

# **2009/2012 Management Plan**



**COFFS HARBOUR  
CITY COUNCIL**

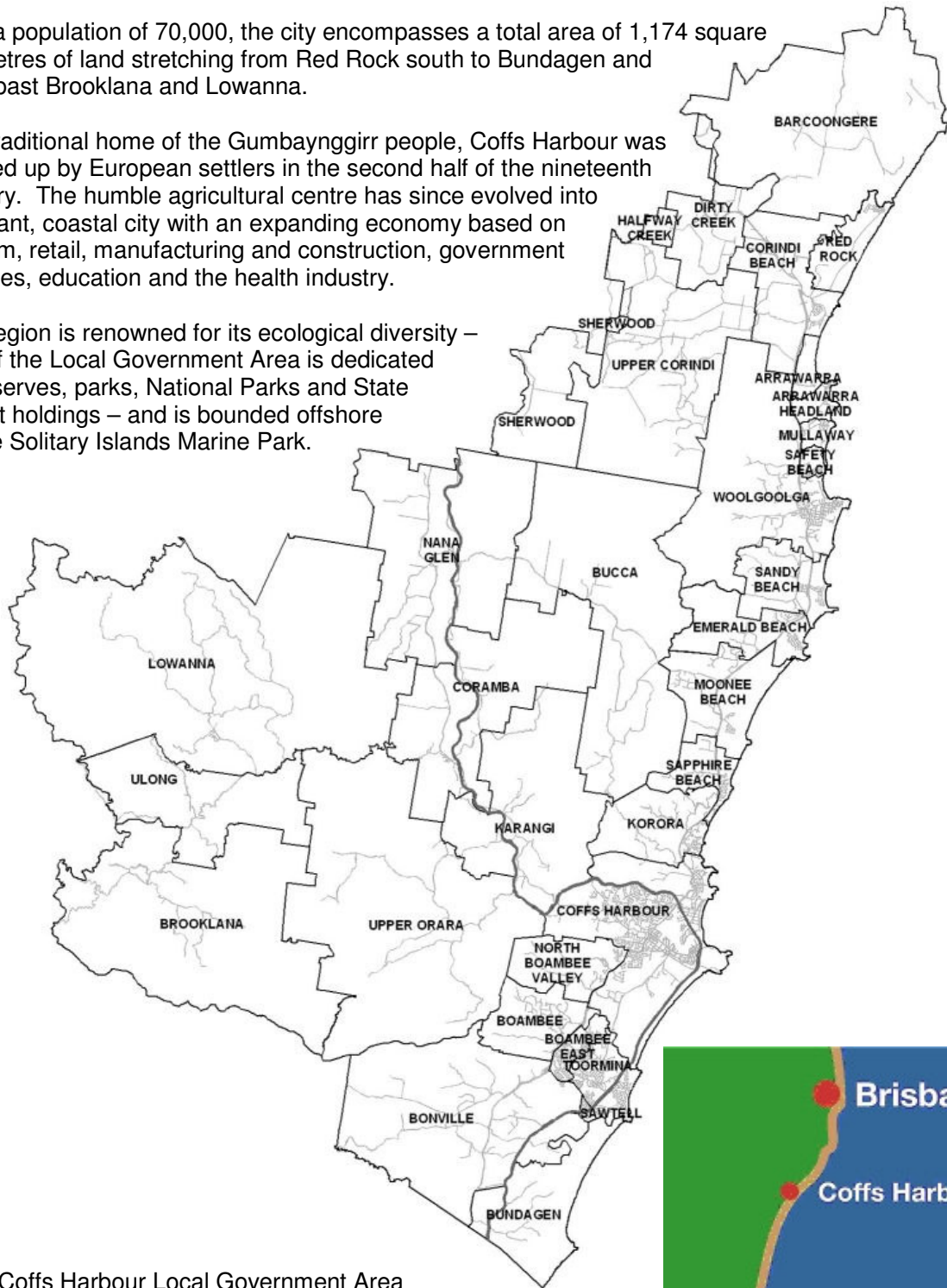
**Adopted at the  
City Services meeting  
of Thursday, 25 June 2009**

**Coffs Harbour** is a major regional city on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane.

With a population of 70,000, the city encompasses a total area of 1,174 square kilometres of land stretching from Red Rock south to Bundagen and west past Brooklana and Lowanna.

The traditional home of the Gumbaynggirr people, Coffs Harbour was opened up by European settlers in the second half of the nineteenth century. The humble agricultural centre has since evolved into a vibrant, coastal city with an expanding economy based on tourism, retail, manufacturing and construction, government services, education and the health industry.

The region is renowned for its ecological diversity – half of the Local Government Area is dedicated as reserves, parks, National Parks and State Forest holdings – and is bounded offshore by the Solitary Islands Marine Park.



Coffs Harbour Local Government Area

## Your Management Plan

Coffs Harbour City Council prepares a Management Plan each year. While it is a legislative requirement (under the Local Government Act 1993), the preparation of a Management Plan is also sound business practice. It assists Council to distil its vision for Coffs Harbour and identify the strategic and operational measures needed to realise that vision.

In consultation with the community, Council establishes the principal activities to engage in each year. In the Coffs Harbour City Council Management Plan they are defined as Strategic Directions. Each Strategic Direction has a number of Key Objectives to strive for and Strategies for Council to implement in pursuit of those objectives. Indicators are set out in the Plan to help gauge the effectiveness of Council's activities.

The Indicators are aligned with Council's Operational Plan – this provides a detailed breakdown of the programs undertaken by the organisational units of Council. The Management Plan incorporates Program Budgets which support Council's activities. It also provides detailed works schedules for capital and maintenance projects. The implementation of the Management and Operational Plans is monitored through a quarterly performance reporting process.

In 2008, Coffs Harbour City Council initiated the development of a Community Strategic Sustainability Plan for the Local Government Area. The plan is being developed in accordance with the model proposed by the Department of Local Government in its discussion papers and draft guidelines and legislation promoting Integrated Planning and Reporting for NSW Councils. This statewide IPR framework is expected to be legislated in late 2009.

The first stage of the local process involved a series of community consultation activities to develop the "*Community Vision 2030*". This Draft Vision document was exhibited for public comment from 4 December 2008 until 30 January 2009. The final "*Community Vision 2030*" was adopted by Council on 12 March 2009. The Vision formed the basis for a second round of collaborative community activities (conducted between April and June 2009) to determine key strategies to guide the development of the "*Coffs Harbour 2030*" Plan.

"*Coffs Harbour 2030*" will play an over-arching role in Council's integrated corporate planning and reporting structure. Other elements will include a four-year Delivery Program with a year-to-year Operational Plan, and a long-term resourcing Strategy (incorporating ten year financial and asset management plans and a workforce management strategy).

At this time, this is a critical venture for Coffs Harbour City Council. Accordingly, an additional Strategic Direction has been included in the 2009/2012 Management Plan: "Develop and implement the Coffs Harbour 2030 Plan". We look forward to working with the community to ensure the success of this endeavour.

## **Your Council**

There are nine elected representatives on Coffs Harbour City Council.  
They are:

Councillor Keith Rhoades AFSM, Mayor

Councillor, Bill Palmer, Deputy Mayor

Councillor John Arkan

Councillor Mark Graham

Councillor Jennifer Bonfield

Councillor Kerry Hines

Councillor Rodney Degens

Councillor Denise Knight

Councillor Paul Templeton



*Back Row from Left: Councillors Mark Graham, Kerry Hines, John Arkan, Denise Knight and Rodney Degens.  
Front Row: Councillors Paul Templeton, Bill Palmer, Keith Rhoades and Jennifer Bonfield.*

**Council has four Senior Staff. They are:**

**Stephen Sawtell    General Manager**

**Jason Gordon    Director, City Services**

**Mark Salter    Director, Land Use, Health and Development**

**Craig Milburn    Director, Corporate Business**

## Foreword

2009 continues a period of renewal for Council and the City of Coffs Harbour. A new Council was elected in September 2008 - this is its first year of guiding the management planning and budgeting process.

At the same time, many local residents have participated in the development of a new vision for the City of Coffs Harbour - *Vision 2030* - and key strategies to guide the *Community Strategic Plan* (via a series of forums and a *2030 Summit*).



As a result, Council's strategic focus is being fine-tuned – with the introduction of a new integrated planning framework - to help deliver outcomes that support the new vision. This will be achieved via partnerships and collaborations with the local business community, key stakeholders and the wider community.

In preparation for this year's budget, Council has taken a fresh look at the financial picture and priorities by establishing a ten-year financial model for planning into the future. To target savings, Council has implemented 'zero budgeting' across the whole organisation. This process was designed to identify real priorities as well as guard against direct and indirect impacts of the global financial crisis on our local government. By necessity, cuts are being made to some works and services as well as to Council staff numbers.

The community's views were sought at the beginning of the budget process to inform spending priorities. These combined activities have assisted Council in determining its 'core business' which is reflected in budget priorities for the next financial year and beyond. However, pressing ahead with a comprehensive range of programs and services has meant a projected budget deficit of \$1,113,139 for 2009/2010.

Council has recently been successful in obtaining nearly \$2 million in grants from the NSW Environmental Trust for major initiatives, to further enhance and protect the unique environment of the Coffs Coast. Coffs Harbour City Council will work with Bellingen Shire and Nambucca Councils to develop a Regional Sustainability Action Plan that will set directions for sustainability across the three Council areas.

Sustainability is also the goal of Council's corporate business as an organisation, in relation to the management and planning of Council works, operations and governance systems.

Cost-shifting - by both the Federal and State Governments - continues to add to Council's workload without appropriately augmenting its resource base. However, your Council is committed to creating opportunities and sourcing funds to responsibly deliver services that meet the needs of the Coffs Harbour community into the future.

A handwritten signature in black ink, appearing to read 'K Rhoades'.

Keith Rhoades AFSM  
Mayor, City of Coffs Harbour

A handwritten signature in black ink, appearing to read 'S Sawtell'.

Stephen Sawtell  
General Manager

## **Council's Charter**

### **Local Government Act 1993 Chapter 3 (8)**

(1) A council has the following charter:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- to exercise community leadership
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism
- to promote and to provide and plan for the needs of children
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development
- to have regard to the long term and cumulative effects of its decisions
- to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants
- to keep the local community and the State government (and through it, the wider community) informed about its activities
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected
- to be a responsible employer.

(2) A council, in the exercise of its functions, must pursue its charter but nothing in the charter or this section gives rise to, or can be taken into account in, any civil cause of action.

# **Coffs Harbour City Council**

## **Our Vision, Purpose, Strategic Direction, Standards, Goals and Values**

### **Our Vision**

Coffs Harbour - the Healthy City, the Smart City, the Cultural City for a Sustainable Future

### **Our Purpose**

To make Coffs Harbour a better place to live, as a regional city for present and future communities

### **Coffs Harbour 2030**

The Community Vision 2030 has identified five Vision 'themes':

- Looking after our environment
- Learning and prospering
- Places for living
- Moving around
- Looking after our community

While the Coffs Harbour 2030 Plan is still being developed, Council currently addresses the issues within the Vision 2030 themes through the following **Strategic Directions**:

- Develop and implement **Coffs Harbour 2030**
- Enhance Coffs Harbour as a **Liveable City**
- Foster opportunity and innovation in the **Business Environment**
- Enrich our society through **Community and Cultural Development**
- Value and promote our **Unique Environment**
- Provide and manage **Services and Infrastructure** for a growing regional city
- Ensure **Council's Organisation** is responsive, effective, innovative and sustainable

### **Our Standards**

Council will work to ensure that interaction with the community we serve is conducted with impartiality and fairness, honesty and trust, courtesy and respect.

We will adapt to community needs, be innovative in the provision of services, and businesslike in the stewardship of the community's resources.

We will deliver friendly, effective, efficient and timely services.

### **Corporate Goals**

- Corporate sustainability
- Respect for the individual, whether customer or employee
- The pursuit of excellence
- Outstanding customer service

### **Our Core Values**

- Teamwork
- Effective Communication
- Professionalism
- Innovation
- Integrity
- Achievement

Our aim is to assist Coffs Harbour in fulfilling the city's motto: "Progress and Prosper"

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## Develop and implement *Coffs Harbour 2030*.

### Strategic Plan 2009/2012

**Aim:** Guided by the Community Vision 2030, establish a Community Strategic Sustainability Plan for the Coffs Harbour Local Government Area.

**Desired Outcomes:**

- Community engagement in the development of strategies for achieving sustainability
- A 'road map' for a sustainable future for Coffs Harbour
- Sustainable environmental management to 2030 and beyond
- A sustainable local economy that supports the community in achieving its vision for the city

Key Objectives	Strategies	Indicators
<b>Establish Coffs Harbour as a model of sustainable living</b>	Develop and implement the Coffs Harbour 2030 Plan, based on the community vision	Implement programs to reinforce community awareness of <i>Vision 2030</i> and the Community Strategic Plan  Identify clear Council roles and responsibilities in achieving the vision  Strategies integrated into Council planning and decision-making processes  Partnerships and collaborations to deliver outcomes

- **Coffs Harbour 2030 City Plan - Budget 2009/2010:** \$10,000 allocation to complete in 2009/2010

## Enhance Coffs Harbour as a *liveable city*.

### Strategic Plan 2009/2012

**Aim:** Employing the principles of sustainability, promote the use of sustainable planning and design as well as quality works, to generate confidence and pride in the city as a great place to live.

**Desired Outcomes:**

- Sustainability
- A distinctive built environment enhancing the identity of the city
- Civic pride and a stronger sense of community

Key Objectives	Strategies	Indicators
<b>Manage the sustainable growth of Coffs Harbour in line with the community's vision for the city.</b>	Implement <i>Our Living City Settlement Strategy</i> as a driver document integrating people, the built environment and the natural environment.	Development Area Release Plans implemented to schedule.
		Local Environmental Plan and Development Control Plans reviewed and implemented.
		Implement Our Living City Settlement Strategy in accordance with State Government requirements
		Implement Water Sensitive Urban Design policy.
		Implement recommendations from Open Space Strategy
		Recognition for the architectural design of public buildings.
	Improvement in population density in identified catchments.	
Embed sustainability as a core value for the community and council.	Develop Coffs Harbour City Council sustainability strategy	

## Enhance Coffs Harbour as a *liveable city*.

Key Objectives	Strategies	Indicators
<b>Promote pride in the environment and improve the urban landscape</b>	Planning and implementation of ongoing street-revitalisation, and town centre and public place enhancement projects.	<p>Footpaths and tree planting projects completed.</p> <p>Public place landscaping undertaken and maintenance schedules implemented.</p> <p>Plan prepared for the redevelopment of the Jetty Foreshores Recreation Area based on the Department of Lands Plan of Management subject to funding availability.</p> <p>Ongoing implementation of <i>Gateway Strategy</i>.</p>
<b>Improve civic pride and sense of community</b>	Facilitate community processes to improve the social, economic and physical environment.	Community programs implemented in line with Team Action Plans.

### Liveable City Services

Community liaison and community consultation, strategic/forward planning, planning instruments, policy, statutory control, environmental planning, developer contributions plans, environmental impact assessment, graphic presentations, technical/policy development, engineering and building design, traffic/transportation planning, infrastructure planning, special projects, Parks and Recreation.

## Enhance Coffs Harbour as a *liveable city*.

### Budget 2009/2012

<b>LIVEABLE CITY</b>				
<b>2008/2009</b>		<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
	<b>OPERATING EXPENSES</b>			
860,300	Staff Costs	832,200	857,200	882,900
73,000	Vehicle, Office & Operating Costs	53,500	54,600	55,700
1,250,800	Repairs & Maintenance	1,322,842	1,361,600	1,401,900
251,785	Planning Studies	123,000	138,000	138,000
575,700	Coffs Coast Marketing	580,630	592,800	605,100
1,258,428	Loan Repayments	1,258,142	1,257,802	1,257,551
299,800	Depreciation	308,800	315,700	322,800
<b>4,569,813</b>		<b>4,479,114</b>	<b>4,577,702</b>	<b>4,663,951</b>
	<b>CAPITAL EXPENDITURE</b>			
-		-	-	-
	<b>INCOME</b>			
(10,000)	Grants	(15,500)	(15,500)	(15,500)
(428,311)	Contributions	(525,682)	(540,761)	(556,793)
<b>(438,311)</b>		<b>(541,182)</b>	<b>(556,261)</b>	<b>(572,293)</b>
	<b>RESTRICTED EQUITY</b>			
	Transfer to Restricted			
(689,800)	Transfer from Restricted	(308,800)	(315,700)	(322,800)
<b>(689,800)</b>		<b>(308,800)</b>	<b>(315,700)</b>	<b>(322,800)</b>
<b>3,441,702</b>	<b>NET COST</b>	<b>3,629,132</b>	<b>3,705,741</b>	<b>3,768,858</b>

## Foster opportunity and innovation in the *business environment*.

### Strategic Plan 2009/2012

**Aim:** Encourage and facilitate opportunities for the sustainable economic growth of the region to ensure the local community enjoys a high standard of living.

#### Desired Outcomes:

- Increased employment and prosperity for all
- Increased business and investment
- Growth in key economic clusters - technology, education, health, sport, tourism, public sector, manufacturing
- City as a leader in innovation and technology
- City as a regional centre for government agencies and business.

Key Objectives	Strategies	Indicators
<b>Encourage the community to develop a strong and diverse local economy</b>	<i>Leadership</i> Promote a shared vision of the city's future and establish a co-ordinated approach to economic development involving all key stakeholders.	Demonstrated growth in local business activity and business confidence.
	<i>Business Development</i> Help existing businesses to grow, attract new businesses and promote business start-ups.	Demonstrated growth in the number of new businesses.
	<i>Investment Attraction</i> Promote and facilitate new investment into the City.	Demonstrated growth in investment in Coffs Harbour.

## Foster opportunity and innovation in the *business environment*.

Key Objectives	Strategies	Indicators
<b>Encourage the community to develop a strong and diverse local economy</b> <i>(Continued)</i>	<i>Industry Development</i> Support growth by focusing on key emerging or developing industry sectors.	Demonstrated growth in: <ul style="list-style-type: none"> <li>– Health, Aged and Community Services sector;</li> <li>– Manufacturing sector;</li> <li>– Tourism sector through the ongoing implementation of the <i>Coffs Coast Tourism Strategy</i> and Memorandum of Understanding between Coffs Harbour City Council and Bellingen Shire Council to work collaboratively</li> </ul> Hosting regional, state and national sporting events  Demonstrated support for Education and Training for Industry Development.  Demonstrated expansion of the Coffs Harbour Innovation Centre and Technology Park.
	<i>Liveability</i> Foster the social, economic, service level, environment, recreation, cultural, built and climatic conditions that make Coffs Harbour a vibrant regional city.	Demonstrated positive outcomes from the development and implementation of Place Committee Action Plans.

### Business Environment Services

Economic Development Unit, Tourism and other marketing, strategic/forward planning, real estate feasibility studies, real estate development, valuation services, airport marketing and operations, processing of Development Applications, building inspections, issue of 149, 172 and 735A Certificates, education and advice to the building industry, monitoring of development consents, preparation and issue of sanitary drainage diagrams, processing of linen applications, sports liaison, Technology Park, provision of information and data to business.

## Foster opportunity and innovation in the *business environment*.

### Budget 2009/2012

<b>BUSINESS ENVIRONMENT</b>				
<b>2008/2009</b>		<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
	<b>OPERATING EXPENSES</b>			
2,676,000	Staff Costs	2,786,060	2,865,600	2,947,400
571,000	Vehicle, Office & Operating Expenses	569,200	580,600	592,200
5,000	Other	5,000	5,000	5,000
93,000	Marketing	55,000	56,100	57,800
661,369	Economic Subsidy, Marketing & Cont'n's	552,800	539,769	543,369
201,000	Sports Development	201,000	205,000	209,100
1,953,792	Loan Repayments	1,899,236	1,899,143	1,899,136
<b>6,161,161</b>		<b>6,068,296</b>	<b>6,151,212</b>	<b>6,019,005</b>
	<b>CAPITAL EXPENDITURE</b>			
12,000	Minor Capital Works	12,000	12,000	13,000
1,455,000	Planned Enhancements GA	686,000	4,400	579,000
75,900	Planned Enhancements RPT	-	40,000	-
<b>1,542,900</b>		<b>698,000</b>	<b>56,400</b>	<b>592,000</b>
	<b>INCOME</b>			
(121,500)	Grants	(75,000)	(75,000)	(75,000)
(1,502,400)	Fees & Contributions	(1,496,900)	(1,541,400)	(1,589,800)
(250,200)	User Charges	(271,000)	(276,600)	(282,300)
(179,000)	Sports Development Income	(181,000)	(184,600)	(188,300)
(150,900)	Economic Development Income	(97,000)	(98,900)	(100,800)
(51,000)	Other	(42,000)	(43,000)	(44,000)
<b>(2,255,000)</b>		<b>(2,162,900)</b>	<b>(2,219,500)</b>	<b>(2,280,200)</b>
	<b>RESTRICTED EQUITY</b>			
16,648	Transfer to Restricted	16,622	16,950	17,300
(112,400)	Transfer from Restricted	(94,900)	(137,400)	(140,000)
<b>(95,752)</b>		<b>(78,278)</b>	<b>(120,450)</b>	<b>(122,700)</b>
<b>5,353,309</b>	<b>NET COST</b>	<b>4,525,118</b>	<b>3,867,662</b>	<b>4,283,105</b>

## Enrich our society through *community and cultural development*.

### Strategic Plan 2009/2012

**Aim:** Foster harmony, creative expression and social development by supporting the delivery of community facilities, programs and events.

**Desired Outcomes:**

- Maximum use of existing community and council facilities
- A City Identity informed by Cultural Diversity
- A Connected and Engaged Community
- Enhanced community well-being
- Dynamic, vibrant culture
- Community-wide sense of social responsibility
- Enhanced sense of safety & security

Key Objectives	Strategies	Indicators
<b>Assist the development of Coffs Harbour as a safe and socially cohesive community.</b>	Review the <i>Social Plan</i> .	<p>Progress of programs to promote and encourage the provision of services which meet the needs of the community. These include:</p> <ul style="list-style-type: none"><li>• Continuing to maximise the use of community facilities</li><li>• Implementing the affordable housing strategy</li><li>• Implementing the Crime Prevention and Safety Plan.</li><li>• Continuing to lobby funding bodies for additional resources to adequately fund services in the Coffs Harbour local government area.</li></ul> <p>Promote and encourage community engagement and access, addressing the specific social needs of groups including:</p> <ul style="list-style-type: none"><li>• Indigenous people</li><li>• People with disabilities</li><li>• Young people</li><li>• Senior citizens</li><li>• Multicultural community.</li></ul>



Enrich our society through *community and cultural development*.

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Foster a unique cultural identity for the city.</b>	Implement the <i>Arts and Cultural Development Plan</i>	<p>Progress of programs to promote and encourage community expression including the effective management of:</p> <ul style="list-style-type: none"> <li>• The Coffs Harbour Regional Gallery</li> <li>• The Bunker Cartoon Gallery</li> <li>• The Coffs Harbour Museum</li> <li>• The Jetty Memorial Theatre.</li> </ul> <p>Implement the recommendations of the 'Creating Creative Industries' Report.</p> <p>Investigate and plan for a Performing Arts facility</p>
<b>Encourage the use of the Coffs Harbour City Library &amp; Information Service in meeting the multidimensional education, information, cultural and recreational needs of the community</b>	Develop new Strategic Plan for Coffs Harbour Library and Information Service	<p>Promote and encourage the effective use of library services through:</p> <ul style="list-style-type: none"> <li>• Optimum per capita spending on salaries, resources and equipment</li> <li>• Improving access to services, resources and facilities</li> <li>• The continued development of community partnerships</li> <li>• Continued improvement in collection management.</li> </ul>

**Community and Cultural Development Services**

Library services, youth development, aged and disability services, community committees, cultural development, lobbying and advocacy, information and referral, heritage/conservation, Aboriginal cultural development and multicultural development.

## Enrich our society through *community and cultural development*

Council receives funding to provide support, advice and assistance to services that are funded through:

- Department of Community Services (Area Assistance Scheme and Community Services Grants Program).
- Department of Ageing, Disability and Home Care (Home and Community Care Program).
- NSW Ministry for the Arts (State Library - Library Services).
- NSW Attorney General's Department (Night Rider Program)

### **Community and Cultural Development - Access and Equity Activities - (Community/Social Plan)**

In 2009/2010 Council will continue to ensure equity of access by reviewing its Community and Cultural Development Strategic Direction, in line with the development of the city-wide Community Strategic Sustainability Plan.

Council will review its Social and Community Strategic Plan in the following strategic areas:

- General issues such as transport, capital infrastructure, affordable housing and crime prevention.
- Issues for Aboriginal people and Torres Strait Islanders.
- Issues for older people.
- Issues relating to people with disabilities.
- Issues affecting children and young people.
- Specific issues for culturally and linguistically diverse people.
- Issues for women.

During 2009/2010 Council will:

- Implement the city's Cultural Plan.
- Examine options for addressing the issues of affordable housing and transport
- Review the 2006-2010 Social and Community Strategic Plan.

A full statement of Council's Access and Equity Activities for 2009/2010 is to be included in the 2009/2010 Operational Plan.

## Enrich our society through *community and cultural development*

### Budget 2009/2012

<b>COMMUNITY &amp; CULTURAL DEVELOPMENT</b>				
<b>2008/2009</b>		<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
	<b>OPERATING EXPENSES</b>			
3,179,090	Staff Costs	3,435,900	3,518,800	3,599,200
2,064,820	Vehicle, Office & Operating Expenses	1,816,830	1,850,400	1,893,900
131,700	Repairs & Maintenance	131,700	134,800	138,000
83,860	Other	72,075	98,400	74,700
278,620	Community Contributions	306,135	244,850	249,050
213,563	Loan Repayments	213,563	213,557	213,568
574,100	Depreciation	591,400	609,100	627,400
<b>6,525,753</b>		<b>6,567,603</b>	<b>6,669,907</b>	<b>6,795,918</b>
	<b>CAPITAL EXPENSES</b>			
204,000	Library Resources	183,000	227,700	231,500
16,000	Computer Equipment	16,000	16,000	16,000
-	Beach Patrol Equipment Sec 94	10,000	10,000	10,000
30,000	Resurface Woolgoolga Netball Courts	-	-	-
13,000	Woolgoolga Community Village Improvements	-	-	-
1,000	Nana Glen Sport & Rec Centre Upgrade	-	-	-
60,000	BCU Stadium Enhancements	-	-	-
60,000	BCU Electronic Scoreboard	-	-	-
30,000	Coramba Sports Ground	-	-	-
1,500	Sportz Central Upgrade	-	-	-
<b>415,500</b>		<b>209,000</b>	<b>253,700</b>	<b>257,500</b>
	<b>INCOME</b>			
(278,263)	Grants	(227,750)	(233,750)	(238,950)
(664,000)	Fees & Contributions	(446,000)	(457,000)	(468,200)
(238,000)	User Charges	(261,000)	(245,200)	(250,000)
(47,600)	Other	(45,955)	(48,000)	(49,000)
<b>(1,227,863)</b>		<b>(980,705)</b>	<b>(983,950)</b>	<b>(1,006,150)</b>
	<b>RESTRICTED EQUITY</b>			
739,625	Transfer to Restricted	381,419	455,701	534,114
(1,136,402)	Transfer from Restricted	(506,500)	(521,700)	(537,400)
<b>(396,777)</b>		<b>(125,081)</b>	<b>(65,999)</b>	<b>(3,286)</b>
<b>5,316,613</b>	<b>NET COST</b>	<b>5,670,817</b>	<b>5,873,658</b>	<b>6,043,882</b>

## Value and promote our *unique environment*

### Strategic Plan 2009/2012

**Aim:** In collaboration with the community, enhance the city's development as a world leader in quality environmental management.

**Desired Outcomes:**

- Sustainable future
- Maintain the city's rich biodiversity
- Reduced consumption of natural resources
- Clean air, soil and water.
- Enhanced community value for caring for the environment

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Create an integrated approach to environmental management through the gathering of data, environmental reporting and program implementation</b>	Prepare comprehensive and supplementary <i>State of the Environment</i> reports as required by legislation.	<i>Comprehensive State of the Environment</i> report submitted to NSW Department of Local Government by November 2009.
	Implement <i>Environmental Levy Program</i>	Submissions called November 2009 and assessed by March 2010.  Projects implemented and reviewed.
	Develop public and private sector partnerships to achieve strategic environmental outcomes.	Partnerships established. Funding secured. Programs initiated/completed. Outcomes achieved.
<b>Ensure quality environmental management to assist sustainable development</b>	Implement the <i>Greenhouse Action Plan</i> and participate in the <i>Cities for Climate Protection Program</i> .	Projects promoted to achieve Greenhouse Gas reduction of 20% by 2010.
	Promote community understanding and support for sustainable environmental action.	Conduct and monitor environmental education programs.  Council recognised as an environmental leader in the local community.

## Value and promote our *unique environment*

Key Objectives	Strategies	Indicators
<p><b>Ensure quality environmental management to assist sustainable development.</b> <i>(Continued)</i></p>	<p>Deliver a waste management strategy to enhance public health and the environment, maximise resource recovery and eliminate landfill.</p>	<p>Operate the <i>Coffs Coast Regional Resource Recovery Project</i> according to schedule and budget.</p> <ul style="list-style-type: none"> <li>Quantity of waste diverted from landfill.</li> <li>Quantity of recyclables recovered.</li> <li>Quantity of beneficial resources.</li> <li>Planning of Resource Recovery Centre</li> <li>Develop new Resource Recovery Centre for re-useable items</li> </ul>
	<p>Implement strategies to minimise pollution.</p>	<p>Number of pollution incidents.</p>
	<p>Enhance biodiversity through the promotion of sustainable development integrating the built environment with the natural environment.</p>	<p>Review and implement Biodiversity legislation.</p> <p>Status of <i>Biodiversity Strategy</i> activities.</p> <p>Complete revision of Vegetation Management Plan.</p>
		<p>Investigate options to facilitate the protection and enhancement of core vegetation / habitat corridors.</p> <ul style="list-style-type: none"> <li>Amount of land transferred.</li> </ul>
		<p>Ongoing control of noxious weeds and the environment</p>
		<p>Use of low-maintenance native plants</p>
	<p>Implement Public Health Management.</p>	<p>Food surveillance and inspection of premises.</p>
		<p>Effective public health monitoring and disease control surveillance.</p>

## Value and promote our *unique environment*

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Ensure quality environmental management to assist sustainable development. (Continued)</b>	Implement Public Health Management. <i>(Continued)</i>	Effective enforcement of legislative and policy requirements.
	Develop stronger autonomy in local planning controls.	Implementation of onsite wastewater management strategy. Level of success in negotiating planning outcomes with the NSW Government. Liaison with Catchment Management Authority.
	Develop Botanic Gardens as a centre of excellence in plant conservation.	Provision of ongoing activities / events  Monitoring of visitor numbers Ongoing development of the Herbarium and seed bank through the Friends of the Botanical Gardens Recognition for Botanical Gardens as a leading regional facility
	Optimise delivery of sustainable waste management practices across Coffs Coast council areas (Nambucca, Bellingen & Coffs Harbour) via the Coffs Coast Waste Services	<ul style="list-style-type: none"> <li>• Equal contributions from all Councils to administrative costs</li> <li>• C.C. Waste Services Working Party meeting quarterly</li> </ul>
<b>Ensure healthy aquatic systems, beaches and estuaries.</b>	Implement Council's <i>Stormwater Management Plan</i> .	Status of stormwater management projects.  Water Quality meets ANZECC guidelines.
	Protect and enhance local beaches.	Pollution incidents attended to and response times.  Lifeguard support provided.
	Preserve and enhance the city's estuarine environment.	Water monitoring results.  Response to Pollution/Contamination Incidents.

## Value and promote our *unique environment*

### **Unique Environment Services**

Environmental management, Biodiversity conservation, Environmental Levy administration, solid waste management, liquid waste management, Greenhouse Gas abatement, supervision of on-site management systems, river care, food surveillance, animal control and enforcement, beach safety patrols, Dunecare and Landcare groups, contaminated land management, caravan parks approvals, response to emergency incidents, pollution control, public health, enforcement of policies and regulations, registration and inspection of public pools/skin penetration clinics/hairdressers/beauty salons/potential Legionella risk areas.

## Value and promote our *unique environment*

2009/2010 Environmental Levy Program	
Project	Recommended Amount (\$)
CHCC Local Environmental Plan Review: Vegetation Mapping Project – Ground Truth Component	67,500
Conservation & Sustainable Management of Biodiversity in the Coffs Harbour LGA	167,000
Biodiversity Action Strategy Implementation 2009/2010	20,000
Adaptation for Climate Change in Coffs Harbour	50,000
Implementation of the Coffs Harbour Vertebrate Pest Management Strategy	20,000
Orara River Restoration Project	
Cats Claw Creeper/Honey Locust	10,000
Propagation Nursery	18,000
Revegetation/Tree Planter	31,000
Camphor Laurel/Privet Control	102,000
Erosion Control/Fencing	30,400
<b>ProjectTotal</b>	<b>191,400</b>
Ecological Impacts on Freshwater Systems	5,000
Environmental Levy Coordination	45,600
Education Officer (Botanic Gardens)	18,000
Native Seed Bank Support	5,000
Supporting Volunteers on Public Lands within the Coffs Harbour LGA	55,000
Coffs Jetty Foreshore Reserve Follow-Up for Jetty Dunecare Group	8,000
Bushland Regeneration	154,000
Environmental Weed Control Program 2009/2010	
Bitou Bush	10,172
Camphor Laurel	41,232
Privet	11,072
Glory Lily	13,740
Pine Trees	6,249
Celtis/Pepper Tree	7,535
Vine Weeds	10,000
<b>ProjectTotal</b>	<b>100,000</b>
Caring For Our Environment – Through Regeneration, Education & Sustainable Practice	1,000
West Coffs to CBD Cycleway (Stage 1)	85,000
Beacon Hill Regeneration/Assessment Project	14,500
<b>TOTAL 2009/10 Allocation</b>	<b>1,007,000</b>
<b>Funding Available</b>	
Environmental Levy (Net)	944,000
Interest	9,000
Water Fund Contribution	50,000
Environmental Levy Reserve Unallocated Funds	4,000
<b>Total</b>	<b>1,007,000</b>

(As adopted by Coffs Harbour City Council on 26 March 2009)



## Value and promote our *unique environment*

### Budget 2009/2012

UNIQUE ENVIRONMENT				
2008/2009		2009/2010	2010/2011	2011/2012
<b>OPERATING EXPENSES</b>				
900,000	Staff Costs	936,200	964,900	993,800
2,296,601	Vehicle & Office Operating Costs	2,759,220	3,232,780	3,745,998
170,400	Repairs & Maintenance	175,512	180,800	186,300
8,989,660	Contracts	10,572,000	11,316,224	11,950,570
430,776	Contribution to Rural Fire Service	392,133	400,000	408,000
991,100	Environmental Levy Works	1,007,000	1,051,000	1,085,000
181,304	Environmental Projects	1,933,293	926,520	-
1,432,850	Other	1,553,455	1,607,944	1,643,472
482,600	Depreciation	359,945	370,659	381,751
<b>15,875,291</b>		<b>19,688,758</b>	<b>20,050,827</b>	<b>20,394,891</b>
<b>CAPITAL EXPENSES</b>				
2,000	Upgrade Inspectors Equipment	2,000	2,000	2,000
8,000	Equipment Purchases	5,500	5,500	5,500
250,000	Northern Beaches Transfer Facility	-	500,000	-
750,000	Englands Road	740,000	200,000	200,000
500,000	Resource Recovery Park Development	100,000	-	-
400,000	Jetty Structure Restoration	-	-	-
<b>1,910,000</b>		<b>847,500</b>	<b>707,500</b>	<b>207,500</b>
<b>INCOME</b>				
(1,351,304)	Grants	(1,358,293)	(1,099,720)	(176,500)
(1,024,600)	Fees & Contributions	(1,729,800)	(999,350)	(1,004,050)
(9,136,983)	User Charges	(10,157,964)	(10,900,256)	(11,828,309)
(2,997,650)	Tipping Fees	(3,480,000)	(3,584,400)	(3,320,617)
(895,000)	Environmental Special Rate	(944,000)	(977,000)	(1,011,000)
(20,000)	Interest - Environmental Special Rate	(9,000)	(20,000)	(20,000)
(494,939)	Other	(439,666)	(450,844)	(462,075)
-	Loan Funds	-	-	-
<b>(15,920,476)</b>		<b>(18,118,723)</b>	<b>(18,031,570)</b>	<b>(17,822,551)</b>
<b>RESTRICTED EQUITY</b>				
903,661	Transfer to Restricted	404,730	(2,414)	(501,260)
(1,964,500)	Transfer from Restricted	(1,306,600)	(1,180,243)	(694,280)
<b>(1,060,839)</b>		<b>(901,870)</b>	<b>(1,182,657)</b>	<b>(1,195,540)</b>
<b>803,976</b>	<b>NET COST</b>	<b>1,515,665</b>	<b>1,544,100</b>	<b>1,584,300</b>

## Provide and manage *services and infrastructure* for a growing regional city

### Strategic Plan 2009/2012

**Aim:** Ensure the strategic delivery and management of essential services and infrastructure to accommodate the needs of a growing regional city.

**Desired Outcomes:**

- Sustainable Asset Management
- Improved standard and enjoyment of public facilities
- Improved drainage and storm-water systems
- Improved general reserves.
- Improved public health and reduced environmental impacts through sustainable water cycle management
- Provision and management of infrastructure to support the sustainable development of the city.
- Provision of an integrated transport system - including the Pacific Highway

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Meet the city infrastructure needs of the community.</b>	Provide a healthy, reliable and sustainable water service.	Implement Council's water efficiency program.
		<i>Ongoing Implementation of Coffs Harbour Water Supply Strategy.</i>
		Comply with Department of Health <i>Drinking Water Monitoring Program.</i>
		Comply with water abstraction licence conditions.
	Provide a healthy, reliable and sustainable wastewater system.	Implement the <i>Coffs Harbour Sewerage Strategy.</i>
		Wastewater reticulation strategy funded and constructed to schedule
		Implement the city's reclaimed water strategy, including the promotion of the maximum re-use of reclaimed water.

**Provide and manage *services and infrastructure* for a growing regional city**

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Meet the city infrastructure needs of the community.</b> <i>(Continued)</i>	Set best practice standards for subdivisions and developments.	Council standards adopted reviewed and updated periodically.
	Develop, improve and manage City Infrastructure.	Review major infrastructure requirements.
		Implement design and works schedules.
		Implement asset management procedures to assist the sustainable provision of infrastructure for the community.
		Commence implementation of "A New Vision" for Brelsford Park
		Optimize the promotion, development and maintenance of the Coffs Coast Sport and Leisure Park as the city's premier sports venue.
		Investigate development of Coffs Regional Skatepark.

**Provide and manage *services and infrastructure* for a growing regional city**

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Meet the city infrastructure needs of the community.</b> <i>(Continued)</i>	Prepare a long-term financial plan - employing innovative solutions - for the sustainable provision and maintenance of infrastructure, including water, and sewerage.	<p>Forward financial plan completed, adopted and implemented.</p> <p>Review Council's borrowing strategy.</p> <p>Investigate Rate Variation.</p> <p>Developer Contributions Plans prepared, implemented and reviewed.</p> <p>New infrastructure works planned, funded and completed.</p>
	Develop hazard reduction plans for: <ul style="list-style-type: none"> <li>- Bushfires</li> <li>- Flooding</li> <li>- Coastal Hazards</li> </ul>	Status of implementation of hazard reduction plans.
	Undertake works to reduce the impact of natural hazards.	Implement actions within <i>Coffs Creek Floodplain Management Plan</i> .

**Provide and manage *services and infrastructure* for a growing regional city**

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Create an integrated transport system, providing safe, sustainable and healthy choice in modes of transport</b>	Develop the <i>Integrated Transport Plan</i> .	<p>Implement recommendations from <i>Integrated Transport Plan</i>.</p> <p>Investigate the establishment of Federal, State and regional partnerships in regard to sustainable transport.</p> <p>Continue communication strategy linking the Transport Working Group, the Transport Steering Committee and the Executive Team.</p> <p>Implement actions from the <i>Road Safety Strategic Plan</i>.</p> <p>Ensure provision for active transport and public transport modes in strategic planning documents.</p> <p>Develop and implement transport initiatives including:</p> <ul style="list-style-type: none"> <li>• road safety measures</li> <li>• cycleway network extended</li> <li>• bicycle/shared use paths developed</li> <li>• crossing facilities,</li> <li>• parking facilities.</li> </ul>

**Provide and manage *services and infrastructure* for a growing regional city**

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Create an integrated transport system, providing safe, sustainable and healthy choice in modes of transport</b> <i>(Continued)</i>	Develop the <i>Integrated Transport Plan. (Continued)</i>	Develop a strategy to collect reliable transport data.  Facilitate public transport initiatives.
	Implement adopted schedules for construction of roads, footpaths, cycleways, bus shelters, bridges, traffic infrastructure and street lighting.	Progress of design program in accordance with adopted schedules.
	Upgrade entrance roads to Sandy Beach and Emerald Beach.	Implement upgrades for Diamond Head Drive, Sandy Beach, and Fiddaman Road, Emerald Beach.
	Negotiate State and Federal funding for road safety projects and implementation of the <i>Future Road Network Plan</i> .	Increase in funding.

**Provide and manage *services and infrastructure* for a growing regional city**

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Optimise the future location of the Pacific Highway in the local government area.</b>	Pursue an upgrade of the Pacific Highway which provides the best outcome for the Coffs Harbour community while enhancing the highway's future as a national thoroughfare.	<p>Status of achievement of 11 Strategic Objectives set at Community Forums in May 2003.</p> <ol style="list-style-type: none"> <li>1. To continue pursuing the amelioration of noise/safety issues.</li> <li>2. To have the Pacific Highway Planning Strategy considered as a single project <ul style="list-style-type: none"> <li>- three sections considered together</li> <li>- Council to lobby for construction to be completed within a 5-8 year timeframe</li> </ul> </li> <li>3. To ensure the impacts of options for upgrading the existing highway through urban areas are fully considered <ul style="list-style-type: none"> <li>- existing residential areas should be avoided</li> <li>- measures to mitigate community severance, including existing severance, are to be fully addressed</li> </ul> </li> <li>4. To ensure the design development phase and ongoing maintenance integrates best practice noise mitigation measures <ul style="list-style-type: none"> <li>- preference for separation of noise sensitive areas by distance</li> <li>- preference for using existing topography and/or soft landscaping over noise walls</li> <li>- design best practice noise mitigation measures in all areas.</li> </ul> </li> </ol>

**Provide and manage *services and infrastructure* for a growing regional city**

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<p><b>Optimise the future location of the Pacific Highway in the local government area.</b> (Continued)</p>	<p>Pursue an upgrade of the Pacific Highway which provides the best outcome for the Coffs Harbour community while enhancing the highway's future as a national thoroughfare. (Continued)</p>	<p>5. To achieve the highest possible visual amenity for the highway and surrounding areas, through:</p> <ul style="list-style-type: none"> <li>- innovation in highway design</li> <li>- attention to detail in highway design</li> <li>- adequate screening of residences.</li> </ul> <p>6. To ensure the Pacific Highway Planning Strategy complements and connects with the City's local transport system, including:</p> <ul style="list-style-type: none"> <li>- cycleways, pedestrian ways and public transport</li> <li>- completion of local ring road.</li> </ul> <p>7. To achieve adequate compensation for property owners impacted upon by the alignment of the selected route</p> <ul style="list-style-type: none"> <li>- adequate funding being available for compensation</li> <li>- investigation of impacts associated with aerial spraying of banana plantations.</li> </ul> <p>8. To protect prominent ridgelines that provide the green backdrop to the City</p> <ul style="list-style-type: none"> <li>- preservation of the visual amenity of the escarpment</li> <li>- use of short tunnels</li> </ul>



**Provide and manage *services and infrastructure* for a growing regional city**

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<p><b>Optimise the future location of the Pacific Highway in the local government area.</b> (Continued)</p>	<p>Pursue an upgrade of the Pacific Highway which provides the best outcome for the Coffs Harbour community while enhancing the highway's future as a national thoroughfare. (Continued)</p>	<p>9. To ensure the Pacific Highway Planning Strategy incorporates the redesign of the existing highway through urban centres that are bypassed</p> <ul style="list-style-type: none"> <li>- streetscape works are to be included as part of the project</li> <li>- footpaths, bus shelters, etc provided for from Englands Road to Bray Street and River Street to Newmans Road</li> </ul> <p>10. To ensure any selected route minimises impacts on agricultural (bananas and horticulture) and tourism industries and environmental values</p> <ul style="list-style-type: none"> <li>- long term viability of agricultural industries to be protected</li> <li>- route being refined to minimise impacts</li> </ul> <p>11. To ensure the route maximises potential residential development for the sustainable growth of the City</p>

## **Provide and manage *services and infrastructure* for a growing regional city**

### **City Infrastructure Services**

Cemeteries, building maintenance, asset management, workshop operations, plant operations, rural maintenance, toilet cleaning, contract supervision, construction, quarries, boat ramp, Jetty structure, nursery, coastal reserves, parks, reserves mowing, site investigation, estimating, engineering survey/drafting and design, floodplain management, coastal hazard management, estuary management, infrastructure planning, stormwater management, design and drafting standards, specifications, contract documents, contract administration, project management, construction standards, Community Consultation.

### **Water and Sewerage Services**

Water supply and sewerage operation and maintenance, asset management, strategic planning, water efficiency, water supply treatment, water and sewerage reticulation, water metering and backflow prevention, bulk water supply, sewage treatment, re-use of reclaimed water, bio-solids management, trade waste control, and Integrated Management Systems.

### **Transport Services**

Transport and traffic management, road safety planning, road safety programs, community education/liaison, traffic facilities, footpath and cycleway maintenance and construction, road reseals and rehabilitation, bridge maintenance, dust sealing, regional road works, local road works, street lighting, urban street maintenance, bus shelters.

## Provide and manage *services and infrastructure* for a growing regional city

### 1. City Infrastructure - Budget 2009/2012

<b>CITY INFRASTRUCTURE</b>				
<b>2008/2009</b>		<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
	<b>OPERATING EXPENSES</b>			
3,369,200	Staff Costs	3,670,700	3,762,800	3,857,400
2,198,545	Vehicle, Office & Operating Costs	2,251,884	2,322,350	2,384,490
3,998,290	Repairs & Maintenance	4,076,236	4,180,400	4,287,600
2,460,600	Plant Expenditure	2,500,000	2,550,000	2,601,000
1,436,700	Other Expenses	541,910	561,100	575,100
159,976	Loan Repayments	114,653	277,848	277,793
3,802,200	Depreciation	3,916,600	4,034,200	4,155,200
<b>17,425,511</b>		<b>17,071,983</b>	<b>17,688,698</b>	<b>18,138,583</b>
	<b>CAPITAL EXPENDITURE</b>			
2,000	Furniture & Equipment	2,000	2,000	2,000
27,000	Public Toilets Improvements	32,000	32,000	32,000
-	Pool Upgrade	3,500,000	-	-
55,000	Footbridges and Boardwalks Replacement	-	-	-
10,000	Asset System Equipment	10,000	-	-
30,000	Works Depot Upgrade	30,000	30,000	30,000
30,000	Woolgooga Works Depot	30,000	30,000	30,000
27,000	Kerb & Gutter Repairs	28,000	29,000	30,000
245,000	Drainage Improvements Nuisance Flooding	178,318	245,000	245,000
630,000	Stormwater Levy Works	649,000	668,000	688,000
6,105,200	Plant Replacement	3,723,300	3,797,800	3,873,800
24,000	Drainage Investigations	12,000	24,000	24,000
720,000	Stormwater & Flood Mitigation	30,000	460,000	705,000
255,000	Coastal Hazard & Estuary Projects	50,000	420,000	420,000
6,000	New Street Lighting	6,000	6,000	6,000
-	Japanese Gardens	50,000	-	-
67,500	Advocate Park Drainage and Parking	-	24,000	-
<b>8,233,700</b>		<b>8,330,618</b>	<b>5,767,800</b>	<b>6,085,800</b>
	<b>INCOME</b>			
(872,300)	Grants	(309,000)	(788,267)	(959,300)
(1,829,650)	Fees & Contributions	(2,504,794)	(1,537,200)	(1,571,800)
(4,790,600)	User Charges	(4,969,400)	(5,070,000)	(5,172,700)
(754,360)	Other Income	(1,476,087)	(734,200)	(748,600)
-	Loan Funds	(1,750,000)	-	-
(2,191,200)	Plant Sales	(1,938,700)	(1,977,500)	(2,017,100)
<b>(10,438,110)</b>		<b>(12,947,981)</b>	<b>(10,107,167)</b>	<b>(10,469,500)</b>
	<b>RESTRICTED EQUITY</b>			
4,489,800	Transfer to Restricted	4,292,388	4,369,015	4,452,695
(10,589,696)	Transfer from Restricted	(7,853,700)	(8,052,239)	(8,255,807)
<b>(6,099,896)</b>		<b>(3,561,312)</b>	<b>(3,683,224)</b>	<b>(3,803,112)</b>
<b>9,121,205</b>	<b>NET COST</b>	<b>8,893,308</b>	<b>9,666,107</b>	<b>9,951,771</b>

Provide and manage *services and infrastructure* for a growing regional city

Works Schedules 2009/2010

<b>DRAINAGE IMPROVEMENTS (INCLUDING NUISANCE FLOODING) PROGRAM</b>			
<b>Project/Road</b>	<b>Locality</b>	<b>Description</b>	<b>Estimate (\$)</b>
First Ave Laneway		Storm water augmentation works including road reshaping.	60,000
Stormwater Outlets Register	LGA	Creation of estuarine stormwater outlets register Identification and implementation of improvement works (Stage 1)	10,000
Augmentation Investigations	LGA	Includes: <ul style="list-style-type: none"> <li>▪ Investigate and report on drainage for flowpath between Duke Street CBD outlets and Coffs Creek (includes survey);</li> <li>▪ Caltowie Place</li> <li>▪ First Avenue Laneway in Sawtell</li> <li>▪ Bent Street</li> <li>▪ Sunset Avenue</li> <li>▪ Murphy Crescent</li> <li>▪ Collingwood Street</li> </ul>	35,000
Laneway off Gordon St adjacent to park	LGA	Install kerb and gutter and pit improvement	10,000
Stormwater Augmentation Works	LGA	Various minor stormwater augmentation works	48,318
<b>Total Program Estimate</b>			<b>163,318</b>

<b>STORMWATER &amp; FLOOD MITIGATION WORKS PROGRAM</b>			
<b>Project</b>	<b>Council Funding</b>	<b>Proposed Grant Funding</b>	<b>Estimate (\$)</b>
Newports Creek Floodplain Risk Management Study & Plan	10,000	20,000	30,000

<b>COASTAL HAZARD / ESTUARY PROGRAM</b>			
<b>Project</b>	<b>Council Funding</b>	<b>Proposed Grant Funding</b>	<b>Estimate (\$)</b>
Coastal Management Plan - Study and Plan	25,000	25,000	50,000

**Provide and manage *services and infrastructure* for a growing regional city**

**Works Schedules 2009/2010 (Continued)**

<b>STORMWATER MANAGEMENT SERVICE WORKS (STORMWATER LEVY) PROGRAM</b>			
<b>Project/Road</b>	<b>Locality</b>	<b>Description</b>	<b>Costs (\$)</b>
Fawcett St Stage 2	Woolgoolga	Continuation of piped drainage in lieu of open drain adjacent length of playing field.	170,000
Woolgoolga CBD Stormwater Improvement Works	Woolgoolga	Council Resolution at Corporate Business Committee Meeting on 26/03/2009	14,500
Sawtell CBD Stormwater Improvement Works		Council Resolution at Corporate Business Committee Meeting on 26/03/2009	10,000
Bakers Rd Detention Basin Stage 1	Coffs Harbour	Construction of a storm water detention basin. Stage 1 accrual and possible works depending on tender prices received. Also refer Stormwater & flood mitigation works program.	137,000
The Boulevard Mullaway	Mullaway	Stage 2 stormwater Improvements.	25,000
Marcia St	Coffs Harbour	Additional drainage improvements	172,500
Stormwater Improvements	LGA	Installation of stormwater quality improvement devices.	10,000
Stormwater Maintenance	LGA	Ongoing cleaning and maintenance of stormwater improvement devices.	20,000
Open Drain Maintenance	LGA	Ongoing cleaning and maintenance of Council's open drainage.	28,000
Piped Drainage Maintenance	LGA	Ongoing cleaning and maintenance of Council's open drainage.	32,000
Drainage Data Collection	LGA	Provision of technical support to collect and collate drainage data and to undertake condition assessment of drainage assets.	30,000
<b>Total Program Estimate</b>			<b>649,000</b>

## Provide and manage *services and infrastructure* for a growing regional city

### 2. Transport - Budget 2009/2012

<b>TRANSPORT</b>				
<b>2008/2009</b>		<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
	<b>OPERATING EXPENSES</b>			
479,230	Staff Costs	511,800	521,230	531,530
277,500	Vehicle, Office & Operating Expenses	270,402	280,500	289,300
3,895,185	Repairs & Maintenance	4,016,882	4,135,965	4,258,260
149,900	Other Expenses	154,300	158,400	162,900
1,022,699	Loan Repayments	957,237	437,929	340,405
10,477,500	Depreciation	10,791,400	11,115,000	11,448,000
<b>16,302,014</b>		<b>16,702,021</b>	<b>16,649,024</b>	<b>17,030,395</b>
	<b>CAPITAL EXPENDITURE</b>			
10,000	Old Easements & Road Matters	10,000	10,000	10,000
100,000	Hogbin Drive Extension	-	-	-
131,000	3 x 3 Program	131,000	131,000	131,000
170,000	Dust Sealing	160,000	165,000	170,000
715,446	Sealed Roads Reseals - Flush Seals	1,110,371	1,390,392	1,418,392
-	Sealed Roads Rehab - Roads to Recovery	-	-	89,000
85,500	Sealed Roads Reseals - Ashphalt	88,000	91,000	94,000
979,000	Sealed Roads Rehabilitation	728,000	750,000	773,000
247,946	Unsealed Roads Gravel Resheeting	232,371	427,000	433,000
426,350	Major Repairs - Timber Bridges	1,303,650	901,000	837,000
46,000	Coldwater Creek Bridge	-	-	-
62,000	Footpaths Major Repairs	64,000	66,000	68,000
277,000	Footpaths Construction	200,000	206,000	212,000
50,000	RTA – P.A.M.P.S.	50,000	50,000	50,000
126,000	Cycleways Construction	110,000	100,000	100,000
32,900	Cycleways Major Repairs	30,000	31,000	32,000
355,000	Timber Bridge - Eves Creek Bridge	-	-	-
295,000	Timber Bridge - Little Nymboida Bridge	-	-	-
11,000	Bus Shelter - New Construction	11,000	11,000	11,000
10,000	Bus Shelter Replacement	10,000	10,000	10,000
15,000	Resealing of Carparks	15,000	15,000	15,000
53,000	Roads Survey/Acquisition	30,000	53,000	53,000
21,000	Roads & Traffic Signs - New	21,000	21,000	21,000
16,000	Traffic Facilities - Local Roads	16,000	16,000	16,000
21,000	Traffic Safety Improvements	21,000	21,000	21,000
250,000	Pacific Hwy/Newmans Rd Traffic Ctrl Sign	-	-	-
21,000	Traffic Infrastructure Improvements	21,000	21,000	21,000
<b>4,527,142</b>		<b>4,362,392</b>	<b>4,486,392</b>	<b>4,585,392</b>
	<b>INCOME</b>			
(2,390,524)	Grants	(1,871,943)	(1,894,592)	(1,922,792)
(232,650)	Fees & Contributions	(160,000)	(127,600)	(131,300)
(2,630)	Fines & Other Income	(500)	(500)	(500)
<b>(2,625,804)</b>		<b>(2,032,443)</b>	<b>(2,022,692)</b>	<b>(2,054,592)</b>
	<b>RESTRICTED EQUITY</b>			
200,000	Transfer to Restricted	-	-	-
(10,432,135)	Transfer from Restricted	(10,741,390)	(11,060,165)	(11,388,260)
<b>(10,232,135)</b>		<b>(10,741,390)</b>	<b>(11,060,165)</b>	<b>(11,388,260)</b>
<b>7,971,217</b>	<b>NET COST</b>	<b>8,290,580</b>	<b>8,052,559</b>	<b>8,172,935</b>

## Provide and manage *services and infrastructure* for a growing regional city

### Works Schedules 2009/2010

<b>TRANSPORT – FLUSH &amp; ASPHALT SEALING PROGRAM</b>		
<b>Local Road</b>	<b>Road Segment</b>	<b>Locality</b>
Moore Street W	Nash St - A/C	Woolgoolga
Mount Brown Rd	Seg 3 Rail Bridge - Jaboh Cl	Rural
Ulong School Lane	Hutchinson St - End	Ulong
Timmsvale Rd	Pine Rd - End Dust seal	Ulong
Wayper Creek Rd	Upper Orara Road - End	Upper Orara
Golden Penda Dr	Tasman St - Lomandra Dr	Corindi
Stefan Cl	Emerald Heights Dr - End	Emerald Beach
Anselmo Cl	Emerald Heights Dr - End	Emerald Beach
Topaz Dr	Emerald Heights Dr - End	Emerald Beach
Hammond Dr	Smiths Rd - Lake Russell Dr	Emerald Beach
Smiths Rd	Start Dust seal - End	Emerald Beach
Beacon Cr	Bream Cl - Taylor Cl	Emerald Beach
Beacon Cr	Marlin Cl - Bream Cl	Emerald Beach
Beacon Cr	Lights St - Marlin Cl	Emerald Beach
Beacon Cr	Taylor Cl - Lights St	Emerald Beach
Island View St	Fiddaman Rd - Fishermans Dr (Sth)	Emerald Beach
Island View St	Fishermans Dr Sth - Fishermans Dr	Emerald Beach
Sare St	Hubbard St - Crabb St	Woolgoolga
Hubbard St	Sare St - Stone St	Woolgoolga
Smails Cl	Hubbard St - End	Woolgoolga
Knox St	SH10 - Nash St	Woolgoolga
Crabbe St	MacKay St - Sare St	Woolgoolga
Kim Close	Turon Parade - End	Woolgoolga
Mclver Lane	Alexander St - Carrington St	Woolgoolga
Bosworth Rd	SH10 - End	Woolgoolga
Landrigan Close	Scarborough St - End	Woolgoolga
Cromer Close	Landrigan Close - End	Woolgoolga
Parker Close	Nightingale St - End	Woolgoolga
Shanahan Close	Parker Close - End	Woolgoolga
McPhee Close	Shanahan Close - End	Woolgoolga
Fawcett St W	Gordon St - South St	Woolgoolga
Gordon St W	River St - Scarborough St	Woolgoolga
Sunset Ave W	SH10 - Start Kerb	Woolgoolga
Melaleuca Ave	Sunset Ave - West	Woolgoolga
Melaleuca Ave	Eastern end - 73m	Woolgoolga
Clear Pl	Melaleuca Ave - End	Woolgoolga
Tomkins Ave	Sunset Ave - End	Woolgoolga

(Continued next page)

**Provide and manage *services and infrastructure* for a growing regional city**

**Works Schedules 2009/2010 (Continued)**

<b>TRANSPORT – FLUSH &amp; ASPHALT SEALING PROGRAM (Continued)</b>		
<b>Local Road</b>	<b>Road Segment</b>	<b>Locality</b>
Haines Cl	Tomkins Ave - End	Woolgoolga
McIntosh Cr	Newmans Rd - End	Woolgoolga
Cedar Tree Crt	McIntosh Cr - End	Woolgoolga
Sassafras Cl	McIntosh Cr - End	Woolgoolga
Carabeen Cl	McIntosh Cr - End	Woolgoolga
Shearer Dr	Newmans Rd - Palmer Rd	Woolgoolga
Norman Cl	Palmer Rd - End	Woolgoolga
Nagle Cl	Palmer Rd - End	Woolgoolga
Bark Hut Rd	SH10 - 575	Woolgoolga
Bark Hut Rd	720 - St Andrews Dr	Woolgoolga
Bark Hut Rd	1220-1806	Woolgoolga
Newton Cl	Palmer Rd - End	Woolgoolga
Howea Court	Bangalow Tce - AC	Toormina
Royal Palm Dr	Lyons Rd - AC	Toormina
Bangalow Tce	Royal Palms Dr - End	Toormina
Playford Ave	Toormina Rd - Newport Cr	Toormina
Tucker Cl	East - West	Toormina
Mills Cl	Carrywell Crs - Tucker Cl	Toormina
Dewing Cl	Carrywell Crs - End	Toormina
Carrywell Cr	Playford Ave - End	Toormina
Bacon Cl	Playford Ave - End	Toormina
McKenna Pl	Playford Ave - End	Toormina
Cavanba Rd	Lady Belmore Dr - Belbowrie Rd	Toormina
Ilex Crt	Harvie Dr - End	Toormina
Kingfisher Cl	Harvie Dr - End	Toormina
Anna Kristina Circ	Linden Ave - Linden Ave	Toormina
Penny Lane	Coxs Lane - Elbow St	Coffs Hbr
Bailey Ave	Joyce St - SH10	Coffs Hbr
Scarba St	Murdock St - Moonee St	Coffs Hbr
Barrie St	Harbour Dr - Victoria St	Coffs Hbr
Hill St	McLean St - Combine St	Coffs Hbr
York St	Arthur St - Columbus Circuit	Coffs Hbr
York St	Columbus Circuit Intersection	Coffs Hbr
Old Coast Rd	Start f/s - Change Seal (2nd coat d/s)	Coffs Hbr
Albany St	Katoomba St - Salamander St	Coffs Hbr
Phillip St	Bultitude St - Prince St	Coffs Hbr
Gordon St (Fibre Dec)	Vernon St - Coffs St	Coffs Hbr

*(Continued next page)*



**Provide and manage *services and infrastructure* for a growing regional city**

**Works Schedules 2009/2010 (Continued)**

<b>TRANSPORT – FLUSH &amp; ASPHALT SEALING PROGRAM (Continued)</b>		
<b>Local Road</b>	<b>Road Segment</b>	<b>Locality</b>
Links Ave	Arden St - Korora Bay Dr	Korora
Woodhouse Rd	Dawn Dr - Parish Cl	Moonee
Wansborough Ave	Moonee Beach Rd - Rushton Ave	Moonee
Rushton Ave	Woodhouse Rd - End	Moonee
Hoys Rd	SH10 South - Bridge	Moonee
Lomandra Dr	Pacific St - End	Corindi
Barber Cl	Sawtell Road - Boambee Bay Resort	Sawtell
Sleeman Ave	A/C - End	Coffs Hbr
Park Beach Plaza Ent Nth	Arthur Street - End	Coffs Hbr
Park Beach Plaza Ent Sth	Park Beach Road - End	Coffs Hbr
Courtney Cl	Hobbs Cres - End	Toormina
Durie St	Hamey Close - End	Toormina
Anderson St	Hobbs Cres (east) - Hobbs Cres (west)	Toormina
Anderson St	Hobbs Cres (west) - End	Toormina
Hobbs Cres	Anderson St - Anderson St Nth	Toormina
Scott Cl	Hobbs Cres - End	Toormina
Newcastle Dr	410M - End	Toormina
Combine St	From Grafton St to Elizabeth St	Coffs Hbr
Albany St	End R'about Earl St -Start R'about Gordon St	Coffs Hbr
Howard St	Barrie St to Service Road	Coffs Hbr
Howard St	End of Service Rd - Race Course Ent	Coffs Hbr
Howard St	Service Rd - End of kerb	Coffs Hbr
Hamey Cl	Durie Close - End	Toormina
Hamey Cl	Hobbs Cres - Durie Cl	Toormina
Andrew Close	Ocean St - End	Corindi
Bayldon Rd	From Golf Club Entry to Lyons Rd (Nth)	Sawtell
Beach St	River St - Short St	Woolgoolga
Blackadder Rd	Pacific Highway - End Bitumen	Corindi
Boundary St	Beach St	Woolgoolga
Bushmans Range Rd	MR 120 To 20	Lowanna
Camp Creek Rd	Moleton Rd - 20	Lowanna
Collins Lane	Orlando St - : Edgar St (Oval)	Coffs Hbr
Corfes Rd	MR 120 - 12.9	Ulong

*(Continued next page)*

**Provide and manage *services and infrastructure* for a growing regional city**

**Works Schedules 2009/2010 (Continued)**

<b>TRANSPORT – FLUSH &amp; ASPHALT SEALING PROGRAM (Continued)</b>		
<b>Local Road</b>	<b>Road Segment</b>	<b>Locality</b>
Corindi Park	Change Seal - cul-de-sac	Corindi
Corindi Park	Coral St - Change Seal	Corindi
Daniels Rd	MR 120 - 20m	Coramba
Dunn Pl	Wills St To : End	Coffs Hbr
East St	Fourth Ave - Honeysuckle St	Sawtell
Jarrett St	Start A/C (behind Mobil)	Coffs Hbr
Fourth Ave	Boronia St - Second Ave	Sawtell
Unnamed laneway	End Dust Seal - Camperdown St	Coffs Hbr
Lower Bucca Rd	6220 - 7218	Rural
Lower Bucca Rd	7485 - 8503	Rural
Lower Bucca Rd	11584 - 11714	Rural
Ocean View Cr	Fiddaman Rd West -Flagstaff Ave	Emerald Beach
Lights St	Beacon Cr (West) - Beacon Cr (East)	Emerald Beach
Dammerel Cr	Fiddaman Dr - Semaphore St	Emerald Beach
Dammerel Cr	Semaphore St - Signal St	Emerald Beach
Dammerel Cr	Signal St - start Dust seal	Emerald Beach
Bluff Rd	Fiddaman Rd - Beacon Cr	Emerald Beach
Bluff Rd	Beacon Cr – End	Emerald Beach
Flagstaff Ave	Fiddaman Rd - Ocean View Cr	Emerald Beach
Island Loop Sth	143 - 600 (Seg 1)	Upper Orara
Island Loop Sth	Fridays Ck Rd - 508	Upper Orara
Island Loop Sth	713 – 882	Upper Orara
Island Loop Sth	985 -	Upper Orara
AC Resurfacing	Various locations within LGA	
Surface preparation - Crack Sealing	Various locations within LGA	
<b>Total Program Estimate: \$1,198,371</b>		

**Provide and manage *services and infrastructure* for a growing regional city**

Works Schedules 2009/2010 (Continued)

<b>TRANSPORT – ROAD REHABILITATION PROGRAM</b>			
<b>Road</b>	<b>Location</b>	<b>Locality</b>	<b>Length (m)</b>
Council Funded			
Rehab Investigations	Various	Various	NA
Holding Treatments	Various Locations (20)	Various	NA
Joyce Street	Pedestrian Crossing	Coffs Hbr	40
Mount Browne Road	MR 151 - Mt Bishop Road	Coffs Hbr	90
Mount Browne Road	695 - 837 Bridge	Coffs Hbr	147
Middle Boambee Rd	Wedds Rd - 80m (at culvert)	Bonville	80
Hurley Dr/Ray McCarthy Dr Estate	Rehab at selected locations	Coffs Hbr	590
Wingara Dr/Cook Dr Estate	Rehab at selected locations	Coffs Hbr	562
Lower Bucca Road	Seg 3 625 - Old Bucca Road (part Council funded)	Moonee	760
<b>Total Program Estimate: \$728,000</b>			

<b>TRANSPORT – GRAVEL ROADS RESHEET PROGRAM</b>				
<b>Road</b>	<b>Segment</b>	<b>Locality</b>	<b>Areas</b>	<b>Estimated Cost (\$)</b>
Timmsvale Road	Selected areas	Ulong	2000	24,500
Sherwood Creek Road	Selected areas	Upper Corindi	1500	18,200
Moleton Road	Selected areas	Lowanna	1500	18,200
Thorntons Road	Selected areas	Coramba	3000	36,500
Gleniffer Road	Selected areas	Bonville	3000	36,500
Camp Creek	Selected areas	Lowanna	3000	36,500
Red Ridge Rd	Selected areas	Upper Corindi	1500	23,600
Duffus Rd	Selected areas	Upper Corindi	2150	25,500
<b>Total (Council Funded)</b>				<b>201,000</b>
Red Ridge Rd	Selected areas	Upper Corindi	1500	12,800
Red Range Road	Selected areas	Upper Corindi	1500	18,571
<b>Total (Roads to Recovery Funded)</b>				<b>31,371</b>
<b>Total Program Estimate</b>				<b>232,371</b>

Provide and manage *services and infrastructure* for a growing regional city

Works Schedules 2009/2010 (Continued)

TRANSPORT – DUST SEAL PROGRAM					
Road Name	Segment Name	Locality	Length (m)	Area (m <sup>2</sup> )	Estimate (\$)
Old Coast Road	Reservoir - 1360 Sth	Sapphire	236	1416	50,000
Old Coast Road	1360 - 1596 Sth	Sapphire	236	1416	50,000
Old Coast Road	1596 - 1832 Sth	Sapphire	236	1416	50,000
McClellands Road	Lower Bucca Rd-200, 1700-1950.	Bucca	150	810	10,000
<b>Total Program Estimate</b>					<b>160,000</b>

TRANSPORT – ROAD BRIDGE REPLACEMENT & REPAIR PROGRAM			
Project	Council Funding (\$)	Roads to Recovery Funding (\$)	Estimate (\$)
Major Repairs	30,000		30,000
Investigations	45,000		45,000
Houlahans Bridge	688,650		688,650
Longs Bridge	9,350	220,650	230,000
Finlays Bridge		140,000	140,000
Mount Coramba Bridge		170,000	170,000
<b>Total</b>	<b>773,000</b>	<b>530,650</b>	<b>1,303,650</b>

**Provide and manage *services and infrastructure* for a growing regional city**

Works Schedules 2009/2010 (Continued)

<b>TRANSPORT – FOOTPATH CONSTRUCTION PROGRAM</b>			
<b>Project/Road</b>	<b>Section</b>	<b>Locality</b>	<b>Estimate (\$)</b>
Gale St	Completes link from school to town centre	Coramba	20,000
Waterloo St	Queen St to Nightingale St - East to west extension from school - Integrated with proposed roadworks	Woolgoolga	25,000
High St	Connection from Woolgoolga retirement village to shared path	Woolgoolga	10,000
Lindsays Rd	Near vicinity of school towards McAlpine Way on South Side	Boambee	20,000
Nelson St	Carrington St to Queen St	Woolgoolga	15,000
Queen St	Nelson St to Waterloo St	Woolgoolga	8,000
Fourth Ave	Second Ave to Boronia St	Sawtell	26,000
Newmans Rd	SH10@ bridge along Woolgoolga Ck towards Newmans Rd	Woolgoolga	30,000
Reserve near Park Beach Plaza	Access from San Francisco Ave	Park Beach	13,000
Graham Dr	Vicinity of school	Sandy Beach	33,000
<b>Total Program Estimate</b>			<b>200,000</b>

<b>TRANSPORT – CYCLEWAYS CONSTRUCTION PROGRAM</b>			
<b>Project</b>	<b>Council Funding (\$)</b>	<b>Proposed Grant Funding (\$)</b>	<b>Estimate (\$)</b>
Diggers Beach Rd to Charlesworth Bay Drive (Stage 1)	55,000	55,000	<b>110,000</b>

**Provide and manage *services and infrastructure* for a growing regional city.**

**3. Water and Sewerage - Budget 2009/2012**

<b>WATER &amp; SEWERAGE</b>				
<b>2008/2009</b>		<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
	<b>OPERATING EXPENSES</b>			
1,756,000	Staff Costs	1,957,900	2,005,800	2,054,900
545,300	Vehicle, Office & Operating Expenses	512,250	512,000	527,300
3,893,825	Water - Maintenance Operating Expenses	4,087,400	4,209,525	4,335,800
3,630,000	Sewer - Maintenance Operating Expenses	3,742,800	3,782,000	3,893,900
2,900,000	Sewer - Treatment Works	2,987,000	3,075,600	3,167,900
3,533,850	Contributions	3,947,078	4,043,500	4,161,300
156,400	Other	243,700	193,000	197,600
14,050,925	Water - Loan Repayments	14,032,475	13,247,982	13,075,264
15,664,640	Sewer - Loan Repayments	15,645,800	15,477,662	15,764,039
1,998,200	Water - Depreciation	2,058,100	2,119,800	2,183,400
3,605,000	Sewer - Depreciation	3,713,200	3,824,600	3,939,300
<b>51,734,140</b>		<b>52,927,703</b>	<b>52,491,469</b>	<b>53,300,703</b>
	<b>CAPITAL EXPENDITURE</b>			
5,000	Sewer - Equipment Acquisition	5,000	5,000	5,000
2,500,000	Sewer - Wlga Treatment Works Upgrade	1,500,000	-	-
23,000,000	Sewer - Coffs Hbr Treatment Wks Upgrade	-	-	-
2,000,000	Sewer - Deep Sea Release Point	20,000,000	7,500,000	-
6,350,000	Sewer - Reclaimed Water Pipeline	5,500,000	4,000,000	-
350,000	Sewer - Effluent Reuse Works	300,000	-	-
600,000	Sewer - Sewer Rehabilitation	1,000,000	1,000,000	1,000,000
40,000	Sewer - Telemetry	100,000	100,000	100,000
40,000	Sewer - Minor Sewer Extensions	40,000	40,000	40,000
860,000	Sewer - Mech Equip & Pump Stat Upgrade	1,500,000	1,500,000	1,500,000
50,000	Sewer - Minor Treatment Works	50,000	50,000	50,000
40,000	Sewer - New Plant & Equipment	40,000	40,000	40,000
25,000	Sewer - New Vehicles	25,000	25,000	25,000
500,000	Sewer - S64 Trunk Sewer Main The Lakes	525,000	515,000	515,000
-	Sewer - Corindi 150mm Rising Main S64	180,000	-	-
11,000	Water - Equipment Acquisition	7,000	7,200	7,400
2,624,700	Water - Retic Mains from Strategy S64	500,000	600,000	600,000
250,000	Water - Mains Renewal	250,000	250,000	250,000
50,000	Water - Mains Extension	50,000	50,000	50,000
-	Water - Reservoirs	1,857,000	250,000	1,550,000
27,000,000	Water - Karangi Water Treatment Plant	-	-	-
272,900	Water - Service Connections	281,000	289,400	298,100
40,300	Water - Minor Plant	41,500	42,700	44,000
25,000	Water - New Plant/Vehicles Upgrade	25,000	25,000	25,000
120,000	Water - Telemetry Equip & Meters	150,000	50,000	50,000
100,000	Water - Metering & Backflow	150,000	-	-
40,000	Water - Minor Works	20,000	20,000	20,000
5,000	Water - Easements	5,000	5,000	5,000
150,000	Water - Bark Hut Pump Station	-	-	-
25,000	Water - Network Analysis	25,000	15,000	15,000
15,000	Water - Asset Management System	15,000	-	-
60,000	Water - Chlorine Plant Boambee Reservoirs	-	-	-
30,000	Water - Coramba Reservoir - Power	-	-	-

(Continued next page)

Provide and manage *services and infrastructure* for a growing regional city.

3. Water and Sewerage - Budget 2009/2012 (Continued)

<b>WATER &amp; SEWERAGE</b>				
2008/2009		2009/2010	2010/2011	2011/2012
	<b>CAPITAL EXPENDITURE</b> (Continued)			
-	Water - Coramba Water Main	750,000	750,000	-
-	Water - RHBT to WTO Fibre Optic	50,000	-	-
-	Water - Mains H'Way Upgrade Sapphire to Wlga	300,000	-	-
4,000,000	RWS - Construction Dam & Access Road	-	-	-
27,000	RWS - Environmental Management	-	-	-
627,000	RWS - Project Management	-	-	-
39,000	RWS - Project Office	-	-	-
285,000	RSW - Legal	-	-	-
<b>71,871,900</b>		<b>35,241,500</b>	<b>17,129,300</b>	<b>6,189,500</b>
	<b>INCOME</b>			
(3,025,000)	Grants	(2,601,500)	(907,500)	-
(4,380,000)	Interest	(2,120,000)	(1,361,000)	(960,000)
(3,109,500)	Fees & Contributions	(3,105,900)	(3,257,600)	(3,459,300)
(20,659,252)	User Charges	(23,488,700)	(24,499,300)	(26,086,000)
(10,500,000)	Water Sales	(10,352,000)	(10,758,000)	(11,631,000)
(13,200)	Rental Income	(13,600)	(14,000)	(14,400)
(82,359,270)	Loan Funds	-	-	(2,500,000)
(86,680)	Other	(61,400)	(63,230)	(65,260)
<b>(124,132,902)</b>		<b>(41,743,100)</b>	<b>(40,860,630)</b>	<b>(44,715,960)</b>
	<b>RESTRICTED EQUITY</b>			
88,189,270	Transfer to Restricted	3,700,000	3,586,000	6,070,000
(74,431,200)	Transfer from Restricted	(38,103,300)	(21,864,600)	(12,001,700)
<b>13,758,070</b>		<b>(34,403,300)</b>	<b>(18,278,600)</b>	<b>(5,931,700)</b>
<b>13,231,208</b>	<b>NET COST</b>	<b>12,022,803</b>	<b>10,481,539</b>	<b>8,842,543</b>

**Ensure *Council's organisation* is responsive, effective, innovative and sustainable**

**Strategic Plan 2009/2012**

**Aim:** Through innovative resource management, ensure that Council's organization is effective in delivering the best and most-affordable service to the community in a rapidly changing environment.

**Desired Outcomes:**

- Skilled, proud and respected workforce
- Cohesive and inclusive decision-making process
- Council as a corporate leader
- Increased funding base
- Reduced reliance on rate income to deliver enhanced services and facilities

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Enhance Council as a corporate leader.</b>	Systems, processes and organisational infrastructure maintained at or above best practice standards.	<p>Compliance with legislative requirements.</p> <p>Council business conducted at or above industry best practice standard.</p> <p>Communicate and consult with the community.</p> <p>Develop a Corporate program to implement sustainability assessment in all Council processes.</p> <p>Ongoing implementation of Information Technology Strategy.</p> <p>Council Recognised as a Technology Leader.</p> <p>Implementation of Water, Wastewater and Trade Waste charging strategy.</p>



**Ensure *Council's organisation* is responsive, effective, innovative and sustainable**

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Ensure Council cost-effectively delivers quality services.</b>	Ensure a philosophy and culture of continuous improvement is maintained by all staff to seek opportunities to more effectively deliver services, increase productivity, seek other income sources, and maximise efficiencies.	Ongoing implementation of Organisation Review strategies.
		Demonstrated improvement in business processes and outcomes.
		Reinforce Customer Focus.
		Provide effective, up-to-date financial information and reports to the organisation.
<b>Ensure effective resource management for staff and customers</b>	Manage Human Resources in accordance with changing workplace demographics.	Implement the User Pays principle through Council's Fees and Charges, Developer Contributions Plans and other income sources.
		Ongoing implementation of the Integrated Management System.
		Ongoing implementation of Council's <i>Human Resources Strategic Plan</i> .
		Accommodation provided for all current staff.
	Implementation of Council's short- and medium-term accommodation requirements	

Ensure *Council's organisation* is responsive, effective, innovative and sustainable

Key Objectives	Strategies	Indicators
Expand Council's income base through business activity.	Identify and investigate business opportunities, including the expansion of existing commercial operations and possible new private partnerships.	<p>Implementation of <i>Airport Business Plan</i>:</p> <ul style="list-style-type: none"> <li>• Percentage of return to Council from airport.</li> <li>• Increase in level of airport related business.</li> <li>• Enhance airport as a sustainable, best practice operation.</li> </ul> <p>Implementation of <i>Caravan Parks Business Plan</i>:</p> <ul style="list-style-type: none"> <li>• Percentage of increase in caravan parks returns.</li> <li>• Level of re-investment in caravan parks infrastructure.</li> <li>• Availability of funds for the management of the reserves system.</li> </ul> <p>Implementation of <i>Environmental Laboratory Business Plan</i>:</p> <ul style="list-style-type: none"> <li>• Increase in NATA Accredited service provision</li> <li>• New income generated.</li> <li>• Service quality in accordance with NATA guidelines.</li> </ul> <p>Develop and implement <i>Coffs Harbour International Stadium Business Plan</i>:</p> <ul style="list-style-type: none"> <li>• Percentage of increase in stadium returns.</li> <li>• Increase in level of stadium-related business.</li> </ul> <p>Implementation of <i>Coffs Harbour Visitor Information Centre Business Plan</i>:</p> <ul style="list-style-type: none"> <li>• Increase in visitor enquiries to VIC</li> <li>• Increase in sales via VIC</li> <li>• Increase in commercialisation of VIC operations.</li> </ul>

Ensure ***Council's organisation*** is responsive, effective, innovative and sustainable

<b>Key Objectives</b>	<b>Strategies</b>	<b>Indicators</b>
<b>Expand Council's income base through business activity.</b> <i>(Continued)</i>	Identify and investigate business opportunities, including the expansion of existing commercial operations and possible new private partnerships. <i>(Continued)</i>	Implementation of <i>Coffs Harbour City Council Property Business Plan</i> .  Implementation of <i>Coffs Harbour Water Business Plans</i> : <ul style="list-style-type: none"> <li>• Delivery of effective, efficient and sustainable water and wastewater services for the Coffs Harbour region.</li> </ul>
		Opportunities reviewed. New private partnerships established.
<b>Foster relationships with the government and the private sector, to secure additional funding sources.</b>	Lobby State and Federal governments and the Commonwealth Local Government Forum for funding of infrastructure, research and services.	Nature and estimated value of funding sourced and secured.
	Actively lobby State and Federal governments to assist local government to be adequately and independently funded. Foster relationships and partnerships with business and the private sector.	Delivery of Council programs at lowest reasonable cost to ratepayers.  Additional funding sourced through the establishment of new alliances, sponsorships and corporate partnering established.
	Assist community agencies to secure funding for projects to advance Coffs Harbour.	Additional projects initiated.

## **Ensure *Council's organisation* is responsive, effective, innovative and sustainable**

### **Organisational Support Services**

#### **Executive**

Council Meetings, Support for Elected Members, Public Relations, Naturalisation, Regional Cooperation, Policy Communication, Media Liaison, Management Planning, Annual Reporting, International and National Business Liaison (incorporating Sister Cities and Private Investment).

#### **Governance**

Legislation and Policy, Governance Coordination & Review, Legal Services, Risk Management – Liability, Professional Indemnity Exposure, Property and Asset Protection Coordination, Fraud Prevention Program, Claims Management, Internal Audit.

#### **Administration**

Coffs Information Management System (CIMS) – ongoing, Disposal Programs, Customer Request Management System, Administration, , Council and Committees Coordination, Road Naming, Telephony, Printing, Public Access to information and FOI, Customer Request Management System, Customer Assistance (payment, applications etc), Purchasing of Goods and Services, Supply of Internal Stores, Disposal Programs, Local Emergency Management Committee, Information Management System.

#### **Financial Services**

Financial Advice and Reporting on Specific Issues, Forward Financial Planning, Management Planning Financials, Management of Ledgers and Bank Accounts, Preparation of Annual Financial Reports and Returns, Annual Loan Borrowing Program, Payment for the Supply of Goods and Services, Management of Debtor System, Water Billing and Rating Systems, Investment Portfolio Management, Accounting for Grants, Quarry Accounting, Plant Contracts Payment, Financial Software Administration, Annual Review of Water and Sewerage Augmentation Plans, Funds Resourcing, Pricing Policy, Fees and Charges, Australian Bureau of Statistics (ABS) Annual Financial Return, GST Administration Environmental Levy administration, Asset Accounting, Plant Administration, FBT Administration, External Audit of Section 355 Management Committees, Asset Management.

#### **Program Support**

Annual Budget Preparation, Monthly Budget Review, Quarterly Performance Report, Quarterly Operational Plan Report, Environmental Levy Accounting, Developer Contributions Accounting, Sourcing Grants and Other Funds, Grants Commission Return.

#### **Human Resources**

Strategic Management, Organisation Development, Human Resource Management, Salary and Wages Administration, Council Pay Policy and Agreements (productivity-based), Recruitment and Selection, Equal Employment Opportunity, Workplace Learning & Development, Occupational Health & Safety, Injury Prevention, Injury Management, Rehabilitation, WC Administration, Administration.

## Ensure *Council's organisation* is responsive, effective, innovative and sustainable

### Organisational Support Services (Continued)

#### Information Services

Computer solutions including hardware maintenance, software support and process improvement; evaluation of new technology and systems; computer system security; Special IT projects; data manipulation and reporting; information analysis; collection, maintenance and provision of spatial information; school education projects; entrepreneurial activities (Conference bidding, organisation and hosting).

#### Income Base Services

- *Valuation, Commercial and Property Services* - Real estate feasibility studies, real estate development, land acquisition and disposal, valuation services, commercial leasing, asset management.
- *Coffs Harbour Regional Airport* – Ensure facilities and equipment are planned, constructed, installed and maintained in accordance with the Manual of Standards inc: runways, taxiways, parking apron & lighting; safeguard its operations, including personnel, assets and infrastructure, against unlawful interference to aviation; regular public transport operations,; general aviation operations; charter/military aircraft operations; bird & animal hazard management; administer/monitor ASIC; prepare, maintain and monitor manuals that regulate operations; management and maintenance of buildings/facilities; administer/audit airport key and proximity card system.
- *Environmental Laboratory* - Drinking water monitoring, technical advice regarding water quality management and alternative sources, wastewater sediments and biosolids monitoring, monitoring water quality of reservoirs, dams, rivers, creek, bores and coastal waters, NATA proficiency testing programs and other quality control programs, E Coli testing in oyster meats, instrument calibration and maintenance.
- *State Park operations* - Park Beach Holiday Park, Sawtell Caravan Park, Woolgoolga Beach Caravan Park, Woolgoolga Lakeside Caravan Park, Jetty Foreshore leases and licensing.

Ensure *Council's organisation* is responsive, effective, innovative and sustainable

1. Organisational Support - Budget 2009/2012

<b>ORGANISATIONAL SUPPORT</b>				
<b>2008/2009</b>		<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
	<b>OPERATING EXPENSES</b>			
6,376,200	Staff Costs	6,954,950	7,129,400	7,339,700
2,638,190	Vehicle, Office and Operating Costs	2,808,934	2,838,600	2,888,800
553,000	Repairs and Maintenance	575,250	586,700	598,400
244,360	Members Expenses	251,700	256,700	261,800
-	Councillors Discretionary Amount	325,000	-	-
170,500	Contribution to NSW Fire Service	396,850	404,800	412,900
2,100	Other Contributions	3,000	3,100	3,200
329,700	Election Expenses	-	-	-
677,600	Other	505,050	505,600	516,300
1,112,600	Depreciation	1,145,600	1,179,700	1,214,800
<b>12,104,250</b>		<b>12,966,334</b>	<b>12,904,600</b>	<b>13,235,900</b>
	<b>CAPITAL EXPENSES</b>			
27,000	Office Equipment and Fitouts	62,000	27,000	27,000
276,000	Computer Hardware & Software	329,500	320,000	320,000
65,000	Software Consultancies	65,000	20,000	20,000
60,000	Asset Management Software	-	-	-
5,000	Software Acquisition	4,000	5,000	5,000
-	Optical Fibre Cabling	50,000	-	-
-	Disaster Recovery Site - Initial Setup Costs	10,000	-	-
<b>433,000</b>		<b>520,500</b>	<b>372,000</b>	<b>372,000</b>
	<b>INCOME</b>			
(3,807,935)	Fees & Contributions	(4,766,953)	(4,875,080)	(5,018,280)
(476,190)	Other	(649,603)	(613,263)	(589,917)
<b>(4,284,125)</b>		<b>(5,416,556)</b>	<b>(5,488,343)</b>	<b>(5,608,197)</b>
	<b>RESTRICTED EQUITY</b>			
398,680	Transfer to Restricted	423,804	381,587	379,262
(1,448,600)	Transfer from Restricted	(1,649,400)	(1,588,300)	(1,647,900)
<b>(1,049,920)</b>		<b>(1,225,596)</b>	<b>(1,206,713)</b>	<b>(1,268,638)</b>
<b>7,203,205</b>	<b>NET COST</b>	<b>6,844,682</b>	<b>6,581,544</b>	<b>6,731,065</b>

Ensure *Council's organisation* is responsive, effective, innovative and sustainable

2. Income Base - Budget 2009/2012

<b>INCOME BASE</b>				
<b>2008/2009</b>		<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
<b>OPERATING EXPENSES</b>				
592,300	Staff Costs	551,000	598,200	616,200
1,268,350	Vehicle, Office and Operating Costs	1,263,287	1,301,200	1,340,300
567,100	Repairs & Maintenance	564,525	579,100	594,100
300,000	IT Conference Expenses	300,000	300,000	300,000
496,715	Other	569,070	642,000	693,100
40,000	Lab Equipment	50,000	40,000	40,000
1,030,000	Depreciation	1,060,900	1,092,700	1,125,500
<b>4,294,465</b>		<b>4,358,782</b>	<b>4,553,200</b>	<b>4,709,200</b>
<b>CAPITAL EXPENDITURE</b>				
<b>INCOME</b>				
(6,208,275)	Grants	(6,206,100)	(6,392,000)	(6,584,000)
(107,500)	Fees & Contributions	(82,700)	(82,900)	(83,100)
(4,723,000)	User Charges	(4,591,208)	(5,045,500)	(5,152,500)
(1,147,831)	Rental & Lease Income	(923,877)	(932,050)	(950,790)
(26,226,500)	Rate Income	(28,223,304)	(29,422,000)	(30,673,000)
(1,283,000)	Interest Income	(880,000)	(900,000)	(920,000)
(499,000)	IT Conference Income	(540,000)	(485,000)	(485,000)
(250,000)	Efficiency Savings	-	-	-
(1,597,800)	Dividends	(744,798)	(767,200)	(789,500)
(381,600)	Other	(380,400)	(391,700)	(403,300)
<b>(42,424,506)</b>		<b>(42,572,387)</b>	<b>(44,418,350)</b>	<b>(46,041,190)</b>
<b>RESTRICTED EQUITY</b>				
853,900	Transfer to Restricted	1,766,342	2,064,860	2,075,525
(1,861,721)	Transfer from Restricted	(1,808,900)	(1,189,100)	(1,757,500)
<b>(1,007,821)</b>		<b>(42,558)</b>	<b>875,760</b>	<b>318,025</b>
<b>(39,137,862)</b>	<b>NET COST</b>	<b>(38,256,163)</b>	<b>(38,989,390)</b>	<b>(41,013,965)</b>

## Three Year Forward Financial Plan

	<b>2009 / 2010</b>		
<b>STRATEGIC DIRECTION</b>	<b>Income</b>	<b>Expenditure</b>	<b>Net Cost</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>General Account</b>			
Liveable City	849,982	4,479,114	(3,629,132)
Business Environment	2,257,800	6,782,918	(4,525,118)
Cultural & Community Development	1,487,205	7,158,022	(5,670,817)
Unique Environment	19,425,323	20,940,988	(1,515,665)
<b>Services &amp; Infrastructure</b>			
City Infrastructure	20,801,681	29,694,989	(8,893,308)
Transport	12,773,833	21,064,413	(8,290,580)
Water & Sewerage	79,846,400	91,869,203	(12,022,803)
Organisational Support & Income Base	51,447,243	20,035,762	31,411,481
<b>Totals</b>	<b>188,889,467</b>	<b>202,025,409</b>	<b>(13,135,942)</b>
<b>Estimated (Deficit)/Surplus</b>			<b>(13,135,942)</b>
<b>Per L/I Summary</b>			
		General	1,113,139 (D)
		Water	6,796,677 (D)
		Sewer	5,226,126 (D)



### Three Year Forward Financial Plan

2010 / 2011			2011 / 2012		
Income	Expenditure	Net Cost	Income	Expenditure	Net Cost
\$	\$	\$	\$	\$	\$
871,961	4,577,402	(3,705,441)	895,093	4,663,951	(3,768,858)
2,356,900	6,224,562	(3,867,662)	2,345,200	6,628,305	(4,283,105)
1,505,650	7,379,308	(5,873,658)	1,543,550	7,587,432	(6,043,882)
19,211,813	20,755,913	(1,544,100)	18,516,831	20,101,131	(1,584,300)
18,159,406	27,825,513	(9,666,107)	18,725,307	28,677,078	(9,951,771)
13,082,857	21,135,416	(8,052,559)	13,442,852	21,615,787	(8,172,935)
62,725,230	73,206,769	(10,481,539)	56,717,660	65,560,203	(8,842,543)
52,684,093	20,276,247	32,407,846	55,054,787	20,771,887	34,282,900
170,597,910	181,381,430	(10,783,520)	167,241,280	175,605,774	(8,364,494)
		<b>(10,783,520)</b>			<b>(8,364,494)</b>
	General	301,981 (D)	General	-478,049 (S)	
	Water	5,635,527 (D)	Water	4,665,904 (D)	
	Sewer	4,846,012 (D)	Sewer	4,176,639 (D)	

## Related Policies

### Variation to General Income – Rate Pegging Increase

The Management Plan incorporates an increase of 3.5% in Ordinary Rate income for 2009/2010, approved under the NSW Government's rate-pegging legislation.

### New Land Valuations for 2009/2010

In early 2009, the Valuer General supplied Council with new land valuations of all land within the Coffs Harbour local government area. The valuations have a base date of 1 July 2008 and will be used for rating purposes for a three-year period commencing 1 July 2009.

Council's overall valuation base has risen from approximately \$5.844 billion to \$6.248 billion, an increase of 6.9%. The land valuation increases (on average) within each rating category are as follows:

- Residential 3.96%
- Farmland 14.08%
- Business 20.26%
- City Centre Business 40.00%

It is important to note that the new land valuations do not produce increased rate income (above the rate pegging increase) but do change the distribution of the rate burden.

### Rates and Charges Structure for 2009/2010

Due to the new land valuations, a review of Council's rating structure for 2009/2010 was undertaken.

The rates structure detailed in this Management Plan maintains the same percentage of rate yield contributed (collectively) by both the Residential / Farmland and Business sectors to those levels from 2008/2009.

This structure endeavours to reduce the impact on a number of ratepayers who would otherwise be significantly disadvantaged by rate increases associated with the new valuations.

Council applies a base amount and a rate in the dollar (ad valorem rate) on the land value for Residential and Farmland rates.

Council applies the ad valorem rate with minimum system for the Business Rate and the City Centre Business Rate.

The Environmental Rate is calculated with a base amount to raise approximately 50% of the levy with the balance raised as an ad valorem rate applied to land values. The purpose of the Environmental Levy is to fund environmental works, and it is levied on all rateable land.

A charge structure applies to water, sewerage, stormwater, trade waste and waste management charges.

## Related Policies

### Water Services

Charges for Water Services are in accordance with the Pricing Policy mandated by the NSW State Government and implemented by Council from 1 July 2006. The fourth year of the five-year phasing-in period commences on 1 July 2009.

In accordance with the State Government's Pricing Policy, water usage charges for residential properties are based on a number of "steps". Step 1: usage at \$2.14 per kilolitre, for usage less than 1 kilolitre per day; Step 2: \$3.00 per kilolitre for usage in excess of 1 kilolitre per day.

The pricing Policy dictates that Water Access Charges are raised according to the number and size of water meters. The charges for 2009/2010 vary from \$124 for a 20mm meter to \$9,969.60 for a 200mm meter.

### Sewerage Services

Charges for Sewerage Services are also in accordance with the Pricing Policy mandated by the NSW State Government.

The policy has a User Pays focus. Non-Residential properties, using Government guidelines, have a Sewer Discharge Factor (SDF) determined which represents the percentage of water each is estimated to dispose of into the sewerage system. Using this SDF, a sewerage usage charge will be included with the 'Water Services Account' issued each quarter.

Business properties are also charged a Sewer Access Charge relative to the number and size of water meters and the SDF determined for the property. This charge is part of the annual rate notice.

Residential properties are charged a flat sewer access charge which is part of the annual rate notice.

### Water and Sewerage Funds

In relation to the Water and Sewerage Funds, Council is nearing the end of a major program of capital works. Over the past five years (and inclusive of about \$36.0m in sewerage works to be completed over the next two years), about \$308m in projects will have been completed. This includes:

- |  |       |
|--|-------|
| ▪ Water Filtration Plant   | \$59m |
| ▪ Coffs Harbour Reclamation Plant  | \$96m |
| ▪ Regional Water Supply Scheme   | \$80m |
| ▪ Reclaimed Water Transfer Mains   | \$13m |
| ▪ Woolgoolga Reclamation Plant   | \$16m |
| ▪ Sawtell Sewer Trunk Main, Pump Station and Treatment Plant Decommissioning | \$26m |
| ▪ Deep Sea Release   | \$18m |

## **Related Policies**

### **Water and Sewerage Funds** *(Continued)*

This unprecedented program has been funded by a combination of loan funds, developer contributions, reserve funds and grants. Loan funds have been the major source, with \$221m borrowed over five years.

Council, throughout the capital works program, has been mindful of maintaining reasonable increases in Water and Sewerage annual rates and charges. Cash and reserve funds are being used to fund annual deficits until loan repayments reduce (as older loans mature) and operational income meets operational expenditure. The 2009/2010 budgets provide for a deficit of \$5.2m in the Sewerage Fund and \$6.8m in the Water Fund.

Increases in annual rates and charges have been held to a maximum of 5% for many years. This has increased to 9% in 2009/2010, resulting from additional operating costs as projects come on line, loan repayments reach their maximum, investment income is reduced and community restraint slows the usage of water. It is expected that annual increases will reduce with 3% built into the forecast budgets for 2010/2011.

### **Trade Waste Services**

The second year of the three-year phasing-in period of the new Trade Waste Pricing Policy also commences on 1 July 2009.

Non-residential properties that discharge trade waste into Council's sewer incur usage charges based on the category and volume of waste discharged into the sewerage system.

Non-Residential properties have been inspected and, using Government guidelines, each trade waste generator has been categorised into a charging category.

The estimated volume of trade waste disposed into the sewerage system has been determined and a Trade Waste Discharge Factor (TWDF) applied to relevant water services. Using this TWDF, a trade waste usage charge will be included with the 'Water Services Account' issued each quarter for applicable non-residential properties.

Business properties are also charged a trade waste annual charge based on the number of trade waste generators present on the property. This charge is part of the annual rate notice.

### **Stormwater Management Service Charge**

The Government, recognising the backlog of necessary stormwater management works, has made amendments to the Local Government Act to allow councils to raise a Stormwater Management service charge on occupied land in urban areas.

Funds that are raised via this charge are not to be used to replace previous stormwater work funding levels but are to add to those and fund additional works.

These funds will provide some \$640,000 to accelerate Council's program of stormwater management works across its urban areas.

Ratepayers with a house will pay \$25.00 per annum and unit owners \$12.50 per annum. Business properties will pay according to a charge structure based on impervious land area.

## **Related Policies**

### **City Centre Business Rate**

In 2001, Council established a City Centre Business Rate to assist Council in repaying a loan to fund the City Centre Redevelopment. The NSW Minister for Local Government approved the rate for 12 years. The rate is paid by CBD property owners.

The City Centre has benefited from the redevelopment through the revitalisation of the area as a vibrant regional retail centre. This has enhanced the value of the investment of both owners and Business operators.

### **Pensioner Rebates**

Rebates are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges. These rebates are as follows:

- 50% of ordinary rates up to a \$250.00 maximum rebate.
- 50% of water charges up to a maximum \$87.50 rebate.
- 50% of sewerage access charges up to a maximum \$87.50 rebate.
- 50% of domestic waste charges up to a maximum \$87.50 rebate.
- 50% of environmental levy.

## Related Policies

### Impact on Residential Ratepayers

With a 3.5% rate variation, a typical residential ratepayer can expect a total rate increase - including annual and usage charges - of approximately \$134.95 per annum (or \$2.60 per week), which is a 5.7% increase from 2008/2009.

In this instance, the impact upon the typical residential ratepayer's rate notice and annual water usage accounts is as follows:

Rates & Charges	2008/2009	2009/2010	Increase	
	\$	\$	Amount (\$)	%
Residential Ordinary Rate	847.69	872.91	25.22	3.0
Environmental Levy	34.27	35.00	0.73	2.1
Sewerage Access Charge	630.00	676.00	46.00	7.3
Water Access Charge	113.00	124.00	11.00	9.7
Water Usage (200kl pa)	392.00	428.00	36.00	9.2
Domestic Waste Service	314.00	330.00	16.00	5.1
Stormwater Management	25.00	25.00	0.00	0.0
<b>Total</b>	<b>2,355.96</b>	<b>2,490.91</b>	<b>134.95</b>	<b>5.7</b>

The following comments should be considered in conjunction with the above information:

1. The average residential land valuation in 2008/2009 was approximately \$197,000. In 2009/2010, following the revaluation, the average residential land valuation has increased to approximately \$205,000. These land valuations have been used in the determination of both the residential ordinary rate and environmental levy in the above table.
2. Water usage charges have been averaged at 200 kilolitres per annum.
3. Water, sewerage, stormwater management and domestic waste service charges are not subject to rate pegging restrictions.

## Related Policies

### Impact on Non-Residential Ratepayers (Farmland, Business or City Centre Business)

With a 3.5% rate variation, the average non-residential ratepayer can expect an increase to the ordinary rate component of their rate account as shown in the table below:

Ordinary Rate Component ONLY	2008/2009	2009/2010	Increase	
	\$	\$	(\$)	%
Farmland Ordinary Rate	1,243.67	1,375.20	131.53	10.6
Business Ordinary Rate	2,995.73	2,935.56	-60.17	-2.0
City Centre Business Ordinary Rate	5,556.48	6,402.99	846.51	15.2

The following comments should be considered in conjunction with the above information:

1. The average farmland land valuation in 2008/2009 was approximately \$327,000. In 2009/2010, following the revaluation, the average farmland land valuation has increased to approximately \$373,000. These land valuations have been used in the determination of the average Farmland ordinary rate in the above table.
2. The average business land valuation in 2008/2009 was approximately \$354,000. In 2009/2010, following the revaluation, the average business land valuation has increased to approximately \$424,000. These land valuations have been used in the determination of the average Business ordinary rate in the above table.
3. The average business city centre land valuation in 2008/2009 was approximately \$473,500. In 2009/2010, following the revaluation, the average business city centre land valuation has increased to approximately \$661,500. These land valuations have been used in the determination of the average Business City Centre ordinary rate in the above table.

## Related Policies

The following table shows the proposed rates and charges structure (with approximate yields) for 2009/2010.

### Rates and Charges Structure and Yields for 2009/2010

Rate/Charge Type	Yield (Gross) \$m	Rate in \$ or Charge		Minimum		Base	
		Amount	Increase %	Amount \$	Increase %	Amount \$	Increase %
<b>Ordinary Rates</b>							
Residential Rate	21.8	0.29898 ¢ in \$	-1.8*			260.00	4.8
Business Rate	4.0	0.69235 ¢ in \$	-18.2*	443.00	3.5		
Farmland Rate	1.1	0.29898 ¢ in \$	-1.8*			260.00	4.8
City Centre Business Rate	2.1	0.96795 ¢ in \$	-17.5*	429.00	3.4		
<b>Sub-Total</b>	<b>29.0</b>						
Environmental Levy	1.0	0.00878 ¢ in \$	-2.7*			17.00	3.0
<b>Annual Charges</b>							
Sewer Access Charge	18.0						
– Residential		\$676.00	7.3				
– Vacant		\$465.00	8.6				
– Non Residential		By calculation*** (SDF** x MF** x \$660.00)	7.7				
Water Access Charge	3.6						
– Residential		\$124.00 per ET	9.7				
– Vacant		\$124.00	9.7				
– Non Residential		By calculation*** (MF** x \$124.00)	9.7				
Trade Waste Annual Charge	0.1						
– 1 Generator		\$170.00	3.0				
– 2 to 4 Generators		\$340.00	13.3				
– 5 to 9 Generators		\$680.00	13.3				
– 10 to 15 Generators		\$935.00	16.9				
– > 15 Generators		\$1,360.00	36.0				
Stormwater Management	0.6						
– Residential		\$25.00	0.0				
– Residential Strata		\$12.50	0.0				
– Business Strata		By calculation***	0.0				
– Business		By calculation***	0.0				
Domestic Waste Charge	8.9						
		\$256.00 per 3-bin or tenement - Red Rock, Corindi	4.9				
		\$214.00 per 2-bin or tenement - Red Rock, Corindi	4.9				
		\$330.00 per 3-bin or tenement elsewhere	5.1				
		\$54.00 Vacant Land	3.8				



## Related Policies

### Rates and Charges Structure and Yields for 2009/2010 (Continued)

Rate/Charge Type	Yield (Gross) \$m	Rate in \$ or Charge		Minimum		Base	
		Amount	Increase %	Amount \$	Increase %	Amount \$	Increase %
<b><u>Annual Charges (Cont.)</u></b>							
Non Domestic Waste Charge	0.8	\$256.00 per bin or tenement in Red Rock, Corindi	4.9				
		\$330.00 per 3-bin or tenement elsewhere	5.1				
		\$54.00 Vacant Land	3.8				
<b><u>Usage Charges</u></b>							
Sewer Usage Charge – Non Residential	1.6	By calculation*** (SDF** x KL x \$1.72)	5.5				
Water Usage Charge - Residential	7.7	Tier 1: 1KL per day per access charge	9.2				
		Tier 2: Usage over Tier 1	17.6				
Water Usage Charge – Non-Residential	2.7	\$2.14 per KL	9.2				
Liquid Trade Waste Usage Charge Non-Residential (Compliant)	0.1	By calculation*** (TWDF** x KL x \$0.80)	100				
<b>Total</b>	<b>74.1</b>						

\* The ad valorem (or rate applied to land valuations) has decreased due to the increase in land valuations.

\*\*SDF = Sewerage Discharge Factor, \*\*MF = Meter Factor, \*\*TWDF = Trade Waste Discharge Factor

\*\*\* By calculation = Please refer to the Schedule of Fees and Charges for charge calculations.

### Water and Sewerage Funds

In relation to the Water and Sewerage Funds, Council is nearing the end of a major program of capital works. Over the past five years (and inclusive of about \$36.0m in sewerage works to be completed over the next two years), about \$308m in projects will have been completed. This includes:

- |  |       |
|--|-------|
| ▪ Water Filtration Plant   | \$59m |
| ▪ Coffs Harbour Reclamation Plant  | \$96m |
| ▪ Regional Water Supply Scheme   | \$80m |
| ▪ Reclaimed Water Transfer Mains   | \$13m |
| ▪ Woolgoolga Reclamation Plant   | \$16m |
| ▪ Sawtell Sewer Trunk Main, Pump Station and Treatment Plant Decommissioning | \$26m |
| ▪ Deep Sea Release   | \$18m |

## Related Policies

### Water and Sewerage Funds *(Continued)*

This unprecedented program has been funded by a combination of loan funds, developer contributions, reserve funds and grants. Loan funds have been the major source, with \$221m borrowed over five years.

Council, throughout the capital works program, has been mindful of maintaining reasonable increases in Water and Sewerage annual rates and charges. Cash and reserve funds are being used to fund annual deficits until loan repayments reduce (as older loans mature) and operational income meets operational expenditure. The 2009/2010 budgets provide for a deficit of \$5.2m in the Sewerage Fund and \$6.8m in the Water Fund.

Increases in annual rates and charges have been held to a maximum of 5% for many years. This has increased to 9% in 2009/2010, resulting from additional operating costs as projects come on line, loan repayments reach their maximum, investment income is reduced and community restraint slows the usage of water. It is expected that annual increases will reduce with 3% built into the forecast budgets for 2010/2011.

### Developer Contributions

- Contributions are levied for all works identified within each Section 94 Plan (S.94 Environmental Planning and Assessment Act 1979).
- Contributions for Water and Sewerage are levied under Section 64 of the Local Government Act 1993.
- Monies are to be expended within a reasonable time and for the purposes for which they are raised.
- It is estimated the following amounts will be held as at 30 June 2009:

-	General Account	\$10,530,159
-	Water Account	\$ 986,269
-	Sewer Account	<u>\$ 438,107</u>
		<b>\$11,954,535</b>

### Pricing Policy/Competitive Neutrality

Council's Pricing Policy is to recover full costs for consumer specific services except where a community service obligation exists to justify charging less than full costs. Council's fees and charges are identified in Council's Fees and Charges Booklet.

Full cost attribution is applied to all Category 1 businesses, including the Regional Airport, Water Supply Services and Sewerage Services.

## Related Policies

### Restricted Equity (Reserves)

Cash accounts for the following purposes (estimated balances at 30 June 2009):

Purpose	Amount (\$)
Community Facilities Program	100,000
Asset Replacement/Maintenance	565,000
Employees Leave Entitlements	1,150,000
Plant Replacement	2,745,000
Waste Management	2,270,000
Airport	188,000
Computer Upgrade	150,000
Environmental Levy	-
Historical Jetty Repairs	215,000
Moonee Beach Road Upgrade	-
SH10 Handover Works	290,000
Future Road Network	11,000
Open Space Land	-
Water	17,741,000
Sewer	12,810,000

### Reserve Funded Projects

The Management Plan provides for the following improvements and capital works to be funded from reserves in 2009/2010:

Item	Amount (\$)
Loan Repayments Hogbin Drive	100,000
Waste Management Improvements	840,000
SH 10 Handover Maintenance	53,790
Computer Acquisition	349,500
Fleet Tracker Research and Development	10,000
Beach Patrol Equipment (S94)	10,000
Laboratory Equipment	50,000
Plant Replacement (net of sales)	3,723,300
Coramba Historical Bridge	10,000
Library Books (S94)	10,000

## Related Policies

### Loan Borrowings

It is anticipated that the following projects will be funded from new loans:

General Account	2009/10	2010/11	2011/12
	(\$)	(\$)	(\$)
Swimming Pools	1,750,000	NIL	NIL
<b>Total General Account</b>	<b>1,750,000</b>	<b>NIL</b>	<b>NIL</b>
Water	NIL	NIL	NIL
Sewer (Capital Works)	NIL	NIL	2,500,000
<b>TOTAL</b>	<b>1,750,000</b>	<b>NIL</b>	<b>2,500,000</b>

Borrowing will be sourced through quotations received from major lenders and will be secured by mortgage over Council funds.

### Loan Repayments (Principal and Interest)

Account	2009/10	2010/11	2011/12
	\$m	\$m	\$m
General Account	4.35	4.00	3.90
Water Account	14.03	13.25	13.06
Sewer Account	15.65	15.48	15.76

## **Related Policies**

### **Current Account Position - Estimated as at 30 June 2009**

The Annual Financial Reports state Council's current financial position by means of the Current Ratio. This ratio is represented by:

Current Assets minus Externally Restricted Assets (unexpended loans, developer contributions etc) divided by current liabilities.

This ratio assesses the ability of Council to meet its short-term obligations on a consolidated basis as it shows the funds available to meet each dollar in current liabilities outstanding. The General Account Ratio is estimated to be 1.35:1, which is reasonable.

### **Overheads**

Employees' annual wages and salaries are increased by 51% to cover the cost of workers compensation, training, superannuation, long service leave, allowances and protective clothing.

### **Depreciation**

Recognition of the decline in the service potential of assets (depreciation) will be recorded in the annual financial reports.

Operating plant and equipment charges include an amount that reflects the depreciation of the asset that is committed to an asset replacement account.

### **Performance Reporting**

Quarterly reports are submitted to Council on the achievement of objectives as set out in the Management Plan. Monthly budget reviews are also submitted to Council.

## **Related Policies**

### **Business and Commercial Activities**

Council holds a one-third share in Coffs Harbour Technology Park Ltd.

### **Grant Sourcing**

Council actively pursues grants for community projects and the provision of services through specialist staff working in conjunction with Council's finance staff.

### **Community Service Plan**

See the Access and Equity section of this report, in the Community and Cultural Development Strategic Direction section.

### **Staff Training**

Council's training policy is to encourage and assist all staff to develop a level of knowledge, skill and competency essential to the effective and efficient operation of the organisation. It also aims to offer individual staff opportunities for career and personal development.

Council's Training Plan identifies training programs to be undertaken.

### **Equal Employment Opportunity (EEO)**

Council's EEO Management Plan identifies activities to be undertaken to ensure implementation of the plan.

### **General Council Policies**

Policies are developed in order to ensure delivery of Council's strategic directions. Council's policies are reviewed regularly for the purpose of focusing direction on strategic outcomes and currency. Copies of Council policies are available on [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

All of Council's policies are reviewed according to the requirements of the Local Government Act and related legislation.

## Related Policies

### Public Notice of the Draft Management Plan

The Draft 2009/2012 Management Plan, Draft Program Budgets 2009/2012 and Draft 2009/2010 Fees and Charges were placed on public exhibition for a 29-day period from Monday, 27 April 2009 to Monday, 25 May 2009.

The documents were posted on Council's website, [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au).

Copies were also available for inspection at:

- Council's Administration Building;
- the three branch libraries (Woolgoolga, Toormina and Coffs Harbour City);
- the Karangi, Coramba, Nana Glen and Red Rock general stores;
- the Corindi Beach Post Office;
- the Ulong Rural Transaction Centre; and
- the Coffs Harbour Visitor Information centre.

Briefing materials and interview opportunities were provided to assist the media following the adoption of the Draft Plan. A newspaper advertising campaign was mounted throughout the exhibition period. Councillors and Senior Staff were available to participate in public presentations and meetings with interest groups to promote community awareness of the Draft Plan. All promotional material and activities encouraged the community to consider the Draft Management Plan and make submissions on its contents to Council.

At the conclusion of the exhibition period (and allowing for mail to arrive until the end of May), a total of 43 community submissions had been received by Council. Of these, 31 called for the development of more cycleways and footpaths (The bulk of these submissions – 27 - were made up of 'form-letter' style submissions seeking a cycleway / footpath to serve Roselands Estate.) The remaining submissions addressed a range of issues including sports facilities, drainage, car parking and road sealing, library services and tourism marketing.

A comparison with the number of submissions lodged in previous years shows:

<b>Year</b>	<b>Total Submissions</b>	
2008/2009	50	(Note: Application for 5.7% General Rate Variation plus additional 3.5% Business Rate Variation)
2007/2008	9	
2006/2007	37	(Note: Application for 9.56% Rate Variation)
2005/2006	427	(Note: Application for 21.32% Rate Variation)
2004/2005	91	(Note: Followed a valuation 'spike' in Sawtell properties)

On receipt, the 2009/2010 submissions were referred to relevant staff for comment. A summary of submissions was provided to Councillors on 3 June 2009 and discussed at a workshop on 10 June 2009 as part of the review of the Draft Management Plan.

Council adopted the 2009/2012 Management Plan at its Meeting of 25 June 2009.

## Customer Service Guarantees

Our customer service guarantee is to ensure that Council provides the best possible service. We undertake to report on the achievement of these guarantees in our Annual Report.

### **Inquiry Service**

- We will answer the telephone promptly and courteously, and your inquiry will be dealt with directly without unnecessary transfers. Where information is not readily available, we will reply to your verbal inquiry within three working days.
- We will serve all customers at customer service counters and the reception counter promptly and will ensure that waiting time does not exceed five minutes.
- We will complete all tasks registered in Council's electronic data management system in a timely manner.

### **Environmental Management**

- We will respond to major pollution incidents within one hour of call out (24 hours a day, seven days a week)
- 85% of complaints regarding stray dogs and stock will be attended to within four hours of reporting.
- 90% of all emergency incidents reported will be responded to within one hour of reporting, 24 hours a day, seven days a week.

### **Parks Service**

- We will reply to all requests for work in public parks within seven days and undertake approved works within a reasonable time, as resources permit.

### **Building Service**

- 90% of all requests for building inspections will be attended to within two days.
- All development applications will be processed within 40 days.

### **Road Service**

- Potholes on sealed local roads will be repaired within seven days of reporting.
- Dangerous road signs will be repaired or removed within one day and defective signs will be repaired or replaced within seven days of reporting
- Gravel roads will be graded at least once a year
- Blockages to the drainage system that are likely to cause property damage will be cleared within 24 hours of reporting.

### **Contract Services**

- Payment certificates will be issued within 14 days of receipt of claim for payment from the contractor.

### **Coffs Harbour Water**

- If your water supply is disrupted, Coffs Harbour Water will respond to your call within two hours of reporting, 24 hours a day, seven days a week.
- If there is a sewer system failure, we will respond to your call within two hours of reporting, 24 hours a day, seven days a week.

For inquiries, please telephone (02) 6648 4000.