



Asset Management Plan

Car Parks – Commercial

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1. EXECUTIVE SUMMARY

1.1. The Purpose of the Plan

- To demonstrate responsible management
- To communicate and justify funding requirements
- To comply with regulatory requirements

Shoalhaven City Council provides approximately 2824 car spaces spread over 28 locations in the Commercial and retail areas that are critical for the Shoalhaven CBD and commercial centres to function. Many of these business services, rely on the effectiveness and availability of the car parking facilities and are included in the programs and strategies identified in Council's Community Strategic Plan.

Shoalhaven City Council is committed to providing a quality car parking for the benefit of residents, retail and commercial developments, industry and visitors.

This Asset Management Plan is the continuation of an ongoing process to provide a sustainable approach to the management of these assets having regard to the inevitability of limited resources available at the council to continue to ensure the economic, environmental and social sustainability of the city.

The plan recognises the continuous improvements that have been achieved by the council in the development of the city to date and the fact that the existing car parking generally provides a satisfactory level of service to the community at present, except during holiday periods. Realistic targets for service levels, age and renewal demands need to be adopted, as it is appreciated that funding shortfalls based on past target levels are unlikely to be met.

A critical priority for all maintenance will need to be the management of all risk and this plan refers to the city's existing risk management strategy. At the same time, as resources permit, investments need to be made in both rehabilitation and improvement work to protect and maximize the value of past investments by the City in this component of its infrastructure.

The car parks should be considered an asset which has a dual function and should be used to enhance the visual amenity of the retail and commercial areas as well as the practical operational use as a resource to sustain the economic development of the City. They give an opportunity to present a distinctive look to the locality and set a pleasing environment for the business district.

The overall strategy for car parking at the CBD at Nowra and the village of Huskisson is still to be resolved as the details, of relatively recent proposals for multi-storey car parking in Nowra and sites for potential car parking in Huskisson, need to be finalised.

1.2. Asset Description

- There are 28 car parking areas providing approximately 2824 spaces of sealed parking in the city area providing for the commercial and retail development over the city area. Car parks for recreational and community facilities are not included in this Asset Management Plan.

LOCATION	CARPARK NAME	SPACES	DISABLED SPACES
BERRY	ALBERT ST	119	3
BERRY	PRINCESS ST	21	1
BOMADERRY	BUNBERRA ST	50	1
BOMADERRY	COOMEA	25	1
BOMADERRY	RAILWAY STN	60	1
CULBURRA BEACH	WESTON ST	24	1
	"WHITE SANDS"		
HUSKISSON	PARK	49	2
HUSKISSON	OWEN ST	80	2
KANGAROO VALLEY	MOSS VALE RD	30	1
MILTON	MYRTLE	45	1
MILTON	BEHIND IGA	78	2
MILTON	WASON ST	47	2
NOWRA	WORRIGEE ST	179	1
NOWRA	SCHOOL OF ARTS	145	3
NOWRA	COLLINS WAY	144	3
	LAWRENCE AVE /		
NOWRA	KINGHORNE STREET	100	4
NOWRA	OSBOURNE	102	1
NOWRA	STEWART PLACE	288	4
NOWRA	BRIDGE RD	196	3
NOWRA	HAIGH STREET	34	1
NOWRANOWRA	EGANS LANE	252	10
SANCTUARY POINT	KERRY ST	105	2
SUSSEX INLET	NIELSON RD	32	2
SUSSEX INLET	ELLMOOS RD	42	1
ULLADULLA	BOREE ST	170	3
ULLADULLA	ULLADULLA EAST	315	2
	St VINCENT ST		
ULLADULLA	(BOWLING)	90	1
	St VINCENT STREET	Not	
ULLADULLA	(UNFORMED)	Completed	0
ULLADULLA	CIVIC CENTRE	63	1
ULLADULLA	BOREE ST	106	1
VINCENTIA	BURTON ST	51	3

1.3. Levels of Service

Car parking plays a critical and important part in the commercial development providing access for communities to retail, commercial industries and services.

Shoalhaven City Council is committed to providing a quality car parking network for the benefit of residents and visitors. In order to maintain an acceptable level of service there needs to be a focus on the sustainable management of the resources inputs that has produced the current level.

The perceptions of the community on the service levels provided by the car park network normally relate issues such as: -

- Accessibility/location,
- All weather access for vehicles and pedestrians,
- Availability of spaces,
- Period of parking permitted,
- Safety,
- Easy of access,
- Traffic management structures, and
- Visual/environmental attributes.

All of these perceptions can have impact on the satisfaction of criteria for the achievement of Environmental, Economic, Community and Council's image/reputation objectives.

Measurable factors that directly contribute to the ability of the car park to deliver an acceptable level of service typically include:

- Condition of existing surface,
- Proximity to final destination,
- Quality and condition of existing pavement
- Climatic conditions,
- Surface drainage,
- Condition of walking surfaces,
- Traffic volume and percentage of large vehicle usage,
- Gradient and alignment for cars and pedestrians,
- Landscaping and maintenance,
- Availability of shade
- Pavement marking and road signage,
- Area drainage and
- Most importantly, user satisfaction normally measured by number and type of service requests.

Because of the increasing average age of the sealed surfaces the incidence of defects reactive maintenance is increasing at an ever faster rate. The risk in not having target response times, when inspection frequencies are set, could allow some defects to be deferred for a period which may permit to defect to grow beyond a stage where routine maintenance would be the appropriate remedial action. The landscaping and pedestrian areas may require a different approach to the maintenance task as those areas are more weather dependant due to the season affects.

Future decisions on the allocation of adequate resources and funds to maintain affordable levels of service of the car parking network will need to have regard to the Commercial Planning Strategies of the City.

1.4. Future Demand

- Factors influencing future demand include:
 - Traffic growth
 - Commercial development growth
 - Effectiveness of planning strategies
 - The methods for future commercial, retail etc service provision
- Impacts of changing demand on car parking assets include:

- Scarcity of suitable vacant land in close proximity to CBDs suggests that demand will need to be met by multi-storey facilities or more remote 'at grade' car parks.

1.5. Lifecycle Management Plan

For car parks, the lifecycle management plan consists regularly inspections which inform programmed maintenance activities, together with scheduled routine maintenance such as litter collection and garden bed maintenance. Renewal strategies align with other roads-related infrastructure such as pavement resurfacing etc.

1.6. Financial Summary

Assumed life and maintenance actions are required at various timeframes. This does not take into account improvements required by increased development of the city which changes uses and category of the asset.

The car park structure for financial reporting and planning purposes. 100 years

Financial modeling for renewal economic life 70 years

For rehabilitation planning – pavement life 25 to 35 Years

For surface refurbishment or resurfacing
depending on traffic 10 to 12 years

The 10 year Capital Works Program is shown at Attachment 1.

2. INTRODUCTION

2.1. Background

Shoalhaven City Council provides approximately 2824 car spaces spread over 28 locations in the Commercial and retail areas that are critical for the Shoalhaven CBD and commercial centres to function. Many of these business services, rely on the effectiveness and availability of the car parking facilities and are included in the programs and strategies identified in Council's Community Strategic Plan. These include Objective 2.5 - Major town centres that are attractive, vibrant and popular destinations and Strategy 3.2.4 – Plan and advocate for infrastructure improvements to support economic activity and investment.

Shoalhaven City Council is committed to providing a quality car parking for the benefit of residents, retail and commercial developments, industry and visitors.

2.2. Goals and Objectives of Asset Ownership

[This section is incomplete. Content to include

- Reasons and justification for asset ownership
- Links to organisation vision, mission goals and objectives]

2.3. Plan Framework

[This section is incomplete. Content to include key elements of the plan]

2.4. Core and Advanced AM

A 'core' approach is currently being used for the asset management of car parks.

3. LEVELS OF SERVICE

The level of service provided by car parks has not been the subject of a formal community engagement process. Previous parking studies have concentrated on future demand without defining existing levels of service. However, it has been established that demand exceeds supply during holiday peak periods.

3.1. Customer Research and Expectations

With car parking in the commercial areas there have been a number of assumptions about the level of service to be provided in relation to the physical assets and the community and social amenity required to serve the economic and community interest. That is not a function which should be considered in relation to physical maintenance even though it affects the financial inputs and resources needed for routine maintenance activities.

From observations and inspections the public car park infrastructure appears to be well maintained to an acceptable physical condition to fulfill the parking task. This may not be to provide the aesthetic or environmental standard required to satisfy the community and business stakeholders.

Until better data is available on the condition and rate of deterioration of the various sections of the asset it will be difficult to accurately predict the long term financial commitment required to effectively maintain and provide for renewal of the car parking facility. This will be complicated by the need for a CWP to enhance and improve the network to cater on-going planned retail and commercial development within the City.

To monitor strategy performance it is proposed to monitor customer action requests. This will allow any changes in stakeholder feedback to be observed by type and frequency with relation to areas of concern. A concentration by location would be able to be overviewed by the MERIT requests received.

3.2. Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and by Council. Local Authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and

- Support long term financial planning.

Council's objective is to ensure financial strategies underpin Council's asset management policies and strategic. Its goal is to have long term vision for sustainability. In order to do so, the action that can be done is to prepare and review the Council's short and medium term financial plans for Risk Management; Plant & Equipment, Information Technology, Section 94; Asset Management Plans etc

3.3. Legislative Requirements

The operations of commercial car parks is governed by Road Transport (Safety and Traffic Management) legislation regarding regulatory signs and linemarking.

3.4. Current Level of Service

The current levels of service have not been quantified.

3.5. Desired Level of Service

The desired levels of service are yet to be quantified.

4. FUTURE DEMANDS

4.1. Demand Drivers

- Factors influencing future demand include:
 - Traffic growth
 - Commercial development growth
 - Effectiveness of planning strategies
 - The methods for future commercial, retail etc service provision
- Impacts of changing demand on car parking assets include:
 - Scarcity of suitable vacant land in close proximity to CBDs suggests that demand will need to be met by multi-storey facilities or more remote 'at grade' car parks.

4.2. Demand Forecasts

Forecasts for the demand for future car parking have not been finalised.

4.3. Demand Impacts on Assets

Demands are usually impacted by a number of components which includes:

- Population or demographic changes
- Changes in community's expectation
- Changes in usage pattern
- Seasonal variation
- Cyclical variations
- Random variations which cannot be attributed to specific causes

Effective asset utilisation seeks to provide the maximum return on funds invested in assets.

Over-utilisation can cause failure to achieve levels of service due to asset ‘capacity failure’. Under-utilisation of an asset is also a ‘capacity failure’ and represents a lack of demand for the service the asset provides causing a less than cost effective level of utilisation. (International Infrastructure Management Manual, 2011)

4.4. Demand Management Plan

A specific Plan has not yet been developed for car parks. [The commentary below provides some background on this issue.]

[Strategies for ensuring that assets are well utilised include:

- Effective demand forecasting before creating new assets, to ensure asset capacity and demand requirements are matched
- Maximising the asset utilisation by providing other assets to meet the demand or operational asset solutions to improve overall asset capacity and hydraulic performance
- Management of customer demand, to reduce demand for over-utilised assets or vice versa

(International Infrastructure Management Manual, 2011)

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

The planning for infrastructure due to demand is a constant process of review and assessment of existing infrastructure and its ability to cope with increasing demand, versus the need to augment with new infrastructure.

Demand on infrastructure is created through increased utilisation generated from a growing population and changing patterns of behaviour, ranging from social demographics to transport options and solutions. Often this increasing demand will stem from urban or residential growth increasing the utilisation of a range of community infrastructure.

Council develops strategies for demand management on single or groups of affected assets and continues to manage the relationship between existing and new asset requirements in the context of asset management. This demand management also includes asset rationalisation as discussed in this plan.]

4.5. Asset Programmes to Meet Demand

Section 94 projects have been established to provide parking in CBDs. Parking projects that have been completed in the last few years, or are in progress, include:

- Church St Milton
- Albert St Berry
- Graham St, Moss St and McGrath Ave , Nowra

Council has investigated the feasibility of constructing a multi-storey car park at the corner of Worrigee St and Berry, Nowra, to satisfy some demand for all-day car parking.

5. LIFECYCLE MANAGEMENT PLAN

5.1. Background Data

5.1.1. Physical Parameters

[This section is yet to be completed.]

5.1.2. Asset Capacity / Performance

[This section is yet to be completed.]

5.1.3. Asset Condition

[This section is yet to be completed.]

5.1.4. Asset Valuations

[This section is yet to be completed.]

5.1.5. Historical Data

[This section is yet to be completed.]

5.2. Infrastructure Risk Management Plan

For operational activities a Risk Management Procedure was adopted by Council on 18th December 2001 and it includes procedures for Car Parks in commercial and recreational areas. The adopted inspection frequencies are – 4 years for Defects & Condition and 4 monthly for Hazards.

In addition to the above there should be a system which permits the monitoring of performance of the “Management of Risk” which should include a process where the following is to data is collected.

- Condition or standard of the asset to allow the performance of the asset with regard to safety and fulfilling “fit for purpose” requirements to be monitored,
- To have a procedure to ensure that defects are identified and that the responses are within the acceptable reaction times
- To have a procedure where the density of the defects are monitored to determine if the routine maintenance activities are not covering up a latent major defect.

There should be provision for “special inspections” to identify and record any defects which may require a quicker response to suit special events or anticipated higher deterioration levels caused by unexpected incidents. This required by the higher pedestrian access and the mix with motor vehicles.

In some cases, the severity of the risk would need to be verified by inspection and a quicker response may be warranted. This would also apply to the areas of interface between people and vehicles, where the standards of the asset are different for vehicles and people. There could be components which may require different treatments for each stake holder.

The procedure states that it is necessary to regularly review the Procedure to verify that its requirements are reasonably practicable and that it is effective in reducing Council's exposure to liability claims.

Finally in addition to the operational risk management associated with the car park assets consideration and planning must be given to the strategic or business levels of risk.

There are two main risks that Council is facing as follows:

- **Strategic Risk** – Risk managed through Council's annual Risk Management Plan due to the potential affect a failure in this area can have on Council's operations
- **Operational Risk** – Risks that relate to the day-to-day operations of Council. Operational risk arises from inadequate internal controls, inadequate or no documentation, poor planning and implementation, or inadequate supervision.

This risk management section of the asset management plan concentrates on identification of practical risks at the asset level. An assessment of the risks associated with the service delivery of building assets has identified some 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; and
- Evaluates the risk and develops a risk treatment plan for non-acceptable risks.

5.3. Routine Operations and Maintenance Plan

There are a number of approaches which can be taken to extent the useful life of the pavement asset. There should be included a maintenance regime for the pedestrian walkways and landscaped assets. All of the intervention should be at specific times in the life cycle of the asset. The type of treatment to be applied will be determined by the extent of the deterioration, type of defects observed and the aim of the activity to improve the measurement criteria;

- a. Surface resheeting**
 - i. Asphalt overlay
 - ii. Some form of pavement treatment
 - iii. Other forms of vehicle pavement treatment are not particularly pedestrian friendly
- b. Rehabilitation of vehicular pavement**
 - i. Pavement stabilization – mechanical or chemical
 - ii. Overlay with additional pavement material
 - iii. Excavation and replacement with new pavement material
 - iv. The treatment to be adopted should be user friendly to the stakeholder and cause minimum disruption of the use of the facility
- c. Enhancement**
 - i. Minor changes in alignment – Horizontal and/or vertical
 - ii. Changes to improve circulation for better traffic flow.
- d. Pedestrian access walkways.**
 - i. Resurface of rehabilitation treatments – due to surface failures or required for safety reasons
- e. Landscaped or aesthetic maintenance.**
 - i. Major maintenance of vegetation
 - ii. Replacement of trees or shrubs any reason

f. Renewal or improvements.

- i. Full reconstruction to replace to existing facilities to a higher standard.

5.3.1. Operations and Maintenance Plan

The commercial car parks are in a reasonable condition and should be able to fulfill the required task without major upgrading. A strategy has been developed to undertake programmed maintenance and a resealing and heavy patching program for the next seven (7) years. A copy is attached showing funds required for individual car parks on an annual basis.

Landscape maintenance is funded under “Parks Maintenance” allocation in the budget, Car Park landscaping is not a separate allocation of the budget. Funds spent on the Car Park landscaping were approximately \$48,000 in the 2011/12 financial year. This is not considered to provide a satisfactory Level of Service for the aesthetics of the area. Funding of about \$70,000 is required for maintenance of the landscaping in the commercial car parks. It is recommended that the budget structure be changed so that Car park Landscape budget is a line item in Car Park Operations allocations.

5.4. Renewal / Replacement Plan

Surface resheeting

- ii. Asphalt overlay
- iii. Some form of pavement treatment
- iv. Other forms of vehicle pavement treatment are not particularly pedestrian friendly
 - a. Rehabilitation of vehicular pavement**
 - v. Pavement stabilization – mechanical or chemical
 - vi. Overlay with additional pavement material
 - vii. Excavation and replacement with new pavement material
 - viii. The treatment to be adopted should be user friendly to the stakeholder and cause minimum disruption of the use of the facility
 - b. Enhancement**
 - ix. Minor changes in alignment – Horizontal and/or vertical
 - x. Changes to improve circulation for better traffic flow.
 - c. Pedestrian access walkways.**
 - xi. Resurface of rehabilitation treatments – due to surface failures or required for safety reasons
 - d. Landscaped or aesthetic maintenance.**
 - xii. Major maintenance of vegetation
 - xiii. Replacement of trees or shrubs any reason
 - e. Renewal or improvements.**
 - xiv. Full reconstruction to replace to existing facilities to a higher standard.

5.4.1. Renewal Plan

The renewal plan will follow the life expectancy of similar roads-related infrastructure.

5.5. Creation / Acquisition / Augmentation Plan

5.5.1. Selection Criteria

Formal criteria have not yet been determined.

5.5.2. Capital Investment Strategies

Investment strategies have not yet been determined. However, Council has recently resolved to include funding for the multi-storey car park at Worrigea/Berry Sts in the Long Term Financial Plan. The LTFP currently shows the project commencing in 2023/24.

5.5.3. Summary of Future Costs

The construction of a multi-storey car park in Nowra is expected to cost \$20 million in 2023/24.

5.6. Disposal Plan

There are no specific disposal plans for any car parks.

6. FINANCIAL SUMMARY

Currently car parks serving the commercial and retail developments within the urban area are coping with the demand except during holiday and peak periods. The level of service appears to be less than satisfactory for routine maintenance and landscaping of the areas.

Additional funding should be provided to improve the Level of Service to the landscape to enhance the visual amenity of the car parks. The 2012/13 maintenance allocation includes –

CAR PARK ROAD POTHOLES	SQM	200	\$100	\$20,000
CAR PARK ROAD DEEP LIFT AC PATCH	SQM	100	\$200	\$20,000
CAR PARK K&G REPAIRS	LM	20	\$400	\$8,000
CAR PARK SIGNS INSTALL/MAINTAIN	EACH	120	\$200	\$24,000
CAR PARK LINEMARKING/WHEEL STOPS	ITEM			\$10,000
CAR PARK PATH REPAIRS	ITEM			\$8,000
CAR PARK OTHER	ITEM			\$8,000
CAR PARK CLEANING	ITEM			\$99,000
CAR PARK RESEAL PROGRAM	ITEM			\$23,000
				<u>\$220,000</u>

6.1. Financial Statements and Projections

Currently the routine budget for commercial car parking is about \$200,000 each year and additional funds are required for landscape maintenance. Specified maintenance items and resurfacing require additional funds of about \$70,000 per year.

In relation to the amount of section 94 contributions funds which have been received over the life of the plan, it is evident that major improvements and expansion will be on a significantly longer timeframe the originally envisaged in the Contributions Plan. Whilst the commercial centres continue to develop with the developers providing the on-site car parking, Council should progress its strategy of acquiring any land allocated for car parking and develop “on grade” parking.

6.2. Funding Strategy

Programmed maintenance activities are funded in the LTFP. However, although included in 2023/24 of the LTFP, the funding source for the multi-storey car park has yet to be confirmed.

Developer contributions will continue to be collected for the relevant Contributions plan projects.

6.3. Valuation Forecasts

At 30 June 2012, car parks had a replacement cost of \$11 million and a 'depreciated' value of \$8 million. The depreciation rate, for accounting purposes, was set at 2%.

6.4. Key Assumptions Made in Financial Forecasts?

The depreciation rate is 2%.

6.5. Forecast Reliability and Confidence

[This section is yet to be completed.]

7. PLAN IMPROVEMENT AND MONITORING

7.1. Status of AM Practices

'Core' asset management practices are currently applied to car parks.

7.2. Improvement Programme

All sections of this asset management plan which have a notation similar to "this section is yet to be completed" are automatically included in the Improvement Programme so that ultimately 'advanced' asset management principles will be applied to car parks.

7.3. Monitoring and Review Procedures

This asset management plan will be reviewed within 12 months of Council elections and will take into account any changes to the Community Strategic Plan and its associated Delivery Program at that time.

7.4. Performance Measures

These will be completion of tasks in the Improvement Programme.

8. REFERENCES

Contributions Plan – Parking projects
Draft Nowra CBD Master Plan

9. APPENDICES

[Commentary only]

[Appendices may include:

- Levels of service reviews / market research
- Capital expenditure programmes
- Asset data (condition, valuation etc)
- Relevant strategic / tactical plans
- Demand management strategies
- Operating procedures
- Emergency response plans
- Contract information

- Detailed risk analysis
- Project sheets for AM improvement tasks]

10. REVIEW

Typically a plan of this nature should be reviewed every four years, within 12 months of Council elections.

Shoalhaven City Council
Asset Management Plan – Car Parks - Commercial

Attachment 1 – 10 YEAR CAPITAL WORKS PROGRAM – COMMERCIAL CAR PARKS

Car Park project description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Berry - location to be determined	\$80,000						\$300,000			
Albert Court Berry (widen west end)					\$50,000					
Kangaroo Valley Bomaderry										
Nowra CBD Multi-level										\$5,000,000
Nowra CBD land acquisition										
Lawrence Ave/Haigh Ave										
Culburra Shops Stage 2										
Huskisson Sanctuary Pt								\$400,000		
Sussex Inlet (Elmoos Ave)									\$300,000	
Milton North Side (Star Hotel)										
Milton South Side (Wason St)										
Ulladulla CBD - location to be determined										
St Vincents St Ulladulla (Hales/Douglas)										
Car park - renewal other assets	\$10,000	\$11,000	\$12,000	\$13,000	\$14,000	\$15,000	\$16,000	\$17,000	\$18,000	\$19,000
Car park resurfacing	\$60,000	\$63,000	\$66,000	\$69,000	\$72,000	\$75,000	\$78,000	\$82,000	\$86,000	\$90,000

SOURCE OF FUNDS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Loans/Revenue	\$150,000	\$74,000	\$78,000	\$82,000	\$86,000	\$90,000	\$344,000	\$149,000	\$104,000	\$5,039,000
Section 94	\$0	\$0	\$0		\$50,000		\$50,000	\$350,000	\$300,000	\$70,000
Grants/Reserves	\$0									
	\$150,000	\$74,000	\$78,000	\$82,000	\$136,000	\$90,000	\$394,000	\$499,000	\$404,000	\$5,109,000