

**WARRNAMBOOL CITY COUNCIL**  
**Budget Report - 2009/2010**

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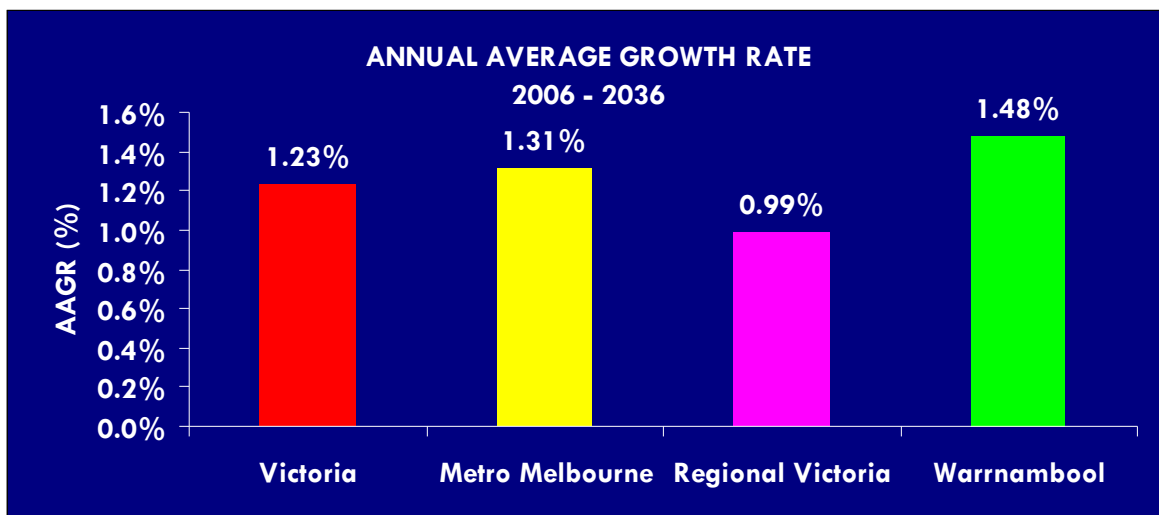
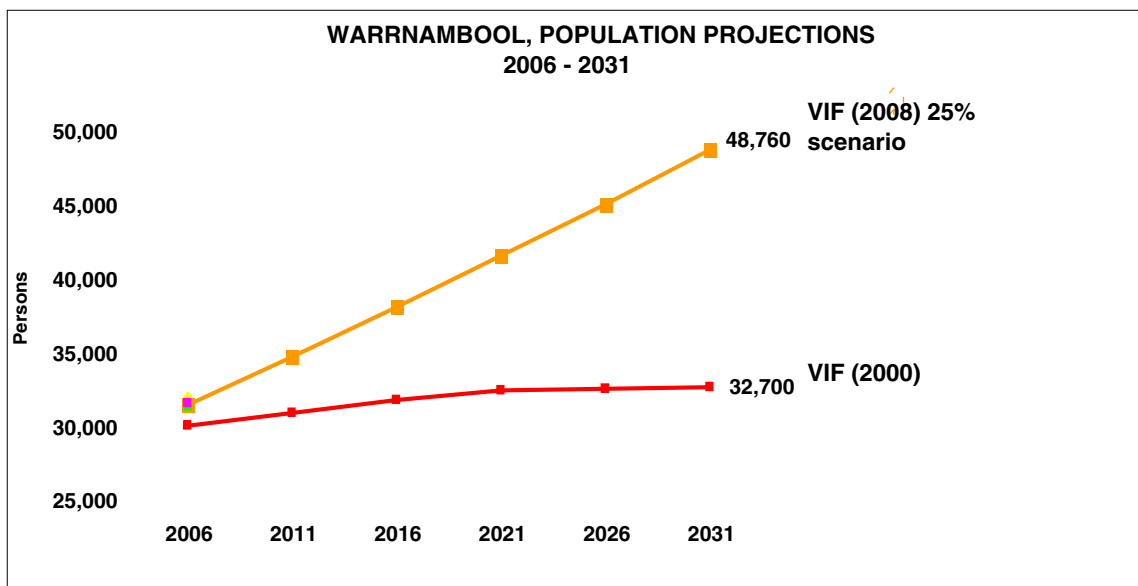
## Introduction

Warrnambool is the geographic centre for unprecedented growth in energy and resource industries currently occurring in the Great South Coast region. Within the region, more than \$8 billion is being invested in gas fired power stations, wind energy and timber harvesting with the majority of this investment being within 40 minutes of the City. It is anticipated that in excess of 2,500 construction workers will be in the sub region within the next 12 months. It will also lead to a significant growth in the permanent work force.

Recent population projections, prepared by Essential Economics forecast that the City's population will be approaching 50,000 by 2030. The population projections are based on a long term growth forecast of 1.48% p.a. The current growth rate has averaged 1.7% over the past 2 years. This forecast equates to a growth in population of 18,000 people, or the equivalent of adding the cities of Portland and Hamilton onto Warrnambool, over the next 20 years. Warrnambool is forecast to be, in percentage terms, the fastest growing regional city in Victoria.

It is also anticipated that as a result of this growth, Warrnambool will require approximately 10,000 additional homes over the next 20 years. This growth will place significant strain on Council's planning department and budget, not only to ensure that we have adequate residential land available, but also to ensure that vital roads, drainage and social infrastructure is provided to manage this growth.

The growth projections are simply that - projections. The graphs below have been prepared on data provided by Essential Economics and are based upon the "Victoria in the Future" data used by the state government. The issue is not in the detail of the graph. The real issue is that the City has strong growth which must be planned and prepared for. Council must actively prepare for the future to ensure that services and facilities are available as required and that the impact of growth contributes to the sustainability of the community



## Introduction (continued)

Warrnambool is consolidating its position as the service centre of the “Great South Coast” region. As a result of this, and the population growth forecasts, national companies and Government agencies have identified Warrnambool as an opportunity for investment. Some of the projects that have either commenced or are in planning include major redevelopment of South West Healthcare, three new supermarkets, new offices for Wannon Water, a renewal of St. John’s Dennington primary school, three major school gymnasiums and major upgrade to South West College of TAFE.

The Budget has been framed on the theme of **“Managing Future Growth”**. This theme reflects the challenges that face Council as it prepares for this growth, both in the provision of recurrent expenditure to provide services and in the provision of infrastructure to cater for the growth areas.

### a) Recurrent Services

Council provides an extensive range of services to the Warrnambool community and to the region and is the service provider of last choice that is of services that the private sector will not provide as they do not make money or where Council has a legislative requirement to provide. The diversity of services provides a significant challenge to ensure that appropriate resources are provided each service unit to allow effective service delivery.

### b) Summary of Service Programs

Elected Council	Library Services
Executive Services	Recreation
Revenue and Customer Service	Leisure Centres
Information Services	Regulatory Services
Organisation Development	Health Services
Corporate and Financial Services	Festivals and Events Group
Asset Maintenance	Holiday Parks
Infrastructure Services	Flagstaff Hill Maritime Village
Environmental Management	Statutory Building Services
Waste Management	Strategic Planning
Street Cleaning	Drainage
Parks and Gardens	Warrnambool Livestock Exchange
Community Support Services	Business Development
Aged Services	Warrnambool Airport
Family Services	Port of Warrnambool
Art and Culture	Statutory Planning

## Introduction (continued)

The recurrent service budget has been framed on the commitment from council of no change to the high quality of service provided to the community and generally only a net increase of 4% allowed for each service unit despite an increase in service demand and wages pressures above 4%. In addition Council is endeavouring to be ready to provide for future service needs as our community expands.

Warrnambool's population has grown by 3.4% over the past 2 years, thereby placing increased demand on all council recurrent services such as planning, parks and gardens, garbage collection and the entire range of aged & children focused services.

Council is meeting this challenge by carefully reviewing its programs to ensure service efficiency, seeking government grants and reviewing user charges. It is interesting to note that the recurrent budget contains an allocation of \$46.91 million for the provision of services to the community of which only \$13.41 million is funded from rates and charges with the balance coming from user charges and government grants.

### c) Capital Expenditure

The budget contains a strong commitment to providing community infrastructure assets to meet the needs of our growing community. Liveability of cities is becoming increasingly important as people choose to work where they wish to live. Warrnambool is fortunate to have a diverse range of quality lifestyle facilities such as AquaZone, Warrnambool Stadium, Botanic Gardens, Lake Pertobe, Archie Graham and sporting facilities. The city also enjoys quality open space and foreshore areas.

This budget continues to improve existing facilities and public areas. Over the next 4 years Council plans to invest \$56.79 million renewing and upgrading infrastructure and facilities.

The single largest change in the 2009/10 Budget is the provision of \$8.7 million over the next 4 years to finance Council's contribution for new infrastructure in residential growth areas. This is necessary to support the development of new growth areas and also to front-end finance developer's contributions for these new areas. It is proposed to finance this significant capital investment in infrastructure from borrowings.

Council has allocated \$16.8 million in the 2009/10 budget for Capital expenditure that includes:

▪ Roads Bridges & Footpaths	\$3.400m
▪ Walking & Cycle paths	0.909m
▪ Environmental sustainability initiatives	0.200m
▪ Drainage Improvements	2.968m
▪ Foreshore Area improvements	0.400m
○ McGennans & Port Area	
▪ Buildings (including Harbour Pavilion)	3.021m
▪ Recreation Facilities	0.761m
▪ Flagstaff Hill	0.380m
▪ Breakwater rehabilitation	0.824m
▪ Plant & Equipment	1.744m
▪ Infrastructure to New Growth Areas	2.253m

This proposed Warrnambool City Council Budget Report 2009/10 contains all the information and statutory requirements under the Local Government Act (1989).

The report closely follows the guide prepared by the Local Government Working Party of the Institute of Chartered Accountants in Australia titled "*Victorian City Council Model Budget 2009/10 - A Best Practice Guide for Reporting Local Government Budgets in Victoria*", (7<sup>th</sup> Edition March 2009).

The Warrnambool City Council Budget Report 2009/10 is intended to act as a standalone document explaining all aspects of the budget and highlighting the significant proposals contained within the budget. Notwithstanding the above statement, the budget report should be read in conjunction with the proposed Council Plan 2009-2013 and will be considered and adopted in conjunction with the plan.

## **Introduction (continued)**

The Warrnambool City Council Budget Report 2009/10 includes Activities and Initiatives to be resourced and undertaken in 2009/010 in order to contribute to achieving the Strategic Objectives and 4 year Strategies specified in the Council Plan.

Council is also required to adopt a Strategic Resource Plan which relates to the next 4 financial years and be adopted not later than 30 June each year. The updated Strategic Resource Plan is a component of the Council Plan and is included as part of the Warrnambool City Council Budget Report 2009/10 previously considered at this meeting.

Budgets are always difficult to prepare. They require establishing a fine balance between:

- Service delivery and capital works.
- Rating levels.
- Choices between good services and projects.
- Future needs vs. present desires.

This Budget endeavours to balance the complex needs of our community whilst preparing for future growth.

## Executive Summary

It is with pleasure that the Council presents this Budget to the Warrnambool community for the 2009/10 year.

When considering this budget it must be viewed in the context of a growing city and the need for Council to provide services to the community of today whilst preparing and planning for the future. Warrnambool, based on the annual growth rates, will reach a population of approximately 50,000 by the year 2030.

Council is committed to maintaining existing service levels and delivering capital works programs that will continue to ensure that Warrnambool remains a vibrant and leading regional city.

To achieve these outcomes the Budget incorporates increases in rates and charges of 4.9%, an operating budget of \$46.9 million and a capital works program of \$16.8 million.

The principal responsibility of Council is to deliver a diverse range of services for the community. These services require a substantial level of expenditure and include:

- Family & Childrens services (\$5.45 million)
- Aged & Disabled services (\$3.01 million)
- Waste Management (\$2.91 million)
- Parks & Gardens (\$2.41 million)
- Roads & Other Infrastructure (\$3.55 million)
- Recreation & Culture (\$4.932 million)
- Promotions & Events (\$1.77 million)
- Planning and Statutory services (\$1.18 million)

The capital works budget balances the requirements of reinvestment in Council's existing infrastructure assets as well as catering for new projects which enhance the liveability of the city and cater for the demands of continuing growth.

Highlights of the Capital Works program include:

- Roads program (\$3.40 million) – including reconstructions, reseals and re-sheeting
- Drainage (\$2.98 million) – including city centre, Allansford and Dennington new drainage programs
- Harbour pavilion (\$1.5 million) – complete construction of this prominent coastal facility (total project cost \$2.7 million over 2 years)
- New growth areas infrastructure services (\$2.25 million – roads, drainage etc to service new residential growth areas
- Breakwater rehabilitation (\$0.82 million)
- Walking and bicycle paths (\$0.89)
- Foreshore improvements (\$0.40 million) – McGennans precinct and port area
- Environment initiatives (\$0.20 million)
- Building renewal works (\$0.36 million)
- Public reserve improvements (\$0.17million)
- Playground improvements (\$0.12 million)
- Russells creek trail (\$0.19 million)
- CDB and township improvements (\$0.25 million)
- Public convenience upgrades (\$0.10 million)
- Holiday park improvements ( \$0.32 million)
- Flagstaff Hill improvements ( \$0.38 million)

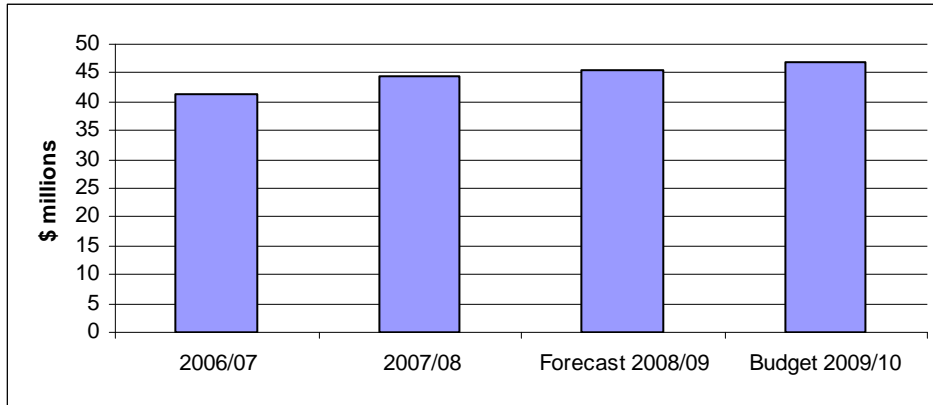
The budget also reflects Council's aim of being financially sustainable into the future and in setting the budget Council has sought to balance the demand for services and infrastructure with the community's capacity to pay.

Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

## Executive Summary Cont.

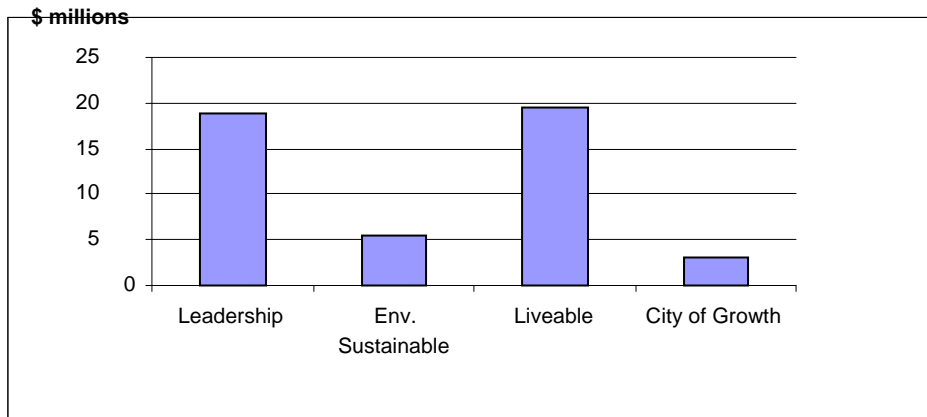
### Service Delivery

Warrnambool City Council fulfils the role of regional service provider and operates 35 business units and delivers over 100 service programs to the Warrnambool and district community. These services include meals on wheels, home care, family day care, centre based child care, performing arts, leisure activities, parks and gardens, roads and infrastructure, asset maintenance, waste management and planning and regulatory services.



The cost of services delivered to the community for the 2009/10 year is expected to be just over \$45 million which is a small increase over 2008/09. The key driver of expenditure for services delivered is wages movements and the renegotiation of Council's Enterprise Agreement has contributed minimum wage increases of 4.8%. For the 2009/10 year, service levels have been maintained and a number of new activities and initiatives proposed.

### Strategic Themes

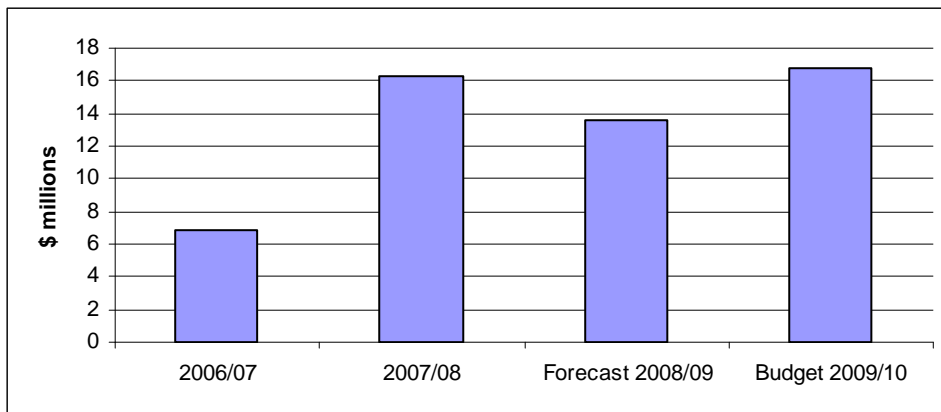


The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the strategic themes specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2009/10 year.



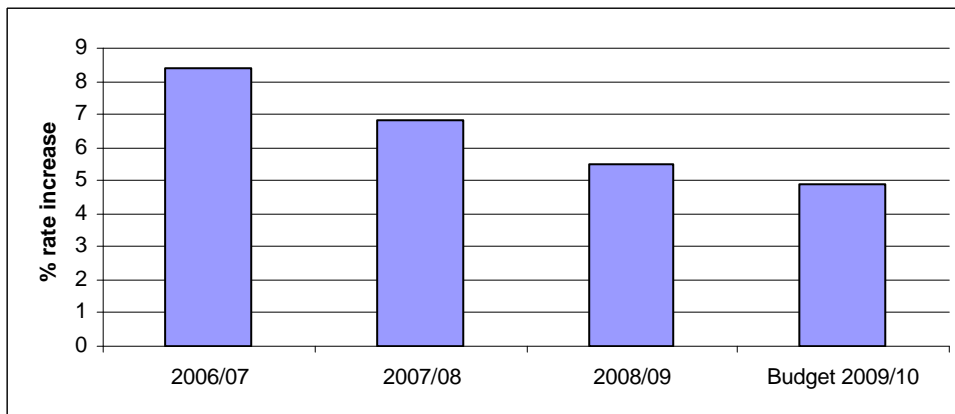
## Executive Summary Cont.

### Capital Works



The capital works program for the 2009/10 year is expected to be \$16.8 million. Of the total allocation, \$6.93 million is committed to infrastructure asset renewal while \$9.91 million has been allocated to new capital works and the upgrading of existing facilities. The capital expenditure program has been set and prioritised based on a rigorous process of evaluation that has enabled Council to assess needs and develop sound business cases for each project.

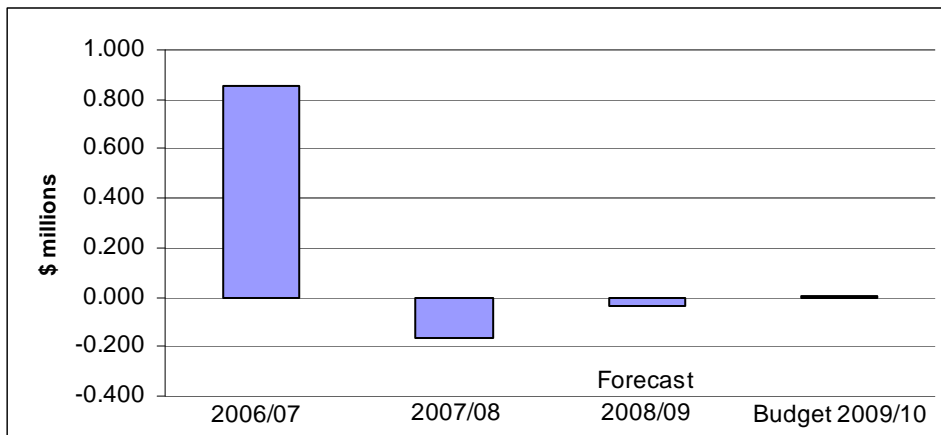
### Rates



It is proposed that rates and charges be increased by 4.9% for the 2009/10 year, raising total rates of \$22.00 million. The rate increase is in line with Council's rating strategy. (The rate increase for the 2008/09 year was 5.5%).

## Executive Summary Cont.

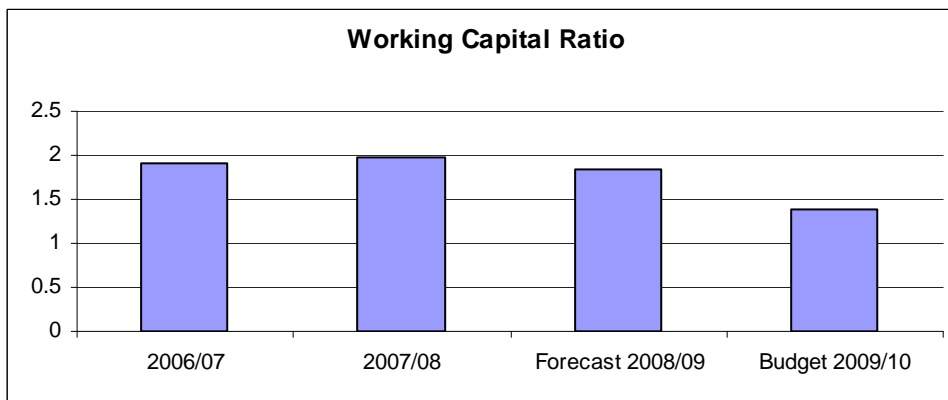
### Underlying Operating Result & Financial Sustainability



The expected underlying operating result for the 2009/10 year is a small surplus of \$0.005 million. For the four year budget outlook period positive underlying results are expected in line with Council's aim. This underlying result excludes items such as capital grants and subdivider gifted assets.

A high level Strategic Resource Plan for the years 2009/10 to 2012/13 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. Producing a positive underlying result is a key indicator of financial sustainability.

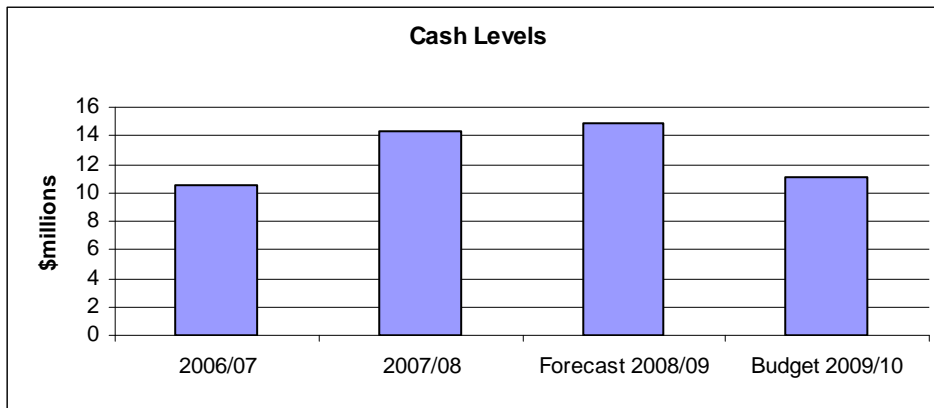
### Working Capital Position



This is a measure which compares Council's current assets to its current liabilities, referred to as the Working Capital ratio. In the past Council's financial position has been inflated by a higher than normal level of cash reserves due to components of the Capital Works program being carried forward.

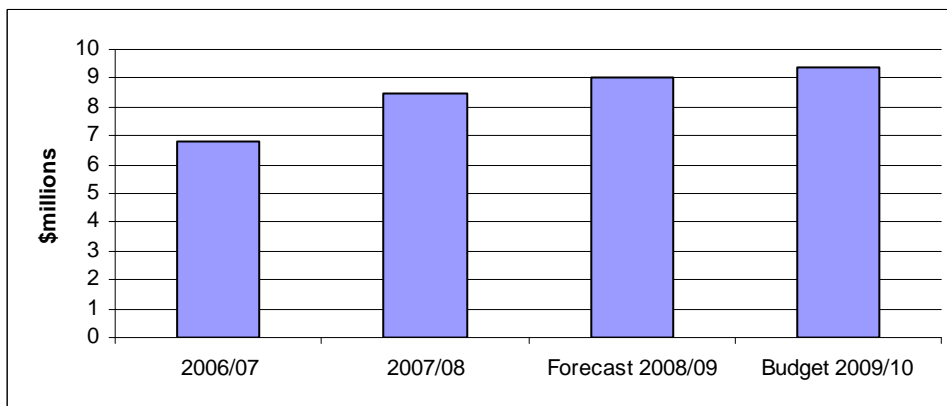
## Executive Summary Cont.

### Cash



It is a high priority of the Council to deliver the Capital Works program and accordingly it is anticipated that cash reserves will reduce over the upcoming four years. The level of cash is a major driver in the working capital ratio of Council, which is illustrated in the above graph.

### Borrowings



In accordance with Council's borrowings strategy, contained within the Strategic Resource Plan, new borrowings of \$2 million per annum will continue until the end of the 2010/11 financial year while \$4 million will be borrowed in 2011/12 and \$1.3 million in 2012/13, all predominantly to fund infrastructure works in new growth areas. At the same time Council is repaying over \$1.5 million of loan principal each year. This strategy ensures Council's loan liability is under the maximum prudential limit as stipulated by Local Government Victoria.

**BRUCE A. ANSON**  
**CHIEF EXECUTIVE**

## Budget Preparation

The preparation of the budget begins with Officers preparing the annual budget in accordance with the Local Government Act and Regulations. The Draft Budget is submitted to Council for in-principle approval. Council is then required to give public notice that it intends to adopt the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The Council however has an internal timeline of 30 June each year, as this is the date by which the Strategic Resource Plan must be completed.

The key dates for the budget process are summarised below:

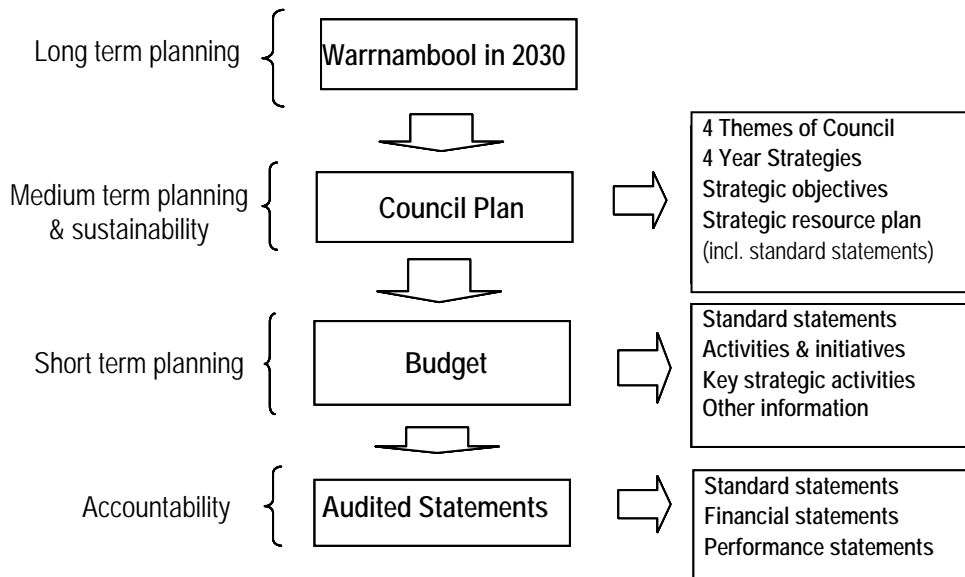
<b>Budget process</b>	<b>Timing</b>
1. Officers prepare operating and capital budgets	20/03/09
2. Council considers draft budgets	27/04/09
3. Draft budget submitted to Council for approval	18/05/09
2. Public notice advising intention to adopt budget	20/05/09
3. Budget available for public inspection and comment	20/05/09
4. Submissions period closes	17/06/09
5. Submissions considered by Council	18/06/09
6. Budget and submissions presented to Council for adoption	22/06/09
7. Copy of adopted budget submitted to the Minister	30/06/09

# 1. Linkage to the Council Plan

## 1.1 Strategic planning framework

The Annual Budget has been developed within an overall planning framework, which guides the Warrnambool City Council in identifying community needs and aspirations over the long term (Warrnambool in 2030) converting these into medium term (Council Plan) and short term (Annual Budget) activities and initiatives. The audited financial statements then provide the necessary accountability.

The Strategic Resource Plan, included in the Council Plan, summarises the financial impacts of the goals and objectives and determines the sustainability of these plans. The Annual Budget is then framed within the Strategic Resource Plan. The diagram below depicts the strategic planning framework of Council.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is to be largely prepared (or reviewed) by April each year to ensure that there is sufficient time for development of Activities and Initiatives in draft form prior to the commencement of the Annual Budget process in May.

## 1.2 Our purpose

To benefit the people of Warrnambool by providing:

- Responsible governance;
- Quality and valued service; and
- Effective strategic planning based on the City's natural features and diverse assets.

## Our vision for Warrnambool

Warrnambool City Council seeks to benefit the people of Warrnambool by providing:

- Centre of a prosperous region of outstanding clean and green reputation;
- High quality lifestyle;
- Learning and enterprising City; and
- Leading practice in regional city local government.

## 1. Linkage to the Council Plan Cont.

### Our Values

Our decisions, services and allocation of resources will be guided according to the following values:

- **Good Governance**  
We will have open, accessible and accountable governance in touch with the existing and changing needs of our community.
- **Fairness and Responsiveness**  
We will ensure that all people are treated with dignity, respect and fairness. Our staff are critical to the achievement of our goals and we are committed to their continuing development.
- **Service Excellence**  
We are here to serve our community and will strive to meet its needs to the highest affordable standards.
- **Continuous Improvement**  
We will continually look for ways to improve our services to enhance community benefit.
- **Communication and Engagement**  
We will deliver accurate, timely and relevant information involving the open exchange of ideas and information with the community.
- **Environmental Sustainability**  
We will aspire to become environmentally sustainable and maximise opportunities for all people and future generations to enjoy social and physical well being.

### 1.3 Themes

The Council delivers activities and initiatives under numerous major service categories. Each contributes to the achievement of one of the four Council Themes as set out in the Council Plan for the 2008-12 years. The following table lists these four as described in the Council Plan.

Themes	Description
1. A Leading Regional City	Long-term financial planning, sustainable asset management, responsible governance and community engagement will drive our city into the future.
2. An Environmentally Sustainable City	Environmental considerations will underpin all future planning and development.
3. A Liveable City	Excellent cultural, recreational, health and social services will support people in our community.
4. A City of Growth	Planned and sustainable development will direct our city's growth.

## 2. Themes, 4 Year Strategies, Activities and Initiatives

### 2.1 Theme 1: A Leading Regional City

To achieve our theme of a city of strong leadership, we will:

- Govern as a well planned, accountable, strategic and sustainable Council.
- Advocate for the City and the South West community.
- Enhance community engagement and transparency in all Council activities.
- Provide excellent customer service.
- Provide quality information and communication technology services.
- Implement new systems for efficiency and productivity savings.
- Embed risk management practices through Council.
- Promote an open and supportive workplace culture.
- Implement an accountable, sustainable budget and financial strategy.
- Ensure adequate resources are provided to appropriately maintain and expand Council's infrastructure.

The service categories to deliver these key strategic objectives are described below.

Service Category	Description	2008/09	2009/10
		Budget Expenditure (Revenue) <b>Net Cost</b> \$'000	Budget Expenditure (Revenue) <b>Net Cost</b> \$'000
Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	599 (11) <b>588</b>	571 (13) <b>558</b>
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements. Also includes media & marketing	533 0 <b>533</b>	600 (29) <b>572</b>
Revenue & Customer Service	Provides a complete service in revenue collection, property management and a customer interface for various service units and a wide range of transactions. Includes contract valuation service.	952 <b>952</b>	970 <b>970</b>
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	1,316 (21) <b>1,295</b>	1,384 (21) <b>1,363</b>
Organisation Development	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time be highly productive in delivering Council's services to the community. Includes recruitment, staff inductions and training.	450 (35) <b>415</b>	505 (42) <b>463</b>

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

Service Category	Description	2008/09	2009/10
		Budget Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, insurances, overhead costs including utilities.	2,141 (3,171) <b>(1,030)</b>	2,219 (3,389) <b>(1,170)</b>
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings.	880 (314) <b>566</b>	801 (356) <b>445</b>
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	3,093 (626) <b>2,467</b>	3,547 (876) <b>2,671</b>
Drainage	Provides maintenance to the stormwater drainage network in a coordinated and efficient manner.	221 <b>221</b>	259 <b>259</b>
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over their useful lives.	7,100 <b>7,100</b>	7,250 <b>7,250</b>

Refer to Appendix F for the activities and initiatives to achieve each four year strategy.

The Key Strategic Activities are described below.

### Key Strategic Activities

Activities & Initiatives	How Data is Reported	Performance Target
Participate in MAV sponsored IT Shared Services Project to review existing core IT systems.	Council Report	New core systems adopted.
Undertake a Strategic Risk Management review as part of Internal Audit.	Council Report	Review undertaken and reported to Audit Committee.
Review and refine the Warrnambool MAV STEP Asset Renewal Model to determine an accurate level of funding required for infrastructure asset renewal.	Council Report	Warrnambool MAV STEP Asset Renewal Model adopted by Council.



## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

### 2.2 Theme 2: An Environmentally Sustainable City

To facilitate an environmentally sustainable City, environmental considerations will underpin all future planning and development:

- Aim to be a leading environmentally sustainable organisation.
- Educate and inform our community about sustainability.
- Promote sustainable design principles in new residential and commercial buildings.
- Protect, enhance and improve access to our coastal reserves and waterways.
- Promote sustainable transport systems.
- Create natural and open space environments in Warrnambool.
- Provide and maintain healthy and sustainable parks, gardens and recreation reserves.

The service categories to deliver these key strategic objectives are described below.

<b>Service Category</b>	<b>Description</b>	<b>2008/09 Budget Expenditure (Revenue) Net Cost \$'000</b>	<b>2009/10 Budget Expenditure (Revenue) Net Cost \$'000</b>
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	205 (109) <b>96</b>	369 (113) <b>256</b>
Waste Management Street Cleaning	This service provides kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	2,762 0 <b>2,762</b>	2,750 (10) <b>2,740</b>
Parks and Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	2,312 (145) <b>2,167</b>	2,352 (148) <b>2,204</b>

Refer to Appendix F for the Activities and Initiatives to achieve each four year strategy.

The Key Strategic Activities are described below.

#### Key Strategic Activities

<b>Activities &amp; Initiatives</b>	<b>How Data is Reported</b>	<b>Performance Target</b>
Implement priority actions in the Environmental Sustainability Strategy 2008-13.	Council Report	Priority actions implemented.
Prepare a landscape Masterplan for Lady Bay and Lake Pertobe (including McGennans carpark).	Council Report	Landscape Masterplan completed.
Commence construction of the Harbour Pavilion.	Council Report	Construction commenced.
Construct Stage 3 of the Warrnambool-Port Fairy Rail Trail (Warrnambool section).	Council Report	Warrnambool section of the Rail Trail completed.

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

### 2.3 Theme 3: A Liveable City

To achieve our objective of a liveable City, we will:

- Develop and support sport and recreation activities to promote healthy lifestyles and community wellbeing.
- Develop and support cultural activities that provide opportunities to celebrate, engage and participate in creative and artistic endeavors.
- Provide opportunities for young people to plan, coordinate and participate in activities.
- Review opportunities to improve the provision of public library services in Warrnambool.
- Provide leadership in the provision of early childhood and family services.
- Increase access to early childhood and family services through inclusive planning and partnerships arrangements.
- Implement strategies that support the needs of Warrnambool's culturally diverse community.
- Improve access to services, information and facilities through inclusive planning.
- Promote positive and active ageing.
- Strengthen and increase volunteer participation.
- Facilitate the development of affordable housing policy in Warrnambool.
- Provide direction for public health and community safety.

The service categories to deliver these key strategic objectives are described below.

<b>Service Category</b>	<b>Description</b>	<b>2008/09 Budget Expenditure (Revenue) Net Cost \$'000</b>	<b>2009/10 Budget Expenditure (Revenue) Net Cost \$'000</b>
Community Support Services	Government funded programs aimed at improving community participation, rural access programs and facilitation of migration to the South West and volunteer programs.	301 (253) <b>48</b>	312 (262) <b>50</b>
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	2,870 (2,612) <b>258</b>	3,008 (2,702) <b>306</b>
Family Services	This service provides family oriented support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunization, family day care.	5,664 (5,424) <b>240</b>	5,451 (5,210) <b>241</b>

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

Service Category	Description	2008/09 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	2009/10 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Art Gallery and Warrnambool Entertainment Centre.	1,504 (1,065) <b>439</b>	1,417 (961) <b>456</b>
Library Services	Provision of quality library and information services to the community.	533 <b>533</b>	553 <b>553</b>
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	311 (46) <b>265</b>	314 (46) <b>268</b>
Leisure Centres	The Arc and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	2,526 (2,161) <b>365</b>	2,648 (2,243) <b>405</b>
Regulatory Services	Local laws enforcement including parking fees and fines, public safety and traffic control.	608 (1,452) <b>(844)</b>	626 (1,498) <b>(872)</b>
Health Services	Administrations of legislative requirements pertaining to public health, immunisation and food premises.	403 (192) <b>211</b>	427 (200) <b>227</b>
Festivals and Events Group	Delivers a range of promotions, festivals and events including the nationally acclaimed Fun4Kids festival and the annual multicultural festival.	1,680 (849) <b>831</b>	1,771 (850) <b>921</b>

Refer to Appendix F for the activities and initiatives to achieve each four year strategy.

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

The Key Strategic Activities are described below.

### Key Strategic Activities

Activities & Initiatives	How Data is Reported	Performance Target
Undertake detailed design and documentation and procurement of the lead building contractor for the Warrnambool Entertainment Centre Redevelopment Project.	Council Report	Building contractor appointed.
Complete the review of the library service and present the final report from the review to Council.	Council Report	Review adopted by Council.
Adopt and commence implementation of recommendations from the Municipal Early Years Plan 2009- 2012.	Council Report	Recommendations adopted by Council.
Develop and implement an affordable housing strategy for Warrnambool.	Council Report	Affordable Housing Strategy adopted by Council.
Prepare a Cultural Development Plan.	Council Report	Cultural Development Plan completed.
Renew the Municipal Public Health Plan.	Council Report	Plan reviewed and adopted by Council.

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

### 2.4 Theme 4: A City of Growth

To achieve this objective, planned and sustainable development will direct our City's growth:

- Promote quality urban design that delivers environmental sustainability.
- Ensure the City's infrastructure network meets growth demands.
- Develop a City-wide structure plan.
- Develop the Warrnambool Floodplain Management Plan and implement adopted works and measures.
- Support events that grow the economy and promote the City.
- Deliver projects that develop Warrnambool as a dynamic and sustainable tourism destination.
- Develop and implement an economic development and investment strategy which maximises net economic benefit to the region.
- Provide expert support, guidance and advice to employers and skilled candidates resulting in the attraction of skills necessary to sustain regional growth.
- Advocate to State and Federal Government to ensure retention and improvement to transport infrastructure to support regional growth.
- Maximise business engagement through active promotion of Council's business support services.
- Maintain a viable port facility.
- Ensure Warrnambool's sub regional land use planning is undertaken as a basis for improved planning outcomes.
- Strive to deliver a planning approvals system that meets the expectations of the community.
- Create a thriving and culturally rich City Centre supported by secondary retail precincts.
- Maximise the economic benefit from water resources.

The service categories to deliver these key strategic objectives are described below.

Service Category	Description	2008/09	2009/10
		Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	194 (129) <b>65</b>	187 (104) <b>83</b>
Strategic Planning	This service prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.	343 (10) <b>333</b>	404 (61) <b>343</b>
Warrnambool Livestock Exchange	Provides a regional livestock marketing centre that meets the needs of the stock agents, buyers and producers.	733 (1,024) <b>(291)</b>	793 (1,084) <b>(291)</b>
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	1,065 (1,698) <b>(633)</b>	1,127 (1,871) <b>(744)</b>
Flagstaff Hill Maritime Village	A major regional tourist attraction that includes a recreated heritage village that displays the maritime history of the region and features the "Shipwrecked" Sound & Light laser show.	1,584 (1,369) <b>215</b>	1,789 (1,640) <b>149</b>

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

Service Category	Description	2008/09 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	2009/10 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
Business Support	Includes the industry and business support, research and statistical analysis and project development which underpin economic development.	618 (90) <b>528</b>	578 (37) <b>541</b>
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	159 (88) <b>71</b>	175 (101) <b>74</b>
Port of Warrnambool	This service aims to maintain a viable port facility.	88 (82) <b>6</b>	90 (96) <b>(6)</b>
Statutory Planning	This service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	537 (230) <b>307</b>	590 (233) <b>357</b>

Refer to Appendix F for the Activities and Initiatives to achieve each four year strategy.

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

The Key Strategic Activities are described below.

### Key Strategic Activities

Activities & Initiatives	How Data is Reported	Performance Target
Construct the Harrington Road retention basin, associated rising main and pump station.	Council Report	Drainage project completed.
Undertake the new industrial land locations project using the Priority Development Panel process (PDP).	Council Report	Project completed and planning amendment prepared.
Play a partnership and leadership role in the campaign to upgrade the Princes Highway West, the major inter-regional transport corridor that connects industry and the communities of South West Victoria.	Council Report	Princes Highway West improvement announced.
Complete and implement Warrnambool City Centre Structure Plan for the City Centre as the principle activity centre and the pre-imminent retail centre in the region.	Council Report	Structure Plan adopted by Council.

## 2. Themes, 4 Year Strategies, Activities and Initiatives Cont.

### 2.7 Performance statement

The Key Strategic Activities (KSA) detailed in the preceding pages, are summarised again in Appendix D. The KSA's their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Act. The Annual Report for 2007/08 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

### 2.8 Reconciliation with budgeted operating result

	<b>Net Cost (Revenue) \$'000</b>	<b>Expenditure \$'000</b>	<b>Revenue \$'000</b>
A Regional Leading City	13,380	18,106	(4,726)
An Environmentally Sustainable City	5,200	5,471	(271)
A Liveable City	2,555	16,527	(13,972)
A City of Growth	506	5,733	(5,227)
<b>Total activities &amp; initiatives</b>	<b>21,641</b>	<b>45,837</b>	<b>(24,196)</b>
Other non-attributable	(1,010)		
<b>Deficit before funding sources</b>	<b>20,631</b>		
Rates & charges	(22,005)		
Capital grants	(3,431)		
<b>Total funding sources</b>	<b>(25,436)</b>		
<b>Surplus for the year</b>	<b>(4,805)</b>		



### **3. Budget Influences**

#### **3.1 Snapshot of Warrnambool City Council**

Warrnambool is a growing, vibrant regional centre and is among the top five fastest growing regional cities in Victoria. Our city is expected to be home to 50,000 people by the year 2030 and will service 120,000 people in the region.

Currently our city has 31,000 people, a total budget in \$63.7 million (\$46.9 million operating and \$16.8 million capital) and total assets of \$404 million.

In the past 5 years the amount spent on major projects in the city totals well over \$100 million. This includes the development of The Homemaker Centre, Lady Bay Resort and Mantra Deep Blue, as well as the redevelopment of Lyndoch and the Courthouse. In the next 5 years a number of major projects will be undertaken including major redevelopment of South West Healthcare, three new supermarkets, new offices for Wannon Water, a renewal of St. John's Dennington primary school, three major school gymnasiums and major upgrade to South West College of TAFE.

Only 2.3% of our population is from non-English speaking backgrounds. Arabic is the most common language spoken other than English followed by Mandarin and Greek. The majority of migrants in Warrnambool were born in the United Kingdom or New Zealand, with the next largest population coming from The Netherlands.

The City is the major source of employment for its residents, as well as other areas in the South-West of Victoria, most notably Moyne Shire. About 25 per cent of Warrnambool's workforce is employed in wholesale and retail trade, with a further 30 per cent employed in education, health, community and business services. Jobs in Warrnambool's manufacturing sector are on the increase. Large investments to dairying plants in the area have resulted in overall employment gains in this sector. Tourism is also a notable employer in Warrnambool with the city attracting many people to its beaches during the warmer months. Whale spotting in winter has also been a big drawcard for tourists. Our tourism industry generates \$150 million for our City annually and attracts over 700,000 per year to Warrnambool.

Overall, employment factors will have a strong bearing on population in the next 15 – 20 years in Warrnambool City. The recent development of various industries around the city such as gas production in the Otway Basin, wind farms and timber production are likely to maintain strong employment growth in Warrnambool. This is due to the fact that the city will benefit from expenditure and further growth of its services.

Our City will indirectly support almost \$8 billion worth of projects of state and national significance in coming years. These projects include the Woodside Otway Gas worth \$800 million, Macarthur Windfarm (\$800 million), Mortlake Gas Power Generation Plant (\$1000 million), Heywood Pulp Mill (\$650 million), Illuka Mineral Sands (\$270 million). These projects are expected to generate 4,400 construction jobs and 800 permanent positions.

#### **3.2 Budget Impacts**

In preparing the 2009/10 budget, a number of external influences, particularly the global financial crisis, have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period.

These include:

- Wage increases of approximately 4.8% (EA of 4.2% plus Award Band increments)  
Based on the annual payroll of \$18m this equates to a wage cost increase of \$864,000 p.a.
- CPI of 3.7% to December 2008 – projection of less than 3% for 2009/10
- Building Price Index of 174.31 compared to CPI of 164.4 (Sept 2008)
- Growth rates of 1.7% - population projection of 50,000 by 2030
- Reduced investment returns
- Reduced building activity – impacts building fee income
- Reduced corporate sponsorship
- Increased bad and doubtful debts – financial hardship
- Increased debt servicing costs – new borrowings
- Reduced returns for self funded retirees

- Increased unemployment – 9% nationally but less impact expected in South West (current national rate 5.7% and current south west rate 3.9%)
- Role of Council's capital works program as local economy stimulus
- Funding of Defined Benefits Superannuation Scheme - 2011

### 3.4 Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets and the overriding direction was for Recurrent (day to day operations) Program Budgets to be prepared at a maximum increase of 4% over the 2008/09 Adopted Budget. In the context of wages increasing at approximately 4.8% p.a. and given that wages comprise about 50% of the recurrent budget, the 4% net Program target is quite challenging and is an efficiency driver of close to 1%.

Directors and Managers were requested to review all income and expenditure items in assembling the draft budgets to ensure ongoing efficient delivery of Services and to ensure that :

- Service levels to be maintained at 2008/09 levels with the aim of being efficient and innovative and to maximise resource use
- Retain existing levels of subsidy for user fees in all Community Development programs. All fees and charges to be increased by at least 4% where possible (some legislative restrictions)

In reviewing fees and charges, options for alleviating pressure on low income members of our community and the unemployed have been explored. Noting that some fees are commercially based and charged to both visitors and residents, others impact on welfare recipients and some are subject to national competition principles.

- New revenue sources to be identified where possible
- Labour cost movements in accordance with Council's Enterprise Agreement (EA)
- Maintain and renew all existing assets in accordance with Council's Asset Management Policy
- Invest in growth areas infrastructure to facilitate development
- Procurement cost increases in accordance with supplier advice
- Real savings to be identified and preserved wherever possible
- All New Initiatives to be supported by justification documentation
- All Service Delivery Programs that are in excess of a 4% net increase to be supported by justification documentation
- Focus on advancing the "liveability" of Warrnambool

### 3.5 Legislative Requirements

Under the Local Government Act 1989, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Local Government (Finance and Reporting) Regulations 2004 (the Regulations) which support the Act.

The 2009/10 budget, which is included in this report, is for the year 1 July 2009 to 30 June 2010 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2010 in accordance with Australian Accounting Standards including AAS27, "Financial Reporting by Local Governments", and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

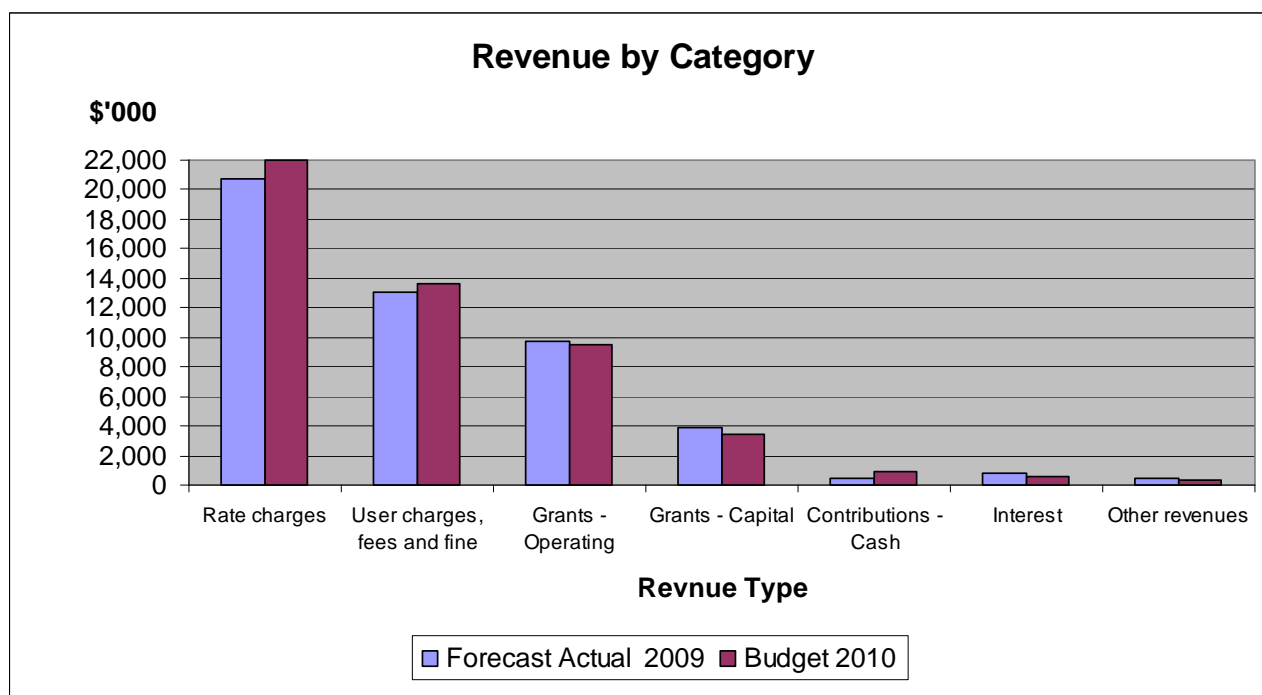
The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2009/10 to 2012/13 (section 8.), Rating Strategy (section 9.) and Borrowings Strategy (section 10.).

## 4. Analysis of Operating Budget

### 4.1 Operating Revenue

Revenue Types	Ref	Forecast		Variance
		Actual 2008/09 \$'000	Budget 2009/10 \$'000	
Rates and charges	4.1.1	20,723	<b>22,005</b>	1,282
User charges, fees and fines	4.1.2	13,070	<b>13,585</b>	515
Grants - Operating	4.1.3	9,682	<b>9,554</b>	(128)
Grants - Capital	4.1.4	3,875	<b>3,431</b>	(444)
Contributions	4.1.5	421	<b>877</b>	456
Interest	4.1.6	859	<b>600</b>	(259)
Other revenue	4.1.7	485	<b>294</b>	(191)
<b>Total operating revenue</b>		49,116	<b>50,348</b>	1,232
Net gain on sale of assets	4.1.8	(50)	<b>370</b>	420
Granted Assets		1,000	<b>1,000</b>	0

Source: Appendix A



#### 4.1.1 Rates and charges (\$1.28 million increase)

It is proposed that income from rates and charges will increase by \$1.28m to a total of \$22.00 million in 2009/10. The increase in revenue is generated by the proposed 4.9% increase applied to the level of rates and charges and from supplementary rate income generated by growth in Council's rating base. Section 9. "Rating Strategy" includes a more detailed analysis of the rates and charges to be levied for 2009/10.

#### 4.1.2 User charges, fees and fines (\$0.51 million increase)

User fees and charges relate to the wide range of statutory fees and pay for use charges that council applies across its extensive service delivery programs and includes animal and health act registrations, parking fees and fines, town planning and building permit fees, holiday park fees, leisure centre and performing arts centre user charges, fees for the provision of child care, family day care and home help, entrance fees at flagstaff hill and saleyards stock fees.

#### 4. Analysis of Operating Budget cont.

Fees and charges income is predicted to increase by 3.9% or \$0.51 million compared to 2008/09. Council is conscious of the need to restrict fee increases for those feeling the financial pressure from current economic climate.

A detailed listing of fees and charges is attached as Appendix E and also available on Council's web site.

##### 4.1.3 Grants - Operating (\$0.13 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to the community. Overall, the level of operating grants has decreased by \$0.13 million compared to 2008/09 however this is due to the conclusion of some funded programs in 2008/09 rather than an actual reduction in like-for-like program funding. A number of specific grant funded services are struggling to receive funding increases that equate to the movement in CPI. Significant areas of grant funding are summarised below:

Grant Funding Types	Forecast		Variance \$'000
	Actual 2008/09	Budget 2009/10	
	\$'000	\$'000	
Family Day Care	690	710	20
Child Care	744	884	140
Home Care	1,169	1,210	41
Pre Schools	854	999	145
Victorian Grants Commission	3,214	3,354	140
Art Gallery, WEC, Immunisations & School Crossings	255	255	0

##### 4.1.4 Grants - Capital (\$0.44 million decrease)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. The movement in capital grants income reflects the movement in major capital works that are grant funded. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2009/10 year.

##### 4.1.5 Contributions (\$0.45 million increase)

Contributions include monies paid to Council for works, including roads and drainage, required to be completed by developers in accordance with planning permits issued for property development.

This income can swing considerably between years as it is dependent on development activity.

It is anticipated that this income will increase to \$0.87 million in 2009/10.

##### 4.1.6 Interest – (\$0.25 million decrease)

Interest income is well above budget in 2008/09 due to higher cash levels resulting from deferred capital works and also as a result of higher than expected interest rates. It is expected that this income will reduce back to more usual levels in 2009/10 and is negatively impacted by the low level of interest rates.

## 4. Analysis of Operating Budget cont.

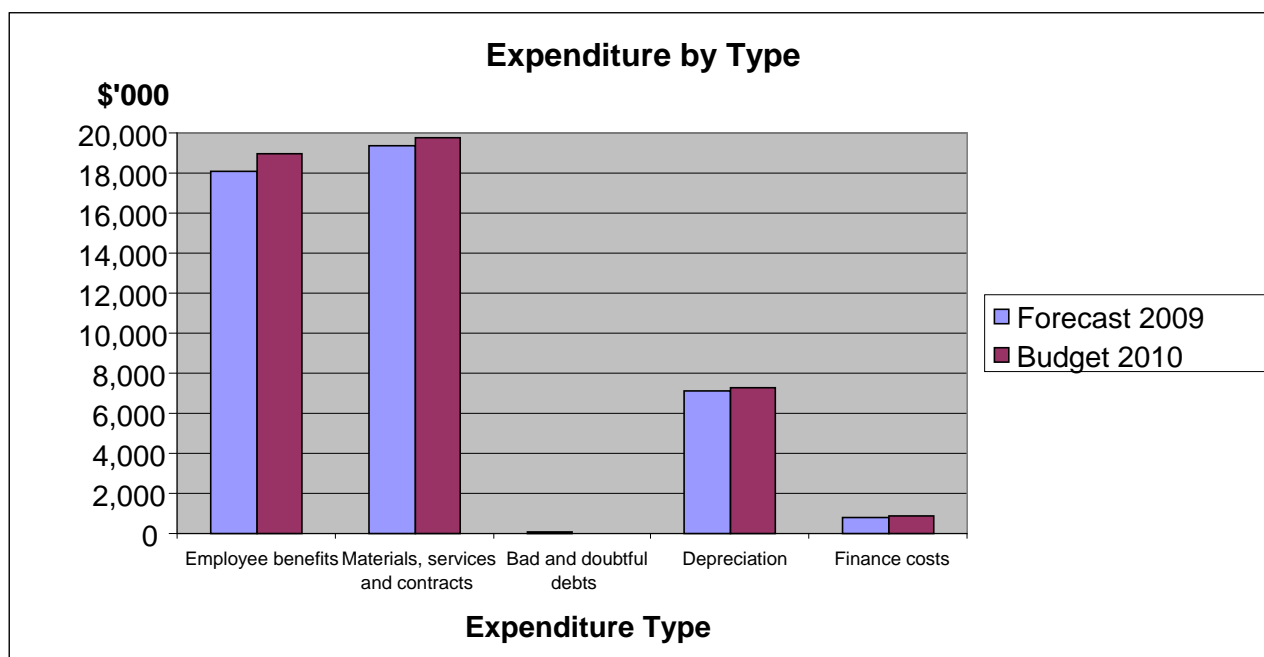
### 4.1.7 Other revenue (\$0.19 million decrease)

Other revenue relates to a range of items such as private works, cost recoups and other miscellaneous income items. It is predicted that income from these sources will reduce by \$0.19 million in 2009/10.

## 4.2 Operating Expenditure

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual 2008/09 \$'000	2009/10 \$'000	\$'000
Employee benefits	4.2.1	18,091	<b>18,996</b>	905
Materials and services	4.2.2	19,345	<b>19,745</b>	400
Bad and doubtful debts	4.2.3	64	<b>14</b>	(50)
Depreciation and amortisation	4.2.4	7,100	<b>7,250</b>	150
Finance costs	4.2.5	811	<b>907</b>	96
<b>Total operating expenditure</b>		45,411	<b>46,913</b>	1,502

Source: Appendix A



### 4.2.1 Employee benefits (\$0.91 million increase)

Employee benefits include all labour related expenditure such as wages, salaries and on-costs such as allowances, leave entitlements, employer superannuation, etc.

Employee costs are forecast to increase by \$0.91 million compared to 2008/09. The major driver of labour cost movements is Council's Enterprise Agreement (EA). The EA provides wage increases of \$34/week or 4.2%, whichever is the greater.

#### 4. Analysis of Operating Budget cont.

In summary, average staff numbers (based on quarterly averages) during the budget period are as follows:

Type of employment	Forecast	Budget
	Actual 2008/09 EFT's	2009/10 EFT's
Permanent	194	195
Casual	155	156
<b>Total</b>	<b>349</b>	<b>351</b>

##### 4.2.2 Materials & services (\$0.40 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by \$0.40 million compared to 2008/09 due to price increases for goods and services..

Utility costs include electricity, water, sewer, gas and telecommunications. These costs are expected to increase by more than CPI during 2009/10.

##### 4.2.3 Bad and doubtful debts (\$0.05 million decrease)

Bad debt write-offs are expected to return to normal levels in 2009/10 after higher than normal write-offs during the past two years associated with a major infrastructure project.

##### 4.2.4 Depreciation and amortisation (\$0.15 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.15 million for 2009/10 is due mainly to the full year effect of depreciation on the 2008/09 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2009/10 year.

##### 4.2.5 Finance costs (\$0.96 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs results from the planned additional borrowings in accordance with Council's Loan Strategy. Section 10 "Borrowing strategies" provides detail of the borrowing program and debt analysis.

#### 4.3 Underlying result

	Forecast	Budget	Variance
	Actual 2008/09 \$'000	2009/10 \$'000	\$'000
<b>Surplus/(Deficit) for the year</b>	4,655	4,805	150
Less: Net gain/(loss) on asset disposals	(50)	370	420
Less: Capital Grants	3,875	3,431	-444
Less: Granted assets	1,000	1,000	0
<b>Underlying surplus/(deficit)</b>	<b>(169)</b>	<b>5</b>	<b>174</b>

The underlying result is the net surplus or deficit for the year adjusted for capital contributions, gains or losses on disposal of non-operating assets sold and other once-off adjustments. It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result.

The underlying result for the 2009/10 year is a small surplus of \$0.005 million. Council's aim is to return positive underlying results in the medium term.

## 5. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2009/10 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

### 5.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2008/09 \$'000	Budget 2009/10 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	5.1.1			
<i>Receipts</i>				
General rates		20,516	21,785	1,269
Grants & Contributions - Operating		10,112	9,842	(270)
Grants & Contributions - Capital		3,866	4,021	155
Interest		859	600	(259)
User charges & fees		13,070	13,585	515
Other revenue		485	294	(191)
<i>Payments</i>				
Employee costs		(17,917)	(18,821)	(904)
Materials & consumables		(19,690)	(19,845)	(155)
Finance costs		(811)	(907)	(96)
<b>Net cash provided by operating activities</b>		<b>10,491</b>	<b>10,553</b>	62
<b>Cash flows from investing activities</b>	5.1.2			
Proceeds from sales of property, plant & equipment		1,750	806	(944)
Payments for property, plant and equipment		(12,238)	(15,576)	(3,338)
<b>Net cash used in investing activities</b>		<b>(10,487)</b>	<b>(14,770)</b>	(4,283)
<b>Cash flows from financing activities</b>	5.1.3			
Proceeds from borrowings		2,000	2,000	0
Repayment of borrowings		(1,429)	(1,636)	(206)
<b>Net cash used in financing activities</b>		<b>570</b>	<b>364</b>	(206)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>574</b>	<b>(3,853)</b>	(4,427)
Cash and cash equivalents at the beginning of the period		14,348	14,922	574
<b>Cash and cash equivalents at end of the year</b>	5.1.4	<b>14,922</b>	<b>11,069</b>	(3,853)

## 5. Analysis of Budgeted Cash Position cont.

### 5.1.1 Operating activities (\$2.26 million increase)

The increase in cash generated from operating activities is largely due to capital grants associated with new capital projects.

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2008/09 \$'000	Budget 2009/10 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	4,655	4,805	150
Depreciation	7,100	7,250	150
Loss (gain) on sale of assets	(50)	370	420
Granted Assets	(1,000)	(1,000)	0
Net movement in current assets and liabilities	(214)	(872)	(658)
<b>Cash flows available from operating activities</b>	<b>10,491</b>	<b>10,553</b>	62

### 5.1.2 Investing activities (\$4.28 million increase)

The increase in payments for investing activities represents the planned rollover of a number of capital works projects from 2008/09 to 2009/10. The majority of these works are drainage infrastructure.

### 5.1.3 Financing activities (\$0.21 million decrease)

New loan borrowings remain at \$2.0 million dollars however principal repayments increase from \$1.43 million in 2008/09 to \$1.64 million in 2009/10.

### 5.1.4 Cash and cash equivalents at end of the year (\$3.85 million decrease)

Overall, total cash and investments is forecast to decrease by \$3.85 million to \$11.07 million as at 30 June 2010. This reduction assumes that capital works rolled over from 2008/09 of approximately \$4.7m are fully expended in 2009/10.

## 5.2 Restricted funds and working capital

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June, 2010 it will have cash and investments of \$11.07 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2008/09 \$'000	Budget 2009/10 \$'000	Variance \$'000
<b>Total cash and investments</b>		<b>14,922</b>	<b>11,069</b>	(3,853)
Restricted cash and investments				
- Statutory reserves	5.2.1	(87)	(120)	(33)
- Discretionary reserves	5.2.2	(5,824)	(4,300)	1,524
- Long service leave	5.2.3	(1,900)	(2,000)	(100)
<b>Unrestricted cash and investments</b>	5.2.4	<b>7,111</b>	<b>4,649</b>	(2,462)



## **5. Analysis of Budgeted Cash Position cont.**

### **5.2.1 Statutory reserves (\$0.12 million)**

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. While these funds earn interest revenues for Council, they are not available for other purposes.

### **5.2.2 Discretionary reserves (\$4.30 million)**

These funds are available for whatever purpose Council decides is their best use. In this case Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The Main Drainage Fund established by Council in 2005 is included in these funds.

### **5.2.3 Long service leave (\$2.0 million)**

These funds are separately identified as restricted to ensure there are sufficient funds to meet Council's obligations as set out in the Local Government (Long Service Leave) Regulations 2002.

### **5.2.4 Unrestricted cash and investments (\$4.64 million)**

These funds are available for all specific Council commitments and represent funds available to meet daily cash flow requirements and unexpected short term needs. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

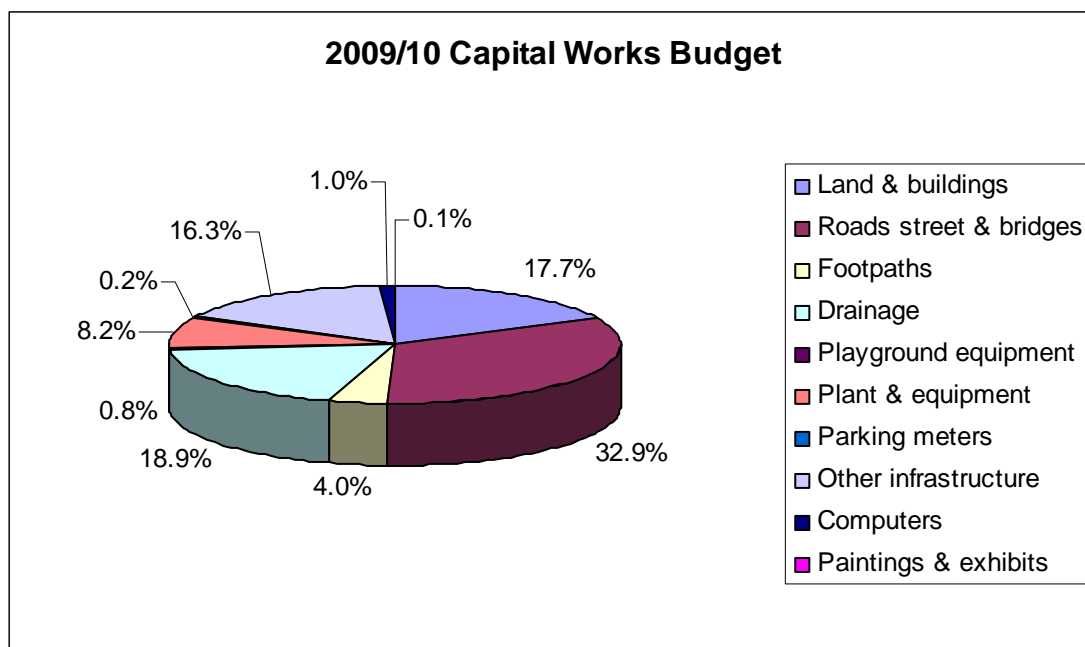
## 6. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2008/09 year and the sources of funding for the capital budget.

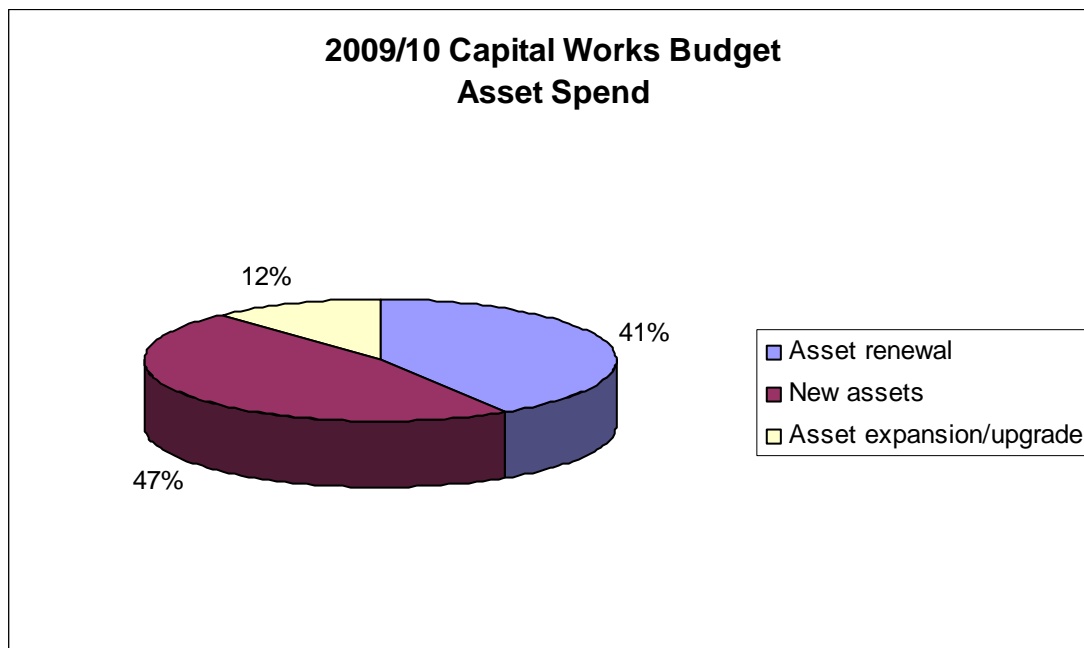
### 6.1 Capital Works

Capital Works Areas	Ref	Forecast Actual 2008/09 \$'000	Budget 2009/10 \$'000	Variance \$'000
<b>Works carried forward</b>	6.1.1			
Drainage			2,900	2900
Land & Buildings			1,870	1,870
<b>Total works carried forward</b>			<b>4,770</b>	<b>4,770</b>
<b>New works for 2008/09</b>				
Roads	6.1.2	3,491	5,536	2,045
Drainage	6.1.3	1,175	268	(907)
Land & Buildings	6.1.4	2,460	1,105	(1,355)
Plant and equipment	6.1.5	1,428	1,374	(54)
Other	6.1.6	5,015	3,749	(1,266)
<b>Total new works</b>		<b>13,569</b>	<b>12,032</b>	<b>(1,537)</b>
<b>Represented by:</b>				
Asset renewal	6.1.7	6,495	<b>6,929</b>	434
New assets	6.1.7	3,511	<b>7,894</b>	4,383
Asset expansion/upgrade	6.1.7	3,563	<b>1,980</b>	(1,583)
<b>Total capital works</b>		<b>13,569</b>	<b>16,802</b>	<b>3,233</b>

Source: Appendix A



## 6. Analysis of Capital Budget cont.



A more detailed listing of the capital works program is included in Appendix C.

### 6.1.1 Carried forward works (\$4.77 million)

It is estimated that approximately \$4.77 million of capital works are to be carried forward from 2008/09 to the 2009/10 financial year. These works relate, generally, to drainage infrastructure and have involved preliminary negotiations and design timelines that exceeded original estimations.

### 6.1.2 Roads (\$5.53 million)

Roads includes local roads, streets, car parks and bridges.

For the 2009/10 year, \$5.53 million will be expended on road projects which is an increase of \$2.04 million over the 2008/09 allocation for local roads rehabilitation, resealing, re-sheeting and major patching works. The construction of roads to service new growth areas is the major new initiative and contributes \$2.05 to the total road construction program. A portion of these costs will be recouped in future years as development occurs.

### 6.1.3 Drainage (\$0.26 million)

Drains include all drains and pits which comprise Council's extensive stormwater drainage network.

### 6.1.4 Land & Buildings (\$1.11 million)

Council has over 240 major buildings with a replacement cost of over \$90m. These assets require renewal investment in addition to the new scheduled building projects and for the 2009/10 year \$1.11 million will be invested in buildings together with an additional \$1.87 million for works carried over from 2008/09.

The major project for 2009/10 is the completion of the Harbour Pavilion facility which has a total project cost of \$2.70 million spread across two financial years.

### 6.1.5 Plant & equipment (\$1.37 million)

Plant, equipment and other includes Council's fleet of heavy plant, trucks and motor vehicles and miscellaneous plant items.

For the 2009/10 year, \$1.37 million will be expended on plant, equipment and other items which is a \$0.54m reduction over the previous year.

### 6.1.6 Other (\$3.75 million)

For the 2009/10 year, \$3.75 million will be expended on other capital projects with the major allocations being \$0.82 million for rehabilitation of the Breakwater, \$0.40 million for Foreshore Improvements and \$0.20 million for Environment & Sustainability initiatives.

## **6. Analysis of Capital Budget cont.**

### **6.1.7 Asset renewal (\$6.93 million), new assets (\$7.89 million), and expansion/upgrade (\$1.98 million)**

A distinction is made between expenditure on new assets, expenditure on asset renewal and expansion/upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of expansion/upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects included in the above categories, which constitute expenditure on new assets, are the Harbour Pavilion (\$2.70 million over 2 years), whilst the renewal of roads and fleet constitutes the major expenditure on asset renewal.

## 7. Analysis of Budgeted Financial Position

### 7.1 Budgeted Balance Sheet

	Ref	Forecast Actual 2008/09 \$'000	Budget 2009/10 \$'000	Variance \$'000
<b>Current assets</b>	7.1.1			
Cash and cash equivalents		14,922	11,069	(3,853)
Trade and other receivables		2,592	2,200	(392)
Inventories		100	100	0
Other financial assets		300	300	0
<b>Total current assets</b>		<b>17,914</b>	<b>13,669</b>	<b>(4,245)</b>
<b>Non-current assets</b>	7.1.3			
Trade and other receivables		220	210	(10)
Investments in associates		730	730	0
Property, infrastructure, plant and equipment		385,000	408,064	23,064
<b>Total non-current assets</b>		<b>385,950</b>	<b>409,004</b>	<b>23,054</b>
<b>Total assets</b>		<b>403,864</b>	<b>422,673</b>	<b>18,809</b>
<b>Current liabilities</b>	7.1.2			
Trade and other payables		3,500	3,400	(100)
Trust funds		1,000	1,000	0
Interest-bearing loans and borrowings		3,600	3,750	150
Provisions		1,636	1,642	6
<b>Total current liabilities</b>		<b>9,736</b>	<b>9,792</b>	<b>56</b>
<b>Non-current liabilities</b>	7.1.4			
Interest-bearing loans and borrowings		450	475	25
Provisions		7,403	7,761	358
<b>Total non-current liabilities</b>		<b>7,853</b>	<b>8,236</b>	<b>383</b>
<b>Total liabilities</b>		<b>17,589</b>	<b>18,028</b>	<b>439</b>
<b>Net assets</b>		<b>386,275</b>	<b>404,646</b>	<b>18,371</b>
<b>Equity</b>	7.1.5			
Accumulated surplus		143,799	148,605	4,806
Asset revaluation reserve		235,892	249,367	13,475
Other reserves		6,584	6,674	90
<b>Total equity</b>		<b>386,275</b>	<b>404,646</b>	<b>18,371</b>

Source: Appendix A

#### 7.1.1 Current assets (\$4.24 million decrease) and Non-Current Assets (\$23.05 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$4.24 million during the year. This is attributable to carrying forward funds to finance capital works carried forward from the 2008/09 year.

## 7. Analysis of Budgeted Financial Position cont.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to reduce over the 2009/10 year as some high value one-off type debts are extinguished.

Long term debtors (non current) relating generally to loans to community organisations are not expected to change significantly.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drainage, plant, equipment, etc which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets and the sale and revaluation of assets.

### 7.1.2 Current liabilities (\$0.56 million increase) and Non-Current Liabilities (\$0.38 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2008/09 levels.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes.

Interest-bearing loans and borrowings are liabilities of Council. The Council is budgeting to repay loan principal of \$1.64 million over the year and drawdown new loan funds of \$2.00 million in accordance with the Loan Strategy.

### 7.1.3 Net Assets (\$18.81 million increase)

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June.

The increase in net assets of \$18.81 million results predominantly from the operating surplus and asset revaluations.

### 7.1.4 Equity (\$18.37 million increase)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

## 7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2010 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 99.0% of total rates and charges raised will be collected in the 2009/10 year
- Trade creditors to remain consistent with 2008/09, other debtors and creditors to remain consistent with 2008/09 levels
- Debtors to reduce slightly as some larger outstanding debts are repaid in 2009/10.
- Employee entitlements to be increased by the Enterprise Agreement outcome offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$1.63 million and new borrowings to be \$2.00 million
- Total capital expenditure to be \$16.8 million

## 8. Strategic Resource Plan & Key Financial Indicators

### 8.1 Plan Development

As required by the Local Government Act Council has prepared Strategic Resource Plan (SRP) for the four years 2009/10 to 2012/13 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, whilst still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels
- Achieve an underlying breakeven operating result in the medium term
- Maintain a capital expenditure program of at least \$10 million per annum
- Achieve a balanced budget on a cash basis.

In preparing the SRP, the Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a process of consultation with Council service providers.

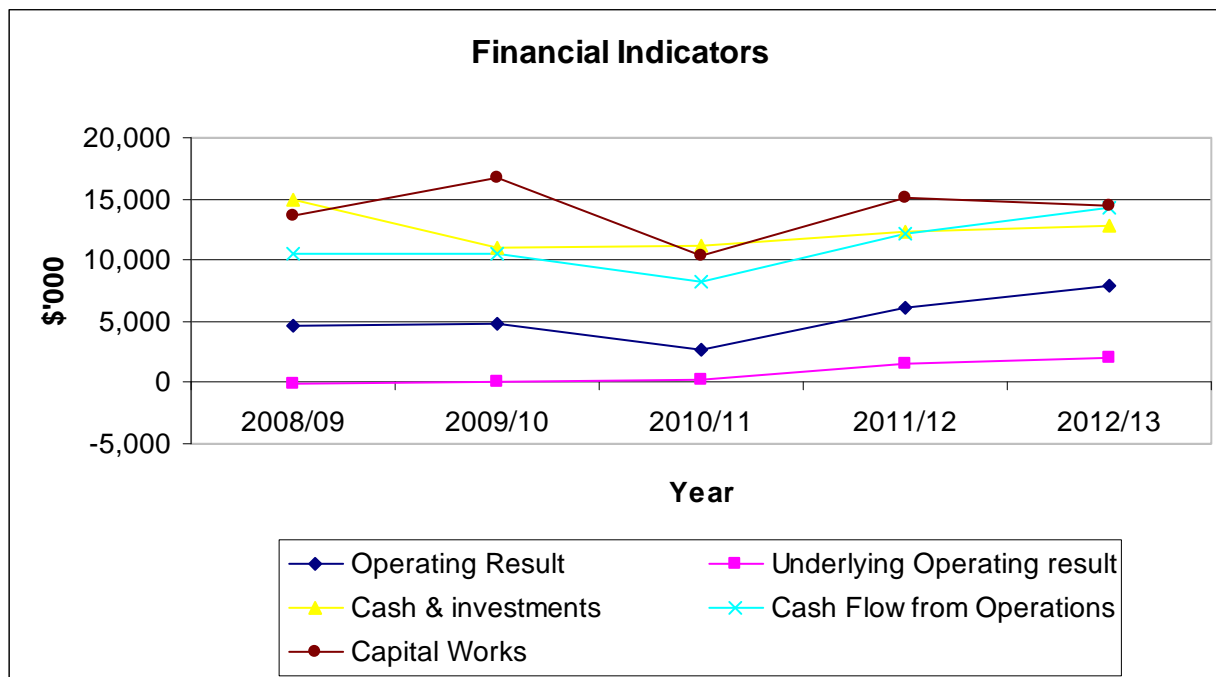
### 8.2 Financial Resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2009/10 to 2012/13. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2008/09	2009/10	2010/11	2011/12	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating result	4,655	<b>4,805</b>	2,695	6,049	7,987
Underlying operating result	(169)	<b>5</b>	233	1,596	1,958
Cash and investments	14,922	<b>11,069</b>	11,107	12,306	12,793
Cash flow from operations	10,491	<b>10,553</b>	8,280	12,191	14,256
Capital works	13,569	<b>16,802</b>	10,441	15,172	14,374

## 8. Strategic Resource Plan & Key Financial Indicators cont.

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- **Financial sustainability (section 5)** – Cash and investments is forecast to decrease over the next two years from \$14.92 million to \$11.1 million, as Council completes some major capital works, before returning its cash levels to around \$12 million for future years when balanced budgets will be achieved.
- **Rating strategy (section 9)** – A 4.9% rate increase has been built into the 2009/10 budget and then are forecast to remain at similar levels and with additional growth in the rate base this will ensure necessary funds are generated to meet Council's budgetary requirements.
- **Borrowing strategy (section 10)** – Borrowings are forecast to increase to a peak of \$12.25 million in 2011/12 as borrowings for infrastructure works in the identified growth areas are maximised. Net borrowings reduce from 2011/12 onwards.



## 8. Strategic Resource Plan & Key Financial Indicators cont.

### 8.3 Key Financial Indicators

The following table highlights Council's current and projected performance across a range of key financial indicators (KFI). KFIs provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		Actual		2010/11	2011/12	2012/13
		2008/09	2009/10			
<b>Financial performance</b>						
Underlying result/Underlying revenue	1	-0.37%	0.01%	0.48%	3.13%	3.66%
Operating expenses/Assessment		2,996	3,066	3,132	3,164	3,272
Rate revenue/Underlying revenue	2	45.8%	46.9%	48.0%	48.5%	49.0%
Rate revenue/Assessment		1,367	1,438	1,510	1,585	1,664
Debt servicing/Total revenue		1.07%	1.16%	1.11%	1.06%	1.23%
Grants/Total revenue		27.6%	25.8%	22.5%	24.5%	26.2%
Fees & charges/Total revenue		26.6%	27.0%	28.3%	27.2%	26.3%
<b>Financial position</b>						
Indebtedness/Rate revenue	3	84.9%	81.9%	77.0%	83.8%	79.0%
Underlying result/Total assets		-0.04%	0.00%	0.05%	0.34%	0.39%
Current assets/Current liabilities	4	184.0%	139.6%	149.3%	156.9%	156.6%
Total liabilities/Assessment		1,160	1,178	1,163	1,329	1,315
<b>Capital expenditure</b>						
Capital works		13,569	16,802	10,441	15,172	14,374
- Asset renewals		6,495	6,929	7,614	6,765	8,832
- New assets		3,511	7,894	1,885	7,640	4,754
- Asset expansion/upgrade		3,563	1,980	943	767	787
Cash op act./Net capital outlays		85.7%	67.8%	88.5%	83.6%	103.9%
Capital works/Rate revenue		65.5%	76.4%	44.8%	61.4%	54.8%
Capital renewals/Total deprec'n	5	91.5%	95.6%	102.9%	89.6%	114.7%

#### Notes to indicators

**1 Underlying operating result** – Council aims to return positive underlying results over the forward look period.

**2 Rate revenue/Underlying revenue** – reflects extent of reliance on rate revenue to fund all of Council's ongoing services. Trend indicates that Council will become slightly more reliant on rate revenue compared to all other revenue sources.

**3 Indebtedness/Rate revenue** – Trend indicates Council's reducing reliance on debt against its rate revenue even though a heavier borrowing program is in place. The growth in Council's rating base assists in this analysis.

**4 Current assets/Current Liabilities** - Council's has built up its cash reserves resulting in high cash balances in the past 2 years to complete major capital works before returning to more consistent levels in the forward outlook period.

**5 Capital renewals/Total depreciation** – depreciation is used as a measure to assess if a council is funding the renewal of its asset. The trend highlights Council’s focus to increase funding to reduce the renewal gap. This ratio is impacted by major building projects which are cyclical in nature.

## 8. Strategic Resource Plan & Key Financial Indicators cont.

### 8.4 Non-Financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. The following table summarises the non-financial resources for the next four years.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2008/09	2009/10	2010/11	2011/12	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	18,091	<b>18,996</b>	19,742	20,430	21,231
Employee numbers	349	351	353	354	355

## **9. Rating Strategy**

### **9.1 Strategy Development**

In developing the Strategic Resource Plan (referred to in Section 9), rates and charges was identified as an important source of revenue, accounting for 42% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly given the impacts of the global financial crisis.

Councils rating strategy is continually evolving due to a committed effort to achieve optimum rating equity throughout the municipality. The principles of the strategy are to ensure that the Council has a sound basis on which to develop the various charging mechanisms when determining its revenue strategies and are detailed below:

#### Statement of Principles

1. The application of the rating strategy should be simple, efficient, and include a mechanism, which contains principles of public benefit taxation.
2. While General Rates are not a user pay mechanism other elements of the rate strategy will embrace the user pays principle where applicable.
3. Warrnambool City Council applies a Capital Improved Valuation method because it takes into account the full development value of the property. Council recognises that people with higher value properties generally have a greater ability to meet the provision of public services.
4. All properties within the municipality are valued irrespective of whether the properties are subject to rates or are exempt under Government legislation.
5. The rating strategy shall endeavour to promote and encourage economic development throughout the municipality.
6. The rating strategy through the application of higher differentials recognises the ability of some ratepayers to obtain concessions from tax deductibility of rates.
7. To promote equity in rating a municipal and or a minimum charge may be used, or where appropriate an ex-gratia amount is to be negotiated.
8. The rating strategy provides for a series of differential rates. This takes into account low economic return to large landholdings, avoid distortions in the market or an ability to contribute above the standard charge.
9. The rating strategy must ensure that there is sufficient funding to meet the cost of providing and maintaining infrastructure assets, for the benefit of current and future communities.

### **9.2 Current Year Rate Increase**

In order to maintain existing service levels and to fund the capital works program, general rates will increase by 4.9% in 2009/10 raising a total rate of \$22.00 million, including \$0.20 million generated from supplementary rates.

### **9.3 Rating Structure**

Council has established a rating structure which is comprised of two key elements. These are:

- Property values, which reflect capacity to pay
- User pays component to reflect usage of services provided by Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is developed or undeveloped and whether the property is used for residential or business purposes. This distinction is based on the concept that promotes the development of land and that business should pay a fair and equitable contribution to rates taking into account the benefits those businesses derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates, Council made a decision in 1994/1995 to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change this.

## 9. Rating Strategy cont.

The existing rating structure comprises six differential rates to ensure there is flexibility in the rating model to enable rates to be raised at different levels and a concessional charge for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act.

Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under the Act. The rate concession is by category and based on a percentage of the advalorem rate that would apply in relation to general rates that might be levied in respect of any recreational land. The concession also has consideration to;

- National Competition Policy;
- Introduction of activities of a commercial character, being increasingly divergent from the meaning of recreational/cultural interpretation of use under the Act, notwithstanding the continuing not-for-profit nature of a controlling body; and
- The need to apply increased categorisation of such lands, having regard to impacts on amenity, scale of activity and the character of business-like operations.

Council also has a municipal charge to ensure some of its fixed administrative costs are recovered as a uniform contribution by all of its ratepayers, and a waste management charge to recover the full cost of the service through an annual charge.

The following table summarises the rates to be levied for the 2009/10 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2008/09	2009/10
Other land rates	Cents in \$ of CIV	.002650	.002780
Farm land rates	Cents in \$ of CIV	.001509	.001583
Commercial land rates	Cents in \$ of CIV	.004341	.004554
Industrial land rates	Cents in \$ of CIV	.005129	.005380
Vacant land rates	Cents in \$ of CIV	.004275	.004484
Industrial 2 land rates	Cents in \$ of CIV	.003435	.003603
Recreational land Cat 1	\$ per property	\$ 15,259.20	\$16,006.90
Recreational land Cat 2	Cents in \$ of CIV	.002576	.002702
Municipal charge	\$ per property	\$ 158.80	\$ 167.00
Waste Management charge	\$ per property	\$ 220.00	\$ 231.00

### 9.4 General Revaluation of Properties

As required by legislation, a revaluation of all properties within the municipality is carried out every two years. The next scheduled revaluation will be carried out during 2009/10 with a revaluation date of 1 January 2010 and these valuations will apply from 1 July 2010 for the 2010/11 rating year.

## 10. Borrowing Strategies

In developing the Strategic Resource Plan SRP (see Section 8), borrowings was identified as an important funding source for the infrastructure necessary to provided in the identified growth areas. In the past, Council has borrowed strongly to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but the provision of drainage infrastructure to facilitate new development in the city was identified as a priority by Council and the decision to borrow \$2.00 million dollars each year for four years was made.

The SRP includes the results of an analysis of Council's debt position against both State averages and large Council averages over a number of different indicators. It also shows the results of prudential ratios used by the Victorian State Government to assess the loan capacity of local governments. The outcome of the analysis confirms that Council remains within the suggested limits for debt levels and debt servicing ratio's.

For the 2009/10 year, Council continues the new borrowings of \$2.00 million and makes loan repayments of \$1.64 million, which will see total debt rise to \$9.4 million as at 30 June 2010. The following table sets out future proposed borrowings and loan repayments based on the forecast financial position of Council as at 30 June 2009.

<b>Year</b>	<b>New Borrowings \$'000</b>	<b>Principal Paid \$'000</b>	<b>Interest Paid \$'000</b>	<b>Balance 30 June \$'000</b>
2008/09	2,000	1,430	525	9,039
2009/10	2,000	1,636	585	9,403
2010/11	2,000	1,642	554	9,761
2011/12	4,000	1,515	571	12,245
2012/13	1,300	1,603	715	11,942

## Appendices

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted standard statements	47
B	Statutory disclosures	52
C	Capital works program	59
D	Key Strategic Activities	63
E	Fees and Charges	64
F	Activities and Initiatives	83

## **Appendix A**

### **Budgeted Standard Statements**

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement.
- Budgeted Standard Balance Sheet.
- Budgeted Standard Cash Flow Statement.
- Budgeted Standard Capital Works Statement.

**Budgeted Standard Income Statement**

For the four years ending 30 June 2013

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2009		2011	2012	2013
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenues from ordinary activities</b>					
Rate charges	20,723	<b>22,005</b>	23,326	24,725	26,209
User charges, fees and fine	13,070	<b>13,585</b>	14,128	14,694	15,281
Grants - Operating	9,682	<b>9,554</b>	9,936	10,251	10,661
Grants - Capital	3,875	<b>3,431</b>	1,292	2,990	4,554
Contributions - Cash	421	<b>877</b>	297	307	317
Interest	859	<b>600</b>	624	649	675
Other revenues	485	<b>294</b>	313	333	354
<b>Total revenues</b>	<b>49,116</b>	<b>50,348</b>	<b>49,918</b>	<b>53,950</b>	<b>58,052</b>
<b>Expenses from ordinary activities</b>					
Employee benefits	18,091	<b>18,996</b>	19,742	20,430	21,231
Materials, services and contracts	19,345	<b>19,745</b>	20,349	20,448	21,517
Bad and doubtful debts	64	14	15	15	16
Depreciation	7,100	<b>7,250</b>	7,400	7,550	7,700
Finance costs	811	<b>907</b>	888	918	1,077
<b>Total expenses</b>	<b>45,411</b>	<b>46,913</b>	<b>48,393</b>	<b>49,362</b>	<b>51,540</b>
Net (loss) gain on disposal of property, infrastructure, plant and equipment	(50)	<b>370</b>	(30)	(38)	(25)
Granted assets	1,000	1,000	1,200	1,500	1,500
<b>Surplus (deficit) for the year</b>	<b>4,655</b>	<b>4,805</b>	<b>2,695</b>	<b>6,049</b>	<b>7,987</b>



## Budgeted Standard Balance Sheet

For the four years ending 30 June 2013

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2009		2011	2012	2013
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash assets	14,922	<b>11,069</b>	11,107	12,306	12,793
Receivables	2,592	<b>2,200</b>	2,250	2,300	2,350
Inventories - consumables	100	<b>100</b>	100	100	100
Other current assets	300	<b>300</b>	300	300	300
<b>Total current assets</b>	<b>17,914</b>	<b>13,669</b>	<b>13,757</b>	<b>15,006</b>	<b>15,543</b>
<b>Non-current assets</b>					
Receivables	220	<b>210</b>	190	180	170
Investments in associates & joint ventures	730	<b>730</b>	730	730	730
Property, infrastructure, plant & equipment	385,000	<b>408,064</b>	429,755	451,755	476,755
<b>Total non-current assets</b>	<b>385,950</b>	<b>409,004</b>	<b>430,675</b>	<b>452,665</b>	<b>477,655</b>
<b>Total Assets</b>	<b>403,864</b>	<b>422,673</b>	<b>444,432</b>	<b>467,671</b>	<b>493,198</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Payables	3,500	<b>3,400</b>	2,800	2,900	3,000
Trust funds	1,000	<b>1,000</b>	1,000	1,000	1,000
Employee benefits	3,600	<b>3,750</b>	3,900	4,060	4,225
Interest-bearing liabilities	1,636	<b>1,642</b>	1,515	1,603	1,700
<b>Total current liabilities</b>	<b>9,736</b>	<b>9,792</b>	<b>9,215</b>	<b>9,563</b>	<b>9,925</b>
<b>Non-current liabilities</b>					
Employee benefits	450	<b>475</b>	500	525	550
Interest-bearing liabilities	7,403	<b>7,761</b>	8,246	10,642	10,242
<b>Total non-current liabilities</b>	<b>7,853</b>	<b>8,236</b>	<b>8,746</b>	<b>11,167</b>	<b>10,792</b>
<b>Total liabilities</b>	<b>17,589</b>	<b>18,028</b>	<b>17,961</b>	<b>20,731</b>	<b>20,718</b>
<b>Net Assets</b>	<b>386,275</b>	<b>404,645</b>	<b>426,471</b>	<b>446,940</b>	<b>472,480</b>
<b>Represented by:</b>					
Accumulated surplus	143,799	<b>148,605</b>	151,299	157,348	165,335
Asset revaluation reserve	235,892	<b>249,367</b>	268,404	282,731	300,190
Other reserves	6,584	<b>6,674</b>	6,768	6,861	6,955
<b>Equity</b>	<b>386,275</b>	<b>404,646</b>	<b>426,471</b>	<b>446,940</b>	<b>472,480</b>

**Budgeted Standard Cash Flow Statement**

For the four years ending 30 June 2013

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2011	2012	2013
	2009	2010	2011	2012	2013
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Receipts					
General rates	20,516	21,785	23,092	24,478	25,947
Operating grants & contributions	10,112	9,842	10,233	10,558	10,978
Capital grants & contributions	3,866	4,021	1,292	2,990	4,554
Interest	859	600	624	649	675
User charges & fees	13,070	13,585	14,128	14,694	15,281
Other revenue	485	294	313	333	354
	48,910	50,127	49,684	53,703	57,790
Payments					
Employee costs	(17,917)	(18,821)	(19,567)	(20,245)	(21,040)
Materials, consumables & contracts	(19,690)	(19,845)	(20,949)	(20,348)	(21,417)
Finance costs	(811)	(907)	(888)	(918)	(1,077)
	(38,418)	(39,574)	(41,404)	(41,512)	(43,534)
Net cash provided by operating activities	10,491	10,553	8,280	12,191	14,256
<b>Cash flows from investing activities</b>					
Proceeds from sales of property, plant & equipment	1,750	806	751	1,221	651
Payments for property, plant and equipment	(12,238)	(15,576)	(9,351)	(14,587)	(13,718)
Net cash provided by investing activities	(10,487)	(14,770)	(8,600)	(13,367)	(13,068)
<b>Cash flows from financing activities</b>					
Proceeds from borrowings	2,000	2,000	2,000	4,000	1,300
Repayment of borrowings	(1,429)	(1,636)	(1,642)	(1,625)	(2,002)
Net cash provided by (used in) financing activities	570	364	358	2,375	(702)
<b>Net increase/(decrease) in cash held</b>	574	(3,853)	38	1,199	487
Cash at the beginning of the financial year	14,348	14,922	11,069	11,107	12,306
<b>Cash at the end of the financial year</b>	14,922	11,069	11,107	12,306	12,793

**Budgeted Standard Capital Works Statement**

For the four years ending 30 June 2013

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2011	2012	2013
	2009	2010	\$'000	\$'000	\$'000

**Capital works areas**

Land & buildings	2,460	2,975	2,059	3,424	5,879
Roads street & bridges	3,491	5,536	3,282	4,877	3,886
Footpaths	380	673	344	349	355
Drainage	1,175	3,168	316	2,166	331
Playground equipment	225	130	130	130	130
Plant & equipment	1,428	1,374	1,521	1,581	1,643
Parking meters	97	40	0	0	0
Other infrastructure	3,730	2,730	2,037	2,287	1,987
Computers	555	160	736	342	148
Paintings & exhibits	27	15	15	15	15
<b>Total capital works</b>	<b>13,569</b>	<b>16,802</b>	<b>10,441</b>	<b>15,172</b>	<b>14,374</b>

**Represented by :**

Asset renewal	6,495	<b>6,929</b>	7,614	6,765	8,832
New assets	3,511	<b>7,894</b>	1,885	7,640	4,754
Asset expansion/upgrade	3,563	<b>1,980</b>	943	767	787
<b>Total capital works</b>	<b>13,569</b>	<b>16,802</b>	<b>10,441</b>	<b>15,172</b>	<b>14,374</b>

## **Appendix B Statutory Disclosures**

The appendix includes the following budgeted information:

- Borrowings.
- Rates and charges.
- Differential rates.

**Statutory disclosures****1. Borrowings**

	2008/09 \$	2009/10 \$
New borrowings (other than refinancing)	2,000,000	2,000,000
Debt redemption	1,430,000	1,635,700

**2. Rates and charges****2.1 The proposed rate in the dollar for each type of rate to be levied**

Type of Property	2008/09 cents/\$CIV	2009/10 cents/\$CIV
General rate for rateable other land properties	0.002650	0.002780
General rate for rateable farm land properties	0.001509	0.001583
General rate for rateable commercial land properties	0.004341	0.004554
General rate for rateable industrial land properties	0.005129	0.005380
General rate for rateable vacant land properties	0.004275	0.004484
General rate for rateable industrial 2 land properties	0.003435	0.003603
Recreational land category 1 properties #	\$15,259.20	\$16,006.90
Recreational land category 2 properties	0.002576	0.002702

# Charge is \$ per property.

**2.2 The estimated amount to be raised by each type of rate to be levied**

Type of Property	2008/09 \$	2009/10 \$
Other land	10,173,751	10,778,315
Farm land	234,345	305,625
Commercial land	2,892,334	3,108,426
Industrial land	749,959	804,961
Vacant land	818,387	797,400
Industrial 2 land	85,841	90,058
Recreational land category 1	15,259	16,007
Recreational land category 2	26,110	28,506

**2.3 The estimated total amount to be raised by rates**

	2008/09 \$	2009/10 \$
Total rates to be raised	14,995,986	16,129,298

**2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year**

Type of Property	2008/09 Change %	2009/10 Change %
Other land	-3.4	4.9
Farm land	-36.92	4.9
Commercial land	-11.2	4.9
Industrial land	-20.9	4.9
Vacant land	-21.0	4.9
Industrial 2 land	-7.2	4.9
Recreational land category 1	-2.0	4.9
Recreational land category 2	-3.9	4.9

**2.5 The number of assessments for each type of rate to be levied compared to the previous year**

Type of Property	2008/09 \$	2009/10 \$
Other land	12,926	13,109
Farm land	173	184
Commercial land	865	892
Industrial land	315	320
Vacant land	723	641
Industrial 2 land	1	1
Recreational land category 1	1	1
Recreational land category 2	9	10
<b>Total number of assessments</b>	<b>15,013</b>	<b>15,158</b>

**2.6 The basis of valuation to be used is the Capital Improved Value (CIV)****2.7 The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year**

Type of Property	2008/09 \$	2009/10 \$
Other land	3,839,357,000	3,877,301,000
Farm land	155,347,000	193,074,000
Commercial land	666,335,000	682,614,000
Industrial land	146,216,000	149,612,000
Vacant land	191,450,000	177,813,000
Industrial 2 land	24,993,000	24,993,000
Recreational land category 2	10,136,000	10,549,000
<b>Total</b>	<b>5,033,834,000</b>	<b>5,115,956,000</b>

**2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act**

Type of Charge	Per Rateable Property 2008/09 \$	Per Rateable Property 2009/10 \$
Municipal	158.80	167.00
Waste Management	220.00	231.00
<b>Total</b>	<b>378.80</b>	<b>398.00</b>

**2.9 The estimated amounts to be raised for each type of charge to be levied compared to the previous year**

Type of Charge	2008/09 \$	2009/10 \$
Municipal	2,377,924	2,518,708
Waste Management	3,151,720	3,357,387
<b>Total</b>	<b>5,529,644</b>	<b>5,876,095</b>

**2.10 The estimated total amount to be raised by rates and charges:**

	2008/09 \$	2009/10 \$
Rates and charges	20,525,630	21,805,393
Supplementary rates	120,000	200,000
<b>Total</b>	<b>20,645,630</b>	<b>22,005,393</b>

**2.11 There are no known significant changes, which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:**

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

### **3. Differential rates**

#### **3.1 Rates to be levied**

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.2780% (0.002780 cents in the dollar of CIV) for all rateable other land properties
- A general rate of 0.1583% (0.001583 cents in the dollar of CIV) for all rateable farm land properties.
- A general rate of 0.4554% (0.004554 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.5380% (0.005380 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.4484% (0.004484 cents in the dollar of CIV) for all rateable vacant land properties.
- A general rate of 0.3603% (0.003603 cents in the dollar of CIV) for all rateable industrial 2 properties.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

#### **3.2 Commercial land**

Commercial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial under the Warrnambool City Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Economic development and planning services, having direct benefit to the use of Commercial Land.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described but not limited to those below.

1. Rateable property used for business and administrative purposes, including, but not limited to, properties used for:
  - (a) The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, milk bars, newsagents;
  - (b) The manufacture of goods where the goods are sold on the property;
  - (c) The provision of entertainment, e.g. theatres, cinemas, amusement parlours;
  - (d) Media establishments, e.g. radio stations, newspaper offices, television stations;
  - (e) The provision of accommodation other than residential, e.g. motels, caravan parks, camping grounds, camps, accommodation houses, hostels, boarding houses;
  - (f) The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
  - (g) Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, boatsheds, indoor sports stadiums, gaming establishments;
  - (h) The provision of education, e.g. schools, museums, art galleries;
  - (i) Showrooms, e.g. display of goods;
  - (j) Religious purposes;
  - (k) Public offices and halls.

2. Properties used for the provision of health services including, but not limited to, properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices.
3. Properties used as offices including, but not limited to, properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and advertising agencies.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2009/10 financial year.

### **3.3 Farm land**

Farm land is any land, which is:

- "farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement of sustainable and productive use and management of Farm Land.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of "farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2009/10 financial year.



### 3.4 Industrial land

Industrial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned Industrial under the Warrnambool City Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Economic development and planning services, having direct benefit to the use of Industrial Land.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described but not limited to those below.

Rateable properties which are used in the process of income generation, including, but not limited to the following:

- (a) The manufacture of goods, food and beverage which are generally not sold or consumed on site (but does preclude some warehouse sales);
- (b) The storage of goods;
- (c) The provision of services for the repair of goods;
- (d) The storage of plant and machinery;
- (e) The production of raw materials in the extractive and timber industries;
- (f) The treatment and storage of industrial waste materials.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2009/10 financial year.

### 3.5 Vacant land

Vacant land is any land, which is:

- Vacant unoccupied land within the Warrnambool City Council
- Land on which no building designed or adapted for human occupation is erected

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement for orderly planning through development of serviced urban properties.
- Provision of municipal administrative services.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of vacant unoccupied land and on which no building designed or adapted for human occupation is erected within the Warrnambool City Council.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are no buildings are constructed.

### **3.6 Industrial 2 land**

Industrial 2 land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, milk products such as powdered milk

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Encouragement for sustainable and economically beneficial milk production in the municipality.
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described below.

- Rateable properties where each rateable property is used for the purpose of milk product production in the municipality.
- To fit within the classification the rateable property must be occupied and operating in the production of milk products.
- For the purpose of this classification the rateable properties must be within an Industrial 1 Zoning under the Warrnambool Planning Scheme.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2009/10 financial year.

### 3.7 Other land

Other land is any land, which is:

- occupied for the principal purpose of human habitation including dwellings, flats and units
- “residential use land” as described in of Section 2 (1) of the Valuation of Land Act 1960.
- “urban farm land” as described in of Section 2 (1) of the Valuation of Land Act 1960.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of a property which is used for human habitation including dwellings, flats and units, or is residential use land or urban farm land as described in of Section 2 (1) of the Valuation of Land Act 1960.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council’s budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, is any use of land permitted under the relevant Planning Scheme.

The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2009/10 financial year.

## Appendix C

### Capital Works Program

#### Capital Works Program

For the year ending 30 June 2010

#### 1. New Works

	Capital Expenditure	Capital Income	Net Project Cost
<b>Roads</b>			
Local Roads Construction	993,200	(325,000)	668,200
Reseal Programs	592,064		592,064
Major Patching Works	416,000		416,000
Local Roads Asphalt Resheets	218,096		218,096
Street Lighting Upgrade	50,000		50,000
Car Park Reseals	14,315		14,315
Roundabout – Intersection Fairy St & Lava St	196,135	(196,135)	0
Bicycle Lane Construction Hopkins Hwy	628,200	(628,200)	0
Bicycle Lane Construction Bridge Rd Woodford	44,850	(44,850)	0
Roundabout – Intersection Moore St, Dales Rd, Aberline Rd & McKernan Rd	257,000	(128,500)	128,500
Accessible Bus Stop Program	136,396	(136,396)	0
Parking	50,000	0	50,000
Parking Meters Replacements	40,000		40,000
<b>Total Roads</b>	<b>3,636,256</b>	<b>(1,459,081)</b>	<b>2,177,175</b>
<b>Footpaths</b>			
Concrete Footpath Replacements	119,600		119,600
General Footpath Construction	115,000		115,000
Allansford Township Footpath	180,000	(90,000)	90,000
Footpath Veronica Crt	22,709		22,709
Footpath – 42 & 44 Dobson Way		(13,090)	(13,090)
Russell's Creek Trail Stage 5	191,150		191,150
Thunder Point Board Walk & Gravel Paths	20,000		20,000
Land Purchase – Russell's Creek Trail	25,000		25,000
<b>Total Footpaths</b>	<b>673,459</b>	<b>(103,090)</b>	<b>570,369</b>
<b>Drainage</b>			
Priority Backlog Drainage Works	68,396		68,396
<b>Total Drainage</b>	<b>68,396</b>	<b>0</b>	<b>68,396</b>
<b>Environment</b>			
River Maintenance	50,000		50,000
Environmental Initiatives	200,000		200,000
McGennans Precinct Works	400,000		400,000
<b>Total Environment</b>	<b>650,000</b>		<b>650,000</b>
<b>Open Space</b>			
City Centre Renewal	100,000		100,000
Aquazone Outdoor Pool Renewal	75,000		75,000
Playground Improvements	120,000	(50,000)	70,000
Parks & Gardens - Highway Planting/Beautification	50,000		50,000
Public Signage	26,000		26,000

**Capital Works Program Cont.**  
**For the year ending 30 June 2010**  
**1. New Works (continued)**

	Capital Expenditure	Capital Income	Net Project Cost
<b>Open Space Cont.</b>			
Public Art Initiatives	20,000		20,000
Football/Netball Facility Renewal Works	30,000		30,000
Jetty Flat Reserve	30,000		30,000
Jubilee Park Woodford	150,000	(100,000)	50,000
W'bool Lawn Tennis Bowling Club	170,000	(154,000)	16,000
Recreation Plan Implementation	90,000		90,000
Breakwater Surface Works	824,000	(824,000)	0
<b>Total Open Space</b>	<b>1,685,000</b>	<b>(1,128,000)</b>	<b>557,000</b>
<b>Land &amp; Buildings</b>			
Building Renewal – Recreational Facilities	110,000		110,000
Building Audit – STEP Program Funding	250,000		250,000
Public Toilet Upgrades	100,000		100,000
Allansford Industrial Land		(360,000)	(360,000)
Aquazone Building	107,000		107,000
Warrnambool Entertainment Centre – Minor Works	55,000		55,000
Arc Stadium – Sanding & Resealing of Courts	75,000		75,000
Art Gallery Improvements	45,000		45,000
Holiday Park Improvements	272,500	(75,000)	197,500
Flagstaff Hill Improvements	380,000	(10,000)	370,000
Airport Improvements	27,000		27,000
<b>Total Land &amp; Buildings</b>	<b>1,421,500</b>	<b>(445,000)</b>	<b>811,500</b>
<b>Developer Contribution Plan Works</b>			
DCP – North East	1,953,539		1,953,539
DCP – North Dennington	300,000		300,000
<b>Total Developer Contribution Plan Works</b>	<b>2,253,539</b>		<b>2,253,539</b>
<b>Plant Equipment &amp; Other</b>			
Fleet Purchases	1,324,000	(445,000)	879,000
IT & Other Equipment	155,200	(500)	154,700
Livestock Exchange – Effluent Upgrade	20,000		20,000
Livestock Exchange – OH & S Upgrades	20,000		20,000
Emergency Power Supply Generator	70,000	(20,000)	50,000
Library Furniture	20,000		20,000
Engineering Services – Equipment	35,000		35,000
<b>Total Plant Equipment &amp; Other</b>	<b>1,744,200</b>	<b>(465,500)</b>	<b>1,278,700</b>
<b>Total New Capital Works 2009/10</b>	<b>12,032,350</b>	<b>(3,600,671)</b>	<b>8,366,679</b>

**Capital Works Program Cont.**  
**For the year ending 30 June 2010**  
**2. Works carried forward**

	<b>Capital Expenditure</b>	<b>Capital Income</b>	<b>Net Project Cost</b>
Drainage Infrastructure	2,900,000	(500,000)	2,400,000
Land & Buildings	1,870,000		1,870,000
<b>Total carried forward works from 2008/09</b>	<b>4,770,000</b>	<b>(500,000)</b>	<b>4,270,000</b>

**Projects**

For the year ending 30 June 2010

	Expenditure	Income	Net Project Cost
<b>Trails &amp; Paths</b>			
Rail Trail	50,000		50,000
Warrnambool Paths & Trails Strategy	75,000	(45,000)	30,000
<b>Total Trails &amp; Paths</b>	<b>125,000</b>	<b>(45,000)</b>	<b>80,000</b>
<b>Environmental Works</b>			
Middle Island Maremma Project	20,000		20,000
Beach Safety	10,000		10,000
<b>Total Environmental Works</b>	<b>30,000</b>		<b>30,000</b>
<b>Road Safety Initiatives</b>			
Road Safety Audits	25,000		25,000
Implementation of Road Safety Strategy	41,624		41,624
Road Hierarchy Review & traffic Management Plan	25,000		25,000
Travel Smart Champs		(21,782)	(21,782)
Onroad Bicycle Lanes – City Centre Streets	20,000		20,000
Bicycle Line Marking – Harris, McDonald & Stanley St	19,300	(19,300)	0
Bicycle Line Marking – McMeekin Rd	9,500	(9,500)	0
Bicycle Line Marking – Ziegler Pde Allansford	19,500	(19,500)	0
<b>Total Road Safety Initiatives</b>	<b>159,924</b>	<b>70,082</b>	<b>88,842</b>
<b>Community Events</b>			
Multicultural Festival	25,000	(15,000)	10,000
Herald Sun Cycling Tour	33,000		33,000
World Clay Shooting Championships	230,310	(219,310)	11,000
Victorian Futsal Championships	8,668		8,668
Complete Sports Marketing	7,500		7,500
<b>Total Community Events</b>	<b>296,978</b>	<b>(234,310)</b>	<b>62,668</b>
<b>Miscellaneous Works</b>			
FSH Activation	45,000		45,000
Wastewater Management Plan (Septic Tanks)	22,000		22,000
Auto CAD Licences	30,000		30,000
IT Disaster Recovery	46,750		46,750
Legislative Compliance Software	13,000		13,000
Global Skills Provincial Victoria	91,085	(76,250)	14,835
Review of Municipal Health Plan	11,000		11,000
<b>Total Miscellaneous Works</b>	<b>257,835</b>	<b>(76,250)</b>	<b>181,585</b>
<b>Planning Studies</b>			
Industrial Land Strategy	150,000	(125,000)	25,000
Lady Bay Landscape Master Plan	35,000		35,000
Allansford, Bushfield & Woodford Structure Plan	25,000		25,000
Warrnambool Open Space Strategy	35,000		35,000
Land Suitability & Decision Framework for Regional SW Victoria	152,200	(112,200)	40,000
Panel Hearing	100,000		100,000
Railway Precinct Master Plan	25,000		25,000
<b>Total Planning Studies</b>	<b>522,200</b>	<b>(237,200)</b>	<b>285,000</b>
<b>Total Projects for 2009/10</b>	<b>1,391,937</b>	<b>(662,842)</b>	<b>728,095</b>

## Appendix D

### Key Strategic Activities

For the year ending 30 June 2010

Activities & Initiatives	How Data is Reported	Performance Target
<b>Leadership</b>		
Participate in MAV sponsored IT Shared Services Project to review existing core IT systems.	Council Report	New core systems adopted.
Undertake a Strategic Risk Management review as part of Internal Audit.	Council Report	Review undertaken and reported to Audit Committee.
Review and refine the Warrnambool MAV STEP Asset Renewal Model to determine an accurate level of funding required for infrastructure asset renewal.	Council Report	Warrnambool MAV STEP Asset Renewal Model adopted by Council.
<b>Environment</b>		
Implement priority actions in the Environmental Sustainability Strategy 2008-13.	Council Report	Priority actions implemented.
Prepare a landscape Masterplan for Lady Bay and Lake Pertobe (including McGennans carpark).	Council Report	Landscape Masterplan completed.
Commence construction of the Harbour Pavilion.	Council Report	Construction commenced.
Construct Stage 3 of the Warrnambool-Port Fairy Rail Trail (Warrnambool section).	Council Report	Warrnambool section of the Rail Trail completed.
<b>Liveability</b>		
Undertake detailed design and documentation and procurement of the lead building contractor for the Warrnambool Entertainment Centre Redevelopment Project.	Council Report	Building contractor appointed.
Complete the review of the library service and present the final report from the review to Council.	Council Report	Review adopted by Council.
Adopt and commence implementation of recommendations from the Municipal Early Years Plan 2009- 2012.	Council Report	Recommendations adopted by Council.
Develop and implement an affordable housing strategy for Warrnambool.	Council Report	Affordable Housing Strategy adopted by Council.
Prepare a Cultural Development Plan.	Council Report	Cultural Development Plan completed.
Review the Municipal Public Health Plan.	Council Report	Plan reviewed and adopted by Council.
<b>Growth</b>		
Construct the Harrington Road retention basin, associated rising main and pump station.	Council Report	Drainage project completed.
Undertake the new industrial land locations project using the Priority Development Panel process (PDP).	Council Report	Project completed and planning amendment prepared.
Play a partnership and leadership role in the campaign to upgrade the Princes Highway West, the major inter-regional transport corridor that connects industry and the communities of South West Victoria.	Council Report	Princes Highway West improvement announced.
Complete and implement Warrnambool City Centre Structure Plan for the City Centre as the principle activity centre and the pre-imminent retail centre in the region.	Council Report	Structure Plan adopted by Council.



## Appendix E

### 2009/10 Fees and Charges

# 1. A LEADING REGIONAL CITY

## Property Management

User Fees & Charges	2007/2008	2008/2009	2009/10
Applications to use Crown & council Land	\$0	\$0	\$16.50
Licences preparation fee	\$0	\$0	\$87.00
Lease preparation fee	\$0	\$0	\$120.00
Survey plan fee	\$0	\$0	\$280.00
Title search fee	\$0	\$0	\$19.20
Rate history search fee (1 <sup>st</sup> 3 hours)	\$0	\$0	\$280.00
Rate history search fee (after 3 hours)	\$0	\$0	\$80.00/hr
Rate history search fee (0 - 10 years)	\$0	\$0	\$10.00

## Interest on Unpaid Monies

### Interest on Unpaid Monies other than rates and charges

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, at 6.5%.

## 2. AN ENVIRONMENTALLY SUSTAINABLE CITY

### Coast and Rivers

New fees to apply from 1 August 2009

User Fees & Charges	2007/2008	2008/2009	2009/10
<b>Mooring Fees</b>			
Boat less than 10m (½yearly)	\$90.00	\$95.00	\$100.00
Boat 10.1m to 15m (½yearly)	\$120.00	\$125.00	\$130.00
Boat 15.1 – 20m (½yearly)	\$140.00	\$145.00	\$150.00
Boat 20.1 – 25m (½yearly)	\$175.00	\$185.00	\$190.00
Jetty Fees – pa Permit for breakwater and Hopkins River	\$130.00	\$140.00	\$150.00
<b>Annual Parking Permit Fees</b>			
Breakwater (per vehicle)	\$30.00	\$35.00	\$40.00

### Infrastructure Services

User Fees & Charges	2007/2008	2008/2009	2009/10
Road reserve works permit fee	\$60.00	\$65.00	\$70.00
Road reserve works additional inspection	\$35.00	\$40.00	\$45.00
Road reserve works – crossover fee	\$60.00	\$65.00	\$70.00
Fine – failure to obtain road reserve works permit or work in road reserve without permit	\$500.00	\$500.00	\$500.00
Stormwater connection permit:			
Single dwelling development	\$60.00	\$65.00	\$52.75
Multi – dwelling development	\$70.00	\$75.00	\$52.75
Commercial premises	\$70.00	\$75.00	\$52.75
Industrial premises	\$70.00	\$75.00	\$52.75
Information only	\$35.00	\$40.00	\$45.00
Short notice fee	\$80.00	\$85.00	\$90.00

### 3. A LIVEABLE CITY

#### Warrnambool Entertainment Centre

New fees to apply from 1 July 2009

User Fees and Charges	2007/2008	2008/2009	2009/10
<b>Theatre</b>			
<b>Amateur (local)</b>			
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$429.00	\$445.00	\$465.00
Front of House Staff – per hour			
Technician per hour thereafter	\$25.00 \$35.00	\$30.00 \$36.00	\$31.00 \$37.50
<b>Amateur (non local)</b>			
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$525.00	\$550.00	\$575.00
Front of House Staff – per hour			
Technician per hour thereafter	25.00 \$40.00	\$30.00 \$42.00	\$31.00 \$43.50
<b>Professional (subsidised)</b>			
Hire rate plus 5% of gross takings (technician for 4 hrs)	\$810.00	\$840.00	\$875.00
Front of House Staff – per hour			
Technician per hour thereafter	\$30.00 \$45.00	\$35.00 \$47.00	\$36.00 \$48.00
<b>Commercial</b>			
Hire rate plus 5% or 10% of gross takings (whichever the greater)	\$850.00	\$885.00	\$920.00
Front of House Staff & Box Office Staff – per hour	\$30.00	\$35.00	\$36.00
Technician per hour	\$45.00	\$47.00	\$48.00
<b>Equipment &amp; Consumable Items (community)</b>			
<b>Gel &amp; Bubble Fee</b>	\$40.00	\$42.00	\$44.00
Gaffer Tape	\$22.00	\$24.00	\$25.00
9V batteries	\$5.95	\$5.95	\$5.95
Specific Lighting gels		As ordered	As ordered
Steinway Grand piano	\$66.00	\$69.00	\$72.00
Radio Mics		\$33.00	\$35.00
Stage Extension	\$105.00	\$110.00	\$120.00
<b>Equipment &amp; Consumable Items (professional)</b>			
<b>Gel &amp; Bubble Fee</b>	\$80.00	\$85.00	\$88.00
Gaffer Tape	\$22.00	\$24.00	\$25.00
9V batteries	\$5.95	\$5.95	\$5.95
Specific Lighting gels		As ordered	As ordered
Steinway Grand piano	\$130.00	\$135.00	\$140.00
Radio Mics		\$99.00	\$99.00
Stage Extension	\$210.00	\$220.00	\$220.00
<b>Film Screenings</b>			
Hire rate plus 5% of gross takings	\$520.00	\$550.00	\$572.00
Technician per hour	\$45.00	\$47.00	\$48.00
Additional screenings	\$240.00	\$250.00	\$260.00
<b>Conferences, Seminars</b>			
½ day and evening 1.00pm – 11.00pm	\$850.00	\$885.00	\$920.00
Full day 9.00am – 5.00pm	\$600.00	\$630.00	\$655.00
9.00am – 7.00pm	\$850.00	\$885.00	\$920.00
Day & Evening 9.00am – 11.00pm	\$990.00	\$1,030.00	\$1,070.00
<b>Graduation Ceremonies/ Speech Nights</b>			
Includes Civic Hall plus one rehearsal	\$710.00	\$740.00	\$770.00
<b>Rehearsals (per hour)</b>			
Weekdays and bump-in (no lights)	\$43.50	\$45.00	\$47.00
Evenings and weekends (without lights and technician)	\$60.00	\$63.00	\$66.00
Evenings & weekends (includes lights and technician)	\$76.00	\$80.00	\$83.00
<b>Other Hires</b>			
Less than 4 hours Weekdays per hour	\$130.00	\$140.00	\$145.00
Technician – per hour	\$45.00	\$47.00	\$48.00

**Warrnambool Entertainment Centre (Cont.)**

New fees to apply from 1 July 2009

<b>User Fees and Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
<b>Pass 2 Ticketing</b>			
Commercial Tix under \$20.00	\$2.85	\$2.85	\$2.85
Tix \$20.00 - \$40.00	\$3.70	\$3.70	\$3.70
Tix \$40.00 plus	\$4.00	\$4.20	\$4.20
<b>Credit Card Fees</b>	2.0%	3.0%	3.0%
Amateur (local) Tix under \$11.00	\$1.20	\$1.20	\$1.20
Tix \$11.00 - \$40.00	\$2.20	\$2.25	\$2.30
Tix \$40.00 plus	\$3.00	\$3.10	\$3.20
<b>Credit Card Fees</b>	2.0%	3.0%	3.0%
<b>Advertising</b>			
Newspaper - Commercial	\$9.40	On application	On application
Newspaper - Local	\$7.30	On application	On application
Radio - Commercial	\$65.00	On application	On application
Deposits- Commercial	\$350.00	\$400.00	\$400.00
Poster Delivery	\$80.00	\$85.00	\$85.00
<b>Civic Hall</b>			
Weddings - Room hire	\$565.00	\$585.00	\$605.00
Dinners, Luncheons, Picnic Cabarets, Discos, Balls	\$412.00	\$429.00	\$445.00
<b>Conference/Meetings/Seminar</b>			
Used in conjunction with theatre – day & evening	\$425.00	\$440.00	\$465.00
Used in conjunction with theatre – weekdays 9am – 5pm	\$325.00	\$340.00	\$370.00
Used in conjunction with theatre – evening or weekend	\$375.00	\$400.00	\$420.00
Used separately from theatre – day & evening	\$700.00	\$725.00	\$750.00
Used separately from theatre – weekdays 9am – 5pm	\$350.00	\$365.00	\$380.00
Used separately from theatre – evening or weekend	\$425.00	\$440.00	\$465.00
Graduation/speech nights	As per theatre	As per theatre	As per theatre
<b>Examinations</b>			
Day & evening	\$425.00	\$440.00	\$465.00
Week days – 9am – 5pm	\$350.00	\$365.00	\$380.00
Evening or weekends	\$425.00	\$440.00	\$465.00
<b>Performance</b>			\$465.00
Educational	\$429.00	\$445.00	\$465.00
Other	\$429.00	\$445.00	\$465.00
Film night	As per theatre	As per theatre	As per theatre
Fashion parade	\$429.00	\$445.00	\$465.00
Cat walk	As per theatre	As per theatre	As per theatre
<b>Exhibition</b>			
Day, evening, weekend	\$429.00	\$445.00	\$465.00
Other hires/rehearsals	As per theatre	As per theatre	As per theatre
Bookings/security deposits	\$400.00	\$400.00	\$400.00
In-house caterer	\$250.00	\$250.00	\$250.00
Full setting crockery/cutlery	\$2.00	\$2.00	\$2.25
Morning/afternoon tea/supper setting	\$1.00	\$1.00	\$1.10
Glasses: beer, wine, sherry per dozen	\$2.00	\$2.00	\$3.00
Jugs and carafes	\$1.00	\$1.00	\$1.10
Tablecloths	\$8.00	\$8.00	\$8.00
Table settings (per 10 people)	\$38.00	\$38.00	\$38.00
Conference co-ordination	Negotiated	Negotiated	Negotiated
In-house caterers	Negotiated	Negotiated	Negotiated
<b>Green Room</b>			
<b>Long-Term Hire</b>			
Weekdays – 9am – 5pm per hour	\$31.00	\$32.00	\$33.00
Evenings & weekends – per hour	\$40.00	\$42.00	\$43.00

**Warrnambool Entertainment Centre (Cont.)**

New fees to apply from 1 July 2009

<b>User Fees and Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
<b>Other Hires</b>			
Minimum 2 hours	\$65.00	\$65.00	\$67.00
Thereafter per hour	\$25.00	\$25.00	\$26.00
9am – 5pm	\$125.00	\$135.00	\$140.00
Day & evening	\$180.00	\$190.00	\$195.00
Staff rate for access & security out of hours (per hour)	\$30.00	\$35.00	\$37.00
<b>Foyers</b>			
Used in Conjunction with theatre	No charge	No Charge	No Charge
Hired separately – per hour	\$39.00	As for greenroom	\$465.00
Exhibition openings	\$89.00	\$90.00	\$95.00
<b>Reception Room</b>			
Reception room – per day	\$170.00	\$180.00	\$190.00
Additional rooms – per day	\$78.00	\$80.00	\$90.00
Available at the discretion of Council for functions in association with the Civic Hall includes chairs and tables.			
<b>Merchandise</b>			
11% retained on all merchandise sold (including Foyers, Theatre, Civic Hall & Green Room)			

**AquaZone**

New fees to apply from 1 July 2009

<b>User Fees and Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
<b>Day Admissions - Aquatics</b>			
Adult swim	\$4.60	\$4.90	\$5.10
Child swim (3-15 years)	\$3.30	\$3.50	\$3.60
Concession swim	\$4.00	\$4.20	\$4.40
Family swim (unlimited family members/same residence)	\$14.40	\$15.30	\$15.90
School student entry (in school hours)	\$3.00	\$3.20	\$3.30
<b>Day Admissions – Health &amp; Fitness</b>			
Gymnasium	\$13.00	\$13.80	\$14.30
Fitness class	\$10.10	\$10.70	\$11.15
Older adult exercise class	\$7.50	\$8.00	\$8.30
Reactivate for life	\$4.30	\$4.60	\$4.70
Teen class	\$7.50	\$8.00	\$8.25
School aerobics	\$5.20	\$5.50	\$5.70
Spin casual entry (per class)	\$11.70	\$12.20	\$12.70
Spin member entry (per class)	\$3.50	\$3.70	\$3.90
<b>Creche</b>			
Per child per hour	\$4.30	\$4.30	\$4.50
<b>Occasional Care</b>			
Per child per hour	\$6.40	\$6.40	\$6.70
<b>Learn to Swim (pool entry &amp; assessment)</b>			
Per class (2 <sup>nd</sup> child and 3 <sup>rd</sup> child discounts apply)	\$10.30	\$10.90	\$11.35
Private lessons ½ hour lesson	\$31.40	\$33.30	\$34.50
1 hour lesson	\$50.40	\$53.40	\$55.30
School swim no instruction	\$3.00	\$3.20	\$3.30
School swim with instruction	\$5.70	\$5.90	\$6.15

**AquaZone (Cont.)**

New fees to apply from 1 July 2009

<b>User Fees and Charges</b>		<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
<b>Group Entry</b>				
Adult	Swim	\$4.15	\$4.40	\$4.60
	Gym	\$11.70	\$12.40	\$12.90
	Fitness class	\$9.50	\$9.70	\$10.00
Child	Swim	\$3.00	\$3.15	\$3.30
<b>Other</b>				
General entry		\$2.10	\$2.10	\$2.20
Locker hire		\$2.00	\$2.10	\$2.20
Instructor hire - all areas		\$41.60	\$50.00	\$52.00
<b>Multi Pass – Health &amp; Fitness</b>				
Fitness class – 20 pass		\$181.60	\$192.50	\$200.20
Personal training – 5 pass		\$205.00	213.80	\$222.35
<b>Multi Pass – Aquatics</b>				
Adult	20 Pass	\$82.40	\$87.30	\$90.85
	50 Pass	\$205.90	\$218.30	\$227.00
Child	20 Pass	\$59.90	\$63.50	\$66.60
	50 Pass	\$149.80	\$158.80	\$165.15
Concession	20 Pass	\$71.10	\$75.40	\$78.40
	50 Pass	\$177.80	\$188.50	\$196.00
<b>Facility Hire</b>				
door 25m pool	Half day	\$358.20	\$379.70	\$394.90
	Full day	\$605.10	\$641.40	\$667.10
	Lane hourly commercial	\$24.50	\$26.00	\$27.00
	Lane hourly community	\$0.70	\$0.80	\$2.00
Outdoor 50m pool	Half day	\$296.20	\$314.00	\$326.50
	Full day	\$543.10	\$575.70	\$598.70
	Lane hourly commercial	\$18.50	\$19.60	\$20.40
	Lane hourly community	No charge	No charge	\$2.00
Crèche – per hour		\$24.50	\$26.00	\$27.00
Multi purpose room – per hour		\$24.50	\$26.00	\$27.00
<b>Birthday Party</b>				
Host (per 45 minutes)		<b>\$48.00</b>	<b>\$50.00</b>	<b>\$52.00</b>
Table		<b>\$0</b>	<b>\$0</b>	<b>\$20.00</b>
<b>Memberships</b>				
Gold	12 months	\$780.00	\$826.80	\$859.90
	3 months	\$312.00	\$330.70	\$343.95
	Direct debit	\$97.50/\$65.00	\$103.40/\$68.90	\$107.48/\$71.66
Gym & Swim	12 months	\$636.00	\$674.20	\$701.15
	3 months	\$254.40	\$269.70	\$280.45
	Direct debit	\$76.90/\$53.00	\$81.50/\$56.20	\$84.77/\$58.43
Fitness & Swim	12 months	\$636.00	\$674.20	\$701.15
	3 months	\$254.40	\$269.70	\$280.45
	Direct debit	\$76.90/\$53.00	\$81.50/\$56.20	\$84.77/\$58.43
Swim Only	12 months	\$561.60	\$595.30	\$619.10
	3 months	\$224.60	238.10	\$247.60
	Direct debit	\$67.00/\$46.80	\$71.00/\$49.60	\$73.86/\$51.59
Family Swim	12 months	\$1202.80	\$1,275.00	\$1,326.00
	3 months	\$395.20	\$418.00	\$435.70
	Direct debit	\$101.60/\$100.30	\$107.70/\$106.30	\$112.00/\$110.57

**AquaZone (Cont.)**

New fees to apply from 1 July 2009

<b>User Fees and Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
Corporate (must have 4 new members to qualify)			
4 – 10 people	10% off term 10% off debit	10% off term 10% off debit	10% off term 10% off debit
11 – 20 people	15% off term 15% off debit	12.5% off term 12.5% off debit	12.5% off term 12.5% off debit
21 + people	20% off term 20% off debit	15% off term 15% off debit	15% off term 15% off debit
<b>Summer Pass (6 weeks over Summer holidays)</b>			
Adult	\$64.20	\$68.10	\$90.80
Concession	\$53.50	\$56.70	\$78.00
Child	\$42.70	\$45.30	\$66.00
Elementary Squad – per week	\$17.80	\$18.80	\$19.60
Development Squad – per week	\$14.00	\$14.40	\$15.00

**Warrnambool Art Gallery**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
Admission to special exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event	Dependent on exhibition/event
Research Inquiry – per hour			\$25.00
Curatorial Advice – per hour			\$25.00
New Social Commentary artists entry fee			\$30.00
<b>Annual Subscription</b>			
Family	\$50.00	\$55.00	\$55.00
Individual	\$30.00	\$33.00	\$33.00
Individual concession	\$20.00	\$22.00	\$22.00
Life	\$550.00	\$650.00	\$650.00
Corporate	\$250.00	\$300.00	\$300.00
Student	\$20.00	\$20.00	\$20.00
School	\$100.00	\$150	\$150
<b>Rental</b>			
Exhibition by artist in Alan Lane Community Gallery (3 weeks)	\$450.00	\$495.00	\$495.00
Exhibition by organisation or agency in Alan Lane Community Gallery (1 week)	\$550.00	\$575.00	\$575.00
Exhibition in George Lance Gallery.	By negotiation	By negotiation	By negotiation
Exhibition in Temporary Exhibition Gallery	By negotiation	By negotiation	By negotiation
Commission on art sales	33%	33%	33%
Commission on shop sales	100%	100%	100%
Meetings/functions etc – per hour	\$75.00	\$95.00	\$110.00
Weddings (2 hours. Additional hours \$110ph)	\$238.00	\$250.00	\$350.00
Piano – per hour	\$60.00	\$75.00	\$90.00
Transparency/digital image (for reproduction)	\$165.00	\$185.00	\$185.00
Exhibition equipment	By negotiation	By negotiation	By negotiation
<b>Advertising</b>			
Artpage 1/12 page			\$100.00
Artpage 1/24 page			\$50.00
Enclosure in mailout – 20 cents per DL item			\$60.00

**Sports Grounds**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
<b>Sports ground casual hire (includes use of pavilion)</b>			
Half day	\$0	\$0	\$50.00
Full day	\$0	\$0	\$100.00
Pre-season training session	\$0	\$0	\$50.00
Football practice match (with line marking)	\$0	\$0	\$100.00
Football practice match (without line marking)	\$0	\$0	\$50.00
Football finals	10% of gate	10% of gate	10% of gate
<b>Pavilion casual hire</b>			
Half day	\$0	\$0	\$25.00
Full day	\$0	\$0	\$50.00

**Warrnambool Stadium**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
<b>Player Fees</b>			
Adult	\$8.50	\$8.80	\$9.00
Junior	\$5.90	\$6.00	\$6.20
<b>Senior training</b>	\$6.00	\$6.80	\$7.10
Junior training	\$3.50	\$4.00	\$4.20
School	\$3.10	\$3.40	\$3.55
<b>Stadium Hire</b>			
Three courts up to 12 hours	\$710.00	\$1,000.00	\$1,040.00
Hourly rate without lights – commercial	\$120.00	\$125.00	\$130.00
Hourly rate without lights – community/school	\$90.00	\$95.00	\$100.00
Hourly rate with lights – commercial	\$135.00	\$140.00	\$145.00
Hourly rate with lights – community/school	\$105.00	\$110.00	\$115.00
School use between 9.00am - 3.00pm	\$580.00	\$600.00	\$625.00
Single court hourly – user group squads-out of hours		\$25.00	\$26.00
Highball court up to 12 hours	\$340.00	\$355.00	\$370.00
Hourly rate without lights – commercial	\$40.00	\$40.00	\$42.00
Hourly rate without lights – community/school	\$30.00	\$32.00	\$33.00
Hourly rate with lights – commercial	\$45.00	\$45.00	\$47.00
Hourly rate with lights – community/school	\$35.00	\$37.00	\$39.00
School use between 9.00am - 3.00pm	\$200.00	\$210.00	\$220.00
Show court up to 12 hours	\$455	\$475.00	\$495.00
School use between 9.00am -3.00pm	\$100	\$120.00	\$125.00
<b>Multi-purpose room</b>			
Up to 12 hours (with other hires)	\$135.00	\$140.00	\$146.00
Up to 12 hours (room only)	\$200.00	\$210.00	\$220.00
Per hour	\$20.00	\$20.00	\$21.00
User groups up to 12 hours	\$92.00	\$96.00	\$100.00
User groups per hour	\$10.00	\$10	\$10.40
Meeting room up to 12 hours	\$42.00	\$45.00	\$50.00
per hour	\$10.00	\$10.00	\$10.50
Kitchen facilities	\$105.00	\$110.00	\$115.00
User group sports hire up to 12 hours	\$800.00	\$835.00	\$870.00
Commercial users up to 12 hours	\$1,300.00	\$1,350.00	\$1,400.00



**Warrnambool Stadium (Cont.)**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
<b>Program Fees</b>			
Gymnastics			
1 hour recreational class fee - per hour	\$8.00	\$8.30	\$8.60
2 hour classes class fee - per hour	\$7.00	\$7.30	\$7.60
3 hour class fee - per hour	\$5.50	\$5.75	\$6.00
School gymnastics			
No instruction	\$4.00	\$4.15	\$4.30
With instruction	\$5.00	\$5.20	\$5.40
Ed gym 1 hour class	\$6.00	\$6.50	\$6.80
Vacation care daily rate	\$36.50	\$39.00	\$41.00
After school care casual rate per session	\$12.00	\$13.00	\$13.50
After school care permanent rate per session	\$11.00	\$12.00	\$12.50

**Pre Schools**

New fee to apply from 1 January 2010

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
Annual fee	\$495.00	\$500.00	\$520

**Centre Based Care**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
Weekly fee	\$225.00	\$230.00	\$260.00
Daily fee	\$52.00	\$54.00	\$62.00
Sessional fee - morning	\$35.00	\$35.00	\$37.00
Sessional fee - afternoon	\$32.00	\$32.00	\$35.00

**Family Day Care**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
8.00am to 6.00pm – per hour	\$4.50	\$4.75	\$5.00
After hours – per hour	\$5.50	\$5.75	\$6.00
Public holidays – per hour	\$5.50	\$5.75	\$6.00
Breakfast	\$1.40	\$1.50	\$1.50
Lunch	\$2.70	\$2.80	\$2.80
Dinner	\$3.20	\$3.30	\$3.30
Snacks	\$1.40	\$1.50	\$1.50
Trips	\$3.00	\$4.00	\$4.00
Service fee	\$6.00	\$6.75	\$7.00
In home care:			
One child in a family per hour	\$9.30	\$9.50	N/A
Each for two or more children in a family	\$5.50	\$5.70	N/A
Trips	\$3.00	\$4.00	N/A
Service Fee	\$6.00	\$6.75	N/A

**Home Care**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
<b>Single Pension Rate</b>			
Home care	\$6.60	\$6.80	\$7.10
Personal care	\$5.50	\$5.70	\$6.00
Respite care – adult	\$5.50	\$5.70	\$6.00
Respite care – children	\$4.00	\$4.20	\$4.50
<b>Double Pension Rate</b>			
Home care	\$11.00	\$12.00	\$12.70
Non pension rate	\$23.00	\$26.00	\$30.00
Full cost hours			
Linkages/CACPS (GST inc.)	\$33.00	\$34.00	\$35.50
PAC (GST inc.)	\$36.00	\$36.50	\$40.00

**Home Maintenance**

New fee to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
Hourly fee	\$11.10	\$11.50	\$12.00
Full cost hours (inc. GST)	\$47.00	N/A	N/A

**Adult Day Care**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
Daily fee	\$5.50	\$6.00	\$6.40
Meal	\$5.50	\$6.00	\$7.50 (2 course) \$9.00 (3 course)

**Food Services**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
Main meal	\$5.20	\$5.40	\$5.60
Sweets	\$0.90	\$1.00	\$1.10
Soup	\$0.90	\$0.90	\$0.95
Full cost meals	\$12.00	\$12.50	\$13.00

**Archie Graham Community Centre**

New fees to apply from 1 July 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
Hydro pools casual admission	\$3.70	\$3.80	\$4.00
Commercial pool use	\$26.00	\$27.00	\$30.00
Community pool use	\$16.00	\$17.00	\$18.00
Commercial rate per hour per room	\$20.00	\$21.00	\$22.00
Casual community rate per hour per room	\$15.00	\$15.00	\$15.00
Annual regular community rate (less than 10 bookings per year) per hour per room	\$16.00	\$17.00	\$18.00
Monthly and weekly regular community booking (with more than 10 bookings per year) under 20 people per hour per room	\$8.00	\$8.00	\$8.00
Monthly and weekly regular community booking (with more than 10 bookings per year) over 20 people per hour per room	\$13.00	\$13.00	\$13.00
Bus hire day rate – 1	\$36.00	\$38.00	\$40.00
Bus hire day rate – 2	\$84.00	\$88.00	\$95.00
Bus hire day rate – 3	\$115.00	\$120.00	\$125.00
Bus hire km rate	\$0.55 – \$0.65	\$0.60 – \$0.70	\$0.65 – \$0.75
Podiatry	\$25.00	\$26.00	N/A

**Archie Graham Community Centre (Cont.)**

New fees to apply from 1 July 2009

User Fees & Charges	2007/2008	2008/2009	2009/10
Meals - main	\$5.20	\$5.40	\$6.00
Meals – soup		\$1.00	\$1.50
Meals - sweet	\$1.30	\$1.40	\$1.50
Community Computer Centre per 1 hour session		\$3.00	\$3.00
Tai Chi - members	N/A	\$3.00	N/A
Tai Chi - non members	N/A	\$4.00	N/A
Health promotion programs	\$4.70	\$4.80	\$5.00
Health promotion programs – Warrnambool Senior Club Members	N/A	\$4.00	\$4.00

**Health**

New fees to apply from 1 August 2009

User Fees & Charges	2007/2008	2008/2009	2009/2010
<b>Food Premises</b>			
Where not more than five full-time persons are employed	\$275.00	\$286.00	\$300.00
Where more than five such full-time persons are employed, additional fee for each person in excess of five (total fee not to exceed \$1,500)	\$16.00	\$17.00	\$18.00
Food vehicles	\$270.00	\$286.00	\$300.00
Hairdressers, beauty salons	\$70.00	\$75.00	\$78.00
Skin penetration establishments	\$70.00	\$75.00	\$78.00
Accommodation premises (motels)	\$150.00	\$156.00	\$162.00
Additional fee for microbiological testing of swimming pools and spas	\$85.00	\$90.00	\$95.00
Premises operated by non-profit religious, charitable or sporting organisation and school canteens (when operated by the school)	\$70.00	\$75.00	\$78.00
Bed and Breakfast (register as a food)	\$135.00	\$140.00	\$145.00
Domestic kitchens and premises with packaged low-risk food sales (for community markets)	\$135.00	\$140.00	\$145.00
Premises with limited low-risk food sales (eg newsagents)	\$70.00	\$75.00	\$78.00
* Caravan Parks (per site)	\$2.50	\$2.50	\$2.50
New registrations	Annual fee + 50% of scheduled fee	Annual fee + 50% of scheduled fee	Annual Fee + 50% of scheduled fee
Transfer fee and late payment fee	50% of scheduled fee	50% of scheduled fee	50% of scheduled fee
Inspection request fee (prior to transfers)	\$85.00	\$90.00	\$95.00
Septic tank applications	\$170.00	\$180.00	\$190.00

\* Fees set by State Government

**Local Laws**

New fees to apply from 1 July 2009

User Fees & Charges	2007/2008	2008/2009	2009/2010
Derelict vehicle release	\$230.00	\$240.00	\$250.00
Tables and chairs	\$125.00	\$130.00	\$135.00
Goods on footpath	\$85.00	\$130.00	\$135.00
A/Frames permit	\$85.00	\$90.00	\$95.00
Impounded trolley release fee	\$55.00	\$57.00	\$60.00
Permit to burn	\$38.00	\$40.00	\$45.00
Horses on beach permit	\$130.00	\$135.00	\$140.00

## Parking Fees and Fines

New fees to apply from 1 August 2009

User Fees & Charges	2007/2008	2008/2009	2009/2010
<b>On-Street (per hour)</b>			
Area A (1P)	\$0.70	\$0.80	\$0.80
Area B (2P)	\$0.50	\$0.60	\$0.60
Area C (4P)	\$0.20	\$0.30	\$0.30
Off-street carparks (per hour and day if applicable)			
Zone 1 (Coles-Younger, Ozone and Parkers)	\$0.50/hr	\$0.50/hr	\$0.60/hr
Zone 2 (Crammond & Dickson, Art Gallery, off Koroit Street and off Kepler Street)	\$0.40/hr or \$2.50/day	\$0.40/hr or \$2.50/day	\$0.50/hr or \$3.00/day
<b>Parking Permits</b>			
Disabled and Returned Service – Replacement	-	-	\$5.00
- New	-	-	\$10.00

## Animal Registrations

New fees to apply from 1 August 2009

User Fees & Charges	2007/2008	2008/2009	2009/2010
Unsterilised dog	\$75.00	\$78.00	\$90.00
Sterilised dog	\$25.00	\$26.00	\$30.00
Unsterilised dog (pensioner)	\$37.50	\$39.00	\$45.00
Sterilised dog (pensioner)	\$17.00	\$18.00	\$20.00
Unsterilised cat	\$55.00	\$57.00	\$65.00
Sterilised cat	\$18.00	\$19.00	\$22.00
Unsterilised cat (pensioner)	\$27.50	\$29.00	\$33.00
Sterilised cat (pensioner)	\$9.00	\$10.00	\$11.00
Replacement registration tag	\$7.00	\$8.00	\$9.00
Grazing permit	\$130.00	\$135.00	\$140.00
Registered animal businesses	\$120.00	\$125.00	\$130.00
Impounded animal release fee	Cat \$25.00 Dog \$35.00	Cat \$25.00 Dog \$35.00	Cat \$120.00 Dog \$80.00

## 4. A CITY OF GROWTH

### Flagstaff Hill Maritime Museum

New fees apply from 1 April 2008 – 31 March 2009 in accordance with Tourism Industry Standards

User Fees & Charges	2007/2008	2008/2009	2009/2010
<b>Admission Fees</b>			
Adults	\$15.95	\$15.95	\$15.95
Concession	\$12.50	\$12.50	\$12.50
Child	\$6.50	\$6.50	\$6.50
Family	\$39.00	\$39.00	\$39.00

User Fees & Charges	2007/2008	2008/2009	2009/2010
<b>"Shipwrecked" Sound &amp; Light Show Admissions</b>			
Adults	\$25.50	\$25.50	\$25.50
Concession	\$22.50	\$22.50	\$22.50
Child	\$13.95	\$13.95	\$13.95
Family	\$64.95	\$64.95	\$64.95

User Fees & Charges	2007/2008	2008/2009	2009/2010
<b>FSH Memberships</b>			
Individual	\$30	\$30	\$35
Grandparents (2A + 2C)	\$65	\$65	\$70
Family (2A + 2C)	\$70	\$70	\$75

### Warrnambool Livestock Exchange

New fees to apply from 1 September 2009

User Fees & Charges	2007/2008	2008/2009	2009/10
Calves	\$2.90	\$3.00	\$3.10
Bulls	\$13.30	\$13.80	\$14.40
Cattle	\$7.10	\$7.60	\$8.00
Sheep	\$0.44	\$0.46	\$0.48
Store - cattle	\$6.05	\$6.50	\$6.80
Dairy - cattle	\$8.40	\$8.75	\$9.10
Hire of dairy ring	<100 head \$5.85 per head >100 head \$585.00 >200 head \$845.00 >300 head \$1,090.00 >400 head \$1,340.00 >500 head \$1,600.00	<100 head \$6.00 per head >100 head \$600.00 >200 head \$880.00 >300 head \$1,130.00 >400 head \$1,390.00 >500 head \$1,660.00	<100 head \$6.25 per head >100 head \$625.00 >200 head \$915.00 >300 head \$1,175.00 >400 head \$1,445.00 >500 head \$1,726.00
Agents fees	\$58,300	\$60,600	\$63,000
Office rental	\$19,300	\$20,000	\$20,800
<b>Truck Wash</b>			
Truck wash fees (per minute) between 2pm Tuesday and 2pm Wednesday		\$0.70	\$0.75
Truck wash fees (per minute) all other times	\$0.70	\$0.90	\$0.95
Weigh fees average	\$1.10	\$1.14	\$1.20
Scanner fee hire/day	\$70.00	\$72.00	\$75.00
Scanner transfer fee/head	\$1.30	\$1.35	\$1.40
Private weighs	\$4.40	\$4.60	\$4.80

**Holiday Parks**

New fees to apply from 1 September 2009

<b>User Fees &amp; Charges</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>
<b>Peak</b>			
Site fees – weekly powered	\$280.00	\$280.00	\$300
Site fees – daily powered	\$40.00	\$42.00	\$45
Additional adult – daily	\$9.00	\$9.00	\$10
Additional adult – weekly	\$63.00	\$63.00	\$70
Additional child – daily	-	-	
Additional child – weekly	-	-	
Second car – daily	\$10.00	\$10.00	\$10
Second car – weekly	\$70.00	\$70.00	\$70
Cedar cottages – daily	\$133.00	\$135.00	\$150
Cedar cottages – weekly	\$931.00	\$931.00	\$941
Mariners cottages – daily	\$128.00	\$130.00	\$145
Mariners cottages – weekly	\$896.00	\$896.00	\$912
Cabins – daily	\$111.00	\$113.00	\$128
Cabins – weekly	\$777.00	\$777.00	\$796
Extra tent – daily	-	-	
Extra tent – weekly	-	-	
Storage – daily	\$4.00	\$4.00	\$4
Storage – weekly	\$20.00	\$20.00	\$20
<b>Public Holidays &amp; School Holidays</b>			
Cedar cottages – daily	\$107.00	\$109.00	\$124
Cedar cottages – weekly	\$749.00	\$749.00	\$744
Mariners – daily	\$90.00	\$92.00	\$107
Mariners – weekly	\$630.00	\$630.00	\$642
Cabins – daily	\$84.00	\$86.00	\$101
Cabins – weekly	\$588.00	\$588.00	\$606
<b>Off Season</b>			
Site fees – weekly	\$189.00	\$189.00	\$190
Site fees – night	\$27.00	\$28.00	\$30
Additional adults – weekly	\$63.00	\$63.00	\$63
Additional adults – daily	\$9.00	\$9.00	\$9
Cedar cottages – daily	\$101.00	\$103.00	\$118
Cedar cottages – weekly	\$707.00	\$707.00	\$708
Mariners cottages – daily	\$79.00	\$81.00	\$96
Mariners cottages – weekly	\$553.00	\$553.00	\$576
Cabins – daily	\$72.00	\$74.00	\$89
Cabins – weekly	\$504.00	\$504.00	\$534
<b>Miscellaneous</b>			
Washing machines	\$2.00	\$3.00	\$3
Dryers	\$1.00	\$1.00	\$1

## Development Services

New fees to apply from 1 July 2009

Fees are in accordance with the Planning and Environment (Fees) Regulation 2000 and the Subdivision (Permit and Certification Fees) Regulation 2000, and are subject to change in accordance with changes to the government legislation and regulations.

### All Planning Applications

An application for a permit under Section 47 must be accompanied by the fee set out for an application of that particular Class, as follows:

### General Planning Fees

Class	Type of Permit Application	2007/2008	2008/2009	2009/10
1	Use Only	\$462.00	\$462.00	\$487.00
2	Single Dwelling (\$10,000 - \$100,000)	\$220.00	\$220.00	\$232.00
3	Single Dwelling (More than \$100,001)	\$451.00	\$451.00	\$476.00
	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:			
4	Other Developments (10,000 or less)	\$94.00	\$94.00	\$99.00
5	Other Developments (\$10,000 - \$250,000)	\$556.00	\$556.00	\$586.00
6	Other Developments (\$250,000 - \$500,000)	\$650.00	\$650.00	\$686.00
7	Other Developments (\$500,000 - \$1 Million)	\$750.00	\$750.00	\$791.00
8	Other Developments (\$1,000,001 Million - \$7 Million)	\$1,060.00	\$1,060.00	\$1,119.00
9	Other Developments (\$7,000,001 - \$10 Million)	\$4,448.00	\$4,448.00	\$4,696.00
10	Other Developments (\$10,000,001 - \$50 Million)	\$7,416	\$7,416	\$7,829.00
11	Other Developments (More than \$50,000,000)	\$14,834.00	\$14,834.00	\$15,660.00
12	To Subdivide an Existing Building	\$356.00	\$356.00	\$375.00
13	To Subdivide land into two lots	\$356.00	\$356.00	\$375.00
14	To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$356.00	\$356.00	\$375.00
15	All other Subdivisions than Class 12, 13, 14	\$719.00	\$719.00	\$758.00
16	An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987	\$230.00	\$230.00	\$242.00
17	An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right-of-way.	\$498.00	\$498.00	\$525.00
18	To Create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown	\$372.00	\$372.00	\$392.00

**General Planning Fees (Cont.)**

<b>Subdivision of Land</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/10</b>
Fee for processing application to certify a plan of subdivision in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot	\$100.00 per application, plus \$20 per lot
Fee for processing any other application for certification under the Subdivision Act 1988 in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 3	\$100.00	\$100.00	\$100.00
Fee for checking Engineering Plans as per Section 17 (2) of the Subdivision Act 1988, in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 5.	2.5% of estimated cost of constructing the works	2.5% of estimated cost of constructing the works	2.5% of estimated cost of constructing the works
Fee for supervision of works as per section 17(2) of the Subdivision Act 1988, in accordance with the Subdivision (Permit and Certification Fees) Regulation 2000, Section 6.	0.75% of estimated cost of constructing the work	0.75% of estimated cost of constructing the work	0.75% of estimated cost of constructing the work

**Fees to Amend Applications after Notice has been given (Regulation 8A)**

Request to amend an application for a permit after notice of the application has been given under Section 52 for every class of application set out in the table in Regulation 7.	\$99.00
Request to amend an application for a permit after notice of the application has been given under Section 52 for every class of application set out in the table in Regulation 8B.	\$99.00

**Applications for Amendments to Permit (Regulation 8B)**

<b>Class</b>	<b>Type of Permit Application</b>	<b>2008/2009</b>
1	To amend a permit to use land if that amendment is to change the use for which the land may be used.	\$487.00
2	To amend a permit: (a) to change the statement of what the permit allows (b) to change any or all of the conditions which apply to the permit (c) in any way not otherwise provided for in this regulation	\$487.00
3	To amend a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is:	\$232.00
4	> \$100,001	476.00
5	To amend a permit to develop land if the estimated cost of any additional development to be permitted by the amendment is \$10,000 or less	\$99.00
6	To amend a permit if the estimated cost of any additional development to be permitted by the amendment is > \$10,001 - \$250,000	\$586.00
7	> \$250,001 - \$500,000	\$686.00
8	> \$500,001	\$791.00
9	To amend a permit to: (a) subdivide an existing building. (b) Subdivide land into two lots. (c) Effect a realignment of a common boundary between lots or to consolidate two or more lots.	\$375.00



**Planning Scheme Amendment Fees**

Set in Accordance with Planning and Environment (Fees) Regulations 2000

Class	Type of Permit Application	2007/2008	2008/2009	2009/10
1.	Considering a Request for an Amendment	\$734.00	\$734.00	\$775.00
2.	Independent Panel (considering submissions which seek a change to an amendment)	\$734.00	\$734.00	\$775.00
3.	Adoption of Amendment by Responsible Authority	\$482.00	\$482.00	\$509.00
4.	Consideration of a Request to Approve an Amendment (by the Minister for Planning)	\$734.00	\$734.00	\$775.00

**Other Matters Regulation 10, 11 & 12**

User Fees & Charges	2007/2008	2008/2009	2009/10
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of the Responsible Authority	\$94.00	\$94.00	\$99.00
Planning Certificates	\$16.80	\$16.80	\$17.70
Certificates of Compliance	\$136.00	\$136.00	\$143.00

**Planning Fees**

User Fees & Charges	2007/2008	2008/2009	2009/10
<b>Planning</b>			
Request to amend permit or endorsed plans under the provisions of Secondary Consent within condition of permit	\$70	\$75.00	\$75.00
Extension of time for Planning Permits:			
First extension	\$75.00	\$80.00	\$80.00
Second extension	\$210.00	\$220.00	\$220.00
Additional extensions	\$280.00	\$300.00	\$300.00
Approval of Development Plans to the satisfaction of the Responsible Authority	\$500.00	\$520.00	\$520.00
Approval of 173 Agreements (plus cost of legal advice if required)	\$115.00	\$120.00	\$120.00
Liquor License requests	\$110.00	\$120.00	\$120.00
Notification of Planning Applications:			
Up to 10 letters/notices	\$65.00	\$70.00	\$70.00
Additional letters/notices	\$5.00	\$5.00	\$5.00
Property Inquiry relating to planning history	\$50.00	\$60.00	\$60.00

**Mapping Products (Commercial Use)**

Option of a) aerial photography or b) customised colour map using standard map layers (no photography). Scale to be determined by customer. Can be provided as hardcopy or PDF.

Size	Unit cost	GST	Total cost
A0	\$100.00	\$10.00	\$110.00
A1	\$80.00	\$8.00	\$88.00
A2	\$60.00	\$6.00	\$66.00
A3	\$40.00	\$4.00	\$44.00
A4	\$20.00	\$2.00	\$22.00

NOTE: When provided as a PDF, the size represents the size the map will be in the PDF and still be printed at a reasonable resolution.

## Mapping Products (Commercial Use) (Cont.)

Aerial photography with additional data overlay (contours, land parcels, house numbers etc.). Scale to be determined by customer. Can be provided as hardcopy or PDF.

Size	Unit cost	GST	Total cost
A0	\$150.00		\$165.00
A1	\$120.00	\$12.00	\$132.00
A2	\$90.00	\$9.00	\$99.00
A3	\$60.00	\$6.00	\$66.00
A4	\$30.00	\$3.00	\$33.00

NOTE: Prices are for basic maps using existing data. If additional analysis or new datasets are required, these will incur additional fees.

## Building Services - Building Fees

Set in Accordance with Planning and Environment (Fees) Regulations 2000

Item	Class	Description	Value of Work	Fee*
1.	1B & 2-9	Residential and commercial works other than Class 1A	Value >\$500,000	$4 \left( \frac{\text{value}}{2000} + \sqrt{\text{value}} \right)$ Minimum Fee: \$600.00
2.	1A	All dwellings – single detached houses or attached multi-units development.	Up to \$150,000 \$150,001-\$200,000 \$200,001-\$250,000 \$250,001-\$300,000 >\$300,000	\$1,200.00 \$1,600.00 \$2,100.00 \$2,700.00 Large projects negotiable
3.	1A	Dwellings – extensions/alterations (including demolitions)	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 \$100,001-\$150,000 >\$150,000	\$440.00 \$550.00 \$750.00 \$1,050.00 \$1,350.00 Value ÷ 110
4.	1A	Dwellings – internal alterations/minor works	Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$320.00 \$440.00 \$650.00 \$850.00 Value ÷ 120
Item	Class	Description	Value of Work	Fee*
5.	10A/10B	Minor works – garages, carports, pools, fences etc.	Up to \$5,000 Up to \$10,000 \$10,001-\$20,000 \$20,001-\$50,000 \$50,001-\$100,000 >\$100,000	\$320.00 \$440.00 \$550.00 \$650.00 \$850.00 Value ÷ 120
6.	10B	Pool fence (without pool)	N/A	\$150.00
7.	Sundry	Any additional inspection	Domestic Commercial	\$150.00 (min) \$200.00 (min)

**Building Services - Building Fees (Additional Fees)**

Set in Accordance with Planning and Environment (Fees) Regulations 2000

Item	Description	Proposed Fee*
8.	Regulation 326(1) or 326(2) or 326(3) or 326(4) advice (property information)	\$42.00 each
9.	Amendment and/or extension of building permits Amendment of approved plans	\$160.00
10.	Dispensation for siting of single dwellings	\$200.00
11.	Application for demolition consents (Section 29A) (GST not applicable)	\$53.00
12.	Building notice	\$200.00
13.	Building order	\$250.00
14.	Temporary structure siting approval	\$285.00
15.	Places of public entertainment occupancy permit	\$440.00
16.	Subdivision statements for buildings - Regulation 503(2)	\$200.00
17.	Pool safety fence inspections	\$100.00
18.	Provide copy of Building Permit or Occupancy Permit (with owners consent)	\$31.00
19.	Provide copy of Building Permit including plans (with owners consent)	\$52.00

\* All above charges are subject to GST. Above costs are GST exclusive.  
Please refer below for details of additional charges and conditions relevant to all Building Applications.

**NOTE: THE FOLLOWING COSTS APPLY IN ADDITION TO THE BASIC FEE SCALE:**

1. A State Government levy of \$1.28 per \$1,000.00 construction value must be paid before the permit can be issued. This applies to all building works exceeding a construction value of \$10,000 (GST exempt)
2. A HIH Levy of \$0.32 per \$1,000 domestic construction works value must be paid before the permit can be issued. This applies to all domestic building works exceeding a construction value of \$10,000 (GST exempt)
3. A lodgement fee of \$30.75 must be paid before the permit can be issued for all works with a project cost >\$5,000 (GST exempt).
4. The fee schedule is based on structural design certification being provided where applicable in accordance with BCC Practice Note 3.
5. Checking of specialist system designs (structural, mechanical, electrical and hydraulic) where necessary and/or where an appropriate design compliance certificate is not provided is charged on a cost recovery basis.
6. Statutory fees incurred relating to property requisitions, lodgement of permit documents, etc are charged on a cost recovery basis.
7. Domestic Special performance based assessments, applications for reporting authority consents (Councils and heritage approvals), modification applications, preparation or protection works notices or any other necessary Building Notices or Orders are at an hourly rate of \$80 (plus GST) per hour – minimum payable - \$100 (plus GST).
8. Commercial Special assessments, applications for reporting authority consents (Council and Fire Brigade), modification applications, preparation of protection works notices or any other necessary Building Notices or Orders are at an hourly rate of \$120 (plus GST) per hour – minimum payable of \$180 (plus GST).

## Appendix F Activities and Initiatives

### 1. A LEADING REGIONAL CITY

<b>4 YEAR STRATEGY:</b>		
<b>1.01 Govern as a well planned, accountable, strategic and sustainable Council.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Update the Council Plan 2010-2013 and review annually.	June 2010	DCS
Produce quarterly reports for monitoring implementation of Budget Activities and Initiatives and adopted strategic plans.	June 2010	DCS
Prepare Annual Report for the 2008/09 financial year.	September 2009	DCS
Provide support to develop skills and knowledge of elected members and community representatives.	June 2010	DCS
Complete a review of the Instrument of Delegations.	December 2010	DCS

<b>4 YEAR STRATEGY:</b>		
<b>1.02 Advocate for the City and the South West community</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Develop advocacy plans as required for identified major issues	June 2010	DCS
Participate in processes for advocacy on key regional issues.	June 2010	DCS

<b>4 YEAR STRATEGY:</b>		
<b>1.03 Enhance community engagement and transparency in all Council activities.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Review and update council's community engagement policy.	December 2009	DCS
Establish a Panel to review council engagement for major projects	December 2009	DCS
Review and update council's website and enhance council's on-line communication	June 2010	DCS
Implement revised arrangements for engagement with Community Groups	October 2009	DCS

<b>4 YEAR STRATEGY:</b>		
<b>1.04 Provide excellent customer service.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Continue to develop and implement regular organisation-wide customer focused training.	June 2010	DCS
Continue to conduct independent customer service audits of Council's activities.	June 2010	DCS

<b>4 YEAR STRATEGY:</b>		
<b>1.05 Provide quality information and communication technology services.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Establish business continuity and disaster recovery procedures and facilities.	June 2010	DCS
Participate in MAV sponsored IT Shared Services Project to review existing core IT systems	June 2010	DCS
Implement VOIP telephone system and unified communications services.	June 2010	DCS

<b>4 YEAR STRATEGY:</b>		
<b>1.06 Implement new systems for efficiency and productivity savings</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Continue developing a policy framework and policy review system.	June 2010	DCS
Continue the Business Excellence Program.	June 2010	DCS
Investigate business improvement process, opportunities and initiatives.	June 2010	DCS

<b>4 YEAR STRATEGY:</b>		
<b>1.07 Embed risk management practices through Council.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Review Risk Management strategy, policy and procedures annually.	December 2010	DCS
Review and report on the implementation of appropriate occupational health and safety systems and procedures.	June 2010	DCS
Ensure risks are regularly assessed and reviewed and status of risk controls are reported to the Council Audit Committee.	June 2010	DCS
Undertake a Strategic Risk Management review as part of Internal Audit	November 2009	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.08 Promote an open and supportive Workplace culture</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Review Council's suite of employee attraction, retention and development initiatives.	June 2010	DCS
Adopt a framework for documentation and review of employment policies.	June 2010	DCS
Continue to deliver a comprehensive range of compliance and development training opportunities for Council staff.	June 2010	DCS
Support the take-up of traineeships, cadetships and other development opportunities.	June 2010	DCS
<b>4 YEAR STRATEGY:</b>		
<b>1.09 Implement an accountable, sustainable budget and financial strategy.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Ensure that the Annual Budget and Strategic Resource Plan are prepared and adopted by Council in accordance with the Local Government Act 1989.	June 2010	DCS
Prepare and lodge Annual Financial Statements and Standard Statements in accordance with the Local Government Act 1989.	September 2009	DCS
Continue the Strategic Internal Audit Program.	June 2010	DCS
Update the 10 Year Financial Plan.	June 2010	DCS
Establish financial sustainability indicators and targets.	June 2010	DCS
Review and enhance the Capital Works Evaluation Criteria.	June 2010	DCS
Ensure there is a systematic & comprehensive approach to knowledge/awareness of external funding opportunities	June 2010	DCG
Enhance in-house procedures for applications, implementations & acquittals of external funding applications	June 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>1.10 Ensure adequate resources are provided to appropriately maintain and expand Council's infrastructure.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Update service standards for all Council buildings which include prioritisation of building maintenance, utilisation of Council buildings and condition assessment of buildings using a staged approach	June 2010	DCI
Review and refine the Warrnambool MAV STEP Asset Renewal Model to determine an accurate level of funding required for infrastructure asset renewal.	February 2010	DCI
Review and update current Asset Management Plans and develop new plans for buildings and drainage and formally report to Council Asset Steering Committee.	Nov 2009	DCI
Complete the parking meter upgrade in the city centre.	November 2009	DCI
Investigate improvements for universal access to Council buildings.	June 2010	DCI
Develop an Essential Safety Measures Inspection and Maintenance program for Council buildings.	October 2009	DCI
Develop Rail Safety Interface Agreements with rail operators at all level crossings in the municipality.	June 2010	DCI

## 2. AN ENVIRONMENTALLY SUSTAINABLE CITY

<b>4 YEAR STRATEGY:</b>		
<b>2.01 Aim to be a leading environmentally sustainable organisation</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Undertake and complete a Green Travel policy for Council to reduce the use of fossil fuels.	June 2010	DCG
Commence a Green purchasing policy to reduce Council's environmental footprint.	June 2010	DCG
Undertake a renewable energy project to encourage renewable energy uptake in the community.	June 2010	DCG
Commence a Climate Action Plan (including measuring Council's Carbon Footprint) to reduce greenhouse gas emissions.	July 2010	DCG
Maintain community recycling rate in the top quartile of Victorian local governments.	June 2010	DCI
Demonstrate a commitment to energy efficient building practises in new and upgraded Council buildings.	May 2010	DCI
Increase Green energy consumption/use in the Council by 10%.	June 2010	DCI
Implement priority actions in the Environmental Sustainability Strategy 2008-13.	June 2010	DCI

<b>4 YEAR STRATEGY:</b>		
<b>2.02 Educate and inform our community about sustainability</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Develop a "Public Open Space Adoption Plan" which creates partnerships between Council, local schools and community groups to facilitate involvement in improving public open space projects.	June 2010	DCG
Commence Biodiversity, Pest Plant and Pest Animal mapping to improve our natural environment.	December 2009	DCG
Continue appropriate annual chemical waste disposal through the Detox Your Home Chemical Disposal Service.	May 2010	DCI

<b>4 YEAR STRATEGY:</b>		
<b>2.03 Promote sustainable design principles in new residential and commercial buildings</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Include a segment in design workshops for environmental sustainability in buildings to increase focus and ideas throughout the development community.	June 2010	DCG
Provide community information relating to design and building principles to improve energy efficiency of housing.	June 2010	DCG

<b>4 YEAR STRATEGY:</b>		
<b>2.04 Protect, enhance and improve access to our coastal reserves and waterways</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Improve sea view opportunities along the foreshore area from the Surf club to the Yacht Club.	June 2010	DCI
Establish a policy for improved riparian and flood plain management, including setbacks as part of the Open Space Strategy.	June 2010	DCG
Commence construction of the Harbour Pavilion.	June 2010	DCI
Complete Stage 3 of Pickering Point/Thunder Point boardwalk.	December 2009	DCI
Ensure that the Active Transport Plan will recognise the importance of the link between the City Centre and the foreshore.	April 2010	DCI
Implement recommendations for the renewal and upgrade of the Breakwater.	December 2009	DCI
Apply for funding to improve and protect infrastructure access to beach area.	December 2009	DCI

<b>4 YEAR STRATEGY:</b>		
<b>2.05 Promote sustainable transport systems.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Develop a strategy for integrated pedestrian and bicycle transport across the City in the form of an Active Transport Plan.	June 2010	DCG
Adopt of a 5 Year prioritised works strategy and implement the highest priorities of Active Transport Plan within the City, including on-road and off road networks.	April 2010	DCI
Undertake identified enhancement and safety/useability of the on-road bike route network.	June 2010	DCI
Construct Stage 3 of the Warrnambool-Port Fairy Rail Trail (Warrnambool section).	December 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>2.06 Create natural and open space environments in Warrnambool</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Undertake Stage One of the Public Open Space Strategy including a background, scoping and community engagement.	June 2010	DCG
Undertake and complete the Dennington North Open Space Masterplan.	June 2010	DCG
Undertake and complete the Tarhook Road and St James Park Management Plan.	June 2010	DCG
Prepare a landscape Masterplan for Lady Bay and Lake Pertobe (including McGennans carpark).	June 2010	DCG
Prepare the North Merri River Open Space Policy to accompany a future Planning Scheme Amendment for the North Merri River Growth Area.	June 2010	DCG
Increase biodiversity values and create links to habitat corridors.	June 2010	DCI
Develop a detailed long term tree removal and replacement plan in accordance with the Botanic Gardens Management Plan.	May 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>2.07 Provide and maintain healthy and sustainable parks, gardens and recreation reserves.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Commence Stage 1 of the Open Space Strategy (scoping and community engagement).	December 2009	DCG
Plant a minimum of 15,000 native plants throughout the municipality annually.	May 2010	DCI
Complete a "Suitable Tree Species Policy and Locality Plan" of suitable tree species in streets, reserves and open spaces within the City.	June 2010	DCG

### 3. A LIVEABLE CITY

<b>4 YEAR STRATEGY:</b>		
<b>3.01 Develop and support sport and recreation activities to promote healthy lifestyles and community wellbeing.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Complete priority minor capital works at key cultural and recreation facilities.	June 2010	DCD
Investigate opportunities for sponsorship and food and beverage procurement at Council's cultural and recreation facilities.	June 2010	DCD
Undertake Stage 1 of AquaZone Outdoor Pools Renewal Project including investigation, design and minor plant works.	June 2010	DCD
Implement key priority improvements and actions as recommended in the Warrnambool Recreation Plan 2007-2017.	June 2010	DCD
Seek appointment by the Governor in Council under Section 17 (1) Crown Land Reserve Act in respect of being Committee of Management for the granting of Licences and agreements for the use of Crown Land within Warrnambool City.	June 2010	DCS
Optimise opportunities to improve outdoor sports grounds through strategic applications to targeted funding programs.	June 2010	DCD
Develop and implement updated policies to support consistent and equitable provision of Council's recreation services.	June 2010	DCD
Redevelop the Jetty Flat Reserve oval to support additional usage of the reserve for active sport purposes.	June 2010	DCD
Secure funding to undertake a staged program of improvement works at Jubilee Park Woodford based upon a community driven master planning process.	June 2010	DCD
Develop a strategy for the future development of pathways and trails within Warrnambool to ensure well designed and connected links that provide opportunities for recreation and alternative transport options.	June 2010	DCD
Implement priority walking/cycling pathways including Russells Creek Trail Stage 5 and priority on-road bicycle lanes.	June 2010	DCD
Redevelop the existing Warrnambool Skate Park to provide a multi-use 'street style' skating extension to meet the needs of skate park users.	June 2010	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.02 Develop and support cultural activities that provide opportunities to celebrate engage and participate in creative and artistic endeavors.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Undertake detailed design and documentation and procurement of the lead building contractor for the Warrnambool Entertainment Centre Redevelopment Project.	May 2010	DCD
Undertake a review of the Warrnambool Art Gallery Collection Policy.	December 2009	DCD
Develop an Exhibition Policy for Warrnambool Art Gallery and other facilities.	June 2010	DCD
Commence an integrated interpretation plan for the City's heritage.	December 2009	DCG
Develop an Arts Trail plan which identifies and promotes the location of existing Public Art.	March 2010	DCG
Prepare a Cultural Development Plan.	June 2010	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.03 Provide opportunities for young people to plan, coordinate and participate in activities.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Support Youth Council to undertake its annual program of activities and projects.	June 2010	DCD
Implement a Music Equipment Bank in partnership with Brophy Family and Youth Services.	December 2009	DCD
Investigate the implementation of the L2P program to encourage safe driving amongst young people.	December 2009	DCD
Review and implement improvement strategies for the Our PlaYce Leadership program.	March 2010	DCD
Investigate implementation of the Read The Play program to assist young people in responding to mental health issues.	March 2010	DCD



<b>4 YEAR STRATEGY:</b>		
<b>3.04 Review opportunities to improve the provision of public library services in Warrnambool.</b>		
<b>Activities and Initiatives 2008-2010</b>	<b>Timing</b>	<b>Resp.</b>
Complete the review of the library service and present the final report from the review to Council.	December 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.05 Provide leadership in the provision of early childhood and family services.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Adopt and commence implementation of recommendations from the Municipal Early Years Plan 2009- 2012.	June 2010	DCD
Commence the implementation of revised State regulations across childcare and kindergarten services.	May 2010	DCD
Establish a formal partnership (Child First Alliance) to work with vulnerable infants and their families to provide intensive intervention programs to reduce notifications to Department Human Services.	June 2010	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.06 Increase access to early childhood and family services through inclusive planning and partnership arrangements.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Promote the Children's Services Centre at Swan Reserve as a one stop shop for information and support for early childhood services.	June 2010	DCD
Plan and deliver a regional Early Years conference.	August 2009	DCD
Provide training opportunities for Family Day Care providers and early childhood untrained staff to gain formal qualifications in recognition of their skill and experience in their working environment.	June 2010	DCD
Promote Government initiatives to increase participation of indigenous, multicultural and disadvantaged children in accessing childcare and kindergarten.	December 2009	DCD
Provide innovative outreach services and programs through Family Services and Maternal & Child Health to increase participation in universal childhood services.	March 2010	DCD
Work in partnership with SWTAFE to assist with childcare needs for families accessing English Language (ESL) classes.	December 2009	DCD
Extend oral health program "Smiles for Miles" to Maternal and Child health, Family Day Care and surrounding kindergartens.	December 2009	DCD
In partnership with Primary Care Partnership (PCP) promote active participation in programs that promote health and physical activity of young children in early childhood services.	March 2010	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.07 Implement strategies that support the needs of Warrnambool's culturally diverse community</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Assist culturally and linguistically diverse (CALD) groups to participate in community activity.	June 2010	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.08 Improve access to services, information and facilities through inclusive planning.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Investigate funding options and partnership arrangements for the provision of community support, information and capacity building across Warrnambool.	June 2010	DCD
Work with community stakeholders to identify community services and community programs to be coordinated through the Archie Graham Community Centre.	June 2010	DCD
Facilitate collaborative partnerships to integrate Living at Home Assessment Framework in Warrnambool.	December 2009	DCD
Investigate options to increase the benefit of the community bus to community members who are transport disadvantaged.	June 2010	DCD
Increase the number of festival and events staged in the region to be inclusive of people with disabilities.	June 2010	DCD
Implement adopted strategies in the Community Access Plan 2009 – 2013.	June 2010	DCD

<b>4 YEAR STRATEGY:</b>		
<b>3.09 Promote positive and active ageing.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Implement recommendations of the Active Ageing Plan 2008 – 2013.	June 2010	DCD
Introduce new technologies to support efficiencies in the delivery of Home and Community Care Services.	June 2010	DCD
Evaluate the outcomes of the Active Service Model pilot for Home and Community Care Services.	December 2009	DCD
Work with a community based reference of older people to develop age-friendly demonstration gardens and garden re-design services for older people.	September 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.10 Strengthen and increase volunteer participation.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Develop and seek resources to implement a strategic plan for community participation through volunteering.	December 2009	DCD
<b>4 YEAR STRATEGY:</b>		
<b>3.11 Facilitate the development of affordable housing policy in Warrnambool.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Develop and implement an affordable housing strategy for Warrnambool.	June 2010	DCG
Finalise Council's position in relation to community houses.	June 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>3.12 Provide direction for public health and community safety.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Conduct the Road Safety Audits at priority sites as identified in the Road Safety Strategy.	June 2010	DCI
Implement road safety strategy in accordance with available funding.	June 2010	DCI
Review the Municipal Fire Prevention Plan and implement recommendations.	November 2009	DCI
Review the Municipal Public Health Plan.	November 2009	DCI
Undertake 95% compliance for inspection of registered premises.	June 2010	DCI
Maintain immunisation rates above 90%	May 2010	DCI
Review condition of public toilets and develop a plan for upgrading, renewal or construction of new toilets within the City.	June 2010	DCI
Continue to conduct Summerbool programs in conjunction with the local Police to improve safety at Lake Pertobe and foreshore areas.	November 2009	DCI
Provide alternative power supply to Civic Centre for emergency purposes.	December 2009	DCI

## 4. A CITY OF GROWTH

<b>4 YEAR STRATEGY:</b>		
<b>4.01 Promote quality urban design that delivers environmental sustainability.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Develop an Urban Design Theme and Palette as part of the City Centre Structure Plan Stage 2 which will guide future streetscape infrastructure in the City.	June 2010	DCG
Complete the Railway Precinct Masterplan which will guide development within the precinct.	June 2010	DCG
Develop a Street Tree Strategy for Warrnambool.	June 2010	DCG
Host and support annual Design symposium/workshops for both local and regional stakeholders.	June 2010	DCG
Complete a Planning Scheme Amendment for the Heritage Gap study (Precincts).	June 2010	DCG
Commence a Planning Scheme Amendment for the Heritage Gap Study (Individual Places outside precincts).	June 2010	DCG
Adopt Subdivision Design Guidelines to reflect changes in the Planning Scheme and leading best practice techniques.	December 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.02 Ensure the City's infrastructure network meets growth demands.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Finalise the North Merri River Growth Area Development Contribution Plan	June 2010	DCG
Establish Council's Development Contributions Program to collect development contributions at subdivision stage	June 2010	DCG
Construct the Harrington Road retention basin, associated rising main and pump station.	June 2010	DCI
Developing a special charge drainage scheme for Block 17, and report to Council.	June 2010	DCI
Construct Allansford main drain link with central Allansford to Hopkins River.	March 2010	DCI
Review high priority of Structure Plan drainage projects and undertake drainage designs for the 2010/11 financial year.	June 2010	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.03 Develop a City-wide structure plan.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Undertake the new industrial land locations project using the Priority Development Panel process (PDP).	February 2010	DCG
Complete the Rural Settlement Strategy.	March 2010	DCG
Commence Land Suitability & Biodiversity Project – supporting future growth of the City.	December 2009	DCG
Undertake Structure Plans for Bushfield/Woodford and for the Allansford Township.	June 2010	DCG
Commence Planning Scheme Amendments for growth areas at North and South Hopkins Point Road.	June 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.04 Develop the Warrnambool Floodplain Management Plan and implement adopted works and measures.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Work with the Catchment Management Authority to adopt appropriate flood level indicators with consideration to climate change, for South Warrnambool and Dennington.	June 2010	DCI
Include North Warrnambool Flood Study levels in the planning scheme through a planning scheme amendment from the Catchment Management Authority.	June 2010	DCI
Finalise design and funding for flood mitigation measures along Russells Creek at the Mortlake Road Culvert (Queens Street – Whites Road segment).	June 2010	DCI

<b>4 YEAR STRATEGY:</b>		
<b>4.05 Support events that grow the economy, celebrate our community and promote the City.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Attract and/or support a range of events that have clear economic, social and/or promotional benefits for Warrnambool.	June 2010	DCD
Develop an event funding policy to foster and support local events.	June 2010	DCD
Ensure all Council events apply the principles of environmentally responsible waste management and implement achievable carbon offset opportunities.	June 2010	DCD
Produce the 2010 Australia Day celebrations.	February 2010	DCD
Produce the 2010 Gnatannwarr Multicultural Festival.	April 2010	DCD
Support the organising committee to deliver the 2010 Wuruta Fiesta.	March 2010	DCD
Host a program of events during the peak summer period to ensure Warrnambool maintains its position as a popular family destination.	February 2010	DCD
Participate in two major event/conference expos to promote the destination to event organisers.	June 2010	DCD
Host high-yielding sporting events and develop a process for the sharing the hosting costs with external stakeholders.	June 2010	DCD
Continue to implement key recommendations from the Fun4Kids Business Growth Strategy (2006).	September 2009	DCD
Maintain the Fun4Kids Festival's position as a 'Gold status' Waste Wise event and implement achievable carbon offset opportunities.	September 2009	DCD
Apply for external funding sources to support the development of Fun4Kids 'fringe' event(s) to increase the community benefit of the Festival.	March 2010	DCD

<b>4 YEAR STRATEGY:</b>		
<b>4.06 Deliver projects that develop Warrnambool as a dynamic and sustainable tourism destination.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Implement Stage One of the FSH Accommodation Study.	April 2010	DCG
Prepare for Museum Accreditation program intake.	May 2010	DCG
Enter Flagstaff Hill in the 2009 Victorian Tourism Awards.	November 2009	DCG
Broaden the Flagstaff Hill business opportunities in line with Navigate 2017.	May 2010	DCG
Support regional heritage collection management through the skills and resources of Flagstaff Hill.	May 2010	DCG
Increase online distribution of Warrnambool City Council Tourism Services.	November 2009	DCG
Work with Tourism Industry partners to continue to position Warrnambool as a key destination on the Great Ocean Road.	June 2010	DCG
Continue to encourage industry investment in Tourism Marketing through Shipwreck Coast Marketing.	June 2010	DCG
Implement Surfside Holiday Park's Development Plan.	May 2010	DCG
Position Surfside Holiday park to take advantage of demand for coastal holiday park experiences.	April 2010	DCG

<b>4 YEAR STRATEGY:</b>		
<b>4.07 Maintain a Positive visitor experience for guests to the City.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Develop partnerships with industry to enhance services provided by Warrnambool Visitor Centre.	April 2010	DCG
Develop services linked to the new Rail Trail network being developed from Warrnambool to Port Fairy	April 2010	DCG
Host cross border Visitor Information Centre Conference	November 2009	DCG

<b>4 YEAR STRATEGY:</b>		
<b>4.08 Develop and implement an economic development and investment strategy which maximises net economic benefit to the region.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Complete development and commence implementation of the Economic Development and Investment Strategy 2010.	June 2010	DCG
Continually improve a robust database of economic development statistical information that promotes City and regional growth.	June 2010	DCG
Maximise external grant funding opportunities through a systematic, professional and monitored approach.	June 2010	DCG
Provide business expansion and investment attraction services through quality information, referral and advice	June 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.09 Provide expert support, guidance and advice to employers and skilled candidates resulting in the attraction of skills necessary to sustain regional growth.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Support the expansion of Warrnambool as a premier location for education & training.	June 2010	DCG
Deliver the Global Skills for Provincial Victoria skilled migration program outcomes as per GSPV Business Plan.	June 2010	DCG
Work with local businesses and relevant stakeholders to address current and future skill shortages.	June 2010	DCG
Promote Warrnambool & region as a great place to live, work & invest through active participation in the Provincial Victoria Marketing campaign & the Great South Coast Regional marketing incentive.	June 2010	DCG
Active participation by Council in a range of employment programs with the delivery of employment assistance to 50 people.	June 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.10 Advocate to State and Federal Government to ensure retention and improvement to transport infrastructure to support regional growth.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Investigate potential growth opportunities for the Warrnambool Regional airport through the additional use of land, new business opportunities and in the long-term establishment of passenger services.	June 2010	DCG
Provide support and advocacy to passenger rail and rail freight sector in order to cater for the needs of the growing region.	June 2010	DCG
Play a partnership and leadership role in the campaign to upgrade the Princes Highway West, the major inter-regional transport corridor that connects industry and the communities of South West Victoria.	June 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.11 Maximise business engagement through active promotion of Council's business support services</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Recognise excellence and innovation in the City's business community through a program of Awards.	June 2010	DCG
Maintain on-going liaison with Warrnambool business community through regular business visits and industry forums.	June 2010	DCG
Provide strong support to the region's dairy industry as the pre-eminent industry in the Great South Coast region.	June 2010	DCG
Deliver a comprehensive program of workshops and seminars to assist skill development and competitiveness of the local business community.	June 2010	DCG
Partner with ACE Radio to deliver joint networking events program through expanding of existing ACE Radio's Business Club Wednesday.	June 2010	DCG
Improve and regularly up-date Council's free Internet Business Directory to publicise the diversity of city's businesses and the broad range of goods and services available in Warrnambool.	June 2010	DCG
Share information and raise awareness of the Council's Business Support services through timely and informative communication with the business community.	June 2010	DCG
Deliver Warrnambool – Open for Business Project to provide opportunities for the local businesses to secure work with the major regional projects.	May 2010	DCG
Work with Deakin University and key businesses to promote industry sustainability and profitability.	June 2010	DCG

<b>4 YEAR STRATEGY:</b>		
<b>4.12 Maintain a viable port facility.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Investigate improvements to boat launching facilities.	June 2010	DCI
Upgrade and renew Breakwater surface condition.	December 2009	DCI
<b>4 YEAR STRATEGY:</b>		
<b>4.13 Ensure Warrnambool's sub regional land use planning is undertaken as a basis for improved planning outcomes.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Deliver planning implementation outcomes required to assist the Priority Development Panel project relating to Industrial land supply.	June 2010	DCG
Deliver planning implementation outcomes as a result of the Rural Housing Strategy being undertaken with the Moyne Shire Council.	June 2010	DCG
Deliver planning implementation outcomes as a result of the Rural Land Suitability Project being undertaken with the Corangamite Shire Council.	June 2010	DCG
Initiate regular forums and discussion with the Department of Planning & Community Development and planning officers from adjoining municipalities.	June 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.14 Strive to deliver a planning approvals system that meets the expectations of the community.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Maintain a best practice decision making process responsive to the Warrnambool Planning Scheme.	June 2010	DCG
Establish reporting and performance measures that ensure Council is maintaining an equitable and efficient planning approvals system.	June 2010	DCG
Benchmark Warrnambool City Council statutory planning approvals systems against Victorian regional cities.	June 2010	DCG
Establish new communication methods with developers and regular users of statutory services.	June 2010	DCG
Pursue online access to statutory planning and subdivision services for customers.	June 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.15 Create a thriving and culturally rich City Centre supported by secondary retail precincts.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Ensure that Warrnambool is identified as the "retail" hub of the Great South Coast region through implementation of the Warrnambool Retail Strategy 2007.	May 2010	DCG
Complete and implement Warrnambool City Centre Structure Plan for the City Centre as the principle activity centre and the pre-imminent retail centre in the region.	May 2010	DCG
<b>4 YEAR STRATEGY:</b>		
<b>4.16 Maximise the economic benefit from water resources.</b>		
<b>Activities and Initiatives 2009-2010</b>	<b>Timing</b>	<b>Resp.</b>
Establish water supply capacity.	June 2010	DCI
Investigate Business opportunities based on available water supply.	June 2010	DCG
Implement Waste Water Management Plan initiatives.	June 2010	DCI
Further develop priorities from the Municipal Sustainable Water Use Plan to ensure a 75% compliance with the Priority 1 actions identified for Council in the plan.	June 2009	DCI
Comply with the long term objectives of the Municipal Sustainable Water Use Plan to reduce water usage by 20% by 2012 with a proposed 5% water usage reduction in 2009/10.	June 2009	DCI
Incorporate rain water harvesting storage and reuse options in new Council buildings works.	June 2010	DCI
Encourage sustainable stormwater reuse in new subdivision development areas.	December 2010	DCI