City of Mount Gambier

Civic Centre, 10 Watson Terrace
Mount Gambier SA 5290

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Mount Gambier SA 5290

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mountgambier.sa.gov.au

Reference: AF11/866

5th April, 2017

MEMBERS

NOTICE is given that the Operational Services Committee will meet in the following Meeting Room on the day, date and time as follows:

Operational Services Committee
(Conference Room - Level 1):

Tuesday, 11th April 2017 at 7:30 a.m.

An agenda for the meeting is enclosed.

Mark McSHANE
CHIEF EXECUTIVE OFFICER

City of Mount Gambier

CONFLICT OF INTEREST DISCLOSURE FORM

I_____,
(insert name)

have received a copy of the agenda for the ☐ **ordinary** ☐ **special** meeting of the

_____ ☐ Council ☐ Committee ☐ Board
(insert full name of Committee / Sub-Committee / Board)

to be held on: _____
(insert date of meeting)

CONFLICT OF INTEREST DISCLOSURE

I consider that I have a:

☐ **material** conflict of interest pursuant to section 73 (complete and sign below)

☐ **actual** or ☐ **perceived** conflict of interest pursuant to section 74 (complete and sign overleaf)

of the *Local Government Act 1999* ("the LG Act") in relation to the following agenda item:

_____
(insert details - include Agenda Item No, Report Number, Item / Report Subject Title)

which is to be discussed at that meeting.

MATERIAL

The nature of my **material** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you (or a person prescribed in section 73(1) of the LG Act) stands to obtain a benefit or suffer a loss depending on the outcome of the consideration of the matter at the meeting of the Council in relation to the agenda item described above]*:

In accordance with section 74(1)(b) I will be leaving the meeting room while the matter is being discussed and voted on.

_____ _____
Signature Date

City of Mount Gambier

In accordance with section 75A(2)(b) I propose ☐ **to** ☐ **not to** participate in the meeting in relation to the matter.

ACTUAL

The nature of my **actual** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why the conflict between your interests and the public interests might lead to a decision that is contrary to the public interest in relation to the agenda item described above]*.

Where I have proposed to participate in the meeting I intend to deal with my **actual** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the actual conflict of interest in a transparent and accountable way]*.

OR

PERCEIVED

The nature of the **perceived** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you consider that an impartial fair-minded person could reasonably consider that you have a perceived conflict of interest in the matter]*.

Where I have proposed to participate I intend to deal with the **perceived** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the perceived conflict of interest in a transparent and accountable way]*.

_____ _____

Signature Date

OPERATIONAL SERVICES COMMITTEE

Meeting to be held on Tuesday, 11th April 2017 at 7.30 a.m.

AGENDA

1. COMMITTEES - Internal - Operational Services Committee - re Projects to be undertaken by the Operational Services Department, Engineering Division, during month - Ref. AF11/866

2. ENVIRONMENTAL MANAGEMENT - Programme Management - Clean Up Australia Day 2017 - Ref. AF11/404

3. ENVIRONMENTAL MANAGEMENT - Programme Management - Participation in Earth Hour 2017 - Ref. AF11/407

4. INFRASTRUCTURE - Public Lighting - LED Lighting - SA Power Networks - Ref. AF11/1867

5. PROPERTY MANAGEMENT - Request for Relocation of Basketball Ring - Stiles Street Reserve - D Dahl - Ref. AF16/445

6. SOCIAL, CULTURAL AND COMMUNITY SERVICES - Recreation and Sport - Proposal for Disc Golf Park - Ref. AF11/1630

7. STRATEGIC MANAGEMENT - Development and Review - Infrastructure and Asset Management Plan - AF11/1786

8. TRAFFIC MANAGEMENT - Request for Parking Restrictions - Jubilee Highway East - RSL Bowling Club - Ref. AF11/1867

9. TRAFFIC MANAGEMENT - Request for reduction to speed limit - C Clarke - Hawkins Road - Ref. AF11/1867

10. COMMITTEES - Council Development Assessment Panel - Minutes of Meeting held 16th March 2017 - Ref. AF16/445

11. OPERATIONAL SERVICES REPORT NO. 6/2017 - Infrastructure - Quotations For Bulk Earthworks - Bishop Road - Road Construction - Ref. 1516-20

12. OPERATIONAL SERVICES REPORT NO. 7/2017 - Financial Management - Tender - Kennedy Avenue Retaining Wall - Asbestos Removal And Repair Work (Readvertised) - Ref. AF16/483

13. OPERATIONAL SERVICES REPORT NO. 8/2017 - Property Management - Salvage Yard - Council Operated Salvage Yard - Possible Operational Model - Ref. AF14/34

14. OPERATIONAL SERVICES REPORT NO. 9/2017 - Property Management - Crater Lakes Conservation Park - Tree Removal - Ref. AF11/1391

OPERATIONAL SERVICES COMMITTEE

Meeting to be held in the Conference Room, Operational Services Area, Level One of Civic Centre, 10 Watson Terrace, Mount Gambier, on Tuesday 11th April 2017 at 7.30 a.m.

AGENDA

PRESENT: Cr C Greco (Presiding Member)
Crs D Mutton, P Richardson, I Von Stanke and F Morello

APOLOGIES: moved the apology received from be accepted.

seconded

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Director Operational Services, Daryl Sexton
Engineering Manager, Daryl Morgan
Team Leader Administration (Operational Services), Sally Wilson

COUNCIL MEMBERS AS OBSERVERS:

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

MINUTES: moved the minutes of the previous meeting held on Tuesday, 14th March 2017 be taken as read and confirmed.

seconded

QUESTIONS: (a) With Notice - nil submitted.
(b) Without Notice -

1. COMMITTEES - Internal - Operational Services Committee - re Projects to be undertaken by the Operational Services Department, Engineering Division, during month - Ref. AF11/866

The Engineering Manager reported the following works are to be undertaken/are currently being undertaken by the Operational Services Department, Engineering Division, during the month:

Commenced Tasks	% Completed
• James Street (paving works)	30%
• Gilmore Close (drainage works)	30%
• Hotmix intersections	10%
• Caroline Landfill (Cell 3B construction)	85%
• Commercial Street West (reconstruction)	90%

Completed Tasks

- Hosking Avenue (kerbing works)
- Lake Terrace East (footpath construction)
- Thompson Street (footpath construction)
- Badenoch Street (drainage works)

moved the report be received

seconded

2. ENVIRONMENTAL MANAGEMENT - Programme Management - Clean Up Australia Day 2017 - Ref. AF11/404

The Environmental Sustainability Officer reported:

(a) Clean Up Australia Day is a valuable initiative which has been given support from the City of Mount Gambier to encourage the community to help keep Mount Gambier clean and green;

(b) as such, Council staff again coordinated participation in Clean Up Australia Day (CUAD) 2017. The City of Mount Gambier provided:

- promotion (mail out, community posters, civic centre foyer display, media release, radio interview, flat screen advertising in the Library, Council and Main Corner plus emailing of networks);
- co-ordination of kits and groups;
- extra bins at nominated sites;
- marshalling area and co-ordination of volunteer registrations on the day;
- rubbish removal from nominated sites;
- free sausage sizzle for participants which was a fundraiser for Gambier City Lions Club.

(c) Clean Up Australia 2017 consisted of clean ups held on two days. The Schools Clean Up Day (SCUD) on Friday, 3rd March and the Community Clean Up Australia Day on Sunday, 5th March;

(d) the Schools Clean Up Day consisted of eleven participating schools with over 2000 students cleaning up their school grounds and surrounding areas. Schools included; St Martin's Lutheran College, Tenison Woods College, Grant High School, Independent Learning Centre, Mil Lel Primary School, Melaleuca Park Primary, Acacia Kindergarten, Montebello Kindergarten, Gordon Education Centre, Reidy Park Primary School and McDonald Park School;

(e) the Community Clean Up Australia Day event involved approximately 110 volunteers and 8 registered community sites. Volunteers collected approximately 30 bags of rubbish and 15 bags of recyclables, a total of 45 bags. Volunteers ranged from all ages, many volunteers were community organisations and families who have participated for a number of years. It was encouraging to see an increased number of local businesses supporting the event by organising clean ups;

(f) community sites cleaned up in 2017 were Valley Lakes, Blue Lake, Mount Gambier Rail Trail, Olympic Park and surrounding streets, McDonalds Restaurant, Frew Park and surrounding streets, Bunnings to 5SE Radio tower on Millicent road, Hawkins Road/Jubilee Highway East, the Cave Gardens and CBD area. Community areas cleaned on Schools Clean Up Day included Railway Lands by Mil Lel Primary School, Independent Learning School and Gordon Education Centre, Lady Nelson/Frew Park and streets to school by St Martin's Lutheran College and Hasting Cunningham Reserve, Shepherdson Road, Marist Park and surrounding area by Tension Woods College;

(g) it is recommended Council continues to support this national environmental conservation event in the same capacity as 2017.

moved it be recommended:

(a) The report be received;

(b) Council continue to support this national environmental conservation event in 2018, in the same capacity as 2017.

seconded

3. ENVIRONMENTAL MANAGEMENT - Programme Management - Participation in Earth Hour 2017 - Ref. AF11/407

The Environmental Sustainability Officer reported:

(a) Earth Hour 2017 marked the 10th anniversary of Earth Hour as a global phenomenon. This worldwide event brings communities together to support and promote the environmental issue of climate change;

(b) as such, Council staff again coordinated participation in Earth Hour 2017. The City of Mount Gambier provided promotion (community posters, civic centre foyer display, media release, radio interviews, flat screen advertising in the Library, Council and Main Corner plus emailing of networks);

(c) Council participated through taking part in 'Lights Out'. Lights were turned off from 8.30-9.30pm on Saturday 25th March at the Main Corner, Library, Railway Lands, Vansittart Park, Lady Nelson Brig and the Centenary Tower. In the lead up Council held an event on Thursday 16th March from 6pm-8pm to screen the Earth Hour 2016 documentary, "Places We Love," and an international documentary "Recipes for Disaster." Additionally, the Library ran an Earth Hour theme during their story time sessions on Tuesday and Friday in the week leading up to the event;

(d) it is recommended Council continues to support this global environmental event in the same capacity as 2017.

moved it be recommended

(a) The report be received;

(b) Council continue to support this global sustainability event in 2018, in the same capacity as 2017.

seconded

4. INFRASTRUCTURE - Public Lighting - LED Lighting - SA Power Networks - Ref. AF11/1867

The Director Operational Services reported:

(a) SA Power Networks (SAPN) has written to Council with three alternative proposals for the provision of street lighting to the Council area;

(b) in its simplest form, SAPN are offering to change 2,351 luminaires to LED at nil cost to Council, with a projected saving in energy costs (at todays' rates) of about $70,000 per annum. Larger savings in energy costs are possible if Council was to undertake to own the lights and SAPN maintain them and even larger savings in energy costs if Council was to own and maintain the lights;

(c) there is currently a lot of debate within Local Government about street lighting and the Local Government Authority is doing a significant amount of work on this topic;

(d) in the short term Council has nothing to lose and everything to gain by opting to take the low risk alternative which is to simply change the current fluorescent luminaires to LED luminaires;

(e) this will require Council entering into a formal contractual arrangement with SAPN which will reflect:

- ownership understanding
- service level agreements
- tariff understanding
- rolling agreement
- life span of agreement - 20 years (which is life of the luminaires)

(f) there will be an option to terminate the contract if Council decides to adopt another delivery model in the future;

(g) the proposed agreement for the 2,351 lights relates to lights or roads classified as "P" (i.e. will not apply to major roads etc).

moved it be recommended:

(a) The report be received;

(b) Council advise SA Power networks that it is prepared to enter into a formal contractual arrangement whereby SA Power Networks converts 2,351 fluorescent lights to LED lights at nil cost to Council, in accordance with the proposal from SA Power Networks dated 9th February 2017 (as attached to the agenda);

(c) The Chief Executive Officer be authorised to execute the agreement with SA Power Networks that is reflected in this resolution of Council.

seconded

5. PROPERTY MANAGEMENT - Request - Relocation of Basketball Ring and Court - Stiles Street Reserve - D Dahl - Ref. AF16/445

The Director Operational Services reported:

(a) Council has received a request for the relocation of a basketball ring and court on the reserve adjacent to the property at 25 Montebello Drive, Mount Gambier;

(b) Council Officers have investigated the costs associated with this request and anticipate that the works will cost approximately $7,000.

moved it be recommended:

(a) The report be received;

(b) Council respectfully decline the request to relocate the basketball ring and court due to the cost of such relocation.

seconded

6. SOCIAL, CULTURAL AND COMMUNITY SERVICES - Recreation and Sport - Proposal for Disc Golf Park - Ref. AF11/1630

The Director Operational Services reported:

(a) Council, at its meeting of 20th September 2016, with respect to a proposal to introduce Disc Golf to the City, resolved:

"Council request the Director Operational Services to further research and develop the proposal for a Disc Golf facility at Brownes Lake and provide a further report to Council for consideration."

(b) the proponents of this emerging sport held a 'come and try day" on the weekend of 11th and 12th March 2017 with players visiting from Adelaide, Melbourne and Geelong;

(c) the course at Brownes Lake proved to be very acceptable and the course layout is attached to the agenda for information. The location of the baskets can be easily moved to ensure players are given a new challenge from time to time;

(d) earlier information provided to Council indicated a relatively small capital outlay (say $22,000 for baskets and signs) to establish an appropriate course and this information is still valid;

(e) attached to the agenda is further information from Mr Ryan Nicholson (local proponent) and a copy of the Event Evaluation form;

(f) the conclusion of the regional players is that Brownes Lake is a more than suitable location for events up to national championships and the local support at the "come and try" day was very encouraging. This report will recommend that Council seek to establish a course in the near future.

moved it be recommended:

(a) The report be received;

(b) Council refer an allocation of $22,000 to the 2017/2018 Budget for consideration regarding the establishment of a Disc Golf course at Brownes Lake, generally in accordance with the plan (as attached to the agenda).

seconded

7. STRATEGIC MANAGEMENT - Development and Review - Infrastructure and Asset Management Plan 2016/2017-2026/2027 - AF11/1786

The Director Operational Services reported:

(a) Council's "Infrastructure and Asset Management Plan 2016/2017-2026/2027" has been reviewed and the new draft document is attached to the agenda;

(b) the plan examines, in depth, Council's various assets including Infrastructure (roads, drains, footpaths, carparks), Plant and Equipment, Buildings and Structures and the Caroline Landfill;

(c) the plan summarises valuations of all asset classes, establishes service standards to be maintained and provides estimates to maintain both the asset (in a fit for purpose state) and the designated service standards;

(d) when Council is able to fund the annual 'consumption' of assets (i.e. depreciation) it is managing its assets in a sustainable manner;

(e) the plan indicates that Council continues to achieve good results with infrastructure assets and plant and equipment, but buildings and structures still theoretically consume more of the asset annually than is being replaced;

(f) valuations for the asset classes of Infrastructure and Plant and Equipment are determined internally and Building and Structures by external consultants.

moved it be recommended:

(a) The report be received;

(b) Council receive and endorse the "Infrastructure and Asset Management Plan 2016/2017-2026/2027".

seconded

8. TRAFFIC MANAGEMENT - Request for Parking Restrictions - Jubilee Highway East - RSL Bowling Club - Ref. AF11/1867

The Director Operational Services reported:

(a) Council received a similar request from the RSL Bowling Club in early 2016, that was prompted by a fall on the footpath by a person who subsequently required ambulance attention;

(b) the Director Operational Services responded to the request at that time and a copy of that response is attached to the agenda;

(c) dedicated parking for potential ambulance emergencies is not common and is not supported by the Director Operational Services, as emergency vehicles have the authority to make parking decisions that best meet the circumstances.

moved it be recommended:

(a) The report be received;

(b) Council respectfully decline the request to provide a space for ambulances on Jubilee Highway East, adjacent to the RSL Bowling Club, on the basis that it is not possible to predict either the frequency or the best location for parking to meet the needs of an unknown emergency;

(c) the RSL Bowling Club be advised of this resolution and the reasons for Council's decision.

seconded

9. TRAFFIC MANAGEMENT - Request for reduction to speed limit - C Clarke - Hawkins Road - Ref. AF11/1867

The Engineering Manager reported:

(a) Council has received a request from a resident who lives on the corner of Terrell Road and Hawkins Road requesting a change in the speed limit for Hawkins Road;

(b) the same concerns have been previously raised by this resident (in 2012) and since this time the road circumstances have not significantly changed;

(c) Council, at its meeting held on 18th December 2012 resolved:

"(a) The report be received;

(b) Council refer the matter of speed limit review of Hawkins Road directly to DPTI and advise that Council has no opinion on this matter."

(d) the creation and alteration of speed limits on all roads in South Australia is a responsibility of the Department of Planning, Transport and Infrastructure (DPTI) and not Councils. Council does not have powers to set speed limits on roadways, it only has the power to set temporary speed limits associated with roadworks;

(e) this matter is again placed before Council for information and to ascertain whether Council has any opinion on this matter before it is referred to DPTI for consideration;

(f) by way of background, Hawkins Road, Dohle Road and Sycamore Road speed limits were all reviewed in October - November 2011 by DPTI and at that time, the Terrell Road land division (stage 1) was complete, although only a handful of allotments were either occupied or in the process of being built on.

moved it be recommended:

(a) The report be received;

(b) Council refer the matter of a speed limit review of Hawkins Road directly to the Department of Planning, Transport and Infrastructure and advise that Council has no opinion on this matter.

seconded

10. COMMITTEES - Council Development Assessment Panel - Minutes of Meeting held 16th March 2017 - Ref. AF16/445

moved it be recommended:

(a) Minutes of the Council Development Assessment Panel meeting held on Thursday, 16th March 2017 be received;

(b) the decisions made by the Council Development Assessment Panel be noted.

seconded

11. OPERATIONAL SERVICES REPORT NO. 6/2017 - Infrastructure - Quotations For Bulk Earthworks - Bishop Road - Road Construction - Ref. 1516-20

moved it be recommended:

(a) Operational Services Report No. 6/2017 be received;

(b) Council authorise the bulk earthworks component of Bishop Road construction to be undertaken by Gambier Earth Movers for a quotation price of $143,208 (plus GST).

seconded

12. OPERATIONAL SERVICES REPORT NO. 7/2017 - Financial Management - Tender - Kennedy Avenue Retaining Wall - Asbestos Removal and Repair Work (Readvertised) - Ref. AF16/483

moved it be recommended:

(a) Operational Services Report No. 7/2017 be received;

(b) Council award the tender to GT Bobcat for the lump sum price of $268,800 (plus GST).

seconded

13. OPERATIONAL SERVICES REPORT NO. 8/2017 - Property Management - Salvage Yard - Council Operated Salvage Yard - Possible Operational Model - Ref. AF14/34

moved it be recommended:

(a) Operational Services Report No. 8/2017 be received:

(b) Council recognise the substantial benefits in the provision of a salvage yard facility for the Mount Gambier community and now proceed to undertake the detailed design and costing for a facility in line with this report:

(c) Council endeavour to allocate additional funds in the 2017/18 budget to meet any short fall in anticipated capital costs and operational costs to establish the facility, and also set a target opening date of 1 July 2018.

seconded

14. OPERATIONAL SERVICES REPORT NO. 9/2017 - Property Management - Crater Lakes Conservation Park - Tree Removal - Ref. AF11/1391

moved it be recommended:

(a) Operational Services Report No. 9/2017 be received;

(b) subject to Council allocating $20,000 in its 2017/2018 Budget, Council authorise the removal of the 32 trees that have been recommended for removal within the Valley Lakes Conservation Park;

(c) Council engage a supervisory person who holds the qualification "AQTF Cert IV" Arboriculture to prune the required trees;

(d) Council authorise a selection of replacement plantings throughout the Conservation Park as listed in table 2.

seconded

MOTIONS WITHOUT NOTICE -

The meeting closed at a.m.

AF11/866
SW

Our Reference: 100767108

09.02.2017

City of Mount Gambier
Mr Daryl Morgan
PO Box 56
Mount Gambier SA 5290

Public Lighting Letter of Offer
City of Mount Gambier Trial Bulk LED Installation

Dear Mr Morgan,

INTRODUCTION

I refer to the correspondence between SA Power Networks and City of Mount Gambier ("**Council**") regarding the above-mentioned lighting upgrade Project.

We are pleased to make this offer to Council for the supply of public lighting services for the Project. This offer comprises this Letter of Offer and the Attachments thereto (including the Annexures contained within the Attachments) ("**Proposal**"). All dollar values expressed in the Proposal exclude GST.

The contact person assigned to this Project is Mark Vinall, who can be contacted on 0407 940 254.

SUMMARY OF PROJECT

Lighting Upgrade

New Luminaire Type	Tariff	Number of Luminaires	Council Contribution
Sylvania 14 Watt MK2 LED	SAPN	2,351	Nil Cost
Total Council Contribution			Nil Cost

Tariffs

The terms and conditions applicable to each Tariff are set out in the Tariff Agreement.

The documents comprising the Tariff Agreement and listed in order of precedence in clause 1 of "Attachment A - General Conditions" to this document.

Any modifications to the standard service levels set out in the Tariff Agreement, and the pricing impact thereof, are set out in Annexure A.2. and Annexure A.3 (respectively).

Project Description

Please refer to "Attachment B – Project Description" for a description of the Project.

Construction Agreement

Please refer to 11005 – Supply of Works for construction conditions

Where the Tariff selected by the Council involves the Council funding the installation of the Luminaires by SAPN, the terms applicable to the installation services are set out in the Construction Agreement, which is provided in "Attachment C – Construction Agreement."

Any modifications to the Construction Agreement are set out in Annexure C.1. The total Fee payable by the Council for the installation services to be provided under the Construction Agreement is Nil Cost as particularised in Annexure C.2 and as may be adjusted under the terms of the Construction Agreement.

ACCEPTANCE OF THIS PROPOSAL

To accept this Proposal, please sign where indicated at the end of this Letter of Offer and return at your earliest convenience, and we will enter the booking of your Project into our construction schedule. This Proposal remains open for twenty-eight (28) days from the date of this letter after it will lapse.

Should you have any queries, or if we can assist in any way, please do not hesitate to contact Mark Vinall, or call the general enquiry line on (08) 8292 0402.

Yours sincerely

Mark Vinall
Lighting Solutions Manager
SA Power Networks Construction& Maintenance Services
GPO Box 77, ADELAIDE SA 5001
Phone: 0407 940 254
Email: Mark.Vinall@sapowernetworks.com.au

Enclosed: Attachment A: General Conditions

Acceptance of Proposal

City of Mount Gambier, ABN 17 330 264 425, accepts this Proposal and acknowledges and agrees that, on and from the date of signing, they are bound by the terms and conditions of this Proposal.

Signed by the Council's Authorised Representative:

Signature: ..... Title: .....

Name: ..... Date: .....

NB: Should this Proposal be accepted, please return one copy of this entire Proposal duly signed, along with any other relevant additional documentation and an order number to:

SA Power Networks Lighting Solutions
roadlighting@sapowernetworks.com.au (or)
41-55 Barnes Avenue, Marleston SA 5033

DARCY R. DAHL
25 MONTICELLO DRIVE
MT GAMBIER
13-3-2017

To the City council of Mt. Gambier.
Parks + Gardens committee.

Dear Sirs,

I am 90 years of age and my wife does not enjoy the best of health so I write asking if the basketball hoop situated closely to the rear of our residence and our main living area as the constant bouncing of balls on the concrete is most intrusive and annoying.

The re sighting of same to the southern side of the existing playground would be most appreciated.

To appreciate our complaint perhaps a member of your council could present themselves at our home at around 5-00 P.M of an evening or a weekend to see at first hand our problem.

Yours etc.
DR Dahl

VOLCANO VALLEY DISC GOLF COURSE – MOUNT GAMBIER

HOLE	1	2	3	4	5	6	7	8	9	OUT	10	11	12	13	14	15	16	17	18	IN	Total
PAR	3	3	4	3	3	3	3	3	3	28	3	5	3	3	4	4	4	3	5	34	62
Advanced (m)	95	80	146	70	90	90	78	103	70	822	80	250	90	80	155	95	160	78	265	1253	2075
Beginner (m)	95	80	111	70	90	75	78	80	70	749	80	220	90	80	120	95	120	78	225	1113	1862

LEGEND

HQ Start
Target
Flight Path
Out of Bounds
M Mando
P Parking
Toilets

Walkway
Walkway

General Rules

THROWING FROM A STANCE

A. When the disc is released, a player must:

1. Have at least one supporting point (body part) that is in contact with the lie; (refer to marking the lie) and,
2. Have no supporting point in contact with the marker disc or any object (including the playing surface) closer to the target than the rear edge of the marker disc; and,
3. Have all supporting points in-bounds.

B. Supporting point contact with or beyond the marker disc is permitted after the disc is released, except when putting.

C. Putting: Any throw from within 10 meters of the target, as measured from the rear of the marker disc to the base of the target, is a putt. Supporting point contact closer to the target than the rear edge of the marker disc after the disc has been released is a stance violation. The player must demonstrate full control of balance before advancing toward the target.

ESTABLISHING POSITION

A. The thrown disc establishes a position where it comes to rest.

B. A disc is considered to be at rest once it is no longer moving as a result of the momentum imparted by the throw. If the disc first comes to rest above or below the playing surface, its position is on the playing surface directly below or above the disc.

MARKING THE LIE

A. The position of a thrown disc on the in-bounds playing surface marks its lie.

B. Alternatively, a mini marker disc may be used to mark the lie by placing it on the playing surface, touching the front of the thrown disc on the line of play.

C. A player is required to mark the lie with a mini marker disc in the following situations:

1. Marking an approximate lie.
2. Marking a disc above or below the playing surface.
3. Relocating the lie within one meter of an out-of-bounds area.

D. If the position of the thrown disc is in-bounds but within one meter of an out-of-bounds line, the lie may be marked by placing a mini marker disc on the playing surface at any point on a one-meter line that extends perpendicularly from the nearest point on the out-of-bounds line and passes through the center of the thrown disc, even if the direction takes the lie closer to the target. For the purpose of marking the lie, the out-of-bounds line represents a vertical plane.

E. If a large solid obstacle prevents the player from taking a legal stance behind the marker disc, the player may instead mark the lie by placing a mini marker disc on the playing surface immediately behind that obstacle on the line of play.

F. A player shall receive a warning for the first violation of a marking rule. One penalty throw shall be assessed for each subsequent violation of any marking rule during the round.

MANDATORIES

A. A mandatory restricts the path the disc may take to the target. A disc must pass the correct side of the mandatory before the hole is completed. A disc has passed the mandatory once it establishes a position beyond the mandatory line.

1. The mandatory line is the line marked by the director or course designer to indicate when a disc has passed or missed the mandatory.
2. If no line has been marked, the mandatory line is defined as a straight line through the mandatory, perpendicular to the line connecting the mandatory to the previous mandatory, or if there is no previous mandatory, the tee.
3. In the case of a double mandatory when no line has been marked, the mandatory line is the straight line connecting the two mandatories, and extends beyond them in both directions.

B. A throw has missed the mandatory if it passes the incorrect side of the mandatory from the direction of the tee, and establishes a position completely beyond the mandatory line.

C. A throw that has missed the mandatory results in a one-throw penalty. The next throw shall be made from the drop zone, as designated for that mandatory.

D. If no drop zone has been designated, the player shall play from the previous lie.

E. If, after a mandatory has been passed, a subsequent throw crosses the mandatory line on the correct side but in the reverse direction, the mandatory has no longer been passed. The player must still pass the mandatory on the correct side. A line connecting the lies for the hole must pass to the correct sides of all mandatories for the hole.

F. The nearest mandatory which has not yet been passed is considered to be the target for all rules related to marking the lie, stance, obstacles, and relief, if the line of play does not pass to the correct side of that mandatory.

OUT-OF-BOUNDS

A. A disc is out-of-bounds if its position is clearly and completely surrounded by an out-of-bounds area. The out-of-bounds line is part of the out-of-bounds area.

B. A disc that cannot be found is considered to be out-of bounds if there is reasonable evidence that the disc came to rest within an out-of-bounds area. In the absence of such evidence, the disc is considered lost

C. A player whose disc is out-of-bounds shall receive one penalty throw. The player may elect to play the next throw from:

1. The previous lie; or,
2. A lie that is up to one meter away from and perpendicular to the point where the disc last crossed into out-of-bounds, even if the direction takes the lie closer to the target; or,
3. Within the designated drop zone, if provided.

D. The out-of-bounds line represents a vertical plane. Where a player's lie is marked from a particular point within one meter of the out-of-bounds line, the one-meter relief may be taken from a point upward or downward along the vertical plane.

E. If the thrower moves the disc before a determination regarding its out-of-bounds status has been made, the disc shall be considered out-of-bounds.

LOST DISC

A. A disc shall be declared lost if the player cannot locate it within three minutes after arriving at the spot where it was last seen. Any player in the group or an official may begin the timing of the three minutes, and must inform the group that the timing has begun. All players in the group must assist in searching for the disc. The disc shall be declared lost upon expiration of the three minutes.

B. A player whose disc is declared lost shall receive one penalty throw. The next throw shall be made from the previous lie.

Sally Wilson

From: Sally Wilson
Sent: Tuesday, 4 April 2017 1:03 PM
To: Sally Wilson
Subject: Disc Golf Mt Gambier

From: Patty [mailto:patrick@geelongdiscgolf.com]
Sent: Thursday, 16 March 2017 11:47 AM
To: Daryl Sexton
Cc: ryan@beachportliquidminerals.com.au; Mayor Andrew Lee
Subject: Disc Golf Mt Gambier

Hi Daryl,

My names Patty Robinson and I've just attended the first Disc Golf event in Mt Gambier, The Mount Gambier Volcano Disc Golf Eruption. I asked for your email from the Tournament Director, Ryan Nicholson.
I have played Disc Golf for the past 5 years and tour Australia playing tournaments. I'm also the current Australian Disc Golf Champion in Mens Pro Open.

I'm writing to you as I strongly believe a permanent Disc Golf course should be installed in Mt Gambier.
I have seen first hand what a permanent Disc Golf course can do for the local community. When I assisted with the Geelong Council in the installation of Barwon Valley Disc Golf Course located in Geelong, we saw our Disc Golf Club membership numbers triple in 12 months We have individuals, schools and families using and enjoying our free-to-play course in Geelong. The Geelong Disc Golf Club also run clinics and "Come & Try" events for the community and local schools.
We have local businesses in Geelong benefiting from the Disc Golf course with some now selling Disc Golf merchandise.
Additionally, we have our first sell out Disc Golf event coming up called The Victorian Disc Golf Open. This attracts around 80 competitors to Geelong and we have many local business supporting the event and profiting from the travelers.
In retrospect to other activities, a Disc Golf course is also cheap to install and easy to design.

The Valley Lake area, where the event was held, is a great location for a Disc Golf course. The areas undulation, historic trees and proximity to town make it an ideal location for Disc Golf. With professional design, a course in this area could easily become one of the top destinations for Disc Golfers in Australia.

I strongly urge the idea of a permanent course be considered for Mt Gambier. I am very thankful to Ryan Nicholson for running the event and to the City of Mount Gambier council for allowing the event to be run.
I hope to be back soon playing Disc Golf in Mt Gambier!

Kind regards,

Patty

Club President
Geelong Disc Golf Club
0403873800

City of
Mount Gambier

Event Evaluation

An Event Evaluation must be completed post-event for all events sponsored by City of Mount Gambier as advised upon approval of funding.

Please complete all relevant sections to the best of your knowledge and submit your reconciled budget with this evaluation.

ORGANISATION NAME:	South Australian Disc Golf
EVENT NAME:	Mount Gambier Volcano, Disc Golf Eruption
DATE OF EVENT:	11th & 12th of March
REPORT PREPARED BY:	Ryan Nicholson DATE:

Event Attendance Data

	THIS YEAR	LAST YEAR	PREVIOUS YEAR	*Financial ie. registration fee, entrance fees*
Number of participants at your event	30	N/A	N/A	$10 per day
Number of accompanying attendees (estimate)	6	N/A	N/A	Nil
Number of spectators (estimate)	30	N/A	N/A	Nil

Please provide an approximate percentage breakdown of area of residency for participants

Local 66.6 % Regional — % SA 10 % VIC 23.3 %

NSW — % QLD — % WA — % TAS — %

NT — % International 6.6 %

Event Budget

Was the event delivered within budget ?	☑ Yes ☐ No
Were there any major budget variations?	☑ Yes ☐ No
Final copy of reconciled event budget attached?	☐ Yes (please note, this must be included)
Any comments?	Cut out inessential items and had some items donated

Event Rating

Overall rating *Please tick applicable rating for event as a whole*	☐ 1 *Unsuccessful* ☐ 2 ☐ 3 ☐ 4 ☑ 5 *Very Successful*
Accommodation Type *Please tick any that apply*	☑ Caravan Park ☑ Motels ☐ B&B's ☐ Apartments ☑ Hotels ☐ Friends &/or Relatives ☐ Private Accommodation ☐ Other, please specify_____
Accommodation Rating *Please tick applicable rating*	☐ 1 *Unsatisfactory* ☐ 2 ☑ 3 ☐ 4 ☐ 5 *Better than expected*
How would you rate the customer service received at the Accommodation?	☐ 1 *Unsatisfactory* ☐ 2 ☑ 3 ☐ 4 ☐ 5 *Excellent*
Venue Please name venue used for event	Brownes Lake
Venue Rating	☐ 1 *Unsatisfactory* ☐ 2 ☐ 3 ☐ 4 ☑ 5 *Excellent*
Any Tours/Activities/ Attractions visited?	☑ Blue Lake ☐ Main Corner ☐ The Lady Nelson ☑ Valley Lake ☐ Umpherston Sinkhole ☐ Engelbrecht Cave ☐ Retail ☑ Other, please specify Hotel Dining
How would you rate the Customer Service received at the above?	☐ 1 *Unsatisfactory* ☐ 2 ☐ 3 ☐ 4 ☑ 5 *Excellent*
Dining Options *Please tick any that apply*	☑ Restaurants ☐ Cafes ☑ Fast Food ☑ Onsite Caterers
Dining Rating How was your experience?	☐ 1 *Unsatisfactory* ☐ 2 ☐ 3 ☐ 4 ☑ 5 *Excellent*
How would you rate the customer service related to dining?	☐ 1 *Unsatisfactory* ☐ 2 ☐ 3 ☐ 4 ☑ 5 *Excellent*
Did you use a Service Club? *eg. Rotary, Lions etc. If so, please specify*	Gambier City Lions Club + Jeannies espresso express.
Any further comments?	Nothing but positive feedback regarding all aspects of the event, area and overall experiences. Some Players from Victoria brought their families.

Benefits to the Community & Region

Please explain how your event supported the pillars of the City of Mount Gambier Community Plan

Our People

A safe inclusive City where access to quality services & facilities supports a socially connected, vibrant & healthy community

Our event not only brought together locals in running a sporting event but also saw great interest with many coming to try our par clinic and even a few families registering to play as well. The event has created even more interest in people wishing to play regularly in either casual formats or even future competitions.

Our Location

A perfectly centered place where people aspire to live, work, visit & invest

Visiting players were utterly blown away by the area. Many had never been to Mount Gambier and commented on how they underestimated the City's area as a whole. The fact that we are positioned halfway between Adelaide and Geelong/Melbourne was stated by the interstate players that it suited them perfectly.

Our Diverse Economy

A diversified, innovative & resilient economy that generates jobs & services

During the event Visitors gathered for group meals at local venues including a sitting of 24 of us at the Federal hotel for tea. Some players brought families that spent their time & money visiting tour attractions & shopping. Event Organisers had Gambier City Lions Club 3 Saunders espresso express cater for the event's passer bys.

Our Climate, Natural Resources, Arts, Culture & Heritage

A culturally-inspired City that strives to minimise its ecological footprint

It is in the event Organisers & players best interest to maintain a clean and safe playing area. Future events or installations - course design would benefit greatly by the planting of trees and such which can aid in Layout of holes.

Marketing & Promotion

(Please attach a copy of your marketing strategy)

Who was your target market? Lower south east & Western Victoria 15-52 year olds M&F

Did you reach them? Yes

How did you promote your event? Social Media promotions.

Rate the effectiveness of your marketing/promotion -

1	2	3	4	5
☐	☐	☐	☐	☑

Ineffective — *Highly Effective*

SWOT Analysis

Please analyse & list the Strengths, Weaknesses, Opportunities & Threats of your event

Strengths	*Weaknesses*
Low Cost, Low impact, healthy, Suits young to old, fit or unfit and even those with disabilities can play. Attracts visitors to the region and utilises an underutilised area. Allows Caterers to vend both events and those using the Valley Lake area.	Having to continue the borrowing of baskets from Adelaide and Geelong is at risk of them not always being available. Needing to set up a full course for an event takes a lot of work & time and all players need to learn the course on the day.
Opportunities	*Threats*
Helping grow the sport locally and encouraging future events attracting more players to visit the region. Feedback from National Champions & ADG Committee member said the Location could host a National championships.	Thunder storms can cause a stop in play but a fire ban day would shut an entire days play. Future events are likely to be planned in main Summer Months. Lack of a permanent course & Signage.

Please return completed form to:

City of Mount Gambier
Community Events Officer
35 Jubilee Highway East
PO Box 56
Mount Gambier SA 5290
P: (08) 8723 3901
E: city@mountgambier.sa.gov.au

City of
Mount Gambier

Infrastructure and Asset Management Plan

2016/17 – 2026/27

Document Control	

Document ID: AF11/1786 City of Mount Gambier Infrastructure and Asset Management Plan					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	July 2008		DM		
2	December 2012		WM	DS	
3	July 2014	Adopted by Council 17th February 2015	WM	DS	Council
4	July 2016		WM	DS	

TABLE OF CONTENTS

ABBREVIATIONS

AAAC	Average annual asset consumption
ARI	Average recurrence interval
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DoH	Department of Health
EF	Earthworks/formation
IAMP	Infrastructure and asset management plan
IRMP	Infrastructure risk management plan
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SS	Suspended solids
vph	Vehicles per hour
LTFP	Council's Long Term Financial Plan

GLOSSARY

Annual service cost (ASC)
An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operating, maintenance, depreciation, finance / opportunity and disposal costs, less revenue.

Asset class
Grouping of assets of a similar nature and use in an entity's operations (AASB 166.37).

Asset condition assessment
The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management
The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Assets
Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12).

Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 months.

Average annual asset consumption (AAAC)*
The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset OR by dividing the Fair Value (Depreciated Replacement Cost) by the Remaining Life and totalled for each and every asset in an asset category or class.

Brownfield asset values**
Asset (re)valuation values based on the cost to replace the asset including demolition and restoration costs.

Capital expansion expenditure
Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretional expenditure, which increases future operating, and maintenance costs, because it increases Council's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure
Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital funding
Funding to pay for capital expenditure.

Capital grants
Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure
See capital expenditure definition.

Capital new expenditure
Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure
Expenditure on an existing asset which returns the service potential, or the life of the asset, up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital upgrade expenditure
Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretional and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in Council's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade

expenditures, the total project cost needs to be allocated accordingly.

Carrying amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets
See asset class definition.

Component
An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Cost of an asset
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)
The cost Council would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Current replacement cost "As New" (CRC)
The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.

Cyclic Maintenance**
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, replacement of air conditioning equipment, etc. This work generally falls below the capital / maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Depreciable amount
The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)

Depreciated replacement cost (DRC)
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life
See useful life definition.

Expenditure
The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Greenfield asset values **
Asset (re)valuation values based on the cost to initially acquire the asset.

Heritage asset
An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss
The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets
Physical assets of Council or of another entity that contribute to meeting the public need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and often have no market value.

Investment property
Property held to earn rentals or for capital appreciation or both, rather than for:
(a) use in the production or supply of goods or services or for administrative purposes; or
(b) sale in the ordinary course of business (AASB 140.5).

Level of service
The defined service quality for a particular service against which service performance may be measured (service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).

Life Cycle Cost **
The life cycle cost (LCC) is the average cost to provide the service over the longest asset life cycle. It comprises annual maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure **
The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.

Loans / borrowings
Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in 'spreading the burden' of capital expenditure over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).

Maintenance and renewal gap
Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (eg 5, 10 and 15 years).

Maintenance and renewal sustainability index
Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

Maintenance expenditure
Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality
An item is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.

Modern equivalent asset.
A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.

Non-revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operating expenditure
Recurrent expenditure, which is continuously required excluding maintenance and depreciation, eg power, fuel, staff, plant, equipment, on-costs and overheads.

Pavement management system
A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

Planned Maintenance**
Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

PMS Score
A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption*
A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal*
A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade*
A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Reactive maintenance
Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Recoverable amount
The higher of an asset's fair value less costs to sell and its value in use.

Recurrent expenditure
Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.

Recurrent funding
Funding to pay for recurrent expenditure.

Rehabilitation
See capital renewal expenditure definition above.

Remaining life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining life is economic life.

Renewal
See capital renewal expenditure definition above.

Residual value
The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment
A self-contained part or piece of an infrastructure asset.

Service potential
The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.

Service potential remaining*
A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (DRC/DA).

Strategic Management Plan (SA)**
Documents Council objectives for a specified period (3-5 years), the principle activities to achieve the objectives, the means by which that will be carried out, estimated income and expenditure, measures to assess performance and how rating policy relates to Council's objectives and activities.

Sub-component
Smaller individual parts that make up a component part.

Useful life
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by Council. It is the same as the economic life.

Value in Use
The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.

Source: DVC 2006, Glossary
Note: Items shown * modified to use DA instead of CRC
Additional glossary items shown **

EXECUTIVE SUMMARY

What Council Provides

Council provides a road network in partnership with State and Federal Governments to enable a high level of safety, accessibility and amenity for Mount Gambier. Council's commitment to maintaining this road network is in line with current best practices and to the standards expected by its ratepayers.

Council further provides an extensive range of buildings and structures which are used by the community for many and varied purposes (including a regional landfill facility).

Council also owns and operates an extensive plant and equipment fleet to allow it to provide infrastructure and services to meet the needs of the Mount Gambier community.

ROADS AND DRAINAGE INFRASTRUCTURE SUMMARY

Asset	Quantity	Units	Replacement Cost	Net Fair Value	Annual Depreciation	Accumulated Depreciation
Road Sub Pavement	248,733	m^2	$843,792	$709,885	$6,615	$133,906
Road Pavement	2,321,188	m^2	$44,426,254	$33,347,886	$687,315	$11,078,368
Road Seals	2,085,610	m^2	$14,700,088	$11,279,725	$971,239	$3,420,364
Kerb & Channel	447,636	m	$28,203,197	$21,428,727	$406,525	$6,774,471
Footpaths (constructed)	308,627	m^2	$14,277,284	$12,191,808	$241,658	$2,085,475
Traffic Lights	18	Sets	$2,008,500	$1,529,550	$66,950	$478,950
Carparks	72,940	m^2	$9,955,125	$7,904,648	$248,878	$2,050,477
Stormwater Infrastructure			$6,952,500	$5,164,714	$99,321	$1,787,786
		TOTALS	$121,366,740	$93,556,943	$2,728,501	$27,809,797

Note: costs of all grass nature strips is included within the total costs of Footpaths (constructed), but area is not show in this table. Grass nature strips have not been depreciated.

BUILDING AND STRUCTURE INFRASTRUCTURE SUMMARY

Asset	Quantity	Replacement Cost	Net Fair Value	Annual Depreciation	Accumulated Depreciation
Buildings	102	$87,178,098	$62,165,451	$1,833,670	$25,012,647
Structures	228	$19,701,314	$13,349,501	$466,330	$6,351,813
TOTALS		$106,879,412	$75,514,952	$2,300,000	$31,364,460

Note: building and structure data compiled by Opteon (South Australia) Pty Ltd

Asset	Quantity	Net Fair Value	Annual Depreciation	Accumulated Depreciation
Caroline Landfill Existing	1	$1,283,185	-	$1,283,185
Caroline Landfill Cell 3	1	$602,012	$199,000	$262,100
Caroline Landfill Cap Cell 3	1	$2,100,000	$278,222	$315,000
TOTALS		$3,985,197	$477,222	$1,860,285

PLANT AND EQUIPMENT INFRASTRUCTURE SUMMARY

Asset	Quantity	At Cost	Residual Value	Written Down Value	Annual Depreciation	Accumulated Depreciation
Plant and Equipment	102	$6,159,880	$2,369,017	$4,682,282	$625,940	$1,477,598
TOTALS		$6,159,880	$2,369,017	$4,682,282	$625,940	$1,477,598

PART 1 – ROADS AND DRAINAGE INFRASTRUCTURE

1. SUMMARY

A summary of the road assets used to provide this service are:

- Sealed road area of 2,085,610m^2 (2,321,188m^2 of road pavement)
- Kerb and Channel length of 447 km
- Constructed footpath area of 308,627m^2
- Carpark area of 72,940m^2
- Traffic Light Sets at 18 locations
- Approximately 465 drainage bores and associated drainage pipes.

What does it Cost?

The total dollar value of the annual consumption of the road and drainage asset category is $2,728,501 (i.e. annual depreciation expense for 2017/18). Council's goal for annual expenditure is to match this value so that no gap exists between the annual depreciation cost and the actual budget expenditure.

It is significant to note that this Plan links directly with Council's Long Term Financial Plan (LTFP) and attention is drawn to the CBD Renewal Project that is scheduled to continue into the 2017/18 financial year. The annual expenditure for this project as set out in the LTFP significantly reduces the funding gap between annual depreciation (i.e. $2,728,501) and the annual asset renewal budget of $2,399,300 – of which $500,000 of this amount in 2016/17 is for the CBD Renewal Project (with a further, and final, allocation of $300,000 projected for 2017/18).

Council needs to continue to seek additional funding sources through Government grants to ensure any funding gap is manageable in the long term.

Plans for the Future

Council plans to operate and maintain the road network to achieve the following strategic objectives.

- Ensure the road network is maintained at a safe and functional standard as set out in this Infrastructure and Asset Management Plan. Council has undertaken a structural review in 2016 and this has resulted in a reduction in funding for asset maintenance and it is likely that this will likely result in a slight reduction in road maintenance standards from 2017 onwards.
- Provide for renewed infrastructure and access standards that meet the demands and expectations of the community in a financially sustainable environment.
- Maintain integration and functionality of local roads with state roads to ensure continuity of freight networks.
- Require service standards for newly created infrastructure acquired through land development and residential expansion to be complimentary with existing asset standards, again noting the reduction in funding available from 2017 for asset maintenance across all classes of assets.

Quality

Roads assets will be maintained in a reasonably usable condition. Defects found or reported that are outside our service standard will be repaired. See our maintenance response service levels for further details.

Function

Our intent is that a 'fit for purpose' road network is maintained in partnership with other levels of government and stakeholders.

Road asset attributes will be maintained (subject to funding) at a safe level and associated signage and equipment be provided as needed to ensure public safety. We need to ensure the key functional objectives are met, i.e.:

- Council will endeavour to provide free flowing and unrestricted travel between destinations and locations to all recognised modes of transport and associated user groups.
- Ensure accidents are minimised and only minor consequences occur from accidents.

The main functional consequence of the road network not being able to cater for free flowing and unrestricted traffic is delays to industry and the local community and this is likely to decrease quality of life and increase the potential for accidents to occur through driver frustration. As a consequence this is likely to impose additional financial and social burdens onto the community.

Safety

We inspect all roads regularly and prioritise and repair defects in accordance with our inspection schedule to ensure they are safe.

The Next Steps

The actions resulting from this Infrastructure and Asset Management Plan are:

- Ensure the road network is regularly inspected and any defects rectified in a timely manner to ensure public safety and to mitigate against public risk.
- To provide for renewal of assets and the creation of new road assets and associated infrastructure in a sustainable manner.
- To plan for growth of the City in a manner that is supported by a fit for purpose road network.

2. INTRODUCTION

2.1 Background

This Infrastructure and Asset Management Plan is designed to:

- Provide responsive management of assets (and services provided from assets);
- Ensure compliance with regulatory requirements;
- Assist in securing funding required to provide agreed levels of service.

The Infrastructure and Asset Management Plan is to be read with the following associated planning documents:

- City of Mount Gambier Community Plan
- City of Mount Gambier Long Term Financial Plan
- Council's Development Plan
- Council's Business Plan and Annual Budget

This Infrastructure and Asset Management Plan covers the entire road network and associated traffic control devices within the City of Mount Gambier including local roads, collector roads and boundary roads. Whilst it references and links to assets owned by both state and federal governments, it does not include these assets in the Plan.

Table 2.1. Assets covered by this Plan

(as at 1st July 2016)

Asset category	Dimension	Replacement Value ($)
Road surface (seal)	2,085,610m^2	$14,700,088
Road pavement	2,321,188m^2	$44,426,254
Road sub pavement	248,733m^2	$843,792
Kerb and channel	447,636m	$28,203,197
Constructed footpaths	308,627m^2	$14,277,284
Drainage	465 bores, silt pits & associated pipes	$6,952,500
Carparks	72,940m^2	$9,955,125
Traffic Lights	18 sets	$2,008,500
TOTAL		**$121,366,740**

Key stakeholders in the preparation and implementation of this Infrastructure and Asset Management Plan are:

- City of Mount Gambier
- Ratepayers and tenants
- Transport Industry
- District Council of Grant and its community
- Tourism sector
- Business Sector
- State and Federal Government (funding partners and regulators)

2.2 Goals and Objectives of Asset Management

The Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by Council staff and by transfer of assets constructed by developers and others.

Council's goal in managing infrastructure assets is to meet the agreed level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,
- Continuous improvement in asset management practices.[1]

This Infrastructure and Asset Management Plan is prepared under the direction of Council's strategic objective:

> ***Mount Gambier, a perfectly centred place where people aspire to live, work, visit and invest*** ***(City of Mount Gambier Community Plan – The Futures Paper 2016-2020)***

Accordingly, this Infrastructure and Asset Management Plan has been prepared in line with Council's Community Plan – The Futures Paper 2016-2020, and the objectives contained within the Plan.

2.3 Plan Framework

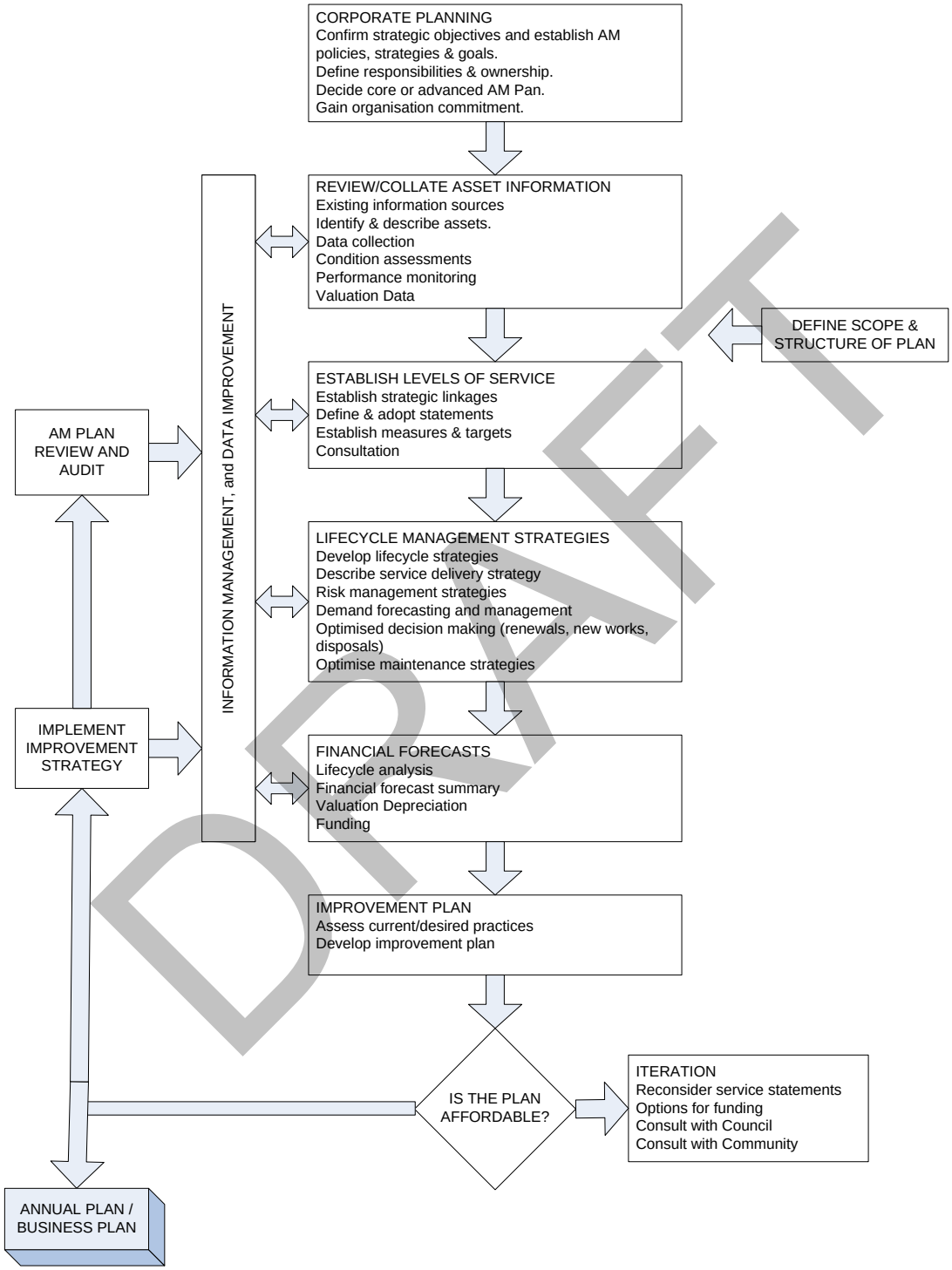
Key elements of the Plan are

- Levels of service – specifies the services and levels of service to be provided by Council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services.
- Financial summary – what funds are required to provide the required services.
- Asset management practices.
- Monitoring – how the Plan will be monitored to ensure it is meeting Council's objectives.
- Asset management improvement plan.

[1] IIMM 2006 Sec 1.1.3, p 1.3

A road map for preparing an Infrastructure and Asset Management Plan is shown below.

Road Map for preparing an Infrastructure and Asset Management Plan
Source: IIMM Fig 1.5.1, p 1.11

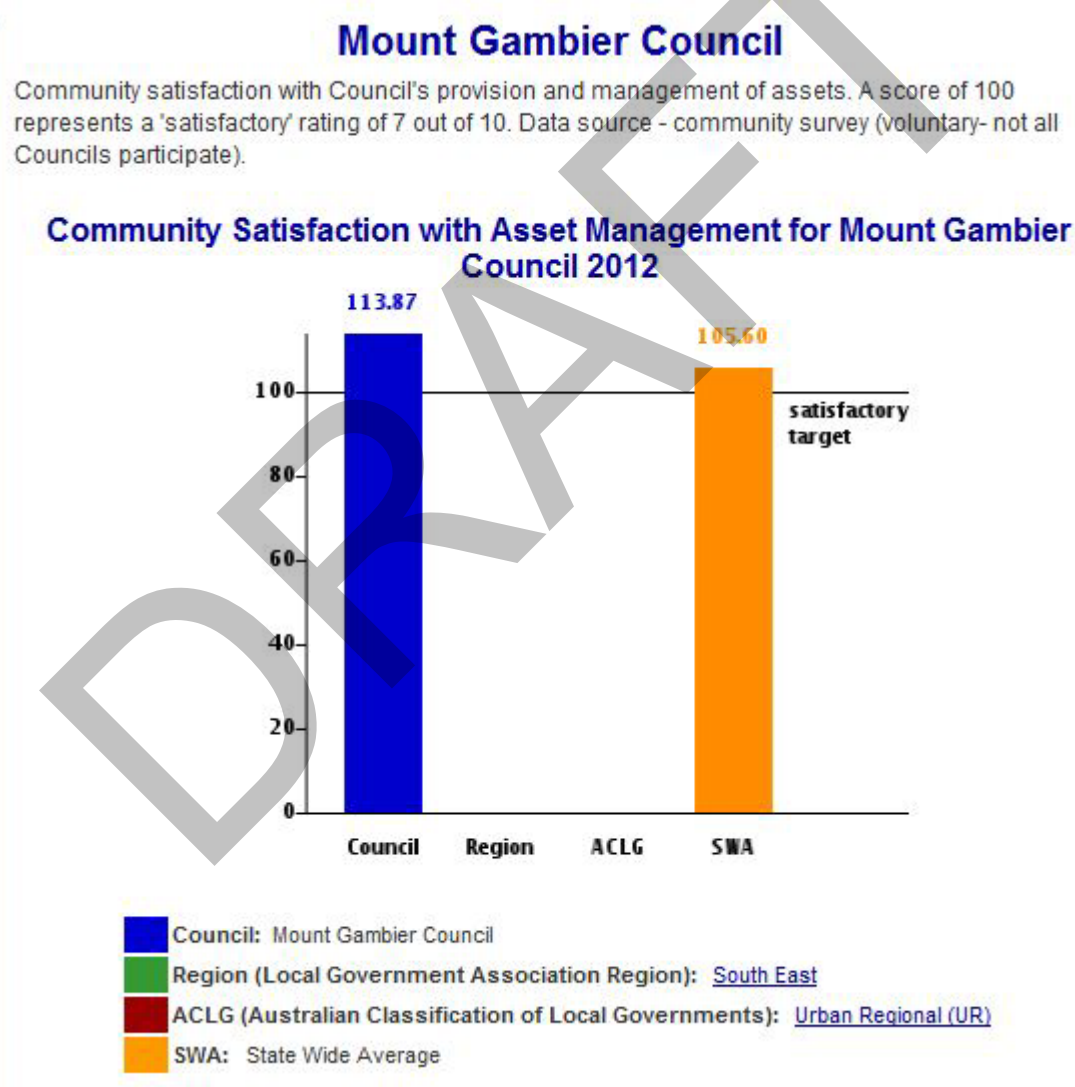


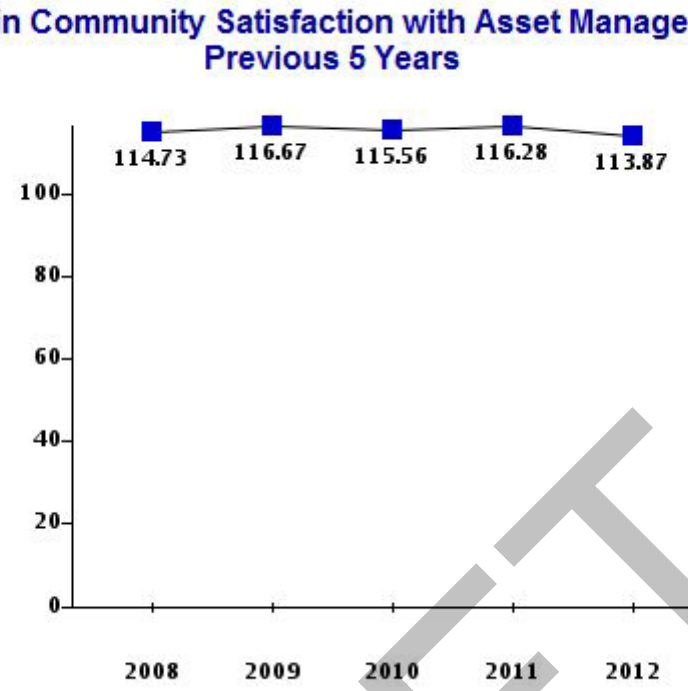
3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

Council participates in the Local Government Association of South Australia Comparative Performance Measures in Local Government Customer Satisfaction survey. This telephone survey polls a sample of residents on their level of satisfaction with Council's services. Unfortunately this survey has not been carried out in recent years and Council is left with assessing anecdotal evidence to gauge how effective the road management task has been completed, however, the most recent customer satisfaction survey reported:

Table 3.1. Community Satisfaction Survey Levels





Council's anecdotal evidence (primarily based on the number of complaints received) suggests that current service levels are seen by the community as acceptable.

3.2 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 3.2. Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by Infrastructure and Asset Management Plans for sustainable service delivery.
Road Traffic Act	Provides Councils the power to install, maintain, operate, alter or remove traffic control devices on roads under their care and control

3.3 Current Levels of Service

Council has defined service levels in two terms.

Community Levels of Service relate to how the community receives the service in terms of safety, quality, function, quantity, reliability, responsiveness, cost/efficiency and legislative compliance.

Supporting the community service levels are operational or technical measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria such as:

Service Criteria	**Technical measures may relate to**
Quality	Smoothness of roads
Quantity	Area of parks per resident
Availability	Distance from a dwelling to a sealed road
Safety	Number of injury accidents

Council's current service levels are detailed in Table 3.3.

Table 3.3. Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Provide a smooth ride on a surface that is clearly delineated	Customer service requests	Less than 5 per month per road segment	Less than 5 per month on any one segment
Function	Ensure that the road meets user requirements for travel time and availability	Customer complaints relating to travel time and availability	Less than 2 per month	Less than 2 per month
Safety	Provide safe suitable roads free from hazards	Number of injury accidents	Less than 3 per annum per location	Less than 3 per annum per location
TECHNICAL LEVELS OF SERVICE				
Condition	Carry out routine maintenance on potholes	Number of pothole complaints	Less than 5 per month	Less than 5 per month
Accessibility	Provide unrestricted access to residential, commercial and industrial sectors of the City	Limit property access from road works and maintenance works	Less than 60 minutes for minor maintenance works. Less than 2 days for major reconstruction works	70 minutes for minor works and 2.5 days for major works
Safety	Provide clear safety signage and line marking	Annual defect and condition survey	Less than 5% of signs defective. Less than 5% of line marking not clearly visible	Less than 5% of signs defective 10% of line marking not clearly visible

3.4 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including the LGASA Customer Satisfaction survey, residents' feedback to Councillors and staff, service requests and correspondence. Council has still to quantify all desired levels of service. This will be incorporated in future revisions of this Infrastructure and Asset Management Plan.

4. FUTURE DEMAND

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural and industry practices, environmental awareness, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1.

Table 4.1. Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	26,348 *(30th June 2015)*	1% growth	Moderate residential growth. Increased traffic on collector roads
Demographics	Ageing population	2 to 3% growth	Increase in aged care accommodation
Climate change	Substantial bicycle network Adequate public transport systems	Significant growth in bicycle network and associated infrastructure Increased public transport	Increase in bike paths, dedicated bus lanes and crossing facilities in road network

4.2 Changes in Technology

Technology changes are forecast to have an effect on the delivery of services covered by this Plan (eg. road reconstruction methodology), and will also likely improve customer feedback and advice to Council (eg. Web based communication to Council, smart phone technology).

4.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Infrastructure and Asset Management Plan.

Table 4.3. Demand Management Plan Summary

Service Activity	Demand Management Plan
Traffic control devices (roundabouts, signals)	Revise traffic management plan every 5 years (major revision), and annual update
Improve boundary roads and collector roads	Continue with boundary roads program Upgrade designated collector roads

4.4 New Assets from Growth

Where new assets are required for growth, these will be constructed by developers and donated to Council or constructed / acquired by Council. The growth financial model forecasts asset values acquired from developers or constructed by Council over the next 20 years.

Acquiring these new assets will commit Council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required and also capital renewal costs for assets required beyond their useful life. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

5. LIFECYCLE MANAGEMENT PLAN

The Lifecycle Management Plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in section 3) while optimising life cycle costs.

5.1 Background Data

5.1.1 Physical Parameters

The assets covered by this Infrastructure and Asset Management Plan are shown below:

- Road sub pavement
- Road pavement
- Road surface (seal)
- Kerb and channel
- Constructed footpaths / nature strips
- Drainage
- Traffic control devices
- Carparks

Generally the road assets mentioned above are in good condition although asset ages vary considerably across the City. Council has limited data on the age profile of its asset stock but does have up to date condition data for most road asset categories. Council uses the condition data to set future works programs and also to prepare risk control strategies.

Note: Comprehensive condition or age data currently does not exist for Council's drainage assets but is currently being developed.

5.1.2 Asset Capacity and Performance

Council's services are generally provided to meet design standards where these are available.

5.1.3 Asset Condition

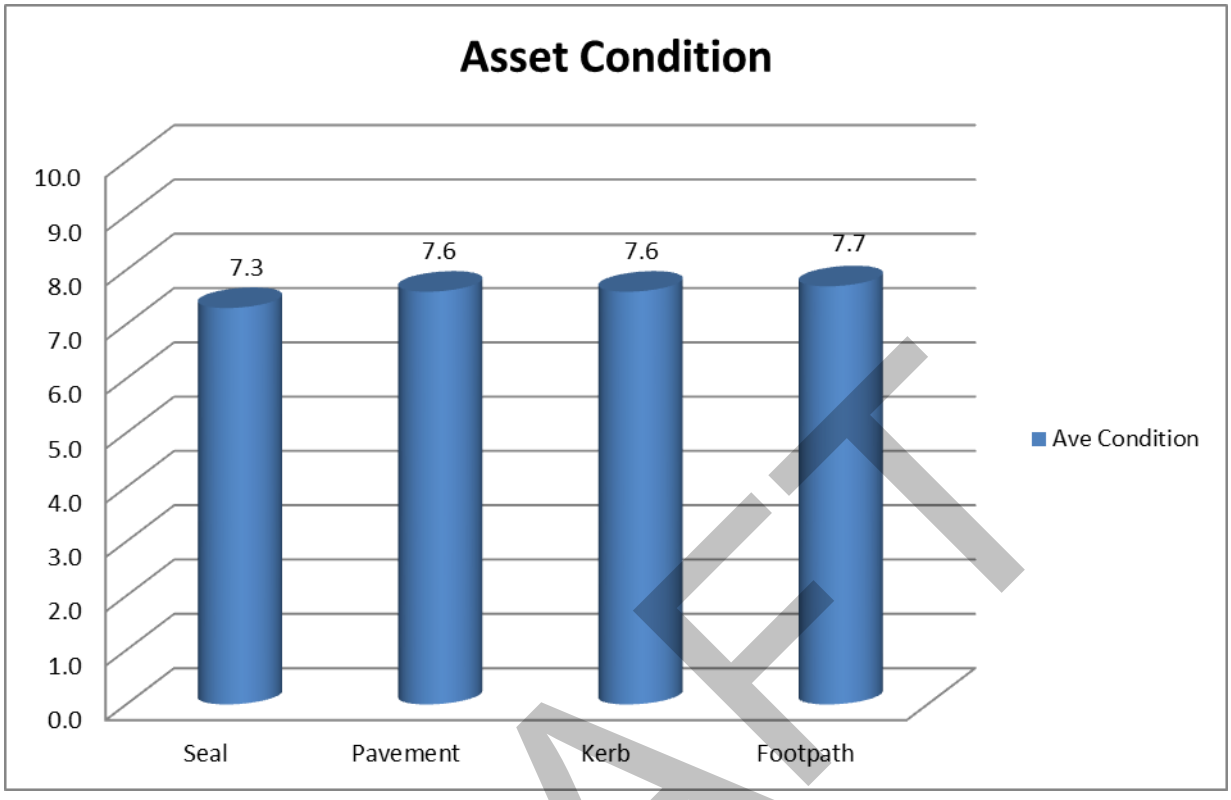
The condition profile of Council's road assets is shown below.

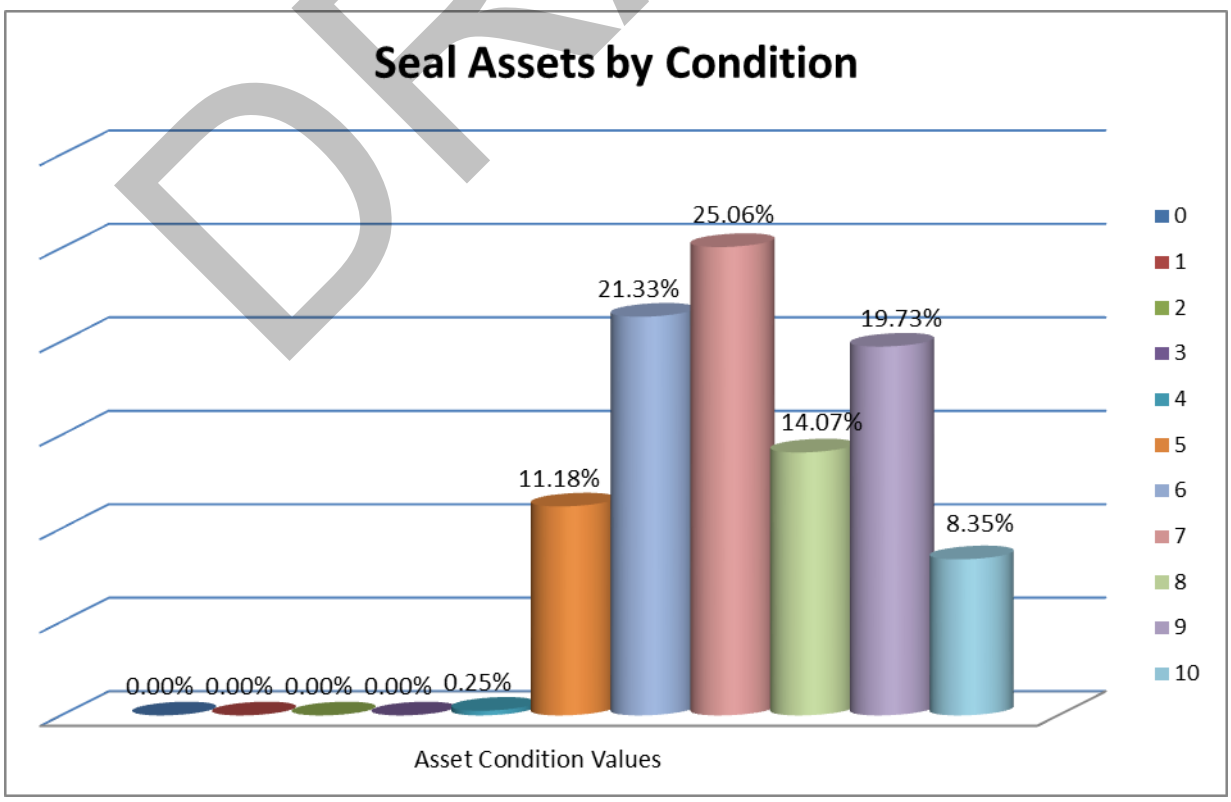
Condition is measured using a 0 – 10 rating system.[2]

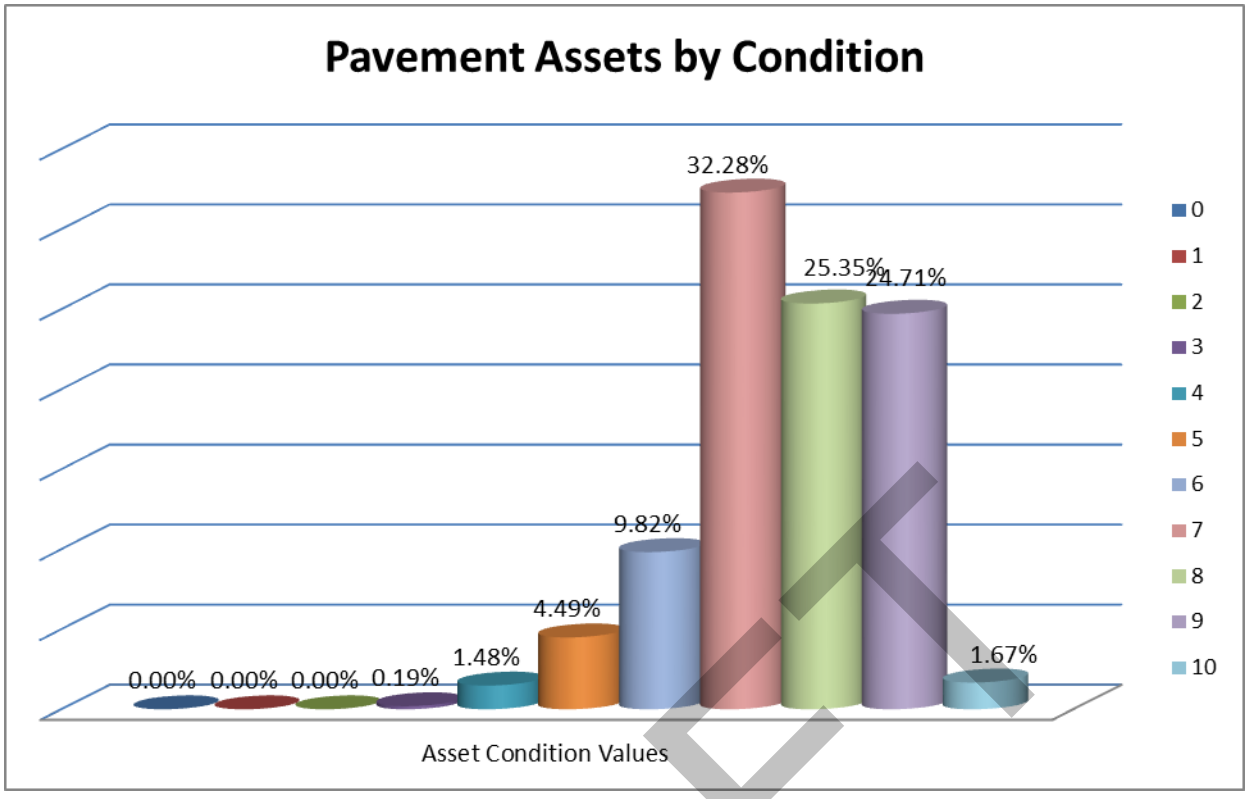
Rating	Description of Condition
10	Excellent condition: Only planned maintenance required. New asset.
8	Very good: Minor maintenance required plus planned maintenance.
6	Good: Significant maintenance required.
5	Average condition. Significant maintenance required.
4	Failing: Significant renewal/upgrade required (start of rapid deterioration).
<2	Poor: Unserviceable. Asset renewal or disposal required.

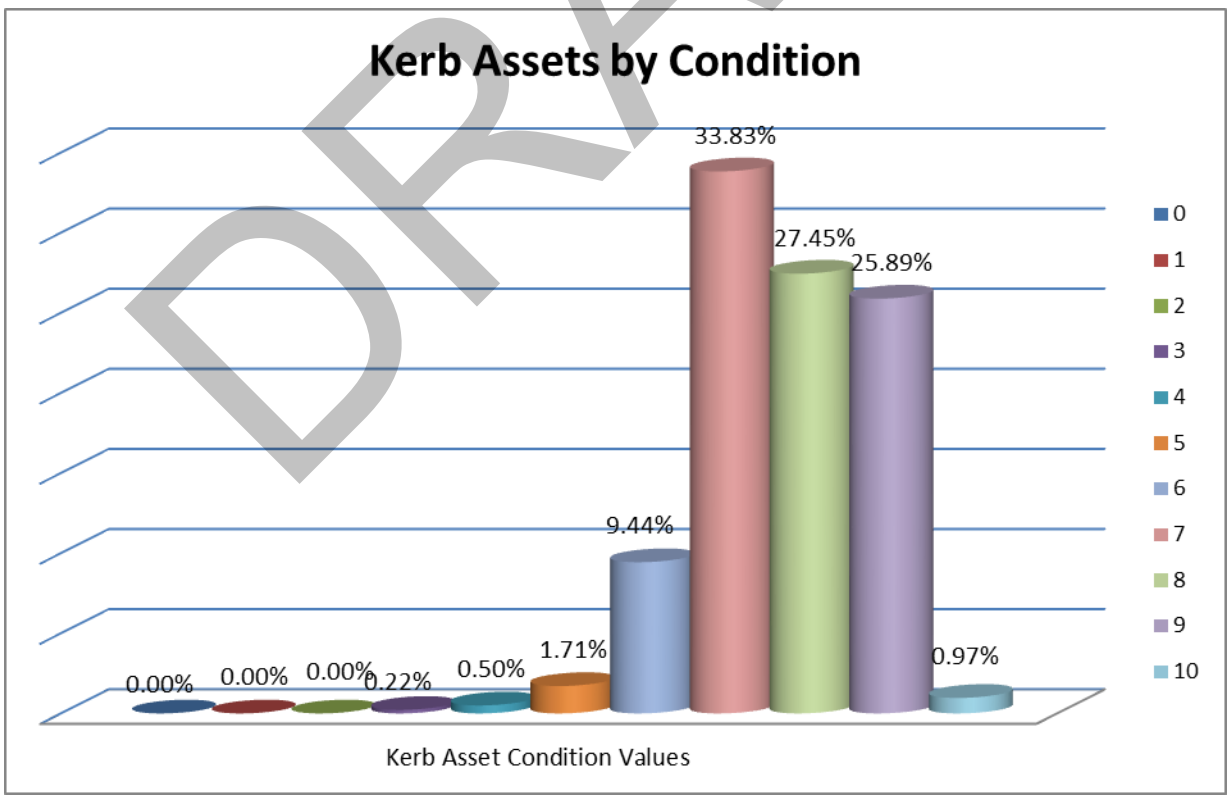
[2] IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned')

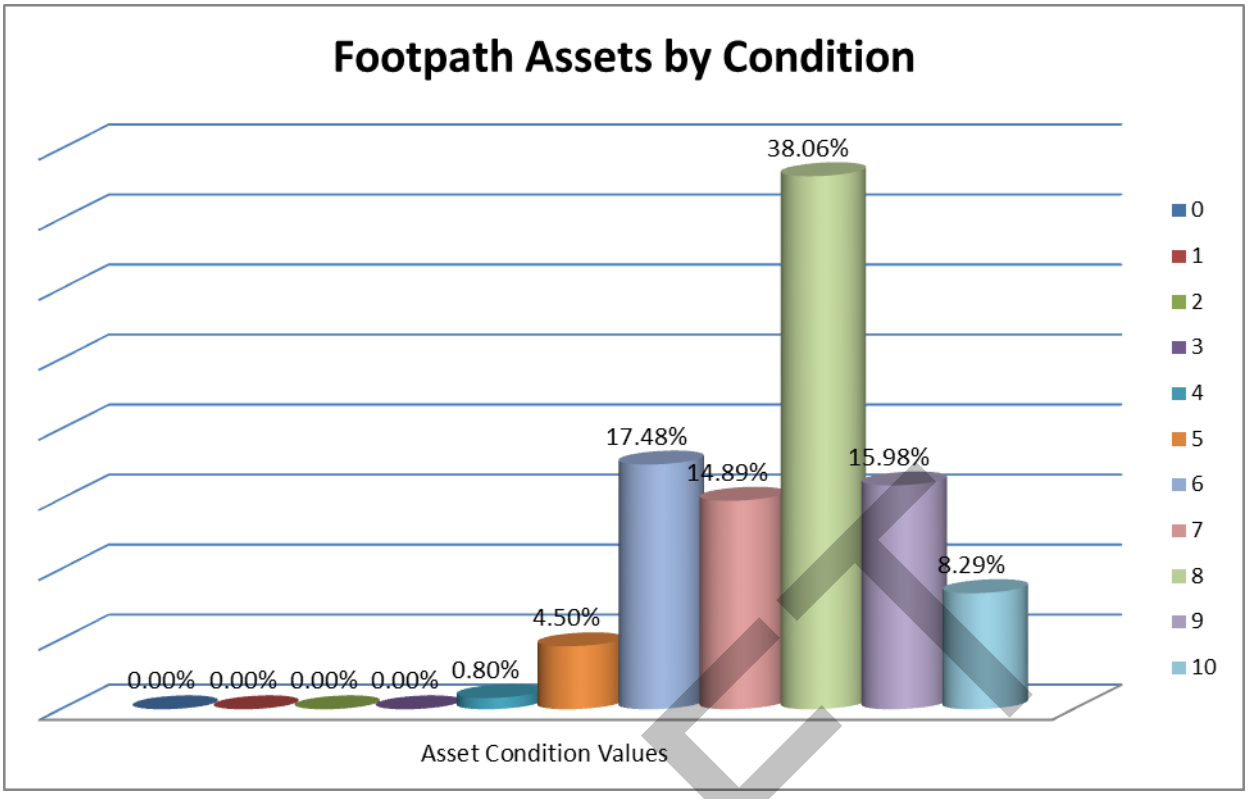
Fig 3. Asset Condition Profile






Pavement Assets by Condition
32.28%
25.35%
24.71%
9.82%
4.49%
1.48%
0.19%
0.00%
0.00%
0.00%
1.67%
0
1
2
3
4
5
6
7
8
9
10
Asset Condition Values


Kerb Assets by Condition
33.83%
27.45%
25.89%
9.44%
1.71%
0.50%
0.22%
0.00%
0.00%
0.00%
0.97%
0
1
2
3
4
5
6
7
8
9
10
Kerb Asset Condition Values



5.1.4 Asset Valuations

The value of assets as at 1st July 2016 covered by this Infrastructure and Asset Management Plan is summarised below. Assets are valued at green field rates.

- Current Replacement Cost $121,366,740
- Net Fair Value $93,556,943
- Annual Depreciation $2,728,501
- Accumulated Depreciation $27,809,797

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Asset Consumption	2.25%	*($2,728,501 ÷ $121,366,740 x 100)*
Asset Renewal	1.98%	*($2,399,300 ÷ $121,366,740 x 100) includes $500,000 for CBD renewal 2016/17*

If CBD renewal does not occur as per the LTFP then the asset renewal calculation for 2017 becomes $1,899,300 / $121,366,740 x 100 = 1.56%

This has significant implications for long term asset management

Annual Upgrade/expansion	0.50%	*(assets account for land transferred as a result of land divisions and also note the general 'slowing down' of the economy and very low levels of residential development in Mount Gambier in the past 3 years.)*

5.2 Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets identifies critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Council's risk assessment for roads did not uncover any risks in either the high or very high risk category with only 6 out of 11 identified risks as being in the medium risk category. The remaining 5 risks were considered low. (Refer to Council's Risk Management Plan for details)

5.3 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. This function is essential to the long term sustainability of the network and is one of several maintenance functions **should receive priority in Council's annual budget**.

5.3.1 Maintenance Plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including road resealing, repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold.

Maintenance expenditure trends are shown in Table 5.3.1 and Fig 4

TABLE 5.3.1 REACTIVE MAINTENANCE EXPENDITURE TRENDS

*** 10 year forecasts for future funding are based on a 2.5% growth rate ***

		Actuals							Budget	Draft 2017/18 Budget	Forward Works Program						
Account	Description	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
6420.0900	Drainage - General Maintenance	$111,959.16	$321,143.51	$121,981.45	$65,394.96	$116,902.74	$110,266.63	$95,136.35	$120,000.00	$110,000.00	$112,750.00	$115,568.75	$118,457.97	$121,419.42	$124,454.90	$127,566.28	$130,755.43
6730.1230	Footpath - General Maintenance	$289,493.68	$298,748.75	$287,169.94	$172,551.39	$307,086.82	$282,319.99	$320,005.76	$340,000.00	$310,000.00	$317,750.00	$325,693.75	$333,836.09	$342,182.00	$350,736.55	$359,504.96	$368,492.58
6730.1231	Kerb / Watertable - General Maintenance	$21,393.07	$20,545.27	$27,372.03	$19,093.05	$28,339.04	$24,333.20	$46,541.37	$30,000.00	$30,000.00	$30,750.00	$31,518.75	$32,306.72	$33,114.39	$33,942.25	$34,790.80	$35,660.57
6720.1220	Bridge - Maintenance	$0.00	$7,887.62	$241.41	$0.00	$0.00	$0.00	$0.00	$1,000.00	$1,000.00	$1,025.00	$1,050.63	$1,076.89	$1,103.81	$1,131.41	$1,159.69	$1,188.69
6740.1240	Roads - General Maintenance	$113,081.01	$149,331.29	$131,645.85	$107,523.05	$159,387.61	$168,498.11	$148,990.18	$168,000.00	$160,000.00	$164,000.00	$168,100.00	$172,302.50	$176,610.06	$181,025.31	$185,550.95	$190,189.72
6135.0600	Carpark Maintenance	$3,164.88	$16,091.78	$4,420.25	$4,585.40	$5,581.08	$7,618.53	$4,869.27	$7,000.00	$7,000.00	$7,175.00	$7,354.38	$7,538.23	$7,726.69	$7,919.86	$8,117.85	$8,320.80
6780.1280	Traffic - General Maintenance (70%)	$76,436.86	$117,021.64	$97,504.93	$69,930.40	$113,701.67	$90,619.29	$153,272.93	$112,000.00	$98,000.00	$100,450.00	$102,961.25	$105,535.28	$108,173.66	$110,878.00	$113,649.95	$116,491.20
	TOTALS	**$615,528.66**	**$930,769.86**	**$670,335.86**	**$439,078.25**	**$730,998.96**	**$683,655.75**	**$768,815.86**	**$778,000.00**	**$716,000.00**	**$733,900.00**	**$752,247.50**	**$771,053.69**	**$790,330.03**	**$810,088.28**	**$830,340.49**	**$851,099.00**

		BUDGET ALLOCATIONS															
Account	Description	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
6420.0900	Drainage - General Maintenance	$110,000.00	$194,000.00	$140,000.00	$145,000.00	$145,000.00	$150,000.00	$132,000.00	$120,000.00								
6730.1230	Footpath - General Maintenance	$260,000.00	$280,000.00	$290,000.00	$300,000.00	$310,000.00	$320,000.00	$299,000.00	$340,000.00								
6730.1231	Kerb / Watertable - General Maintenance	$19,000.00	$19,000.00	$20,000.00	$18,000.00	$22,000.00	$23,000.00	$15,000.00	$30,000.00								
6720.1220	Bridge - Maintenance	$2,000.00	$2,000.00	$2,000.00	$2,000.00	$2,000.00	$2,000.00	$2,000.00	$1,000.00								
6740.1240	Roads - General Maintenance	$140,000.00	$140,000.00	$140,000.00	$160,000.00	$170,000.00	$175,000.00	$168,000.00	$168,000.00								
6135.0600	Carpark Maintenance	$30,000.00	$20,000.00	$10,000.00	$8,000.00	$8,000.00	$8,000.00	$7,000.00	$7,000.00								
6780.1280	Traffic - General Maintenance (70%)	$112,000.00	$103,600.00	$108,500.00	$112,000.00	$115,500.00	$119,000.00	$116,200.00	$112,000.00								
	TOTALS	**$673,000.00**	**$758,600.00**	**$710,500.00**	**$745,000.00**	**$772,500.00**	**$797,000.00**	**$739,200.00**	**$778,000.00**								

PLANNED MAINTENANCE EXPENDITURE TRENDS

*** 10 year forecasts for future funding are based on a 2.5% growth rate ***

		Actuals							Budget	Draft	Forward Works Program						
Account	Description	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 Budget	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
6420.0901	Settlement Pit Maintenance	$12,784.71	$136.58	$28,015.59	$13,532.15	$6,658.08	$9,659.95	$17,957.37	$10,000.00	$10,000.00	$10,250.00	$10,506.25	$10,768.91	$11,038.13	$11,314.08	$11,596.93	$11,886.86
6420.0902	Stormwater Monitoring	$6,664.50	$6,882.00	$7,087.50	$7,317.50	$7,535.00	$7,740.50	$8,116.00	$10,000.00	$10,000.00	$10,250.00	$10,506.25	$10,768.91	$11,038.13	$11,314.08	$11,596.93	$11,886.86
6780.1280	Planned Traffic Management	$32,758.66	$50,152.14	$41,787.83	$29,970.18	$48,729.30	$38,836.84	$65,688.40	$48,000.00	$42,000.00	$43,050.00	$44,126.25	$45,229.41	$46,360.14	$47,519.14	$48,707.12	$49,924.80
	TOTALS	**$119,218.73**	**$154,150.50**	**$147,478.00**	**$114,842.83**	**$114,869.58**	**$56,237.29**	**$91,761.77**	**$68,000.00**	**$62,000.00**	**$63,550.00**	**$65,138.75**	**$66,767.22**	**$68,436.40**	**$70,147.31**	**$71,900.99**	**$73,698.52**

		Budget Allocations															
Account	Description	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
6420.0901	Settlement Pit Maintenance	$14,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00								
6420.0902	Stormwater Monitoring	$18,000.00	$13,000.00	$16,000.00	$10,000.00	$10,000.00	$10,000.00	$15,000.00	$10,000.00								
6780.1280	Planned Traffic Management	$48,000.00	$44,400.00	$46,500.00	$48,000.00	$49,500.00	$51,000.00	$49,800.00	$48,000.00								
	TOTALS	**$159,000.00**	**$123,400.00**	**$151,500.00**	**$163,000.00**	**$166,500.00**	**$71,000.00**	**$74,800.00**	**$68,000.00**								

Current maintenance expenditure levels are considered to be marginally below adequate to maintain current service levels. Future maintenance and asset renewal expenditure is expected to grow at a rate of 2.5% per annum. Future revision of this Infrastructure and Asset Management Plan will include linking required maintenance expenditures with required service levels as a means to further manage assets in a sustainable manner.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

5.3.2 Standards and Specifications

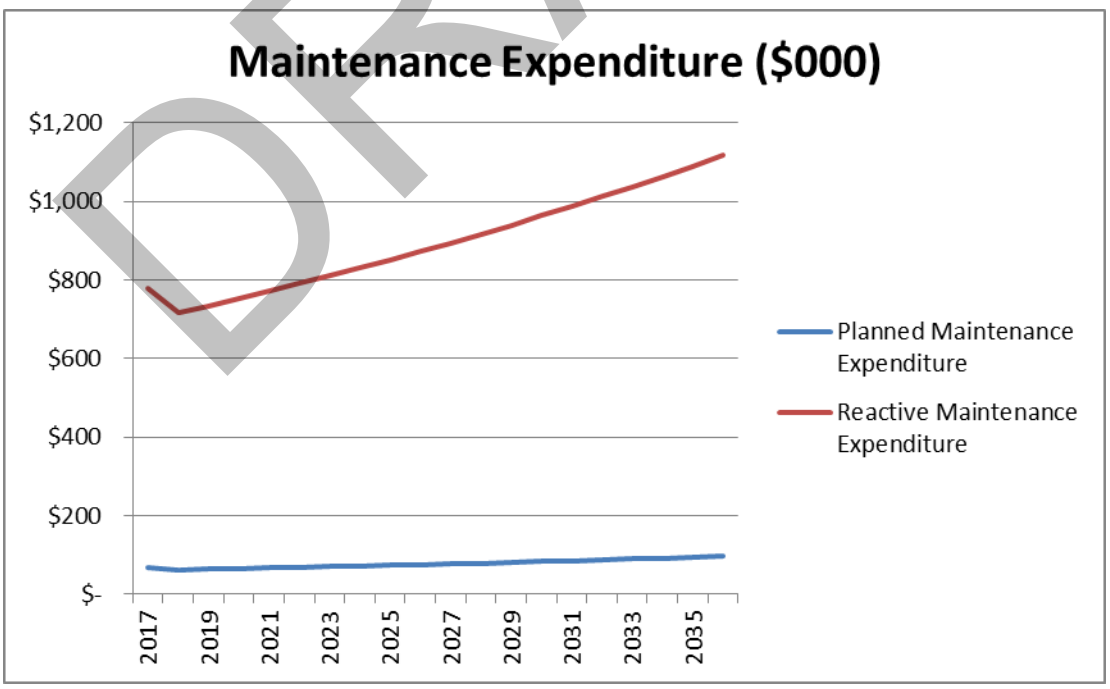
Maintenance work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
- Council Reinstatement Policy (revised 2014)
- Land Division Policy
- Civil Contractors Federation Guidelines
- Work Health Safety Act and Regulations

5.3.3 Summary of Future Maintenance Expenditures

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Fig 4. Note that all costs are shown in 2016 dollar values.

Fig 4. Maintenance Expenditure



Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment process in the Infrastructure Risk Management Plan.

Maintenance is funded from Council's operating budget. This is further discussed in Section 6.2.

5.4 Renewal / Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.4.1 Renewal Plan

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register through the *'Renewal Model'*. Candidate proposals are inspected to verify accuracy of remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is based on asset condition and is then adopted ultimately by Council.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

Examples of low cost renewal include footpath asphalt overlay versus complete reconstruction of a bitumen footpath. This method provides a better level of service than currently available at a smaller renewal cost than complete reconstruction, and also provides an extended asset life which matches current service levels.

5.4.2 Renewal Standards

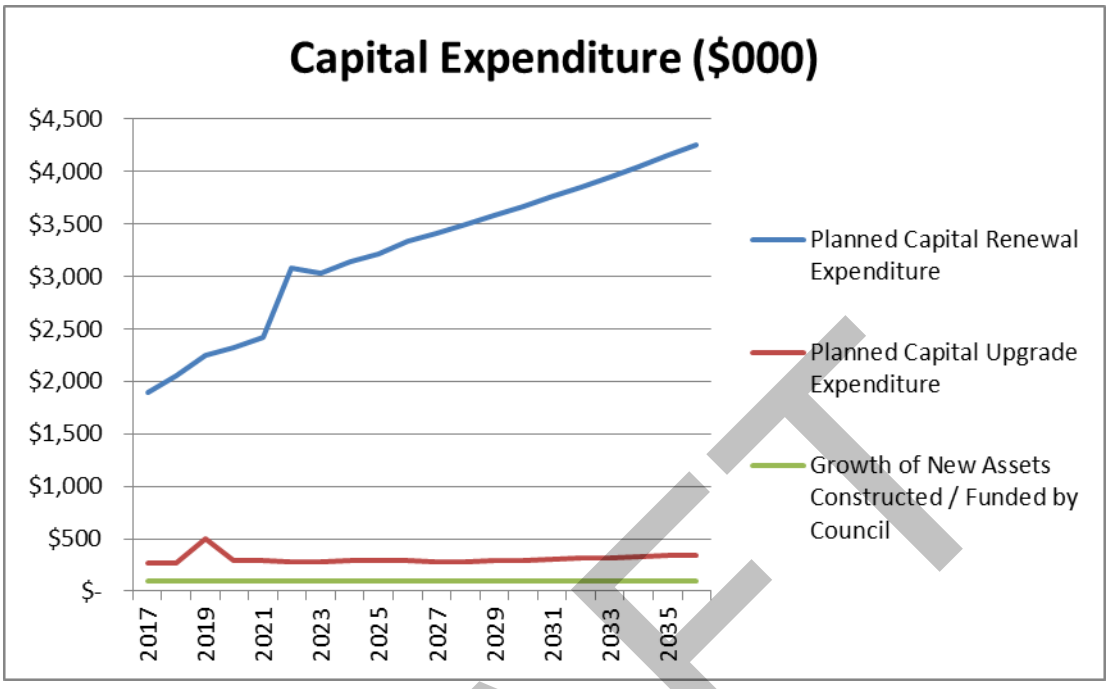
Renewal work is carried out in accordance with the following Standards and Specifications.

- Current Australian and Industry Standards
- Council's Reinstatement Policy (reviewed 2014)
- Council's Land Division Policy
- Civil Contractors Federation Guidelines
- Work Health Safety Act and Regulations

5.4.3 Summary of Future Renewal Expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Fig 5. Note that all costs are shown in 2016 dollar values.

Fig 5. Projected Capital Expenditure



Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in the Risk Management Plan.

Renewals are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

Note: The flat line trend for "Growth of new assets" depicted by the green line above, means that Council does not currently have enough detailed information about future costs associated with new assets. Over time it is expected that as more detailed information becomes available, this line will change to reflect these costs more accurately.

5.5 Creation / Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in Section 4.4.

5.5.1 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. Council ultimately makes the decision on priority ranking of new assets based on this information.

5.5.2 Standards and Specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

5.5.3 Summary of Future Upgrade / New Assets Expenditure

New assets and services are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.6 Disposal Plan

Currently there are no assets in the road category that are listed for disposal.

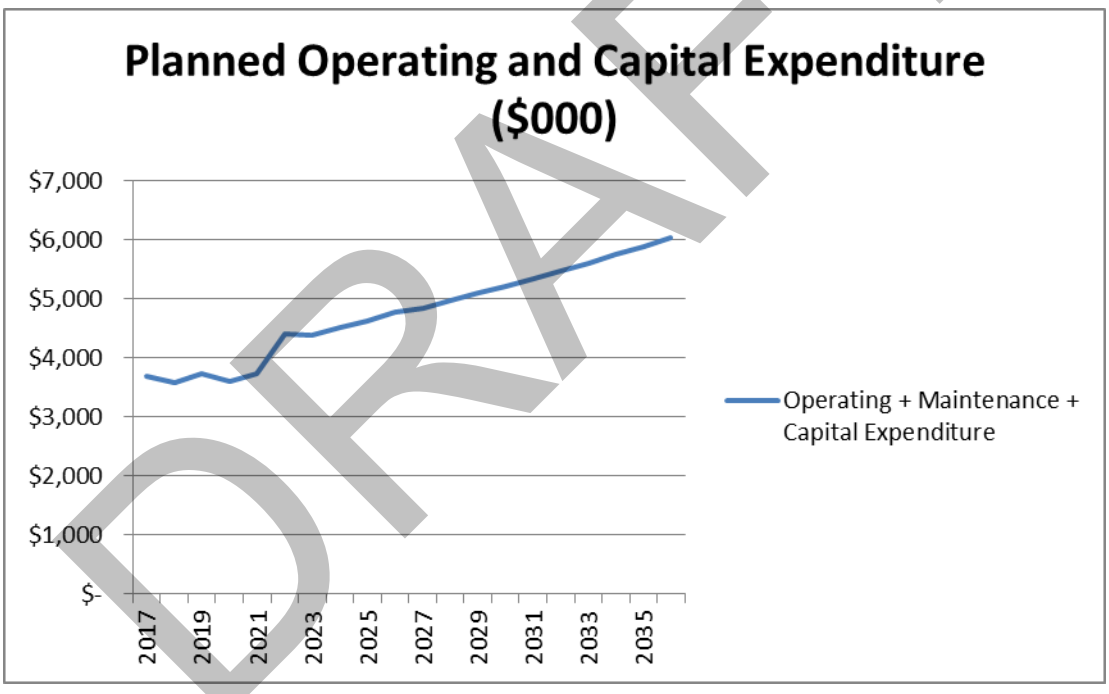
6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Infrastructure and Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial Statements and Projections

The financial projections are shown in Fig 6 for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Fig 6. Planned Operating and Capital Expenditure



Note that all costs are shown in current 2016 dollar values.

6.1.1 Sustainability of Service Delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The annual life cycle cost for the services covered in this Infrastructure and Asset Management Plan is $2,728,501.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan (2017) is $2,399,300. **However, after 2017 (conclusion of CBD Renewal Project) Council will need to sustain forecast levels of expenditure on asset renewal as indicated in Table 6.1.1 to ensure the cumulative gap remains close to zero.**

It should also be noted that in the 2016/17 Budget Council made a decision to fund asset replacement at 80% of the required target amount (due to the overall excellent quality of the road network and lack of identified projects that need replacement in the short term). This reduced asset replacement target is planned to remain for 5 years and this will generate a funding gap. Council will need to closely monitor the size of the gap and be prepared to allocate additional funding in future years to respond to the prevailing road conditions. This is a short term strategy that delays expenditure, freeing up funds for other projects in the short term, but it does not eliminate the future need to expend these funds.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this Infrastructure and Asset Management Plan is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

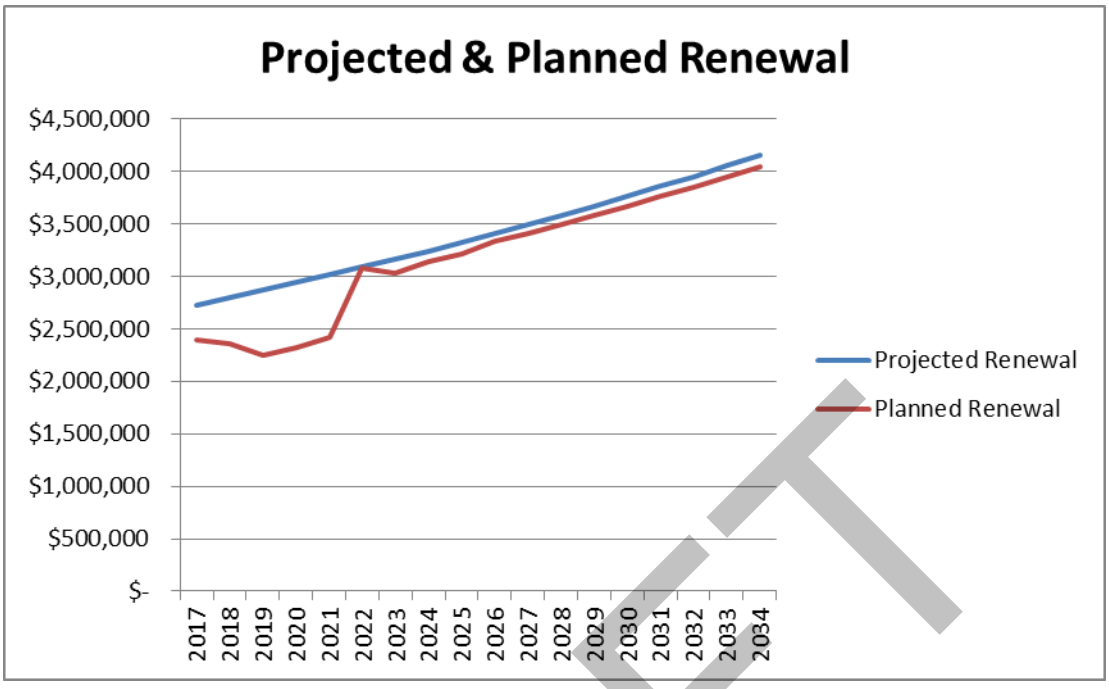
Medium term – 10 Year Financial Planning Period

This Infrastructure and Asset Management Plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

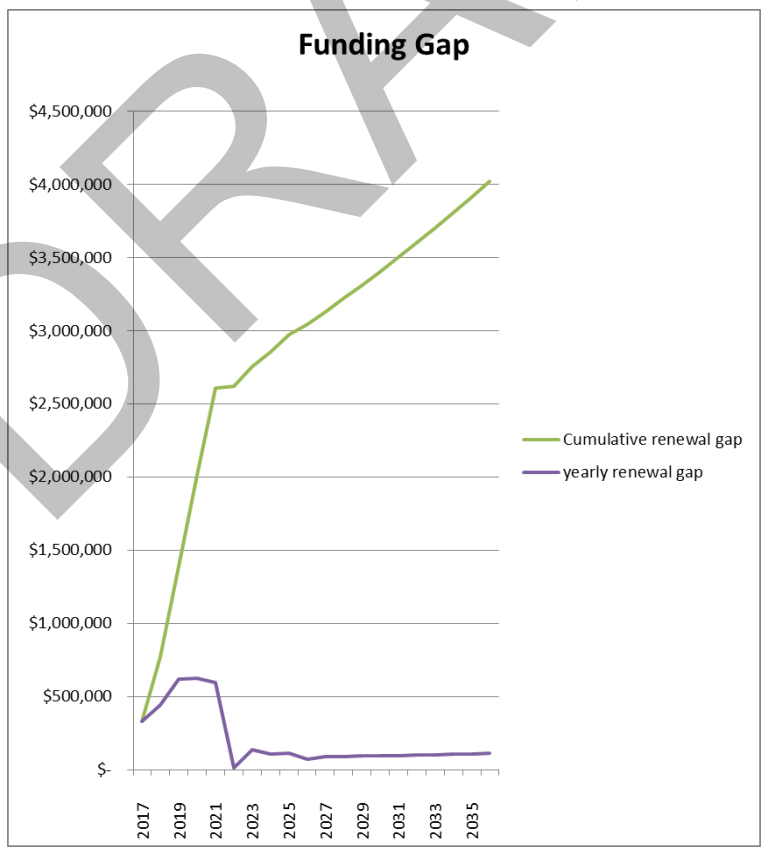
This may be compared to existing or planned expenditures in the 20 year period to identify any gap. In a core Infrastructure and Asset Management Plan, a gap is generally due to increasing asset renewals or underfunding of capital renewal programs.

Fig 7 shows the projected asset renewals in the 20 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period as shown in Fig 7. Table 6.1.1 shows the annual and cumulative funding gap between projected and planned renewals.

Fig 7. Projected and Planned Renewals and Expenditure Gap



This chart shows the difference between Projected funding (funding required to maintain assets to agreed service levels) and Planned funding (actual funding from council budget and forward works programs). Ideally, there should be no funding gap between these two lines.



This chart shows the difference (in $'s) between Projected and Planned funding. This difference is referred to as the "Yearly renewal gap". The cumulative renewal gap is the accumulation of yearly renewal gaps and is equal to the total amount of shortfall in funding at any point in time.

Table 6.1.1 Projected and Planned Renewals and Expenditure Gap

Year	Projected Renewals	Planned Renewals	Renewal Funding Gap	Cumulative Gap
2017	$2,728,501	$2,399,300	$329,201	$329,201
2018	$2,796,714	$2,353,300	$443,414	$772,615
2019	$2,866,631	$2,250,300	$616,331	$1,388,946
2020	$2,938,297	$2,316,000	$622,297	$2,011,243
2021	$3,011,755	$2,417,000	$594,755	$2,605,998
2022	$3,087,048	$3,074,000	$13,048	$2,619,046
2023	$3,164,225	$3,031,000	$133,225	$2,752,271
2024	$3,243,330	$3,139,000	$104,330	$2,856,601
2025	$3,324,414	$3,210,000	$114,414	$2,971,015
2026	$3,407,524	$3,338,000	$69,524	$3,040,539
2027	$3,492,712	$3,405,000	$87,712	$3,128,251
2028	$3,580,030	$3,490,125	$89,905	$3,218,156
2029	$3,669,531	$3,577,378	$92,152	$3,310,308
2030	$3,761,269	$3,666,813	$94,456	$3,404,764
2031	$3,855,300	$3,758,483	$96,818	$3,501,582
2032	$3,951,683	$3,852,445	$99,238	$3,600,820
2033	$4,050,475	$3,948,756	$101,719	$3,702,539
2034	$4,151,737	$4,047,475	$104,262	$3,806,801
2035	$4,255,530	$4,148,662	$106,869	$3,913,670
2036	$4,361,919	$4,252,378	$109,540	$4,023,210

Average Funding Gap = $211,489

Note: Projected renewals (based on assumed inflation figures) assumed to increase in value by 2.5% per annum until 2036

Planned renewals (based on assumed Budget figures) assumed to increase by 2.5%

100% asset renewal funding to be restored in 2021/22

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap.

Council will manage the ‘gap’ by developing this Infrastructure and Asset Management Plan to provide guidance on future service levels and resources required to provide these services, and to ensure that the gap does not grow to an uncontrollable level.

6.2 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's Long Term Financial Plan.

Achieving the financial strategy will require a commitment from Council in further budget considerations to make up the gap between projected and planned expenditure. As can be seen in Table 6.1 and the chart of Projected Renewals V's Planned Renewals, if this gap isn't managed then over a 20 year period there is likely to be a cumulative shortfall in funds of $4,023,210. This table can be used to determine what effect future budget adjustments are likely to have on long term asset sustainability and also what injection of funds will be required to close the gap.

Council is relying on external funding sources such as Special Local Roads programs and Roads to Recovery programs to maintain this gap to a manageable level, otherwise there will be increased pressure on rate revenue to maintain asset stocks at current service levels.

6.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others. Depreciation expense values are forecast in line with asset values based on asset condition depreciation and will be adjusted in accordance with asset revaluations which will occur from time to time taking into account condition assessments and additional asset age data.

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. However, it is expected that limited asset disposal will occur in the road asset category.

6.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Infrastructure and Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Infrastructure and Asset Management Plan are:

- Asset condition and age has been determined based on engineering knowledge, best available data and previous asset deterioration rates. Some asset categories such as road seals have more accurate data available than other asset categories such as drainage infrastructure. However, current asset age can be reasonably determined by reverse engineering from total asset life and current asset condition. Example, a road seal is rated as being in a condition of 7/10, and has a total life of say 15 years. Therefore the asset still has 70% of its useful life remaining and 30% of its life has been used. The current asset age is therefore 30% of 15 years, i.e. 5 years old.

- Straight line depreciation of asset condition has been assumed but in reality the asset condition tends to drop off significantly towards the end of the asset life. This sharp drop off will impact on funding requirements needed to maintain asset stock in a reasonable condition and therefore Council's approach is to renew assets before this sharp drop in asset condition. i.e. Council intends to continue with its asset renewal plans before assets reach the end of their serviceable life. This Plan includes a residual value of the unit, being set out at a uniform 10% of the replacement value. This assumption reflects that a road asset (albeit in poor condition) is still useful.

- This Infrastructure and Asset Management Plan was put together based on the information at hand at the time of preparing the Plan. As asset information is updated and more accurate information becomes available, the Infrastructure and Asset Management Plan will become more accurate. However, Council has very detailed asset information on most asset categories covered under this Plan and is therefore confident that this Plan accurately reflects Council's current asset position.

- It is assumed at this point in time that there will be minimal effect to asset service and delivery from future technological changes.

- With respect to Table 6.1.1 projected renewals are assumed to increase in value at a rate of 2.5% per annum. Any variation from 2.5% can affect the cumulative gap significantly (the data presented in this report is very sensitive to this assumption).

Accuracy of future financial forecasts may be improved in future revisions of this Infrastructure and Asset Management Plan by the following actions:

- More accurate data on actual asset life for all asset categories.

- Full cost attribution on future works programs through more sophisticated accounting measures.

- Improved data collection and condition assessment of assets and recording of this data in AIM program.

LGASA Sustainable Asset Management in SA **Mount Gambier City**

Road and Drainage Infrastructure and Asset Management Plan

First year of expenditure projections **2017** (yr ending 30 June 2017)

Road Asset values as at 1st July 2016

			Calc CRC from Asset Register
Current replacement cost	$121,367	(000)	$0 (000)
Net Fair Value	$93,557	(000)	This is a check for you.
Annual depreciation expense	$2,728	(000)	

Operations and Maintenance Costs from New Assets

	% of asset value	Existing %ages calculated from data in worksheet
Additional operations costs	0.06%	0.06%
Additional maintenance	0.70%	0.70%
Additional depreciation	2.25%	2.25%

You may use these values calculated from your data. or overwrite the links.

20 Year Expenditure Projections Note: Enter all values in current 2016 values

Year ending June		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations																					
Management	2.5%	$61.8	$63.3	$64.9	$66.6	$68.2	$69.9	$71.7	$73.5	$75.3	$77.2	$79.1	$81.1	$83.1	$85.2	$87.3	$89.5	$91.7	$94.0	$96.4	$98.8
AM systems	2.5%	$13.2	$13.5	$13.9	$14.2	$14.6	$14.9	$15.3	$15.7	$16.1	$16.5	$16.9	$17.3	$17.8	$18.2	$18.7	$19.1	$19.6	$20.1	$20.6	$21.1
Total operations		$75.0	$76.9	$78.8	$80.8	$82.8	$84.9	$87.0	$89.2	$91.4	$93.7	$96.0	$98.4	$100.9	$103.4	$106.0	$108.6	$111.3	$114.1	$117.0	$119.9
Maintenance																					
Reactive maintenance	2.5%	$778.0	$716.0	$733.9	$752.2	$771.1	$790.3	$810.1	$830.3	$851.1	$872.4	$894.2	$916.5	$939.5	$962.9	$987.0	$1,011.7	$1,037.0	$1,062.9	$1,089.5	$1,116.7
Planned maintenance	2.5%	$68.0	$62.0	$63.6	$65.1	$66.8	$68.4	$70.1	$71.9	$73.7	$75.5	$77.4	$79.4	$81.3	$83.4	$85.5	$87.6	$89.8	$92.0	$94.3	$96.7
Total maintenance		$846.0	$778.0	$797.5	$817.4	$837.8	$858.8	$880.2	$902.2	$924.8	$947.9	$971.6	$995.9	$1,020.8	$1,046.3	$1,072.5	$1,099.3	$1,126.8	$1,154.9	$1,183.8	$1,213.4
Capital																					
Planned Renewal	2.5%	$1,899.3	$2,053.3	$2,250.3	$2,316.0	$2,417.0	$3,074.0	$3,031.0	$3,139.0	$3,210.0	$3,338.0	$3,405.0	$3,490.1	$3,577.4	$3,666.8	$3,758.5	$3,852.4	$3,948.8	$4,047.5	$4,148.7	$4,252.4
CBD Redevelopment		$500.0	$300.0																		
Planned New	2.5%	$273.0	$272.0	$498.0	$289.0	$287.0	$283.0	$285.0	$289.0	$288.0	$297.0	$277.0	$283.9	$291.0	$298.3	$305.8	$313.4	$321.2	$329.3	$337.5	$345.9
Growth Assets Const/Funded by Council		$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0	$100.0
Total Planned Upgrade/New		$2,772.3	$2,725.3	$2,848.3	$2,705.0	$2,804.0	$3,457.0	$3,416.0	$3,528.0	$3,598.0	$3,735.0	$3,782.0	$3,874.1	$3,968.4	$4,065.1	$4,164.2	$4,265.8	$4,370.0	$4,476.7	$4,586.2	$4,698.3
		$3,693.3	$3,580.2	$3,724.5	$3,603.2	$3,724.6	$4,400.6	$4,383.2	$4,519.4	$4,614.2	$4,776.6	$4,849.6	$4,968.4	$5,090.1	$5,214.8	$5,342.7	$5,473.8	$5,608.1	$5,745.8	$5,887.0	$6,031.6
Planned Disposals		$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0

PART 2 – BUILDINGS AND STRUCTURES INFRASTRUCTURE

1. SUMMARY

A summary of the buildings and structure assets (as valued by Opteon (South Australia) Pty Ltd unless otherwise specified):

- 430 Land Parcels - $50,541,140
- 102 Buildings - $87,178,098
- 228 Structures - $19,701,314
- 1 Landfill - $3,985,197 (valued by Council)

What does it Cost?

The total dollar value of the annual consumption of this category is $2,777,222 (i.e. annual depreciation expense). Council's goal for annual expenditure is to match this value so that no gap exists between the annual depreciation cost and the actual budget expenditure.

Plans for the Future

Council plans to operate, maintain and enhance the building and structures assets to achieve the following strategic objectives:

- Ensure the building and structure assets are maintained at a safe and functional standard as set out in this Infrastructure and Asset Management Plan.
- Provide for renewed infrastructure and access standards that meet the demands and expectations of the community and applicable legislation (eg. Disability Discrimination Act requirements), this may include demolition of any assets deemed to be redundant.
- Critically review building assets stock to ensure it is still required and review appropriate service standards.
- Negotiate with lease holders to ensure that individual lease holders are responsible for the ongoing maintenance and upkeep of the building asset.

Quality

Building and structure assets will be maintained in a reasonably usable condition. Defects found or reported that are outside our service standard will be repaired. See our maintenance response service levels for further details.

Function

It is Council's intention to maintain an appropriate number of buildings and structures to meet the needs of the community and to maintain these buildings and structures in a manner to ensure they are fit for purpose. This Plan recognises the clear need for Council to direct its available funds towards asset maintenance and asset renewal rather than the provision of new or expanded buildings and structures, the notable exception being the necessary expansion and systematic "close" of cells of the Caroline Landfill.

Given the large gap between asset renewal and asset consumption (expressed as annual depreciation costs) Council must seriously look at its total number of building and structures assets and determine what is an appropriate and affordable amount to retain. Community groups and lease holders will need to become more responsible for building maintenance and renewal in the future.

Safety

At the time of preparation of this Plan Council has condition rated all of its building and structures assets identifying and prioritising works to ensure buildings and structures are safe in the first instance and then remain fit for purpose for the remainder of their economic life.

The Next Steps

The actions resulting from this Infrastructure and Asset Management Plan are:

- Ensure the building and structure assets are regularly inspected and any defects rectified in a timely manner to ensure public safety and to mitigate against public risk.
- To provide for renewal of assets and the creation of new building and structure assets and associated infrastructure in a sustainable manner.
- To plan for growth of the City in a manner that is supported by fit for purpose building and structure assets.

2. INTRODUCTION

2.1 Background

This part of the Infrastructure and Asset Management Plan is to be read with the following associated planning documents:

- City of Mount Gambier Community Plan
- City of Mount Gambier Long Term Financial Plan
- Council's Development Plan
- Council's Business Plan and Annual Budget
- Building Code of Australia (BCA) and National Construction Code
- Disability Discrimination Act requirements (DDA)

This Infrastructure and Asset Management Plan covers all Council owned buildings and structures within the City of Mount Gambier as indicated in the following summary:

Table 2.1. Building and Structures covered by this Plan

(as at 1st July 2016)

Asset Category	Number of	Replacement Value ($)
Land Parcels	430	$50,541,140
Buildings	102	$87,178,098
Structures	228	$19,701,314
TOTAL		$157,420,552

Note: Land is not depreciated but does have to be maintained

Asset Category	Number of	Net Fair Value ($)
Caroline Landfill Existing	1	$1,283,185
Caroline Landfill Cell 3	1	$602,012
Caroline Landfill Cap Cell 3	1	$2,100,000
TOTAL		$3,985,197

Key stakeholders in the preparation and implementation of this Infrastructure and Asset Management Plan are:

- City of Mount Gambier
- Ratepayers and tenants
- Sporting and Community Groups
- License and Leaseholders
- Tourism sector
- Business Sector
- State and Federal Government (funding partners and regulators)

2.2 Goals and Objectives of Asset Management

The Council exists to provide services to its community. Some of these services are provided by building and structure assets.

Council's goal in managing building and structure assets is to meet the agreed level of service in the most cost effective manner for present and future consumers. The key elements of building and structure asset management are:

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,
- Continuous improvement in asset management practices.[3]

This Infrastructure and Asset Management Plan is prepared under the direction of Council's strategic objective:

> ***Mount Gambier, a perfectly centred place where people aspire to live, work, visit and invest*** ***(City of Mount Gambier Community Plan – The Futures Paper 2016-2020)***

Accordingly, this Infrastructure and Asset Management Plan has been prepared in line with Council's Community Plan and the objectives contained within the Plan.

2.3 Plan Framework

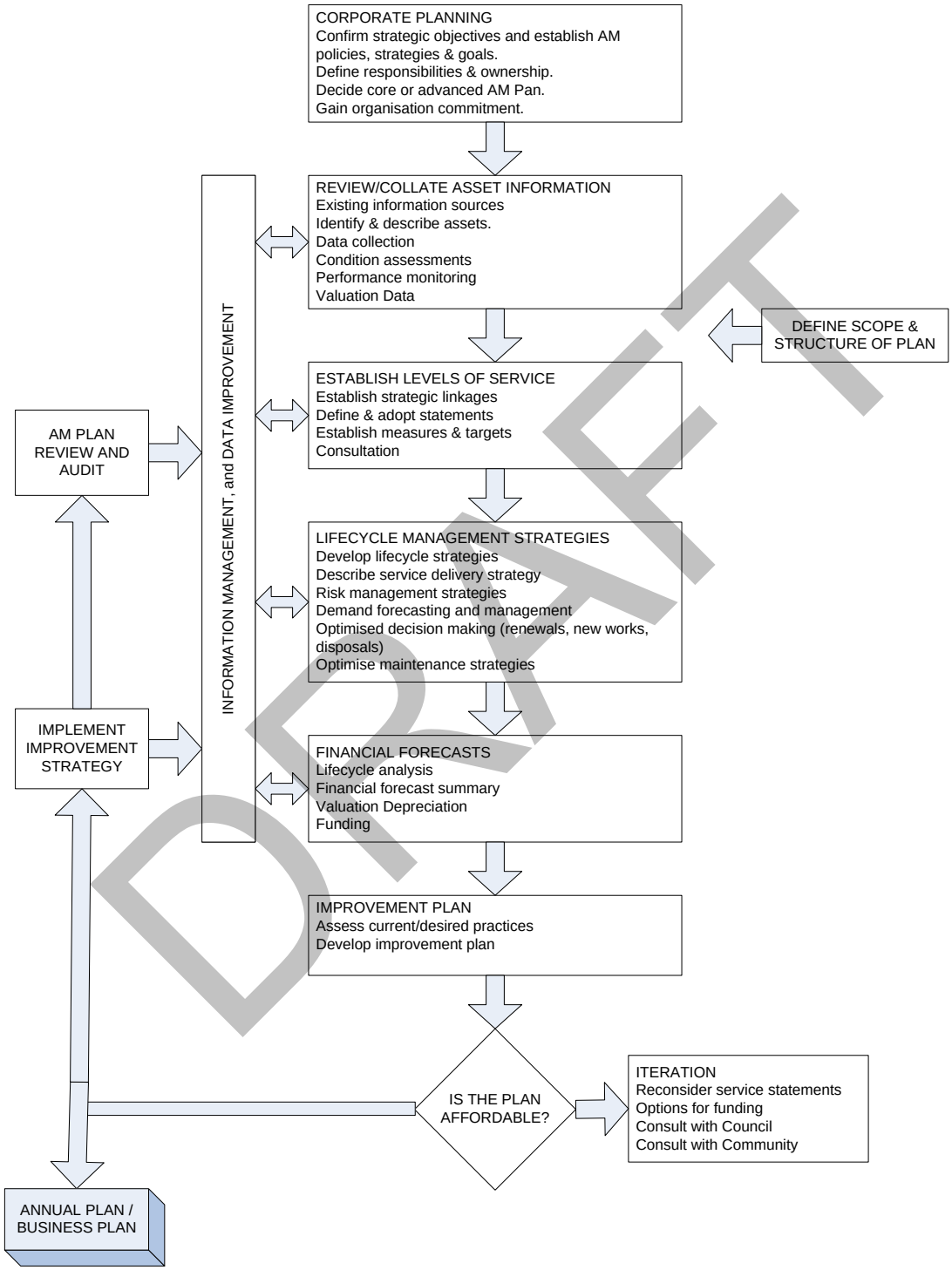
Key elements of the Plan are

- Levels of service – specifies the services and levels of service to be provided by Council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services.
- Financial summary – what funds are required to provide the required services.
- Asset management practices.
- Monitoring – how the Plan will be monitored to ensure it is meeting Council's objectives.
- Asset management improvement plan.

[3] IIMM 2006 Sec 1.1.3, p 1.3

A road map for preparing an Infrastructure and Asset Management Plan is shown below.

Road Map for preparing an Infrastructure and Asset Management Plan
Source: IIMM Fig 1.5.1, p 1.11

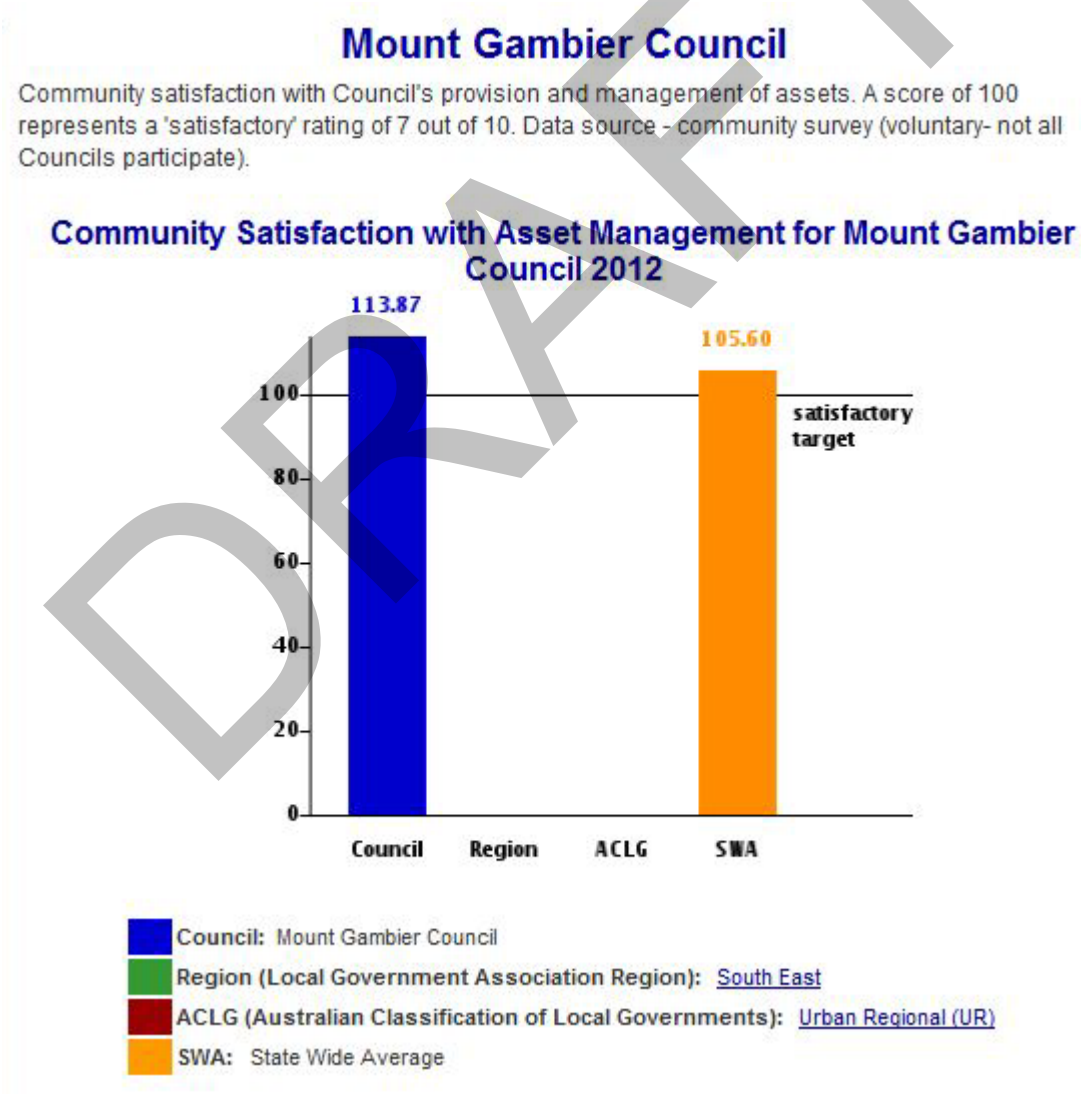


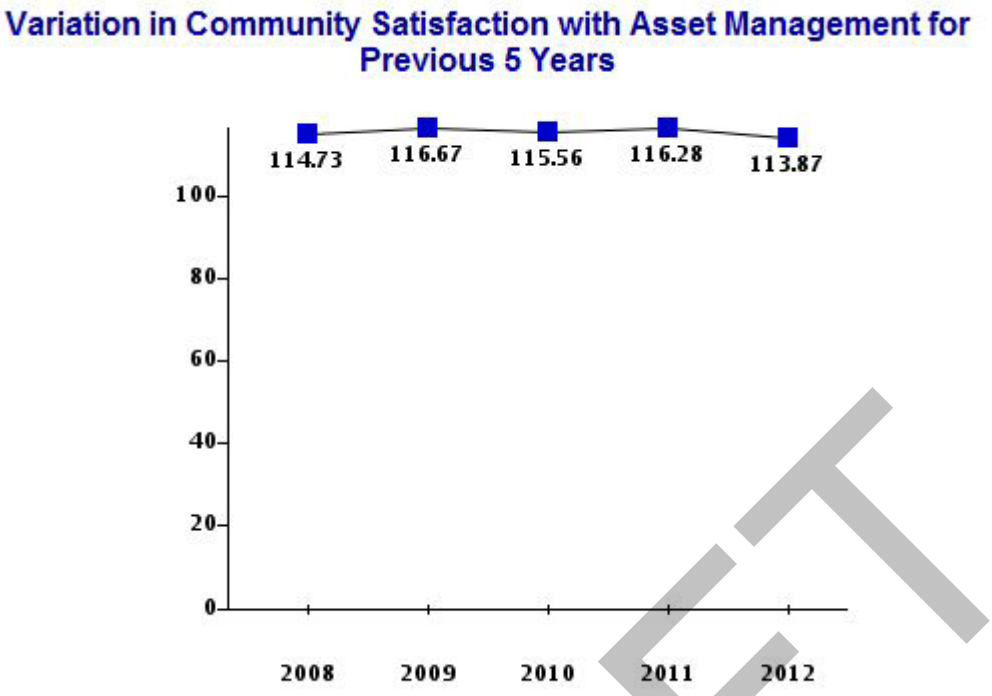
3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

Council participates in the Local Government Association of South Australia Comparative Performance Measures in Local Government Customer Satisfaction survey. This telephone survey polls a sample of residents on their level of satisfaction with Council's services. Unfortunately this survey has not been carried out in recent years and Council is left with assessing anecdotal evidence to gauge how effective the buildings and structures management task has been completed, however the most recent customer satisfaction survey reported:

Table 3.1. Community Satisfaction Survey Levels





Council uses this information in developing the Strategic Management Plan and in allocation of resources in the budget.

3.2 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 3.2. Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by Infrastructure and Asset Management Plans for sustainable service delivery.
Development Act and subordinate legislation (example Development Plan and Building Code)	Provides Council with the legislative framework to guide the preservation and enhancement of its buildings and structures.
Environment Protection Act	To guide the development and operation of Caroline Landfill

3.3 Current Levels of Service

Council has defined service levels in two terms.

Community Levels of Service relate to how the community receives the service in terms of safety, quality, function, quantity, reliability, responsiveness, cost/efficiency and legislative compliance.

Supporting the community service levels are operational or technical measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria such as:

Service Criteria	Technical measures may relate to
Quality	Maintaining the asset condition below Condition Rating 4
Quantity	Sufficient buildings and structures to meet community needs and expectations
Safety	Number of injury incidents

Council's current service levels are detailed in Table 3.3.

Table 3.3. Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Provide buildings that are fit for habitation	Customer service requests	Less than 2 per month for any particular building or structure	Less than 2 per month for any particular building or structure
Function	Buildings and structures are available for intended use at all times (apart from during times of maintenance)	Customer complaints relating to unavailability of building or structure	Less than 2 per month for any particular building or structure	Less than 2 per month for any particular building or structure
Safety	Provide buildings that comply with the principles of the BCA and DDA	Number of injury incidents relating to health, safety and disability for Council owned buildings and structures	Less than 3 per month per building or structure	Less than 3 per month per building or structure
TECHNICAL LEVELS OF SERVICE				
Condition	Carry out routine maintenance on buildings and structures	Number of complaints relating to minor maintenance matters	Less than 5 per month for any particular building or structure	Less than 5 per month for any particular building or structure
Accessibility	Provide DDA compliance to Council buildings and structures	Review all Council owned buildings for DDA compliance	• Council assesses 50 buildings per annum for DDA compliance • Develop and implement annual works program to address identified DDA issues	Currently not being addressed in any structured manner
Safety	Condition assessment surveys to identify any issue relating to occupier safety	Building and structure condition assessments to be carried out on a one in three year cycle	Identify safety issues are documented and included in works program for the following financial year budget	Issues addressed as they are identified, assessment frequency not currently stipulated

3.4 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including the LGASA Customer Satisfaction survey, residents' feedback to Councillors and staff, service requests and correspondence. Council has still to quantify all desired levels of service. This will be incorporated in future revisions of this Infrastructure and Asset Management Plan.

4. FUTURE DEMAND

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, consumer preferences and expectations, economic factors, environmental awareness, changing legislative requirements, risk management practices, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1.

Table 4.1. Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	26,348 *(30th June 2015)*	1% growth	Moderate residential growth. Increased traffic on collector roads
Demographics	Ageing population	2 to 3% growth	Increase in aged care accommodation
Climate change	Substantial bicycle network More demand for indoor recreation facilities	Demand for end of trip facilities Demand for indoor multi purpose recreation facilities	Increase in public facilities for end of trip for bike riders New indoor recreation facilities
Legislative changes	Compliance with BCA but not 100% compliance with DDA	Increasing legislative and governance demands for full DDA compliance, long term financial sustainability, environmental sustainability for the existing building stock as well as pressure for additional buildings	Demand for retrofitting buildings for DDA, environmental sustainability etc. and impact on financial resources in the provision of new buildings

4.2 Changes in Technology

Technology changes are forecast to have little effect on the delivery of services covered by this Plan, but will likely improve customer feedback and advice to Council (eg. Web based communication to Council, smart phone technology).

Council will face increasing community pressure to retrofit existing buildings with technology that will improve the overall environmental sustainability of a particular building.

4.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Infrastructure and Asset Management Plan.

Table 4.3. Demand Management Plan Summary

Service Activity	Demand Management Plan
DDA provision improvements	To enact works programs developed as part of the accessibility assessment identified in Table 3.3.
Financial and environmental sustainability	Use Triple Bottom Line analysis (refer CHAT) to assess whether any identified project is to proceed. Council will need to ensure that the community is aware of this Plan and understands the long term financial implications.

5. LIFECYCLE MANAGEMENT PLAN

The Lifecycle Management Plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs.

5.1 Background Data

5.1.1 Physical Parameters

The assets covered by this Infrastructure and Asset Management Plan are shown below:

- Land Parcels
- Buildings
- Structures
- Caroline Landfill

Generally the building and structure assets mentioned above are in fair to good condition although asset ages vary considerably across the City. Council has limited data on the age profile of its Asset stock but does have an increasing understanding of the condition data for building and structure asset categories. Council uses the condition data to set future works programs and also to prepare risk control strategies.

5.1.2 Asset Capacity and Performance

Council's services are generally provided to meet design standards where these are available.

5.1.3 Asset Condition

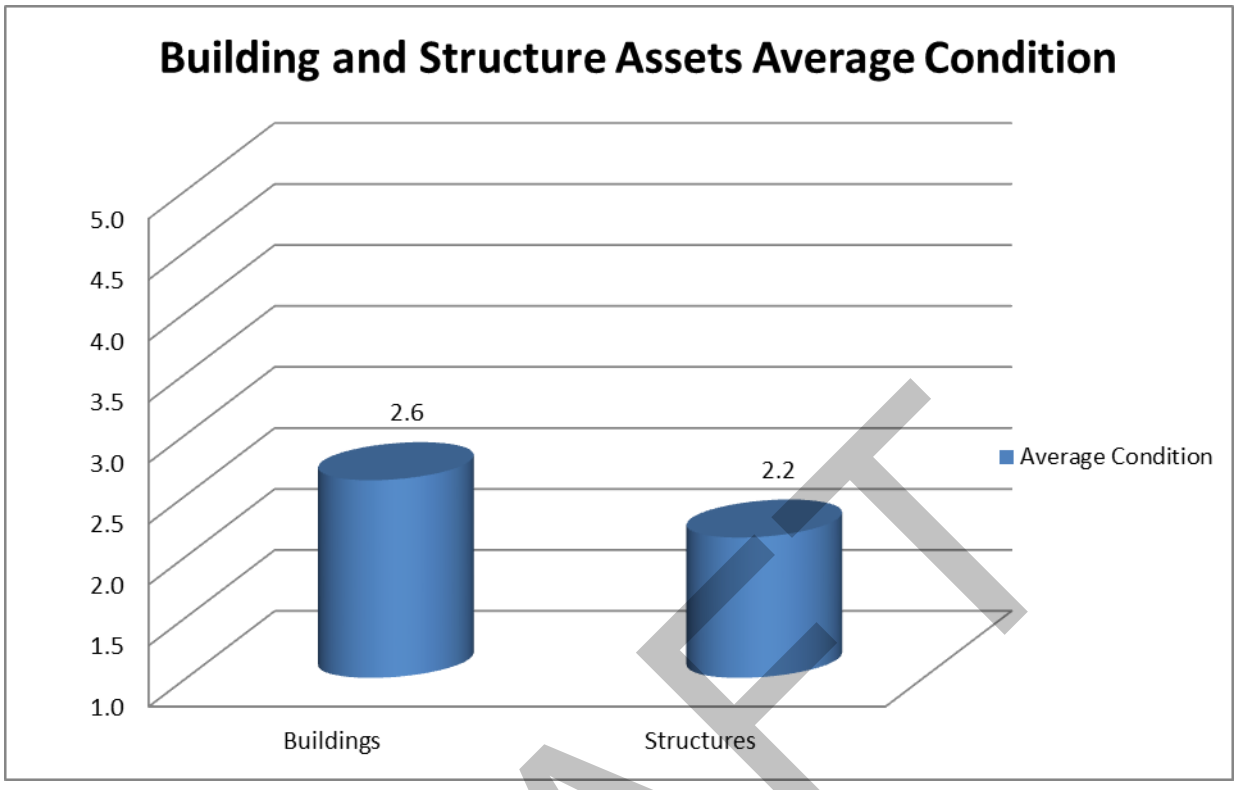
The condition profile of Council's building and structure assets is shown below.

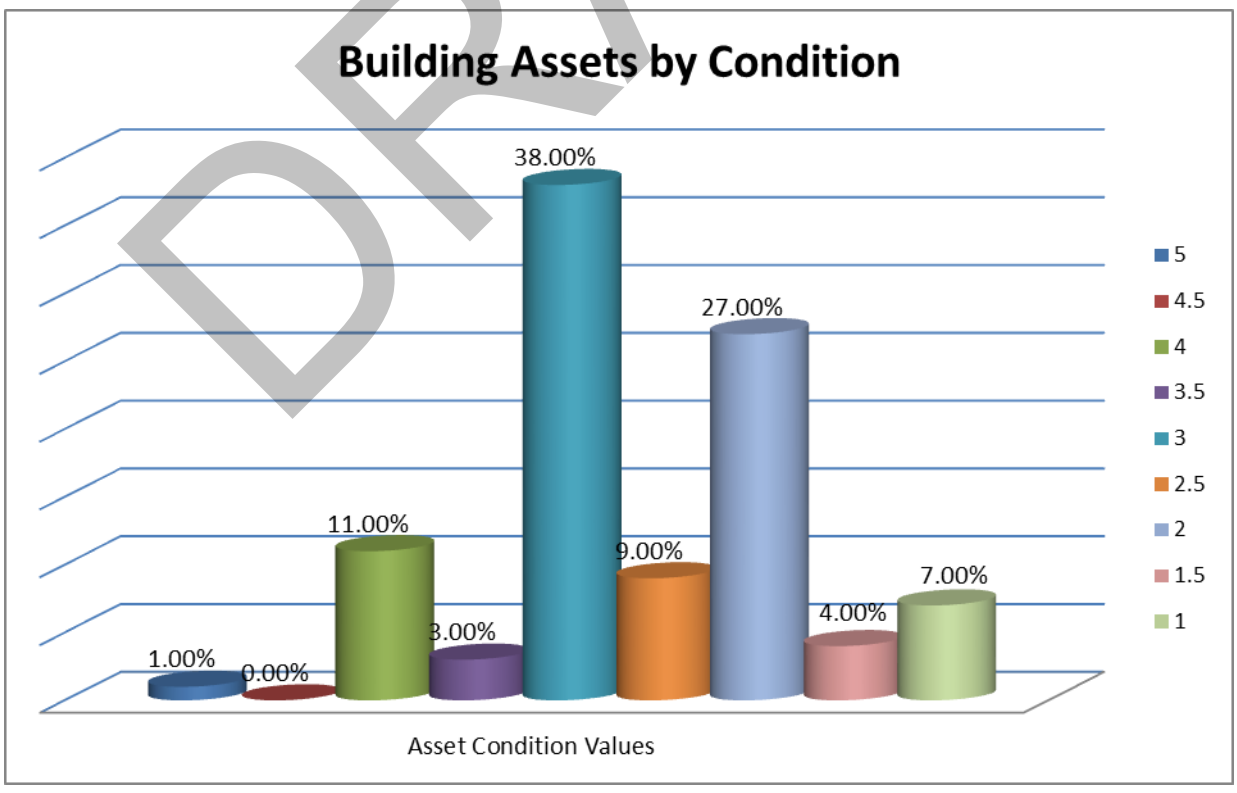
Condition is measured using a 0 – 5 rating system.[4]

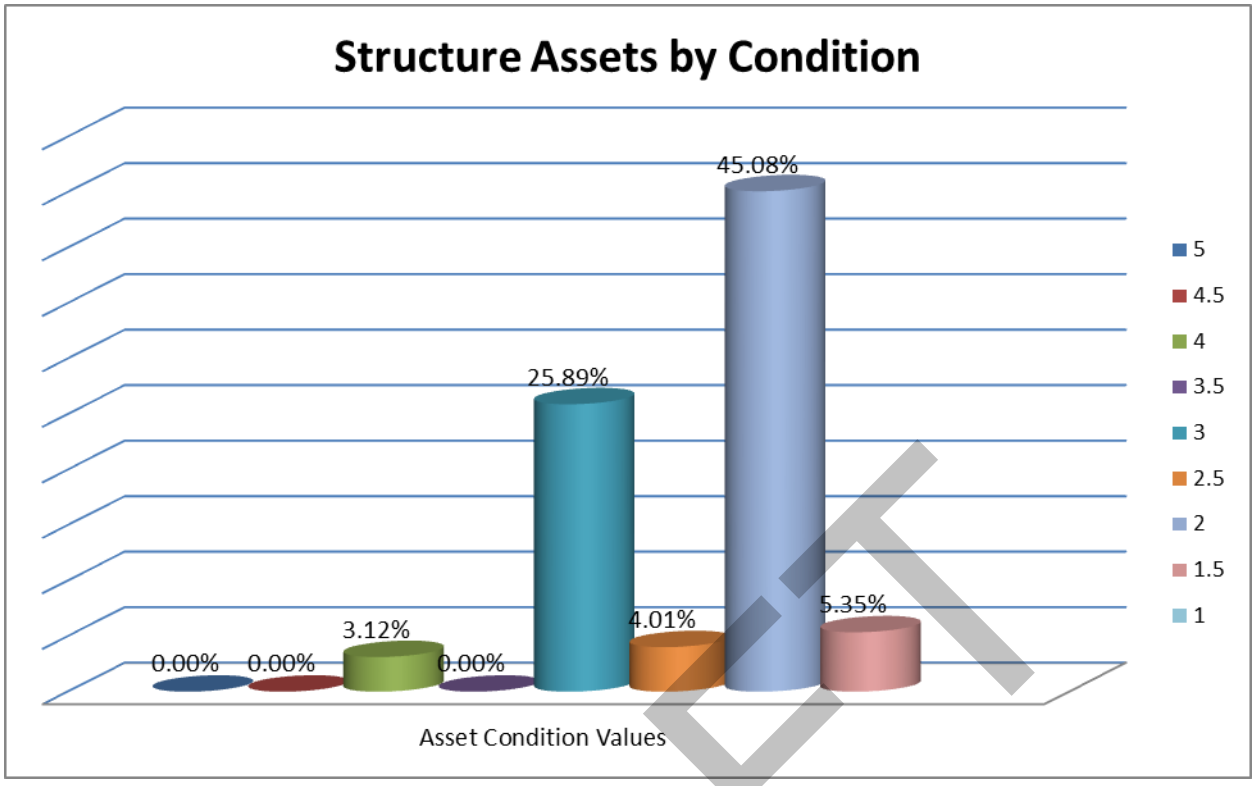
Rating	Description of Condition
1	Excellent condition: Only planned maintenance required. New asset
2	Very good: Minor maintenance required plus planned maintenance.
2.5	Good: Significant maintenance required.
3	Average condition. Significant maintenance required
4	Failing: Significant renewal/upgrade required.(start of rapid depreciation)
>4.5	Poor: Unserviceable. Asset renewal or disposal required.

[4] Opteon (SA) Pty Ltd Condition Assessment Method

Fig 3. Building and Structure Asset Condition Profile







5.1.4 Asset Valuations

The value of Building and Structure (excluding Caroline Landfill) assets as at July 2016 covered by this Infrastructure and Asset Management Plan is summarised below. Building and Structure assets were last re-valued at 1st July 2016 by Opteon (South Australia) Pty Ltd. Assets are valued at green field rates.

- Current Replacement Cost $106,879,412
- Net Fair Value $79,500,149
- Annual Depreciation $2,300,000
- Accumulated Depreciation $33,224,745

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Asset Consumption	2.15%	*($2,300,000 ÷ $106,879,412 x 100)*
Asset Renewal	1.03%	*($1,106,000 ÷ $106,879,412 x 100)*

Note: Asset Renewal includes a one off spend of $600,000 (which equates to 50% of the total cost) for Civic Centre GRC Panels

This calculation indicates that theoretically Council needs to increase its annual expenditure on building and structure renewal by a factor of:

2.15 ÷ 1.03 = 2.1 times

(without the GRC Panels the equation becomes 2.15 ÷ 0.47 = 4.6 times)

5.2 Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets identifies critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

5.3 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.3.1 Maintenance Plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle and may include painting, re-roofing, replace occasional window etc.

Maintenance expenditure trends are shown in Fig 1.

Even with the introduction of a dedicated building maintenance crew within the field staff structure (which will be fully operational by 1 July 2017), current and anticipated maintenance expenditure levels are inadequate to maintain current service levels.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

5.3.2 Standards and Specifications

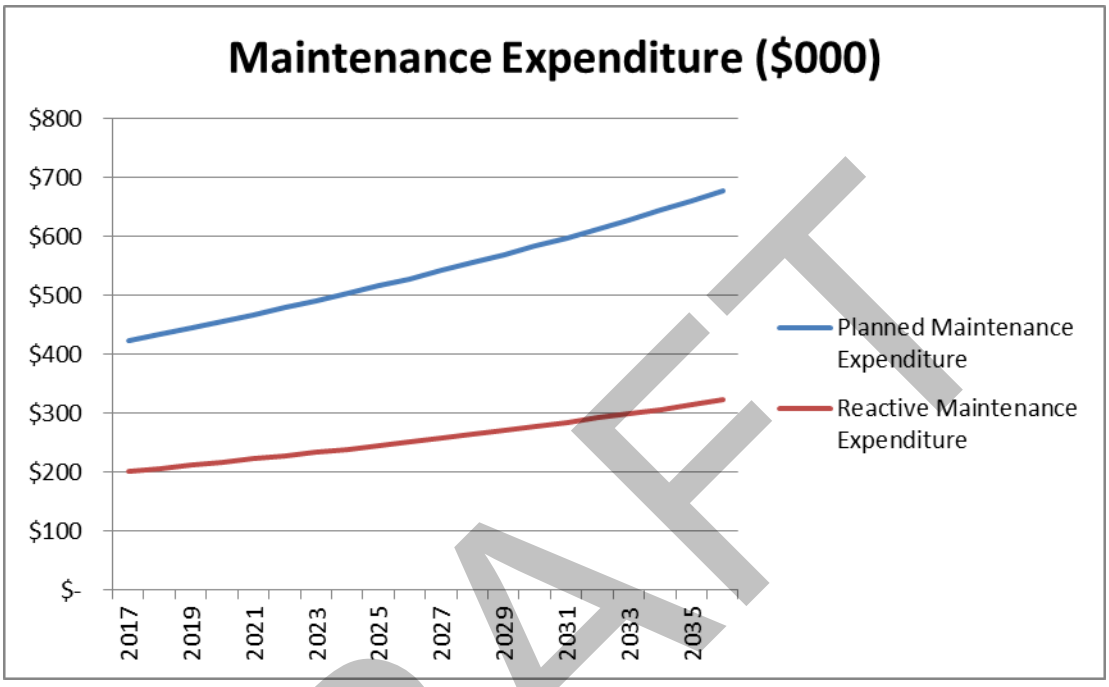
Maintenance work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
- Work Health Safety Act and Regulations

5.3.3 Summary of Future Maintenance Expenditures

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Fig 1. Note that all costs are shown in current 2016 dollar values.

Fig 1. Maintenance Expenditure



Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment process in the Infrastructure Risk Management Plan.

Maintenance is funded from Council's operating budget and grants where available. This is further discussed in Section 6.2.

5.4 Renewal / Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.4.1 Renewal Plan

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register through the *'Renewal Model'*. Candidate proposals are inspected to verify accuracy of remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is based on asset condition and is then adopted ultimately by Council.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

5.4.2 Renewal Standards

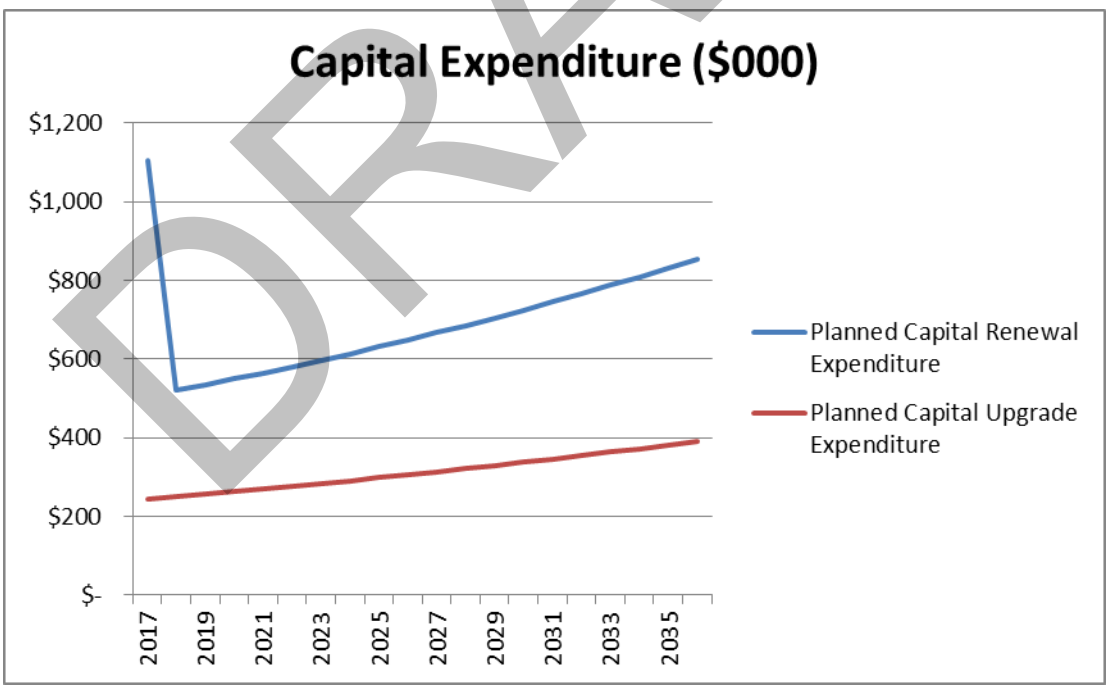
Renewal work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
- Work Health Safety Act and Regulations
- Best Industry Practice Standards.

5.4.3 Summary of Future Renewal Expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Fig 2. Note that all costs are shown in 2016 dollar values.

Fig 2. Projected Capital Expenditure



Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in the Risk Management Plan.

Renewals are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

Note: The flat line trend for "Growth of new assets" depicted by the green line above, means that Council does not currently have enough detailed information about future costs associated with new assets. Over time it is expected that as more detailed information becomes available, this line will change to reflect these costs more accurately.

5.5 Creation / Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in Section 4.4.

5.5.1 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. Council ultimately makes the decision on priority ranking of new assets based on this information.

5.5.2 Standards and Specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

5.5.3 Summary of Future Upgrade / New Assets Expenditure

New assets and services are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.6 Disposal Plan

Currently there are no assets in the buildings and structures category that are listed for disposal, but Council is considering demolition of the former SA Ambulance and St Johns building on Penola Road and has acquired the CWA building in Lawrence Street and intends to demolish this building to allow for carpark expansion and street widening.

Note 38 and 40 James Street, the Red Cross building and the old Mini Golf office have been removed at the time of adoption of this report.

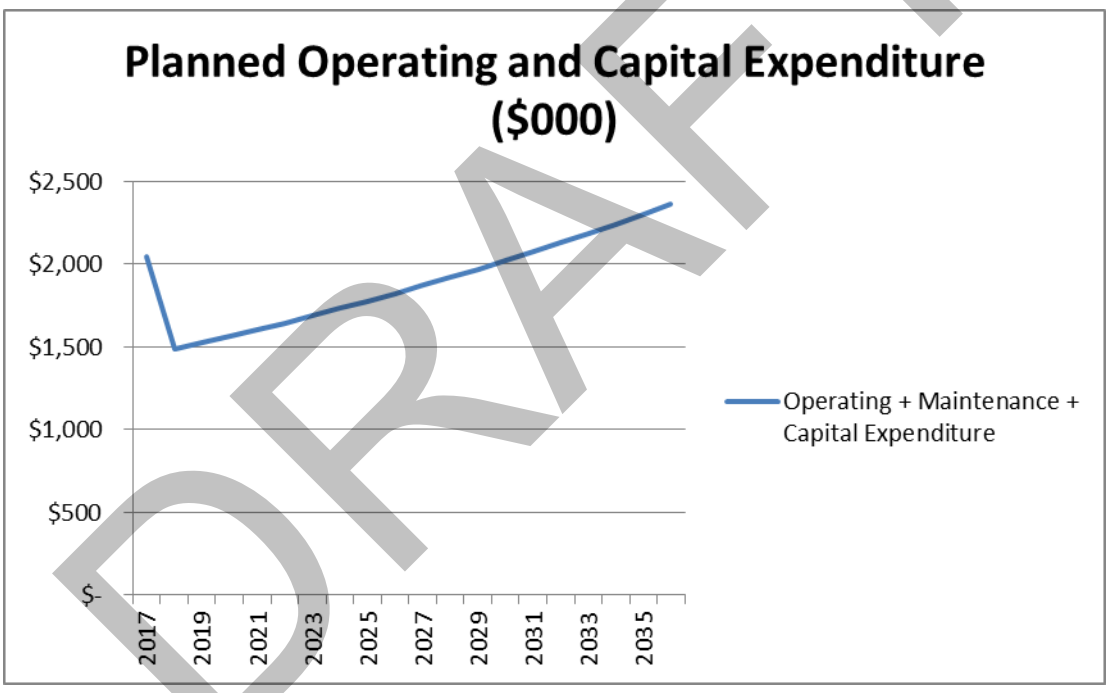
6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Infrastructure and Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial Statements and Projections

The financial projections are shown in Fig 3 for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Fig 3. Planned Operating and Capital Expenditure



Note that all costs are shown in 2016 dollar values.

6.1.1 Sustainability of Service Delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption

(depreciation expense). The buildings and structures annual life cycle cost for the services covered in Part 2 of this Infrastructure and Asset Management Plan is $2,300,000.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan (2017) is $1,731,200.

The average renewal gap between required expenditure, i.e. annual depreciation and proposed expenditure is $2,241,438.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this Infrastructure and Asset Management Plan is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

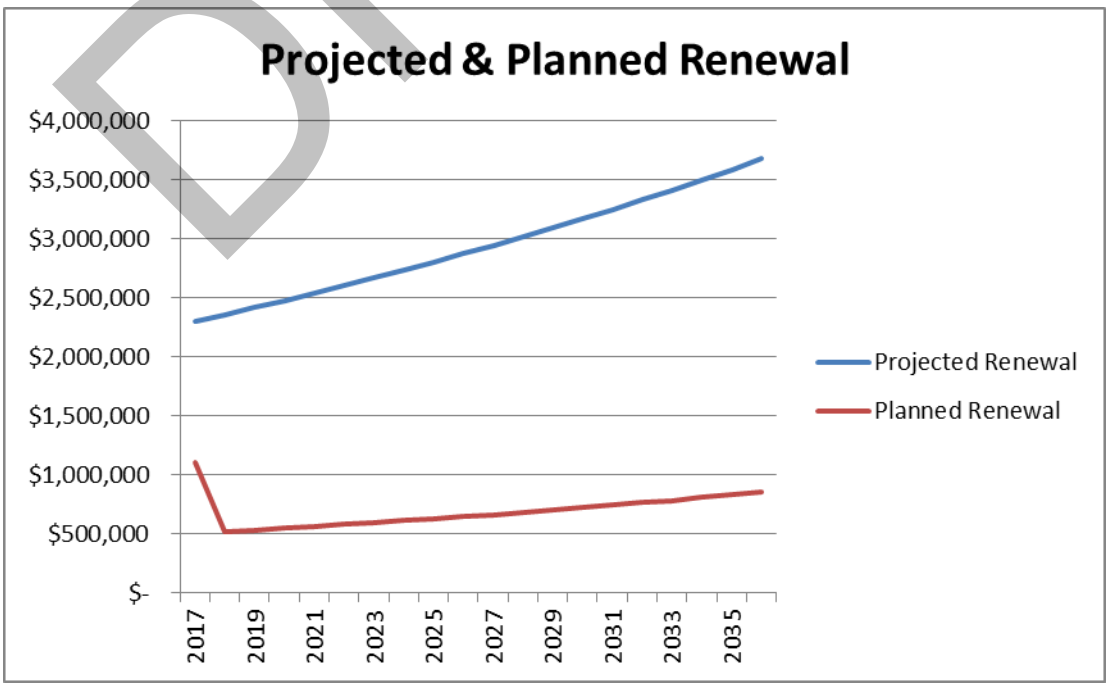
Medium term – 10 Year Financial Planning Period

This Infrastructure and Asset Management Plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

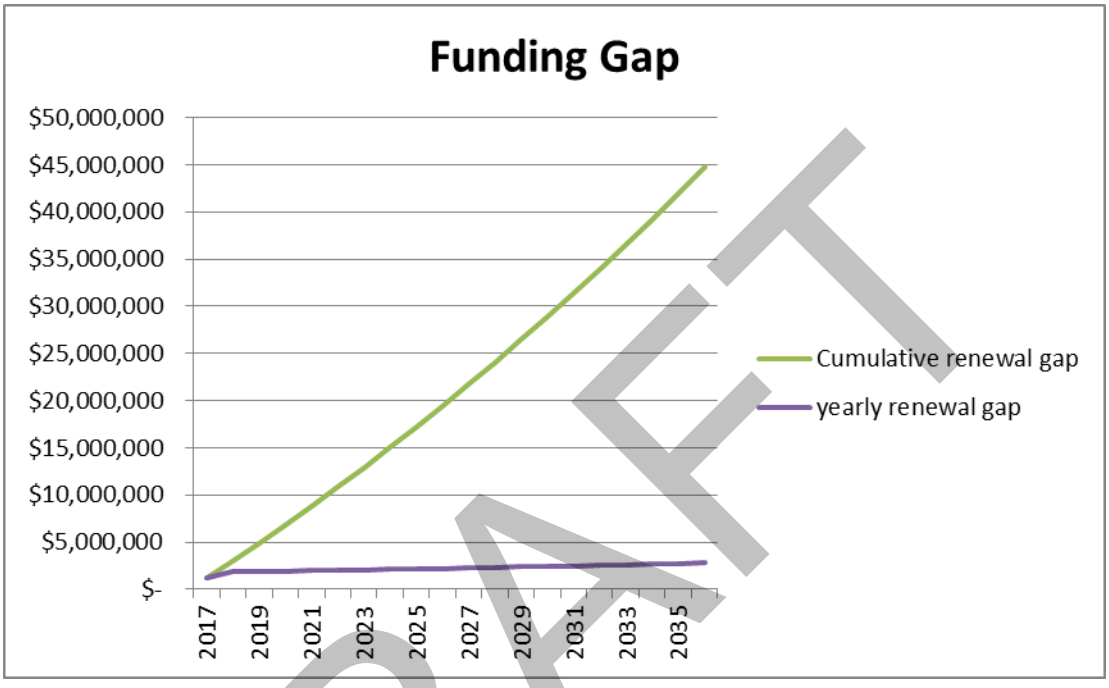
This may be compared to existing or planned expenditures in the 20 year period to identify any gap. In a core Infrastructure and Asset Management Plan, a gap is generally due to increasing asset renewals or underfunding of capital renewal programs.

Fig 4 shows the projected asset renewals in the 20 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period as shown in Fig 4. Table 6.1.1 shows the annual and cumulative funding gap between projected and planned renewals.

Fig 4. Projected and Planned Renewals and Expenditure Gap



This chart shows the difference between Projected funding (funding required to maintain assets to agreed service levels) and Planned funding (actual funding from council budget and forward works programs). Ideally, there should be no funding gap between these two lines.



This chart shows the difference (in $'s) between Projected and Planned funding. This difference is referred to as the "Yearly renewal gap". The cumulative renewal gap is the accumulation of yearly renewal gaps and is equal to the total amount of shortfall in funding at any point in time.

Table 6.1.1 Projected and Planned Renewals and Expenditure Gap

Year	Projected Renewals	Planned Renewals	Renewal Funding Gap	Cumulative Gap
2017	$2,300,000	$1,106,000	$1,194,000	$1,194,000
2018	$2,357,500	$520,200	$1,837,300	$3,031,300
2019	$2,416,438	$534,766	$1,881,672	$4,912,972
2020	$2,476,848	$549,739	$1,927,109	$6,840,081
2021	$2,538,770	$565,132	$1,973,638	$8,813,719
2022	$2,602,239	$580,955	$2,021,283	$10,835,003
2023	$2,667,295	$597,222	$2,070,073	$12,905,075
2024	$2,733,977	$613,944	$2,120,033	$15,025,108
2025	$2,802,327	$631,135	$2,171,192	$17,196,300
2026	$2,872,385	$648,807	$2,223,578	$19,419,878
2027	$2,944,194	$666,973	$2,277,221	$21,697,100
2028	$3,017,799	$685,648	$2,332,151	$24,029,250
2029	$3,093,244	$704,847	$2,388,398	$26,417,648
2030	$3,170,575	$724,582	$2,445,993	$28,863,641
2031	$3,249,840	$744,871	$2,504,969	$31,368,610
2032	$3,331,086	$765,727	$2,565,359	$33,933,969
2033	$3,414,363	$787,167	$2,627,196	$36,561,165
2034	$3,499,722	$809,208	$2,690,514	$39,251,679
2035	$3,587,215	$831,866	$2,755,349	$42,007,028
2036	$3,676,895	$855,158	$2,821,737	$44,828,765

Average Funding Gap = $2,241,438

Note: Projected renewals assumed to increase in value by 2.5% per annum until 2036

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap.

Council will need to manage the 'gap' by developing this Infrastructure and Asset Management Plan to provide guidance on future service levels and resources required to provide these services, and to ensure that the gap closes to a controllable level.

6.2 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's Long Term Financial Plan.

Achieving the financial strategy will require a commitment from Council in further budget considerations to make up the gap between projected and planned expenditure. As can be seen in Table 6.1 and the chart of Projected Renewals V's Planned Renewals, if this gap isn't managed then over a 20 year period

there is likely to be a cumulative shortfall in funds of $44,828,765. This table can be used to determine what effect future budget adjustments are likely to have on long term asset sustainability and also what injection of funds will be required to close the gap.

Council needs to explore external funding sources to reduce this gap to a manageable level, otherwise it is highly likely that increased pressure on rate revenue alone will not maintain asset stocks at current service levels let alone reduce the gap significantly.

6.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others. Depreciation expense values are forecast in line with asset values based on asset condition depreciation and will be adjusted in accordance with asset revaluations which will occur from time to time taking into account condition assessments and additional asset age data.

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. However, Council will need to explore the option for limited asset disposal of buildings and structures whilst still maintaining a reasonable and acceptable level of service to the community.

6.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Infrastructure and Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Infrastructure and Asset Management Plan are:

- Asset condition and valuation has been determined by Opteon (South Australia) Pty Ltd.
- Straight line depreciation of asset condition has been assumed but in reality the asset condition tends to drop off significantly towards the end of the asset life. This sharp drop off will impact on funding requirements needed to maintain asset stock in a reasonable condition and therefore Council's approach is to renew assets before this sharp drop in asset condition. i.e. Council intends to continue with its asset renewal plans before assets reach the end of their serviceable life. Opteon (South Australia) Pty Ltd have determined the residual value for buildings and structures assets.
- This Infrastructure and Asset Management Plan was put together based on the information at hand at the time of preparing the Plan. As asset information is updated and more accurate information becomes available, the Infrastructure and Asset Management Plan will become more accurate.
- With respect to Table 6.1.1 projected renewals are assumed to increase in value at a rate of 2.5% per annum. Any variation from 2.5% can affect the cumulative gap significantly (the data presented in this report is very sensitive to this assumption).

Accuracy of future financial forecasts may be improved in future revisions of this Infrastructure and Asset Management Plan by the following actions:

- Full cost attribution on future works programs through more sophisticated accounting measures.
- Improved data collection and condition assessment of assets and recording of this data in AIM program.

LGASA Sustainable Asset Management in SA **Mount Gambier City**

Buildings & Structures Infrastructure and Asset Management Plan

First year of expenditure projections **2017** (yr ending 30 June 2017)

Asset values as at 1st July 2016

			Calc CRC from Asset Register
Current replacement cost	$106,879	(000)	$0 (000)
Net Fair Value	$75,515	(000)	This is a check for you.
Annual depreciation expense	$2,300	(000)	

Operations and Maintenance Costs from New Assets

	% of asset value	Existing %ages calculated from data in worksheet
Additional operations costs	0.07%	0.07%
Additional maintenance	0.58%	0.58%
Additional depreciation	2.15%	2.15%

You may use these values calculated from your data, or overwrite the links.

20 Year Expenditure Projections Note: Enter all values in current 2016 values

Year ending June		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations																					
Management	2.5%	$58.8	$60.3	$61.8	$63.3	$64.9	$66.5	$68.2	$69.9	$71.6	$73.4	$75.3	$77.2	$79.1	$81.1	$83.1	$85.2	$87.3	$89.5	$91.7	$94.0
AM systems	2.5%	$12.6	$12.9	$13.2	$13.6	$13.9	$14.3	$14.6	$15.0	$15.4	$15.7	$16.1	$16.5	$16.9	$17.4	$17.8	$18.2	$18.7	$19.2	$19.7	$20.1
Total operations		$71.4	$73.2	$75.0	$76.9	$78.8	$80.8	$82.8	$84.9	$87.0	$89.2	$91.4	$93.7	$96.0	$98.4	$100.9	$103.4	$106.0	$108.6	$111.4	$114.1
Maintenance																					
Reactive maintenance	2.5%	$201.8	$206.8	$212.0	$217.3	$222.7	$228.3	$234.0	$239.9	$245.9	$252.0	$258.3	$264.8	$271.4	$278.2	$285.1	$292.3	$299.6	$307.1	$314.7	$322.6
Planned maintenance	2.5%	$423.4	$434.0	$444.8	$456.0	$467.4	$479.0	$491.0	$503.3	$515.9	$528.8	$542.0	$555.5	$569.4	$583.7	$598.3	$613.2	$628.5	$644.3	$660.4	$676.9
Total maintenance		$625.2	$640.8	$656.9	$673.3	$690.1	$707.4	$725.0	$743.2	$761.7	$780.8	$800.3	$820.3	$840.8	$861.8	$883.4	$905.5	$928.1	$951.3	$975.1	$999.5
Capital																					
Planned Renewal	2.8%	$1,106.0	$520.2	$534.8	$549.7	$565.1	$581.0	$597.2	$613.9	$631.1	$648.8	$667.0	$685.6	$704.8	$724.6	$744.9	$765.7	$787.2	$809.2	$831.9	$855.2
Planned upgrade/new	2.5%	$245.0	$251.1	$257.4	$263.8	$270.4	$277.2	$284.1	$291.2	$298.5	$306.0	$313.6	$321.5	$329.5	$337.7	$346.2	$354.8	$363.7	$372.8	$382.1	$391.7
Total Planned upgrade/New		$1,351.0	$771.3	$792.2	$813.6	$835.6	$858.2	$881.3	$905.2	$929.6	$954.8	$980.6	$1,007.1	$1,034.3	$1,062.3	$1,091.0	$1,120.6	$1,150.9	$1,182.0	$1,214.0	$1,246.8
		$2,047.6	$1,485.3	$1,524.0	$1,563.7	$1,604.5	$1,646.3	$1,689.2	$1,733.2	$1,778.4	$1,824.7	$1,872.3	$1,921.1	$1,971.2	$2,022.6	$2,075.3	$2,129.4	$2,185.0	$2,242.0	$2,300.4	$2,360.4
Planned Disposals		$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0

PART 3 – PLANT AND EQUIPMENT INFRASTRUCTURE

1. SUMMARY

Plant and equipment owned by Council is summarised as follows, 102 units of plant ranging from large earthmoving equipment, refuse collection vehicles, work utilities and small trucks, mowers, office vehicles, and specialised equipment such as footpath sweeping machine and paver laying machine, and the total at cost value of all Council owned plant and equipment is $6.16 million.

What does it Cost?

The total dollar value of the annual consumption of the plant and equipment asset category is $625,940 (i.e. annual depreciation expense). Council's goal for annual expenditure is to match this value so that no gap exists between the annual depreciation cost and the actual budget expenditure.

Plans for the Future

Council plans to own and maintain its plant and equipment fleet to achieve the following strategic objectives.

- Ensure the fleet is maintained at a safe and functional standard.
- Provide for plant and equipment renewal in accordance with Council Policy C375 (as amended from time to time).
- A ten year plant replacement program is attached to this Plan as Appendix D (values have been included based on anticipated dollar value at the time of purchase).
- Council has historically only owned plant and equipment to satisfy 'core function' activities and has sub-contracted or contracted specialist equipment on an as needs basis (e.g. excavators, backhoes, bobcats, asphalt laying equipment).
- Council will continue to review plant ownership to identify an surplus equipment or equipment that becomes available of a specialist nature which will help provide and/or improve efficient service delivery to the community.

Income and Expenditure

With the exception of office vehicles, Council plant and equipment that is capitalised effectively earns an income when it is used in Council's operations. With reference to the 2016/17 Budget at Account 6860.1700 it is estimated that the income from internal plant hire for the year will be $1.654 million.

Maintenance and repairs for plant and equipment is estimated at $500,000, fuels and oils $330,000 and registrations and insurances $120,000.

Relationship to Long Term Financial Plan and Annual Budgets

Plant and equipment purchases are not uniform in value and annual budget allocations can vary significantly from year to year. This Infrastructure and Asset Management Plan includes at Appendix D the project cost of purchase for the next ten years which will inform both the Annual Budget and the Long Term Financial Plan. It is also important to note that yearly expenditure on plant maintenance, fuels and oils and registrations and insurances are relatively constant (typically increasing in line with inflationary costs).

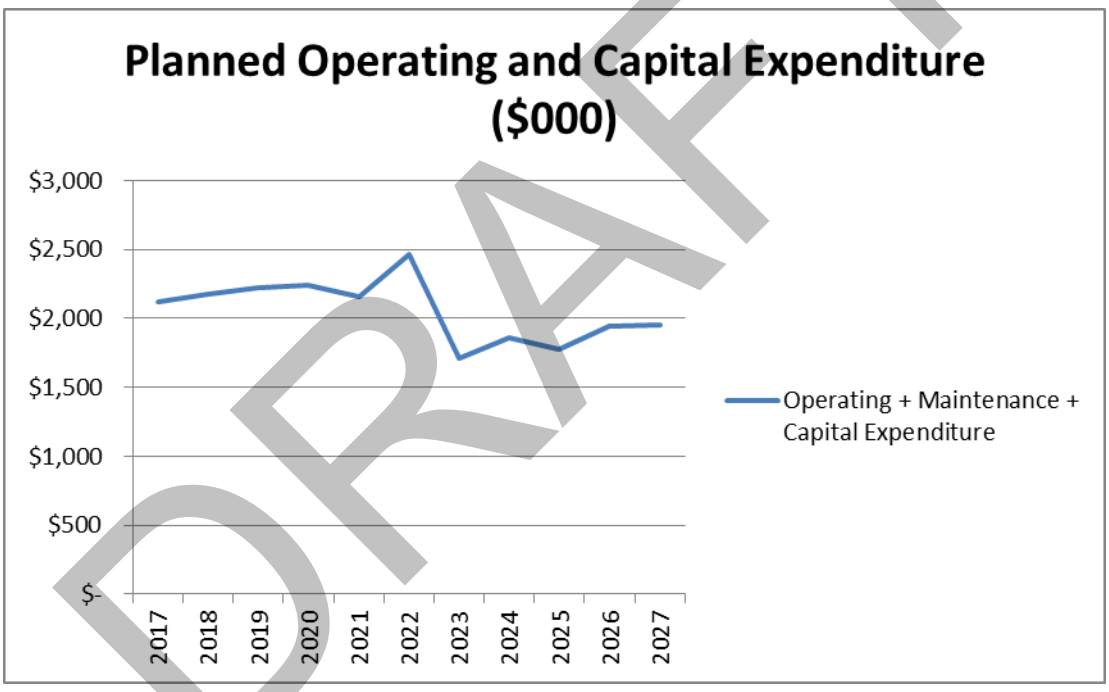
2. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Infrastructure and Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

2.1 Financial Statements and Projections

The financial projections are shown in Fig 1 for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Fig 1. Planned Operating and Capital Expenditure



Note that all costs are shown in current 2016 dollar values.

2.1.1 Sustainability of Service Delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The annual life cycle cost for the services covered in Part 3 of this Infrastructure and Asset Management Plan is $625,940.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan (2016) is $1,079,000.

The average renewal gap between required expenditure, i.e. annual depreciation and proposed expenditure is -$181,554.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this Infrastructure and Asset Management Plan is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

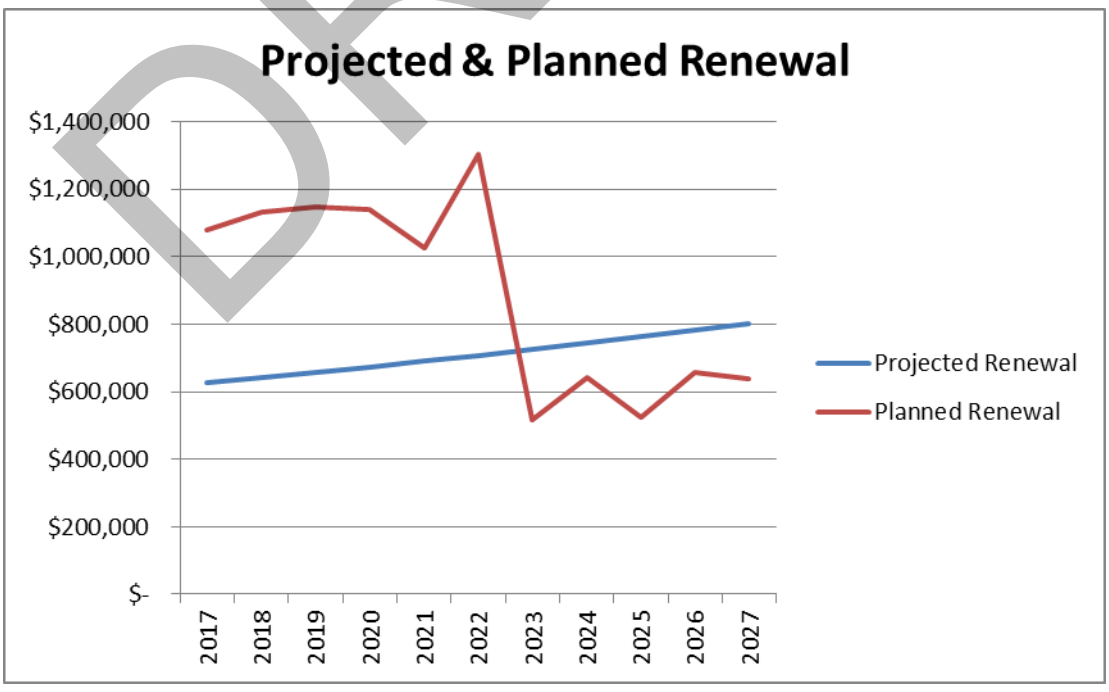
Medium term – 10 Year Financial Planning Period

This Infrastructure and Asset Management Plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 10 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

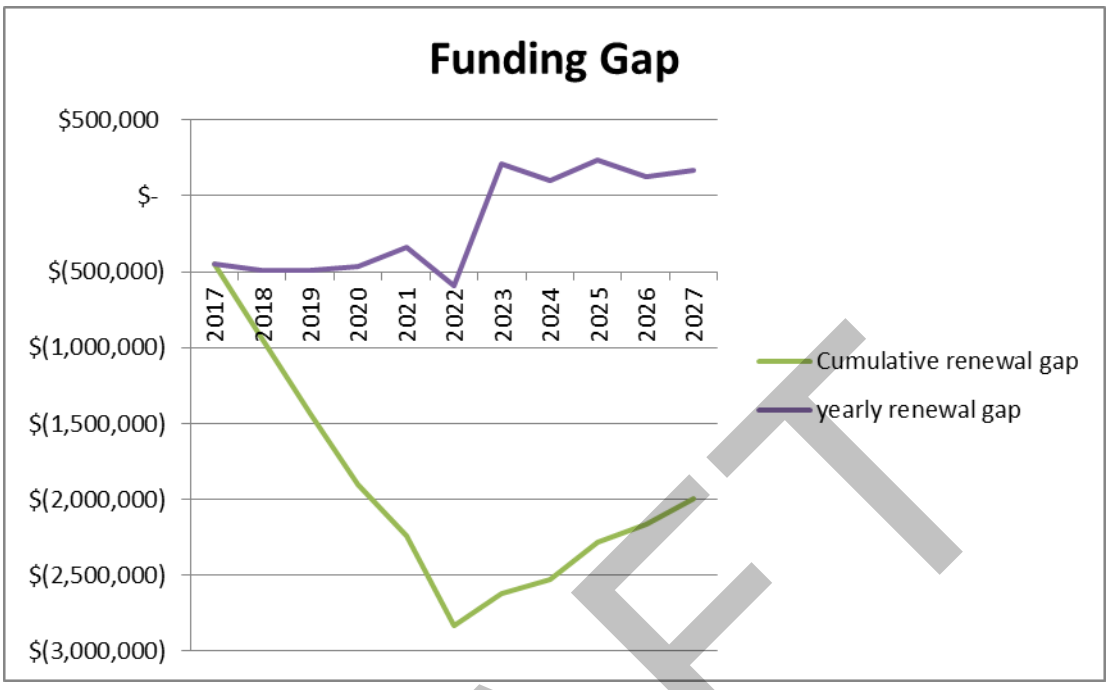
This may be compared to existing or planned expenditures in the 10 year period to identify any gap. In a core Infrastructure and Asset Management Plan, a gap is generally due to increasing asset renewals or underfunding of capital renewal programs.

Fig 2 shows the projected asset renewals in the 10 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period as shown in Fig 8. Table 6.1.1 shows the annual and cumulative funding gap between projected and planned renewals.

Fig 2. Projected and Planned Renewals and Expenditure Gap



This chart shows the difference between Projected funding (funding required to maintain assets to agreed service levels) and Planned funding (actual funding from council budget and forward works programs). Ideally, there should be no funding gap between these two lines.



This chart shows the difference (in $'s) between Projected and Planned funding. This difference is referred to as the "Yearly renewal gap". The cumulative renewal gap is the accumulation of yearly renewal gaps and is equal to the total amount of shortfall in funding at any point in time.

Table 2.1.1 Projected and Planned Renewals and Expenditure Gap

Year	Projected Renewals	Planned Renewals	Renewal Funding Gap	Cumulative Gap
2017	$625,940	$1,079,000	-$453,060	-$453,060
2018	$641,589	$1,132,000	-$490,412	-$943,472
2019	$657,628	$1,149,000	-$491,372	-$1,434,843
2020	$674,069	$1,141,000	-$466,931	-$1,901,774
2021	$690,921	$1,028,000	-$337,079	-$2,238,854
2022	$708,194	$1,303,000	-$594,806	-$2,833,660
2023	$725,898	$517,000	$208,898	-$2,624,762
2024	$744,046	$643,000	$101,046	-$2,523,716
2025	$762,647	$526,000	$236,647	-$2,287,069
2026	$781,713	$656,000	$125,713	-$2,161,355
2027	$801,256	$637,000	$164,256	-$1,997,099

Average Funding Gap = -$181,554

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap.

Council will need to manage the 'gap' by developing this Infrastructure and Asset Management Plan to provide guidance on future service levels and resources required to provide these services, and to ensure that the gap closes to a controllable level.

2.2 Funding Strategy

Projected expenditure identified in Section 2.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's Long Term Financial Plan.

2.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others. Depreciation expense values are forecast in line with asset values based on asset condition depreciation and will be adjusted in accordance with asset revaluations which will occur from time to time taking into account condition assessments and additional asset age data.

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. However, Council will need to explore the option for limited asset disposal of buildings and structures whilst still maintaining a reasonable and acceptable level of service to the community.

LGASA Sustainable Asset Management in SA **Mount Gambier City**

Plant & Equipment Infrastructure and Asset Management Plan

First year of expenditure projections **2017** (yr ending 30 June 2017)

Asset values as at 1st July 2016

			Calc CRC from Asset Register
Current replacement cost	$6,160	(000)	$0 (000)
Net Fair Value	$4,682	(000)	This is a check for you.
Annual depreciation expense	$626	(000)	

Operations and Maintenance Costs from New Assets

	% of asset value	Existing %ages calculated from data in worksheet
Additional operations costs	1.16%	1.16%
Additional maintenance	15.42%	15.42%
Additional depreciation	10.16%	10.16%

You may use these values calculated from your data.
or overwrite the links.

10 Year Expenditure Projections Note: Enter all values in current 2017 values

Year ending June		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
		$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations												
Management	2.5%	$58.8	$60.3	$61.8	$63.3	$64.9	$66.5	$68.2	$69.9	$71.6	$73.4	$75.3
AM systems	2.5%	$12.6	$12.9	$13.2	$13.6	$13.9	$14.3	$14.6	$15.0	$15.4	$15.7	$16.1
Total operations		$71.4	$73.2	$75.0	$76.9	$78.8	$80.8	$82.8	$84.9	$87.0	$89.2	$91.4
Maintenance												
Reactive maintenance	2.8%	$250.0	$257.0	$264.2	$271.6	$279.2	$287.0	$295.1	$303.3	$311.8	$320.5	$329.5
Planned maintenance	2.5%	$700.0	$717.5	$735.4	$753.8	$772.7	$792.0	$811.8	$832.1	$852.9	$874.2	$896.1
Total maintenance		$950.0	$974.5	$999.6	$1,025.4	$1,051.9	$1,079.0	$1,106.8	$1,135.4	$1,164.7	$1,194.7	$1,225.6
Capital												
Planned Renewal		$1,079.0	$1,132.0	$1,149.0	$1,141.0	$1,028.0	$1,303.0	$517.0	$643.0	$526.0	$656.0	$637.0
Planned upgrade/new		$24.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Total Planned upgrade/New		$1,103.0	$1,132.0	$1,149.0	$1,141.0	$1,028.0	$1,303.0	$517.0	$643.0	$526.0	$656.0	$637.0
		$2,124.4	$2,179.7	$2,223.6	$2,243.3	$2,158.7	$2,462.8	$1,706.6	$1,863.3	$1,777.7	$1,939.9	$1,954.0
Planned Disposals		$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0

ASSET MANAGEMENT PRACTICES

1. Accounting / Financial Systems

- Local Government authorities in South Australia are established under the provisions of the Local Government Act, 1999.
- Financial and Accounting practices and procedures are required to be in accordance with the Local Government Act 1999, Local Government (Financial Management) Regulations and the Australian Accounting Standard.
- Council's financial and accounting function is subject to a comprehensive Internal Control Policy and has reporting responsibilities to Council's Audit Committee whose membership is derived from persons both internal and external of the organisation.
- Council's audit regime includes the required annual statutory audit required by legislation and also a periodic 'procedural' audit. This process is also completed on an annual basis.
- Council's accounting and financial systems utilise the Civica local government enterprise software solution entitled 'AUTHORITY'.
- The 'AUTHORITY' software solution enables integration of all Council operations including the Accounting and Asset Management functions.

2. Asset Management Systems

Council uses the Civica software "AIM" program as its core asset management program. This program records all asset classes owned by Council together with all the relevant information on each asset. It allows assets to be linked to inspection and condition assessments as well as the historical information about the asset.

The AIM program allows the linking of Capital Value Records (CVR) for all assets and for the posting of actual costs for either planned work or maintenance work on assets through the work order system. The system also allows for the general ledger information to be directly linked and reported from within the AIM program

Civica have developed a link with GIS products to allow easier navigation to various assets that Council owns. This also makes the product more user friendly to browser users as well as assisting field staff undertake inspections, condition assessments and the recording of new assets in the field.

The program allows for the exporting of all data into excel spreadsheets for easier reporting and data manipulation purposes as it is limited in being able to undertake detailed asset management tasks such as asset consumption forecasts.

3. Information Flow Requirements and Processes

The key information that flows into this Infrastructure and Asset Management Plan are:

- The asset register data on size, age, value, remaining life of the network;
- The unit rates for categories of work/material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including decay models;
- Data on new assets acquired by Council.

The key information flows *from* this Infrastructure and Asset Management Plan are:

- The assumed Works Program and trends;
- The resulting budget, valuation and depreciation projections;
- The useful life analysis.

These will impact on the Long Term Financial Plan, Community Plan, Annual Budget and departmental business plans and budgets.

PLAN IMPROVEMENT AND MONITORING

1. Performance Measures

The effectiveness of the Infrastructure and Asset Management Plan can be measured in the following ways:

- The degree to which the required cashflows identified in this Infrastructure and Asset Management Plan are incorporated into Council's LTFP and Community Plan;
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the Infrastructure and Asset Management Plan.

2. Improvement Plan

The asset management improvement plan generated from this Infrastructure and Asset Management Plan is shown in Table 8.2.

Table 8.2 Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1.	Development of 10 year forward works program	DOS	Time	Achieved
2.	Employment of Asset Maintenance Officer	DOS	$$$	Achieved
3.	Detailed investigation / design on major road work projects leading to higher quality & efficiencies	EM	Time	?
4.	Increase hotmix overlay programs for footpaths and roads to extend useful life	EM	$$$	Ongoing
5.	Improved maintenance practices to increase efficiencies	EM	Time	Ongoing
6.	Replacement of small footpath pavers to large format pavers to reduce trip hazards	EM	$$$	Ongoing
7.	Improved long term financial planning and forecasting	Council	Time	Ongoing
8.				
9.				
10.				

3. Monitoring and Review Procedures

This Infrastructure and Asset Management Plan will be reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process.

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

REFERENCES

City of Mount Gambier Community Plan – The Futures Paper 2016-2020

City of Mount Gambier Annual Report and Budget

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

APPENDICES

Appendix A Maintenance Response Levels of Service

Appendix B Projected 10 year Capital Renewal Works Program

Appendix C Input Schedule for Road and Drainage Assets

Appendix D Plant Replacement Program 2016/17- 2026/27

LEVELS OF SERVICE

APPENDIX A

The following table outlines standard levels of service for all council assets. Refer to Infrastructure and Asset Management Plan for information of class specific exceptions, how well the assets are performing and how Target Performance will be sought.

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance
Community Utility			
Legislative Compliance	to ensure compliance with relevant acts and legislative requirements	audit and review of complilance requirements	full compliance
Safety	to provide safe access and amenity	audit and review of compliance requirements	full compliance
Customer Satisfaction	to provide assets that meet customer requirements and expectations in relation to accessibility, form and function	conduct customer survey in relation to asset provision	customers to provide an average satisfaction level of good to excellent (greater than 7 on scale 0-10)
Operating or Technical			
Condition	to provide the asset base in a condition that is safe, asethetic, fit for purpose and meets customer expectations	to complete city wide progressive condition audit and risk assessment audit every two years	90% of assets to have a condition rating of fair to excellent
Responsiveness	to respond to customer requests consistent with corporate standards and service agreements	periodic reports on customer request turn around times and customer satisfaction feedback forms level of overall customer requests monitored	90% of customer requests to be processed within the agreed timeframes 10% reduction in reactive customer requests per annum
Performance	to ensure the assets perform cost effectively and provide adequate service to the community	performance analysis level of service reviews and audits	individual asset groups to meet identified needs
Design and Capacity	level to provide assets that meet required service levels and standards, design standards and specifictions	endorsed service standards and specifictions for the building and maintenance of assets	100% compliance
Cost Effectiveness	to provide and maintain the assets according to best value over the lifecycle while meeting Council objectives	lifecycle cost in conjunction with intervention and deteroration modelling	reduction of lifecycle costs to equivalent of benchmarked best pratice

Appendix B

ROAD RECONSTRUCTION PROGRAM (ASSET RENEWAL)

(refer also to Infrastructure and Asset Management Plan - 2016/17 - 2026/27)

Year 1 - 2017/18

Asset Renewal:

Priority	Location		Cost
1	Commercial St West (Avey Rd to Oak St)	$	160,000.00
2	Crouch St North (Commercial St to John St)	$	147,000.00
3	North Tce (Byrne St to Dalkeith Dr)	$	230,000.00
4	Blackall Lane (Seal and Drainage)	$	35,000.00
5	Commercial St East (Davison St to 105m east)	$	90,000.00
6	Kilsby Pl (full length)	$	35,000.00
7	Railway Tce (Elizabeth St to Bay Rd)	$	170,000.00
8	Sturt St (Anthony St to Mark St)	$	118,000.00
9	CBD Renewal Project (Final Stage)	$	300,000.00
	Totals:	**$**	**1,285,000.00**
	Road Reseals	$	420,000.00
	Footpath Reseals	$	76,000.00
	Carpark Resurfacing / Renewal	$	30,000.00
	Hotmix Intersections	$	53,000.00
	Stormwater	$	90,000.00
	Totals:	**$**	**669,000.00**
	New Assets:		
	Footpath Construction	$	260,000.00
	Pram Crossings	$	12,000.00
	Totals:	**$**	**272,000.00**

Roads to Recovery - R2R4 — **Year 4** — **$ 339,304.00**

Location		Cost
Doughty St (Clezy Cres to End)	$	120,000.00
Webber St (Pressey St to End)	$	49,304.00
Bailey St (End to Wimmera St)	$	50,000.00
Caldwell St (Elizabeth St to Gray St)	$	120,000.00
Totals:	**$**	**339,304.00**

Boundary Roads - Annual Allocation (Renewals) — **$ 60,000.00**

Location		Cost
Grant Ave - Asphalt 'braking' areas of intersections	$	11,000.00
Wireless Rd West / Wandilo Rd - Kerb and repair intersection	$	7,000.00
Attamurra Rd / Houston Dr - Asphalt intersection	$	4,000.00
Hawkins Rd - seal to drain west side	$	14,000.00
McCormick Rd - Grade shoulder and repairs to intersection	$	6,000.00
Tollner Rd - Reseal from Mount Percy Rd to Avey Rd	$	18,000.00
Totals:	**$**	**60,000.00**

Sustainability Note:

			80%
Council's 2017/18 financial target for asset renewal to achieve financial sustainability is	**$2,710,102.00**	$	2,168,081.60
Planned Budgeted expenditure for asset renewals is (includes $300,000 City Centre)	**$2,353,304.00**	$	2,353,304.00

Difference = $ 185,222.40

Cumulative difference $ 501,572.60

Caroline Landfill Costs:	$	1,000,000.00	Operational Cost
Total Planned Expend (all)	$	3,625,304.00	
Planned Exp in 15/16 6/2015 report	$	3,080,000.00	

Theoretical Cumulative Gap (includes gap carried over from 2016/17) = $ 546,458.00

Year 2 - 2018/19

Asset Renewal:

Priority	Location		Cost
1	Kenney Ave Widening (Wireless Rd to Bishop Rd)	$	220,000.00
2	Lark Pl (Swallow Dr to Culdesac)	$	88,000.00
3	Elizabeth St (Commercial St to Jane St)	$	111,000.00
4	Argyle Pl (Lake Tce to Lake Tce)	$	34,000.00
5	Finch St (Swallow Dr to Lake Tce East)	$	69,000.00
6	Helen St (Elizabeth St to Gray St)	$	115,000.00
7	Wireless Rd West (Acacia St to Matthew Flinders Way)	$	194,000.00
8	Sturt St Resurface (Bay Rd to Compton St)	$	230,000.00
9	Remove Hay Dr Bridge, fill and replace road	$	165,000.00
	Totals:	**$**	**1,226,000.00**
	Road Reseals	$	440,000.00
	Footpath Reseals	$	60,000.00
	Carpark Resurfacing / Renewal	$	10,000.00
	Hotmix Intersections	$	30,000.00
	Stormwater	$	85,000.00
	Totals:	**$**	**625,000.00**
	New Assets:		
	Footpath Construction	$	271,000.00
	Pram Crossings	$	12,000.00
	Kennedy Ave Widening (Wireless Rd to Bishop Rd)	$	215,000.00
	Totals:	**$**	**498,000.00**

Roads to Recovery - R2R4 — **Year 5** — **$ 339,304.00**

Location		Cost
Heaver Dr (Wilga Rd to Suttontown Rd)	$	216,000.00
Robin St (Brolga St to Finch St)	$	66,000.00
Laurie St (Shepherdson Rd to Millard St)	$	57,304.00
Totals:	**$**	**339,304.00**

Boundary Roads - Annual Allocation (Renewals) — **$ 60,000.00**

Location		Cost
Hawkins Rd - Reseal Jubilee Hwy to Terrell Rd	$	10,000.00
McCormick Rd - Reseal full length	$	39,000.00
Pinehall Ave - Reseal Vivienne Ave to Penola Rd	$	11,000.00
Totals:	**$**	**60,000.00**

Sustainability Note:

			80%
Council's 2018/19 financial target for asset renewal is	**$2,777,854.00**	$	2,222,283.20
Planned Budgeted expenditure is	**$2,250,304.00**	$	2,250,304.00

Difference = $ 28,020.80

Cumulative difference $ 529,593.40

Caroline Landfill Costs:	$	720,000.00	Capital Cost
Total Planned Expend (all)	$	3,468,304.00	
Planned Exp in 15/16 6/2015 report	$	2,924,000.00	

Theoretical Cumulative Gap (includes gap carried over from 2017/18) = $ 1,074,008.00

Year 3 - 2019/20

Asset Renewal:

Priority	Location		Cost
1	Kurrajong St (Vansittart Rd to Heath St)	$	104,000.00
2	Stone Ave (full length)	$	99,000.00
3	Alexander St (Keegan St to Crouch St)	$	90,000.00
4	Earl St (Lacepede St to End)	$	87,000.00
5	Wireless Rd West (Honan St to Wehl St)	$	154,000.00
6	Strangways St (full length)	$	69,000.00
7	Acacia St (Banksia St to Kurrajong St)	$	39,000.00
8	Lake Tce East (Pick Ave to Schinkel St)	$	210,000.00
9	Truman St (Palamountain St to Bond St)	$	52,000.00
10	Daniel St (Shepherdson Rd to Millard St)	$	61,000.00
11	Rivoli St (Earl St to Webb St)	$	48,000.00
12	Kain St (McGregor St to Suttontown Rd)	$	147,000.00
	Totals:	**$**	**1,160,000.00**

	Road Reseals	$	465,000.00
	Footpath Reseals	$	80,000.00
	Carpark Resurfacing / Renewal	$	20,000.00
	Hotmix Intersections	$	56,000.00
	Allowance to plane and asphalt roundabouts	$	100,000.00
	Stormwater	$	95,000.00
	Totals:	**$**	**816,000.00**

New Assets:

	Footpath Construction	$	277,000.00
	Pram Crossings	$	12,000.00
	Totals:	**$**	**289,000.00**

Roads to Recovery - funding unknown	**Assume**	**$**	**280,000.00**
Location			**Cost**
Lake Tce East (Pick Ave to Schinkel St) - part		$	280,000.00
	Totals:	**$**	**280,000.00**

Caroline Landfill Costs:	$	720,000.00	Operational Cost
Total Planned Expend (all)	$	3,325,000.00	
Planned Exp in 15/16 6/2015 report	$	2,782,000.00	excluded R2R

Boundary Roads - Annual Allocation (Renewals)		**$**	**60,000.00**
Location			**Cost**
Pinehall Ave - Reseal Sturm Rd to Wehl St		$	29,000.00
Pinehall Ave - Reseal Wehl St to Vivienne Ave		$	15,000.00
Periodic Reseals		$	16,000.00
	Totals:	**$**	**60,000.00**

Sustainability Note:

			80%
Council's 2019/20 financial target for asset renewal is	**$2,847,301.00**	$	2,277,840.80
Planned Budgeted expenditure is	**$2,316,000.00**	$	2,316,000.00
	Difference =	$	38,159.20
	Cumulative difference		$567,752.60
	Theoretical Cumulative Gap (includes gap carried over from 2018/19) =	$	1,605,309.00

Year 4 - 2020/21

Asset Renewal:

Priority	Location		Cost
1	George St (Bertha St to Wehl St)	$	97,000.00
2	Winston Tce (Bond St to Bertha St)	$	87,000.00
3	Lasiandra Cres (Weigelia St to Kurrajong St)	$	76,000.00
4	Anthony St (Jubilee Hwy to North Tce)	$	134,000.00
5	Amor St (full length)	$	115,000.00
6	Wehl St South (Lake Tce to Margaret St) part	$	185,000.00
7	Corry St (Hutley Tce to Lake Tce East)	$	28,000.00
8	Acacia St (Jubilee Hwy to Vansittart Rd)	$	125,000.00
9	Lawrence St (Penola Rd to End)	$	60,000.00
10	Keegan St (Percy St to Alexander St)	$	35,000.00
11	Elder St (McGregor St to Suttontown Rd)	$	150,000.00
12	Percy St (Penola Rd to Mitchell St)	$	115,000.00
13	Nelson St (Werona St to Allawah St)	$	90,000.00
	Totals:	**$**	**1,297,000.00**

	Road Reseals	$	480,000.00
	Footpath Reseals	$	60,000.00
	Carpark Resurfacing / Renewal	$	10,000.00
	Hotmix Intersections	$	40,000.00
	Allowance to plane and asphalt roundabouts	$	100,000.00
	Stormwater	$	90,000.00
	Totals:	**$**	**780,000.00**

New Assets:

	Footpath Construction	$	274,000.00
	Pram Crossings	$	13,000.00
	Totals:	**$**	**287,000.00**

Roads to Recovery - funding unknown	**Assume**	**$**	**280,000.00**
Location			**Cost**
Wehl St South (Lake Tce to Margaret St) part		$	280,000.00
	Totals:	**$**	**280,000.00**

Caroline Landfill Costs:	$	1,000,000.00	Capital Cost
Total Planned Expend (all)	$	3,704,000.00	
Planned Exp in 15/16 6/2015 report	$	2,851,000.00	

Boundary Roads - Annual Allocation (Renewals)		**$**	**60,000.00**
Location			**Cost**
Wandilo Rd - Reseal Jubilee Hwy to Wireless Rd		$	27,000.00
Pinehall Ave - Reseal O'Leary Rd to Suttontown Rd (part only)		$	33,000.00
	Totals:	**$**	**60,000.00**

Sustainability Note:

			80%
Council's 2020/21 financial target for asset renewal is	**$2,918,483.00**	$	2,334,786.40
Planned Budgeted expenditure is	**$2,417,000.00**	$	2,417,000.00
	Difference =	$	82,213.60
	Cumulative difference	$	649,966.20
	Theoretical Cumulative Gap (includes gap carried over from 2019/20) =	$	2,106,792.00

Year 5 - 2021/22 Note: back to 100% funding Infrastructure Asset Replacement

Asset Renewal:

Priority	Location		Cost
1	Cardinia St (Davison St to Henty St)	$	130,000.00
2	Murdie St (Newton Cres to Douglas St)	$	50,000.00
3	Howard St (Ruwoldt St to Pressey St)	$	110,000.00
4	Ruwoldt St (Howard St to End)	$	21,000.00
5	Crouch St South (Griffiths St to Gwendoline St)	$	115,000.00
6	Lake Tce West (Bertha St to Wehl St)	$	115,000.00
7	Banksia St (Heath St to Acacia St)	$	89,000.00
8	Locke St (Canavan Rd to Shaughnessy Crt)	$	82,000.00
9	Grevillia St (Acacia St to Stafford St)	$	30,000.00
10	Rotary Ave (Lake Tce to Culdesac)	$	97,000.00
11	Francis St (Wyatt St to Jubilee Highway)	$	95,000.00
12	Herbert St (Sutton Ave to Charles St)	$	100,000.00
13	Eustace St (North Tce to Canavan Rd)	$	190,000.00
14	Commercial St West (Allan Dr to Cave Rd)	$	70,000.00
15	Birdwood Ave (Monash Cres to Wimmera St)	$	152,000.00
16	Wimmera St (Birdwood Ave to Boothey St)	$	25,000.00
17	Elizabeth St (Jane St to Jubilee Hwy)	$	165,000.00
	Agnes St (Ehret St to Victoria Tce)	$	88,000.00
	Totals:	**$**	**1,724,000.00**
	Road Reseals	$	530,000.00
	Footpath Reseals	$	85,000.00
	Carpark Resurfacing / Renewal	$	56,000.00
	Hotmix Intersections	$	59,000.00
	Stormwater	$	80,000.00
	Allowance to plane and asphalt roundabouts	$	100,000.00
	Totals:	**$**	**910,000.00**

New Assets:

	Footpath Construction	$	270,000.00
	Pram Crossings	$	13,000.00
	Totals:	**$**	**283,000.00**

Roads to Recovery - funding unknown	**Assume**	**$**	**280,000.00**
Location			**Cost**
Lake Tce West (Wehl St to Goss St)		$	65,000.00
Crouch St South (John Watson Dr to Lake Tce East)		$	215,000.00
	Totals:	$	280,000.00

Boundary Roads - Annual Allocation (Assumed)		**$**	**160,000.00**
Location			**Cost**
Asset Renewal		$	160,000.00
	Totals:	**$**	**160,000.00**

Caroline Landfill Costs:	$ 720,000.00	Operational Cost
Total Planned Expend (all)	$ 4,077,000.00	
Planned Exp in 15/16 6/2015 report	$ 2,945,000.00	funding jump required this year

Sustainability Note:

Council's 2021/22 financial target for asset renewal is	**$2,991,445.00**
Planned Budgeted expenditure is	**$3,074,000.00**

Difference = $ (82,555.00)

Theoretical Cumulative Gap (includes gap carried over from 2020/21) = $ 2,024,237.00

Year 6 - 2022/23

Asset Renewal:

Priority	Location		Cost
1	Lake View Rd (Davison Dr to Davison Dr)	$	45,000.00
2	Hosking Ave (Hutley Tce to Lake Tce)	$	42,000.00
3	Kooringa St (Buronga Ave to Culdesac)	$	80,000.00
4	Dutton St (Boandik Tce to Cockburn St)	$	154,000.00
5	Boandik Tce (Crouch St to Warren St)	$	86,000.00
6	Commercial St (Wehl St to Crouch St)	$	1,250,000.00
	Totals:	**$**	**1,657,000.00**
	Road Reseals	$	549,000.00
	Footpath Reseals	$	87,000.00
	Carpark Resurfacing / Renewal	$	57,000.00
	Hotmix Intersections	$	61,000.00
	Stormwater	$	80,000.00
	Allowance to plane and asphalt roundabouts	$	100,000.00
	Totals:	**$**	**934,000.00**

New Assets:

	Footpath Construction	$	271,000.00
	Pram Crossings	$	14,000.00
	Totals:	**$**	**285,000.00**

Roads to Recovery - funding unknown	**Assume**	**$**	**280,000.00**
Location			**Cost**
Hay Dr (Potters Point to Lake Tce West)		$	190,000.00
Chute St (Ehret St to Victoria Tce)		$	90,000.00
	Totals:	**$**	**280,000.00**

Boundary Roads - Annual Allocation (Assumed)		**$**	**160,000.00**
Location			**Cost**
Asset Renewal		$	160,000.00
	Totals:	**$**	**160,000.00**

Caroline Landfill Costs:	$ 720,000.00	Operational Cost
Total Planned Expend (all)	$ 4,036,000.00	
Planned Exp in 15/16 6/2015 report	$ 3,084,000.00	

Sustainability Note:

Council's 2022/23 financial target for asset renewal is	**$3,066,231.00**
Planned Budgeted expenditure is	**$3,031,000.00**

Difference = $ 35,231.00

Theoretical Cumulative Gap (includes gap carried over from 2021/22) = $ 2,059,468.00

Year 7 - 2023/24

Asset Renewal:

Priority	Location		Cost
1	Burcham St (Fidler St to Trevorrow St)	$	75,000.00
2	Ferrers St (Lake Tce to Commercial St) - part	$	345,000.00
3	Rymill Pl (Mawson Ave to Culdesac)	$	35,000.00
4	Margaret St (full length)	$	432,000.00
5	Henty St (Sturt St to Cardinia St)	$	36,000.00
6	Curran St (Miller St to Telford St)	$	34,000.00
7	McDonald St (North Tce to Canavan Rd)	$	184,000.00
8	Banksia St (Jubilee Hwy to Vansittart Rd)	$	118,000.00
9	Millard St (White Ave to End)	$	118,000.00
10	Ayers St (Boandik Tce to Playford St)	$	95,000.00
11	Chester Pl (Crouch St to Culdesac)	$	42,000.00
12	Dundee St (Burton St to Culdesac)	$	45,000.00
13	Sturt St (Mark St to Henty St)	$	280,000.00
	Totals:	**$**	**1,839,000.00**

	Road Reseals	$	564,000.00
	Footpath Reseals	$	90,000.00
	Carpark Resurfacing / Renewal	$	59,000.00
	Hotmix Intersections	$	62,000.00
	Stormwater	$	85,000.00
	Totals:	**$**	**860,000.00**

New Assets:

	Footpath Construction	$	275,000.00
	Pram Crossings	$	14,000.00
	Totals:	**$**	**289,000.00**

Roads to Recovery - funding unknown	**Assume**	**$**	**280,000.00**
Location			**Cost**
Ferrers St (Lake Tce to Commercial St) - part		$	280,000.00
	Totals:	**$**	**280,000.00**

Caroline Landfill Costs:	$	720,000.00	Operational Cost
Total Planned Expend (all)	$	3,988,000.00	
Planned Exp in 15/16 6/2015 report	$	3,128,000.00	

Boundary Roads - Annual Allocation (Assumed)	**$**	**160,000.00**
Location		**Cost**
Asset Renewal	$	160,000.00
Totals:	**$**	**160,000.00**

Sustainability Note:

Council's 2023/24 financial target for asset renewal to achieve financial sustainability is $3,142,887
Planned Budgeted expenditure is $3,139,000

Difference = $ 3,887.00

Theoretical Cumulative Gap (includes gap carried over from 2022/23) = $ 2,063,355.00

Year 8 - 2024/25

Asset Renewal:

Priority	Location		Cost
1	Victor St (Lansell St to Gwendoline St)	$	180,000.00
2	Laird St (Acacia St to Barrett Ave)	$	178,000.00
3	Lake Tce East (Bay Rd to Crouch St)	$	492,000.00
4	Ellard St (Sutton Ave to Charles St)	$	94,000.00
5	DeGaris St (Truman St to Shepherdson Rd)	$	90,000.00
6	Cave Rd (Wattle St to Blackwood St)	$	65,000.00
7	Robinson St (Sunnyside Dr to Lake Tce East)	$	105,000.00
8	Queens Ave (Powell St to Penola Rd)	$	280,000.00
9	Reginald St (Gwendoline St to Heriot St)	$	104,000.00
10	Brownes Rd (White Ave to Wilson St) (stage 1)	$	280,000.00
	Totals:	**$**	**1,868,000.00**

	Road Reseals	$	580,000.00
	Footpath Reseals	$	92,000.00
	Carpark Resurfacing / Renewal	$	61,000.00
	Hotmix Intersections	$	64,000.00
	Stormwater	$	105,000.00
	Totals:	**$**	**902,000.00**

New Assets:

	Footpath Construction	$	274,000.00
	Pram Crossings	$	14,000.00
	Totals:	**$**	**288,000.00**

Roads to Recovery - funding unknown	**Assume**	**$**	**280,000.00**
Location			**Cost**
Anzac St (Ferrers St to Reginald St)		$	75,000.00
Reginald St (Lansell St to Gwendoline St)		$	205,000.00
	Totals:	**$**	**280,000.00**

Caroline Landfill Costs:	$	1,000,000.00	Capital Cost
Total Planned Expend (all)	$	4,498,000.00	
Planned Exp in 15/16 6/2015 report	$	3,408,000.00	

Boundary Roads - Annual Allocation (Assumed)	**$**	**160,000.00**
Location		**Cost**
Asset Renewal	$	160,000.00
Totals:	**$**	**160,000.00**

Sustainability Note:

Council's 2024/25 financial target for asset renewal to achieve financial sustainability is $3,221,459
Planned Budgeted expenditure is $3,210,000

Difference = $ 11,459.00

Theoretical Cumulative Gap (includes gap carried over from 2023/24) = $ 2,074,814.00

Year 9 - 2025/26

	Asset Renewal:		
1	Mulga St (Underwood Ave to Wilga Rd)	$	135,000.00
2	Newton Cres (Pick Ave to Pressey St)	$	130,000.00
3	Browne Rd (White Ave to Wilson St) Stage 2	$	400,000.00
4	John St (Crouch St to Crennan St)	$	149,000.00
5	Lake Tce East (Crouch St to Pick Ave)	$	895,000.00
6	Keegan St (Alexander St to Jardine St)	$	156,000.00
7	Bertha St (Franklin Tce to Shepherdson Rd)	$	110,000.00
	Totals:	**$**	**1,975,000.00**
	Road Reseals	$	600,000.00
	Footpath Reseals	$	95,000.00
	Carpark Resurfacing / Renewal	$	63,000.00
	Hotmix Intersections	$	63,000.00
	Stormwater	$	100,000.00
	Totals:	**$**	**921,000.00**
	New Assets:		
	Footpath Construction	$	283,000.00
	Pram Crossings	$	14,000.00
	Totals:	**$**	**297,000.00**

Roads to Recovery - funding unknown	**Assume**	**$**	**280,000.00**
Location			**Cost**
Noojee St (Canavan Rd to Extension)		$	100,000.00
Shepherdson Rd (Bertha St to Wehl St Sth)		$	165,000.00
Paull St (Pearce Cres to End)		$	17,000.00
	Totals:	**$**	**282,000.00**

Caroline Landfill Costs:	$	720,000.00	Operational Cost
Total Planned Expend (all)	$	4,355,000.00	
Planned Exp in 15/16 6/2015 report	n/a		

Boundary Roads - Annual Allocation (Assumed)		**$**	**160,000.00**
Location			**Cost**
Asset Renewal		$	160,000.00
	Totals:	**$**	**160,000.00**

Sustainability Note:

Council's 2025/26 financial target for asset renewal to achieve financial sustainability is $3,301,996
Planned Budgeted expenditure is $3,338,000

Difference = $ (36,004.00)

Theoretical Cumulative Gap (includes gap carried over from 2024/25) = $ 2,038,810.00

Year 10 - 2026/27

	Asset Renewal:		
1	Peters St (Penola Rd to Culdesac)	$	130,000.00
2	Shelton St (Commercial St West to Nicholas St)	$	116,000.00
3	Walter St (Reginald St to End)	$	48,000.00
4	Wehl St South (Margaret St to Helen St)	$	210,000.00
5	West St (Sutton Ave to Umpherston St)	$	145,000.00
6	Blackall St (Hayes Cres to Hayes Cres - part)	$	60,000.00
7	Heriot St (Bay Rd to Ferrers St)	$	165,000.00
8	Banksia St (Vansittart Rd to Coolabah St)	$	37,000.00
9	Wehl St North (Fartch St to Fidler St)	$	210,000.00
10	Cunningham St (Commercial St West to Saint St)	$	122,000.00
11	Commercial St West (Charles St to Wilson St)	$	410,000.00
12	William St (Bertha St to Wehl St Sth)	$	100,000.00
13	Arbor St (Bertha St to Wehl St Sth)	$	120,000.00
14	Barrett Ave (Laird St to Phillip St)	$	40,000.00
15	Marara St (Cedar St to Kurrajong St)	$	85,000.00
16	Bertha St (Lake Tce to Franklin Tce)	$	46,000.00
	Totals:	**$**	**2,044,000.00**
	Road Reseals	$	600,000.00
	Footpath Reseals	$	95,000.00
	Carpark Resurfacing / Renewal	$	63,000.00
	Hotmix Intersections	$	63,000.00
	Stormwater	$	100,000.00
	Totals:	**$**	**921,000.00**
	New Assets:		
	Footpath Construction	$	263,000.00
	Pram Crossings	$	14,000.00
	Totals:	**$**	**277,000.00**

Roads to Recovery - funding unknown	**Assume**	**$**	**280,000.00**
Location			**Cost**
Wilson St (Commercial St West to End)		$	280,000.00
		$	-
		$	-
	Totals:	**$**	**280,000.00**

Caroline Landfill Costs:	$	720,000.00	Operational Cost
Total Planned Expend (all)	$	4,402,000.00	
Planned Exp in 15/16 6/2015 report	n/a		

Boundary Roads - Annual Allocation (Assumed)		**$**	**160,000.00**
Location			**Cost**
Asset Renewal		$	160,000.00
	Totals:	**$**	**160,000.00**

Sustainability Note:

Council's 2026/27 financial target for asset renewal to achieve financial sustainability is $3,384,546
Planned Budgeted expenditure is $3,405,000

Difference = $ (20,454.00)

Theoretical Cumulative Gap (includes gap carried over from 2025/26) = $ 2,018,356.00

INPUT SCHEDULE FOR ROAD AND DRAINAGE INFRASTRUCTURE

APPENDIX C

SUB PAVEMENT

	life expectancy (yrs)	Replacement cost $/m^2
LS	120	2.03

PAVEMENT - Collector, Industrial and Boundary Roads

	life expectancy (yrs)	Replacement cost $/m^2		
CR	60	21.60	Crushed Rock (this assumes 100mm layer of existing pavement is salvaged and reused in the new pavement - reduces pavement construction costs by $1.50 per m2)	
CRLS	60	19.5	Crushed Rock/Limestone (this assumes 100mm layer of existing pavement is salvaged and reused in the new pavement - reduces pavement construction costs by $1.50 per m2)	
CSL	30	22.05	Cement Stabilised Limestone	
FBCR	30	24.15	Foam Bitumen Crushed Rock	
FBL	30	22.05	Foam Bitumen Limestone	
FDA	30	17.70	50mm Asphalt	Note: 30mm of FDA pavements valuation included in Seal value ($19.95)
FDA100	30	35.39	100mm Asphalt	
FDA75	30	26.55	75mm Asphalt	
LS	60	18.75	Limestone	
LSCR	30	24.15	Lime Stabilised Crushed Rock	
NO	0	0	None	
PSCR	30	24.15	Polymer Stabilised - Crushed Rock	
PSL	30	22.05	Polymer Stabilised - Limestone	

PAVEMENT - Local Roads

	life expectancy (yrs)	Replacement cost $/m^2		
CR	75	21.60	Crushed Rock (this assumes 100mm layer of existing pavement is salvaged and reused in the new pavement - reduces pavement construction costs by $1.50 per m2)	
CRLS	75	19.5	Crushed Rock/Limestone (this assumes 100mm layer of existing pavement is salvaged and reused in the new pavement - reduces pavement construction costs by $1.50 per m2)	
CSL	37.5	22.05	Cement Stabilised Limestone	
FBCR	37.5	24.15	Foam Bitumen Crushed Rock	
FBL	37.5	22.05	Foam Bitumen Limestone	
FDA	37.5	17.70	50mm Asphalt	Note: 30mm of FDA pavements valuation included in Seal value ($19.00)
FDA100	37.5	35.39	100mm Asphalt	
FDA75	37.5	26.55	75mm Asphalt	
LS	75	18.75	Limestone (this assumes 100mm layer of existing pavement is salvaged and reused in the new pavement - reduces pavement construction costs by $1.20 per m2)	
LSCR	37.5	24.15	Lime Stabilised Crushed Rock	
NO	0	0	None	
PSCR	37.5	24.15	Polymer Stabilised - Crushed Rock	
PSL	37.5	22.05	Polymer Stabilised - Limestone	

SEALS

	life expectancy (yrs)	Replacement cost $/m^2	
AC	20	19.95	Asphalt
AO	20	19.95	Asphalt Overlay
CO	15	17.64	Cold Overlay
F	12	4.50	Fourteen
FS	14	7.70	Fourteen Seven
FT	14	8.20	Fourteen Ten
GFS	14	12.13	Geo Fourteen Seven
NO	0	0.00	None
PA	40	136.50	Paver
S	12	3.80	Seven
T	12	3.80	Ten
TS	14	7.50	Ten Seven

KERBING

	life expectancy (yrs)	Replacement cost $/m			life expectancy (yrs)	Replacement cost $/m	
LHSDU	60	63.00	Double upright	RHSDU	60	63.00	Double upright
LHSM	70	63.00	Mountable	RHSM	70	63.00	Mountable
LHSMK	60	63.00	Median Kerb	RHSMK	60	63.00	Median Kerb
LHSNO	0	0.00	None	RHSNO	0	0.00	None
LHSSD	60	73.50	Spoon Drain	RHSSD	60	73.50	Spoon Drain
LHSU	70	63.00	Upright	RHSU	70	63.00	Upright

FOOTPATHS

	life expectancy (yrs)	Replacement cost $/m^2		life expectancy (yrs)	Replacement cost $/m^2
LHS Asphalt	25	17.33	RHS Asphalt	25	17.33
LHS Bitumen	20	7.50	RHS Bitumen	20	7.50
LHS Concrete	70	70.35	RHS Concrete	70	70.35
LHS Grass	20	2.10	RHS Grass	20	2.10
LHS Gravel Surface	10	7.88	RHS Gravel Surface	10	7.88
LHS None	0	0.00	RHS None	0	0.00
LHS Pavers	70	136.50	RHS Pavers	70	136.50

STORMWATER

life expectancy (yrs)
70

TRAFFIC LIGHTS

life expectancy (yrs)
30

Appendix D

PLANT REPLACEMENT PROGRAM 2017/27

Unit No.	Description	Reg No	Purchase Date	Purchase Price	Economic Life	Replacement Year
Utilities & Vans:						
1	Ford PX Ranger Ute	S313AOU	15/03/2012	$ 21,482.91	10	2022/23
9	Toyota Hi Lux	S913AHV	28/10/2010	$ 20,726.00	10	2020/21
10	Toyota Hi Lux	S471BJB	31/03/2016	$ 24,292.00	10	2025/26
12	Mitsubishi TritonGLX 4wd	S501APM	16/05/2012	$ 28,558.00	10	2021/22
16	Mitsubishi Triton 2WD	S663AFA	17/12/2009	$ 18,187.00	7	2016/17
17	Toyota Hi Lux	S074BJM	31-Mar-16	$ 24,671.00	10	2025/26
20	Toyota Hi Lux	S468BJB	31-Mar-16	$ 24,292.00	10	2025/26
23	Isuzu Dmax	S441AON	21/03/2012	$ 30,112.00	10	2021/22
63	Hyundai iLoad Van	S303BFV	8/04/2015	$ 28,632.00	7	2022/23
93	Ford Ranger Ute	S587ACI	19/06/2009	$ 24,374.00	7	2016/17
143	Toyota Hi Ace van	S467BJB	24/03/2016	$ 26,588.00	10	2025/26
147	Toyota Hi Lux	S681BHY	25/11/2015	$ 24,515.00	10	2025/26
Small Tippers:						
3	Fuso 210 Canter	SB13DH	01-Mar-10	$ 57,410.00	10	2019/20
4	Hino 300 Crew Cab	SB47FO	30-May-12	$ 66,563.00	15	2027/28
8	Isuzu NPR 250/300	SB65C9	25-May-09	$ 67,583.64	10	2019/20
11	Fuso 210 Canter	SB32DH	01-Mar-10	$ 58,840.00	10	2019/20
13	Isuzu NPR 250/300	SB64CG	30-Apr-09	$ 54,143.64	10	2019/20
14	Hino	SB50JD	12-Aug-14	$ 61,547.00	10	2023/24
142	Isuzu Tipper	SB 10 BI	7/07/2008	$ 50,141.00	10	2018/19
24	Fuso	SB11AW	27-Feb-08	$ 50,684.00	10	2017/18
Large Tippers:						
2	Hino	SB16EO	30/06/2011	$ 104,807.00	10	2020/21
5	Isuzu	SB95HU	25/06/2014	$ 112,160.00	10	2023/24
22	Hino	SB15EO	30/06/2011	$ 104,807.00	10	2020/21
25	Hino Ranger	SB96AM	13-Mar-08	$ 90,608.00	10	2017/18
28	Hino Ranger	SB95AM	13-Mar-08	$ 90,608.00	10	2017/18
29	Hino FM2628 10cm	SB11KA	08-Apr-15	$ 160,930.00	10	2024/25
7	Izusu FTR900	SB91CZ	02-Jun-10	$ 107,427.55	10	2019/20
21	Izusu FTR900	SB92CZ	02-Jun-10	$ 107,427.55	10	2019/20
Miscellaneous Trucks:						
19	International water cart	VOF 743	23-Jun-94	$ 77,216.00	25	2019/20
6	Hino Water Cart	UYV 733	17-Nov-89		20	2020/21
15	Hino Road patrol	SB03EO	02-Jun-11	$ 150,110.00	10	2020/21
26	Isuzu	S195UD	26-Aug-11	$ 242,126.00	8	2018/19
27	Isuzu Crew cab	SB52LI	02-Jun-16	$ 63,723.00	10	2026/27
30	Hino Compactor	SB19HH	22-Jan-14	$ 303,986.00	5	2018/19
31	Hino 2630 Compactor	SB85EB	01-Feb-11	$ 301,312.00	5	2016/17
32	Hino FM2628 Compactor	SB10KA	14-Apr-15	$ 346,437.30	5	2019/20
18	Hino compactor FM2630	SB78DT	08-Sep-10	$ 289,087.60	5	2015/16
39	Hino 2630 Compactor	SB84EB	01-Feb-11	$ 301,312.00	5	2016/17
62	Hino Streetsweepr	SB55JD	30-Jun-14	$ 299,259.00	5	2018/19
146	Isuzu NPR400 tree watering	SB90EB	02-Feb-11	$ 90,076.82	10	2021/22
Rollers:						
33	Bomag	HVP 888	22-Feb-06	$ 142,264.00	17	2021/22
34	Caterpillar	FVP 128	30-Jun-05	$ 135,300.00	17	2021/22
37	Sakai	SZP 033	18-Mar-97	$ 25,000.00	20	retain to scrap
36	Caterpillar CB-224C 2.5t	CVS 706	21-Sep-99	$ 42,500.00	15	2029/30
35	Dynapac CC900G Vib Roller	S97SAG	30-Apr-15	$ 36,300.00	15	2029/30

Change Over (net estimated after trade in and GST)

estimated costs 2016/17	estimated costs 2017/18	estimated costs 2018/19	estimated costs 2019/20	estimated costs 2020/21	estimated costs 2021/22	estimated costs 2022/23	estimated costs 2023/24	estimated costs 2024/25	estimated costs 2025/26	estimated costs 2026/27
						$ 18,000.00				
				$ 22,000.00						
									$ 20,000.00	
					$ 28,000.00					
$ 22,000.00							$ 24,000.00			
									$ 20,000.00	
									$ 20,000.00	
					$ 22,000.00					
						$ 23,000.00				
$ 22,000.00							$ 20,000.00			
									$ 25,000.00	
									$ 23,000.00	
			$ 52,000.00							
			$ 54,000.00							
			$ 52,000.00							
			$ 54,000.00							
							$ 50,000.00			
		$ 50,000.00								
	$ 56,000.00									
				$ 95,000.00						
							$ 90,000.00			
				$ 95,000.00						
	$ 85,000.00									
	$ 85,000.00									
								$ 130,000.00		
			$ 95,000.00							
			$ 95,000.00							
			$ 50,000.00							
				$ 50,000.00						
				$ 150,000.00						
		$ 220,000.00								$ 80,000.00
		$ 320,000.00								
$ 290,000.00										
			$ 320,000.00							
$ 290,000.00				$ 320,000.00					$ 320,000.00	
	$ 320,000.00				$ 320,000.00					
		$ 275,000.00								
					$ 95,000.00					
					$ 150,000.00					
					$ 150,000.00					
	$ 160,000.00									

Loaders:																		
40	John Deere 444K		14-Nov-12	$ 179,500.00	10	2022/23								$ 185,000.00				
41	Tana landfill compactor	unreg	18-Mar-16	$ 570,000.00	12	2027/28												
43	Caterpillar 924H	S52-STY	14/06/2011	$ 220,344.00	10	2020/21							$ 200,000.00					
44	Komatsu WA200-5	MVP 093	11/04/2007	$ 172,910.00	10	2016/17		$ 175,000.00										$ 190,000.00
45	Caterpillar 910	UPF 355	28/10/1988	$ 72,300.00	25	2019/20	yard loader - retain				$ 150,000.00							
47	Komatsu WA150-5	S17SPX	21-May-09	$ 130,882.00	10	2019/20	convert to yard loader											
Graders:																		
48	Caterpillar 12M	PVP 078	26-Aug-08	$ 326,100.00	15	2023/24									$ 325,000.00			
49	Caterpillar 120H	KPS 545	01-Oct-02	$ 284,000.00	15	2017/18	delete from fleet											
Tractors:																		
52	Kubota M8540DHC Tractor		30-Apr-15	$ 79,200.00	10	2024/25										$ 60,000.00		
54	New Holland 4135	AVS 243	11/12/1998	$ 34,500.00	20	2017/18	retained in 2012		$ 43,000.00									
56	Kubota M8540DHC	MVP 213	30/07/2007	$ 67,000.00	10	2016/17		$ 60,000.00										$ 65,000.00
57	Kubota M8540DHC	S03STF	13/04/2011	$ 65,000.00	10	2021/22						$ 65,000.00						
222	Massey Ferguson 4608	S56SBT	31/05/2016	$ 50,200.00	15	2031/32												
Mowers:																		
71	Kubota F3680		15-Feb-12	$ 25,274.00	5	2016/17		$ 29,000.00					$ 28,000.00					$ 29,000.00
72	Kubota F3680		27-Mar-13	$ 30,000.00	5	2018/19				$ 25,000.00				$ 28,000.00				
73	Kubota F3680		30-Jun-14	$ 30,000.00	5	2018/19				$ 25,000.00					$ 27,000.00			
76	Kubota F3680		27-Mar-13	$ 30,000.00	5	2018/19			$ 25,000.00					$ 28,000.00				
77	Toro GM4000		28-Apr-09	$ 94,783.64	5	2013/14	2016/17	$ 91,000.00					$ 92,000.00					$ 94,000.00
78	Toro Reelmaster		26-Nov-04	$ 68,023.00	5	2019/20					$ 93,000.00					$ 96,000.00		
74	Kubota F3690		09-Apr-15	$ 32,890.00	5	2019/20					$ 21,000.00					$ 23,000.00		
70	Toro Exmark Navigator (Carinya)		03-Jun-13	$ 14,612.12	5	2018/19			$ 16,000.00					$ 30,000.00				
144	Toro Groundmaster 4010D		25-Mar-15	$ 90,980.00	5	2019/20						$ 85,000.00					$ 90,000.00	
79	Walker MDDGHS		20-Apr-16	$ 36,910.00	5	2020/21							$ 32,000.00					$ 35,000.00
Miscellaneous:																		
61	Tennant F/path Sweeper		09-May-12	$ 35,253.00	5	2016/17		$ 39,000.00					$ 41,000.00					$ 44,000.00
75	CF Moto Quad bike	S15SBL	11-May-16	$ 10,758.00	10	2025/26											$ 13,000.00	
80	Bandit Woodchipper 150XP	KP5-683	10-Mar-03	$ 56,995.00	15	2017/18			$ 80,000.00									
91	Graco Linemarker	QVP231	11-Sep-08	$ 21,550.00	10	2018/19			$ 25,000.00									
220	Leaf Sweeper				15	2015/16	retain to scrap											
81	Stump Grinder		08-Oct-02	$ 22,364.00	15	2017/18			$ 25,000.00									
65	Forklift Hyster	GVP 195	22-Aug-05	$ 18,500.00	15	2015/16	retained at WTC			$ 25,000.00								
92	Kerb Machine		12-Sep-03	$ 47,873.00	15	2018/19				$ 50,000.00								
145	Nissan Forklift	S38STI	20/10/2010	$ 27,546.82	10	2020/11						$ 25,000.00						
95	Paver layer - Probst		31/10/2012	$ 48,140.00	10	2022/23								$ 50,000.00				
94	Paver Cleaner		5/01/2012	$ 26,000.00	5	2017/18			$ 27,000.00					$ 29,000.00				
82	Stealth Mower		2/12/2014	$ 21,250.00	10	2024/25										$ 26,000.00		
96	Jetwave Cleaner		10/03/2016	$ 22,239.00	10	2025/26											$ 25,000.00	
83	Wide Spray boom		9/12/2014	$ 6,450.00	10	2024/25										$ 15,000.00		
???	New Paver/Scrubber			$ 85,000.00	5	2022/23			$ 85,000.00									

amended in 15/16 to bring forward Tana replacement

add 1 year to even out cash flow

Total	**$ 1,018,000.00**	**$ 1,032,000.00**	**$ 990,000.00**	**$ 1,036,000.00**	**$ 907,000.00**	**$ 1,158,000.00**	**$ 391,000.00**	**$ 536,000.00**	**$ 350,000.00**	**$ 556,000.00**	**$ 537,000.00**
Office vehicles	**$ 85,000.00**	**$ 100,000.00**	**$ 159,000.00**	**$ 105,000.00**	**$ 121,000.00**	**$ 145,000.00**	**$ 126,000.00**	**$ 107,000.00**	**$ 176,000.00**	**$ 100,000.00**	**$ 100,000.00**
Total	**$ 1,103,000.00**	**$ 1,132,000.00**	**$ 1,149,000.00**	**$ 1,141,000.00**	**$ 1,028,000.00**	**$ 1,303,000.00**	**$ 517,000.00**	**$ 643,000.00**	**$ 526,000.00**	**$ 656,000.00**	**$ 637,000.00**

City of
Mount Gambier

10 Watson Terrace (PO Box 56)
Mount Gambier SA 5290

Phone 08 8721 2555
Email city@mountgambier.sa.gov.au

www.mountgambier.sa.gov.au

Sally Wilson

From: Chirgwin <lynleyrichard@bigpond.com>
Sent: Tuesday, 28 March 2017 9:55 AM
To: City Emails
Subject: ambulance parking

Daryl Sexton,
Director – Operational Services,
City of Mount Gambier.
Daryl,
On behalf of the Mount Gambier R.S.L. and District Bowling Club, I once again ask if there is any possibility of having a yellow line painted on the roadway at the front of our club (on Jubilee Highway). Following your letter on 25th, February 2016, denying this request, we have had two recent calls to our club, by the ambulance service, when it has been easier to have access to the patient from the Highway end of the bowls club, and once again the area on the highway is taken up by "cars for sale".
I request that you look at this again, as our members are older people, players and spectators, and this will happen again.
Yours faithfully,
Lyn Chirgwin,
President Mt. Gambier R.S.L. and District Bowling Club

City of Mount Gambier

Civic Centre, 10 Watson Terrace
Mount Gambier SA 5290

PO Box 56
Mount Gambier SA 5290

Telephone 08 87212555
Facsimile 08 87249791
city@mountgambier.sa.gov.au

mountgambier.sa.gov.au

Reference: AF11/1876; AR16/6735
Enquiries to: Mr Daryl Sexton

25th February, 2016

Lyn Chirgwin
President
Mount Gambier RSL & District Bowling Club
Email – lynleyrichard@bigpond.com

Dear Lyn,

RE: RESERVED PARKING - AMBULANCE

Council acknowledges and thanks you for your email of 24th February 2016.

From the information provided the unfortunate fall by the elderly gentleman was a "once off" occurrence and you have not provided any statistics that indicate any identified need based on a history of similar circumstances for reserved ambulance parking. Placing parking restrictions on Jubilee Highway (or anywhere else) on the basis of what may occur would be a precedent that Council simply could not sustain.

Emergency vehicles, having regard to the nature of an emergency, can park anywhere they wish including the roadway, and if circumstances had warranted I am sure they would have done so on this occasion.

Council respectfully declines your request.

Yours faithfully,

Daryl SEXTON
DIRECTOR – OPERATIONAL SERVICES

Sally Wilson

From: Joe & Chris Clarke <joeandchris2@bigpond.com>
Sent: Monday, 27 March 2017 1:07 PM
Subject: Re speed limit

Dear Sir/Madam, I am writing to you again re speed limits on Hawkins Road.At present the speed limit is 80kms/hr despite the fact that Dohle Road and part of Attamurra road is 50kms/hr.In the new subdivision that is entered to, off Hawkins Road (into Terrell Road) there are now 11 residences.All of the people living here have to exit onto Hawkins Road to turn either right or left which means they are exiting onto a road with traffic travelling along it at 80kms/hr which a lot of the residents think is unacceptable.There is also no stop sign or give way sign (even though commonsense says you have to stop and give way) at the end of Terrell Road.
There is also an anomaly with the speed limit as you exit off Jubilee Highway onto Hawkins Road.On exiting you are legally able to travel at 80kms/hr (the speed limit on that part of the highway) onto Hawkins Road, but there is no sign until you get to the top of the hill which shows 80kms/hr.However travelling South on Hawkins Road towards Jubilee Highway the sign at the top of the hill says 50kms/hr.So on one side of that section of road, traffic is travelling up the hill at 80kms/hr, whilst on the other side of the white line it is descending the hill at 50kms/hr, which doesn't make sense.
I would appreciate you addressing my (and other resident's) concerns as I feel it is only a matter of time before there is a accident on the Terrell Road/Hawkins Road intersection simply because of the current speed limit.

Christine Clarke (2 Terrell Rd, Glenburnie) 0417854792

COUNCIL DEVELOPMENT ASSESSMENT PANEL

Meeting held on Thursday, 16th March 2017 at 5.45 p.m. in the Conference Room, Level One - Operational Services, Civic Centre

MINUTES

PRESENT: Mrs E Travers (Presiding Member)
Cr I Von Stanke, Cr C Greco, Cr D Mutton, Mrs M Trotter, Ms E Finnigan and Mr P Seebohm

APOLOGIES: Nil

COUNCIL OFFICERS: General Manager City Growth, Dr Judy Nagy
Manager Regulatory Services, Michael Silvy
Planning Officer, Jessica Porter
Administration Officer - Operational Services, Sarah Moretti
Administration Officer - Operational Services, Elisa Solly

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THE LAND.

MINUTES: Cr Greco moved that the minutes of the Meeting held on Thursday, 23rd February 2017 be taken as read and confirmed.

Ms Finnigan seconded Carried

1. Development Number: 381/022/2017
   Applicant: Thomson Bilt
   Owner: J A & G L Watson
   Description: To construct a carport in front of an existing dwelling
   Address: 22 Ramsay Avenue, Mount Gambier
   Nature of Development: Consent / Category 1
   Zoning: Residential Zone
   Report: Council Development Assessment Panel Report No. 4 / 2017
   Correspondence: Correspondence from Applicant

This item was withdrawn prior to the meeting and was therefore not considered.

2. Development Number: 381/042/2017
   Applicant: Thomson Bilt
   Owner: D P & A G Fennell
   Description: To construct an outbuilding (14.0m x 6.8m x 2.7m)
   Address: 11 Kaleo Court, Mount Gambier
   Nature of Development: Consent / Category 1
   Zoning: Residential Zone/ North Eastern Growth Area Concept Plan FIG R/2
   Report: Council Development Assessment Panel Report No. 7 / 2017

   The Council Development Assessment Panel moved it be recommended:

   (a) Council Development Assessment Panel Report No. 7 / 2017 be received;

   (b) The Applicant and Owner be advised that having regard to the Development Plan and all supporting documentation, the proposed development is considered not to be at serious variance with Council's Development Plan and be granted Development Plan Consent subject to the following condition:

1. The development shall be carried out in accordance with the Plan/s as approved by Council.

2. The garage shall only be used for purposes associated with the existing residential land use of the subject property.

(c) The Applicant and Owner be advised that the reasons for Council's Condition of Consent are:

1. To ensure orderly and proper development.

2. It is not at serious variance with Council's Development Plan.

Carried

3. Development Number: 381/038/2017
Applicant: P T K Building Pty Ltd
Owner: K & C L Nahm
Description: To construct a single story detached dwelling
Address: 19 Rustic Court, Mount Gambier
Nature of Development: Consent / Category 1
Zoning: Residential Zone
Report: Council Development Assessment Panel Report No. 8 / 2017
Correspondence: Correspondence from Applicant

The Council Development Assessment Panel moved it be recommended:

(a) Council Development Assessment Panel Report No. 8 / 2017 be received;

(b) The Applicant and Owner be advised that having regard to the Development Plan and all supporting documentation, the proposed development is considered not to be at serious variance with Council's Development Plan and be granted Development Plan Consent subject to the following condition:

1. The development shall be carried out in accordance with the Plan/s as approved by Council.

(c) The Applicant and Owner be advised that the reasons for Council's Condition of Consent are:

1. To ensure orderly and proper development.

2. It is not at serious variance with Council's Development Plan.

Carried

Pursuant to Division 4, Part 4, Section 56A (7) of the Development Act, 1993, Cr C Greco disclosed a pecuniary interest in Item 4 *(has business dealings with the Applicant)* and did not:-

(a) Propose or second a motion relating to the matter; or

(b) Take part in discussion by the Council Development Assessment Panel relating to the matter; or

(c) While such discussion is taking place, be in, or in close vicinity of, the room in which or other place at which the matter is being discussed; or

(d) Vote in relation to that matter.

Cr Greco vacated the meeting at 6.00 p.m and did not return.

4. Development Number: 381/0436/2016
Applicant / Owner: E Sakkers
Description: Change of use from a Storage Building to a Retail Showroom for temporary (6 Special Events) only within a Local Centre Zone, adjacent to a Residential Zone
Address: 68 Jubilee Highway West, Mount Gambier
Nature of Development: Consent/Category 2 (Development Regulations, Schedule 9 (Part 2 – 19)
Zoning: Local Centre
Report: Council Development Assessment Panel Report No. 9 / 2017
Correspondence: Statement of Representation from H Ramsden, Letter from Applicant, Correspondence from Applicant

The Council Development Assessment Panel moved it be recommended:

(a) Council Development Assessment Panel Report No. 9 / 2017 be received;

(b) The Applicant and Owner be advised that having regard to the Development Plan and all supporting documentation, the proposed development is considered not to be at serious variance with Council's Development Plan and be granted Development Plan Consent subject to the following conditions:

1. The development shall be carried out in accordance with the Plan/s as approved by Council.

2. The building and surroundings shall be maintained in a state of good repair and tidy condition at all times.

3. The building and land shall not be used for purposes other than those approved by Council.

4. All waste materials and refuse accumulated on the allotment shall be removed on a regular basis.

5. The use of the property shall not create a nuisance and/or disturbance for any person/s and/or property in the immediate area.

6. No signs are to be erected or displayed on the land or on any building, structure, gate or fence, Further permission is required from Council for the erection or display of any sign.

7. Hours of operation shall not create a nuisance and/or disturbance for any person/s and/or property in the immediate area.

8. Landscaping shall be undertaken and maintained at all times.

9. The Retail Showroom use, herein approved, is limited to maximum of 6 events only.

10. After 6 Special Events have occurred on the site the Furniture Auctions will cease.

(c) The Applicant and Owner be advised that the reasons for Council's Condition of Consent are:

1. To ensure orderly and proper development.

2. It is not at serious variance with Council's Development Plan.

Carried

MOTIONS WITHOUT NOTICE - Nil

The meeting closed at 6:09 p.m.

17th March, 2017
AF16/445
ES

CONFIRMED THIS DAY OF 2017.

.....
PRESIDING MEMBER

OPERATIONAL SERVICES REPORT NO. 6/2017

SUBJECT: **INFRASTRUCTURE - QUOTATIONS FOR BULK EARTHWORKS - BISHOP ROAD - ROAD CONSTRUCTION**

REF: **1516-20**

Introduction

As part of Council's boundary roads program Council has an allocation in its current 2016/2017 budget for the construction of Bishop Road, from Kennedy Avenue to Attamurra Road, at account number 7900.3999 ($509,000 - boundary roads projects).

This project has been previously approved by both the District Council of Grant and the City of Mount Gambier.

The first component of the road construction is the bulk earthworks which will require the removal of approximately 12,560m³ (cut) and the placement of approximately 4,100m³ of fill material.

Discussion

Council Officers recently sent all (total of five) prequalified local civil contractors, capable of undertaking this work, a specification and invitation to quote.

Two conforming quotations were received from the five sent out and the pricing was as follows:

- GT Bobcat - $159,960 (plus GST)
- Gambier Earth Movers - $143,208 (plus GST)

Council Officers have assessed these prices and are comfortable that both quotes fall within the budgeted amount for this component of works.

Both contractors are prequalified with Council to be able to perform this work competently, safely and in accordance with all of Council's Work Heath and Safety standards.

Given the quotations are above the allowable limits set within Council's 'Procurement and Disposal of Land and Assets' policy, for individual Council Officers to approve, Council will need to authorise these works.

RECOMMENDATION

(a) Operational Services Report No. 6/2017 be received;

(b) Council authorise the bulk earthworks component of Bishop Road construction to be undertaken by Gambier Earth Movers for a quotation price of $143,208 (plus GST).

sighted:

Daryl MORGAN
ENGINEERING MANAGER

Mark McSHANE
CHIEF EXECUTIVE OFFICER

31st March, 2017
SW

(Refer Item of Operational Services Committee Minutes)

OPERATIONAL SERVICES REPORT NO. 7/2017

SUBJECT: **FINANCIAL MANAGEMENT - TENDER - KENNEDY AVENUE RETAINING WALL - ASBESTOS REMOVAL AND REPAIR WORK (READVERTISED)**

REF: **AF16/483**

Introduction

Council would recall that SMB Civil were previously awarded the contract for the asbestos removal and repair work for the Kennedy Avenue retaining wall.

As a result of the solvency of SMB Civil, this tender was readvertised (same conditions and scope of previous tender) and Members should refer to previous Operational Services Report No. 11/2016 for further information on this project.

Tenders

The following tenders were received after closing of the tender period:

- TFS Civil (not local, not prequalified) - $192,280 (plus GST)
- GT Bobcat (prequalified, local) - $268,800 (plus GST)
- Dycer Constructions (prequalified, local) - $288,530 (plus GST)
- McMahon Services (not local, not prequalified) - $912,873 (plus GST)

Comments

Three of the four tenders were within budget ($300,000) with McMahon Services being excessively outside of Council's allocated budget for this project.

TFS Civil are not known by Council Officers, are not local or employing any local subcontractors, however they are prequalified to undertake civil works with Yankalilla Council.

Tenders were assessed by three senior Council Officers with the following average scores received (noting that McMahon Services were not assessed due to the excessive tender price).

Tenderer	*Average Assessment Score*	*Tender Ranking*
GT Bobcat	75	1
Dycer Constructions	70	2
TFS Civil	62	3
McMahon Services	N/A	4

RECOMMENDATION

(a) Operational Services Report No. 7/2017 be received;

(b) Council award the tender to GT Bobcat for the lump sum price of $268,800 (plus GST).

sighted:

Daryl MORGAN
ENGINEERING MANAGER

Mark McSHANE
CHIEF EXECUTIVE OFFICER

31st March, 2017
SW

(Refer Item of Operational Services Committee Minutes)

OPERATIONAL SERVICES REPORT NO. 8/2017

SUBJECT: **PROPERTY MANAGEMENT - SALVAGE YARD - COUNCIL OPERATED SALVAGE YARD - POSSIBLE OPERATIONAL MODEL**

REF: **AF14/34**

Introduction

This report outlines the possible options for re-establishing a salvage yard / resource recovery centre in Eucalypt Drive in Mount Gambier, together with a recommendation to assist with moving the project forward. A salvage yard is typically a facility where waste items are collected and then resold directly, collated for recycling, or 'upcycled' (processed into new items). The main goals of salvage yards are usually to reduce waste to landfill, provide employment (often to disadvantaged members of the local community), and provide an outlet where community members can access materials for reuse - usually at an economical price.

Council has released a Request for Expression of Interest to run a salvage yard by a third party on two occasions. These have not resulted in a satisfactory outcome for Council to date. This document explores the option of Council running the salvage yard.

There are strong links between the concept of a salvage yard and the Community Plan, through the Plan's encouragement of:

- Employment opportunities.
- Diversifying local business.
- Social inclusion.
- Skilled and educated people.
- Reducing waste.
- Protecting the environment.

Background

The previous salvage yard operated at 3 Eucalypt Drive. Gambier Contracts operated the site from the late 1990's until it was taken over by Bedford Industries in 2008. Bedford shifted focus from the site to other operations. Research conducted indicates that whilst the general consensus was that the operation was viable, there were too many overheads (mainly relating to labour costs) for the income generated. Also, traffic for the Waste Transfer Station (WTS) was never directed through the salvage yard before entering the WTS. A broader summary of the issues that lead to the closure of the previous salvage yard are contained in the Find Workable Solutions (FWS) report "Recycling Business Options for Eucalypt Drive, Mount Gambier" (AR16/33484).

Successful salvage yards operate around Australia in towns and suburbs of all different sizes and communities. They demonstrate that it is possible to turn discarded resources into cash, which can pay wages and train workers in newly created jobs.

Council staff have conducted comprehensive investigations into the factors that successful salvage yards have in common. They have spoken with successful salvage yards around the country, and visited numerous sites in South Australia and Victoria.

The following is a list of factors that are common to successful salvage yards:

- Experienced and passionate site manager.
- WTS traffic diverted through salvage yard before going through to WTS.
- Neat and tidy site presentation.
- Good customer service.
- Regular turn over of stock.
- Good screening of items coming in so non-saleable items are not accepted. Experienced staff member inspects incoming loads and removes valuable items.

Operational Services Report No. 8/2017 Cont'd…

- Focus on diverting waste from landfill, and creating jobs (often for people who otherwise find it difficult to gain employment).
- Limit hours of operation to the most profitable, whilst maintaining reasonable access for the community.
- Diversify - look for opportunities to reduce waste whilst earning extra income for the operation.
- Value add - such as disassembling items that cannot be resold into their separate parts. Also 'upcycling'.
- Separate items out as much as possible, this attracts a higher selling price for materials for recycling.
- Staff who can complete the tasks and do not require high levels of supervision.

Where salvage yard operations work best, they are located in conjunction with Council's transfer station, and so serve as a "one stop shop" for disposing of unwanted items and waste.

When considering establishing a salvage yard the two documents listed below should be read in conjunction with this report:

- Find Workable Solutions (FWS): "Recycling Business Options for Eucalypt Drive, Mount Gambier" (AR16/33484).
- Community Recycling Network Australia: "Operating a Sustainable Community Recycling Enterprise" (AR16/36377).

Natural Step Framework

Council formally adopted the Natural Step Framework on 20 May 2008, to guide future actions which can lead to greater social, environmental and economic outcomes. The four system conditions of the Framework are listed below.

To become a sustainable society we must...

1. Eliminate our contribution to the progressive build-up of substances extracted from the Earth's crust (e.g. greenhouse gas emissions, toxic metals etc.).

2. Eliminate our contribution to the progressive build-up of chemicals and compounds produced by society (e.g. plastics, synthetic chemicals etc.).

3. Eliminate our contribution to the progressive physical degradation and destruction of nature and natural processes.

4. Eliminate our contribution to conditions that undermine people's capacity to meet their basic human needs.

The development of a salvage yard would assist Council work towards meeting all four of these conditions, for example:

1. Reusing items means that there are far less substances from the Earth's crust building up - creating a new item results in a far greater amount of GHG emissions than reusing an item.

2. Reusing items means that there is far less synthetic materials being created. When an item is reused it means that a new item does not need to be manufactured.

3. Reusing items reduces the demand on virgin materials, including water, native forests and other materials.

4. Salvage yards provide items at very economical prices, enabling local people to more easily meet their needs.

Aims

The ultimate aims of re-establishing a salvage yard in Eucalypt Drive include the following:

- Divert waste from landfill through beneficial reuse and recycling.
- Extend the life of Caroline Landfill.
- Be financially self-sustaining.
- Offer an ongoing hard waste solution.
- Provide employment opportunities (particularly for people who would otherwise find it difficult to gain employment).
- Reduce waste costs for Council and community members.
- Provide opportunities for community involvement.
- Reduce illegal dumping.
- Provide opportunities for the community to beneficially reuse items and materials.
- Contribute to guiding the community to more informed, sustainable choices and behaviour.

Key Performance Indicators (KPIs)

Below is a list of possible KPI's to measure the success of a salvage yard operation:

- Financial performance - measurement of annual income and expenditure, also average daily income and expenditure.
- Tonnes of waste diverted from landfill - all items should be weighed before they leave the shop (where practicable to do so).
- Avoided emissions - related to tonnes of waste, avoided emissions can be calculated.
- Number of full time equivalent staff.
- Number of customers per day in the shop.
- Number of customers per day off loading items.
- Presence of materials in landfill bins that could have been reused or recycled.
- Customer satisfaction rates.

Once the salvage yard has been established and starts to diversify consideration could also be given to these potential KPIs:

- Number and type of education activities undertaken.
- Level of involvement of community groups.
- Number of staff employed from disadvantaged backgrounds.
- Number of volunteers.

Operational Model

Location - 3 Eucalypt Drive vs 5 Eucalypt Drive

In terms of the location of the salvage yard, Council could utilise either 3 Eucalypt Drive (the former salvage yard site) or 5 Eucalypt Drive (the current Waste Transfer Station).

If 3 Eucalypt Drive were utilised then all residential and light commercial traffic would need to be directed through the salvage yard before being allowed to go on to the Waste Transfer Station (WTS). Loads would be checked for any salvageable items, with residual being left in the vehicle to be taken to the WTS.

In most cases it is expected that the customers that off load material at the salvage yard will receive a reduced fee to enter the WTS because their load has been reduced by at least one "load increment" (e.g. a heaped load becomes a small trailer load with a cheaper gate charge).

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This site would require Eucalypt Drive to be altered, as well as a large roofed structure to provide under cover off-loading and sorting, as well as under cover placement of larger items for sale (building materials, bicycles etc.).

If 5 Eucalypt Drive were utilised then the site would require a large roofed structure to provide under cover off-loading and sorting, as well as under cover placement of larger items for sale (building materials, bicycles etc.). This structure would also need to incorporate an enclosed shop for more sensitive items like antiques, electrical items etc., a workshop, toilets, and potentially contained office space. Customers would drive into the site, have their loads checked, and then pay for any residual waste. From an off-loading customer perspective it would operate very similar to the current arrangements, with the additional step of having their load checked for salvageable items before paying for the residual waste.

The advantages and disadvantages of each site are listed below.

3 Eucalypt Drive (Former Salvage Yard Site)

Advantages

- History and continuity with location of previous operation.
- Site already contains a large shed with offices. Initial capital costs are significantly lower than if the WTS site is used.
- If the salvage yard failed the whole site could be sold. If a large roofed structure is added this could potentially be sold separately if desired.
- If at a future stage Council decides it is best if another organisation runs the salvage yard it is much easier to hand over.
- Existing offices could possibly be used for overflow Council office accommodation.

Disadvantages

- It would be difficult to incorporate much additional parking in to the site, especially for vehicles with trailers.
- There may be inadequate space to expand operations if the salvage yard experienced high levels of success.
- Opportunity cost for funds from sale or lease of site.

5 Eucalypt Drive (Current Waste Transfer Station)

Advantages

- Ample space. The site can easily accommodate all necessary infrastructure, including parking for vehicles with trailers, and expand if needed.
- Easy for customers - they can off-load salvageable items and waste at the same site. If they want to shop as well it's all at the one site.
- Sell or lease 3 Eucalypt Drive site. Sale of site could be used to fund infrastructure at WTS (in addition to State Government funding that has been awarded).

Disadvantages

- Initial capital costs would be significantly higher.
- If the salvage yard component were to fail Council is left with the infrastructure – though a use could possibly be found for these, or some components dismantled and sold.
- If at a future stage Council decides it is best if another organisation runs the salvage yard it is more difficult to hand over, if the operation of the WTS component is desired to be retained by Council.

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The presence of an existing shed and office space, and hence significantly less capital cost, has lead to 3 Eucalypt Drive (former salvage yard site) being recommended as the preferred location to re-establish a salvage yard. Also, if Council should decide in the future to outsource or cease the operation then transfer of responsibilities or ownership is much more straight forward.

This report will recommend the use of 3 Eucalypt Drive.

Possible Activities - Initial Phase

If Council decides to re-establish a salvage yard and run it, then a lead up time of at least six to twelve months would be required. In that time Council would need to recruit a site coordinator and establish a mentor relationship with an organisation that operates an existing successful salvage yard. If the site coordinator does not have direct experience with salvage yards, then they could potentially go and work at another site for a short period of time to gain experience, ideas and contacts.

It would be important for the salvage yard to be attractive to customers right from the opening day. Hence, items would need to be extracted from the current WTS waste streams and set aside to be placed in the salvage yard in preparation for the opening day.

Infrastructure would need to be built - a minimum of a large shed to encompass an off-loading area as well as display items under cover. More details are contained in section 7 "Physical Layout & Infrastructure Requirements".

Site Coordinator

The success of any potential salvage yard operation will be largely dependant on the recruitment of the Site Coordinator. Finding the right person for this role will be very important. The ideal would be to recruit someone who has previous experience in running a successful salvage yard. If such a person cannot be recruited, then a person would need to be recruited who has good business experience, has good people and networking skills, and is a quick learner. The Site Coordinator should be passionate about reducing waste to landfill and good at researching. They should be enthusiastic and able to develop knowledge from both mentors and their own research.

There may be the potential to send selected salvage yard staff, including the Site Coordinator, to existing salvage yards for short periods to get some first hand experience, and make connections with experienced people. The host site gets a free worker for that time, in exchange for mentoring them.

More details on the skills and abilities required of a Site Coordinator are contained in the Find Workable Solutions (FWS) report "Recycling Business Options for Eucalypt Drive, Mount Gambier" (AR16/33484), page 12.

Staffing Levels & Opening Hours

It is proposed that the salvage yard initially be opened only one day a week – Saturdays (9am-3pm). This is based on the experience of other salvage yards where opening hours are restricted to the most profitable, in order to reduce staffing costs and maintain the profitability of the operation.

Saturdays: 1 staff member in the salvage yard shop, and 3 staff members covering unloading/picking, sorting and charging WTS fees.

Other Days: 3 staff members covering unloading/picking, sorting and charging WTS fees. In addition, the shop attendant may be required on Fridays to restock the shop, put valuable items for sale online etc.

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Opening hours and staffing levels can be adjusted as the site progresses and requirements become more evident. Time will enable the Site Coordinator to get a gauge on customer levels, and staffing costs vs income for different opening times etc. The current WTS Operator(s) should be included in the above staff.

Initially staff levels should be basic, potentially supplemented by volunteers or other staff. Volunteers and other staff could do general jobs, gardening, site improvements, upcycling etc. as they are available.

It is important that any staff surplus to the above need to pay their way, their activities need to generate enough income to cover their wage, as an absolute minimum.

If the salvage yard is very successful then expanded opening hours could be explored. Initially one half weekday in addition to Saturdays, then expanded from there if it is economically viable.

General Activities

The following is a list of general activities that the salvage yard could undertake from the beginning of its opening:

- Community Recycling Network Australia (CRNA): "Operating a Sustainable Community Recycling Enterprise" (AR16/36377) has a lot of good information regarding operating a salvage yard, including sections on weekly meetings, daily record sheets, policies and procedures, a good list of typical items recovered, and lots of other topics. http://www.communityrecycling.com.au/e-book.html
- In the lead up to the establishment of a salvage yard, the WTS Operator(s) should keep an eye out for salvageable items, and set them aside for sale in the salvage yard. Council needs to start collecting long before opening. The salvage yard must have an attractive range of products from opening day.
- The salvage yard needs to have a good range of stock, professional appearance, customer service etc. from Day 1. People need to have a good experience every time, so they come back and spread the word.
- In the lead up have a big banner at the WTS advertising the opening day.
- Facility should have good signage and clearly demonstrate that recovery activities are occurring.
- Handling should be kept to a minimum, as any staff time (costs) need to be recovered through sales.
- Good customer service is critical. Customers will often make decisions based on only one shopping experience. Potentially look at which businesses do customer service well in Mount Gambier, and invite them to talk with staff. Maybe get professional training.
- Everyone likes a bargain and they will tell their friends. It's better to price items cheaper initially, then adjust over time if necessary. Customers go to salvage yards to get a bargain, this should not be underestimated.
- Formulate a plan for how the rotation of stock will be managed. Some other sites use a sticker system. If stock is not turned over regularly then customers will not return.
- Research the internet to see approximately what items are worth before finalising a price. Staff need an awareness of what price items are actually worth, whilst keeping in mind that customers visit the site for a bargain. Items that have a high value, such as antiques, could be sold online for a higher price, other items should be priced economically to ensure customer attraction and stock turn over.
- In the initial phases of the salvage yard a mentoring relationship with an experienced organisation will be important.
- Need to get professional marketing assistance.
- Be open to, and maximise, community involvement.
- Consider branding/marketing differently from mainstream Council activities, in order to emphasise openness to community involvement, and that the site assists with providing

employment for disadvantaged people e.g. consider naming the venture something like "Mount Gambier Community Salvage Yard", with tag lines such as "Come and Explore" "Sort & Save" etc.

- Emphasise not for profit, waste diversion, and employment creation - Save money, support (disadvantaged) employment, and help the environment.
- In communications material emphasise social benefits of using the waste resource to generate meaningful local employment. People therefore feel good about donating items and are more likely to do so.
- Make extensive use of online presence and social media - for promotion and selling. Use Ebay, Gumtree, Facebook etc.
- Keep finger on the pulse with what other salvage yards etc. around the world are doing.
- Become a member of CRNA.
- Run a "Sort & Save" campaign, encouraging customers to sort their loads so they can be easily assessed by staff, and customers save money on WTS fees.
- Light commercial loads should also be checked - they often have items and materials that can be reused or upcycled.
- Keep records on goods inwards and sales of goods. Need good record keeping to measure the impact and progress of the operation.
- Landfill Operator should keep an eye out for salvageable items that may be dumped at Caroline Landfill and set them aside. The Site Coordinator could go pick them up when the salvage yard is closed.
- Encourage community members to submit their reuse / upcycling ideas - online, and also have a big board at the site.
- Also attach labels and photos of reuse ideas on to particular items e.g. "Could this be your new garden table?" etc.
- Have a 'gold coin donation' corner for items that it's unlikely people will buy, but they might take it for 'free'. Even if items are given away, Council will save money on landfill costs and reduce waste to landfill. This also adds to the appeal of the site, and encourages return visits and spreads the word.
- Keep recovery equipment to a minimum initially, only purchase if it will pay for itself.
- Develop a list of potential tasks, divided into tasks for Council staff, other staff, and volunteers e.g. potential tasks for staff in between customers could include online price research, disassembly/processing items, tidy site, familiarise with stock, landscaping, admin tasks etc.
- Have a standard pricing system (so far as possible) for different types of items.
- Have a strict no haggling policy.
- On call hard waste collection. May need to charge a small fee. Staff take for free any items that can be sold in the salvage yard, and charge for items that cannot.

Possible Future Activities

The following is a list of general activities that the salvage yard could potentially undertake in the future if it is successful and can expand its operations. Many of them are activities that other successful salvage yards undertake.

- Invite volunteers to do a task, if they can earn a wage through it then the salvage yard gives them a job e.g. computer refurbishment, wire stripping, dismantling etc.
- Computer refurbishment and resale.
- Repair and/or upcycle/value add to items. Staff time costs need to be incorporated into the sale price of these items.
- Make wicking box and planter box kits from old timber.
- Investigate if it is cost effective to consolidate and transport recyclables - including various types of metals.
- Sort Council's stockpile of bricks and pavers into pallet loads, and smaller, for resale.
- Also investigate if there are bricks, pavers and stone blocks in the stockpiles at Caroline Landfill that could be resold.

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- Investigate the possibility of establishing a relationship with local antique dealers.
- Target local builders and waste contractors, if they have reusable materials the salvage yard could take them, saving them waste costs.
- Hold workshops on how items can be upcycled.
- Test and tag working electrical items. Consider repairing electrical items and white goods.
- Run 'Repair Café' sessions where participants learn how to repair items rather than discard them. good examples: Bower Reuse & Repair Centre http://bower.org.au/ and http://www.reconomy.org/the-journey-of-setting-up-a-reuse-and-repair-centre-a-solution-for-a-circular-economy/
- Consider purchasing a polystyrene extruder to compact polystyrene so it can be more cost effectively transported for recycling instead of taking up space in landfill - if the specific cost/benefit analysis is favourable.
- Give broken bricks / pavers / rubble away to famers for free if they collect. They can use it around stock troughs, gates etc.
- The site could potentially provide work for people who otherwise find it difficult to gain employment.
- Site could potentially raise funds for local community groups.
- Coffee stand on Saturday mornings. Train up one or more people to be a barista (perhaps someone from a local community group). Initially just coffee, then biscuits etc., then other food that goes with coffee. There may be a possible opportunity to work with one or more community groups to provide the treats. Keep track of sales vs the wage of the barista. Have a few tables and chairs made from recycled materials. Possible small garden. Idea is to make the site even more appealing, and encourage people to stay and browse for longer. Give a discount for bringing a re-useable mug.
- Train multiple staff members and/or volunteers to repair and maintain bicycles.
- Consider having a shopfront in the main street.
- Possibly co-locate other activities on to the site that could attract even more customers.
- Investigate selling items on a type of commission basis e.g. an older practical person comes in and creates something out of materials at the site, the salvage yard then sells it. Consider any implications to running the operation as a 'not-for-profit' operation.
- Consider making a demonstration 'tiny house' from recycled materials e.g. http://bower.org.au/artist-residence/
- Collect, sort and bale recyclable materials - cardboard and paper, plastics, metals etc. Mentor agencies could advise on the viability of these activities.
- Test domestic batteries collected at the Library for recycling. Sell any batteries that still have a good amount of charge left in them.
- Degas fridges and take them apart to recover valuable parts.
- Split unusable timber and package for firewood (kindling).
- Logs from Council tree prunings could be sold for firewood.
- Once the salvage yard has been operating for a year and electricity requirements are well understood, consider installing a large solar system at the site.
- Consider installing rainwater tanks at the site to provide for the site's water use.
- Consider installing a demonstration 'compost heater' at the site, made from materials from the salvage yard. Use the construction of the compost heater as a demonstration workshop.
- Run a strong community education program aimed at reusing items, upcycling, reducing waste to landfill, repairing etc.
- Install a demonstration garden - including recycled materials.
- Possible (free) space for community meetings, workshops etc.
- The Denmark Tip Shop in Western Australia operate the "Tiporium Teahouse" using second hand furniture and kitchen equipment. This casual café enables people to make a cup of coffee or tea while visiting the Centre.
- The same site also has a "Funk Junk Music" section, which provides "junk" musical instruments for visitors to play and runs regular Junk Funk music sessions at the Tip Shop. In addition, the Tip Shop works with Denmark Arts, The House and other organisations to run cultural and recycling education projects which are linked to the Tip Shop. Additionally, they

hold exhibitions, performances and installations at the Tip in music, stencil art, writing and sculpture.

- The site also has an "appropriate technology facility", which is a section which demonstrates the use of worm farms and other technology which will reduce waste and enhance sustainability. This section of the facility includes:
- a demonstration solar dryer.
- worm farms.
- other innovative appropriate technology demonstration sites; and
- a program to work with local restorers to display repaired furniture and other items.
- Excess stock from local op shops could be sold for a gold coin donation, or given away for free.
- Community groups could do a sausage sizzle on Saturdays, to raise funds, and have some food and drinks for customers.

Possible Partnerships

The salvage yard will be much more successful if it builds strong partnerships with the local community. These partnerships could come in many forms including, but not limited to, employment, volunteers, community education, fundraising etc. Ideally partnership activities undertaken will be cost neutral or positive for the salvage yard. There are a wide and diverse range of local groups who may be interested in working with the salvage yard in some form. One of the tasks of the Site Coordinator would be to make contact with local groups and see how they may get involved in the salvage yard, for the benefit of both organisations.

Regarding Potential Competition with Charities

Competition with op shops and other charities is expected to be a minor issue, especially if the salvage yard is also not-for-profit and benefitting disadvantaged people. There are many items that existing charities do not accept that could potentially be sold (or given away) at the salvage yard. This may include items such as building materials, white goods, electrical goods, computers, printers, incomplete goods, car parts, barbeques, bicycle helmets, walkers, bouncinettes, high chairs, prams, swing sets, trampolines, washing lines, spa baths, televisions and many more. The salvage yard could potentially work with local charities if people are wanting to donate items that they do not accept, but the salvage yard could.

Business Model

This section contains a high level proposed business model for the salvage yard. Given the operation is essentially starting from scratch, it should aim to be profitable within three years of opening, preferably sooner.

Pricing needs to achieve the balance of contributing to being self-sustaining, but also ensuring that people can get a bargain – getting a bargain is what attracts people to a salvage yard. Staff need to have flexibility to determine prices to achieve this balance. There needs to be a high turn over of stock to keep customer interest.

With regards to residual waste, it is recommended that the WTS have a dual pricing arrangement whereby unsorted loads are charged at possibly 2-3 times the price of a sorted load. Numerous transfer stations around the country have found this to be an effective tool in encouraging customers to sort their loads before arriving at the salvage yard / transfer station.

Hard Waste

The salvage yard would provide an outlet where the community can drop off their hard waste items for free. The salvage yard will also offer a hard waste pick up service. Any items that could be sold through the salvage yard would be taken for free. Any items that cannot be sold could be taken at

the WTS rates. The service could be provided for a call-out fee that covers costs. It is envisaged that residents with the means will drop off their hard waste items to the salvage yard for free. Residents who are not able-bodied, or don't have access to a trailer etc., can access the pick up service for a fee. Council could potentially subsidise this service in lieu of providing a municipality wide kerbside hard waste collection, or free dumping passes.

It is estimated that a one-off hard waste collection for the city would cost approximately $250,000. This does not include any processing costs, so the vast majority, if not all, of this waste will go to landfill, despite much of it being suitable for reuse or recycling. This is not a good environmental outcome, nor a good community outcome. Items that are taken to the salvage yard are reused or recycled, and made available to the community again at cheap prices.

Kerbside hard waste collections are notorious for creating hazards. Inevitably residents put out items that are not able to be picked up for WHS reasons, and so remain on the kerbside and degrade the visual amenity of the neighbourhood. In other municipalities they have reported physical altercations over items that have been placed on the kerbside.

A salvage yard is a far better option for hard waste – the items are reused or recycled, can be collected on call, most are dropped off by residents direct to the site, and WHS issues are significantly reduced. This option is cheaper for Council (and ultimately ratepayers), leads to better environmental and community outcomes, and poses significantly less risk. It is also a year-round service, as opposed to a once off collection.

It is estimated that providing four (4) free dump passes to each rateable property in Mount Gambier could result in direct costs to Council of $916,000 per annum, which equates to a rate increase of approximately 5%.

The salvage yard could deliver a hard waste option to the community at a far cheaper cost, and provide greater benefits for the local community and environment.

Income

Salvage yards generate income from the activities listed in the "General Activities" and "Possible Future Activities" sections above. The bulk of their income comes from sales of items at the salvage yard.

Looking at annual income generated at other salvage yards compared to the size of the local population, a conservative estimate for an annual income to be generated at a salvage yard in Mount Gambier would be approximately $48,000 - from sales of items at the salvage yard. Based on the experience of other salvage yards, an annual income estimate of $48,000 is considered quite conservative. It could be much higher, even up to $140,000 per year or more.

Many salvage yards conduct other income generating activities. Any income generated from other activities would be a bonus.

One of the tasks of the Site Coordinator would be to research and apply for training funds, and any other applicable grant opportunities – as well as potential income generating activities.

Costs

Potential costs of running a salvage yard have been based on investigations of existing salvage yards, and examining costs of running other Council operations.

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Capital Costs

Below is a list of **capital costs** that would be incurred in the establishment of a salvage yard.

Item	Cost
Preliminary site works	$5,000
Footings	$20,000
Services	$25,000
Framing / construction	$60,000
Slab	$40,000
Hardstand / vehicle access Carpark	$100,000
Storm water	$5,000
Signage	$5,000
Bays / skips	$70,000
Fit Out / Equipment	$30,000
Eucalypt Drive road modifications	$100,000
Building modifications – public shopfront etc.	$50,000
Internal site works – roads and car parking	$50,000
Total:	**$560,000**

There is $100,000 of funds in the 2016-2017 Council budget for capital works related to a salvage yard. In addition, Council has been successful in gaining a $150,000 recycling infrastructure grant from the Office of Green Industries (supporting Zero Waste SA). The outstanding funding may be able to be partly covered through the sale of plant that is no longer required for Council operations.

Operational Costs

Below is a list of per annum **operational costs** that would be incurred if Council established a salvage yard, and so are above Council's current overall operational budget. These costs do not include non avoidable costs, which are costs that will not change whether a salvage yard is established or not. These costs include items such as depreciation on the current infrastructure at 3 Eucalypt Drive, and internal overheads associated with corporate staff time. It is not envisaged that Council will hire additional corporate staff as a result of establishing a salvage yard.

Item	Cost
Staff	$120,000
Office costs (equipment, insurance etc.)	$6,500
Information Technology	$11,000
Utilities	$10,000
Marketing	$10,500
Depreciation	$12,500
Contingency	$7,500
Total:	**$178,000**

Business Model Summary

Based on the above information, at the low end of the income estimate the operation of a salvage yard would result in a net operating deficit of $130,000, above Council's current overall operational budget. However, based on the experience of other salvage yards, an annual income estimate of $48,000 is considered quite conservative. There is a reasonable likelihood that actual income will be higher than this. Also, running a salvage yard delivers the other benefits mentioned in this document - hard waste options for the community, reduction in waste costs for the community, a site where community members can procure items for reuse that are not currently available, reduction in waste to landfill, conservation of resources, and reduction in illegal dumping.

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Physical Layout & Infrastructure Requirements

Establishment of Salvage yard at 3 Eucalypt Drive (Former Salvage Yard Site)

If a salvage yard is established at the former salvage yard site a wide span structure will be required for storing less sensitive items such as building materials, bicycles etc. that do not need to be stored in the shop. The structure should be large enough to incorporate an unloading area. A small extension should be added to the existing building to establish a shopfront presence that is visible from the street.

Ideally extra car parking should be provided, especially for vehicles with trailers - though space at the site is limited, so it is likely that only a small number of these spaces would be able to be accommodated.

An indicative layout for establishing the salvage yard at the former salvage yard site is contained in Attachment 2.

Environmental & Community Benefits

The salvage yard has the potential to be cost neutral to Council, whilst delivering numerous benefits. Such an operation would deliver many community and environmental benefits, which are outlined in this section.

CHAT Assessment

The internally developed CHAT Tool enables Council to assess any potential project or program from a holistic perspective. It takes into account not only the financial aspects of a potential project, but also the environmental, social and governance aspects as well. If a project is assessed and achieves a score of 70 or more then the project is deemed to improve the holistic performance of the organisation.

The potential salvage yard project has been assessed by four separate staff members and achieved an average score of 72.5% - making the salvage yard a good holistic project, which would improve the holistic performance of the organisation.

Natural Step Framework

As stated in the "Background" section of this document, the development of a salvage yard would assist Council work towards meeting all four of the Natural Step system conditions, for example:

1. Reusing items means that there are far less substances from the Earth's crust building up - creating a new item results in a far greater amount of GHG emissions than reusing an item.

2. Reusing items means that there is far less synthetic materials being created. When an item is reused it means that a new item does not need to be manufactured.

3. Reusing items reduces the demand on virgin materials, including water, native forests and other materials.

4. Salvage yards provide items at very economical prices, enabling local people to more easily meet their needs.

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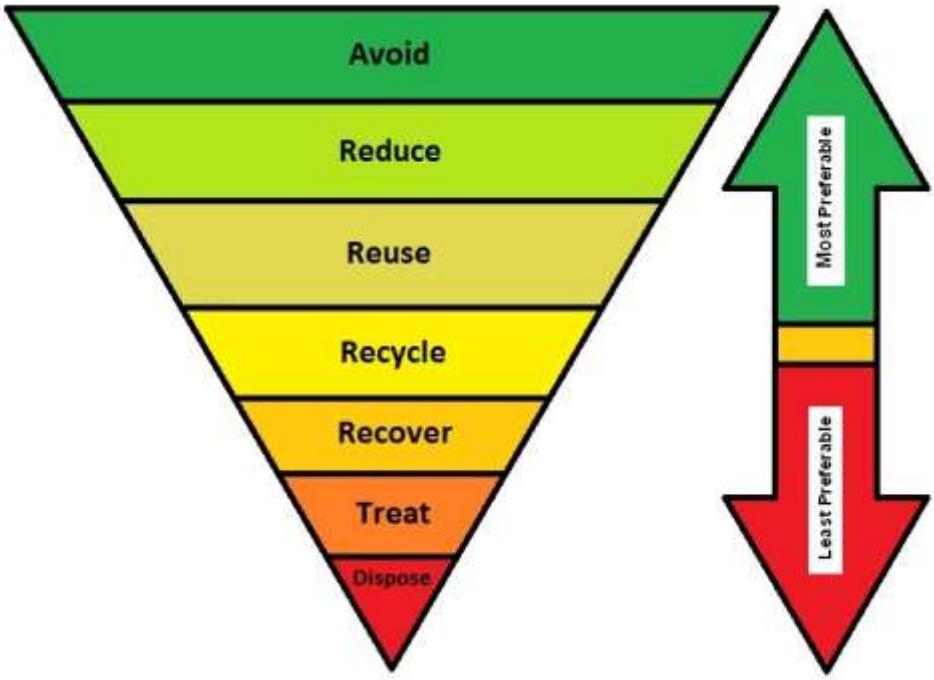
Waste Hierarchy

The Waste Hierarchy is a set of priorities for the efficient use of resources. It is an order of preference and states that waste should be managed in accordance with the hierarchy, with avoidance being the most preferred option and disposal being the least.



Council should manage waste as high up on hierarchy as possible. A salvage yard would enable Council to manage waste further up on the hierarchy than currently takes place. Salvage yards lead to waste not being created in the first place, and much higher levels of reuse and recycling. Such operations result in significantly less waste being sent to landfill.

Waste Avoidance / Diversion from Landfill

A salvage yard would potentially divert 100-350 tonnes of waste away from landfill, possibly more, depending on the levels of patronage the site may receive. It would also enable a further 100-400 tonnes of material to be managed higher up on the waste hierarchy than presently happens.

There are significant amounts of materials that currently go through the WTS that could be reused or recycled. A salvage yard would enable this to occur.

In addition to reducing the overall amount of waste to landfill, the environmental risks of groundwater contamination and air pollution are also reduced - as are greenhouse gas emissions.

Savings on Energy, Water & Materials

The major activity of most salvage yards is to sell items for reuse. Reusing an item is far better for the environment than manufacturing an item from virgin materials. Creating an item from scratch uses significantly more materials, energy and water than recycling. Even better than recycling, reusing (and 'upcycling') an item essentially uses no material or water, and only a negligible amount of energy transporting the item to a new location. Hence salvage yards contribute to saving large amounts of materials, energy and water.

Due to the wide variety of items and materials that salvage yards sell it is difficult to quantify the exact amounts of materials, energy and water that would be saved. It is fair to say that reusing 100-

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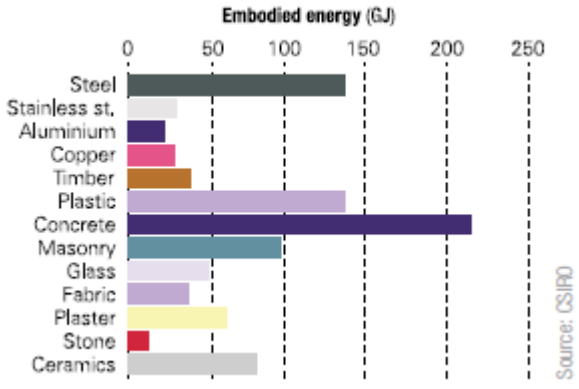
750 tonnes of items and materials would lead to significant savings. Not only are there environmental savings, but also financial savings - as materials, energy and water all cost money.

Here are a few examples:

- Recycling an aluminium can requires less than 5 percent of the energy that would be expended in creating a similar can out of fresh bauxite ore.
- Recycling plastic requires only 10 percent of the energy needed to create new plastic from raw materials.
- Producing steel from recycled material saves 75 percent of the energy needed to make steel from virgin material. Reusing steel items doesn't use any energy.
- Every tonne of paper recycled saves 2.5 barrels of oil, 4100 kWh of electricity, 4 cubic metres of landfill and 31,780 litres of water.
- A recycled paper product requires only 60 percent of the energy required to create one from fresh wood pulp.
- Recycling a tonne of paper can save 17 trees.
- Recycling paper also requires about half the water normally used in processing paper from virgin wood.
- Recycling glass saves about 30 percent of the energy cost of producing new glass. Reusing glass bottles and jars, however, requires no energy whatsoever – so you can reduce energy use by finding new uses for these containers instead of simply throwing them out.
- To produce a 2 gram computer microchip, 1.6 kilograms of fuel are needed. This equates to 72 mega joules (or 20,000 watt-hours) to produce a 2 gram microchip. Computers typically have 18 to 36 two-gram microchips. This equates to 1,296 to 2,595 mega joules of embodied energy for the computer memory alone – or 360,000 to 720,000 watt-hours – enough to power a 30 watt laptop *non-stop* for 500 to 1,000 days. The embodied energy of the memory chips alone almost exceed the energy consumption of a laptop during its life expectancy of 3 years.
- A motor car has an average embodied energy content of 20, 800 kWh.

"Embodied energy" is the energy consumed by all of the processes associated with the production of a product, from the mining and processing of natural resources to manufacturing, transport and product delivery – considered as if that energy was incorporated or 'embodied' in the product itself. When an item is disposed to landfill this energy is essentially lost. If a new product must be manufactured in its place then a new lot of energy must be consumed to manufacture the product. Reusing items preserves this embodied energy, leading to overall energy savings. "Embodied water" is the same as for energy, but considers the water used to fabricate a product.

Below are two tables that indicate the embodied energy and eco-profiles of various materials:



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Manufacturing One Pound of the Material	Energy Used (kWh)	Water Used (litres)	Solid Waste (kg)	CO_2 Emissions (kg)
Wheat-Straw	0.66	50.46	n/a	0.31
Sugarcane Bagasse	1.73	54.55	n/a	0.78
Corn PLA	5.37	31.38	0.019	0.59
Virgin Coated Paperboard (SBS)	5.2	46.86	1.06	1.45
100% Recycled Paperboard (SBS)	3.06	13.36	0.61	0.78
PET (Polyethylene)	10.28	28.20	0.039	1.27
PP (Polypropylene)	9.34	19.38	0.013	0.76
EPS (Polystyrene / Styrofoam)	11.28	77.75	0.051	1.14

As an example, the energy embodied in a standard double glazed 1.2 m × 1.2 m aluminium clad window has been calculated, and is quantified as 1459 MJ, 1967 MJ, and 5.96 GJ respectively for Argon, Krypton and Xenon infill gases. The energy consumed in powder coating the window cladding has been estimated to be 27 MJ and the total embodied energy of adding aluminium cladding to the window has been evaluated as 724 MJ.

If a window is reused then all of this energy is preserved. If the window is disposed and a new one manufactured in its place, then this amount of energy will need to be consumed again.

These statistics all highlight that it is much more beneficial to the environment and the community to reuse items, rather than dispose and procure new items. Reuse saves large amounts of materials, energy and water.

Social Benefits

Salvage yards deliver many social benefits, and are generally very popular with local communities. Salvage yards often employ local people who would otherwise find it difficult to find employment. When people donate items and shop at salvage yards they do so knowing that the funds are being used to help people in need.

Salvage yards often act as community hubs and involve many local community groups including arts groups, service clubs, music groups and environmental groups. They often have an educational component, which assists local communities to learn new skills, engage with other residents and reduce their environmental impact. One common example are 'repair cafés' where residents come to learn how to repair household items, rather than just dispose of them and purchase a new one.

A salvage yard in Mount Gambier also has the potential to attract visitors to the town. At present, there is no operation in the region similar to a salvage yard. It is reasonable to expect that many people will travel to Mount Gambier to visit the salvage yard and shop there.

Yet another advantage of salvage yards is that they often provide a hard waste service. Residents who are able can drop off their hard waste items to the site for free. Residents who do not have the ability or the means can access an on call hard waste service. This service is generally provided at a fee that covers costs. Hence, a salvage yard could deliver a hard waste service for Council at a substantially reduced overall cost, compared to providing a one-off kerbside service. This kind of

Operational Services Report No. 8/2017 Cont'd…

service delivers many other benefits, including supporting the community, reusing and recycling the hard waste, rather than disposing to landfill - and does not have the difficult WHS and public safety issues that come with kerbside hard waste collections.

Summary of Environmental & Community Benefits

Salvage yards deliver many social benefits, and are generally very popular with local communities. As stated in the "Introduction" section - there are strong links between the Community Plan and a salvage yard. There are also strong links between a salvage yard operation and the Natural Step Framework. A salvage yard would help move Council towards satisfying the four system conditions of the Natural Step Framework. According to the CHAT Tool it would also improve the holistic performance of Council.

There are significant amounts of materials that currently go through the WTS that could be reused or recycled. A salvage yard could potentially divert 100-350 tonnes of waste away from landfill, possibly more. It would also enable a further 100-400 tonnes of material to be managed higher up on the waste hierarchy than presently happens.

Every item that is produced contains materials, and also required energy and water to be used in its fabrication. When an item is disposed to landfill then the materials and embodied energy and water are lost - literally wasted. Diverting 100-350 tonnes of waste away from landfill will save significant amounts of materials, energy and water from getting wasted.

Impact on Council Budget

Costs for the salvage yard are detailed on page 11 of this report. In the current 2016/2017 budget $250,000 is available and if the project proceeds this amount needs to be carried forward into the 2017/2018 budget. A further $300,000 capital is required in the 2017/2018 budget to complete the salvage yard capital construction costs. It is anticipated that $40,000 in operational costs is necessary in 2017/2018 to commence operation in the 2017/2018 financial year and this amount has been allocated in the draft budget.

When in full operation from 2018/2019 it is anticipated that $178,000 per annum is required, less any income from the sale of items. Income is difficult to forecast especially in the initial year and hence an operational amount of up to $178,000 will need to be included in the 2018/2019 budget and thereafter. This will have a material impact on future budgets.

Further to the salvage yard costs Council will have rising operational costs for the Riddoch Art Gallery due to decreased grants from Country Arts SA. Other initiatives requiring future funding from 2017/2018 and onwards includes implementation of the Digital Strategy, Tourism Signage Strategy, visitor services and a range of economic development projects. At this time costs for these projects, both capital and operational, are difficult to quantify and may require loan funding to implement as Council's budget, whilst currently balanced, is not able to meet all anticipated future programs from non loan revenue.

Hence, there is an opportunity cost of proceeding with the salvage yard at the potential delay or exclusion of other programs and initiatives.

Summary

Council has released a Request for Expression of Interest to run a salvage yard by a third party on two occasions. These have not resulted in a satisfactory outcome for Council to date. This document explored the option of Council running the salvage yard. There are numerous advantages of Council running a salvage yard itself.

If Council were to run a salvage yard itself it would have control over every aspect of the operation. Council can determine how the operation is run, the outcomes, level of community involvement, financial return and environmental benefits. A Council run salvage yard would have the ability to call

on assistance from a wide range of Council staff when required, an advantage that many other organisations would not have.

A salvage yard previously operated in Eucalypt Drive in Mount Gambier for a number of years. One of the main reasons for the ultimate failure of the venture is that the operator shifted focus to other areas of their business, and failed to give the site the attention it needed.

Learning from this lesson, and from many successful salvage yards around the country, this document outlined how a successful salvage yard could be established in Mount Gambier - run by Council.

There are strong links between the concept of a salvage yard and the Community Plan, through its encouragement of:

- Employment opportunities.
- Diversifying local business.
- Social inclusion.
- Skilled and educated people.
- Reducing waste.
- Protecting the environment.

The establishment of a salvage yard would assist Council in meeting numerous goals of the Community Plan, as well as the conditions of the Natural Step Framework. It would assist in improving Council's holistic performance.

On balance and reflection, it appears that at the present time the former salvage yard site (3 Eucalypt Drive) offers more advantages to the establishment of a Council run salvage yard than 5 Eucalypt Drive. The existing building is a very useful asset, and will lead to significant savings on capital costs compared to 5 Eucalypt Drive. As it is separate from the WTS the future management and ownership of the site and operation is also more flexible.

The list of factors that are common to successful salvage yards listed in the "Background" section are very important when considering establishing a salvage yard, including recruiting an appropriate person to be the Site Coordinator.

It is estimated that the operation of the salvage yard will cost approximately $178,000 p.a. to run, above the current budget. This is *before* revenue from the salvage yard is taken off this amount. It is difficult to determine exact revenue at this stage, but could be in the vicinity of $48,000-$140,000. One reference site which is council-operated runs at a slight loss, <3% of total revenue. A second reference council-run site runs at a profit.

The salvage yard offers the potential of providing a year round hard waste service for the community at significantly smaller cost compared to once a year collections. The cost of running a salvage yard, which would provide hard waste options to the community, could be undertaken for between $130,000 and zero net cost, for the whole operation. This is compared to $250,000 for a once off hard waste only collection, or $916,000 p.a. for 4 free dump passes per property. Collecting through the salvage yard will also lead to much more beneficial environmental and community outcomes.

Salvage yards are very popular with local communities. They provide the community with a method of disposing of many of their unwanted items for free, with the proceeds going to providing employment, often for disadvantaged people, and supporting the community. Salvage yards are a place where people can get a bargain, and make beneficial reuse of items that would have otherwise ended up in landfill. They are often places of creativity, transforming unwanted items into new objects through 'upcycling'. Salvage yards are often a hub for community education, holding workshops and talks and teaching people how to repair items, rather then discarding them. They have the potential to divert many tonnes of waste away from landfill, leading to both environmental and financial benefits. Not only is waste to landfill decreased, valuable virgin resources, energy and water are also saved. Salvage yards enrich a local community, and the establishment of a salvage yard would be an asset to Mount Gambier and the wider region.

Operational Services Report No. 8/2017 Cont'd…

Attachment 1 is an Indicative Time Frame for the implementation of the Salvage Yard proposal.

RECOMMENDATION

(a) Operational Services Report No. 8/2017 be received:

(b) Council recognise the substantial benefits in the provision of a salvage yard facility for the Mount Gambier community and now proceed to undertake the detailed design and costing for a facility in line with this report:

(c) Council endeavour to allocate additional funds in the 2017/18 budget to meet any short fall in anticipated capital costs and operational costs to establish the facility, and also set a target opening date of 1 July 2018.

Per:

Aaron IZZARD
ENVIRONMENTAL SUSTAINABILITY OFFICER

sighted:

Mark McSHANE
CHIEF EXECUTIVE OFFICER

Attachment 1: Indicative Time Frames
Attachment 2: Indicative Layout

AF14/34
5th April, 2017
SW

(Refer Item of Operational Services Committee Minutes)

Attachment 1: Indicative Time Frames

July 2017	Project Initiation – Call tenders to supply and erect new unloading and display shed. Begin collecting items for sale at the salvage yard. Submit application for Planning and Building approvals.
August 2017	Late August – let tender for new shed.
September 2017	Prepare specification for minor alterations to existing building to incorporate a shop front facing Eucalypt drive.
October 2017	New shed under construction.
November 2017	New shed completed.
December 2017	Alterations to existing building completed.
January 2018	Develop and order site signage and information boards. Prepare publicity and education/awareness materials.
February 2018	Site works to integrate the salvage yard with the WTS commence plus on site rood and parking areas.
March 2018	Site works completed. IT and administrative systems developed and installed. Site signage and ancillary equipment (work benches, collection bins, manual handling aids, display racks, security etc secured and on site).
April 2018	Site Supervisor appointed, begin to arrange the site and sort out the stock that has been acquired. Landscaping works undertaken.
May 2018	Recruit the additional staff required for shop duties and unloading/sorting/sales duties. Testing of the new administration and sales systems. Begin public awareness campaign. Prepare the grand opening arrangements.
June 2018	Final site preparation for start date of 1st July 2018. Staff induction and training. Continue with media build up to opening day. Prepare for the grand opening day for the shop – Saturday 7th July 2018.

Attachment 2: Indicative Layout

OPERATIONAL SERVICES REPORT NO. 9/2017

SUBJECT: **PROPERTY MANAGEMENT - CRATER LAKES CONSERVATION PARK - TREE REMOVAL**

REF: **AF11/1391**

Background

Council engaged Arborman Tree Solutions to undertake a visual tree assessment and risk assessment of the trees located along the walking trails within the Valley Lake Conservation Park and to provide Council guidance to manage the tree risk in the area. The engagement was initiated as it was recently discovered that a number of trees in the area were starting to die.

The inspection of the above mentioned trees was to provide the following information for each tree so that they can be managed appropriately.

1. assess the general condition and structure of the subject trees;
2. undertake a Tree Risk Assessment for the subject trees;
3. recommend appropriate management to mitigate risk where it is identified as being above acceptable levels;
4. identify the priority of the works to allow for suitable planning of remedial works.

Discussion

The Valley Lake Conservation Park is one of many of Mount Gambier's tourist attractions, making it a highly utilised area all year round. The park contains a wide variety of tree species adding to the aesthetics of the park, and needs to be managed from an asset and risk perspective to help make the trees safe and help maintain their longevity.

The Conservation Park is a large area so the walking trails were selected as the prime area for assessment as this is the area which represents elevated levels of risk to people or property due to their frequent use. It should be noted that property refers to the number of elevated platforms and fencing throughout the Conservation Park along the trails.

There were 40 trees assessed whereby the tree species were a mix of indigenous and native species which are highlighted below in table 1.

Table 1

Botanic Name	Common Name	Number of Trees	Origin
Acacia mearnsii	Black Wattle	1	Indigenous
Acacia melanoxylon	Blackwood	2	Indigenous
Eucalyptus leucoxylon	South Australian Blue Gum	1	Indigenous
Eucalyptus viminalis ssp. cygnetensis.	Rough Bark Manna Gum	30	Indigenous
Eucalyptus sideroxylon	Red Ironbark	4	Native
Eucalyptus camaldulensis	River Red Gum	1	Indigenous
Corymbia maculata	Spotted Gum	1	Native

Using the International Society of Arboriculture (ISA) Tree Risk Assessment method these 40 trees within the assessment area were found to have elevated levels of risk to people or property. All 40 trees achieved a Moderate Risk Rating. The trees identified as having elevated risk have been recommended for risk management works. There are 32 trees recommended for removal with the remaining eight trees requiring pruning works. Of the 32 trees marked for removal, 21 are dead, while the remaining 11 have poor health and structure. It is also recommended that the works be carried out within the coming six months. The pruning works should be carried out by a supervised person who holds the qualification "AQTF Cert IV Arboriculture" as the trees that require pruning will require a tree climber to engage the works.

Operational Services Report No. 9/2017 cont'd...

Once the trees have been removed, it is recommended that the park be replanted with some indigenous and native tree species to help maintain the aesthetics of the Park for future longevity. Table 2 is a list of species indigenous to the area or close by and as such would be suitable replacement trees for the Valley Lakes Conservation Park.

Table 2

Botanic Name	Common Name	Origin	Koala Food
Eucalyptus obliqua	Messmate Stringybark	Indigenous	No
Eucalyptus baxteri	Brown Stringybark	Indigenous	No
Eucalyptus fasciculosa	Pink Gum	Indigenous	No
Eucalyptus viminalis ssp. cygnetensis	Rough Barked Manna Gum	Indigenous	Yes
Eucalyptus ovata var. grandiflora	Large-flowered Swamp Gum	Indigenous	Yes
Eucalyptus ovata var. ovata	Swamp Gum	Indigenous	Yes
Eucalyptus camaldulensis var. camaldulensis	River Red Gum	Indigenous	Yes
Eucalyptus leucoxylon ssp. leucoxylon	South Australian Blue Gum	Native	No
Eucalyptus viminalis ssp. viminalis	Manna Gum	Native	Yes
Acacia melanoxylon	Blackwood	Indigenous	No

The draft 2017/2018 Budget has an indicative allocation of $20,000 to undertake the recommended works.

RECOMMENDATION

(a) Operational Services Report No. 9/2017 be received;

(b) subject to Council allocating $20,000 in its 2017/2018 Budget, Council authorise the removal of the 32 trees that have been recommended for removal within the Valley Lakes Conservation Park;

(c) Council engage a supervisory person who holds the qualification “AQTF Cert IV” Arboriculture to prune the required trees;

(d) Council authorise a selection of replacement plantings throughout the Conservation Park as listed in table 2.

sighted:

Sinaway GEORGIOU
ENGINEERING TECHNICAL OFFICER

Mark McSHANE
CHIEF EXECUTIVE OFFICER

4th April, 2017
SW

(Refer Item of Operational Services Committee Minutes)