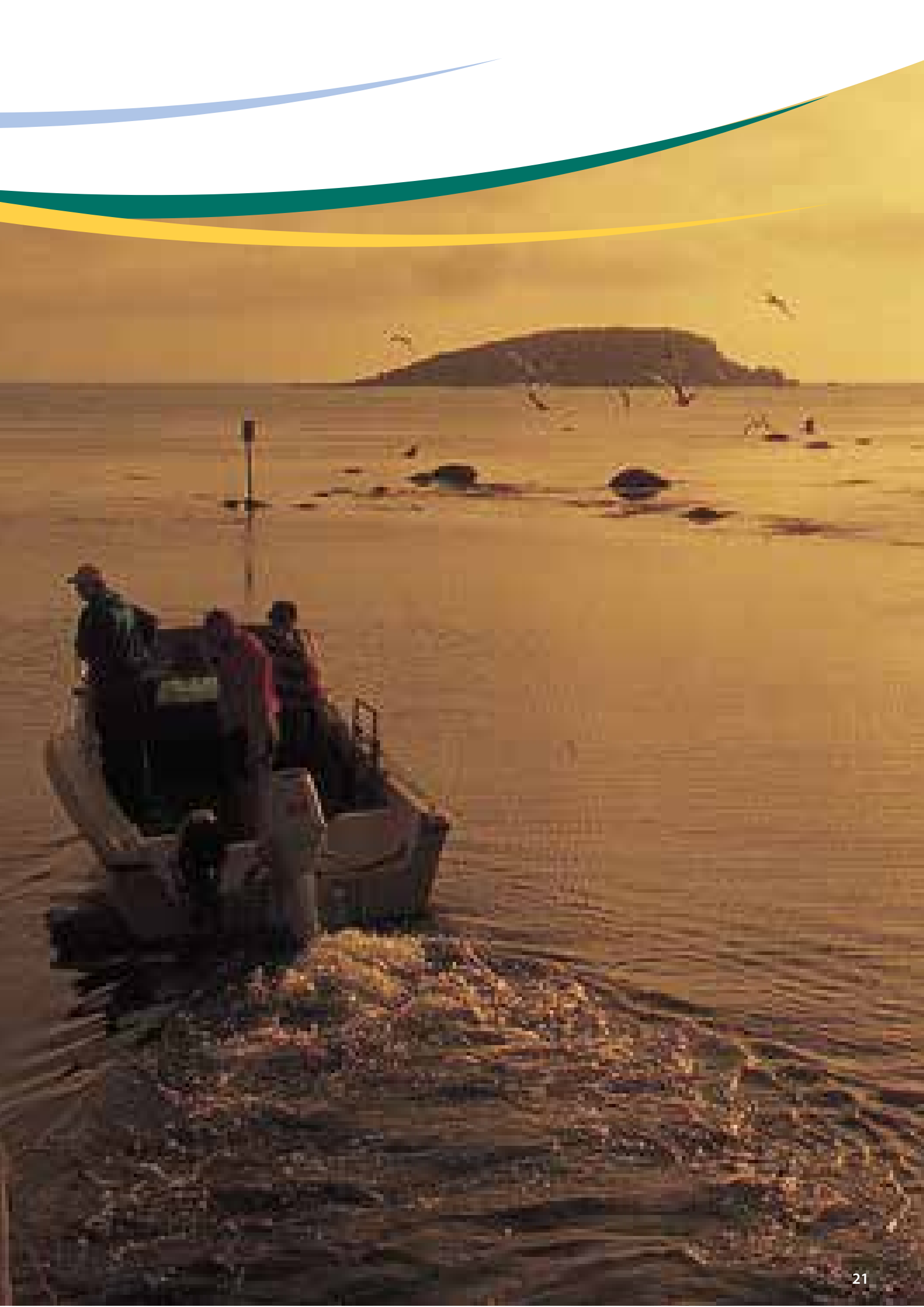
No funds have been specifically allocated for construction or expansion of the McKinlay Street car parking area.

BOATING INFRASTRUCTURE

Council has considered boating infrastructure on regular basis including discussion regarding the amenity and business of the Bluff Boat Ramp, upgrades to the Eastern Boat Ramp, the construction of a marina and cruise ship infrastructure. A number of options are currently being investigated including in relation to cruise ship infrastructure with a feasibility study currently underway.

No funds have been specifically allocated for construction of major boating infrastructure.







APPENDIX 1

UNIFORM PRESENTATION OF FINANCES

City of Victor Harbor Long Term Financial Plan
Summary of Financial Performance and Position for the Years Ending 30 June 2019 to the 30 June 2028

Year Ending 30 June:	2017/18 Year 0 Actual \$'000	2018/19 Year 1 Budget \$'000	2019/20 Year 2 Plan \$'000	2020/21 Year 3 Plan \$'000	2021/22 Year 4 Plan \$'000	2022/23 Year 5 Plan \$'000	2023/24 Year 6 Plan \$'000	2024/25 Year 7 Plan \$'000	2025/26 Year 8 Plan \$'000	2026/27 Year 9 Plan \$'000	2027/28 Year 10 Plan \$'000
Operating Revenues	26,227	27,075	27,755	28,510	29,304	30,122	30,963	31,828	32,719	33,635	34,578
less Operating Expenses	26,026	27,683	27,818	28,487	29,284	29,916	30,539	31,361	32,175	32,910	33,779
Operating Surplus/(Deficit) before Capital Amounts	201	(608)	(63)	23	21	206	424	467	544	726	799
LESS: Net Outlays on Existing Assets											
Capital Expenditure on Renewal or Replacement of Existing Assets	3,068	5,281	5,139	5,412	5,408	3,734	3,578	3,278	2,855	1,730	2,337
less Depreciation, Amortisation & Impairment	(6,357)	(6,682)	(6,894)	(7,100)	(7,239)	(7,352)	(7,454)	(7,555)	(7,636)	(7,699)	(7,763)
less Proceeds from Sale of Replaced Assets	(136)	(157)	(143)	(211)	(102)	(168)	(203)	(146)	(88)	(212)	(119)
Net Outlays on Existing Assets	(3,425)	(1,558)	(1,898)	(1,899)	(1,933)	(3,787)	(4,079)	(4,423)	(4,869)	(6,181)	(5,545)
LESS: Net Outlays on New or Upgraded Assets											
Capital Expenditure on New/Upgraded Assets	4,856	2,892	5,252	7,975	5,925	3,572	4,490	2,378	1,474	1,355	2,575
less Amounts Specifically for New/Upgraded Assets	(1,345)	(1,542)	(1,328)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0
Net Outlays on New or Upgraded Assets	3,511	1,350	3,924	6,475	4,425	2,072	2,990	878	(26)	(145)	1,075
EQUALS: Net Lending / (Borrowing) for Financial Year	115	(400)	(2,089)	(4,553)	(2,471)	1,921	1,513	4,013	5,438	7,052	5,269

APPENDIX 2

CAPITAL WORKS PROGRAM

CAPITAL WORKS PROGRAM

INTRODUCTION

The following listing provides the projects included in Asset Management Plans for years three to six of the plan.

Capital expenditure is considered as part of the Annual Business Plan and Budget each year. Capital projects listed below will be included in the 'mix' of possible projects and may be deferred, cancelled or amended during budget deliberations depending on condition ratings, community feedback and resourcing. Inclusion in the listing below does not guarantee that these projects will remain the priority in any given year.

For information on other years please refer to the following:

- **Year One** – 2018/19 Annual Business Plan and Budget
- **Year Two** – 2019/20 Draft Annual Business Plan and Budget
- **Years Six to Ten** – Asset Management Plans

YEAR THREE (2020/21)

DESCRIPTION	AMOUNT
ROADS	
Resheeting Unsealed Roads	\$160,000
Bitumen Reseals / Asphaltic Works	\$400,000
Sturt Street (Burke Street to Oval Road), Design	\$35,000
Valley View Road (Waggon Rd to End)	\$35,000
Mainstreet Precinct Master Plan Stage 5, Design	\$90,000
Mainstreet Precinct Master Plan Stage 3, Finalise construction	\$790,000
Mainstreet Precinct Master Plan Stage 4, Commence construction	\$710,000
Railway Terrace Stormwater and Urban Design Project, Commence construction	\$700,000
Jagger Road (between Bluff Road & Passatt Street, western side), place barrier kerb & channel & deep lift asphalt	\$30,000
Harbourview Terrace - Road Reconstruction with Developer	\$150,000

DESCRIPTION	AMOUNT
TRAFFIC, KERBING AND CAR PARKS	
Traffic Management Treatments - Torrens Street/Coral Street and Stuart Street intersections subject to Stuart Street closure	\$120,000
New Guard Railing for high risk major culverts	\$80,000
Crozier Road/Acraman Street /Lindsay Street, Treatment Design	\$30,000
Kerb & Channel Replacement Program (as per condition assessments)	\$110,000
Encounter Bay Bowling Club Car Park, Construction	\$95,000
Traffic Management (Left Hand Turn into Henderson Road),Construction	\$75,000
Malen Terrace, Create new vehicle parking, (Northern side between Tregonning Street & Harbourview Terrace)	\$70,000
FOOTPATHS	
Bike Strategy Ref# 1.13 - Re-routing of Encounter Bikeway to reserve below Olivers Parade (Construction)	\$200,000
Bike Strategy Ref# 5.13 - Adelaide Rd, North of Strawberry Hill Rd - Medium Refuge & Apply to Shift 60kph Sign North of this site	\$50,000
Bike Strategy Ref# 1.14 Hindmarsh Road - Peace to Bond - Southern Side	\$80,000
Harvey Ave - full length to existing footpath at dead end (length about 144m)	\$13,000
Swain Road - full length (length about 300m)	\$27,000
Kullaroo Road / Oval Park Tce - full length (length about 462m)	\$41,000
Kent Drive - fill in footpath gap, south of Bay Rd (length about 55m)	\$6,000
Broderick Tce - from George Main Rd to Phillip Ave (length about 285m)	\$26,000
Phillip Ave - from Broderick Tce to Bay Village Entrance (length about 145m)	\$13,000
Footpaths Asset Register, Condition Assessments 4 and 5	\$70,000
Replacement Program - Footpaths & pram ramp replacement for disability access	\$25,000
Eyre Terrace Level Crossing Pedestrian Maze	\$25,000

DESCRIPTION	AMOUNT
STORMWATER	
Inlet Program Construction	\$50,000
Seaview Road/Hindmarsh Road, Construction	\$1,000,000
Yilki Common Reserve, Design	\$35,000
Resolution No. OC1672017 - Jagger Rd (between Bluff Rd & Passatt St, western side), place barrier kerb&channel & deep lift asphalt	\$35,000
Acraman Street (Hill St/Hinkler St) Construction Stage 1 of 2	\$760,000
Railway Terrace - Warland Reserve to Large Tree - Underground Stormwater (Construction)	\$400,000
Resolution No. OC1652017 - Giles Street, Giles Street - Underground Stormwater, Construction	\$450,000
Hindmarsh Rd/Rupara Ave to Ocean Outfall	\$810,000
BRIDGES	
Wardle Bridge, Hutchinson Road (no. 7) repairs as identified in Level 2 Bridge Condition Assessment Report	\$10,000
Coote Rd Bridge, Coote Rd (no. 8) repairs as identified in Level 2 Bridge Condition Assessment Report	\$31,000
Keen Rd Bridge, Keen Rd (no. 15) repairs as identified in Level 2 Bridge Condition Assessment Report	\$20,000
Day Rd Overpass, Ring Rd – Day Rd (no. 23) repairs as identified in Level 2 Bridge Condition Assessment Report	\$15,000
OPEN SPACE	
Open Space Structures	\$20,000
Playground Renewal - Wallage Reserve - Tuck Reserve	\$80,000
Reserve Development - The Bluff	\$250,000
Reserve Furniture Renewal/Upgrade/New	\$60,000
Street Furniture Renewal/Upgrade/New	\$30,000
Beach and Reserve Access Points	\$150,000
Walking Trails - Renewal / Upgrades from Asset Register	\$60,000
Cemetery Development, Finnis Rd	\$35,000
GT Fisher Reserve - Implement Stage 2	\$70,000

DESCRIPTION	AMOUNT
Irrigation Renewal & Upgrade - Kent Reserve (Re-Use Water Main Extension)	\$150,000
Youth Park Upgrade	\$40,000
Foreshore Reserve Bridge Tce - Yacht Club to Bowling Club - Implementation	\$500,000
Encounter Bay Recreation Ground - Gillespie Land Development - Stage 1 of 2	\$600,000
Victor Harbor Dragon Boat storage shed - Contribution	\$10,000
LAND AND BUILDINGS	
Civic Centre - Café Kitchen - Kitchen Replacement	\$14,000
Visitor Information Centre - Air Con replacement	\$20,000
Depot - Gardeners shed replacement	\$25,000
Civic Centre - Grnd floor public toilet upgrade (hand basins & tap replacement)	\$15,000
Franklin Parade / Whalers Rd, Toilets New Construction	\$136,000
Whale Centre - Roof & gutter replacement	\$60,000
Civic Centre - Solar array install to car park	\$550,000
Carrickalinga House - Stone wall replacement (Salt damp)	\$50,000
Rec Centre - Youth Club & Boxing room - New Ceilings	\$120,000
Civic Centre - Library Redevelopment (option 2)	\$1,289,000
Civic Centre/Library - replace library lights with LED	\$45,000
PLANT AND EQUIPMENT	
Horse Tram - Annual Allowance	\$3,000
Whale Centre - Annual Allowance	\$3,000
Crime Prevention - CCTV Annual Allowance and Replacement on 7-Year Lifecycle	\$12,500
Town Hall - Annual Allowance	\$3,000
Visitor Information Centre - Annual Allowance	\$5,000
Recreation Centre - Annual Allowance	\$3,000
Plant and Machinery (Plant, Trucks, Utilities & Vans, Community Bus and Cars) - Plant and Vehicle Replacement Plan	\$688,000
Depot - Allowance for Replacement of Minor Plant	\$30,000
Civic Centre - Annual Allowance	\$10,000

DESCRIPTION	AMOUNT
IT - Replacement as per Plan and Lifecycle	\$204,000
Communication - Annual Allowance Based on 7-Year Lifecycle	\$5,000
Regulatory Services - Replacement on 4-Year Lifecycle	\$34,000
Whale Centre - Allowance for PC Replacements	\$2,000
Library - Servers, Staff PCs and Public PCs	\$40,000
Visitor Information Centre - Allowance for PC Replacements	\$3,000
Depot - Allowance for PC Replacements	\$3,000
IT - Workstations & Tablets - Replacement as per Plan and Lifecycle	\$52,000
Whale Centre - Exhibits and Equipment	\$20,000
Civic Centre - Office Equipment	\$5,000
FURNITURE AND FITTINGS	
Horse Tram - Annual Allowance	\$2,000
Whale Centre - Annual Allowance	\$2,000
Library - Replacement On 4-Year Lifecycle	\$10,000
Town Hall - Annual Allowance	\$2,000
Visitor Information Centre - Annual Allowance	\$2,000
Recreation Centre - Annual Allowance	\$2,000
Depot - Annual Allowance	\$2,000
Civic Centre - Annual Allowance	\$10,000
OTHER ASSETS	
Library - Based on State Government MOU	\$82,000

YEAR FOUR (2021/22)

DESCRIPTION	AMOUNT
ROADS	
Resheeting Unsealed Roads	\$160,000
Bitumen Reseals / Asphaltic Works	\$480,000
Sturt Street, Construction (Burke to Oval Rd)	\$590,000
Valley View Rd - Waggon Rd to End - distance about 286m - Construction	\$180,000
Mainstreet Precinct Master Plan - Stage 6 - Commence design	\$240,000
Mainstreet Precinct Master Plan - Stage 4 - Finalise construction	\$710,000

DESCRIPTION	AMOUNT
Mainstreet Precinct Master Plan - Stage 5 - Commence construction	\$300,000
Oakham Street, Full Length Stormwater, Construction	\$320,000
Ring Route, Repair Road Bridge Approach's	\$120,000
Resolution No. OC1672017 - Jagger Rd (between Bluff Rd & Passatt St, western side), place barrier kerb & channel & deep lift asphalt	\$220,000
'Railway Tce Stormwater & Urban Design Project' - Finalise Construction, also Refer to Stormwater IAM Plan Upgrade	\$700,000
TRAFFIC, KERBING AND CAR PARKS	
Traffic Management Treatments - Burke Street study, Torrens Lane one-way and review of Seaview Road Roundabout with DPTI	\$50,000
New Guard Railing for High Risk - Major Culverts	\$80,000
Kerb & Channel Replacement Program (as per condition assessments)	\$130,000
Encounter Bikeway Lighting adjacent Franklin Parade	\$80,000
Resolution No. OC3042018 - Franklin Parade Yilki Shops Area), Pedestrian Improvement - Construction	\$80,000
FOOTPATHS	
Bike Strategy Ref# 1.5 - Adjacent to Franklin Parade - Bitumen Resurface Existing Pathway & Widen Where Possible to 3.5m (Stage 1)	\$110,000
Bike Strategy Ref# 5.14 - Crozier Rd at Lindsay - Place Median Refuge	\$15,000
Bike Strategy Ref# 5.15 - Seaview Rd at Carlyle - Place Median Refuge	\$15,000
Footpaths Asset Register, Mydata - Condition Assessments 4 and 5	\$100,000
Maude Street - from Inman Valley Rd to past Enterprise Ave (length about 425m)	\$39,000
Bacchus Rd - track from Bacchus Road to Inman Valley Rd (length about 140m)	\$12,000
Prime Boulevard - North of Wishart Crescent to Rymill Ave (length about 400m)	\$38,000
Poltong Crescent - from Mill Rd to End (length about 410m)	\$37,000

DESCRIPTION	AMOUNT
Replacement Program - Footpaths & pram ramp replacement for disability access	\$25,000
Ozone Street (L450m)	\$55,000
Encounter Waters Connections to Shared Pathway	\$14,000
STORMWATER	
Inlet Program Construction	\$50,000
Churchill Road (Crozier/Inman River) Design	\$35,000
Acraman Street (Hill St/Hinkler St) Construction Stage 2 of 2	\$760,000
Bacchus Wetland Upgrade, Construction	\$1,502,000
Higgins Street Construction	\$170,000
Churchill Road (Crozier - Inman River) Design	\$35,000
Yilki Common Reserve - Construction	\$340,000
Resolution No. OC1672017 - Jagger Rd (between Bluff Rd & Passatt St, western side), place barrier kerb&channel & deep lift asphalt	\$170,000
BRIDGES	
Memory Grove Bridge, Memory Grove (no. 14) repairs as identified in Level 2 Bridge Condition Assessment Report	\$46,000
Pitkins Rd Bridge, Pitkins Rd (no. 21) repairs as identified in Level 2 Bridge Condition Assessment Report	\$17,000
Francis Rd Bridge 2, Francis Rd (no. 33) repairs as identified in Level 2 Bridge Condition Assessment Report	\$12,000
OPEN SPACE	
Warland Reserve - upgrades (irrigation, picnic settings seating shelters artwork landscape & path improvements)	\$270,000
John Crompton Reserve - landscaping, ramp upgrade & infrastructure	\$20,000
Playground Renewal - - Yilki Common	\$80,000
Reserve Development - Kent Reserve	\$110,000
Reserve Furniture Renewal/Upgrade/New	\$60,000
Street Furniture Renewal/Upgrade/New	\$30,000
Beach and Reserve Access Points	\$75,000
Walking Trails	\$60,000
Cemetery Development, Finnis Rd	\$35,000

DESCRIPTION	AMOUNT
Encounter Bay Recreation Ground - Gillespie Land Development - Stage 2 of 2	\$600,000
Irrigation Renewal - Grosvenor Gardens & Barker Reserve	\$60,000
Foreshore Reserve Bridge Tce - Yacht Club to Bowling Club - Masterplan (Recreation & Open Space Strategy)	\$50,000
Playground Renewal - Young and Blockers Reserves	\$80,000
LAND AND BUILDINGS	
Yacht Club Bridge & storage shed - Roof Replacement	\$50,000
Yacht Club Bridge & storage shed - Replace timber fascia & barges	\$10,000
Croquet Club House - New club rooms including toilets	\$260,000
Whale Centre - Security system upgrade	\$22,000
Rec Centre - replace suspended ceiling throughout	\$200,000
Rec Centre - Inman Room & Music room - replace split AC systems with HVAC	\$100,000
Rec Centre - Stadium (2) Fan replacements	\$8,000
Visitor Information Centre - Security system upgrade	\$20,000
Rec Centre - Toilet upgrade throughout	\$90,000
Town Hall - Resurface stage	\$10,000
Kleinigs Hill, Toilets - New Construction	\$140,000
PLANT AND EQUIPMENT	
Horse Tram - Annual Allowance	\$3,000
Whale Centre - Annual Allowance	\$3,000
Crime Prevention - CCTV Annual Allowance and Replacement on 7-Year Lifecycle	\$12,500
Town Hall - Annual Allowance	\$3,000
Visitor Information Centre - Annual Allowance	\$5,000
Recreation Centre - Annual Allowance	\$3,000
Plant and Machinery (Plant, Trucks, Utilities & Vans, Community Bus and Cars) - Plant and Vehicle Replacement Plan	\$417,000
Depot - Allowance for Replacement of Minor Plant	\$30,000
Civic Centre - Annual Allowance	\$10,000
IT - Replacement as per Plan and Lifecycle	\$256,000

DESCRIPTION	AMOUNT
Communication - Annual Allowance Based on 7-Year Lifecycle	\$150,000
Horse Tram - Allowance for PC Replacements	\$2,000
Whale Centre - Allowance for PC Replacements	\$2,000
Library - Servers, Staff PCs and Public PCs	\$5,000
Visitor Information Centre - Allowance for PC Replacements	\$3,000
Depot - Allowance for PC Replacements	\$3,000
Elected Members - Replacement in line with Council Elections	\$2,000
IT - Workstations & Tablets - Replacement as per Plan and Lifecycle	\$67,000
Horse Tram - Horse Stock & Equipment - Bi-ennial Replacements	\$10,000
Civic Centre - Office Equipment and Generator for Business Continuity	\$125,000
FURNITURE AND FITTINGS	
Horse Tram - Annual Allowance	\$2,000
Whale Centre - Annual Allowance	\$2,000
Library - Replacement On 4-Year Lifecycle	\$5,000
Town Hall - Annual Allowance	\$2,000
Visitor Information Centre - Annual Allowance	\$2,000
Recreation Centre - Annual Allowance	\$2,000
Depot - Annual Allowance	\$2,000
Civic Centre - Annual Allowance	\$10,000
OTHER ASSETS	
Library - Based on State Government MOU	\$82,000

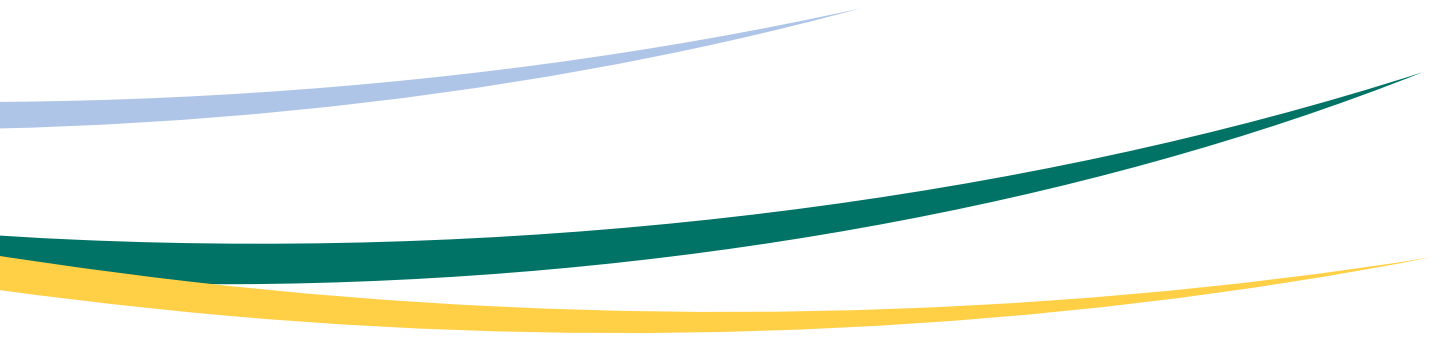
YEAR FIVE (2022/23)

DESCRIPTION	AMOUNT
ROADS	
Resheeting Unsealed Roads	\$160,000
Bitumen Reseals / Asphaltic Works	\$570,000
Whalers Road from Franklin Parade to White Crescent - 7900m ² - Construction	\$760,000
Mainstreet Precinct Master Plan - Stage 5 - Finalise CONSTRUCTION	\$300,000

DESCRIPTION	AMOUNT
Mainstreet Precinct Master Plan - Stage 6 - Commence CONSTRUCTION	\$800,000
Mainstreet Precinct Master Plan - Stage 7 - Commence DESIGN	\$250,000
Glenvale Road (road design)	\$45,000
TRAFFIC, KERBING AND CAR PARKS	
Kerb & Channel Replacement Program (per condition assessments)	\$130,000
Traffic Management Treatments, Outcomes/Resolutions from 2017 Traffic Study - Victoria Street Pedestrian refuge (near IGA) and implementation of Burke Street study - cost subject to study findings	\$100,000
New Guard Railing for High Risk - Major Culverts	\$100,000
Crozier/Acraman/Lindsay - Treatment - Construct Implement	\$35,000
FOOTPATHS	
Bike Strategy Ref# 1.5 - Adjacent to Franklin Parade - Bitumen Resurface Existing Pathway & Widen Where Possible to 3.5m (Stage 2)	\$110,000
Bike Strategy Ref# 7.1 - Bluff Jetty Rd - Crushed Stone Path Traversable by Bikes from the end of Bikeway to the Bikeway to the Bluff Ring Rd	\$40,000
Bike Strategy Ref# 1.7 - Willis St to Causeway - 3.5m Shared Pathway, Adjacent to Fence	\$144,000
Bike Strategy Ref# 3.7 - Kullaroo Rd, Adjacent to High School - 3m Wide Shared Pathway	\$80,000
Bike Strategy Ref# 6.5 - Adelaide Road via Strawberry Hill Rd, Stan Farquar Reserve & The Rise to Ocean Rd - 2.5m Wide Shared Use Pathway	\$200,000
Mill Rd - from Tabernacle Rd to short of Poltong Crescent (length about 600m)	\$57,000
Bay Road - from Tabernacle Rd to past Crosby Court (length about 390m)	\$35,000
Charles Street - from Ainslie Roberts Drive to Franklin Parade (length about 155m)	\$14,000
Nicolaus Baudin Drive - from Tabernacle Rd to Bartel Boulevard (length about 805m)	\$180,000
Footpaths Asset Register, Condition Assessments 4 and 5	\$100,000

DESCRIPTION	AMOUNT
Replacement Program - Footpaths & pram ramp replacement for disability access	\$25,000
STORMWATER	
Inlet Program Construction	\$70,000
Churchill Road (Crozier/Inman River) Construction	\$180,000
Haug's Dam Upgrade, Design	\$35,000
Fell Street - Upgrade, Design	\$35,000
Sweetman Avenue, Design	\$35,000
Fencing of basin at Stirling Court	\$14,000
BRIDGES	
Sawpit Rd Bridge, Sawpit Rd (no. 09) repairs as identified in Level 2 Bridge Condition Assessment Report	\$53,000
Kirk Rd Bridge, Kirk Rd (no. 16) repairs as identified in Level 2 Bridge Condition Assessment Report	\$36,000
OPEN SPACE	
Irrigation Renewal - Kleinig's Lookout & GS Read Reserve	\$50,000
Playground Renewals & Upgrades - McCracken & Kent (Swings & Basketball)	\$80,000
Reserve Development - Connell Reserve	\$120,000
Reserve Furniture Renewal/Upgrade/New	\$60,000
Street Furniture Renewal/Upgrade/New	\$30,000
Beach and Reserve Access Points	\$80,000
Walking Trails	\$60,000
Open Space Structures	\$20,000
Cemetery Development, Finnis Rd	\$35,000
LAND AND BUILDINGS	
Yacht Club - Replace Eaves - Fascia and Gutter (Clubroom)	\$15,000
Civic Centre - Generator backup system	\$120,000
Depot - Carpenters shed - total replacement	\$20,000
Causeway Toilets - Refurbishment	\$140,000
Visitor Information Centre - Carpet replacement	\$20,000
Rec Centre - Canteen kitchen replacement	\$15,000
Civic Centre - upgrade car park lights to LED	\$20,000
PLANT AND EQUIPMENT	
Horse Tram - Annual Allowance	\$3,000

DESCRIPTION	AMOUNT
Whale Centre - Annual Allowance	\$3,000
Crime Prevention - CCTV Annual Allowance and Replacement on 7-Year Lifecycle	\$12,500
Town Hall - Annual Allowance	\$3,000
Economic Development & Tourism - Replacement on 4-Year Lifecycle	\$35,000
Visitor Information Centre - Annual Allowance	\$5,000
Recreation Centre - Annual Allowance	\$3,000
Plant and Machinery (Plant, Trucks, Utilities & Vans, Community Bus and Cars) - Plant and Vehicle Replacement Plan	\$806,500
Depot - Allowance for Replacement of Minor Plant	\$30,000
Civic Centre - Annual Allowance	\$10,000
IT - Replacement as per Plan and Lifecycle	\$246,000
Communication - Annual Allowance Based on 7-Year Lifecycle	\$5,000
Whale Centre - Allowance for PC Replacements	\$4,000
Library - Servers, Staff PCs and Public PCs	\$5,000
Visitor Information Centre - Allowance for PC Replacements	\$3,000
Depot - Allowance for PC Replacements	\$3,000
Elected Members - Replacement in line with Council Elections	\$24,000
Chambers Audio/Visual	\$60,000
IT - Workstations & Tablets - Replacement as per Plan and Lifecycle	\$192,000
Civic Centre - Office Equipment	\$5,000
FURNITURE AND FITTINGS	
Horse Tram - Annual Allowance	\$2,000
Whale Centre - Annual Allowance	\$2,000
Library - Replacement On 4-Year Lifecycle	\$2,000
Town Hall - Annual Allowance	\$2,000
Visitor Information Centre - Annual Allowance	\$2,000
Recreation Centre - Annual Allowance	\$2,000
Depot - Annual Allowance	\$2,000
Civic Centre - Annual Allowance	\$10,000
OTHER ASSETS	
Library - Based on State Government MOU	\$82,000



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