



The City with Spirit

DEVONPORT CITY COUNCIL
ANNUAL PLAN 2017/18



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Mayor's Message

On behalf of Council it is my pleasure to present the 2017/18 Annual Plan and Budget Estimates.

The Annual Plan outlines how Council is working towards achieving its vision for Devonport to become a thriving and welcoming regional City, living lightly by the river and sea. It builds on the considerable amount of work already undertaken since the Strategic Plan 2009-2030 was adopted, with a strong focus on our economy, environment, quality of life and city governance.

Our community and key stakeholders have provided valuable input into the development of the Strategic Plan 2009-2030. Their vision for our City is reflected in our strategic goals, objectives and the outcomes we hope to achieve during this period.

Aldermen and senior management have identified the key projects and programs of importance to our community, to be delivered over the 2017/18 financial year, in line with our strategic goals.

Planning for the future is a key priority and responsibility of Council for the community. We are focused on enhancing learning & literacy and community arts & culture programs, boosting our economic sustainability and long-term employment solutions, as well as creating a more vibrant and diverse City.

With construction well underway on Stage 1 of LIVING CITY, we look forward to the unveiling of the new car park and food pavilion during this year.

LIVING CITY is much more than buildings. It is a strategic approach to set our City on a path for the future. It will transform our City through the creation of new retail, business/service and waterfront precincts and highlight our region's tourist attractions, arts, food and services.

In addition to LIVING CITY, we will continue to invest in our transport networks, stormwater, sporting and recreation grounds, community facilities and other assets.

Devonport City Council is committed to ensuring our residents, no matter their age, gender or cultural background, live and work in a community they can be proud of and feel they can actively contribute to.

By working together with a shared goal and vision I have no doubt we can achieve great things and Devonport will continue to be a City of opportunity.

We thank you for your interest in our community, Council and our City.

A handwritten signature in black ink, appearing to read 'Steve Martin'.

Steve Martin
MAYOR



General Manager's Summary

This year's Annual Plan provides an outline of the services and programs Council intends to deliver in 2017/18.

At the outset, it is important to recognise that the *Local Government Act 1993* sets the principles for councils to consider as part of its rate setting considerations:

- (1) *A council, in adopting policies and making decisions concerning the making and varying of rates, must take into account the principles that -*
 - (a) *rates constitute taxation for the purposes of local government, rather than a fee for a service; and*
 - (b) *the value of the rateable land is an indicator of the capacity of the ratepayer in respect of that land to pay rates.*
- (2) *Despite subsection(1), the exercise of a council's powers to make or vary rates cannot be challenged on the grounds that the principles referred to in that subsection have not been taken into account by the council.*

The following is a brief overview of the budget estimates.

General Rate

Most ratepayers will again this year have a nil increase in the General Rate applied to their property. Council has during the past 12 months continued a strong emphasis on ensuring that its cost structures are kept under control, and as a result of further improved business efficiencies, has been able to maintain the General Rate at a consistent level for the fourth consecutive year. As a result of the municipal wide revaluation in 2015, Council introduced a change cap for single residential properties which essentially limited any increase. 1,295 properties are still impacted by the change cap, which this year Council has once again set at 10 per cent. There will only be 52 properties still affected by the change cap in the 2018/19 financial year.

Waste Management

Council this year decided to adopt a waste management regime which aligns more with "user pays" principles. In the past the residential collections have been based on a set annual charge, however the non-residential ratepayers were charged a waste management rate based on the value of their property. This has resulted in some ratepayers in the aforementioned category cross subsidising the waste charges for other properties.

To address this inequity, Council has determined all properties will be charged on a consistent basis and the waste management rate will be reflective of the services made available to respective classes of ratepayer. As a result, all residential and primary production properties will incur a waste management charge of \$260 (an increase of \$23 from last year) which will provide for a weekly garbage and fortnightly recycling collection service. All other properties will incur a waste management charge of \$780 which will provide for 3 collections per week (either 3 bins once a week or 1 bin 3 times a week). The new collection arrangements will be phased in over the first 8 months of the year and there will be consultation with each affected property owner where a change to collection frequency or process is planned.



Council has also determined to cap any increase for the non-residential category ratepayer to 10 per cent above what they may have paid last year. Those ratepayers who previously paid significantly more for waste management than the proposed \$780, will receive the benefit of the full reduction on their rates bill from 1 July.

Operational Budget

The budget provides for estimated income of \$38.8 million, with operating expenses of \$39.4 million, resulting in an underlying breakeven position, after adjustments. The operating deficit of \$596,000 is directly impacted by the Federal Government's decision to "bring forward" the first two instalments of the 2017/18 Financial Assistance Grants with payment being received in 2017. Conversely, as a result the advance payment of the FAGs will increase the operating surplus recorded for the year ended 30 June 2017 by around \$1 million. Depreciation of \$8.8 million has been included within the budget as an operating expense.

Capital Works

The total new capital works budget in 2017/18 is estimated to be \$48.9 million, with specific project details provided at pages 46-49. There will also be some carried forward capital projects from the previous financial year which will be updated in September 2017 following 30 June reconciliations.

The following table summarises the areas where the new capital works funding is proposed:

SUMMARY - FUNCTIONAL AREA	New Funding '000 (\$)	Renewals '000 (\$)	Total Capital Works '000 (\$)
Public Space and Recreation	394	365	759
Transport	542	4,523	5,065
Stormwater	466	144	610
Buildings and Facilities	1,388	250	1,638
Plant and Equipment and Information Technology	20	928	948
LIVING CITY	39,900	-	39,900
TOTAL PROPOSED NEW CAPITAL WORKS	42,710	6,210	48,920

The capital works budget of \$6.2 million of renewal projects based on the estimated value of depreciation, reflects an asset sustainability ratio of 70%.



Once again, the major focus in 2017/18 is the continued development and implementation of the LIVING CITY Master Plan. The capital budget provides for \$39.9 million in expenditure for LIVING CITY, being \$39 million to complete Stage 1 and \$900,000 to advance Stages 2 and 3.

Fees and Charges

A detailed schedule of fees and charges is provided on pages 55-72. Parking fees have been maintained at the current level (but will be reviewed in conjunction with the opening of the new CBD carpark currently under construction) and entry charges to the Spreyton Waste Transfer Station for small domestic type deliveries has also been kept at the same amount.

Conclusion

Council must be able to adapt to an ever-changing environment to effectively and efficiently meet the current and future demands of its community. Over the past four years it has done this by identifying ongoing operational savings, which has assisted in developing a conservative budget result for the 2017/18 financial year.

The Annual Plan includes a summary of the Long Term Financial Plan (LTFP) (Appendix A), together with a 5 year Capital Works Program (Appendix B). The LTFP includes Council's conservative estimates of the impact of LIVING CITY, which have been factored into this year's budget.



Paul West
GENERAL MANAGER



The Council



L-R: Ald Jeff Matthews; Ald Tammy Milne; Ald Alison Jarman; Ald Grant Goodwin; Mayor, Ald Steve Martin; Deputy Mayor, Ald Annette Rockliff; Ald Leon Perry; Ald Charlie Emmerton; Ald Lynn Laycock

Local Government elections were last held in October 2014.

All Aldermen are elected for a four year term on an "all in, all out" basis.

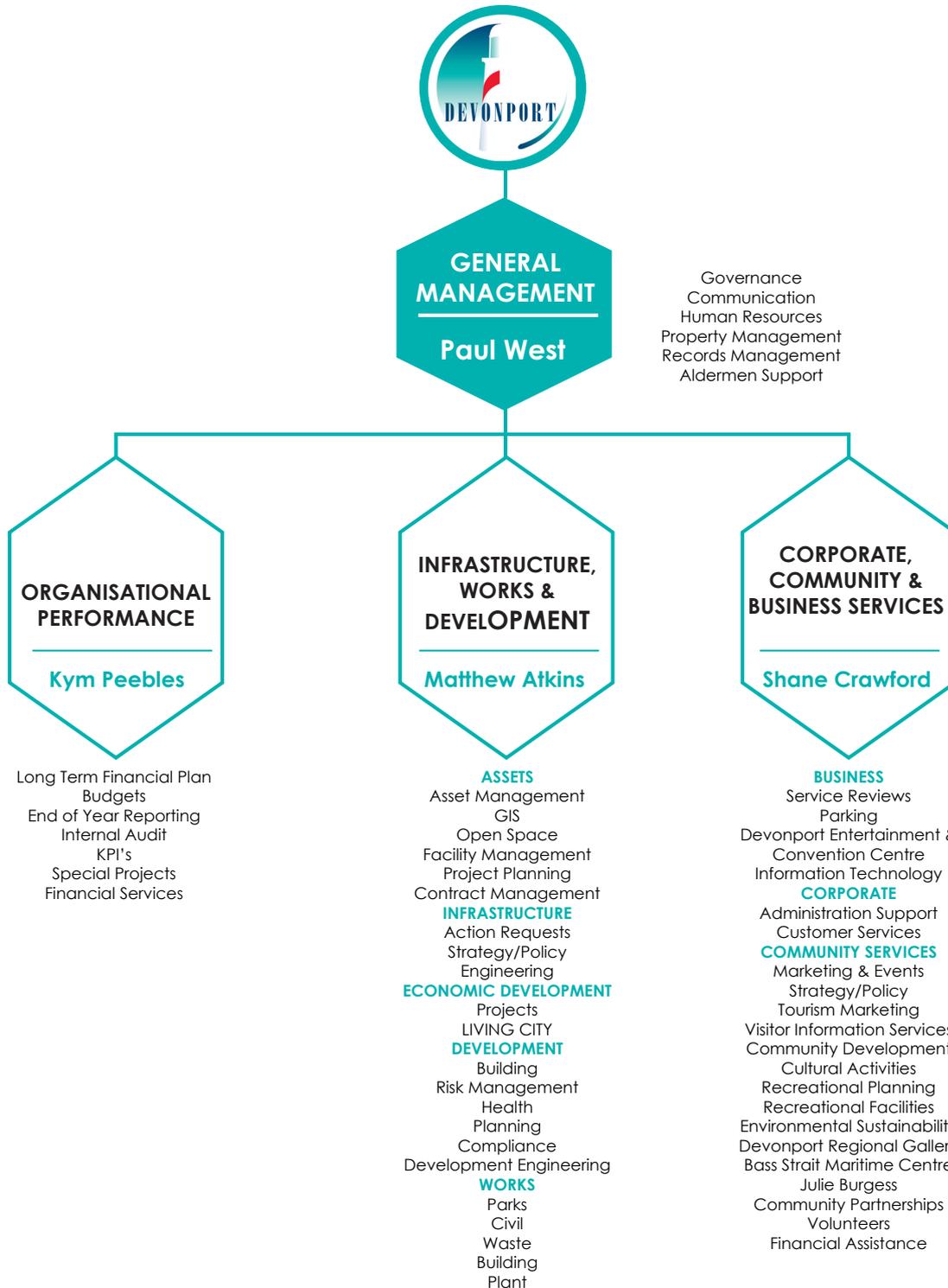
The Mayor and Deputy Mayor are elected by the community as part of the election process and also serve four year terms.

Council's decision making is assisted through formal Council Meetings, Workshops and Section 23 Committees.

Council	Workshops	Planning Authority Committee	Governance, Finance & Community Services Committee	Infrastructure, Works & Development Committee
All Aldermen	All Aldermen	Mayor Martin (Chair)	Ald Rockliff (Chair)	Ald Perry (Chair)
		Ald Emmerton	Ald Emmerton	Ald Goodwin
		Ald Goodwin	Ald Goodwin	Ald Jarman
		Ald Matthews	Ald Jarman	Ald Laycock
		Ald Milne	Ald Martin	Ald Matthews
		Ald Perry	Ald Milne	Ald Rockliff



The Organisation



148 Full Time Equivalent (FTE) staff positions have been budgeted for the 2017/18 financial year. The budget includes 127 Full Time Employees (FTEs) with the balance of FTEs being either Part-Time or Casual employees.



Our Values

Continuous Improvement and Innovation - We will continually evaluate current practices and changing needs to foster an adaptive and innovative environment.

Customer Satisfaction - We will strive to consistently engage and communicate with our internal and external customers to meet desired outcomes.

Leadership - We will embrace a culture of equity and leadership founded on respect, professionalism and integrity to ensure we make strategic decisions today for tomorrow.

Our People - We will respectfully work together by recognising each other's talents, skills, experience and knowledge.

Results and Accountability - We will be results focused and take pride in our successes and efforts and be accountable for our actions.

Strategic Plan

In late 2013, Devonport City Council undertook a review of its Strategic Plan 2009-2030 and sought and received community feedback. The revised Strategic Plan sets Council's future direction to achieve a common vision for Devonport. The revised Plan was adopted by Council on 14 April 2014.

It is a legislative requirement that Council's Annual Plan be consistent with the Strategic Plan. The Corporate Action Plan sets out the actions for 2017/18 against the goals of Council's Strategic Plan.

Council's Strategic Plan will undergo a formal review in the 2018/19 Financial Year.

Mission Statement

A commitment to excellence in leadership and service.

Vision for Devonport

Devonport will be a thriving and welcoming regional City, living lightly by river and sea.

Strong, thriving and welcoming - Devonport is a regional leader with a strong economy. It is a great place to live, work and play.

Valuing the past, caring for the present, embracing the future - We have been shaped by a rich cultural heritage and enthusiastically embrace present challenges and future opportunities.

Engaging with the world - We have an outward focus and send quality products and experiences to the world. We welcome all to share our beautiful City and all it offers.

Living lightly by river and sea - We live lightly on our valued natural environment of clean rivers, waterways, beaches, rich agricultural land and coastal landscapes, so future generations can also enjoy this special place.

Strategic Planning Framework

The Strategic Plan outlines the desired objectives and strategies of the community, which is then subsequently endorsed by Council.

In preparing the Annual Plan and Estimates, Council takes into consideration the Strategic Plan and the normal day-to-day operational activities and requirements. The diagram below depicts the strategic planning framework of Devonport City Council at this time.



Performance Indicators

GOVERNANCE	TARGET
Council decisions made during closed session of Council meetings (%)	<10%
Aldermen attendance at Council meetings (%)	>90%
PERMIT AUTHORITY	TARGET
Time taken to assess building applications (maximum #days from receipt to decision)	7 days
Time taken to assess plumbing applications (maximum #days from receipt to decision)	21 days
Building & plumbing applications decided within required timeframe (% decided)	100%
STATUTORY PLANNING	TARGET
Planning application determination (maximum #days)	42 days
Permitted planning applications (maximum #days)	28 days
Planning applications decided within required timeframe(% decided)	100%
ANIMAL MANAGEMENT	TARGET
Animal complaints actioned within 5 days	100%
FOOD SAFETY	TARGET
Food complaints actioned within 5 days	100%
ROADS	TARGET
Road requests (# requests per 100km roads)	210
Cost of sealed road reconstruction (\$ per sqm)	\$85 per sqm
Cost of sealed local road resealing (\$ per sqm)	\$38 per sqm (40mm hotmix)
WASTE COLLECTION	TARGET
Cost of domestic kerbside garbage bin collection service - excluding landfill disposal charges (\$ per week per property)	\$2.50
Cost of domestic kerbside recyclables bin collection service (\$)	\$2.10 per collection
Total waste to landfill (tonnes)	17,000
Entries to Waste Transfer Station (excluding recycling) (#)	31,000
OPERATIONAL POSITION	TARGET
Adjusted underlying surplus (or deficit) (% of adjusted recurrent revenue)	Between 0-15%
OBLIGATIONS	TARGET
Net interest compared to adjusted recurrent revenue (as % of adjusted recurrent revenue)	5 x Coverage
LIQUIDITY	TARGET
Current assets compared to current liabilities (as % of current liabilities)	1 x Coverage
STABILITY	TARGET
Rates compared to adjusted underlying recurrent revenue (as % of adjusted underlying recurrent revenue)	70%
EFFICIENCY	TARGET
Resignations and terminations as a % of average staff numbers	<10%
INFRASTRUCTURE	TARGET
Asset renewal compared to depreciation (as % of depreciation)	Between 60-100% depreciation

Public Health Goals and Objectives

Council's Strategic Plan requires that integrated health and well-being services and facilities are accessible to all and that quality public and environmental health services are provided within the community.

To assist Council in achieving its strategic objectives and its statutory obligations, the Environmental Health Department is responsible for addressing a range of functions under the *Local Government Act 1993*, *Public Health Act 1993*, *Food Act 2003*, *Burial and Cremation Act 2002* and the *Environmental Management and Pollution Control Act 1994*.

These functions include:

- Food Safety
- Notifiable Diseases
- Public Health Education and Promotion
- Public Health Risk Activities
- Exhumations
- Unhealthy Premises
- Recreational Water Quality
- Disease Prevention and Control
- Air, Water and Soil Pollution
- Places of Assembly
- Immunisations
- On-Site Wastewater Disposal
- Cooling Towers
- Public Health Nuisances
- Environmental Nuisances





Goal 1 - Living Lightly on our Environment

SERVICE PROFILE:

- Public Open Space (provision & maintenance of parks, sports grounds and cemeteries)
- Waste Management (domestic garbage & recycling service)
- Commercial garbage & cardboard service; Waste Transfer Station; Waste Disposal
- Environmental Health Services (pollution monitoring)

KEY DOCUMENTS:

- Energy Efficiency Strategy
- Environmental Sustainability Strategy
- Public Open Space Strategy
- Weed Strategy

Goal 2 - Building a Unique City

SERVICE PROFILE:

- Provision & management of parking, including parking meters, car parks and strategic parking development
- Provision and maintenance of buildings & facilities
- Provision and maintenance of Public Open Space including parks, reserves, sports grounds, cemeteries
- Provision and maintenance of roads
- Provision and maintenance of stormwater
- Building Regulatory Services (Permit Authority)
- Administration of use and development of land

KEY DOCUMENTS:

- Asset Management Policy
- Asset Management Strategy
- Bike Riding Strategy 2015-2020
- Boundary Fencing Policy
- Cemetery Strategy 2011-2030
- Commemorative Seat Policy
- Devonport Interim Planning Scheme
- Dilapidated Buildings Policy
- Driveway Policy
- Parking Strategy
- Pedestrian Strategy 2016
- Public Lighting Strategy
- Road Network Strategy 2016
- Signage Strategy 2017-2022
- Stormwater Strategy
- Subdivision Maintenance Bond Policy
- Subdivision Outstanding Works Bond Policy
- Tree Policy

Goal 3 - Growing a Vibrant Economy

SERVICE PROFILE:

- Marketing & Events (City & retail promotions; integrated tourism & marketing promotion & advertising; strategic marketing)
- Economic Development/LIVING CITY
- Planning Services (strategic land use planning)

KEY DOCUMENTS:

- Digital Strategy 2017-2021
- Events Strategy 2016-2020
- Retail Strategy
- Rooke Street Mall Policy
- Tourism Development Strategy 2009-2019



Goal 4 - Building Quality of Life

SERVICE PROFILE:

- Buildings & Facilities
- Environmental Health Services
- Community Development
- Community Financial Assistance
- Recreation Development
- Recreation Facilities
- Cultural & Heritage Facilities
- Marketing & Events
- Visitor Information Centre

KEY DOCUMENTS:

- Art Collection Policy
- CCTV Strategy
- Community Engagement Policy
- Community Safety Strategy 2015-2018
- Dog Management Policy
- East Devonport Community Plan
- Financial Assistance Policy
- Home Hill Strategic Plan 2015-2018
- Live and Learn Strategy
- Recreation Strategy
- Sponsorship Policy
- Street Trading Policy
- Volunteer Strategy 2015-2019

Goal 5 - Practicing Excellence in Governance

SERVICE PROFILE:

- Corporate Operations (financial accounting & reporting; revenue; supply services; risk management; work health & safety; Aldermen & executive support; continuous improvement; governance management; property management administration; IT & records management; human resources & payroll)
- Emergency Management

KEY DOCUMENTS:

- Annual Plan
- Annual Report
- Strategic Plan
- Audio Recording Policy
- Community, Childcare and Commercial Lease Policy
- Model Code of Conduct Policy
- Code for Tenders and Contracts
- Complaint Handling Policy
- Council Committees Policy
- Credit Card Policy

- Customer Service Charter
- Dealing with Difficult Customers Policy
- Equal Employment Opportunity & Diversity Policy
- Financial Management Strategy 2027
- Fitness for Work Policy
- Gifts and Benefits Policy
- Harassment, Bullying and Anti-Discrimination Policy
- Investment Policy
- Payment of Aldermen's Allowances, Expenses and Provision of Facilities Policy
- Personal Information Protection Policy
- Purchasing Policy
- Rates and Charges Policy
- Related Parties Disclosure Policy
- Recruitment and Selection Policy
- Risk Management Framework
- Sport and Recreation Groups Lease Policy
- Public Interest Disclosures
- Public Land Register



Corporate Action Plan

DEVONPORT IS AN ENERGY EFFICIENT CITY

Lead and actively promote the adoption of practices that support the sustainable use of energy and other natural resources by Council, businesses and the community

- Implement energy efficiency actions as outlined in the Environmental Sustainability Strategy

SUSTAINABILITY IS PROMOTED AND INTEGRATED ACROSS ALL SECTORS

Support the conservation and maintenance of biodiversity corridors including coastal landscapes and preserve areas of remnant vegetation

- Support the establishment of local groups and schools to assist with conserving biodiversity

DEVONPORT IS AWARE AND ACTIVE ON HOW TO LIVE LIGHTLY

Identify and implement initiatives to educate and encourage our community on opportunities to "live lightly"

- Establish an Environmental Committee of Council, comprising community stakeholders

OUR WASTE AND POLLUTION IS REDUCED

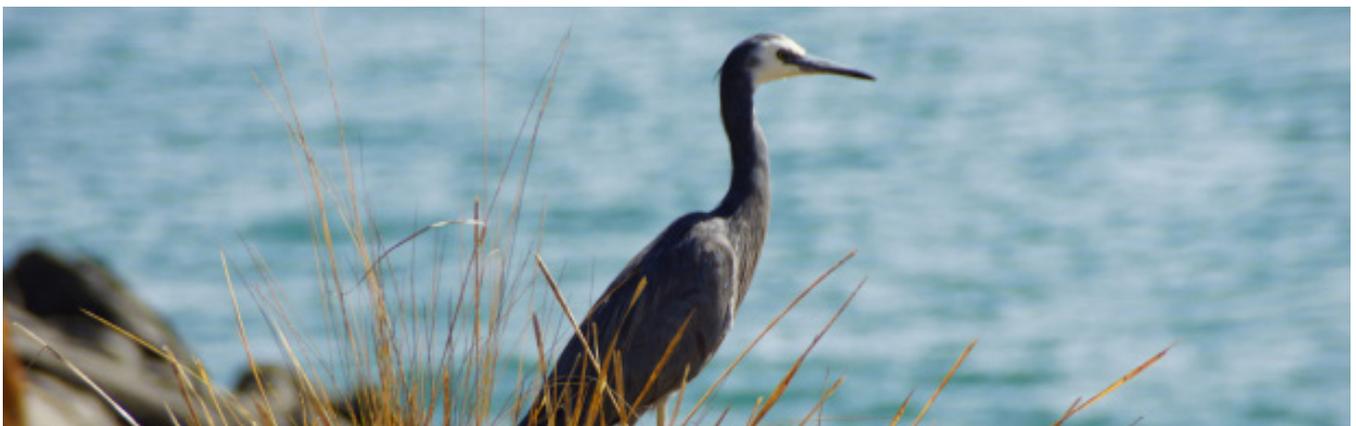
Facilitate and where appropriate, undertake improvements in waste and recycling collection, processing services and facilities

- Implement improved waste management collection arrangements in the commercial/ industrial areas of the City

WATER IS ACTIVELY CONSERVED

Lead and promote water conservation and re-use initiatives within Council and the community

- Investigate water meter consolidation opportunities on Council owned or controlled land





COUNCIL'S PLANNING SCHEME PROVIDES RATIONAL AND PRACTICAL CLUSTERING OF COMMON PROPERTY USES, AND FACILITATES APPROPRIATE DEVELOPMENT

Provide high quality, consistent and responsive development assessment and compliance processes

- Consider the accuracy and effectiveness of the interpretation and application of the new Tasmanian Planning Scheme and the Local Provisions Schedule

Work in partnership with neighbouring councils, State Government and other key stakeholders on regional planning and development issues

- Develop the Local Provisions Schedule for Devonport in accordance with Tasmanian Planning Scheme requirements

THE DEVONPORT BRAND SUPPORTS OUR MARKETING AND DEVELOPMENT EFFORTS

Develop an integrated approach to local branding in partnership with business and community groups

- Investigate the development of a new interactive website for visitors

THE INFRASTRUCTURE PRIORITIES TO SUPPORT THE DEVELOPMENT OF OUR UNIQUE CITY ARE PLANNED AND APPROPRIATELY FUNDED AND MAINTAINED

Provide and maintain roads, bridges, footpaths, bike paths and car parks to appropriate standards

- Investigate and consider options for drivers to access details of their infringements on Council's website
- Review unpaid infringement follow up process, including payment options
- Review zone parking (Loading Zones, Taxi Zones, Truck only Zones) including time limits, provision and location, and provision of motor bike parking
- Develop and adopt Street Design Guidelines for urban streets
- Undertake the reconstruction of identified roads, including Buster Road, Torquay Road, Saleyard Road, Bishops Road, Formby Road and Devonport Road

Provide and maintain stormwater infrastructure to appropriate standards

- Continue to develop hydraulic modelling for the stormwater network
- Continue to review and update Council's Stormwater Strategy
- Undertake Stage 7 of the William Street stormwater catchment upgrade

Provide accessible and sustainable parks, gardens and open spaces to appropriate standards

- Review and update the Pioneer Park Master Plan

Develop and maintain long term Strategic Asset Management Plans and Capital Improvement Program

- Continue to review and update Council's Asset Management Plans and develop a summary document to provide a high-level overview of Council's assets



PROMOTE THE DEVELOPMENT OF THE CBD IN A MANNER WHICH ACHIEVES THE LIVING CITY PRINCIPLES PLAN

Develop and implement a CBD Master Plan aligned to the key LIVING CITY principles based on community engagement outcomes

- Develop an implementation action plan for the conference centre facility including pricing structure and marketing strategies
- Relocate the Devonport Regional Gallery and visitor information services into an upgraded facility within the Devonport Entertainment & Convention Centre
- Finalise construction of LIVING CITY Stage 1 in accordance with funding model and agreed design parameters

Develop and implement a CBD Master Plan aligned to the key LIVING CITY principles based on community engagement outcomes

- Identify opportunities to attract Government funding to advance the LIVING CITY Waterfront Precinct

Implement initiatives to encourage private investment aligned with the outcomes of the LIVING CITY Master Plans

- Following an Expression of Interest (EOI) process, select a suitable developer for the proposed waterfront hotel and negotiate suitable terms for the sale of the land





DEVONPORT IS THE RETAIL AND SERVICE CENTRE FOR NORTH WEST TASMANIA

Market and promote the City and its potential as a regional business hub

- Identify and pursue opportunities to form collaborative relationships with business and retailers
- Identify opportunities to develop a business incubator hub for Devonport

Manage strategic urban development initiatives that supports the importance of the CBD and reduces fragmentation

- Progress retail stages of the LIVING CITY Master Plan

DEVONPORT'S THRIVING VISITOR INDUSTRY IS DEVELOPED AROUND THE WATER, NATURAL BEAUTY, LOCATION AND AGRICULTURAL ADVANTAGES OF THE AREA

Support tourism through the provision of infrastructure and facilities

- In accordance with the Digital Strategy, create or promote digital resources and services that benefit the retail, tourism and hospitality sectors

Support regional tourism development through productive relationships with regional partners and State and Federal Government

- Consider actions from the Destination Marketing Plan
- Review current and potential booking systems to maximise productivity and increase revenue at the Visitor Information Centre
- Work with relevant partners to provide and encourage industry operators to take part in familiarisation, skills development and training

Facilitate a pro-active approach by business to enhance tourism opportunities

- Engage and promote North West Tasmanian artists in delivering public programs and showcasing work in Council facilities

Promote our natural environment including rivers, coast and the port to underpin tourism opportunities

- Develop dedicated boat trailer and RV parking in Victoria Parade

Support festivals, events and attractions that add value to the City's economy

- Assess current event sites and potential future event site options to meet future requirements
- Develop investment frameworks for all Council run events

Provide visitor information and interpretive services through well designed and managed facilities

- Investigate options for an information database for customer service



ACCESS IN TO, OUT OF, AND AROUND THE CITY IS WELL PLANNED AND MANAGED

Improve the City's physical access and connectivity

- Conduct an audit of the very high and high walkability areas within the City
- Investigate and develop improved traffic management for locations within the road network with known access and connectivity issues

Develop and maintain a high profile City entrance and streetscape that enhances and maintains its character

- Consider improvement options that will enhance entrances to the City

MODERN COMMUNICATION TECHNOLOGY IS USED TO IDENTIFY AND DELIVER NEW OPPORTUNITIES

Advocate for state of the art Information Communication Technology (ICT) infrastructure development

- As part of the development of the new Multi-Purpose Building, work with other tenants to ensure ICT is coordinated and based on best use of resources

OUR ECONOMIC PROGRESS CONTINUOUSLY IMPROVES

Work in partnership with industry and the government to pursue opportunities which address impediments and foster economic development in the area

- Actively participate in the development of a Futures Plan by the Cradle Coast Authority

Develop and support a culture of excellence in innovation and life-long learning to enhance employment opportunities

- Support initiatives that encourage learning





SPORT AND RECREATION FACILITIES AND PROGRAMS ARE WELL PLANNED WITH STRONG PARTICIPATION

Provide sport, recreation and leisure facilities and programs to meet the needs of the community

- Progress the opportunity for staging the inaugural Tasmanian Masters Games in 2018
- Facilitate and develop health and wellbeing programs for senior citizens

Enhance and increase the utilisation of sport and recreation facilities

- Increase visitor and participation numbers at Council's Recreation Centres

Promote passive recreational usage including walking, bike paths, trails, parks and playspaces

- Develop an outdoor gymnasium in East Devonport (subject to securing grant funding)

Manage sport and recreation facilities to ensure appeal, safety and accessibility

- Utilise the Sporting Precinct Master Plan to prioritise for future grant opportunities relating to sporting infrastructure

Encourage multi- use of open space and facilities and ensure the terms and conditions of any licences or user agreements achieve a positive outcome for the community

- Review and update sports grounds and reserves booking procedure
- Review and update user group manual for Council's Recreation Centres
- Develop a Mersey Bluff Precinct Plan

Build capacity of the sport and recreation sector and ensure community involvement in planning sport and recreation facilities

- Develop and implement an online sporting portal, providing the community with relevant information regarding sport and recreation opportunities in Devonport

A VIBRANT CULTURE IS CREATED THROUGH THE PROVISION OF CULTURAL ACTIVITIES, EVENTS AND FACILITIES

Acknowledge, preserve and celebrate local art, culture and heritage

- Investigate a cultural festival to recognise cultural diversity and to bring together different cultures in accordance with the East Devonport Community Plan
- Exhibit emerging and early career artist exhibitions, including one childrens focussed exhibition
- Deliver four public programs which promote and engage participants in Devonport's rich cultural heritage
- Prepare a conservation plan for the Pioneer Park Cemetery



Cultural facilities and programs are well planned and promoted to increase accessibility and sustainability, active engagement and strong participation for the benefit of current and future generations

- Develop a city-wide creative strategy
- Exhibit five state and national touring exhibitions
- Investigate options for the former Devonport Regional Gallery building following relocation to new facility
- Develop a branding and marketing strategy for the new contemporary Arts Centre
- Provide exhibitions at the Bass Strait Maritime Centre which encourage repeat visitation
- Support the development of a cultural heritage interpretation trail

OUR COMMUNITY AND VISITORS ARE SAFE AND SECURE

Provide and promote effective management of animals within the community

- Assist the community with control of domestic animals through education and enforcement as appropriate

Support activities that encourage safe and responsible community behaviour

- Develop a master plan for the park in Morris Avenue/Chichester Drive area focussed on increasing community use

Facilitate and support a collaborative approach to community safety

- Review existing permanent camera locations for suitability and identify areas for future growth of the network including upgrading where required, in accordance with CCTV Strategy

EDUCATION AND LEARNING IS ACCESSIBLE AND RESPONSIVE TO OUR NEEDS

Support the provision of facilities and services that encourage lifelong learning, literacy and meet the information needs of the community

- Raise awareness of, or expand the role of, community facilities/services and other relevant public infrastructure to act as key digital hubs to increase skills and access emerging technology in line with Digital Strategy
- Deliver Festival of Learning

INTEGRATED HEALTH AND WELL-BEING SERVICES AND FACILITIES ARE ACCESSIBLE TO ALL

Development of partnerships between all levels of government, the private and not for profit sectors, that deliver innovative solutions to complex needs and issues in conjunction with the community

- Continue to deliver Read Devonport Literacy Program



AN ACTIVE, CONNECTED, EMPOWERED COMMUNITY PROMOTES AND VALUES DIVERSITY AND EQUITY

Develop and implement a Community Development Framework that strategically strengthens community ties and opportunities

- Develop a Community Development Framework

Encourage and provide information and opportunities for active participation in community life

- Develop and deliver Seniors Week, Volunteer Week, Harmony Week and International Women's Day activities and events

Attract and promote equitable distribution and sharing of financial and other resources throughout the community

- Operate a merit based community financial assistance grants program

Advocate for and provide access to quality services, facilities, information and activities that assist the frail, aged, people with disabilities and their carers to engage in all aspects of community life

- Ensure the adequate provision of disabled parking bays in convenient locations within the City
- Review pricing for Disabled Parking bays

Support initiatives that foster community harmony and which values and celebrates diversity

- Develop an initiative that engages artists living with a disability
- Recognise and promote the indigenous culture and art of the region

YOUNG PEOPLE ARE RECOGNISED, VALUED AND CONNECTED TO THE COMMUNITY, ALLOWING THEM TO REACH THEIR FULL POTENTIAL

Promote programs that encourage youth participation, engagement in decision making, development and leadership

- Develop an art initiative that engages young people to deliver a public art piece or creative event

Assist in the development, promotion and celebration of youth

- Promote National Youth Week through the delivery of workshops and the annual Reclaim the Lane event



REGIONAL COOPERATION IS ACHIEVED THROUGH PURPOSEFUL PARTICIPATION

Promote open communication and cooperation with local and state governments in regional initiatives

- Be an active participant at the regional level through input into programs and activities facilitated through the Cradle Coast Authority

Pursue opportunities for cooperative initiatives including resource sharing with other councils, organisations and community groups

- Consider outcomes from the Cradle Coast Shared Services Project

Represent and promote Council at regional, state and national forums

- Be an active participant at the state level through the Local Government Association of Tasmania

ACTIVE AND PURPOSEFUL ENGAGEMENT AND PARTICIPATION IS INTEGRAL TO OUR WORK

Review policies and implement initiatives to ensure meaningful, two-way communication and consultation with the community

- Undertake community consultation where appropriate to ascertain views and input to Council decision making

Develop an integrated approach to promoting, marketing and supporting a culture of "volunteerism" in our community

- Develop and deliver a volunteer recruitment marketing campaign

COUNCIL EMPLOYS BEST PRACTICE GOVERNANCE

Review and amend governance structures, policies and procedures to adapt to changing circumstances

- Develop a program to raise awareness of the Intergrity Commission's 'Speak Up' campaign, which encourages ethical workplace behaviour, using recommendations from the 'Fostering Integrity: Report on the implementation of Speak Up in the Tasmanian Public Sector'

Encourage increased community participation in Council elections

- Deliver an awareness campaign for Council elections due in October 2018

Integrate business excellence principles and continuous improvement behaviours into the culture of the organisation

- Undertake training to support and promote continuous improvement activity and philosophy across the organisation

COUNCIL IS RECOGNISED FOR ITS CUSTOMER SERVICE ETHOS

Provide timely, efficient, consistent and quality services which are aligned with and meet our customers needs

- Investigate sending rate reminder notices via electronic means

Monitor and evaluate Council's service standards

- Investigate self-serve customer service options
- Investigate and develop measures for reporting on efficient and effective customer service



COUNCIL'S SERVICES ARE FINANCIALLY SUSTAINABLE

Provide financial services to support Council's operations and meet reporting and accountability requirements

- Implement Australian Taxation Office reporting requirements in regard to government grants and payments
- Review and update direct debit payment arrangements

Ensure comprehensive financial planning to meet sustainability requirements

- Review Council's Long Term Financial Strategy

Ensure revenue modelling meets Council's funding requirements to provide equitable pricing relevant to services delivered

- As part of the annual budget process, review fees and charges and rate modelling processes

RISK MANAGEMENT IS A CORE ORGANISATIONAL FOCUS

Ensure safe work practices through adherence to Work Health and Safety standards

- Review identified improvement areas in the Health and Management System

Integrate risk management principles into all business practices

- Assess and implement where appropriate, recommendations from the Municipal Association of Victoria (MAV) Annual Risk Service

Provide internal and external audit functions to review Council's performance, risk management, financial governance and reporting

- Develop and implement an internal safety auditing process in accordance with the Safety Management Plan
- Support the activities of Council's Audit Panel

SKILLED, ENGAGED AND MOTIVATED STAFF HAVE A SUPPORTIVE ENVIRONMENT

Provide opportunities for the development of Council employees

- Develop a training calendar focussed on employee skill development

INFORMATION MANAGEMENT AND COMMUNICATION ENHANCES COUNCIL'S OPERATIONS AND DELIVERY OF SERVICE

Provide efficient, effective and secure information management services that support Council's operations

- Implement Asset Management software linked to Council's Long Term Financial Strategy

Ensure access to Council information that meets user demands, is easy to understand, whilst complying with legislative requirements

- Review all relevant rating forms and transition to electronic based documents available on website



BUDGET INFORMATION

Service Unit Summary Report

Community Development

- Administration costs associated with maintaining and providing community development services to the community

	2018 Budget	2017 Budget
Income	21,520	11,373
Expense	(779,466)	(759,303)
Net Operating Surplus/(Cost)	(757,946)	(747,930)

Community Financial Assistance

- Targeted financial assistance and funding for not for profit community organisations
- In kind support
- Partnership Agreements

	2018 Budget	2017 Budget
Income	-	-
Expense	(319,388)	(414,410)
Net Operating Surplus/(Cost)	(319,388)	(414,410)

Devonport Regional Gallery

- Operation of Gallery
- Maintenance & conservation of the Devonport Art Collection
- Exhibitions
- Education & Public Programs
- Biennial Tidal: City of Devonport Art Award
- Art Storage Facility

	2018 Budget	2017 Budget
Income	104,600	83,500
Expense	(632,297)	(550,780)
Net Operating Surplus/(Cost)	(527,697)	(467,280)

Recreation Development

- Provision and maintenance of recreation facilities and events to the community
- Coordination of sports ground bookings
- Facilitating current and future sport and recreation needs
- Targeted programs

	2018 Budget	2017 Budget
Income	29,300	31,471
Expense	(431,380)	(518,876)
Net Operating Surplus/(Cost)	(402,080)	(487,405)

Devonport Recreation Centre

- Operation of Centre (maintenance, bookings, daily operations)
- Membership support and promotion

	2018 Budget	2017 Budget
Income	97,000	93,700
Expense	(507,595)	(465,452)
Net Operating Surplus/(Cost)	(410,595)	(371,752)

East Devonport Recreation Centre

- Operation of Centre (maintenance, bookings, daily operations)
- Function Centre (bookings, operations and promotion)

	2018 Budget	2017 Budget
Income	26,500	26,500
Expense	(135,937)	(135,127)
Net Operating Surplus/(Cost)	(109,437)	(108,627)

Devonport Aquatic Centre

- Management of contract with Belgravia for 'Splash' Devonport Aquatic & Leisure Centre

	2018 Budget	2017 Budget
Income	307,969	453,900
Expense	(1,561,910)	(1,539,156)
Net Operating Surplus/(Cost)	(1,253,941)	(1,085,256)

Marketing & Events

- City and retail promotions
- Integrated tourism and marketing promotion and advertising
- Development and delivery of Events Program
- Strategic marketing
- Assistance for Council supported events

	2018 Budget	2017 Budget
Income	156,480	107,500
Expense	(704,022)	(744,905)
Net Operating Surplus/(Cost)	(547,542)	(637,405)

Visitor Information Centre

- Operation of Centre
- Delivery of visitor information services
- Reservations and bookings

	2018 Budget	2017 Budget
Income	90,500	85,000
Expense	(410,654)	(370,273)
Net Operating Surplus/(Cost)	(320,154)	(285,273)

Bass Strait Maritime Centre

- Operation of Centre
- Exhibitions and public programs

	2018 Budget	2017 Budget
Income	109,480	100,000
Expense	(521,871)	(572,007)
Net Operating Surplus/(Cost)	(412,391)	(472,007)

Devonport Entertainment & Convention Centre

- Operation of Centre

	2018 Budget	2017 Budget
Income	220,000	230,250
Expense	(983,345)	(934,741)
Net Operating Surplus/(Cost)	(763,345)	(704,491)

Julie Burgess

- Operation of the vessel
- Maritime heritage promotion

	2018 Budget	2017 Budget
Income	84,625	41,290
Expense	(127,548)	(108,888)
Net Operating Surplus/(Cost)	(42,923)	(67,598)

Home Hill

- Maintenance and support for the upkeep of the property
- Promotion of Home Hill

	2018 Budget	2017 Budget
Income	-	-
Expense	(86,545)	(93,430)
Net Operating Surplus/(Cost)	(86,545)	(93,430)

Buildings & Facilities

- Provision and maintenance of building assets and facilities
- Service assistance

	2018 Budget	2017 Budget
Income	-	-
Expense	(360,569)	(321,888)
Net Operating Surplus/(Cost)	(360,569)	(321,888)

Public Open Space

- Provision and maintenance of parks and reserves
- Provision and maintenance of sports grounds
- Provision and maintenance of cemeteries

	2018 Budget	2017 Budget
Income	244,000	249,000
Expense	(4,747,966)	(4,867,439)
Net Operating Surplus/(Cost)	(4,503,966)	(4,618,439)

Roads

- Provision and maintenance of road and transport assets
- Service level compliance

	2018 Budget	2017 Budget
Income	-	-
Expense	(7,246,905)	(6,926,999)
Net Operating Surplus/(Cost)	(7,246,905)	(6,926,999)

Stormwater

- Provision and maintenance of stormwater and drainage assets and infrastructure
- Service level compliance

	2018 Budget	2017 Budget
Income	-	-
Expense	(1,942,017)	(1,857,002)
Net Operating Surplus/(Cost)	(1,942,017)	(1,857,002)

Waste Management

- Domestic garbage and recycling service
- Commercial garbage and cardboard service
- Waste Transfer Station operations
- Waste disposal

	2018 Budget	2017 Budget
Income	5,586,060	5,317,242
Expense	(5,847,721)	(5,492,381)
Net Operating Surplus/(Cost)	(261,661)	(175,139)

Building Regulatory Services

- Building Permit Authority (drainage and building)
- Permit advice/guidance
- Administration and enforcement of building standard and legislative compliance

	2018 Budget	2017 Budget
Income	161,680	161,641
Expense	(219,773)	(275,475)
Net Operating Surplus/(Cost)	(58,093)	(113,834)

Planning Services

- Strategic land use planning
- Administration of use and development of land
- Development assessment
- Advice on planning conditions
- Planning Scheme administration

	2018 Budget	2017 Budget
Income	330,200	305,171
Expense	(763,360)	(800,646)
Net Operating Surplus/(Cost)	(433,160)	(495,475)

Environmental Health Services

- Immunisations
- Premises inspection (food, cooling towers, skin penetration, place of assembly, street trading)
- Pollution monitoring
- Food licencing
- Legislative compliance/enforcement
- Complaint investigations
- Animal control

	2018 Budget	2017 Budget
Income	235,500	228,171
Expense	(687,413)	(748,230)
Net Operating Surplus/(Cost)	(451,913)	(520,059)

Corporate Operations

- Corporate Administrative Services
- Accounting
- Corporate Revenue
- Risk Management
- Governance
- Information Technology
- Human Resources
- Property Management

	2018 Budget	2017 Budget
Income	25,102,602	25,483,593
Expense	(3,623,863)	(3,884,021)
Net Operating Surplus/(Cost)	21,478,739	21,599,572

Parking

- Provision and management of parking meters
- Provision and management of car parks
- Monitoring and enforcement of parking time zones
- Animal licencing

	2018 Budget	2017 Budget
Income	2,439,600	2,692,500
Expense	(1,627,684)	(1,468,006)
Net Operating Surplus/(Cost)	811,916	1,224,494

Economic Development

- Economic Development initiatives
- LIVING CITY

	2018 Budget	2017 Budget
Income	810,000	623,500
Expense	(2,484,061)	(1,883,239)
Net Operating Surplus/(Cost)	(1,674,061)	(1,259,739)

OVERALL TOTAL

(595,674)

592,628

Financial Budget at a Glance

The 2017/18 budget incorporates \$88,350,194 in estimated operational and capital expenditure and includes the construction of Stage 1 of the LIVING CITY project.

Budget Summary	\$
Operational Budget	
Income	38,833,820
Expenditure	(39,429,494)
Operating Surplus/(Deficit)	(595,674)
Underlying Result	0
Capital Budget	
Asset Renewal	6,209,850
New/asset upgrade projects	42,710,850
Total Capital Budget	48,920,700
External Funding	
Capital Grants excluding LIVING CITY	1,211,868
Capital Grants and Capital Contributions for LIVING CITY	7,499,250

Key Expenditure Allocations (inclusive of Federal and State Funding)

- \$39,900,000 to complete construction of Stage 1 of LIVING CITY
- \$1,300,000 to integrate the Art Gallery and visitor services into existing Entertainment and Convention Centre
- \$750,000 to continue the reconstruction of Buster Road
- \$480,000 for work on Bishops Road
- \$400,000 to continue the reconstruction of Torquay Road
- \$217,400 for new fitness equipment in East Devonport (subject to funding)

The budget reflects Council's priorities for the operational and capital programs for the 2017/18 financial year.

The estimated operating deficit of \$595,674 is impacted by the Federal Government's decision to pre-pay two instalments of the Financial Assistance Grant in the 2016/17 year expected to be approximately \$1 million. This decision inflates the 2016/17 surplus, however the grant funds will be spent in the 2017/18 year. Despite the pre-payment, Council estimates it will deliver a break even underlying result, in line with previous years. The delivery of consistent underlying breakeven results reflects Council's strong financial position and is the culmination of the past 4 years' focus on cost management.

The coming year will see construction of Stage 1 of the LIVING CITY project progress. The food pavilion and new CBD car park are due for completion in November 2017. The additional operating and financing costs associated with progressing LIVING CITY are factored into the budget and the underlying result.

Each year Council is faced with balancing its service levels, the needs and expectations of the community and setting appropriate rating levels to adequately resource its commitments.

Some ratepayers will still feel the effects of the 2015/16 property revaluation, which resulted in changes to property values across the board. Council decided at the time to pass on decreases in full, whereas increases were determined to be phased in over a number of years, and has again agreed to limit the impact to a maximum increase of 10% in 2017/18.

The impact of this decision will result in an increase in rates for 1,295 ratepayers. The increase ranges from 39 cents to \$266.46. While a full revaluation of properties for rating purposes only occurs every 6 years, the Valuer-General reviews the values of each municipal area every 2 years. The latest data shows that rental values across Devonport have increased 5% over the past 2 years. Despite this increase in values, the vast majority of ratepayers will not see an increase in the General Rate on their properties.

Council has been progressively reviewing the delivery of services including waste management services. 2017/18 will see Council adopt a consistent approach to the delivery of waste management services to all properties. This will result in consistent charges across all categories of ratepayers. The proposed base rate for a weekly waste collection and a fortnightly recycling collection is \$260 per property. While this means an increase in charges of \$23 for residential ratepayers, some non-residential ratepayers will see significant reductions in waste management charges. Where the changes result in an increase to non-residential ratepayers, the increase is limited to 10% of the charges paid in 2016/17.

The 2017/18 capital program includes funds to progress construction of Stage 1 of LIVING CITY; \$6.2 million to renew existing assets; and \$2.7 million for other new assets. The majority of the renewal total will be spent on upgrading roads with new spending focussed on the integration of the Art Gallery and Visitor Information Centre into the Devonport Entertainment and Convention Centre.

Council has secured financial support for LIVING CITY from the Federal and State Governments. 2017/18 will see a continued flow of these monies to Council and it is expected that the Federal Government will contribute \$7.5 million through the National Stronger Regions Fund. The remainder of funding required will be provided by way of borrowings from the ANZ Bank.

Analysis of Estimates

The Estimated Statement of Comprehensive Income, shown below, reports the budgeted revenues and expenses calculated on an accrual basis. It includes the forecast for 2016/17 as well as the budget figures. It also includes projections for the 2018/19 and 2019/20 years, including the impact of the LIVING CITY project.

Estimated Statement of Comprehensive Income

Estimated Statement of Profit or Loss and other Comprehensive Income	2016 Actual \$'000	2017 Budget \$'000	2017 Forecast \$'000	2018 Budget \$'000	2019 Projection \$'000	2020 Projection \$'000
Recurrent Income						
Rates and Service charges	26,458	26,970	27,335	27,638	28,057	28,399
Fees and User charges	6,609	6,337	6,344	6,418	6,759	6,536
Grants - Operating	1,286	2,127	3,127	1,133	2,125	2,125
Contributions - Operating	83	82	181	50	3	3
Investment Revenue	2,824	2,287	2,888	2,567	2,048	1,998
Other Revenue	1,304	1,059	1,135	1,028	1,140	1,120
Total Recurrent Income	38,564	38,862	41,010	38,834	40,132	40,181
Expenses						
Employee Benefits	11,389	12,126	11,185	12,041	12,055	12,076
Materials and Services	14,756	15,687	15,527	15,644	15,148	15,169
Depreciation	8,666	8,311	8,390	8,816	9,495	9,536
Financial Costs	1,151	1,077	2,485	1,503	1,833	1,663
Other Expenses	838	1,068	1,132	1,426	1,530	1,430
Total Expenses	36,800	38,269	38,719	39,430	40,061	39,874
Surplus/(Deficit) before capital items	1,764	593	2,291	(596)	71	307
Capital & Other Items						
Capital Grant and Contributions	3,582	19,128	5,934	9,511	2,624	1,124
Loss on disposal of assets/ Donated assets	(3,581)	(699)	(1,975)	(537)	(200)	(4,100)
Share of Profits from Associates	837	105	105	141	141	141
Total Capital Income	838	18,534	4,064	9,115	2,565	(2,835)
Surplus/(Deficit)	2,602	19,127	6,355	8,519	2,636	(2,528)
Underlying Surplus/(Deficit)	3,023	-	-	-	60	250

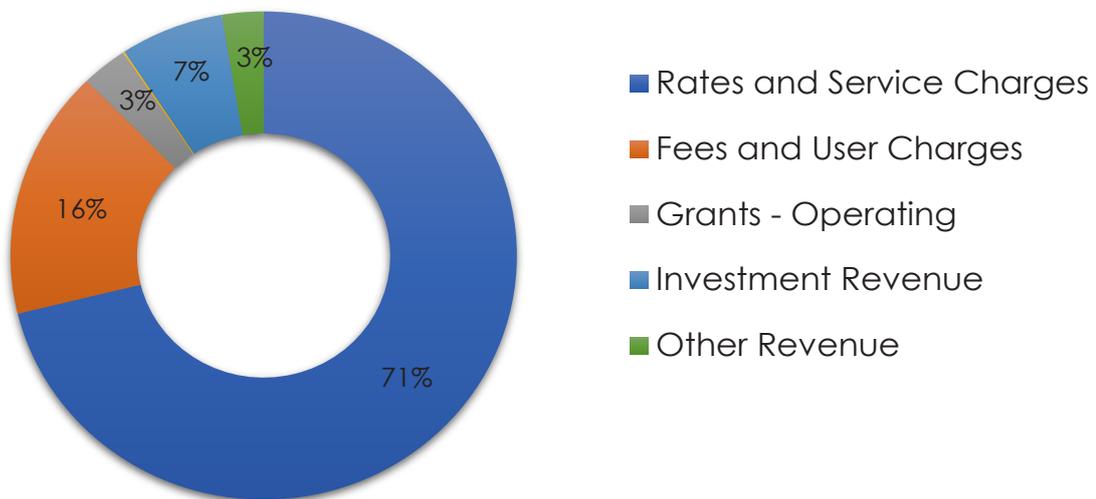
These figures are before elimination of internal charges

The Estimated Statement of Comprehensive Income demonstrates that Council is forecasting to deliver a surplus before adjusting for capital items in the current financial year and a deficit in 2017/18. The forecast surplus includes refinancing costs of \$1.7 million in relation to Council's debt previously held with Tascorp and the pre-payment of 50% of the Financial Assistance Grants. Council expects to return an underlying result of breakeven or a small surplus in the years shown above. 2018/19 and 2019/20 are impacted by the initial operation of Stage 1 of LIVING CITY. The figures reflected are based on the "worst case" funding model adopted by Council in March 2016, adjusted for known changes.

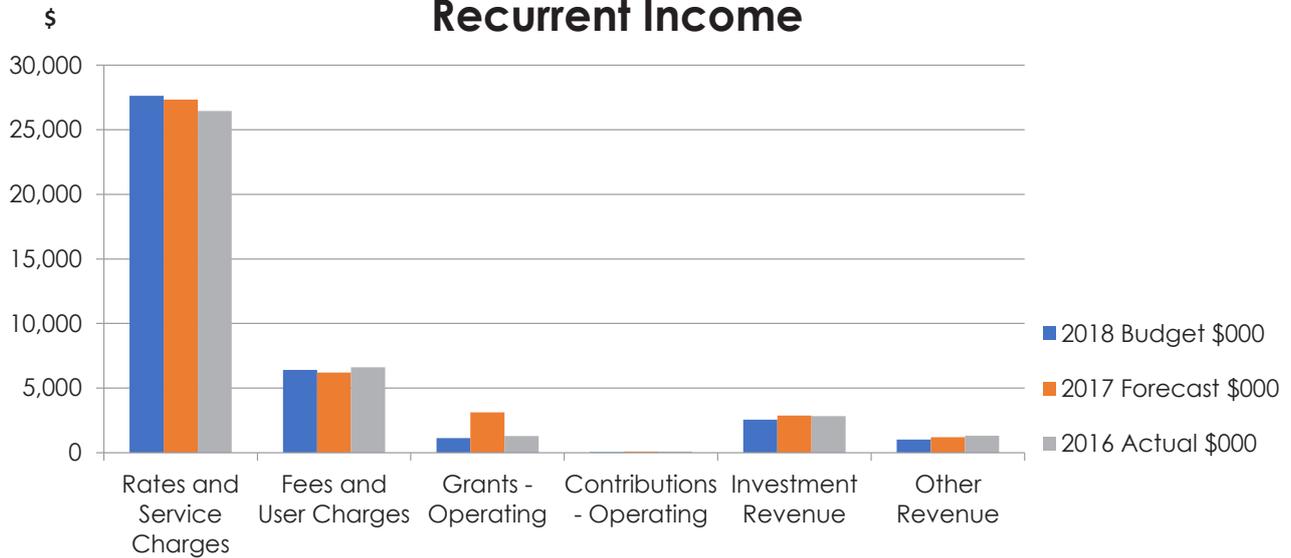
Income

The charts below depict the make up of Council's various income sources for the 2017/18 budget year only. Operating grant income is impacted by the prepayment of half the Financial Assistance Grant revenue in 2016/17. All other changes are discussed in detail below. The commentary provides a comparison between the 2017/18 budget and the 2016/17 forecast position.

ESTIMATED INCOME



Recurrent Income



Rates and Service Charges (\$303,000 increase)

This category includes rates revenue, waste management charges and the fire service levy collected on behalf of the State Fire Commission. The estimated general rate revenue for 2017/18 is \$20.9 million. This is an increase from the 2017 forecast of approximately \$120,000 due to the phasing in of the revaluation impact from 2015 and an allowance for supplementary assessments relating to new developments and improvements to existing buildings. As mentioned above, any increases in rates as a result of prior year valuation movements will be capped at 10%. Council will provide a rates remission of \$100 to vacant land owners.

The residential waste management charge has increased by \$23 from \$237 per property to \$260. The increase in the charge is a result of an ongoing review of services with the objective to charge all ratepayers on a consistent basis - that is, charge a fee for service that best reflects the cost of delivering that service. This philosophy is supported by the Financial Management Strategy adopted by Council each year. In 2016/17 Council transitioned charges applied to multiple residential properties to align with single residential properties, from an AAV based rate to a per bin collection charge.

This year primary production ratepayers will only be charged for the service received and not on the valuation of their property. This change will ensure that all residential properties are charged consistently for the same service. Vacant land property owners will not be charged a waste management fee.

An increase of \$122,253 in the Fire Service Levy collected on behalf of the State Fire Commission has been factored into the estimates. Council has no control over the amount required to be collected and is merely a collection agent on behalf of the State Government.

Fees and User Charges (\$74,000 increase)

Fees and user charges income is comprised of many components from statutory fees (such as planning fees, license fees, fines, animal registrations etc) to fees that reflect a user-pays principle (such as admission fees to Council facilities and hire of Council property). A full list of Council's fees and charges is included in the attached List of Fees & Charges, and on Council's website. Rental income from the food pavilion has been included in the budget for part of the year.

Council will maintain parking fees at 2016/17 levels for the beginning of the 2018 budget year. Council is currently reviewing its parking fee structure and will release the new parking fees well before the new CBD car park, currently under construction, is operational. The budget includes a decline in revenue from parking infringements of \$177,500, recognising the new CBD car park will utilise pay as you leave technology.

Operating Grants and contributions (\$2,125,000 decrease)

Grants and contributions include all monies received from both the State and Federal Governments to assist with funding the delivery of services provided by Council as well as contributions received. The 2018 budget is impacted by the pre-payment of 2 instalments of the Financial Assistance Grant in 2016/17. A break down of the 2017/18 grants is shown in the table below.

Grant Funding	Estimate 2017/18 \$'000
Financial Assistance Grant	1,043
Devonport Regional Gallery	80
Natural Resources Management	8
Youth Week Activities	2
	1,133

Investment Revenue (\$321,000 decrease)

This income item reflects the interest revenue Council is able to generate from its cash investments as well as dividends received from its stake in Dulverton Regional Waste Management Authority and TasWater. The amount of investment revenue Council is able to generate depends on the level of cash held, related interest rates, and the underlying profitability of its investments. Dividend estimates are based on related entity corporate plans and any deviation from these planned amounts may impact on Council's bottom line. TasWater dividend payments are anticipated to remain at 2016/17 levels following a decision in 2014/15 to freeze 2017/18 dividends to owner councils. The total 2017/18 estimated dividend income is \$2.3 million, including expected increased returns from Dulverton Regional Waste Management Authority.

Estimated interest income for 2017/18 of \$252,000 is significantly lower than the forecast for 2016/17 due to Council receiving \$13 million from the State Government in relation to the sale of the LINC and Service Tasmania portion of the multi-purpose building, and the use of these funds in the construction of the building.

Other Revenue (\$107,000 decrease)

Other estimated Council revenue for 2017/18 includes recoveries from debtors, commission revenue from collecting the Fire Service Levy, DECC ticket sales, utility recoveries from Belgravia Leisure in relation to the management of Splash Aquatic Centre, and employee contributions towards the private use of motor vehicles.

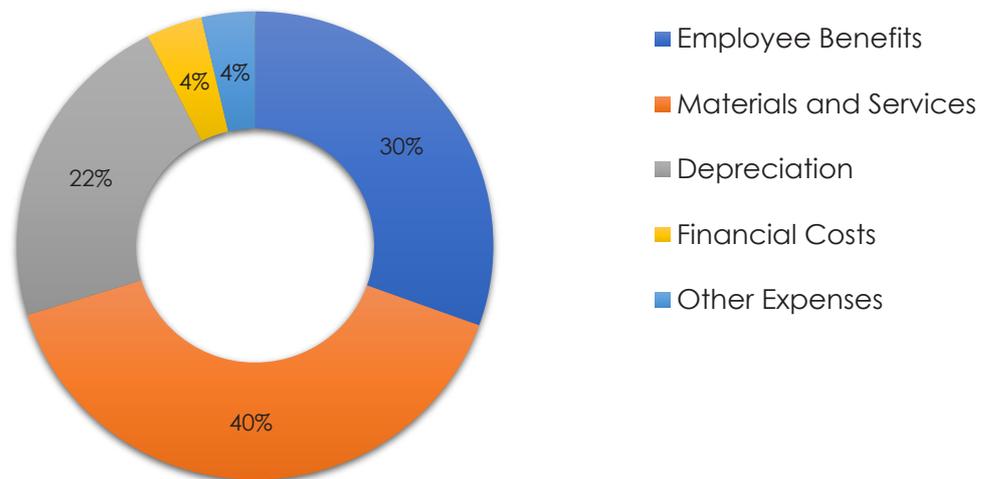
Capital Grants & Contributions (\$3,577,000 increase)

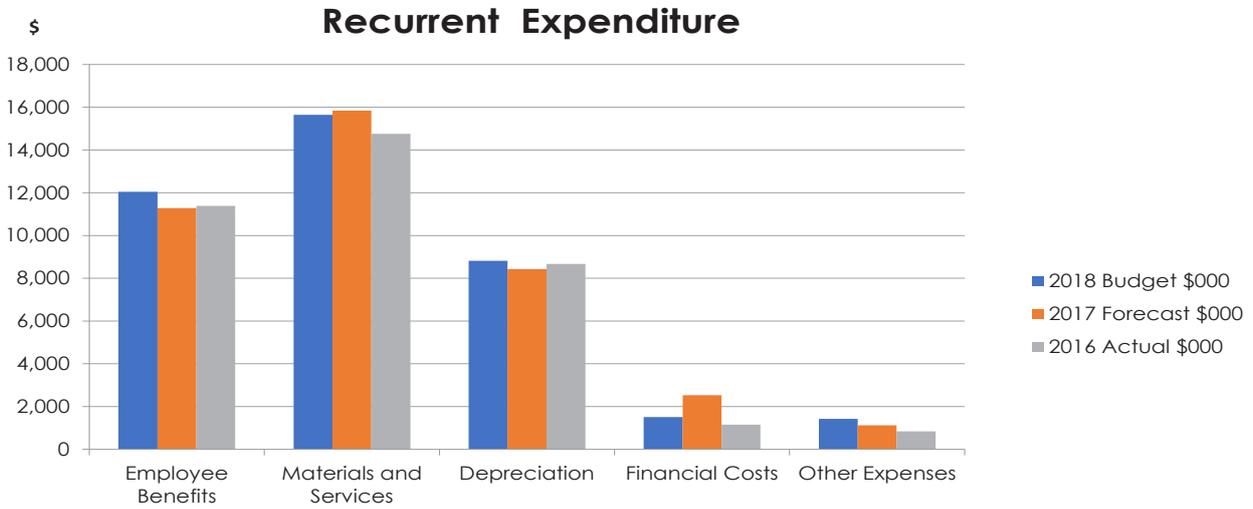
Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Council expects to receive \$7.5 million in grant funds through the National Stronger Regions Fund for Stage 1 of LIVING CITY. The amended timing of the payment of the National Stronger Regions Fund for Stage 1 of LIVING CITY is the driver of the increase between the forecast 2016/17 and the 2017/18 budget.

Expenditure

The charts and commentary below depict Council's various expenditure requirements for the 2018 budget.

ESTIMATED EXPENDITURE





Employee Benefits (\$856,000 increase)

Employee benefits include all labour related expenditure such as wages, salaries, training and allowances, on-costs such as employer superannuation, leave accruals, training and payroll tax.

The employee benefits estimate is based on anticipated staffing levels of 148 full time equivalents (FTE) for 2017/18. The estimates have allowed for a 2.5% wage increase as currently being considered as part of Council's 2017 Enterprise Agreement.

Materials and Services (\$117,000 increase)

Materials and services include the purchase of consumables, payments to contractors for the provision of services, utility costs for all Council facilities, management fees for the Aquatic Centre, payment of the Fire Service Levy collected on behalf of the State Government and land tax. Materials and services are forecast to increase slightly compared to the 2017 forecast. Contributing to this increase is an allowance for additional operating and maintenance costs for the food pavilion and the new CBD car park.

Depreciation (\$426,000 increase)

Depreciation is an accounting measure reflecting the usage of Council's property, plant and equipment including infrastructure assets such as roads and drainage. This figure is impacted by the addition and disposal of assets as well as the revaluation of assets and changes in expected useful life assumptions. This non-cash expense should allow Council to fund future asset renewal and replacement. The estimated increase in the depreciation expense is due in part to the revaluation of Council's stormwater assets and an allowance for depreciation of the food pavilion and the new CBD car park for part of the financial year.

Financial Costs (\$982,000 decrease)

Financial costs represent interest on loans and bank charges. The decrease in financial costs relates to the one off refinancing cost incurred by Council in July 2016 of \$1.7 million. The refinanced debt is subject to much lower rates than imposed by Tascorp. Interest expense includes interest on the new loan drawn down for LIVING CITY. The 2017/18 budget includes an allowance of \$820,000 for interest during the construction phase which had previously been included in construction costs for the project. Council has elected to treat these costs as an expense to reduce the overall project costs.

Other Expenses (\$294,000 increase)

Other expenses relate to a range of unclassified items including contributions to community groups, Mayor and Aldermen's expenses and bad debts expenses. Council has provided for an additional \$535,000 remission on waste management charges to ensure increases to non-residential ratepayers is restricted to 10%.

Estimated Statement of Financial Position

The Estimated Statement of Financial Position reports the projected assets, liabilities and equity of Council, providing information about the resources controlled by Council and other information which is useful for assessing Council's financial position at the end of the 2017/18 year. The commentary provided below relates to the 2017/18 budget year.

Estimated Statement of Financial Position	2016 Actual \$'000	2017 Budget \$'000*	2017 Forecast \$'000	2018 Budget \$'000	2019 Projected \$'000	2020 Projected \$'000
Current Assets						
Cash and cash equivalents	16,975	7,450	18,027	13,545	12,680	11,395
Receivables	1,710	1,110	1,110	1,110	1,110	1,110
Prepayments	76	76	76	76	76	76
	18,761	8,636	19,213	14,731	13,866	12,581
Non-Current Assets						
Investments in Associates	4,739	4,844	4,949	4,985	5,126	5,267
Investments in TasWater	85,664	85,664	85,664	85,664	85,664	85,664
Property, Plant and Equipment	411,643	415,001	409,018	427,801	474,544	463,923
Capital Work in Progress	10,395	40,395	35,717	50,295	5,814	5,414
Sub Total	512,441	545,904	535,348	568,745	571,148	560,268
TOTAL ASSETS	531,202	554,540	554,561	583,476	585,014	572,849
Current Liabilities						
Payables	3,182	3,182	7,182	3,179	3,178	3,181
Provisions	2,146	2,146	2,146	2,146	2,146	2,146
Interest Bearing Liabilities	892	829	829	1,075	7,141	1,211
	6,220	6,157	10,157	6,400	12,465	6,538
Non-Current Liabilities						
Provisions	455	455	455	455	455	455
Proceeds on sale received in advance	-	-	13,000	-	-	-
Interest Bearing Liabilities	19,615	23,888	18,909	56,834	49,672	45,961
	20,070	24,343	32,364	57,289	50,127	46,416
TOTAL LIABILITIES	26,290	30,500	42,521	63,690	62,593	52,954
NET ASSETS	504,912	524,040	512,040	519,787	522,422	519,895
Equity						
Asset revaluation reserves	298,770	298,770	298,770	298,770	298,770	298,770
Other Reserves	9,266	9,266	9,266	9,266	9,266	9,266
Accumulated Surplus	196,876	216,004	204,004	211,751	214,386	211,859
TOTAL EQUITY	504,912	524,040	512,040	519,787	522,422	519,895

Current Assets and Non-Current Assets

Current assets are expected to decline from forecast by \$4.5 million due to a reduction in cash investments as a result of capital expenditure.

Non-Current assets are estimated to increase by \$33.4 million primarily due to an increase in Property, Plant and Equipment assets and work in progress relating to Stage 1 of LIVING CITY.

Current Liabilities and Non-Current Liabilities

Current Liabilities are expected to decrease by \$3.7 million from forecast due to a reduction in creditors. Creditors are expected to be inflated at June 2017 due to the size of monthly progress payments for construction of LIVING CITY buildings.

Non-Current Liabilities are expected to increase from forecast by \$24.9 million due to the net increase in loan borrowings and the recognition of income received in advance.

Estimated Statement of Cash Flows

The Estimated Statement of Cash Flows reflects the estimated cash movements resulting from Council's operation for the year and its cash balance at the end of the year based on the projected cash position at the commencement of the year. The commentary provided below relates to the 2017/18 budget year.

Estimated Statement of Cash Flows	2016 Actual \$'000	2017 Budget \$'000*	2017 Forecast \$'000	2018 Budget \$'000	2019 Projected \$'000	2020 Projected \$'000
Cash Flows from Operating Activities:						
Receipts						
Rates and other User Charges	31,404	31,768	33,194	33,591	34,351	34,470
Refunds from ATO for GST	1,473	1,473	4,080	1,473	1,473	1,473
Interest	541	250	420	252	280	230
Government Grants and Subsidies	1,286	2,127	3,308	1,133	2,125	2,125
Investment Revenue from TasWater	929	2,344	2,388	1,700	1,268	1,268
Other	1,531	1,222	1,316	1,081	1,146	1,126
	37,164	39,184	44,706	39,230	40,643	40,692
Payments						
Payments to suppliers and employees	25,975	27,274	27,227	28,219	27,738	27,780
Interest	1,078	1,077	2,485	1,503	1,833	1,663
Other Expenses	838	1,068	1,132	1,426	1,530	1,430
	27,891	29,419	30,844	31,148	31,101	30,873
Net Cash Inflow from Operating Activities	9,273	9,765	13,862	8,082	9,542	9,819
Cash Flow from Investing Activities:						
Receipts						
Proceeds from Sale of Non-Current Assets	204	200	100	5	100	6,100
Capital Grants	1,314	4,928	2,928	8,711	2,374	374
Capital Contributions	-	13,000	13,000	-	-	-
Dividend Revenue	534	372	500	614	500	500
	2,052	18,500	16,528	9,330	2,974	6,974
Payments						
Carry Forwards	-	(2,142)	(2,142)	(11,144)	-	-
Asset Renewals	(5,035)	(5,838)	(5,838)	(6,210)	(6,073)	(6,916)
New Assets	(6,988)	(34,020)	(20,626)	(42,711)	(6,233)	(4,021)
	(12,023)	(42,000)	(28,606)	(60,065)	(12,306)	(10,937)
Net Cash Used in Investing Activities:	(9,971)	(23,500)	(12,078)	(50,735)	(9,332)	(3,963)
Cash Flow from Financing Activities:						
Proceeds from borrowings	-	5,000	-	39,000	-	-
Repayment of borrowings	(985)	(790)	(732)	(829)	(1,075)	(7,141)
Net cash from (or used in) financing activities	(985)	4,210	(732)	38,171	(1,075)	(7,141)
Net Increase (Decrease) in Cash Held	(1,683)	(9,525)	1,052	(4,673)	(751)	(1,285)
Cash at beginning of reporting period	18,658	16,975	16,975	18,027	13,545	12,680
Cash at end of reporting period	16,975	7,450	18,027	13,545	12,680	11,395

* 2017 Budget based on Financial Management Strategy adopted November 2016

Cash Flows from Operating Activities

The net cash flow from operating activities of \$8 million is impacted by a change in the reporting method of GST refunds received in relation to both operational and capital expenditure.

Cash Flows from Investing Activities

The net cash outflow from investing activities is expected to be (\$50.9 million). This represents a significant increase in cash spending compared to the 2017 forecast and relates to construction of the multi-purpose civic building, the food pavilion and car park as part of Stage 1 of LIVING CITY.

Cash Flows from Financing Activities

The cash inflow from financing activities is expected to be \$38.1 million and represents the net movement from drawing down \$39 million in new loans and repaying existing debt.

Cash at End of Reporting Period

Overall the total cash and investments are expected to decrease by \$4.5 million, primarily due to construction of Stage 1 of the LIVING CITY project.

Financial Management Indicators

A selection of financial and asset management indicators have been included in the Annual Plan and Estimates to assist in analysing the Council's financial performance.

The following table highlights Council's current performance across a range of key financial indicators (including those prescribed in the legislation).

Indicator	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Projected	2020 Projected
Financial Operating Performance						
Underlying Surplus Ratio	7.69%	0.19%	0.00%	0.00%	0.2%	0.4%
Rate Revenue/ Operating Revenue	69%	69%	67%	71%	70%	71%
Liquidity Position						
Current Ratio	3.02	1.40	1.68	1.98	1.52	1.30
Cash Reserves	16,975	7,450	18,027	13,545	12,680	11,395
Net Financial Liabilities Ratio	(19.34%)	(62.79%)	(31.29%)	(126.27%)	(121.61%)	(100.67%)
Net Interest Cost	1.40%	1.93%	0.52%	3.01%	3.67%	3.36%
Asset Management Performance						
Roads Asset Consumption Ratio	46%	46%	46%	46%	46%	46%
Asset Sustainability Ratio	43%	75%	69%	70%	64%	73%
Non-Financial Resources						
Employee Benefits	11,389	12,126	11,185	12,041	12,055	12,076
Employee Numbers (FTE)	146	148	145	148	149	149

Underlying Surplus Ratio

This ratio serves as an overall measure of financial operating effectiveness. To remain financially sustainable, Council must aim to record a positive underlying surplus. If this is achieved, Council should be able to maintain its current level of services and maintain its assets into the future.

To determine the underlying surplus, the net surplus is adjusted for pre-paid grants, capital grants and contributions and other material one-off items. Council has adopted the Auditor-General's benchmark of between 0% and 15% for this ratio and estimates that this will be achieved in the years displayed and all years of the Long Term Financial Plan. A result greater than zero indicates an underlying surplus.

The results in the table above shows that Council will record an underlying surplus or breakeven in all of the years depicted. The future years include the full impact of the interest on borrowings and additional depreciation in relation to LIVING CITY Stage 1 construction.

Rate Revenue

This measure reflects the extent of reliance on rate revenues to fund Council's on-going services. Council aims to maintain the rate revenue as a constant percentage of operating revenue to ensure it is not solely reliant on rates to fund services.

Current Ratio

This ratio demonstrates Council's ability to repay its short term debts from its current assets. A current ratio of 2 indicates that current assets are sufficient to cover twice the amount of Council's short term liabilities. The accepted benchmark for this ratio is 1.

The results shown in the previous table (page 43) illustrate Council has a strong short term liquidity position.

Cash Reserves

Council estimates it will end the current financial year in a strong cash position with approximately \$18 million in cash and investments. This amount will decrease over the forward years, but is projected to remain above the target cash balance of \$3 million.

Net Financial Liabilities Ratio

This ratio measures the net financial obligations of Council as a percentage of the operating income in any one year. Where the ratio is positive, it indicates that liquid assets (cash and receivables) exceed total liabilities. Conversely a negative ratio indicates an excess of total liabilities over liquid assets. The benchmark set by the Auditor-General for this ratio is between 0% and (50%).

The ratio is projected to exceed this benchmark when Council fully draws down the borrowings for LIVING CITY Stage 1. The ratio peaks in 2017/18 and is expected to improve gradually as Council repays the principal borrowed.

Net Interest Cost

This ratio measures Council's ability to meet its net interest obligations from its operating revenue. Treasury use this measure when assessing loan requests and set the benchmark at net interest cost of 7% of recurrent income or less.

As demonstrated the net interest cost to Council is well below the threshold set by Treasury, indicating that Council can comfortably meet its current net interest obligations from on-going operations, despite increasing borrowings.

Road Asset Consumption Ratio

This ratio indicates the average percentage of remaining useful life of Council's road assets, or, the average proportion of new condition left in assets. The higher the percentage, the greater future service potential is available to provide services to ratepayers.

Council is meeting the benchmark of between 40% and 60% considered appropriate for this ratio. Whilst this ratio is calculated for all asset classes, the focus is predominately on the roads asset class as this is typically the largest. In 2014 Council engaged contractors to conduct a road condition survey which indicated the road network was in reasonable condition. The recent Road Management in Local Government review undertaken by the Tasmanian Audit Office also concluded that Council roads are in a reasonable condition, but recommended that Council review the level of renewal. Council will continue to closely monitor the on-going maintenance and condition of assets to ensure they are adequately renewed.

Asset Sustainability Ratio

This ratio compares the rate of capital spending through renewing, restoring and replacing existing assets, with the value of depreciation. Council has set a benchmark in the Financial Management Strategy to aim to invest between 60% and 100% of the depreciation expense on renewing assets.

Over the past five years Council has embarked on a substantial capital expenditure program with a significant investment in new capital projects. Increased spending on new assets increases the level of depreciation, but does not necessarily translate into an increased need to renew those assets in the short term. This will continue with construction of Stage 1 of LIVING CITY. It is expected an additional \$0.87 million of depreciation will relate to the buildings constructed as part of Stage 1. This additional depreciation does not immediately translate into a need to increase expenditure on renewing assets.

Despite this projected increase in depreciation expense Council expects to be within the benchmark in the coming years.

Estimated Borrowings

Council's purpose in borrowing is not simply to source the funds for projects and acquisitions but to enable an equitable distribution of the cost of those projects and acquisitions between the current and future generations who will gain benefit from the assets and services delivered, in accordance with the principles of inter-generational equity.

Currently, in order to be recommended to the State Treasurer for approval, Council's borrowing requests must fall below a maximum benchmark level of Net Debt and a maximum level of Interest Cost as a percentage of revenue. The current benchmarks set by the Treasurer are:

- Net Debt to revenue – 40%; and
- Net Interest Cost Ratio – 7%.

Council has received approval from the Treasurer to borrow up to an additional \$40 million. The borrowings relate to Stage 1 of the LIVING CITY project. It is anticipated that the funds required will be drawn down in the 2017/18 year.

The total amount of borrowings undertaken by Council as at 30 June 2017 is expected to be \$19.7 million.

2017/18 Capital Works Program

Description	New (incl upgrade)	Asset Renewal	Total Budget	External funding (incl in total)
PUBLIC SPACE & RECREATION				
Renewal Projects				
Meercoft Park - re-clad external walls of changerooms	-	\$ 28,000	\$ 28,000	-
Mersey Bluff Playground - Shade sail renewal	-	\$ 28,000	\$ 28,000	-
Aquatic Centre - outdoor filter vessels and associated pipework & roof over	\$ 14,000	\$ 126,000	\$ 140,000	-
Vietnam Veterans' Memorial - BBQ Shelter renewal	\$ 24,000	\$ 56,000	\$ 80,000	-
Path renewal program	-	\$ 65,000	\$ 65,000	-
Aquatic Centre - replace shade covers north and west of 50m pool	-	\$ 25,000	\$ 25,000	-
Renewal Projects Total	\$ 38,000	\$ 328,000	\$ 366,000	-
Prioritisation Projects				
Fitness equipment new - East Devonport	\$ 217,400	-	\$ 217,400	\$ 97,054
Julie Burgess - Pontoon lights	\$ 6,000	-	\$ 6,000	-
Lovett Street Soccer Ground - New scoreboard & coach/players bench	\$ 12,500	\$ 37,500	\$ 50,000	-
Mersey Vale Cemetery - Children's area	\$ 100,000	-	\$ 100,000	-
Mersey Vale Cemetery - future columns for Memorial Garden	\$ 20,000	-	\$ 20,000	-
Prioritisation Projects Total	\$ 355,900	\$ 37,500	\$ 393,400	\$ 97,054
2017/18 Total	\$ 393,900	\$ 365,500	\$ 759,400	\$ 97,054
TRANSPORT				
Safety Projects				
Oldaker and Ronald Streets - Safety improvements	\$ 70,000	\$ 70,000	\$ 140,000	\$ 140,000
Gatenby Drive - detention basin access	\$ 20,000	-	\$ 20,000	-
Webberleys Road - seal	\$ 60,000	-	\$ 60,000	\$ 45,000
Paloona Road - Hogg Creek approach barriers	\$ 10,000	\$ 10,000	\$ 20,000	-
Mersey Bluff - pedestrian link	\$ 75,000	-	\$ 75,000	-
Griffiths Street - pedestrian link	\$ 30,000	-	\$ 30,000	-
Forth Road, Don - pedestrian link	\$ 30,000	-	\$ 30,000	-
Safety Projects Total	\$ 295,000	\$ 80,000	\$ 375,000	\$ 185,000
Renewal Projects				
Road traffic device renewal	-	\$ 25,000	\$ 25,000	-
Street light provision	\$ 10,000	\$ 10,000	\$ 20,000	-
Transport minor works	\$ 12,500	\$ 12,500	\$ 25,000	-
Reseal program	-	\$ 700,000	\$ 700,000	-
Parking infrastructure renewal	-	\$ 25,000	\$ 25,000	-
Torquay Rd reconstruction - Canning Drive East to Canning Drive West	-	\$ 400,000	\$ 400,000	-

Description	New (incl upgrade)	Asset Renewal	Total Budget	External funding (incl in total)
Birala Place renewal	-	\$ 90,000	\$ 90,000	-
Saleyard Road renewal	-	\$ 300,000	\$ 300,000	-
Bishops Road renewal	-	\$ 480,000	\$ 480,000	-
Formby Road renewal - northbound - Lyons Avenue to Bass Highway	-	\$ 330,000	\$ 330,000	-
CBD footpath renewals	-	\$ 200,000	\$ 200,000	-
Rural road route signs	-	\$ 40,000	\$ 40,000	-
Devonport Road renewal - Bay Drive to Mersey Road	-	\$ 275,000	\$ 275,000	-
James Street renewal - Clements Street to North Fenton Street	-	\$ 360,000	\$ 360,000	-
Ronald Street renewal - Madden Street to Parker Street	-	\$ 35,000	\$ 35,000	-
Lighthouse Car Park improvements - Mersey Bluff	\$ 50,000	\$ 50,000	\$ 100,000	-
Buster Road renewal - west of Don River (Stage 2)	-	\$ 750,000	\$ 750,000	\$ 746,868
James Street footpath renewal - Clements Street to North Fenton Street	-	\$ 110,000	\$ 110,000	-
Devonport Road footpath renewal - Bay Drive to Mersey Road	-	\$ 75,000	\$ 75,000	-
Renewal Projects Total	\$ 72,500	\$ 4,267,500	\$ 4,340,000	\$ 746,868
Prioritisation Projects				
Victoria Parade Boat Ramp area improvements	\$ 150,000	\$ 150,000	\$ 300,000	-
Rooke Street (design) - Stewart Street to Steele Street	\$ 25,000	\$ 25,000	\$ 50,000	-
Prioritisation Projects Total	\$ 175,000	\$ 175,000	\$ 350,000	-
2017/18 Total	\$ 542,500	\$ 4,522,500	\$ 5,065,000	\$ 931,868
STORMWATER				
Safety Projects				
Minor stormwater works	\$ 22,500	\$ 7,500	\$ 30,000	-
William SW Catchment Upgrade - Stage 7	\$ 250,000	-	\$ 250,000	-
Webberleys Road - new culvert	\$ 15,000	-	\$ 15,000	-
246 Lillico Road - culvert upgrade	-	\$ 25,000	\$ 25,000	-
42 Lawrence Drive - stormwater improvements	\$ 15,000	-	\$ 15,000	-
Tugrah Road - new pits in gravel section	\$ 30,000	-	\$ 30,000	-
Finlaysons Way - stormwater improvement	\$ 71,250	\$ 23,750	\$ 95,000	-
Maidstone Park - stormwater north east of oval	\$ 40,000	-	\$ 40,000	-
Stormwater outfall risk management - Mersey Buff	\$ 22,500	\$ 7,500	\$ 30,000	-
Safety Projects Total	\$ 466,250	\$ 63,750	\$ 530,000	-
Renewal Projects				
Pit replacements	-	\$ 50,000	\$ 50,000	-
12 Victoria Parade - road crossing renewal	-	\$ 30,000	\$ 30,000	-
Renewal Projects Total	-	\$ 80,000	\$ 80,000	-
2017/18 Total	\$ 466,250	\$ 143,750	\$ 610,000	-

Description	New (incl upgrade)	Asset Renewal	Total Budget	External funding (incl in total)
BUILDINGS & FACILITIES				
Safety Projects				
Devonport Dog's Home - construction of two "Caution Pens"	\$ 80,000	-	\$ 80,000	-
Safety Projects Total	\$ 80,000	-	\$ 80,000	-
Renewal Projects				
Payne Avenue toilet block	-	\$ 200,000	\$ 200,000	-
Devonport Football Club - roof	-	\$ 50,000	\$ 50,000	-
Renewal Projects Total	-	\$ 250,000	\$ 250,000	-
Prioritisation Projects				
Art Gallery Integration Project	\$ 1,300,000	-	\$ 1,300,000	-
Devonport Recreation Centre - additional toilet in men's squash change rooms	\$ 8,000	-	\$ 8,000	-
Prioritisation Projects Total	\$ 1,308,000	-	\$ 1,308,000	-
2017/18 Total	\$ 1,388,000	\$ 250,000	\$ 1,638,000	-

Description	Total Expenditure	Trade	Net Expenditure
PLANT & FLEET			
Fleet Management			
Fleet replacement program	\$ 270,000	\$ 100,000	\$ 170,000
Fleet Management Total	\$ 270,000	\$ 100,000	\$ 170,000
Hire Plant Management			
Reactive Garbage Truck replacement	\$ 300,000	-	\$ 300,000
Reactive mower replacement	\$ 20,000	-	\$ 20,000
Hire Plant Management Total	\$ 320,000	-	\$ 320,000
Non-Hire Plant Management			
Level & tripod (E000297)	\$ 2,000	\$ 100	\$ 1,900
Milwaukee Cordless Kit (E0001548)	\$ 1,700	-	\$ 1,700
Milwaukee Cordless Kit (E0001549)	\$ 1,700	-	\$ 1,700
Multi Purpose Building - scissor lift	\$ 15,000	-	\$ 15,000
Portable air-hydraulic jack	\$ 3,000	-	\$ 3,000
Reactive non-hire plant replacement	\$ 20,000	-	\$ 20,000
Vibrating plate - reversible (E000089)	\$ 13,000	\$ 1,000	\$ 12,000
Workshop tig welder	\$ 2,500	-	\$ 2,500
Workshop tool chest	\$ 1,300	-	\$ 1,300
Non-Hire Plant Management Total	\$ 60,200	\$ 1,100	\$ 59,100
2017/18 Total	\$ 650,200	\$ 101,100	\$ 549,100

Description	New (incl upgrade)	Asset Renewal	Total Budget	External funding (incl in total)
OFFICE & EQUIPMENT				
Safety Projects				
Devonport Recreation Centre - Defibrillator Program - Year 1	\$ 3,000	-	\$ 3,000	-
Safety Projects Total	\$ 3,000	-	\$ 3,000	-
Renewal Projects				
Aquatic Centre - Outdoor Pool cover spools	-	\$ 63,000	\$ 63,000	-
Information Technology - Renewals & upgrades	-	\$ 263,000	\$ 263,000	-
Art Gallery - Camera Canon EOS 5D Mark III + lens 24-70mm F2.8 L USM II	-	\$ 6,000	\$ 6,000	-
Art Gallery - Projector	-	\$ 7,000	\$ 7,000	-
Devonport Oval - cricket wicket covers	-	\$ 5,000	\$ 5,000	-
Aquatic Centre - irrigation pump	-	\$ 3,000	\$ 3,000	-
Aquatic Centre - Picnic Tables - Year 1	-	\$ 12,000	\$ 12,000	-
DECC - new stage curtains and tracks	-	\$ 20,000	\$ 20,000	-
Renewal Projects Total	-	\$ 379,000	\$ 379,000	-
Prioritisation Projects				
Art acquisition - Biennial	\$ 10,000	-	\$ 10,000	-
Bass Strait Maritime Centre - portable PA system	\$ 3,000	-	\$ 3,000	-
Bass Strait Maritime Centre - additional seating	\$ 4,200	-	\$ 4,200	-
Prioritisation Projects Total	\$ 17,200	-	\$ 17,200	-
2017/18 Total	\$ 20,200	\$ 379,000	\$ 399,200	-
LIVING CITY				
Prioritisation Projects				
Capital to progress Stages 2 & 3	\$ 900,000	-	\$ 900,000	-
LIVING CITY Stage 1	\$39,000,000	-	\$ 39,000,000	-
Prioritisation Projects Total	\$ 39,900,000	-	\$ 39,900,000	-
2017/18 Total	\$ 39,900,000	-	\$ 39,900,000	-
PROGRAM TOTALS	\$42,710,850	\$ 6,209,850	\$48,920,700	\$ 1,028,922

* As part of the year end reconciliation process the carried forward projects from 2016/17 will be updated in September 2017.

Rates Resolution - 2017/18

A. Annual Plan

That in accordance with Section 71 of the *Local Government Act 1993* (as amended) Council adopts the Annual Plan for the financial year ending 30 June 2018 and instructs the General Manager to:

- (a) make a copy of it available for public inspection at the Council's Offices and on the website; and
- (b) provide a copy of it to the Director of Local Government and to the Director of Public Health.

B. Annual Estimates (Revenue and Expenditure)

That:

- (a) in accordance with Section 82 of the *Local Government Act 1993*, the Council by absolute majority adopts the estimates of revenue and expenditure (excluding estimated capital works) for the 2017/2018 financial year as detailed in the Annual Plan;
- (b) in accordance with section 82(6) of the *Act* the Council, by absolute majority, authorises the General Manager to make minor adjustments up to \$50,000 to any individual estimate item as he deems necessary during the 2017/2018 financial year provided that the total of the Estimates remains unaltered.

C. Rates and Charges 2017/18

That Council makes the following General Rate, Service Rates and Service Charges under the provisions of the *Local Government Act 1993*, and the *Fire Services Act 1979* for the financial year 1 July 2017 to 30 June 2018 in respect to land in the municipal area which is separately valued under the *Valuation of Land Act 2001*.

Definitions and Interpretations

Unless the context otherwise requires, in the following resolutions, words and expressions defined in the *Local Government Act 1993* have the same meaning as they have in that *Act*.

Unless the context otherwise requires, in the following resolutions, the following words and expressions have the meaning set out below:

"Act" means the *Local Government Act 1993*;

"AAV" means the assessed annual value as determined by the Valuer-General under the *Valuation of Land Act 2001*;

"land" means a parcel of land which is shown as being separately valued in the valuation list prepared under the *Valuation of Land Act 2001*;

"land used for primary production" means all land used or predominantly used for primary production and includes all land coded "L" in the valuation list;

"land used for residential purposes" means all land used or predominately used for residential purposes and includes all land coded "R" in the valuation list;

"municipal area" means the municipal area of Devonport;

"non-used land" means all land coded "V" in the valuation list;

"supplementary valuation" means a supplementary valuation made under the *Valuation of Lands Act 2001*;

“Tenancy” means a portion of land which the Valuer-General has determined is capable of separate occupation and so has separately determined the AAV of that portion, pursuant to Section 11(3)(c) of the *Valuation of Land Act 2001*; and
“valuation list” means, in respect of the financial year, the valuation list, supplementary valuation list or particulars provided to the Council by the Valuer-General under Section 45 of the *Valuation of Land Act 2001*.

1. Rates Resolution - Part 1 (A)

Pursuant Sections 90 and 91 of the *Local Government Act 1993*, the Council makes a General Rate (“the General Rate”) in respect of all rateable land (except land which is exempt pursuant to Section 87 of the *Local Government Act 1993*) consisting of two components being:

- (a) 11.6215 cents in the dollar of assessed annual value (the AAV component); and
- (b) A fixed charge of \$300 on all land or tenancy.

2. Rates Resolution - Part 1 (B)

Pursuant to Section 107 of the *Local Government Act 1993*, the Council by absolute majority hereby varies the AAV component of the General Rate (as previously made) for land within the municipal area which is used or predominantly used for primary production to 6.7688 cents in the dollar of assessed annual value of such rateable land.

3. Rates Resolution - Part 1 (C)

3.1 Pursuant to Section 107 of the *Local Government Act 1993*, the Council by absolute majority hereby varies the AAV component of the General Rate (as previously made) for land within the municipal area which is separately assessed and is predominantly used for residential purposes to 7.0854 cents in the dollar of assessed annual value of such rateable land, subject to 3.2.

3.2 Pursuant to Section 88A of the *Act*, the Council, by absolute majority, determines:

- (a) The maximum percentage increase in the General Rate (as previously made and varied by 3.1 above) for land separately assessed and predominantly used for residential purposes is capped at 10% above the amount which was payable in respect of that land in the 2016/2017 financial year; and
- (b) To qualify for the maximum increase cap in subparagraph (a), the rateable land must not have been subjected to a supplementary valuation by the Valuer-General during the period 1 July 2016 – 30 June 2017.

4. Rates Resolution - Part 1 (D)

Pursuant to Section 129(4) of the *Local Government Act 1993*, the Council determines by absolute majority to grant a remission of \$100 to each member of the class of ratepayers who are liable to pay rates in respect of non-used land within the municipal area.

5. Rates Resolution - Part 2

5.1 Pursuant to Sections 94 and 95 of the *Local Government Act 1993*, the Council makes the following service rates and service charges for land within the municipal area (including land which is otherwise exempt from rates pursuant to Section 87, but excluding land owned by the Crown to which Council does not supply any of the following services) for the period 1 July 2017 to 30 June 2018:

- (a) A waste management service charge of \$260 upon all land or tenancy to which Council supplies or makes available a kerbside collection service.

5.2 Pursuant to Section 107 of the *Act* the Council, by absolute majority declares that the service charge for waste management is varied by reference to the use or predominant use of land as follows:

- (a) For all land which is predominately used for any purpose other than residential or primary production to which Council supplies or makes available a kerbside collection service the service charge is varied to \$780, subject to 5.3 below; and
- (b) For all land which is non-used land, the service charge is varied to \$0.00

5.3 Pursuant to Section 88A of the *Act* the Council by absolute majority determines:

- (a) That the maximum percentage increase of the varied service charge for waste management (as previously made and varied by 5.1 and 5.2 above) is capped at 10% above the amount which was payable in respect of the waste management rate charged in the 2016/2017 financial year and;
- (b) To qualify for the maximum increase cap in subparagraph (a), the rateable land must not have been subjected to a supplementary valuation issued by the Valuer-General during the period from 1 July 2016 to 30 June 2017.

6. Rates Resolution - Part 3

Pursuant to Section 93A of the *Local Government Act 1993* and the provisions of the *Fire Service Act 1979* (as amended), the Council makes the following rates for land within the municipal area for the period 1 July 2017 to 30 June 2018:

- (a) a Devonport Urban Fire District Rate of 1.3759 cents in the dollar of assessed annual value, subject to a minimum amount of \$39 in respect of all rateable land within the Devonport Urban Fire District.
- (b) a Forth/Leith Fire District Rate of 0.4675 cents in the dollar of assessed annual value, subject to a minimum amount of \$39 in respect of all rateable land within Forth/Leith Fire District.
- (c) a General Land Fire Rate of 0.3596 cents in the dollar of assessed annual value, subject to a minimum amount of \$39 in respect of all rateable land within the municipal area, which is not within the Devonport Urban Fire District, or the Forth/Leith Fire District.

7. **Separate Land**

In relation to all rates and charges for the 2017/2018 year, as previously made, for the purpose of these resolutions the rates and charges shall apply to each parcel of land which is shown as being separately valued in the valuation list prepared under the *Valuation of Land Act 2001*.

8. **Adjusted Values**

For the purposes of each of these resolutions any reference to assessed annual value includes a reference to that value as adjusted pursuant to Sections 89 and 89A of the *Local Government Act 1993*.

9. **Payment of Rates and Charges**

Pursuant to Section 124 of the *Local Government Act 1993*, the rates for 2017/2018 shall be payable in four instalments, the dates by which the rates are due to be paid are:

First Instalment	31 August 2017
Second Instalment	31 October 2017
Third Instalment	28 February 2018
Fourth Instalment	30 April 2018

Where a ratepayer fails to pay any instalment within 21 days from the date on which it is due, the ratepayer must pay the full amount owing.

Penalties

Pursuant to Section 128 of the *Local Government Act 1993* if any rate or instalment is not paid on or before the date it falls due, a penalty of 5% of the unpaid instalment or part thereof, shall be applied except:

- (a) where the ratepayer has adhered to an approved payment arrangement plan and the total rates are paid in full by 30 April 2018; and
- (b) where the ratepayer has authorised an approved bank direct debit payment arrangement.

Supplementary Rates

- (a) Pursuant with Sections 89A, 92 and 109N of the *Local Government Act 1993* if a supplementary valuation is made of any land prior to 30 June 2018, the General Manager may at his discretion adjust the amount payable in respect of any or all rates for that land for that financial year in line with the new valuation; and
- (b) If a rates notice is issued by the General Manager under sub-clause (a), the amount shown as payable on that notice is due to be paid within 30 days of the date on which that notice is issued.

D. Capital Works Program

That Council:

- (a) pursuant to Section 82 of the *Local Government Act 1993* adopts the Capital Works Program for the 2017/2018 financial year as detailed in the Annual Plan; and
- (b) notes the draft Capital Works programs proposed for financial years 2018/19, 2019/20, 2020/21 and 2021/22 as detailed in the Annual Plan, which remain subject to change depending on other priorities being identified and financial resources which may be available at the time.

E. Fees and Charges

That in accordance with Section 205 of the *Local Government Act 1993* Council adopts the Fees and Charges Schedule for the 2017/2018 financial year as detailed in the Annual Plan.

List of Fees & Charges 2017/18

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Parking Fees			
Street Meter Fees (9.00am-5.30pm Mon-Fri; 9.00am-1.00pm Sat)	per hour	\$ 0.16	\$ 1.80
Best Street Car Park (8.00am-5.30pm Mon-Fri)	per hour	\$ 0.16	\$ 1.80
Formby Road Car Park (8.00am-5.30pm Mon-Fri)	per hour	\$ 0.15	\$ 1.60
Payne Avenue Car Park (8.00am-5.30pm Mon-Fri)	per hour	\$ 0.15	\$ 1.60
Fourways Car Park (8.00am-5.30pm Mon-Fri)	per hour	\$ 0.15	\$ 1.60
Edward Street Car Park (8.00am-5.30pm Mon-Fri)	per hour	\$ 0.15	\$ 1.60
Fenton Way Car Park (8.00am-5.30pm Mon-Fri)	per hour	\$ 0.15	\$ 1.60
Wenvoe Street Car Park (8.00am-5.30pm Mon-Fri)	per hour	GST	\$ 0.90 per hour capped at \$4.50 per day
Victoria Parade Car Park (8.00am-5.30pm Mon-Fri)	per hour	GST	\$ 0.60 per hour capped at \$3.60 per day
Surcharge for Credit Card use on car park machines	per transaction	-	\$ 0.20
Monthly Permit - Wenvoe Street	per month	\$ 8.18	\$ 90.00
Monthly Permit - Victoria Parade	per month	\$ 5.45	\$ 60.00
Monthly Permit (excluding Victoria Parade, Wenvoe Street & Payne Avenue)	per month	\$ 11.82	\$ 130.00
Reserved Parking - Payne Avenue Car Park	per year	\$ 98.18	\$ 1,080.00
Meter Permit	per year	\$ 22.73	\$ 250.00
Meter Hood - One Day	per day	\$ 2.73	\$ 30.00
Meter Hood - Long Term	price by negotiation		
Resident Permit	per year	exempt	\$ 10.00
Temporary Disabled Permit Application Fee	each	exempt	\$ 25.00
Parking Infringement Fines			
Infringement Notice - Car Parks & Meters	each offence	exempt	.16% of penalty unit
Unpaid after 14 days and before 28 days	each offence	exempt	.27% of penalty unit
Parking Offences paid after 28 days and before referral to Monetary Penalty Enforcement Service (MPES)	each offence	exempt	.55% of penalty unit
Administration Fee for infringements withdrawn from MPES	each offence	exempt	\$ 55.00

* Penalty unit set by Department of Justice through *Penalty Units and Other Penalties Act 1987* is \$159.00 from 1 July 2017

* Fee unit set by Department of Treasury and Finance through *Fee Units Act 1997* is \$1.55 from 1 July 2017

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Miscellaneous			
Right to Information request (25 units)	per request	exempt	\$ 38.75
A4 Photocopy	per page	\$ 0.09	\$ 1.00
A3 Photocopy	per page	\$ 0.18	\$ 2.00
Information Search - Administration Fee	per hour	\$ 3.18	\$ 35.00
Local Government (Meeting Procedures) Regulations 2005			
Regulation 35 - fee payable for minutes of a meeting (1 unit)	every 5 pages	exempt	\$ 1.55
Local Government (General) Regulations 2005			
Section 132 Certificate (30 units)	each	exempt	\$ 46.50
Section 337 Certificate (132.5 units)	each	exempt	\$ 205.37
Code of Conduct complaint (50 units)	each	exempt	\$ 77.50
Health Fees			
(Registration and Licence Fees) Food Act 2003			
Food Premises			
Registration/Renewal - low risk	per year	exempt	\$ 100.00
Registration/Renewal - medium risk	per year	exempt	\$ 140.00
Registration/Renewal - high risk	per year	exempt	\$ 200.00
Late Fee - (after 31 August)	per application	exempt	Fee + 10%
Registration - new premises (after 31 December)	per application	exempt	50% of Fee
Annual Temporary Food Licence (Food Stalls etc)			
Temporary Food Licence	per application	exempt	\$ 160.00
Non-compliance follow up inspection	per inspection	exempt	\$ 160.00
Prohibition Order (Food Act 2003)	per order	exempt	\$ 220.00
Issue of Food Premises Verification (Form 49 & Form 50 - includes 1 inspection)	per assessment	exempt	\$ 160.00
Additional inspection (Food Premises Form 50)	per inspection	exempt	\$ 160.00
Pre-purchase Inspection (Food Premises)	per inspection	\$ 14.55	\$ 160.00
Food Hygiene Education Session	per hour	\$ 10.00	\$ 110.00
Food Hygiene Education Session for Community Groups		No charge	

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
(Public Health Act 1997)			
Place of Assembly Licences			
Specific Event	per application	exempt	\$ 150.00
Specific Event less than 48 hours prior to event	per application	exempt	\$ 200.00
Specific Event (Charities and Schools)		No charge	
Public Health Risk Activities			
Premises Registration	per year	exempt	\$ 100.00
Skin Penetration Licence (Operator)	per year	exempt	\$ 100.00
Regulated Systems			
Cooling Towers/Warm Water System Registration	per year	exempt	\$ 150.00
Other			
Swimming Pool Sample Collection and Analysis	per sample	\$ 10.91	\$ 120.00
Registration as Private Water Supplier	per vehicle	exempt	\$ 150.00
Private Burial Assessment	per application	exempt	\$ 220.00
Exhumation Supervision	per hour	exempt	\$ 150.00
Street Trading			
Application Fee	per year	exempt	\$ 25.00
Fee per m ²	per m ²	exempt	\$ 12.50
Fire Hazards			
Administrative Fee (failure to comply with Abatement Notice)	each	\$ 22.73	\$ 250.00
Abatement of Fire Nuisance	each	exempt	Actual Cost

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Animal Control			
Registration fee for each male or female dog when paid:			
a) by 31 July	per year	exempt	\$ 50.00
b) after 31 July	per year	exempt	\$ 70.00
Registration fee (on production of evidence):			
i) for each working dog			
ii) for each pure-breed dog referred to in the <i>Dog Control Act 2000</i>			
iii) for each greyhound referred to in the <i>Dog Control Act 2000</i>			
iv) for each obedience trained dog owned by members of a recognised Dog Training Club when paid:			
a) by 31 July	per year	exempt	\$ 25.00
b) after 31 July	per year	exempt	\$ 35.00
Registration Fee for dog owned by pensioner (one dog only) when paid:			
a) by 31 July	per year	exempt	\$ 12.00
b) after 31 July	per year	exempt	\$ 15.00
Registration fee for each desexed dog (evidence to be provided) when paid:			
a) by 31 July	per year	exempt	\$ 20.00
b) after 31 July	per year	exempt	\$ 30.00
Lifetime Registration (for the life of the dog)**	lifetime	exempt	\$ 125.00
**Dog must be desexed & microchipped (evidence to be provided). Refund Policy - 50% refund within 3 years			
Replacement Dog Tag	each	exempt	\$ 3.00
Complaints - Dog causing a nuisance** **Refundable if offence determined to be genuine	each	exempt	\$ 25.00
Declared Dangerous Dog and Restricted Breeds	per year	exempt	\$ 250.00
Purchase Dangerous Dog Sign	per item	\$ 5.91	\$ 65.00
Purchase Dangerous Dog Collar	per item	\$ 4.55	\$ 50.00
Guide Dog for the Blind - Assistance Dog	No Charge		
Kennel Licence Application			
3-5 dogs	per application	exempt	\$ 80.00
> 5 dogs	per application	exempt	\$ 110.00
Renewals (+ registration fee for each dog)	per year	exempt	\$ 50.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Planning Fees			
Section 58 Land Use Planning and Approvals Act 1993 (LUPAA) (Permitted i.e. must be approved if all the Acceptable Solutions are met)			
Application for development with a value less than \$25,000	per application	exempt	\$ 155.00
Application for development including alterations and additions with a value greater than \$25,000	per application	exempt	\$250.00 (+ \$1.00 per \$1000.00 value of the works). Max. of \$500.00 applies to single dwelling development
Application for Change of Use	per application	exempt	\$250.00
Application for subdivision	per application	exempt	\$550.00 + \$150.00 per lot. (Includes initial sealing fee)
Application for boundary adjustment (no additional lots)	per application	exempt	\$ 500.00 (includes sealing fee)
Application to amend S58 permit	per application	exempt	\$ 350.00
Section 57 LUPAA (discretionary use and/or assessment against performance criteria of zone or code includes Tasmanian Heritage Council applications)			
Public Notification Fee	per application	exempt	\$ 300.00
Application for change of use	per application	exempt	\$350.00 (+ \$300.00 public notification fee)
Application for use or development with a value less than \$25,000	per application	exempt	\$155.00 (+ \$300.00 public notification fee)
Application for use or development with a value greater than \$25,000	per application	exempt	\$550.00 (+ \$1.00 per \$1000.00 of value of works (+ \$300.00 public notification fee). Max. of \$1200.00 for single dwelling development
Each additional performance criteria for a zone, code or Specific Area Plan (SAP) standard identified	each	exempt	\$100.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Application for subdivision (includes consolidation of lots)	per application	exempt	\$550.00 + \$150.00 per lot + \$300 public notification fee (includes initial sealing fee)
Application to amend a S57 permit	per application	exempt	\$ 450.00
Miscellaneous			
Application for a retrospective permit	per application	exempt	Normal Fee + \$100.00
Certifying Strata Plans	per application	exempt	\$ 140.00 per lot
Certifying Staged Strata Plans	per application	exempt	\$ 140.00 per lot
Application to amend a Strata Scheme	per application	exempt	\$ 350.00
Landscape inspections (follow ups)	per inspection	exempt	\$ 50.00
Application for an Adhesion Order (<i>S110 Local Government Building & Miscellaneous Provisions Act 1993</i>) (LGBMP) - includes sealing of document	per application	exempt	\$ 350.00
Fee for sealing Final Plans (<i>S89 LGBMP</i>)	per application	exempt	\$ 250.00
Application to amend a Sealed Plan (<i>S103 LGBMP</i>) - includes sealing of document	per application	exempt	\$ 350.00
Miscellaneous LGBMP certifiable documents	per application	exempt	\$ 350.00
Subdivision exemption (<i>S115 LGBMP</i>)	per application	exempt	\$ 250.00
Application to extend a planning permit	per application	exempt	\$ 350.00
Application to Tas Heritage for a Works Application	per application	exempt	\$ 350.00
Application for planning scheme amendment (<i>S33 Land Use Planning Approvals Act 1993</i>) (LUPAA)	per application	exempt	\$3000.00 + Tasmanian Planning Commission (TPC) Fee

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Application for combined permit and planning scheme amendment (\$43A LUPAA)	per application	exempt	\$3000.00 + TPC Fee + DA Fee
Fee for sealing Plans under Part 5 LUPAA	per application	exempt	\$ 250.00
Request for certified copy of planning permit	per application	exempt	\$ 75.00
No planning permit required assessments and certification	per application	exempt	\$ 50.00
Engineering Services Assessment of Subdivisions			
Residential Subdivision construction - Roadworks	per subdivision	exempt	\$750.00 + \$10.00 per lot
Residential Subdivision construction - Drainage	per subdivision	exempt	\$380.00 + \$10.00 per lot
Industrial/Commercial Subdivision	per subdivision	exempt	1% of the value of Council assets/ infrastructure works
Building Fees (Building Surveying)			
This fee applies only to unfinished building certifications commenced by Council prior to privatisation of the service			
Inspections (per dwelling or unit)	per inspection	exempt	Cost + 15% admin fee
Building Fees (Building Authority)			
New Development			
Application for Building Permit (includes administration fee and certificate of completion)			
Class 10	per application	exempt	\$ 270.00
Class 1	per application	exempt	\$ 400.00
Class 2-9 (<500m ²)	per application	exempt	\$ 400.00
Class 2-9 (>500m ²)	per application	exempt	\$ 440.00
Amended Plans Class 1 & 10	per application	exempt	\$ 80.00
Amended Plans Class 2 - 9	per application	exempt	\$ 160.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Permit Extension			
1st extension for 3, 6 or 12 months	per application	exempt	\$ 120.00
2nd extension for 3, 6 or 12 months	per application	exempt	\$ 170.00
Miscellaneous			
Demolition (without rebuild, includes completion certificate)	per application	exempt	\$ 270.00
Building Certificate - includes inspection and certificate	per application	exempt	\$ 367.00
Cancellation of Building Permit (non-refundable component)	per application	exempt	\$ 100.00
Permit/Certificate of substantial compliance for work carried out by previous owner = normal class fee	per application	exempt	Fee for Class
Permit/Certificate of substantial compliance for work carried out by current owner = 2 x normal class fee	per application	exempt	2 x Class Fee
Copies of Records			
Search fee for providing copies of records (search for record type, including digital copy by email)	per application	exempt	\$25.00 + \$1.00 A4; \$2.00 per A3 or larger sheet for hard copies
Approvals and Consents (GM approval)			
Consent to build on land	per application	exempt	\$ 400.00
Statement of Satisfaction for contaminated land	per application	exempt	\$ 200.00
Consent to build over drain	per application	exempt	\$ 200.00
Consent to occupy a non-dwelling building	per application	exempt	\$ 200.00
Consent to fence off unbuilt land	per application	exempt	\$ 200.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Receipt of Documents			
Receipt and registration of any statutory document required to be provided to the Permit Authority under the provisions of the <i>Building Act 2016</i> and <i>Building Regulations 2016</i>	per notification	exempt	\$ 50.00
Registration of on-site backflow prevention devices	per notification	exempt	\$ 50.00
Advice of intention to perform protection works or advice of disagreement in relation to protection works or lodgement of plans for protection works	per notification	exempt	\$ 50.00
Receipt of notice of low risk notifiable building/plumbing works	per notification	exempt	\$ 50.00
Plumbing/Drainage Fees			
New Development			
Buildings Classes 1 and 2-9 (for both permit work and notifiable work) in a sewered area (fee includes assessment of sewer connection; piping in; certificate of completion; and administration). Covers 2 x drainage; 1 x water piping; 1 x completion inspection. Additional inspections \$105.00	per application	exempt	\$ 525.00
New Building Classes 1 and 2-9 (permit plumbing work) in a non-sewered area (fee includes assessment of sewer connection; stormwater; piping in; certificate of completion; and administration) Covers 2 x drainage; 1 x water piping; 1 x completion inspection. Additional inspections \$105.00	per application	exempt	\$ 670.00
New Building Class 10 (includes assessment stormwater)	per application	exempt	\$ 300.00
New Building Class 10 (includes assessment stormwater) with sanitary facilities	per application	exempt	\$ 420.00
Additions and Alterations - Classes 1 and 2-9 in a sewered area			
Administration/Certificate	per application	exempt	\$ 185.00
plus Sewer Drainage (if applicable)		exempt	\$ 90.00
plus Stormwater Drainage + \$15.00 per downpipe/ or pit (if applicable)		exempt	\$ 90.00
plus Water Piping (if applicable)		exempt	\$ 105.00
plus Plumbing Permit (Septic/AWTS) (if applicable)		exempt	\$ 150.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Application for Plumbing Permit (e.g. Trade Waste, Back)	per application	exempt	\$ 150.00
Plumbing Permit for unapproved work - current owner = 2 x normal fee	per application	exempt	2 x Fee
Plumbing Permit for unapproved work - previous owner = 1 x normal fee	per application	exempt	Normal Fee
Additional or re-inspections	per application	exempt	\$ 105.00
Certificate of Completion	per application	exempt	\$ 85.00
Other Fees where a stand alone item			
Stormwater drainage + \$15.00 per downpipe or pit	per application	exempt	\$ 90.00
Sewer drainage	per application	exempt	\$ 90.00
Inspection of low risk notifiable plumbing work	per inspection	exempt	\$ 100.00
Strata inspection (if applicable)	per unit	exempt	\$ 115.00
Copy of plans (as constructed)	per application	exempt	\$ 10.00
Connection of Stormwater			
Quotation provided upon request	per connection	GST	TBA

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Mersey Vale & Old Devonport General Cemeteries			
Reservation fee - Burial Plot (non-refundable)	each	\$ 66.36	\$ 730.00
Reservation fee - Ash interment (non-refundable)	each	\$ 20.45	\$ 225.00
Plot - Adult (over 15 years) includes plaque installation - (Devonport residents eligible for \$750.00 discount on listed fee)	each	\$ 223.64	\$ 2,460.00
Double depth burial (This fee is in addition to the normal burial fees and includes the right to a further burial in this spot). N/A for modern burial system	each	\$ 27.73	\$ 305.00
Plot - Child (4-15 years) includes plaque installation	each	\$ 70.91	\$ 780.00
Plot - Child (0-3 years) includes plaque installation	each	\$ 55.45	\$ 610.00
Ash Interment (placing ashes and installation of plaque)	each	\$ 51.82	\$ 570.00
Saturday charge	additional charge	\$ 95.91	\$ 1,055.00
Vase	each	\$ 3.91	\$ 43.00
Exhumation	each	\$ 295.45	\$ 3,250.00
Concrete plinths for existing grave	each	\$ 7.55	\$ 83.00
Removal or placement of plaque	each	\$ 14.09	\$ 155.00
Removal of ashes	each	\$ 54.55	\$ 600.00
Non-Standard Burial (to be quoted at time of request)	each	TBA	

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Road and Footpath Reinstatement			
Footpath (per m²)			
Naturestrip	per m ²	\$ 4.14	\$ 45.50
Concrete	per m ²	\$ 13.82	\$ 152.00
Road Pavement (per m²)			
Gravel	per m ²	\$ 3.82	\$ 42.00
Bitumen	per m ²	\$ 11.55	\$ 127.00
Minimum Charge			
Per Site	per site	\$ 23.18	\$ 255.00
Driveway Kerb and Crossover Construction			
Concrete			
Driveway kerb layback	per lineal meter	\$ 18.45	\$ 203.00
Driveway crossover - domestic driveway	per m ²	\$ 19.55	\$ 215.00
Driveway crossover - industrial driveway	per m ²	\$ 21.82	\$ 240.00
Establishment Fee	per site	\$ 18.64	\$ 205.00
Fencing Contribution			
Fencing contribution in accordance with Council Policy	per lineal meter	exempt	\$ 41.00
Waste Disposal Charges			
Car Boots/Station wagons (up to 0.5m ³)	per load	\$ 0.64	\$ 7.00
Utes, vans, trailers and small trucks (0.5 - 1.5m ³)	per load	\$ 1.00	\$ 11.00
Utes, vans, trailers and small trucks (1.5m ³ - 2m ³)	per load	\$ 1.45	\$ 16.00
Dual Axle Trailers & Large Single Axle Trailers & trucks (over 2m³)			
Landfill waste	per tonne	\$ 11.36	\$ 125.00
Separated waste (< 50% to landfill)	per tonne	\$ 7.55	\$ 83.00
Non-landfill waste	per tonne	\$ 5.18	\$ 57.00
Tyres			
Car & Motorcycle tyres	each	\$ 0.64	\$ 7.00
Light Truck (up to 9.5 GVM)	each	\$ 1.00	\$ 11.00
Trucks	each	\$ 1.82	\$ 20.00
Earthmovers & Tractors (cut in half)	each	\$ 1.82	\$ 20.00
Earthmovers & Tractors (uncut)	each	\$ 3.64	\$ 40.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Other			
Asbestos	per tonne	\$ 18.18	\$ 200.00
Asbestos - single load less than 0.5m ³	per load	\$ 2.09	\$ 23.00
Mattresses	each	\$ 0.91	\$ 10.00
Sale of Recycled Material			
Crushed Concrete	per m ³	\$ 2.55	\$ 28.00
Delivery of crushed concrete - Devonport municipality	per load	\$ 2.36	\$ 26.00
Recreation Facilities			
Devonport Oval Lights			
Lighting - Level 1	per hour	\$ 1.71	\$ 18.80
Lighting - Level 2	per hour	\$ 2.91	\$ 32.00
Lighting - Level 3	per hour	\$ 4.85	\$ 53.30
Lighting - Level 4	per hour	\$ 6.78	\$ 74.60
Miscellaneous			
Casual Hirers - Devonport Oval	per day	\$ 109.09	\$ 1,200.00
North West Corner Devonport Oval (circus etc)	per day	\$ 27.27	\$ 300.00
Casual Hirers - Don Reserve	per day	\$ 10.00	\$ 110.00
Casual Hirers - Byard Park	per day	\$ 10.00	\$ 110.00
Casual Hirers - Meercroft Park	per day	\$ 10.00	\$ 110.00
Casual Hirers - Girdlestone Park	per day	\$ 10.00	\$ 110.00
East Devonport Recreation & Function Centre			
Stadium Hire			
Junior	per hour	\$ 1.36	\$ 15.00
Senior	per hour	\$ 1.82	\$ 20.00
Community Room/Function Area			
Per section (kitchen extra costing)	per hour	\$ 2.45	\$ 27.00
Full Room (kitchen extra costing)		GST	On application
Storage Cupboards Hire - large	annual	\$ 16.82	\$ 185.00
Storage Cupboards Hire - small	annual	\$ 15.91	\$ 175.00
Special Events	per day	GST	On application

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Devonport Recreation Centre			
Basketball Stadium/Youth Centre	per day	\$ 100.00	\$ 1,100.00
Senior Roster/Training - affiliated club (Warriors)	per hour	\$ 1.82	\$ 20.00
Junior Roster/Training - affiliated club (Warriors)	per hour	\$ 1.82	\$ 20.00
Casual Hire - non-affiliated club - general public	per hour	\$ 2.00	\$ 22.00
School Groups	per hour	\$ 2.00	\$ 22.00
NWBU Games	per night (min 4 hours)	\$ 17.73	\$ 195.00
State League Netball	per night (min 4 hours)	\$ 24.09	\$ 265.00
Badminton	per hour	\$ 1.82	\$ 20.00
Squash/Racquetball			
Casual	per hour	\$ 1.00	\$ 11.00
Seniors Pennant	per hour	\$ 0.91	\$ 10.00
Juniors Pennant	per hour	\$ 0.73	\$ 8.00
Juniors Training	per hour	\$ 0.45	\$ 5.00
School Groups	per hour	\$ 0.73	\$ 8.00
Club Members casual hire	per hour	\$ 0.91	\$ 10.00
Racquetball/Squash racquet hire	per racquet	\$ 0.27	\$ 3.00
Racquetball/Squash ball hire	per ball	\$ 0.18	\$ 2.00
Judo/Aikido			
Senior Room Hire	per hour	\$ 1.00	\$ 11.00
Junior Room Hire	per hour	\$ 0.91	\$ 10.00
School Groups (instructor required)	per hour	\$ 1.64	\$ 18.00
Table Tennis			
Casual Table Hire	per hour/ table	\$ 0.82	\$ 9.00
Groups Room Hire - no tables	per hour	\$ 2.36	\$ 26.00
School Groups	per hour/4 x table	\$ 2.45	\$ 27.00
Recreation Centre			
Venue Hire - Stadium	per day	\$ 100.00	\$ 1,100.00
Meeting Room Hire	per hour	\$ 2.27	\$ 25.00
Sauna	per hour/ per person	\$ 0.73	\$ 8.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Devonport Entertainment & Convention Centre			
Theatre Usage - Commercial			
Bump in and rehearsal (also convention rate)	per day	\$ 29.09	\$ 320.00
Dance graduation and examination rate	per day	\$ 29.09	\$ 320.00
Performance (arrival to exit)	per hour or 8.5% of adjusted gross takings (whichever is greater)	\$ 14.55	\$ 160.00
Hold Day (Theatre is hired but not used as a rehearsal or performance day)	per day (exclusive use of theatre)	\$ 7.27	\$ 80.00
Theatre Usage - Community			
Bump in and rehearsal (also convention rate)	per day	\$ 14.55	\$ 160.00
Performance (arrival to exit)	per hour	\$ 7.27	\$ 80.00
Hold Day (Theatre is hired but not used as a rehearsal or performance day)	per day (exclusive use of theatre)	\$ 3.64	\$ 40.00
Operational Charges			
Electrical Services	per metered unit	\$ 0.04	\$ 0.49
Cleaning	per day	\$ 20.91	\$ 230.00
Head Technician	per hour	\$ 3.82	\$ 42.00
Technical Staff	per hour	\$ 3.64	\$ 40.00
Stage Door Assistant	per hour	\$ 3.36	\$ 37.00
Front of House (minimum 3 hour call)	per hour	\$ 3.64	\$ 40.00
Ticket Sales Staff (minimum 3 hour call)	per hour	\$ 3.36	\$ 37.00
Ushers* (minimum 3 hour call - see Note Point 1)	per hour	\$ 3.36	\$ 37.00
Merchandise Sellers	per hour	\$ 3.36	\$ 37.00
Ticket design & setup	per event	\$ 5.45	\$ 60.00
Ticket printing	per ticket	\$ 0.01	\$ 0.16
Ticket postage & handling (where required)	as required	\$ 0.34	\$ 3.75
Ticket postage & handling - Registered Post (where required)	as required	\$ 0.68	\$ 7.50
Internet ticket processing	per ticket	\$ 0.25	\$ 2.75
Merchandising Commission	Sales	GST	10%

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Electronic Direct Mail (EDM) charges	per event	\$ 5.45	\$ 60.00
Piano Hire	each	\$ 7.27	\$ 80.00
Piano Tuning	each	At Cost	

Note:

1. Community groups may provide two (2) of their own ushers, provided Front of House (FOH) training by Centre Management has been attended
2. Staff rates incur a 50% surcharge on Sundays
3. Public Holidays at Cost

Booking Fee - Seating Type

Commercial Reserved	per ticket	\$ 0.36	\$ 4.00
Commercial comp tickets (First 20 tickets free; 21+ tickets \$4.00 ea)	per ticket	\$ 0.36	\$ 4.00
Community Reserved	per ticket	\$ 0.23	\$ 2.50
Dance School - Reserved	per ticket	\$ 0.10	\$ 1.10
Unreserved	per ticket	\$ 0.23	\$ 2.50
Community comp tickets (First 20 tickets free; 21+ tickets \$2.50 ea)	per ticket	\$ 0.23	\$ 2.50
External ticket sales - Contracted for events outside the DECC	per ticket	\$ 0.36	\$ 4.00

Function Usage

Pricing includes one room set-up for functions only - cost of additional set-ups will be determined by negotiation

Staff Surcharge - Monday to Saturday**	per hour	\$ 3.64	\$ 40.00
Staff Surcharge - Sunday & Public Holiday**	per hour	\$ 5.45	\$ 60.00

**A surcharge of per staff hour applies outside normal hours of 8.00am to 5.00pm Monday to Friday

Federation Room (Town Hall Upstairs - 10.5m x 9.5m=100m²)

Commercial pricing	per hour	\$ 7.27	\$ 80.00
Commercial day rate during normal hours - maximum of 8 hours	per day	\$ 29.09	\$ 320.00
Community pricing**	per hour	\$ 3.64	\$ 40.00
Community day rate during normal hours - maximum 8 hours	per day	\$ 14.55	\$ 160.00

Centenary Court (Ground Floor - 16m x 7m = 112m²)

Commercial pricing	per hour	\$ 8.18	\$ 90.00
Commercial day rate during normal hours - maximum 8 hours	per day	\$ 34.55	\$ 380.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Community pricing**	per hour	\$ 4.09	\$ 45.00
Community day rate during normal hours - maximum 8 hours	per day	\$ 17.27	\$ 190.00
Victoria Room (Upstairs Front - 10m x 5m = 50m ²)			
Commercial pricing	per hour	\$ 6.36	\$ 70.00
Commercial day rate during normal hours - maximum 8 hours	per day	\$ 22.73	\$ 250.00
Community pricing**	per hour	\$ 3.18	\$ 35.00
Community day rate during normal hours - maximum 8 hours	per day	\$ 11.36	\$ 125.00
**Community pricing is subject to application, and approval by Council			
Devonport Regional Gallery			
Venue Hire* (Conditions apply) (quoted on request)	per use	GST	TBA (on application)
Bass Strait Maritime Centre (BSMC)			
Venue Hire* (Conditions apply)	per use	GST	\$245.00 for 3 hours + \$55.00 per hour thereafter
Admission Price - Adult	per use	\$ 0.91	\$ 10.00
Admission Price - Child 5-14	per use	\$ 0.45	\$ 5.00
Admission Price - Child 4 & under	per use	No charge	
Admission Price - Family (2 adults & 3 children)	per use	\$ 2.27	\$ 25.00
Admission Price - Pensioner and seniors card holders	per use	\$ 0.73	\$ 8.00
Admission Price - Student Concession	per use	\$ 0.73	\$ 8.00
Annual Pass - Adult	per year	\$ 2.27	\$ 25.00
Annual Pass - Concession	per year	\$ 1.82	\$ 20.00
Annual Pass - Child	per year	\$ 1.14	\$ 12.50
Annual Membership - Adult	per year	\$ 4.55	\$ 50.00
Annual Membership - Concession	per year	\$ 2.73	\$ 30.00
Annual Membership - Family (2 adults & 3 children)	per year	\$ 10.91	\$ 120.00
Group entry - travel and coach groups (minimum 10 people)	per use	\$ 0.54	\$ 6.00
Group entry - community & school groups (minimum 10 people)	per use	\$ 0.45	\$ 5.00

Details	Indicator / Descriptor, eg. hrs	GST	GST Inclusive Charge
Julie Burgess			
Annual Sail Pass (unlimited 2 hour sails - excluding special events and offers. Bookings still required)	per year	\$ 6.81	\$ 75.00
Extended Charter (3 hours)	per trip	\$ 81.82	\$ 900.00
2 Hour Charter	per trip	\$ 72.73	\$ 800.00
2 Hour Sailing - Normal (all persons over 8 years of age)	per person	\$ 4.55	\$ 50.00
1.5 hour Sailing - Student (includes admission to BSMC)	per person	\$ 3.18	\$ 35.00
Tour of the vessel	per person	\$ 0.18	\$ 2.00
Scattering of Ashes	per trip	\$ 36.36	\$ 400.00
Custom Charters	per person	GST	TBA (based on enquiry)

Council reserves the right to add to the list of fees and charges to incorporate any services or facilities that were not identified at the time of publication. All fees and charges are subject to change by Council.

APPENDIX A

DEVONPORT CITY COUNCIL

LONG TERM

FINANCIAL PLAN

Appendix A: Long Term Financial Plan

Introduction

Long term financial planning is a key element of the integrated planning and reporting framework. The LTFP demonstrates Council's long term financial sustainability, allows early identification of financial issues, shows the linkages between specific plans and strategies and enhances the transparency and accountability of the Council to the community. The following figure illustrates how the LTFP integrates with the reporting framework.



The Plan includes operational and capital expenditure to complete LIVING CITY Stage 1 and progress Stages 2 and 3. As part of the 2015/16 Federal Budget, Council was awarded \$9,999,999 grant funds as part of the National Stronger Regions Funding. The funds will continue to flow over the 2017/18 financial year. The State Government has committed to supporting the project with a sum of \$13,000,000 received in December 2016 relating to the purchase of the LINC and Service Tasmania floor space in the multi purpose building. Treasury has also approved Council's borrowing allocation of up to \$40,500,000. It is anticipated that Council will draw down up to \$39,000,000 in order to complete construction of Stage 1 of the project. The full construction costs and subsequent projected revenues and expenditure have been included in the Plan. The information included is based on the financial modelling provided to Council in March 2016, updated for the latest data available. The projected savings from the refinancing of Council's existing debt has been factored into the Plan, including the market value adjustment of \$1,709,273 paid in July 2016.

Appendix A: Long Term Financial Plan

Introduction (continued)

The Plan includes the impact of the recent decision by TasWater to reduce dividends to owner councils by one third from 1 July 2018. The impact of this decision will reduce revenue by around \$546,000 per year. Council will consider strategies to negate this shortfall in revenue projections.

The Plan has been developed with reference to documentation released by the Auditor-General, the Institute of Public Works Engineering Australia and the working group established by the Local Government Financial and Asset Reform Project.

Appendix A: Long Term Financial Plan

Overview of the Long Term Financial Plan

	2015/16 Actual	2016/17 Budget	2016/17 Forecast	2017/18 Budget	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Recurrent Revenue	37.51	37.76	41.01	38.83	40.13	40.18	40.63	40.91	41.00	41.10	41.19	41.29	41.39
Recurrent Expenses	35.75	37.17	38.72	39.43	40.06	39.87	40.21	39.95	40.03	39.91	39.93	39.90	39.88
Operating Result	1.76	0.59	2.29	(0.60)	0.07	0.31	0.41	0.97	0.97	1.19	1.27	1.39	1.52
Underlying Surplus/(Deficit)*	3.02	(0.00)	0.00	(0.00)	0.06	0.25	0.36	0.91	0.91	1.13	1.21	1.33	1.46
Capital Expenditure:													
Carry forwards		2.14	2.14	11.14									
Renewal	5.26	5.84	5.84	6.21	6.07	6.92	6.05	6.14	7.75	7.76	7.78	7.79	7.81
New	7.30	34.02	22.63	42.71	6.23	4.02	10.58	4.50	1.81	1.81	1.82	1.82	1.82
Total Capex	12.56	42.00	30.61	60.07	12.31	10.94	16.63	10.64	9.56	9.58	9.60	9.61	9.62
Cash Balance	16.98	7.45	18.03	13.54	12.68	11.40	10.56	10.24	10.95	11.81	12.67	13.63	14.67
Net Debt Ratio	-9%	-46%	-4%	-11.4%	-11.0%	-8.9%	-8.7%	-8.4%	-7.9%	-7.4%	-6.7%	-6.1%	-5.4%

* This amount is adjusted for non recurring events and Grants paid in advance

Appendix A: Long Term Financial Plan

Overview of the Long Term Financial Plan (continued)

The above summary highlights the annual operating result, the underlying surplus/(deficit), the total estimated capital expenditure, split between renewal and new, and the anticipated cash balance at the end of each financial year. The summary includes the actual result for the 2015/16 financial year, the budget and forecast position for 2016/17, proposed budget for 2017/18 and projections for the following nine years.

The Plan identifies that Council will return an operating surplus and a small underlying surplus or breakeven position in all years of the Plan from 2018/19. The 2018/19 year reflects small operating surpluses and a breakeven underlying position as it includes the full impact of costs associated with Stage 1 of LIVING CITY. The projected car parking revenues included in the Plan presented in March 2016 have been factored in over 4 years reflecting a conservative estimate of the utilization of the new multi-purpose car park. To remain consistent with the modelling previously adopted by Council, it is assumed that no revenue from the Convention Centre will be realized, however operating costs relating to the multi purpose building have been included.

Capital expenditure is in accordance with the current 5 year capital program and targeted capital expenditure for the remaining period.

The Long Term Financial Plan takes into account the financial impact of the following recent changes to services/commitments:

- progression of the LIVING CITY project;
- revenue impact of changes to waste management charges for commercial properties; and
- ongoing maintenance and additional depreciation on all new capital expenditure.

Financial Projections

The financial statements included in the Plan reflect the projected financial position of the Devonport City Council over the next ten years.

The Plan includes:

- Estimated Statement of Comprehensive Income
- Estimated Statement of Cash Flow
- Estimated Statement of Financial Position

Appendix A: Long Term Financial Plan

Opportunities/Challenges

The financial projections are based on current knowledge and may be impacted by future changes to operating conditions and Council decisions. Some of the potential impacts are noted below:

Population

The Asset Management Plans include a modest increase in the City's population from approximately 25,000 residents to 27,100 in 2029. It is anticipated that this increase in population will be supported by green-field development meaning there will be an increase in the rate base and, in turn, the revenue that can be generated. Council will also take on gifted assets such as roads and stormwater from these developments, which will add to the maintenance and operational expenditure of Council as a whole. The growth in rate revenue and the increased costs associated with gifted assets has been factored into the Plan.

Changing Demographics

The population mix has changed considerably over the last 30 years with the trend towards an aging population set to continue. This may impact on the services and programs offered by Council and also on the facilities provided by Council. The general focus on health and wellbeing of the entire population, and not just the older members of the community, may lead to increased provision of walking/cycling tracks and sporting and recreational facilities. The Plan does not include a change to the service levels and programs currently offered to take account of potential changing demographics.

Government Policy

Council is currently reliant on both the Federal and State Governments for external grants. The amount of funding and the timing of funding is dependent on budget decisions at Federal and State level. Changes in government policy and the impact of cost shifting from one level of government to another can have major implications on the future financial sustainability of Council. It has been assumed that current government policy will remain constant over the life of the Plan.

Climate Change

Council is facing potential impacts from climate change across several aspects of its operations which may impact on the Plan. These include:

- changes to the coastal environment and therefore appropriate development of these areas;
- changes to the size and use of parks and reserves surrounding vulnerable areas;
- lifestyle decisions by ratepayers, increased use of water tanks and the ability to reuse water and the potential related positive impact on the stormwater system;
- increased number and intensity of natural disasters such as storms and fires.

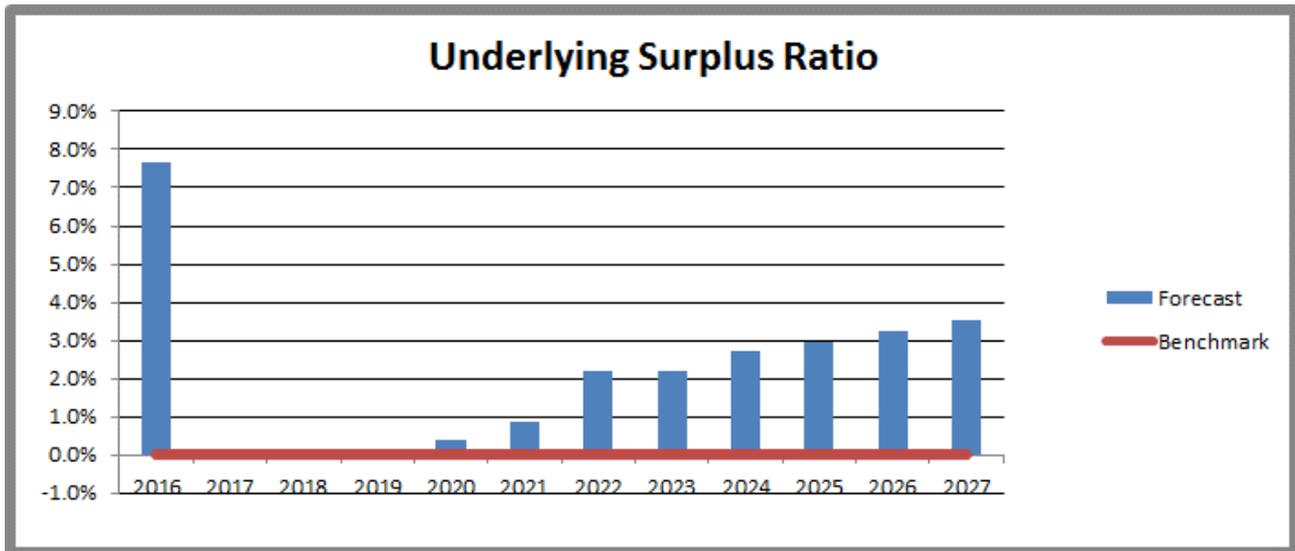
Indexation

All figures are expressed in current values. Revenue and expenses have not been indexed for CPI. Any increases in revenue or expenses are the result of a change in operations or service levels. It is acknowledged that some revenues and expenses will increase by more than CPI, however it has been assumed that other expenses will increase at a lower rate and these will offset over the term of the Plan.

Appendix A: Long Term Financial Plan

Sustainability Indicators

Underlying Surplus Ratio



As mentioned earlier, this indicator is a basic measure of financial sustainability.

The strong underlying operating surplus in 2015/16 reflects actual results.

The 2017 year represents the forecast position at April 2017 and reflects a break even underlying surplus position.

The remaining years show a break even or positive underlying operating surplus ratio despite the recognition of new operating costs associated with LIVING CITY Stage 1.

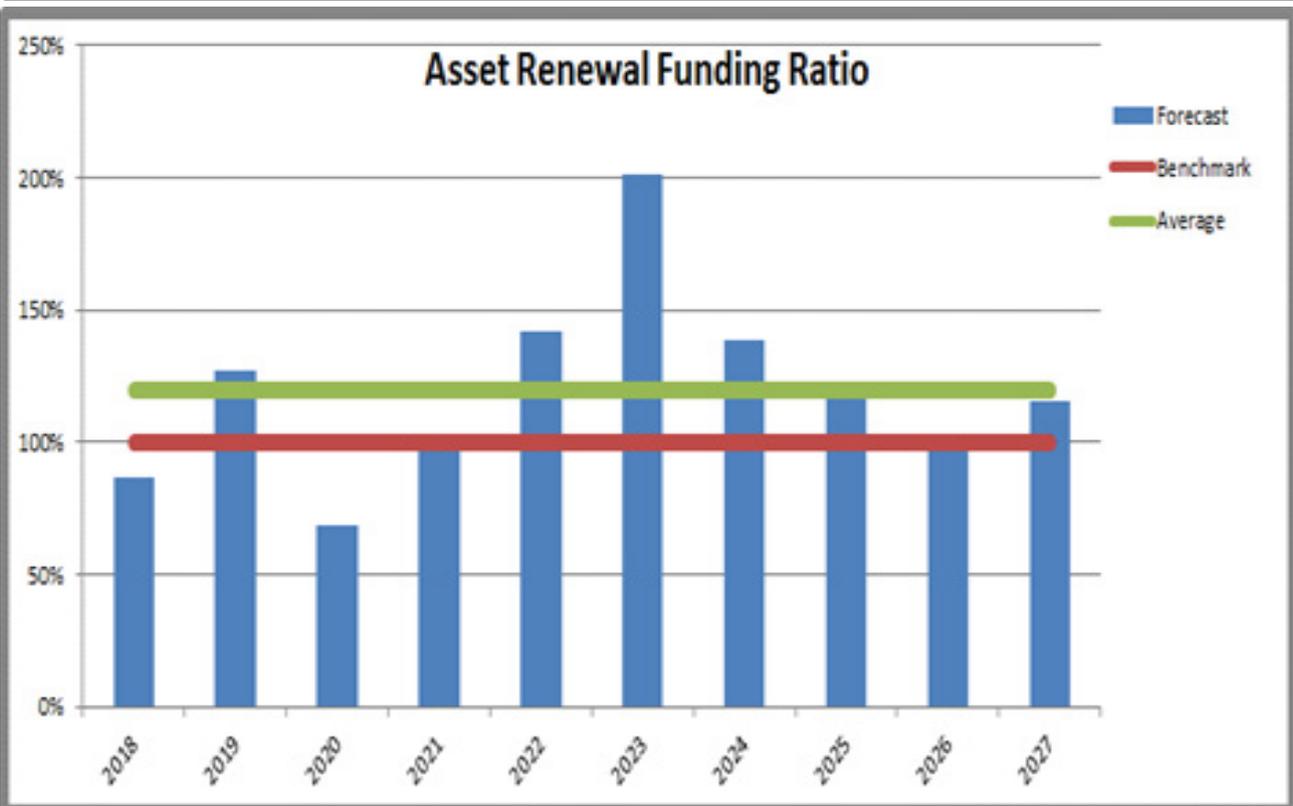
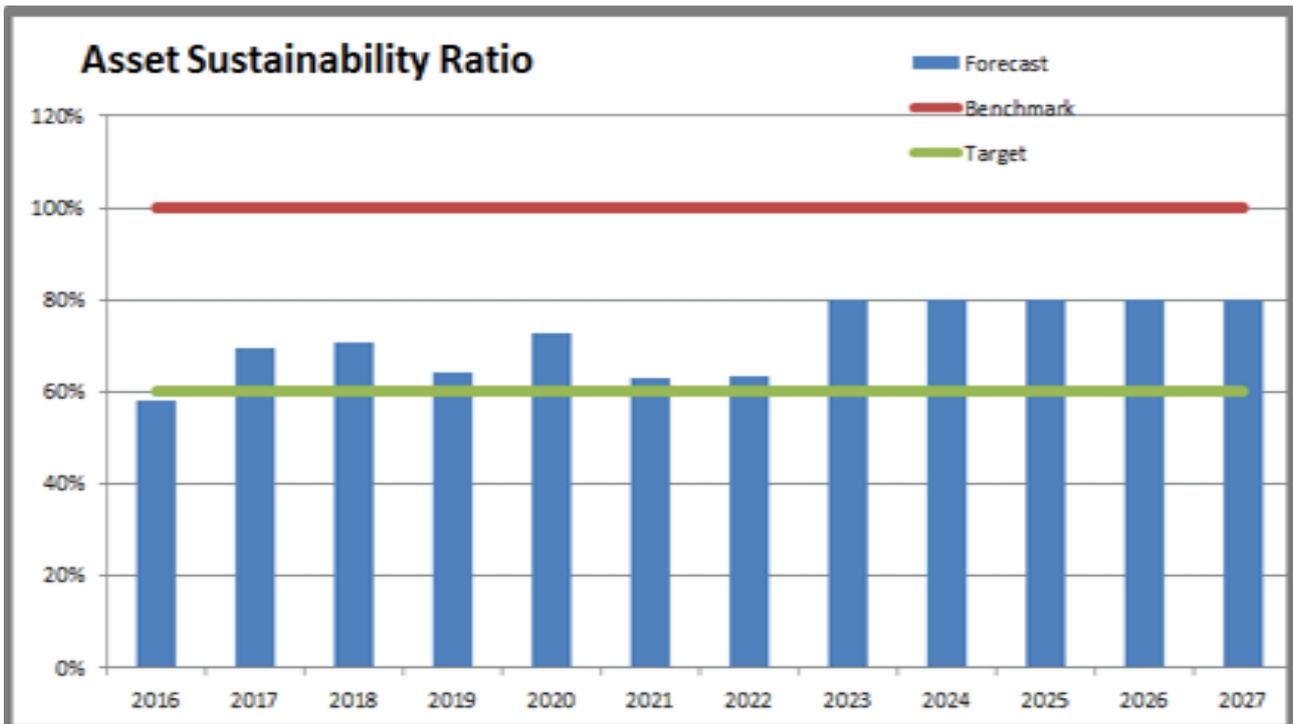
The Plan includes the loss of \$546,000 revenue from TasWater in 2018/19 and the corresponding assumption that cost savings will be realized to offset the loss.

A 1.5% rates increase has been included in 2018/19 with a 1% increase in the following two years.

A conservative estimate of rate increases in relation to proposed development in the CBD is also included.

Appendix A: Long Term Financial Plan

Asset Renewal Funding Ratio and Asset Sustainability Ratio



Appendix A: Long Term Financial Plan

Asset Renewal Funding Ratio and Asset Sustainability Ratio (continued)

The asset sustainability ratio, compares the rate of capital spending through renewing, restoring and replacing existing assets, with the value of depreciation. The expenditure on renewing the asset base reflected in the Plan averages between approximately 60% and 80% of the relevant depreciation expense over the years from 2018 to 2027. This figure is below the benchmark set by the Auditor-General, but generally within the DCC target range of 60% to 100%. According to the criteria for assessing financial sustainability established by the Auditor-General, this indicates a medium financial sustainability risk.

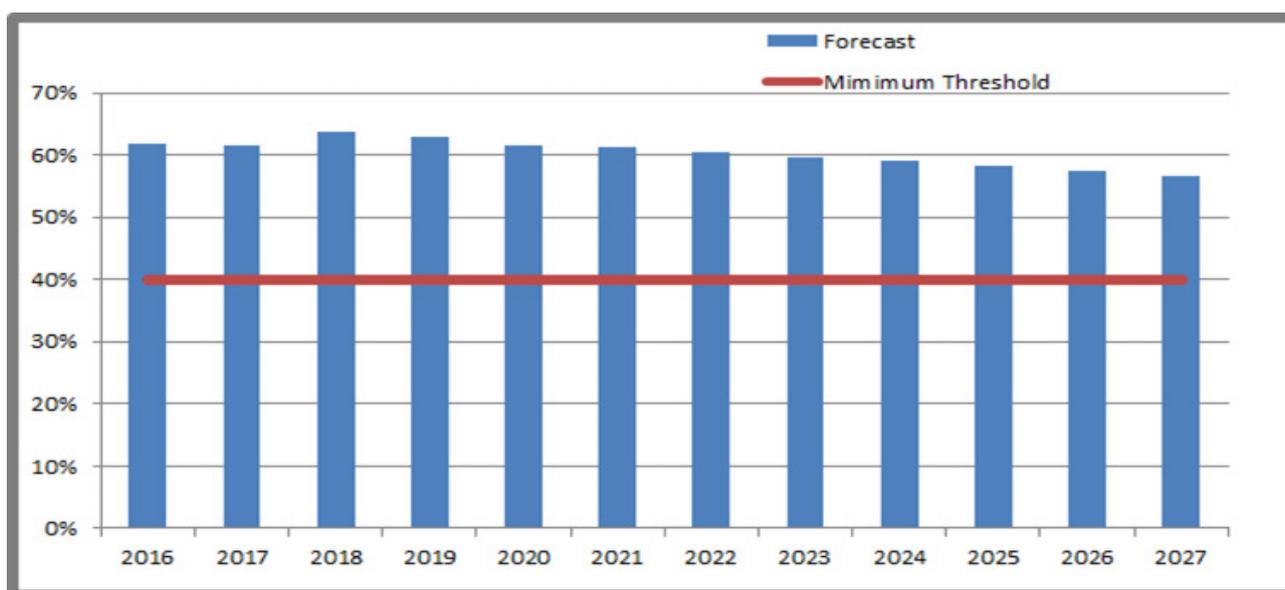
In the commentary included in the Financial Management Strategy, Council has set a target below that set by the Auditor-General as the Asset Management Plans indicate that there is no requirement to renew stormwater assets at this stage, however the asset class carries a depreciation expense of approximately \$1,100,000. This has a significant impact on the calculation of this ratio. The other influence is the increased expenditure on new assets in recent years with the Mersey Bluff redevelopment, the Aquatic Centre and the purchases of properties for the LIVING CITY project and current construction of Stage 1. This expenditure results in additional depreciation expense but does not necessarily translate into an increased renewal requirement in the short to medium term.

The asset renewal funding ratio measures the planned expenditure on renewing assets in the Long Term Financial Plan with the projected renewal expenditure as determined in the Asset Management Plans. As discussed earlier this document demonstrates that Council plan to adequately fund capital renewal requirements as identified in its Asset Management Plans.

It should be noted that the Plan allows for maintenance on the majority of new capital expenditure. This maintenance expenditure may reduce the level of renewal expenditure required in the future.

Appendix A: Long Term Financial Plan

Asset Consumption Ratio



The asset consumption ratio shows the depreciated replacement cost of Council's depreciable assets relative to their replacement value.

Council is meeting the benchmark of between 40% and 60% considered appropriate for this ratio, however the ratio is declining and Council must continue to closely monitor the ongoing maintenance and condition of assets to ensure they are adequately renewed. Close scrutiny is paid to the asset consumption ratio for roads as this is a major asset class.

At 30 June 2016, the road consumption ratio was 46.1% and had improved slightly over the past four years.

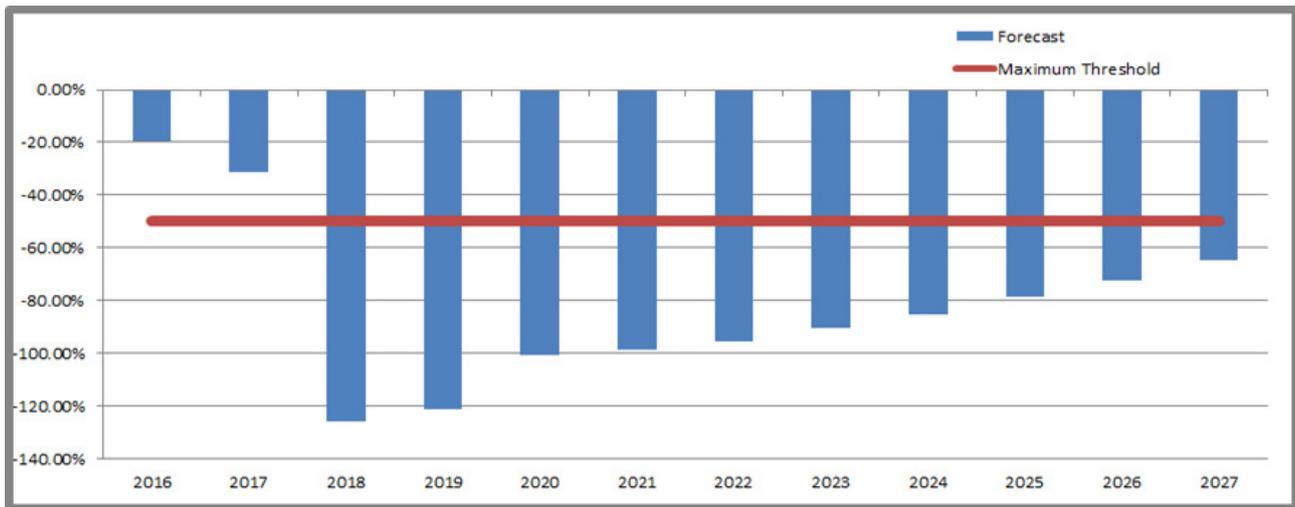
In 2014 DCC engaged contractors to conduct a road condition survey, which included evaluation of the pavement condition, between 1 (new condition) and 5 (requires renewal or replacement).

The average condition was 2.2, which indicated the road network was in reasonable condition.

The recent Road Management in Local Government review undertaken by the Tasmanian Audit Office also concluded that Council roads are in a reasonable condition, but recommended that Council continues to monitor its renewal.

Appendix A: Long Term Financial Plan

Net Financial Liabilities Ratio



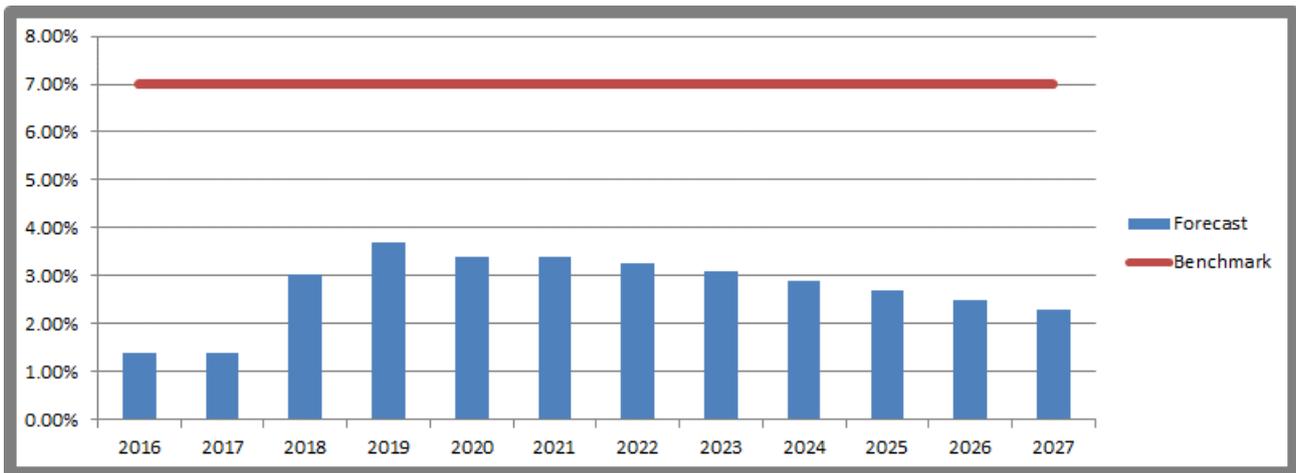
Net Financial Liabilities represent the total value of liabilities less cash and receivables. The net financial liabilities ratio increases in 2017 which reflects the additional borrowings in relation to Stage 1 of LIVING CITY. The maximum additional borrowings for Stage 1 is \$39,000,000.

The forecast for the ratio exceeds the benchmark range and the target range set by Council from 2018, which was acknowledged in the LTFP presented to Council in March 2016. The Treasurer has approved the additional borrowing limit despite this result. The Plan includes substantial reduction of the loan balance over the 10 years with the sale of land and buildings and regular principal repayments factored into future cash flows.

Based on the Plan the cash balance will stay above the target balance of \$3,000,000 for the duration of the Plan.

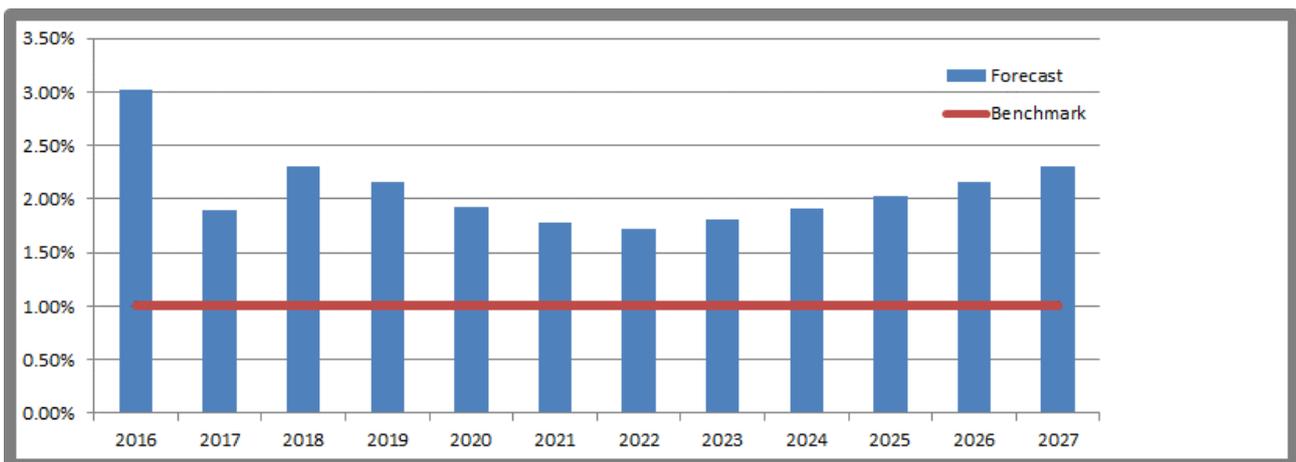
Appendix A: Long Term Financial Plan

Net Interest Cost Ratio



As demonstrated, the net interest cost to Council is well below the benchmark of 7% of recurrent revenue. At the current borrowing levels, Council can comfortably meet its net interest obligations from ongoing operations. This ratio takes into account the additional interest relating to the increased borrowings.

Current Ratio



This ratio demonstrates Council's ability to repay its short term debts from its current assets. The ratio remains above the benchmark for all of the years shown.

Appendix A: Long Term Financial Plan

Estimated Statement of Comprehensive Income

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000
Recurrent income													
Rates and service charges	26,458	26,970	27,335	27,638	28,057	28,399	28,696	28,998	29,078	29,158	29,238	29,318	29,398
Fees and charges	5,588	5,233	6,344	6,418	6,759	6,536	6,763	6,763	6,763	6,763	6,763	6,763	6,763
Government Grants	1,286	2,127	3,127	1,133	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125
Contributions	82	82	181	50	3	3	3	3	3	3	3	3	3
Investment revenue	2,824	2,287	2,888	2,566	2,048	1,998	1,918	1,906	1,909	1,926	1,944	1,963	1,984
Other revenue	1,305	1,059	1,135	1,028	1,140	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120
Total recurrent income	37,513	37,758	41,010	38,854	40,132	40,181	40,625	40,915	40,978	41,095	41,193	41,292	41,393
Recurrent expenses													
Employee costs	11,389	12,126	11,185	12,041	12,055	12,076	12,086	12,098	12,110	12,119	12,128	12,137	12,146
Materials and services	11,036	11,915	12,799	12,836	12,341	12,362	12,602	12,384	12,396	12,405	12,414	12,423	12,432
Depreciation	8,666	8,311	8,390	8,816	9,495	9,536	9,641	9,686	9,704	9,723	9,741	9,759	9,777
Finance costs	1,151	1,077	2,485	1,503	1,833	1,663	1,605	1,545	1,485	1,425	1,365	1,305	1,245
Levies & taxes	3,126	3,238	3,297	3,440	3,439	3,439	3,439	3,439	3,439	3,439	3,439	3,439	3,439
Other expenses	838	1,068	1,132	1,426	1,530	1,430	1,470	1,427	1,530	1,430	1,470	1,470	1,470
Internal charges	(457)	(569)	(569)	(632)	(632)	(632)	(632)	(632)	(632)	(632)	(632)	(632)	(632)
Total expenses	35,749	37,166	38,719	39,430	40,061	39,874	40,211	39,947	40,032	39,909	39,925	39,901	39,877
Surplus/(Deficit) before Capital Items	1,764	593	2,291	(576)	71	307	414	968	946	1,186	1,268	1,391	1,516
Capital items													
Net Gain/(Loss) on disposal of assets	(3,581)	(699)	(1,975)	(537)	(200)	(4,100)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Change in Value of Investments	837	105	105	141	141	141	141	141	141	141	141	141	141
Capital Grants & Contributions	3,582	19,128	5,933	9,511	2,624	1,124	6,624	6,24	6,24	6,24	6,24	6,24	6,24
Change in Value - Investments	1,433	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus/(Deficit)	4,035	19,127	6,355	8,519	2,436	(2,528)	6,979	1,533	1,531	1,751	1,833	1,956	2,081

Appendix A: Long Term Financial Plan

General Assumptions

Indexation

All data is expressed at current value, that is, data relating to prior years is as stated in the Annual Report for that year and all projections are expressed in 2016/17 values. Revenue and expenses have not been indexed for CPI. Any changes in revenue or expenses in excess of or below CPI are explained below.

Rounding

All amounts in the Plan are rounded to the nearest \$1,000. Any rounding errors have been corrected in the Plan.

Specific Assumptions

Rate & Service Charges

Council currently has two rating categories – general and service rates.

General rates are levied based on the Assessed Annual Value of properties, as determined by the Valuer General. Council adopts differential rating based on the use of the property/land. During 2015/16 Council changed its rating methodology and introduced a \$300 fixed charge and a change cap. The Plan assumes the fixed charge will remain in place at the current level and the change cap will not increase in the future. Supplementary rates are included in each year and take into account both historical trends, predictions for future population growth and construction in the CBD in relation to LIVING CITY Stages 1, 2 and 3.

2017/18 year will see changes to the waste management service charge to improve consistency across all rating categories. The changes have been reflected in the revenue estimate in 2017/18.

The Plan assumes that rates and waste management charges will not increase by more than CPI for the majority of the Plan, however a 1.5%, 1% and 1% increase in the general rate has been included for the 2018/19, 2019/20 and 2020/21 years respectively.

Fees and Charges

This category covers a wide range of Council services including revenue from:

- planning and development applications;
- inspections;
- transfer station;
- animal registrations;
- parking fees and fines; and
- admissions relating to various Council owned facilities, eg, Devonport Recreation Centre and the Devonport Entertainment and Convention Centre, etc.

It has been assumed that parking revenue in relation to the new car park in Best Street will be at the most conservative estimate included in the LTFP adopted in March 2016 and will be recognised progressively over 4 years. All changes to rental income from commercial properties have been factored into the Plan.

Other levels of fees and charges are anticipated to remain constant over the Plan.

Appendix A: Long Term Financial Plan

Specific Assumptions (continued)

Grant Income

Operating grants are received from both State and Federal Government for the purpose of delivering Council services.

The main source of grant revenue is from the State Grants Commission (SGC) in the form of Financial Assistance Grants (FAG). The Federal Government announced in the 2014/15 budget that the level of these grants will be frozen for three years.

In the 2017 Federal budget it was announced the reintroduction of indexation of the FAG, however, the level of FAG revenue has been maintained at the current level, that is, no increase has been factored into the Plan for this item of revenue.

Investment Revenue

Interest Income

Interest on investments has been calculated on the estimated average cash balance. Historically, cash levels are higher in the first half of the financial year than in the second, due to the timing of rate receipts and Council's capital expenditure program. An average interest rate of 2.25% has been used to forecast interest revenue in the Plan. Interest Income fluctuates over the term of the Plan due to changing investment balances.

Dividends Received

Dividends from TasWater are based on advice received from the entity and take into account the proposed distribution from 2015/16 to 2017/18 based on the reduced charges recommended by the Economic Regulator. The total distribution was frozen at \$1,638,000 in 2015/16 until 2017/18 and will then reduce by a third to \$1,092,000 for the remainder of the Plan.

Distribution from Dulverton Regional Waste Management Authority is expected to be \$614,000 in 2017/18 and \$500,000 for the remainder of the Plan.

Other Revenue

This category includes commission received through operations of the Devonport Entertainment Centre and the Visitor Information Centre, recoveries from the Monetary Penalties Enforcement Service, and minor sundry income.

The current management agreement with Belgravia to manage Splash – leisure and aquatic centre allows Council to recover utility costs in relation to the centre. The contract with Belgravia is for a period of 5 years ending in 2018. It is assumed that the recoveries will continue for the remainder of the Plan.

Appendix A: Long Term Financial Plan

Specific Assumptions (continued)

Service Levels and New Developments

The Plan assumes existing service levels will remain constant throughout the period. As stated in the Introduction, expenditure on new capital will result in increased operational expenditure in the future. Allowance has been made for the additional operating, maintenance and depreciation costs associated with capital expenditure on new assets.

Maintenance costs on these developments and any other new capital expenditure has been allowed for at the following rates:

- Roads & Stormwater 1.0% of new capital expenditure; and
- Facilities and Open Space 1.0% of new capital expenditure.

The additional maintenance costs have been allocated evenly across employee benefits and materials and services. This allows for a real increase in the number of employees and in the cost of materials to undertake this additional work.

Additional operational and maintenance costs of \$433,000 per year in relation to Council owned LIVING CITY buildings has been included in the Plan.

Council is consistently focused on ensuring services are delivered as efficiently and effectively as possible. This involves regular reviews of service levels and the method of delivery to ensure costs are kept at sustainable levels.

Employee Benefits

Employee benefits include salaries and wages and all employment related expenses including payroll tax, employer superannuation, leave entitlements, fringe benefits tax, workers compensation insurance and professional development.

Employee benefits increase annually over the duration of the Plan and represent the increased maintenance required on new capital expenditure. The additional employee numbers to perform these maintenance tasks have not been quantified, however the costs are relative to historical data.

Materials and Services

This category of expenditure covers a wide range of costs and represents the majority of Council's day to day operational expenditure. Despite constant cost increases, the cost management culture evolving throughout Council aims to maintain the level of expenditure in materials and services costs in line with CPI, with adjustments only being made for known variances. These include:

- timing of expenditure for increased valuation costs;
- additional savings to offset the loss of TasWater dividends; and
- movements in the management fee paid to Belgravia in relation to Splash.

This category also includes the additional cost of materials associated with maintenance of new capital expenditure.

Appendix A: Long Term Financial Plan

Specific Assumptions (continued)

Depreciation

Depreciation expense is based on the current written down value of property, plant and equipment, increased for new capital additions. The asset base has not been indexed or revalued in this Plan so as to remain consistent in the presentation of figures in real dollar terms.

The amount of depreciation is expected to increase at a rate of approximately 1% of the value of the related year's capital expenditure estimates, and as such depreciation costs will continually increase over the life of the Plan.

Depreciation is expected to increase by \$877,000 as a result of new buildings and infrastructure within Stage 1 of LIVING CITY.

Finance Costs

Finance costs include interest expense on borrowings and general bank charges across Council accounts. Interest expense over the period of the Plan is based on existing and new debt requirements.

Levies and Taxes

Council rates, land taxes and fire service levies are included in this category of expenditure. Council rates are shown on Council owned properties to reflect the total cost of operating these facilities. Land tax and fire service levies are based on the assessment received from the State Government.

While Council is planning to dispose of surplus properties, it is not anticipated that the sales will have a material impact on the level of rates or land tax.

Other Expenses

This category includes expenses relating to elected members, donations and sponsorships payable to community organisations and rate remissions.

It is expected that these costs will remain constant over the life of the Plan with the only exception being that every fourth year costs will increase to reflect the holding of Council elections.

Internal Charges

The balance shown in this category represents internal charges for plant hire, allocation of employee on-costs and distribution of overheads for the Infrastructure and Works Department applicable to capital jobs.

The dollar amount recharged to capital jobs is directly related to the amount of time Council staff spend on capital jobs.

Capital Grants

Roads to Recovery program increased in 2016/17 and then reverted to the historical funding level for the remaining life of the Plan.

Appendix A: Long Term Financial Plan

Specific Assumptions (continued)

LIVING CITY Project

Council is committed to progressing the LIVING CITY project and the Plan reflects the estimated income and expenditure for the project as is known at the time of writing.

Revenue includes all current rental income in relation to the strategic properties purchased as part of the project and all holding costs. Assets and borrowings in relation to the project are reflected in the Estimated Statement of Financial Position.

The following assumptions relate specifically to LIVING CITY:

- Rental from the Food Pavilion will commence in 2017/18, however the first full year will be 2018/19;
- Rental from the café in the multi-purpose building will commence in 2018/19;
- Revenue from the new car park will not reach total projected levels for 4 years;
- Harris Scarfe rental income will cease at the end of 2019/2020;
- It is assumed that Council will dispose of LIVING CITY assets in 2019/20 for a total of \$6,000,000. These funds will be used to reduce debt at the time;
- Construction of Stages 2 and 3 will progress as planned; and
- Council will borrow up to \$39,000,000 to construct Stage 1, at an average rate of 3.4% over the 10 years.

Appendix A: Long Term Financial Plan

Estimated Statement of Cash Flows

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000	'\$000
Cash Flows from Operating Activities													
Receipts													
Rates and user charges	31,404	31,768	33,194	33,591	34,351	34,470	34,994	35,296	35,376	35,456	35,536	35,616	35,696
Government grants	1,286	2,127	3,127	1,133	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125
Refund of GST tax credits	1,473	1,473	4,080	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473	1,473
Contributions	82	82	181	3	3	3	3	3	3	3	3	3	3
Interest	541	260	420	252	280	230	150	138	141	158	176	195	216
Investment revenue from TasWater	929	2,344	2,388	1,700	1,268	1,268	1,268	1,268	1,268	1,268	1,268	1,268	1,268
Other receipts	1,449	1,141	1,316	1,449	1,143	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123
Total Receipts	37,164	39,184	44,704	39,230	40,643	40,692	41,136	41,426	41,509	41,606	41,704	41,803	41,904
Payments													
Employee & supplier costs	25,975	27,274	27,227	26,219	27,738	27,780	28,030	27,824	27,848	27,866	27,884	27,902	27,920
Borrowing costs	1,078	1,077	2,485	1,503	1,833	1,663	1,605	1,545	1,485	1,425	1,365	1,305	1,245
Other expenses	838	1,048	1,132	1,426	1,530	1,430	1,470	1,427	1,530	1,430	1,470	1,470	1,470
Total Payments	27,891	29,419	30,844	31,148	31,101	30,873	31,105	30,776	30,863	30,721	30,719	30,677	30,635
Net Cash from operating activities	9,273	9,765	13,862	8,082	9,542	9,819	10,031	10,650	10,646	10,885	10,985	11,126	11,269
Cash Flows from Investing Activities													
Receipts													
Proceeds from sale of non current assets	204	200	100	5	100	6,100	100	100	100	100	100	100	100
Capital Grants	1,314	4,928	2,928	8,711	2,374	374	6,374	374	374	374	374	374	374
Dividend revenue	534	372	500	614	500	500	500	500	500	500	500	500	500
Capital Contributions	-	13,000	13,000	-	-	-	-	-	-	-	-	-	-
Other investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments													
Carry forwards	(2,142)	(2,142)	(2,142)	(11,144)	(6,073)	(6,916)	(6,052)	(6,140)	(7,749)	(7,764)	(7,778)	(7,793)	(7,807)
Asset renewals	(5,035)	(5,838)	(5,838)	(6,210)	(6,233)	(4,021)	(10,581)	(4,498)	(1,809)	(1,813)	(1,817)	(1,817)	(1,817)
New assets	(6,988)	(34,020)	(20,626)	(42,711)	(6,233)	(4,021)	(10,581)	(4,498)	(1,809)	(1,813)	(1,817)	(1,817)	(1,817)
Net Cash used in investing activities	(9,771)	(23,500)	(12,078)	(50,735)	(9,332)	(3,963)	(9,659)	(9,664)	(8,584)	(8,603)	(8,621)	(8,636)	(8,650)
Cash Flows from Financing Activities													
Receipts													
New loans	-	5,000	-	39,000	-	-	-	-	-	-	-	-	-
Payments													
Loan principal repayments	(985)	(790)	(732)	(829)	(1,075)	(7,141)	(1,211)	(1,281)	(1,351)	(1,423)	(1,502)	(1,538)	(1,574)
Net Cash from (or used in) financing activities	(985)	4,210	(732)	38,171	(1,075)	(7,141)	(1,211)	(1,281)	(1,351)	(1,423)	(1,502)	(1,538)	(1,574)
Net increase/(Decrease) in cash held	(1,483)	(9,525)	1,052	(4,482)	(865)	(1,285)	(839)	(315)	711	859	862	952	1,045
Cash at beginning of reporting period	18,658	16,975	16,975	18,027	13,545	12,680	11,395	10,556	10,241	10,952	11,811	12,673	13,625
Cash at end of reporting period	16,975	7,450	18,027	13,545	12,680	11,395	10,556	10,241	10,952	11,811	12,673	13,625	14,670

Appendix A: Long Term Financial Plan

Estimated Statement of Cash Flows (continued)

Sale of Assets

The statement includes proceeds of \$7,000,000 over 10 years from sale of assets and plant and equipment. Sale of assets in relation to LIVING CITY accounts for \$6,000,000 of this total.

Capital Works

The capital expenditure shown in the statement is split between expenditure on renewals and new capital projects as outlined in the 5 year capital program. The remaining years ensure renewal expenditure is 80% of depreciation expense. The expected project cost for Stage 1 of LIVING CITY is \$69,600,000.

Borrowings

An additional \$39,000,000 of borrowings will be drawn down in 2017/18.

Appendix A: Long Term Financial Plan

Estimated Statement of Financial Position

	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets														
Current Assets														
Cash and cash equivalents	16,975	7,450	18,027	13,545	12,680	11,395	10,556	10,241	10,241	10,952	11,811	12,673	13,625	14,670
Receivables	1,710	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110
Other Assets	76	76	76	76	76	76	76	76	76	76	76	76	76	76
Total Current Assets	18,761	8,636	19,213	14,731	13,866	12,581	11,742	11,427	11,427	12,138	12,997	13,859	14,811	15,856
Non-current Assets														
Capital works in progress	10,395	40,395	35,717	50,295	5,814	5,414	3,451	3,451	3,451	3,451	3,451	3,451	3,451	3,451
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment in associates	4,739	4,844	4,949	4,985	5,126	5,267	5,408	5,549	5,549	5,690	5,831	5,972	6,113	6,254
Investment in TasWater	85,664	85,664	85,664	85,664	85,664	85,664	85,664	85,664	85,664	85,664	85,664	85,664	85,664	85,664
Property, plant and equipment	411,643	415,001	409,018	427,801	474,544	463,923	472,352	472,778	472,778	472,107	471,838	470,765	470,089	469,022
Total Non-current Assets	512,441	545,904	535,348	548,745	571,148	540,268	546,875	567,442	567,442	566,912	566,784	565,852	565,317	564,391
Total Assets	531,202	554,540	554,561	563,476	585,014	572,849	578,617	578,869	578,869	579,050	579,781	579,711	580,128	580,247
Liabilities														
Current Liabilities														
Payables	3,182	3,182	7,182	3,179	3,178	3,181	3,180	3,180	3,180	3,180	3,180	3,183	3,182	3,181
Provisions	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146
Financial liabilities	892	829	829	1,075	7,141	1,211	1,281	1,351	1,351	1,423	1,502	1,538	1,574	1,570
Total Current Liabilities	6,220	6,157	10,157	6,400	12,465	6,538	6,607	6,677	6,677	6,749	6,831	6,867	6,902	6,897
Non-current Liabilities														
Provisions	455	455	455	455	455	455	455	455	455	455	455	455	455	455
Income Received in Advance			13,000											
Financial liabilities	19,615	23,888	18,909	56,834	49,672	45,961	44,681	43,330	43,330	41,907	40,805	38,866	37,292	35,335
Total Non-current Liabilities	20,070	24,343	32,364	57,289	50,127	46,416	45,136	43,785	43,785	42,342	41,240	39,321	37,747	35,790
Total Liabilities	26,290	30,500	42,521	63,689	62,592	52,954	51,743	50,462	50,462	49,111	48,091	48,188	48,449	42,687
Net Assets	504,912	524,040	512,040	519,787	522,422	519,895	526,874	528,407	528,407	529,939	531,490	533,523	535,479	537,540
Equity														
Accumulated Surplus	196,876	216,004	204,004	211,751	214,386	211,859	218,838	220,371	220,371	221,903	223,654	225,487	227,443	229,524
Asset Revoluton Reserves	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770	298,770
Other Reserves	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266
Total Equity	504,912	524,040	512,040	519,787	522,422	519,895	526,874	528,407	528,407	529,939	531,490	533,523	535,479	537,540

Appendix A: Long Term Financial Plan

Estimated Statement of Financial Position (continued)

Cash & Cash Equivalents

The cash balance has been derived from the Estimated Statement of Cash Flow. The cash balance has not been discounted for the effect of inflation and is shown in today's dollars.

Capital Work in Progress

This balance relates to capital projects that span more than one financial year.

Investment in Associates and TasWater

A small increase in the value of investment in Dulverton Regional Waste Management Authority has been factored into the Plan. This assumption is based on the forecast Statement of Financial Position as advised. It is assumed that the investment in TasWater will remain constant.

Property, Plant & Equipment

Capital expenditure on new assets and on renewal of existing assets is in accordance with the 5 year capital program. The remaining years ensure renewal expenditure is approximately 80% of depreciation expense.

The balance takes into account any disposals of assets, contributed assets and depreciation of the existing asset base as well as additions.

Financial Liabilities

A maximum of \$39,000,000 of borrowings will be drawn down in 2017/18 and all principal repayments have been included in the Plan.

APPENDIX B

DEVONPORT CITY COUNCIL

FIVE YEAR

CAPITAL WORKS

PROGRAM

Public Open Space & Recreation

Total Expenditure Renewal New Non-Council Funds inc

2017/18

Renewal Projects

Meercroft Park - Re-clad external walls of change rooms	28,000	28,000	0	
Mersey Bluff playground - Shade sail renewal	28,000	28,000	0	
Aquatic Centre - Outdoor filter vessels and associated pipework + roof over	140,000	126,000	14,000	
Vietnam Veteran's Memorial - BBQ shelter renewal	80,000	56,000	24,000	
Path renewal program	65,000	65,000	0	
Aquatic Centre - replace shade covers north of 50m pool & west of 50m pool	25,000	25,000	0	
Renewal Projects Total	366,000	328,000	38,000	

Prioritisation Projects

Fitness equipment new - East Devonport	217,400	0	217,400	97,054
Julie Burgess - Pontoon lights	6,000	0	6,000	
Lovett St Soccer - New scoreboard & coach players bench	50,000	37,500	12,500	
Mersey Vale Cemetery - Children's area	100,000	0	100,000	
Mersey Vale Cemetery - future columns for Memorial Garden	20,000	0	20,000	0
Prioritisation Projects Total	393,400	37,500	355,900	97,054

2017/18 Total 759,400 365,500 393,900 97,054

Transport

2017/18

	Total Expenditure	Renewal	New	Non-council Funds inc
Safety Projects				
Oldaker and Ronald Safety Improvements	140,000	70,000	70,000	140,000
Gatenby Drive detention basin access	20,000	0	20,000	
Webberleys Road - seal	60,000	0	60,000	45,000
Paloona Road - Hogg Creek approach barriers	20,000	10,000	10,000	
Mersey Bluff pedestrian links	75,000	0	75,000	
Griffiths Street pedestrian link	30,000	0	30,000	
Forth Road, Don - pedestrian link	30,000	0	30,000	
Safety Projects Total	375,000	80,000	295,000	185,000
Renewal Projects				
Road traffic device renewal	25,000	25,000	0	
Street light provision	20,000	10,000	10,000	
Transport minor works	25,000	12,500	12,500	
Reseal program	700,000	700,000	0	
Parking infrastructure renewal	25,000	25,000	0	
Torquay Road reconstruction - Canning Drive East to Canning Drive West	400,000	400,000	0	
Birala Place renewal	90,000	90,000	0	
Saleyard Road renewal	300,000	300,000	0	
Bishops Road renewal	480,000	480,000	0	
Formby Road renewal, Northbound - Lyons Ave to Bass Hwy	330,000	330,000	0	
CBD footpath renewals	200,000	200,000	0	
Rural road route signs	40,000	40,000	0	
Devonport Road renewal - Bay Drive to Mersey Road	275,000	275,000	0	
James Street renewal - Clements Street to North Fenton Street	360,000	360,000	0	
Ronald St renewal Madden Street to Parker Street	35,000	35,000	0	
Lighthouse car park improvements - Mersey Bluff	100,000	50,000	50,000	
Buster Road renewal - west of Don River (stage 2)	750,000	750,000	0	748,868
James Street footpath renewal - Clements St to North Fenton St	110,000	110,000	0	
Devonport Rd footpath renewal - Bay Drive to Mersey Rd	75,000	75,000	0	
Renewal Projects Total	4,340,000	4,267,500	72,500	748,868
Prioritisation Projects				
Victoria Parade boat ramp area improvements	300,000	150,000	150,000	
Rooke Street Upgrade - Stewart St to Steele Street	50,000	25,000	25,000	
Prioritisation Projects Total	350,000	175,000	175,000	
2017/18 Total	5,065,000	4,522,500	542,500	933,868

Stormwater

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2017/18

Safety Projects

Minor Stormwater Works	30,000	7,500	22,500
William SW Catchment Upgrade - Stage 7	250,000	0	250,000
Webberleys Road - new culvert	15,000	0	15,000
246 Lillico Road culvert upgrade	25,000	25,000	0
42 Lawrence Drive stormwater improvements	15,000	0	15,000
Tugrah Road - new pits in gravel section	30,000	0	30,000
Finlaysons Way stormwater improvement	95,000	23,750	71,250
Maidstone Park - stormwater north east of oval	40,000	0	40,000
Stormwater outfall risk management - Mersey Bluff	30,000	7,500	22,500
Safety Projects Total	530,000	63,750	466,250

Renewal Projects

Pit replacements	50,000	50,000	0
12 Victoria Parade road crossing renewal	30,000	30,000	0
Renewal Projects Total	80,000	80,000	0

2017/18 Total **610,000** **143,750** **466,250**

Buildings & Facilities

Total Expenditure Renewal New Non-Council Funds inc

2017/18

Safety Projects

Devonport Dogs Home - construction of two 'Caution Pens' 80,000 0 80,000

Safety Projects Total 80,000 0 80,000

Renewal Projects

Payne Avenue toilet block 200,000 200,000 0

Devonport Football Club - roof 50,000 50,000 0 0

Renewal Projects Total 250,000 250,000 0 0

Prioritisation Projects

Art Gallery Integration Project 1,300,000 0 1,300,000

Devonport Recreation Centre - additional toilet in men's squash change rooms 8,000 0 8,000 0

Prioritisation Projects Total 1,308,000 0 1,308,000 0

2017/18 Total 1,638,000 250,000 1,388,000 0

Plant & Fleet

Total
Expenditure Trade Net Expenditure

2017/18

Fleet Management

Fleet replacement program	270,000	100,000	170,000
Fleet Management Total	270,000	100,000	170,000

Hire Plant Management

Reactive Garbage Truck Replacement	300,000	0	300,000
Reactive mower replacement	20,000	0	20,000
Hire Plant Management Total	320,000	0	320,000

Non-Hire Plant Management

Level & tripod (E000297)	2,000	100	1,900
Milwaukee Cordless Kit (E0001548)	1,700	0	1,700
Milwaukee Cordless Kit (E0001549)	1,700	0	1,700
Multi Purpose Building - scissor lift	15,000		15,000
Portable Air-hydraulic Jack	3,000	0	3,000
Reactive non-hire plant replacement	20,000	0	20,000
Vibrating Plate - reversible (E000089)	13,000	1,000	12,000
Workshop Tig Welder	2,500	0	2,500
Workshop Tool Chest	1,300	0	1,300
Non-Hire Plant Management Total	60,200	1,100	59,100

2017/18 Total 650,200 101,100 549,100

Office & Equipment

Total Expenditure Renewal New Non-Council Funds inc

2017/18

Safety Projects

Devonport Rec Centre - Defibrillator Program - year 1

3,000 0 3,000

Safety Projects Total

3,000 0 3,000

Renewal Projects

Aquatic Centre - Outdoor pool cover spools

63,000 63,000 0

Information Technology - Renewals & upgrades

263,000 263,000 0

Art Gallery - Camera Canon EOS 5D Mark III + Lens 24-70mm F2.8 L USM II

6,000 6,000 0

Art Gallery - projector

7,000 7,000 0

Devonport Oval - cricket wicket covers

5,000 5,000 0

Aquatic Centre - Irrigation pump

3,000 3,000 0

Aquatic Centre - Picnic tables - year 1

12,000 12,000 0

DECC - new stage curtains and tracks

20,000 20,000 0

Renewal Projects Total

379,000 379,000 0

Prioritisation Projects

Art Acquisition - Biennial

10,000 0 10,000

BSMC - portable PA system

3,000 0 3,000

BSMC - additional seating

4,200 0 4,200

Prioritisation Projects Total

17,200 0 17,200

2017/18 Total

399,200 379,000 20,200

Living City

2017/18

Total
Expenditure

Renewal

New

Non-Council
Funds inc

Prioritisation Projects

Capital into selected projects

900,000

900,000

Living City Stage 1

39,000,000

0

39,000,000

Prioritisation Projects Total

39,900,000

0

39,900,000

2017/18 Total

39,900,000

0

39,900,000

Public Open Space & Recreation

Total Expenditure Renewal New Non-Council Funds inc

2018/19

Safety Projects

Don Reserve - Railway crossing safety improvements	35,000	35,000	0
Victoria Parade - River bank mowing, strip stage 1	100,000	0	100,000
Aquatic Centre - Trade Waste upgrades	25,000	0	25,000
Safety Projects Total	160,000	35,000	125,000

Renewal Projects

Don Reserve - Path renewal west of Don College	90,000	90,000	0
Maidstone Park - Public amenities change rooms upgrade	38,000	38,000	0
Mersey Bluff Caravan Park - New caretaker house in new location	232,000	232,000	0
Mersey Vale Cemetery - Lighting renewal	53,000	53,000	0
Path renewal East Devonport - Melrose St car park to Church St - 330m	109,000	109,000	0
Playground equipment renewal - Aquatic Centre car park	87,000	87,000	0
Playground equipment renewal - East Devonport foreshore	77,000	77,000	0
Playground equipment renewal - Kiah Place	68,000	68,000	0
Renewal Projects Total	754,000	754,000	0

Prioritisation Projects

Future - Prioritisation projects to be identified	250,000	0	250,000
Meercroft Park - Eugene St ground upgrade and surface drainage	86,000	43,000	43,000
Mersey Vale Cemetery - Irrigation at cremation area	18,000	0	18,000
Victoria Parade - Drinking fountains x4	12,000	3,000	9,000
Mersey Vale Cemetery - future stage 2 of 9 of Modern Burial System	1,000,000	0	1,000,000
Prioritisation Projects Total	1,366,000	46,000	1,320,000

2018/19 Total 2,280,000 835,000 1,445,000

Transport

2018/19

	Total Expenditure	Renewal	New	Non-council Funds inc
Safety Projects				
Tugrah Road - seal part of gravel section	105,000	0	105,000	
CBD pedestrian facilities - Best and Edward	23,000	0	23,000	
Pedestrian facilities - Bluff Road and Clements St	40,000	40,000	0	
Don Road Median Treatment turning lane	166,000	0	166,000	166,000
Fenton Street & Stewart Street - Intersection safety improvements - blackspot	221,000	165,750	55,250	221,000
Valley Rd & Elm Ave - Intersection improvements	79,000	19,750	59,250	
Don Rd and Nixon St Traffic signals	435,000	108,750	326,250	
Victoria Parade Car Park (Cenotaph) car park traffic management	23,000	23,000	0	
Forbes Street pedestrian link - Middle Road	42,000	0	42,000	
Coles Beach/Back Beach pedestrian links	80,000	0	80,000	
Safety Projects Total	1,214,000	357,250	856,750	387,000
Renewal Projects				
Formby Road - Best to Stewart renewal	386,000	289,500	96,500	
Holyman Street footpath renewal	174,000	0	174,000	
North St pavement reconstruction - William St threshold	45,000	45,000	0	
Road traffic device renewal	25,000	25,000	0	
Street light provision	20,000	10,000	10,000	
The Lee - kerb renewal	56,000	56,000	0	
Transport minor works	25,000	12,500	12,500	
Bluff Access road traffic management	80,000	60,000	20,000	
Reseal program	700,000	700,000	0	
Stewart St kerb renewal - William to Gunn	174,000	174,000	0	
Signage improvements - Street name renewal	20,000	20,000	0	
Works depot car park - retaining wall renewal	28,000	28,000	0	
Parking infrastructure renewal	25,000	25,000	0	
CBD Carpark renewal - location TBC	111,000	111,000	0	
George St - Gunn to North Fenton kerb renewal	98,000	73,500	24,500	
Victoria Parade Car Park (James to George) car park traffic management	23,000	23,000	0	
Lapthorne Close renewal - Matthews Way to Stony Rise	189,000	189,000	0	
Winspears Road retaining wall renewal	25,000	25,000	0	
Adelaide Street kerb renewal	120,000	90,000	30,000	
Holyman Street renewal	419,000	419,000	0	
Melrose Road Buster Road intersection renewal	116,000	58,000	58,000	
Renewal Projects Total	2,859,000	2,433,500	425,500	
Prioritisation Projects				
CBD Street Scape Improvements - location TBC	805,000	603,750	201,250	374,434
Coles Beach - Car Park definition	75,000	0	75,000	
Prioritisation Projects Total	880,000	603,750	276,250	374,434
2018/19 Total	4,953,000	3,394,500	1,558,500	761,434

Stormwater

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2018/19

Safety Projects

Brooke St upgrade - Caroline catchment	83,000	41,500	41,500
Chinamans Creek SW Catchment Upgrade - Stage 1	276,000	0	276,000
Minor Stormwater Works	30,000	7,500	22,500
Parker SW Catchment Upgrade - Stage 1	276,000	0	276,000
Ronald SW Catchment Upgrade - Stage 1	276,000	0	276,000
Rooke Street stormwater improvements	180,000	90,000	90,000
Brooke St drainage improvements - south side	155,000	77,500	77,500
Stormwater outfall risk management - Mersey River	30,000	7,500	22,500
Safety Projects Total	1,306,000	224,000	1,082,000

Renewal Projects

Pit replacements	50,000	50,000	0
Renewal Projects Total	50,000	50,000	0

2018/19 Total **1,356,000** **274,000** **1,082,000**

Buildings & Facilities

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2018/19

Renewal Projects

General renewal - from inspections

500,000

500,000

0

Renewal Projects Total

500,000

500,000

0

Prioritisation Projects

DECC - Flooring back stage vinyl

26,000

26,000

0

Prioritisation Projects Total

26,000

26,000

0

2018/19 Total

526,000

526,000

0

Plant & Fleet

Total
Expenditure Trade Net Expenditure

2018/19

Fleet Management

Fleet replacement program

270,000

100,000

170,000

Fleet Management Total

270,000

100,000

170,000

Hire Plant Management

Hire plant replacement program

450,000

0

450,000

Hire Plant Management Total

450,000

0

450,000

Non-Hire Plant Management

Non-hire plant replacement program

75,000

0

75,000

Non-Hire Plant Management Total

75,000

0

75,000

2018/19 Total

795,000

100,000

695,000

Office & Equipment

Total Expenditure Renewal New Non-Council Funds inc

2018/19

Safety Projects

Devonport Rec Centre - Defibrillator Program - year 2

3,000 0 3,000

Safety Projects Total

3,000 0 3,000

Renewal Projects

General Renewal - TBA

32,000 32,000 0

Information Technology - Renewals & upgrades

263,000 263,000 0

Aquatic Centre - Picnic tables - year 2

12,000 12,000 0

Renewal Projects Total

307,000 307,000 0

Prioritisation Projects

Tidal Acquisitive Art Award – Biennial

10,000 0 10,000

Devonport Rec Centre - Coin Dispenser

11,000 0 11,000

BSMC - storage racks for installation at Art Gallery Storage Building

10,000 0 10,000

Prioritisation Projects Total

31,000 0 31,000

2018/19 Total

341,000 307,000 34,000

Living City

2018/19

Total
Expenditure

Renewal

New

Non-Council
Funds inc

Prioritisation Projects

Capital into selected projects

2,100,000

0

2,100,000

Prioritisation Projects Total

2,100,000

0

2,100,000

2018/19 Total

2,100,000

0

2,100,000

Public Open Space & Recreation

	Total Expenditure	Renewal	New	Non-Council Funds inc
2019/20				
Safety Projects				
Victoria Parade - River bank mowing, strip stage 2	111,000	0	111,000	
Safety Projects Total	111,000	0	111,000	
Renewal Projects				
BBQ replacements - Replace 3 barbecues	20,000	20,000	0	
Devonport Oval - Upgrade to front entry ticket booth	221,000	221,000	0	
Hiller Flora Reserve - Replace timber bench seats & picnic tables	12,000	12,000	0	
Mersey Bluff Caravan Park - Camp kitchen renewal	93,000	93,000	0	
Path renewal Don Reserve - Waverley Rd, Don Railway loop 3 sections - 120m	221,000	221,000	0	
Surf Club - roller door replacement (confirm)	25,000	25,000	0	
Renewal Projects Total	592,000	592,000	0	
Prioritisation Projects				
Cemetery - Heritage signage	12,000	0	12,000	
Fitness equipment new - Don Bushland	103,000	0	103,000	
Future - Prioritisation projects to be identified	300,000	0	300,000	
Horsehead Creek - Additional footpath network	23,000	0	23,000	
Lovett St Soccer - Ground renovation	122,000	0	122,000	400,000
Mersey Vale Cemetery - Entry and internal garden and lawn signage	34,000	0	34,000	
Victoria Parade - Connector paths	28,000	7,000	21,000	
Prioritisation Projects Total	622,000	7,000	615,000	400,000
2019/20 Total	1,325,000	599,000	726,000	400,000

Transport

2019/20

	Total Expenditure	Renewal	New	Non-council Funds inc
Safety Projects				
Duncans Rd bridge barriers	58,000	29,000	29,000	
Forbes St overpass - west side guard rail works	17,000	17,000	0	
Middle Road School Crossing Footpath renewal	55,000	55,000	0	
Pedestrian facilities - location TBC	23,000	23,000	0	
Reg Hope park access improvements	39,000	0	39,000	
Middle Rd guard rail renewal	31,000	31,000	0	
Melrose Road Morris Road intersection improvements	32,000	16,000	16,000	
Footpath new - location TBC	105,000	0	105,000	
Safety Projects Total	360,000	171,000	189,000	
Renewal Projects				
Road traffic device renewal	25,000	25,000	0	
Street light provision	20,000	10,000	10,000	
Transport minor works	25,000	12,500	12,500	
William Street pavement reconstruction - Valley to Middle	791,000	791,000	0	374,434
Reseal program	700,000	700,000	0	
Signage improvements - Street name renewal	20,000	20,000	0	
Parking infrastructure renewal	25,000	25,000	0	
Kings Road - seal extension	23,000	0	23,000	
Mersey Road Footpath Renewal - Devonport Rd to Dogs Home Rd	158,000	158,000	0	
Urban road renewal - location TBC	500,000	500,000	0	
Rural road renewal - location TBC	420,000	420,000	0	
North Fenton St reconstruction - Madden to Parker	304,000	228,000	76,000	
James Street renewal - North Fenton Street to Victoria parade	250,000	250,000	0	
Victoria St Renewal - Northern End	174,000	174,000	0	
Renewal Projects Total	3,435,000	3,313,500	121,500	374,434
Prioritisation Projects				
Maidstone Park Seal car park	150,000	0	150,000	
CBD Street Scape Improvements - location TBC	1,103,000	827,250	275,750	
Prioritisation Projects Total	1,253,000	827,250	425,750	
2019/20 Total	5,048,000	4,311,750	736,250	374,434

Stormwater

Total Expenditure Renewal New Non-Council Funds inc

2019/20

Safety Projects

Chinamans Creek SW Catchment Upgrade - Stage 2	276,000	0	276,000
Minor Stormwater Works	30,000	7,500	22,500
Stormwater outfall risk management	30,000	7,500	22,500
Winspears catchment - Bel Air and Cameray	58,000	0	58,000
Parker Street new pipe - east of Sorell St	67,000	0	67,000
Safety Projects Total	461,000	15,000	446,000

Renewal Projects

Pit replacements	50,000	50,000	0
Renewal Projects Total	50,000	50,000	0

2019/20 Total 511,000 65,000 446,000

Buildings & Facilities

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2019/20

Renewal Projects

General renewal - from inspections

420,000

420,000

0

BSMC - New roof to old section

23,000

23,000

0

DECC - replace seating

380,000

380,000

0

Renewal Projects Total

823,000

823,000

0

2019/20 Total

823,000

823,000

0

Plant & Fleet

Total
Expenditure Trade Net Expenditure

2019/20

Fleet Management

Fleet replacement program

270,000

100,000

170,000

Fleet Management Total

270,000

100,000

170,000

Hire Plant Management

Hire plant replacement program

450,000

0

450,000

Hire Plant Management Total

450,000

0

450,000

Non-Hire Plant Management

Non-hire plant replacement program

75,000

0

75,000

Non-Hire Plant Management Total

75,000

0

75,000

2019/20 Total

795,000

100,000

695,000

Living City

2019/20

Total
Expenditure

Renewal

New

Non-Council
Funds inc

Prioritisation Projects

Capital into selected projects

2,100,000

0

2,100,000

Prioritisation Projects Total

2,100,000

0

2,100,000

2019/20 Total

2,100,000

0

2,100,000

Public Open Space & Recreation

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2020/21

Safety Projects

Future - Safety projects to be identified	150,000	150,000	0	
Victoria Parade - River bank mowing, strip stage 3	111,000	0	111,000	

Safety Projects Total **261,000** **150,000** **111,000**

Renewal Projects

Future - Renewal projects to be identified	150,000	150,000	0	
Path renewal Don Reserve - Between Best & Parker St - 350m	293,000	293,000	0	

Renewal Projects Total **443,000** **443,000** **0**

Prioritisation Projects

Bike Riding Strategy action - River Rd link to Latrobe	683,000	0	683,000	475,000
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Prioritisation Projects Total **683,000** **0** **683,000** **475,000**

2020/21 Total **1,387,000** **593,000** **794,000** **475,000**

Transport

2020/21

	Total Expenditure	Renewal	New	Non-council Funds inc
Safety Projects				
Ronald Street new footpath - Oldaker to Parker missing links	34,000	0	34,000	
Pedestrian facilities - location TBC	23,000	23,000	0	
Urban car park improvements - location TBC	28,000	14,000	14,000	
Footpath new - location TBC	74,000	0	74,000	
Tugrah Road bus turn facility	35,000	0	35,000	
Devonport Oval - kerb near Clements St access	27,000	0	27,000	
Safety Projects Total	221,000	37,000	184,000	
Renewal Projects				
Don Road safety barrier renewal - west of Hillcrest	56,000	56,000	0	
Hilltop Ave Pavement & kerb reconstruction	244,000	244,000	0	
Road traffic device renewal	25,000	25,000	0	
Street light provision	20,000	10,000	10,000	
Transport minor works	25,000	12,500	12,500	
Reseal program	700,000	700,000	0	
Parking infrastructure renewal	25,000	25,000	0	
Sheffield Rd footpath renewal	105,000	105,000	0	
Urban road renewal - location TBC	1,050,000	787,500	262,500	
Rural road renewal - location TBC	450,000	0	450,000	
Footpath renewal - location TBC	126,000	126,000	0	
CBD Carpark renewal - location TBC	111,000	111,000	0	
22-24 Forbes Street footpath renewal	30,000	30,000	0	
Arterial Road improvements - location TBC	1,050,000	1,050,000	0	
Renewal Projects Total	4,017,000	3,282,000	735,000	
Prioritisation Projects				
CBD Street Scape Improvements - location TBC	525,000	525,000	0	
Prioritisation Projects Total	525,000	525,000	0	
2020/21 Total	4,763,000	3,844,000	919,000	

Stormwater

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2020/21

Safety Projects

Chinamans Creek SW Catchment Upgrade - Stage 3	276,000	0	276,000
Hiller Reserve high flow diversion drain	26,000	0	26,000
Minor Stormwater Works	30,000	7,500	22,500
Ronald SW Catchment Upgrade - Stage 2	276,000	0	276,000
Stormwater outfall risk management	30,000	7,500	22,500
Melrose Road Morris Road stormwater improvements	23,000	0	23,000
Safety Projects Total	661,000	15,000	646,000

Renewal Projects

Pit replacements	50,000	50,000	0
32 and 37 Victoria Parade road crossing renewals	60,000	60,000	0
Renewal Projects Total	110,000	110,000	0

2020/21 Total **771,000** **125,000** **646,000**

Buildings & Facilities

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2020/21

Renewal Projects

General renewal from inspections

500,000

500,000

0

Renewal Projects Total

500,000

500,000

0

Prioritisation Projects

Waste Transfer Station - Improvements TBC

45,000

0

45,000

Horsehead Creek - New toilet block

67,000

0

67,000

Prioritisation Projects Total

112,000

0

112,000

2020/21 Total

612,000

500,000

112,000

Plant & Fleet

Total
Expenditure Trade Net Expenditure

2020/21

Fleet Management			
Fleet replacement program	270,000	100,000	170,000
Fleet Management Total	270,000	100,000	170,000
Hire Plant Management			
Hire plant replacement program	450,000	0	450,000
Hire Plant Management Total	450,000	0	450,000
Non-Hire Plant Management			
Non-hire plant replacement program	75,000	0	75,000
Non-Hire Plant Management Total	75,000	0	75,000
2020/21 Total	795,000	100,000	695,000

Office & Equipment

Total Expenditure Renewal New Non-Council Funds inc

2020/21

Renewal Projects

General Renewal - TBA

32,000

32,000

0

Information Technology - Renewals & upgrades

263,000

263,000

0

Renewal Projects Total

295,000

295,000

0

Prioritisation Projects

Tidal Acquisitive Art Award – Biennial

10,000

0

10,000

Prioritisation Projects Total

10,000

0

10,000

2020/21 Total

305,000

295,000

10,000

Living City

2020/21

Total
Expenditure

Renewal

New

Non-Council
Funds inc

Prioritisation Projects

Capital into selected projects

2,100,000

0

2,100,000

Waterfront Precinct

6,000,000

4,200,000

1,800,000

6,000,000

Prioritisation Projects Total

8,100,000

4,200,000

3,900,000

6,000,000

2020/21 Total

8,100,000

4,200,000

3,900,000

6,000,000

Public Open Space & Recreation

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2021/22

Safety Projects

Future - Safety projects to be identified

150,000

150,000

0

Safety Projects Total

150,000

150,000

0

Renewal Projects

Future - Renewal projects to be identified

400,000

400,000

0

Path renewal Don Reserve - Parker St to Nichols St 420m

133,000

133,000

0

Renewal Projects Total

533,000

533,000

0

Prioritisation Projects

Future - Prioritisation projects to be identified

500,000

0

500,000

Prioritisation Projects Total

500,000

0

500,000

2021/22 Total

1,183,000

683,000

500,000

Grand Total

6,934,400

3,075,500

3,858,900

972,054

Transport

2021/22

	Total Expenditure	Renewal	New	Non-council Funds inc
Safety Projects				
Footpath new - location TBC	74,000	0	74,000	
Waverley Road new safety barrier	35,000	0	35,000	
Safety Projects Total	109,000	0	109,000	
Renewal Projects				
Road traffic device renewal	25,000	25,000	0	
Street light provision	20,000	10,000	10,000	
Transport minor works	25,000	12,500	12,500	
Reseal program	700,000	700,000	0	
Parking infrastructure renewal	25,000	25,000	0	
Torquay Road reconstruction - west of John St	500,000	500,000	0	
Urban road renewal - location TBC	750,000	562,500	187,500	
Rural road renewal - location TBC	450,000	0	450,000	
Footpath renewal - location TBC	158,000	158,000	0	
North Caroline Street renewal - Coraki St intersection	95,000	95,000	0	
Don Road safety barrier renewal	30,000	30,000	0	
Montague Street renewal - Arthur to Lower Madden	75,000	75,000	0	
Nicholls Street renewal, North Fenton Street to Gunn Street	250,000	250,000	0	
Franklin St renewal - Forbes to Hiller	221,000	221,000	0	
Lower Madden St renewal - Montague St to North Fenton St	250,000	187,500	62,500	
Renewal Projects Total	3,574,000	2,851,500	722,500	
Prioritisation Projects				
CBD Street Scape Improvements - location TBC	1,000,000	1,000,000	0	
Prioritisation Projects Total	1,000,000	1,000,000	0	
2021/22 Total	4,683,000	3,851,500	831,500	
Grand Total	24,512,000	19,924,250	4,587,750	2,069,736

Stormwater

Total
Expenditure

Renewal

New

Non-Council
Funds inc

2021/22

Safety Projects

Chinamans Creek SW Catchment Upgrade - Stage 4	276,000	0	276,000
Minor Stormwater Works	30,000	7,500	22,500
Stormwater outfall risk management	30,000	7,500	22,500
William SW Catchment Upgrade - Stage 8	469,000	0	469,000
Kelcey Tier Road pit upgrades	40,000	40,000	0

Safety Projects Total 845,000 55,000 790,000

Renewal Projects

Pit replacements	50,000	50,000	0
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Renewal Projects Total 50,000 50,000 0

Prioritisation Projects

Waste transfer station - piping creek to North - stage 1	276,000	0	276,000
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Prioritisation Projects Total 276,000 0 276,000

2021/22 Total 1,171,000 105,000 1,066,000

Grand Total 4,419,000 712,750 3,706,250

Buildings & Facilities

	Total Expenditure	Renewal	New	Non-Council Funds inc
2021/22				
Renewal Projects				
General renewal - from inspections	510,000	510,000	0	
Renewal Projects Total	510,000	510,000	0	
2021/22 Total	510,000	510,000	0	
Grand Total	4,109,000	2,609,000	1,500,000	0

Plant & Fleet

Total
Expenditure Trade Net Expenditure

2021/22

	Total Expenditure	Trade	Net Expenditure
Fleet Management			
Fleet replacement program	270,000	100,000	170,000
Fleet Management Total	270,000	100,000	170,000
Hire Plant Management			
Hire plant replacement program	450,000	0	450,000
Hire Plant Management Total	450,000	0	450,000
Non-Hire Plant Management			
Non-hire plant replacement program	75,000	0	75,000
Non-Hire Plant Management Total	75,000	0	75,000
2021/22 Total	795,000	100,000	695,000
Grand Total	3,830,200	501,100	3,329,100

Office & Equipment

Total Expenditure Renewal New Non-Council Funds inc

2021/22

Renewal Projects

General Renewal - TBA

32,000

32,000

0

Information Technology - Renewals & upgrades

263,000

263,000

0

Renewal Projects Total

295,000

295,000

0

2021/22 Total

295,000

295,000

0

Grand Total

1,775,200

1,698,000

77,200

Living City

2021/22

Total
Expenditure

Renewal

New

Non-Council
Funds inc

Prioritisation Projects

Capital into selected projects

2,100,000

0

2,100,000

Prioritisation Projects Total

2,100,000

0

2,100,000

2021/22 Total

2,100,000

0

2,100,000

Grand Total

54,300,000

4,200,000

50,100,000

6,000,000