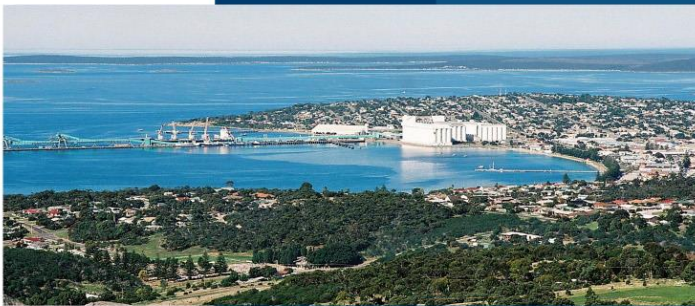
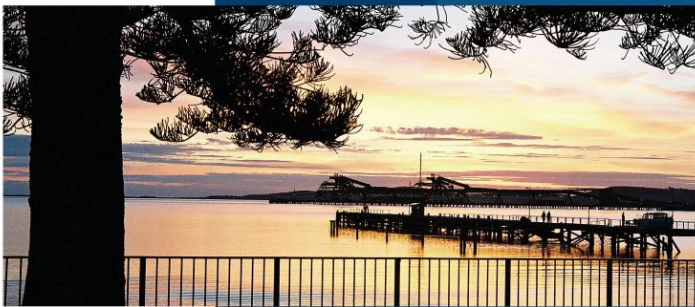
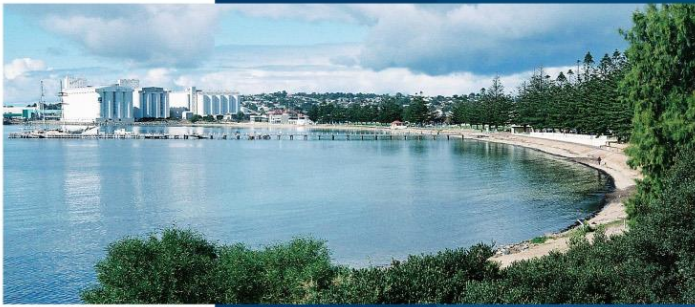




City of Port Lincoln



Annual Business Plan 2010 - 2011

Adopted 7 June 2010



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INTRODUCTION

The Annual Business Plan sets out the City of Port Lincoln's proposed services, programs and projects for 2010-2011. It aims to maintain efficient services for the community and continue progress towards the longer term objectives for the City of Port Lincoln as set out in the Strategic Plan 2007-2017, (which was reviewed in 2009,) and Asset Management Plans. Specific objectives for the year are proposed consistent with Council's draft long term financial plan, to ensure the long term sustainability of the Council's financial performance and position.

Significant influences on the preparation of this Annual Business Plan are outlined within this document, however the following will impact on future rates and charges:

- During 2010 – 2011, Council plans to undertake a review of future Residential and Fringe zoning and a draft Development Plan Amendment will be prepared for public consultation. The impact of this review is that, whilst the 10% rates discount will continue to apply to properties currently zoned Fringe Zone in 2010 – 2011, it is foreseeable that the discount may be abolished in future years.
- The recycling program has been subsidised by Council since its implementation and Council plans to phase in full cost recovery over the next two years. The impact of this is that the Kerbside Recycling Charge will increase from \$35.00 to \$45.00 in 2010 – 2011 and from \$45.00 to \$55.00 in 2011 – 2012. Thereafter, it is proposed that the charge will move in line with the Local Government price index.

OUR HISTORY

The City of Port Lincoln is a Regional City which is experiencing substantial growth and economic activity. The City is located at the base of Eyre Peninsula, on one of the world's largest protected natural harbours, and the most picturesque areas of South Australia. The lifestyle opportunities of the area are without parallel.

The jewel in Port Lincoln's crown is sparkling blue Boston Bay, which stretches from the Port Lincoln National Park to Point Boston. The bay covers an area more than three and a half times the size of Sydney Harbour and is home to the biggest tuna fishing fleet in the southern hemisphere.

Port Lincoln has in recent times experienced a growth and building boom with some major new commercial and residential developments in the city.

Port Lincoln's population exceeds 14,500 and has over 8,200 rateable assessments covering 3,800 hectares with a site value of \$979 million.

The City of Port Lincoln was proclaimed a City on the 30th January 1971 and Council currently employs 49 employees in administration, library, and outside work crews.

The production of lambs, wool and beef – coupled with 50% of South Australia's total production of wheat, oats and barley – and having the deepest natural harbour and largest commercial fishing fleet in Australia makes Port Lincoln perhaps the nation's biggest combined agricultural and fishing centre. Facilities for both of these primary industries have been provided and are being continually upgraded, as the industries expand.



The fishing industry is divided into five major fisheries – tuna, prawns, lobster, shellfish and scale fish. Lincoln-based tuna boats ply the rough Southern Ocean waters west of Eyre Peninsula and may steam nearly to Esperance, chasing the bluefin tuna.

Port Lincoln is host to various festivals and events throughout the year which keeps a national focus on our town. They include Tunarama which celebrates the City's association with the sea and the tuna fishing industry, the Adelaide to Port Lincoln Yacht Race, the Lincoln Cup horse racing week, the Zonta Club Long Lunch, Eyre Peninsula Farmers Market and the Mortlock Shield Football Carnival.

OUR FUTURE

Council's Strategic Plan Review was adopted 6 October 2009 following public consultation in August and September.

To meet Council's core functions, service levels and community expectations, Council has resolved to set annual budgets that are responsible and achievable and are substantiated by long term asset and financial planning.

Over the remaining seven years of the Strategic Plan, Council has budgeted an operational surplus each year, (before depreciation and capital) and does not anticipate the requirement for any borrowings.

To meet the community's expectations, whilst recognizing the communities capacity to fund improved levels of service, Council will strive to meet its strategic performance targets through continuous review of program efficiency, core asset consolidation and improvement programs and maximizing supporting grants from the State and Federal Governments.

Council's Strategic Plan focuses on seven key areas, being:

Recreation & Open Space

- Build a healthy community through the provision of both structured and non structured recreation and sporting activities, quality facilities & open spaces.

City Image

- Enhance the image and encourage community pride and investment in the City of Port Lincoln by providing a clean, green and attractive environment.

Infrastructure

- Provide quality public infrastructure and amenities that are safe, functional, welcoming and appealing to the local community, visitors, tourists, industry and commerce.

Transport Network

- Raise the capacity and efficiency of the City's transport network.

The Environment

- Effective management and protection of the City's natural and built environs to ensure ecological sustainability.

Community Projects

- Provide facilities, activities and services that support our community.

Economic Development

- Encourage and support economic development initiatives for the City.

SIGNIFICANT INFLUENCES AND PRIORITIES

A number of significant factors have influenced the preparation of the City of Port Lincoln Annual Business Plan 2010 - 2011. These include:

- Cost increases – The increase in the Consumer Price Index (CPI) for Adelaide was 3.2% for the year ended 31 December 2009 however councils typically face higher cost increases due to the higher capital intensive nature of the goods and services purchased. The Local Government Price Index, which measures the increase in costs to Local Government, was 4.5% for the year ended 30 December 2009.
- Requirements to maintain and improve infrastructure assets to acceptable standards including roads, footpaths, lighting, storm water drainage, streetscaping, and the city's open space areas.
- Ongoing cost of waste disposal, given that Council is required to line and cap cells at the Hassell Road Resource Recovery Centre and has committed to its recycling program to reduce landfill.
- Service and infrastructure needs for a growing population.
- Fees/charges imposed by other levels of government, e.g. EPA.
- Adherence to financial sustainability principles.
- Compliance with more rigorous regulatory and reporting requirements, e.g. in areas of risk management, financial reporting and corporate governance.



In response to these factors, and to minimise the burden on rate-payers, the Annual Business Plan has been prepared within the following guidelines:

- The Annual Business Plan, in line with Councils Strategic Plan 2007-2017, will result in the total revenue raised through general rates increasing by no more than 4 % above the 2009 - 2010 rate revenue, (excluding the Kerbside Recycling Charge.)
- Total operating expenses to be held where possible, within levels of the previous financial years and adjusted by the estimated Local Government Price Index.

The City of Port Lincoln's priorities for 2010-2011 include:

- Continuation of the proposed programs for road constructions and reseals, footpaths, and playgrounds within the city
- Continued rollout of the water re-use scheme to Flinders Park, Eyre Park and the Old Mill lawns
- Upgrade Centenary Oval canteen, changerooms and toilet, both deferred from 2009 - 2010
- CBD upgrade program – Liverpool Street from Bligh to Porter Streets
- Upgrade of Wellington Square playground
- Redevelopment of Stevenson Street Tennis Courts
- Continued review of the City's Development Plan
- Continued work on fire prevention activities

CONTINUING SERVICES

Local Governments have basic responsibilities under the Local Government Act 1999 and other legislation. These include:

- Regulatory activities, such as maintaining the voters roll and supporting the elected members of Council;
- Setting rates, preparing an annual budget and determining longer-term strategic management plans for the area;
- Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm water drainage;
- Street cleaning and rubbish collection;
- Development planning and control, including building safety assessment;
- Various environmental health services, and
- Animal management.

In response to the community's needs, the City of Port Lincoln also provides further services and programs including:

- Library services
- Cemetery
- Civic and community halls
- Immunization programs
- Recycling
- Tourist facilities
- Sporting facilities
- Fire prevention

The City of Port Lincoln are a progressive organisation who strive for Best Practice Customer Service and Satisfaction and to be responsive to the community's changing needs. Feedback from the community is sought through Council's website or Customer Service Feedback Form, (which is available at Council's office and the Library,) and is used to identify opportunities for improvement.

Further information on Council's services can be found on the website www.portlincoln.sa.gov.au

MEASURING PERFORMANCE & PROJECT PRIORITIES

Objectives for the Year 2010 - 2011

- The major projects and capital works planned for the 2010 - 2011 financial year and the Annual Business Plan have been prepared to deliver the following Council objectives for the year as identified in the Strategic Plan 2007-2017.

Recreation & Open Space

- **Wellington Square** - upgrade facilities - *budgeted cost \$244,000*
 - Measure: safety and overall standards improved
- **Centenary Oval** - upgrade changerooms, toilet & canteen - *budgeted cost \$350,000 (deferred from 2009 - 2010)*
 - Measure: all sporting grounds assessed and brought up to standard
- **Stevenson Street Tennis Courts** - redevelopment - *budgeted cost \$378,000*
 - Measure: all sporting grounds assessed and brought up to standard
- **Foreshore** - erect shade sail - *budgeted cost \$25,000*
 - Measure: all sporting grounds assessed and brought up to standard
- **Poole Oval** - contribution to upgrade changerooms and toilets - *budgeted cost \$50,000 (deferred from 2009 - 2010)*
 - Measure: all sporting grounds assessed and brought up to standard

City Image

- **Railway Corridor** - commence fencing and landscaping - *budgeted cost \$50,000*
 - Measure: City of Port Lincoln CBD and arterial road network amenity improved
- **CBD Upgrade** - Liverpool Street from Bligh Street to Porter Street - *estimated cost \$200,000 (PLEC)*
 - Measure: City of Port Lincoln CBD and arterial road network amenity improved

Infrastructure

- **Stormwater upgrades** - Commencement of work on Seaton and Marino Avenues - *budgeted cost \$20,000 - total project to completion estimated \$500,000, to be carried out in 2011-2012*
 - Measure: upgrades to major networks completed in line with storm water management plan

Transport Network

- **Footpath program** - see appendix B - *budgeted cost \$141,966*
 - Measure: footpaths on developed residential streets to meet service levels
- **Road program** - (including kerb and gutter) see appendix A - *budgeted cost \$212,680*
 - Measure: residential roads sealed to meet service levels
- **Road Reseals program** - continued implementation of 10 year plan - *budgeted cost \$200,000*
 - Measure: road reconstruction and reseal program implemented

The Environment

- **Water Reuse** - Stage 3B extension of existing scheme, including Flinders Park, Eyre Park & the Old Mill reserve - *budgeted cost \$322,000*
 - Measure: recycled waste water scheme extended to CBD and foreshore
- **Waste Disposal** - Capping & revegetation of cells 1 & 2 and cell 4 lift, *budgeted cost \$829,997*
 - Measure: improvement of facilities at the Resource Recovery Centre & legislative compliance
- **Waste Management Strategy** - develop waste disposal alternatives outside City boundaries
 - Measure: progress towards joint venture with surrounding Council areas
- **Fire Prevention** - continuous improvement of fire prevention strategies - *budgeted cost \$145,647*
 - Measure: Risk of fire to the City minimised

Community Projects

- **Joint Use Centre** - Council to investigate viability of joint use centre for Library, Community & Visitor Information centre
 - Measure: Business plan for Civic Centre concept developed

Economic Development

- **Sponsor & Promote Events** to attract tourists & visitors to the City - *estimated cost \$191,458*
 - Measure: increased number of visitors to Port Lincoln

Further information about these, or other objectives identified in Council's Strategic Plan, can be viewed on Council's website, which is www.portlincoln.sa.gov.au

Achievements for the Year 2009 – 2010

The following indicates progress on key objectives for 2009 – 2010

Objectives for 2009 – 2010	Description & Progress as at March 2010	Measure & expected progress by June 2010
<p>Recreation & Open Space GOAL: Build a healthy community through the provision of both structured and non-structured recreation and sporting activities, quality facilities and open spaces</p>	<p><u>Centenary Oval</u> – 10% Upgrade Centenary changerooms, canteen & toilets</p> <p><u>Tennis Courts</u> - 100% Undertake repairs to Tennyson Terrace tennis courts</p>	<p>10% - deferred to 2010/11 to minimise disruption to football</p> <p>100% improved facilities and safety at Community recreation and sporting venues</p>
<p>City Image GOAL: Enhance the image and encourage community pride and investment in the City of Port Lincoln through providing a clean, green, pristine environment</p>	<p><u>CBD Upgrade</u> Liverpool Street – deferred to 2010/11 Hallet Place/Lincoln Hwy - 15% PLEC</p>	<p>Dependant on PLEC funding 80%, underground lighting to be completed 2010/11</p> <p>improvements to streetscapes in CBD will enhance the image of the City</p>
<p>Infrastructure & Development GOAL: provide quality public infrastructure and amenities that are safe, functional, welcoming and appealing to the local community, visitors, tourists, industry and commerce</p>	<p><u>Corporate Plans</u> Development and review of Council's Corporate Plans to develop a more integrated approach to managing Council's assets and service delivery</p> <p><u>Storm water Drainage</u> Upgrades to Rodda Ave system - 100% Mallee Park wetlands & Racecourse feasibility – not complete</p>	<p>Plans reviewed and integrated</p> <p>Stormwater management plan currently being reviewed, which includes these locations</p> <p>Stormwater management plan implemented – city wide review undertaken</p>

Objectives for 2009 – 2010	Description & Progress as at March 2010	Measure & expected progress by June 2010
<p>Transport Network</p> <p>GOAL: raise the capacity and efficiency of the city's transport network</p>	<p>Footpath Program Appendix A – 70%</p> <p>Road Program Appendix B – 80%</p> <p><u>Road Reseals</u> Reseal Program</p>	<p>100% budgeted expenditure however reallocation of some jobs has occurred</p> <p>100%</p> <p>Community satisfaction Progressive implementation of 10 year capital works programs as identified in the Strategic Plan 2007-2017</p>
<p>The Environment</p> <p>GOAL: effective management and protection of the city's natural and built environs to ensure ecological sustainability</p>	<p><u>Water Re-use Scheme</u> - 25% further extension – Centenary Oval & Flinders Park</p> <p><u>Resource Recovery Centre</u> – 75% Cell 4 clay lining</p>	<p>50%, Centenary Oval & Foreshore complete, Flinders Park deferred to 2010/11</p> <p>Reduction of water usage by the extension of the recycled waste water scheme</p> <p>100% Improvement of facilities at RRC</p>
<p>Community Projects</p> <p>GOAL: provide facilities, activities and services that support our community</p>	<p><u>Nautilus Theatre</u> – 100% Balcony seating</p> <p><u>North Shields Cemetery</u> – 10% Public Conveniences (deferred from 2008/09)</p>	<p>100% Improved comfort for patrons</p> <p>100% additional and improved public conveniences for the community and visitors</p>

Other achievements in 2009/10 which support the objectives of Council's Strategic Plan are:

- Development of Eyre Park bicycle and walking trail with pedestrian island refuge on Flinders Highway
- Upgrade of Rustlers Gully, Highview Drive and Altair Crescent playgrounds
- Construction of shelter at Ravendale Hockey
- Base preparation work at Mallee Park oval, to be sealed in 2010/11
- Support of Art Prize and Desert to Dunes art exhibition
- Installation of additional street bins
- Recycling awareness campaign to minimize waste to landfill
- Construction of Winters Hill Observation Tower and upgrade of fire access tracks to minimise risk of fire to the City
- Participation in SA Water's shower head exchange program to encourage households to minimise water consumption
- Sponsorship of Youthoria youth café
- Upgrade of Council's kennel facility for short-term animal impoundment
- Library upgrades including SMS reminders, after hours return chute and digitisation of local history collection
- Upgraded access to public toilet from Axel Stenross Museum to cater for people with a disability
- Continued support for major tourism & sporting events

FUNDING THE BUSINESS PLAN

Consistent with the review of the City of Port Lincoln’s Strategic Plan undertaken in 2009, a small operating deficit, after depreciation add backs, capital expenditure and capital revenue is being targeted in 2010 - 2011. The City of Port Lincoln’s long-term financial sustainability is dependent on ensuring that, on average over time, its expenses are less than or equal to its revenue, and this is the position taken in the Strategic Plan Review Financial Forecast.

Operating Surplus Ratio (Target 0% ≤ 15%)

2005 – 2006	8%	2007-2008	0%	Budgeted 2009 –
2006- 2007	8%	2008-2009	5%	2010
				1%

Council’s revenue in 2010 – 2011 is forecast to be \$11,992,497, of which approximately \$7,614,440 is proposed to be raised from general rates, (excluding the Recycling Service Charge and NRM Levy.)

Other sources of revenue for the City of Port Lincoln are:

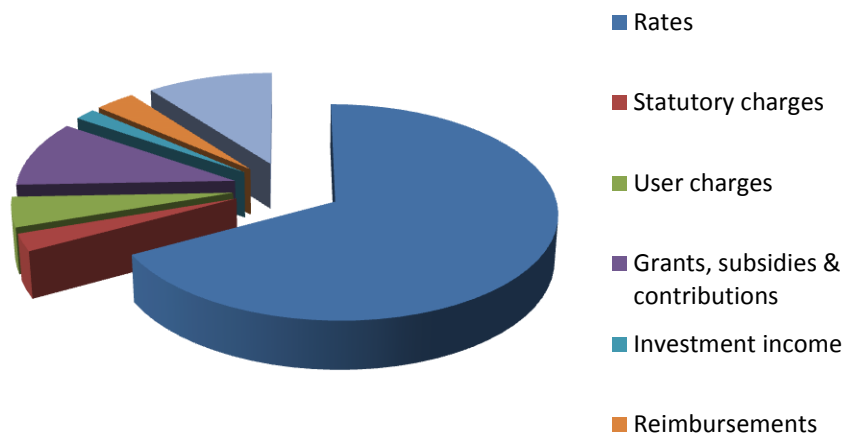
User Pays Charges set by Council – these charges are mainly for Council’s Resource Recovery Centre, but also include private works and other use of Council’s facilities.

Statutory Charges set by State Government – these are fees and charges set by regulation and collected by the Council for regulatory functions such as assessment of development applications and dog registrations. Revenues generally off-set the cost of the service.

Grants, Subsidies and Contributions – The Council normally seeks to attract as much grant funding as possible from other levels of government, and major projects of wider State benefit are usually jointly funded in partnership with the State Government and other relevant parties.

Investment Income – Council invests funds for future maintenance and capital projects in interest bearing accounts.

Based on Council’s December 2009 Budget Review, revenues for the 2009 – 2010 financial year are forecast to be sourced as follows:



IMPACT ON COUNCIL'S FINANCIAL POSITION

It has been identified that the planned capital expenditure for 2010 – 2011 can be met from committed reserve funds and operational revenue, without undertaking any borrowings. Accordingly the level of Council's net financial liabilities ratio is expected to remain at -7% for the 2010 – 2011 financial year.

(Net financial liabilities ratio is a key indicator of the City of Port Lincoln's financial position. It measures Total Liabilities less Financial Assets, i.e. what the Council owes to others less money the Council has or is owed.)

WHAT IT MEANS FOR RATES

The City of Port Lincoln has decided to continue to use **site value** as the basis for valuing land within the council area for the 2009 - 2010 financial year. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The fairness principle of taxation which suggests that individuals should make similar contributions to the cost of providing local government services as they in turn receive similar benefits, in terms of those services provided;
- The efficiency principle, which generally assumes large swings in the value of property, is less likely under the site valuation method.

Within the budget a total general rate income is anticipated to amount to \$7,614,440. This is a 4% increase on the total rate receipts from 2009 - 2010.

Council's rating structure is as follows:

Rates

Council will apply differential rates based on the locality in which the rateable property is situated and described within the Port Lincoln (City) Development Plan, consolidated version dated 21 January 2010:

- A differential general rate of 0.4926 cents in the dollar on the site valuation of land within the Fringe Zone.
- A differential general rate of 0.5474 cents in the dollar on the site valuation of all other land within the area of the City of Port Lincoln excluding the Fringe Zone.

Note the comments in the introduction to this Plan regarding an impending review of the City's residential and fringe zones, and the potential impact on rates in future years.

Fixed Charge

The Council has elected to impose a fixed charge system, rather than a minimum rate, which tends to distort the equity principles of taxation. The fixed charge shall be declared at \$310.00 and will be levied uniformly on all non-contiguous assessments. The fixed charge is levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if the same owner occupies and owns them. The reasons for imposing a fixed charge are:

- The Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities

- The Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property
- The fixed charge system has a lesser proportionate impact on lower income earners than a minimum rate system
- The fixed charge system is more readily understandable than a minimum rate system

Kerbside Recycling Charge

A service charge pursuant to Section 155 of the Local Government Act 1999 will be declared for the Kerbside Recycling Service. The Recycling Annual Service Charge is based on the nature of the service in respect of all land within the area of the City of Port Lincoln to which it provides the Recycling Service (i.e. excludes vacant land and marina berths) and is proposed to be increased as follows:

2010 - 2011	\$45.00
2011 – 2012	\$55.00

The service charge is currently a partial cost recovery of the expenses associated with the handling of recyclable materials, and it is anticipated that in 2011 – 2012 an annual charge of \$55.00 will represent full cost recovery.

Natural Resources Management Levy

The City area falls within the Eyre Peninsula Natural Resources Management Board area and as such the City Council is required pursuant to the Natural Resources Management Act 2004, to raise funds by way of a fixed charge levy to assist in funding the operations of the Board. The fixed charge is imposed as a separate rate upon all properties within the area of the Board.

The City Council is required to collect this revenue and pay the amount collected to the Board. It does not retain this revenue or determine how the revenue is spent, nor does it determine the amount of the levy to be collected. The amount of the levy per property is set by the total amount of funds Council are required to raise for the Eyre Peninsula Natural Resource Management Board (EPNRM). Council has been advised that for the following two years the levy will be applied as follows:

2010-2011	\$55.00
2011 – 2012	\$60.00

Any queries regarding the NRM Levy should be raised with the Eyre Peninsula Natural Resource Management Board – telephone 8682 7555 or website www.epnrm.sa.gov.au

PAYMENT OF RATES

Payment of rates for the year ending 30th June 2010 are proposed to be in quarterly payments on the first Friday of each quarter being 3rd September 2010, 3rd December 2010, 4th March 2011 and 3rd June 2011. A quarterly rates notice will be sent to ratepayers at least 30 days prior to each due date. A ratepayer may also pay their rates in a single instalment due by the 3rd September 2010.

To make bill paying more convenient for customers, the City of Port Lincoln provides the following services for the payment of the rates notice:

- BPAY service using the telephone or Internet. BPAY is available 24 hours a day, 7 days a week. Contact your Bank or financial institution for further details.
- Payment through the mail by posting a cheque with the 'tear off' remittance advice to the City of Port Lincoln
- Payment in person at Council's Offices, Level 1 Civic Centre, 60 Tasman Terrace, Port Lincoln. Cheque, cash and EFTPOS facilities are available
- Payment via Council Website – 'Council Services' Tab, select Property Search Requests and Online Transactions - www.portlincoln.sa.gov.au

Discount for Early Payment of Rates

Council are proposing to offer a 2% discount for payment of rates received in full on or before Friday the 20th August 2010. This discount is not applicable to the NRM Levy or the Recycling Service Charge.

Rate Concessions

The State Government, in providing equity across SA in this area, funds a range of concessions on Council rates. The concessions are administered by various State Agencies who determine eligibility and pay the concession directly to Council on behalf of the ratepayer. Concessions are available only on the principal place of residence.

Ratepayers who believe they are entitled to a concession should not withhold payment of rates pending assessment of an application by the State Government as penalties apply to overdue rates. A refund will be paid to an eligible person if council is advised that a concession applies and the rates have already been paid.

To improve services for concession customers in 2010 - 2011 the Department for Families and Communities (DFC) have implemented a range of initiatives.

Ratepayers can obtain further information about Council Rate concessions by:

- Telephoning the DFC Concessions Hotline on 1800 307 758
- Emailing concessions@dfc.sa.gov.au
- Visiting the website: www.sa.gov.au/concessions where application forms may be downloaded

Remission and Postponement of Rates

Where a ratepayer is suffering hardship in paying rates, they may apply under Section 182 and 182A of the Local Government Act 1999 to partially or wholly remit rates or to postpone rates

In accessing each confidential application Council will give consideration to the following:

- Previous documented Council decisions
- The ratepayer's ability to pay
- The financial circumstances of the applicant where extreme hardship can be demonstrated.

Should a postponement be granted by Council, interest shall accrue on the amount of rates affected by the postponement, at a rate to be determined by Council.

Rebate of Rates

The Local Government Act requires Councils to rebate the rates payable on some land. Specific provisions are made pursuant to Section 160 to 165 for land used for health services, community services, religious purposes, public cemeteries, and educational institutions. This rebate is not applicable to rateable properties owned or managed by community groups holding a licence pursuant to the Liquor Licensing Act 1997.

As per Section 166 and policy 7.63.8 Council also provides some rebates of rates to developers as incentives to encourage continuing building activity and land development in the City. These are in relation to developments in excess of \$1,000,000 being eligible for concession up to 50% of the rate paid in the year following completion. Also subdivision development including strata and community title developments can be eligible for up to 50% rate rebate on unsold new allotments.

Impact on Ratepayers

The City of Port Lincoln has experienced significant growth in property values in recent years, from \$267 million in June 2002 to over \$1.019 billion at June 2010.

Council staff undertake Rates Modelling, based on the total amount of rates revenue Council proposes to raise, applied over the number of assessments, and with varied Fixed Charges.

Council consider, and adopt as part of the budget process, the model which they believe is fair and equitable to the majority of residents, to apply differential rates based on the locality (fringe/other) in which the rateable property is situated and described within the City of Port Lincoln Development Plan.

The City of Port Lincoln does not raise rates on new developments throughout the financial year.

Property valuations will increase or decrease if the land use of the property has changed or if there has been any development on the property, including significant renovations.

Appendix A: Road Construction

Street	Estimated Cost	Description
Proper Bay Road – from Council boundary to Bluefin Road	\$132,520	Kerb LHS, sealed shoulder RHS
Bernard Road – Happy Valley Rd to Hall St	\$41,060	Kerb RHS
Mena Place – from eastern boundary Lot 41 to Alexander Crescent	\$22,100	Kerb RHS
Napoleon Street Car Park	\$17,000	229680

Appendix B: Footpath Construction

Location	Estimated Cost
Lincoln Highway - Flinders Hwy to Bishop St	\$5,000.00
Hallett Place - Lewis St to Light St	\$5,000.00
Hallett Place - Lewis St to Light St	\$25,000.00
New West Road - Tennyson Tce - Hallett Pl	\$2,500.00
Hallett Place - Adelaide Pl to Lewis St	\$11,000.00
New West Road - Tennyson Tce - Hallett Pl	\$9,000.00
Park Terrace - east bdy High School to Telstra Building	\$15,000.00
Park Terrace - Telstra building to Mortlock Tce	\$10,000.00
Mason St - Marina Ave to Tobruk Tce	\$10,714.00
Normandy Place - Flinders Hwy to Alexander Cres	\$24,192.00
Liverpool Street - Coorong St to Bligh St	\$24,560.00