

# **CITY OF LAUNCESTON**

## **Proposed 2019/2020 Budget Overview**

### **Key Strategic Objectives**

The City of Launceston has a number of key documents to guide our strategic direction from a planning and financial perspective. These include the Strategic Plan, the Strategic Asset Management Plan and Long Term Financial Plan.

It is critical that the organisation remains focussed on leveraging the opportunities that currently exist, both externally for our community and internally for our employees.

It is in this context that the key strategic (financial) objectives remain appropriate:

- a) aligning the budget to a Long Term Financial Plan;
- b) a deliverable and appropriately prioritised capital improvement program informed by a comprehensive Strategic Asset Management Plan;
- c) maintaining an underlying operating surplus; and
- d) responsible increases in rates and charges that position the Council for the future and are affordable for the community.

### **Overview**

The Council's statutory estimates comprise:

- a) an operating or recurrent budget;
- b) a capital budget; and
- c) a combined funds or cash budget.

The Council is in an excellent cash position and is budgeting for a comprehensive surplus of \$662,000 in 2019/20. However, this belies the fact that the Council is budgeting for a \$1.3 million operating deficit in 2019/20 from revenue of \$111 million (excluding Capital Grants).

The 2019/2020 operating budget has an underlying operating deficit of \$1.3m from revenue of \$111m (excluding Capital Grants). The 2019/2020 budget formation has been particularly challenging due to a number of factors including:

- a) constrained revenues;
- b) reduction of the TasWater distribution by \$1.36m per annum
- c) Change in accounting treatment of planning scheme, master plans and strategic work is now an operations expense, not a capital expense
- d) roles to support delivery of City Deal commitments
- e) Enterprise Agreement outcomes;
- f) targeted additional operating expenditure;
- g) limiting the major operating projects; and
- h) a modest increase in rates, aligned with cost indices and the Long Term Financial Plan

The capital budget includes a \$22.4m capital works program after including \$2.0m in capital grant funding, net Council funding of \$20.4m (\$20.7m in 2018/2019).

The 2019/2020 budget is based on the following assumptions and estimates:

- Increased revenue from rates 2.8%
- Rate growth estimate 0.5%
- CBD Promotional Rate 2.8%
- Changes in key indices
  - Local Govt Cost Index 2019/20 3.38%
  - Consumer Price Index (Dec 2018 / Dec 2017) 2.99%
- Fire Service Rates assumed increase 2.6%  
*Advice has not as yet been received from the State Fire Commission. The increase is the initial parameter from the Long Term Financial Plan.*
- Capital Grant funding \$2.0m is Roads to Recovery Funding (\$0.5m) and Recreation grant funding (\$1.5m)
- Borrowings in 2019/20 are 100% interest free as the State Government reimburses the Council for the interest charged on these loans.

# **City of Launceston**

## **Proposed Statutory Estimates** **Year Ending 30 June 2020**

**Statements and Schedules**

<b>Operating Statement</b>	<b>2020 \$'000</b>	<b>2019 \$'000</b>
<b><u>Revenues</u></b>		
Rates and Charges	62,550	59,490
Fire Service Rates	8,165	7,959
Fees	25,510	24,738
Grants and Contributions	7,579	7,701
Grants - Capital	1,967	995
Interest Earnings	2,095	1,970
Investments (includes TasWater reduction)	3,224	3,174
Other Income	2,118	2,701
Bequests and Donations	187	182
Interest Capitalised (Grants)	-	-
	<u>113,395</u>	<u>108,910</u>
<b><u>Expenses</u></b>		
Labour	43,539	42,204
Materials and Services	23,297	19,677
Combined System Contribution	1,509	1,907
Electricity and Gas	3,403	3,361
Water, Wastewater and Land Tax	1,534	1,565
Contributions	2,998	2,631
Administrative	5,104	5,442
Interest	304	491
Rehabilitation Provision	318	311
Asset Disposal Loss	200	520
Fire Commission Levy	8,165	7,959
Remissions and Abatements	1,004	940
Depreciation	21,358	20,729
	<u>112,733</u>	<u>107,727</u>
Underlying Operating Surplus (Deficit)	(1,305)	188
Add Capital Grants and Interest	1,967	995
Operating Surplus (Deficit)	<u>662</u>	<u>1,183</u>

*Note: Information has not as yet been received from the State Fire Commission as to the amount required to be raised. Provisional estimates have been included.*

**Funds (Cash) Statement**

	<b>2020</b>	<b>2019</b>
	<b>\$'000</b>	<b>\$'000</b>
<u>Source</u>		
Net Cash from Operating Activities	22,538	22,741
Loan Proceeds	4,200	10,500
	<u>26,738</u>	<u>33,241</u>
<u>Application</u>		
Capital Expenditure		
Capital Funds	20,447	19,700
Grant Funds	1,967	995
Future Works Provision	-	-
	<u>22,414</u>	<u>20,695</u>
Loan Repayments		
Standard Loans	-	769
Accelerated Loans	-	5,800
	<u>-</u>	<u>6,569</u>
	<u>22,414</u>	<u>27,264</u>
Net Cash Generated (Expended)	<u>4,324</u>	<u>5,977</u>

**Reconciliation of Net Cash from Operating Activities**

	<b>2020</b>	<b>2019</b>
	<b>\$'000</b>	<b>\$'000</b>
Adjusted Operating Surplus (Deficit)	(1,305)	186
Loss on Disposal of Fixed Assets	200	520
Grants and Contributions - Capital	1,967	995
Interest Earnings - Capital	-	-
Change in Net Assets from Operations	<u>862</u>	<u>1,701</u>
Depreciation and Amortisation		
Infrastructure	14,561	13,539
Buildings	3,357	3,774
Plant and Equipment	2,820	2,766
Data Systems	620	650
Amortised Rehabilitation Cost	318	311
	<u>21,676</u>	<u>21,040</u>
Net Cash from Operating Activities	<u>22,538</u>	<u>22,741</u>

Materials and Services

Materials and services have been impacted adversely by increased waste disposal, recycling and processing costs (\$1.36m). The change in accounting treatment of master plans for residential growth previously capitalised, must now be classified as a major operation cost (\$0.68m 2019/20). In the 2019/20 proposed budget it has been necessary to increase operational costs by a further \$0.66m to enable major projects to be completed that could not be deferred any longer. After allowing for these significant items and other unavoidable additional costs, some off-set by corresponding revenues, the remaining materials and services costs increased 1.7%.

Contributions, Community and Events Support

	2019/20 \$'000	2018/19 \$'000	2017/18 \$'000	2016/17 \$'000
<b><u>Contributions</u></b>				
LGAT	66	66	64	63
Cityprom	530	516	504	500
<b><u>Regional Cooperation</u></b>				
Regional Cities	0	0	8	8
Northern Tas Development	209	188	171	169
Tamar NRM	123	120	117	118
NRM North	61	56	55	35
Regional Tourism Organisation	174	174	170	109
	<b>567</b>	<b>538</b>	<b>521</b>	<b>439</b>
<b><u>Internal Service Provision</u></b>				
Launceston Flood Authority	182	182	178	175
<b><u>Provision of Services</u></b>				
NTCA	330	299	293	289
Conference & Business Incentives	64	64	60	20
Business Events Tasmania	50	50	50	25
Theatre North	200	200	196	193
	<b>644</b>	<b>613</b>	<b>599</b>	<b>527</b>
Community Assistance - Dogs and Cats	282	0	0	0
Community Assistance - Other	83	73	70	62
	<b>365</b>	<b>73</b>	<b>70</b>	<b>62</b>
<b><u>Events Sponsorship</u></b>				
Major Events	170	170	200	170
Signature Event	215	215	212	105
New Year's Event	40	40	40	40
Celebration Event	75	75	31	31
Special Event	70	70	50	25
Cultural Event	60	60	60	-
Start-Up Event Incentive	14	14	20	-
	<b>644</b>	<b>644</b>	<b>613</b>	<b>371</b>
<b>Total Contributions and Events Support</b>	<b>2,998</b>	<b>2,632</b>	<b>2,549</b>	<b>2,137</b>

Administration Costs

	2019/20 \$'000	2018/19 \$'000	2017/18 \$'000	2016/17 \$'000
General Administration	849	872	705	869
Advertising and Promotion	249	252	250	234
Computer and Communications	358	398	348	328
Election Expenses and Electoral Roll Maintenance	30	310	29	29
Expert Advice	677	632	719	624
Insurance (excl Workers Comp'n)	815	805	637	636
Maintenance	188	190	201	162
Payment Fees and Debt Recovery	460	540	446	446
Postage, Printing and Stationery	357	366	378	377
Councillors	573	558	537	518
Audit Fees	100	98	105	104
Vehicles	448	420	493	398
	<b>5,104</b>	<b>5,441</b>	<b>4,848</b>	<b>4,725</b>

Combined Drainage - TasWater

	2019/20 \$'000	2018/19 \$'000	2017/18 \$'000 <b>Actual</b>	2016/17 \$'000 <b>Actual</b>
Operating Cost Contribution	934	907	903	882
Capital Cost Contribution Provision	575	1,000	575	575
	<b>1,509</b>	<b>1,907</b>	<b>1,478</b>	<b>1,457</b>

Energy Costs

	2019/20 \$'000	2018/19 \$'000	2017/18 \$'000	2016/17 \$'000
Gas	821	991	768	835
Electricity	2,582	2,370	2,492	2,781
	<b>3,403</b>	<b>3,361</b>	<b>3,260</b>	<b>3,616</b>

Property Costs

	2019/20 \$'000	2018/19 \$'000	2017/18 \$'000	2016/17 \$'000
Water Charges - Fixed	770	747	683	699
Water Charges - Volumetric	346	312	280	273
External Rent	36	131	101	26
Land Tax	382	375	375	382
	<b>1,534</b>	<b>1,565</b>	<b>1,439</b>	<b>1,380</b>

Council Concessions and Remissions

	2019/20 \$'000	2018/19 \$'000	2017/18 \$'000	2016/17 \$'000
<u>Pensioner Concessions</u>				
Parking	137	126	194	157
Refuse Disposal	264	389	275	208
	<b>401</b>	<b>515</b>	<b>469</b>	<b>365</b>
<u>Remissions and Abatements</u>				
Rating Remission	248	240	205	238
Remissions Aged Care - General	756	700	712	565
Remissions Aged Care - Fire	-	-	75	78
	<b>1,004</b>	<b>940</b>	<b>992</b>	<b>881</b>

The Council provides a range of other concessions through its fee structure which includes free entry to the Museum and Council car parks and concessions for the Aquatic Centre and dog licences.

Debt Levels

Loan Schedule Extract	Interest \$000	Borrowing \$000	Repayment \$000	Balance \$000
30 June 2013 Actual		-	2,573	12,798
30 June 2014 Actual		-	2,707	10,091
30 June 2015 Actual	487	-	2,592	7,499
30 June 2016 Actual	357	-	2,132	5,367
30 June 2017 Actual	253	9,000	2,241	12,126
30 June 2018 Actual	441	-	2,357	9,769
30 June 2019 Actual	35	-	769	9,000
30 June 2020 Proposed	0	4,200	-	13,200

The Council in 2019/20 will only have interest free loans and future loans would only be used to fund projects that produce an economic return and/or generate revenue to service any loan funds.

Capital Program

The following table provides an extract from the draft Capital Improvement Plan.

<b>Draft Capital Improvement Plan</b>	<b>2019/20 \$'000</b>
Council Funding	20,447
Capital Grant Funding	1,967
Gross Funding	<b>22,414</b>
Type of Work	
Renewal	17,427
Upgrade	3,958
Addition	1029
Gross Funding	<b>22,414</b>
Renewal & Upgrade	95.4%
Additions	4.6%



<b>OPERATING and CAPITAL Expenditure (Excluding Non-Cash Expenses - Depreciation and Asset Disposal Losses)</b>	<b>2020 \$000</b>	<b>2019 \$000</b>
Governance	2,678	2,965
Organisational Support	12,130	10,837
Technical & Logistics Support	3,602	3,979
Cultural Facilities	7,870	6,640
Economic Development & Promotion	4,120	3,929
Other Community Amenities	3,770	5,647
Public Order & Safety	828	605
Health	1,166	1,163
Community Development	1,326	1,293
Planning Approvals	2,649	2,245
Building Control	1,045	1,031
Garbage Collection & Disposal	9,999	6,653
Fire Levy	8,181	7,974
Flood Mitigation	883	1,139
Cemetery & Crematoria	1,483	1,537
Recreational Facilities	27,247	24,577
Roads & Traffic	12,704	13,760
Street Lighting	1,229	1,200
Street Cleaning	2,560	2,179
Parking Facilities	4,675	3,742
Stormwater Drainage	2,822	3,277
Interest Expense	304	491
Loan Repayments	0	6,569
	<u>113,271</u>	<u>113,432</u>
<b>Financed by:</b>	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Operating Revenues (Excl Capital)	111,428	107,915
Grants and Contributions	1,967	995
Operating Revenues	<u>113,395</u>	<u>108,910</u>
Prior Year Funding	0	0
Loan Proceeds (Gross)	4,200	10,500
	<u>117,595</u>	<u>119,410</u>
Net Cash Generated (Expended)	<u>4,324</u>	<u>5,978</u>

**Notes:**

*Comparative figures are taken from the previous statutory budget and not usually updated for changes during the year.*

*\$10.5m in loan proceeds under the Accelerated Loan Programme was budgeted in 2018/2019 but not borrowed. Consideration in 2019/20 will be given to borrowing \$4.2m under this programme.*

**DETAILED BREAKDOWN**

<b>OPERATING and CAPITAL Expenditure</b>	<b>2020</b>	<b>2019</b>
<b>(Excluding Non-Cash Expenses - Depreciation and Asset Disposal Losses)</b>	<b>\$000</b>	<b>\$000</b>
<b>Governance</b>	<b>2,678</b>	<b>2,965</b>
Operations Expenditure Other	1,084	1,042
TRNRM Contribution	123	119
LGAT Contribution	66	66
Election Costs	0	280
Pensioner Concessions-Parking	137	126
Pensioner Concessions-Refuse	264	390
Pensioner Concessions-Waste Levy	17	18
Rates Remission - General	987	924
Capital Expenditure	0	0
<b>Organisational Support</b>	<b>12,130</b>	<b>10,837</b>
Operations Expenditure	11,320	10,422
Capital Expenditure	810	415
<b>Technical Support</b>	<b>3,602</b>	<b>3,979</b>
Operations Expenditure	1,984	1,894
Capital Expenditure	1,618	2,085
<b>Culture</b>	<b>7,870</b>	<b>6,640</b>
Operations Expenditure Total	6,910	6,320
Capital Expenditure Total	960	320
Princess Theatre		
Operations Expenditure Total	454	420
Capital Expenditure Total	431	175
QVMAG		
Operations Expenditure Total	6,206	5,759
Capital Expenditure Total	529	145
Arts & Culture Unit		
Operations Expenditure Total	242	133
Capital Expenditure Total	0	0
Auto Museum		
Operations Expenditure Total	8	8
Capital Expenditure Total	0	0
<b>City Development &amp; Marketing</b>	<b>4,120</b>	<b>3,931</b>
Operations Expenditure	4,020	3,931
Capital Expenditure	100	0

	2020 \$000	2019 \$000
<b>Other Community Amenities</b>	<b>3,770</b>	<b>5,647</b>
Operations Expenditure Other	1,701	1,850
Public Toilets (Excl. Parks Facilities)	279	242
Capital Expenditure	1,790	3,555
<b>Public Order &amp; Safety</b>	<b>828</b>	<b>605</b>
Operations Expenditure Other	496	514
Dog & Cat Management Funding	302	91
Capital Expenditure	30	0
<b>Health</b>	<b>1,166</b>	<b>1,163</b>
Operations Expenditure	1,103	1,110
Immunisations	63	53
Capital Expenditure	0	0
<b>Community Planning</b>	<b>1,326</b>	<b>1,293</b>
Operations Expenditure	1,326	1,293
Capital Expenditure	0	0
<b>Planning Approvals</b>	<b>2,649</b>	<b>2,245</b>
Operations Expenditure Other	2,619	2,115
Heritage & Strategic Planning	30	30
Capital Expenditure	0	100
<b>Building Control</b>	<b>1,045</b>	<b>1,031</b>
Operations Expenditure	1,045	1,031
Capital Expenditure	0	0
<b>Garbage Collection &amp; Disposal</b>	<b>9,999</b>	<b>6,653</b>
Garbage Collection (Incl. Recycling & FOGO)	4,973	3,625
Hard Goods Collection	60	60
Rates Remission	2	2
Garbage Disposal	3,464	2,966
Capital Expenditure	1,500	0
<b>Fire Levy</b>	<b>8,181</b>	<b>7,974</b>
Operations Expenditure	8,166	7,958
Rates Remission	15	15
Capital Expenditure	0	0
	1	1
<b>Flood Protection</b>	<b>883</b>	<b>1,138</b>
Operations Expenditure	843	898
Capital Expenditure	40	240

	<b>2020</b>	<b>2019</b>
	<b>\$000</b>	<b>\$000</b>
<b>Cemetery &amp; Crematoria</b>	<b>1,483</b>	<b>1,537</b>
Operations Expenditure	1,243	1,192
Capital Expenditure	240	345
<b>Recreational Facilities</b>	<b>27,247</b>	<b>24,577</b>
Operations Expenditure	20,066	19,562
Capital Expenditure	7,181	5,015
Swimming Pools		
Operations Expenditure Total	5,124	5,267
Capital Expenditure Total	370	575
Community Halls		
Operations Expenditure Total	173	159
Capital Expenditure Total	20	0
Albert Hall		
Operations Expenditure Total	200	184
Capital Expenditure Total	160	0
Sporting Grounds		
Operations Expenditure Total	4,909	4,770
Capital Expenditure Total	5,649	965
Parks & Gardens		
Operations Expenditure Total	9,660	9,182
Capital Expenditure Total	982	3,475
<b>Roads &amp; Traffic</b>	<b>12,704</b>	<b>13,760</b>
Operations Expenditure Other	3,071	2,739
Bridges	0	0
Urban Roads	3,413	3,361
Rural Roads	0	0
Capital Expenditure	6,220	7,660
<b>Street Lighting</b>	<b>1,229</b>	<b>1,200</b>
Operations Expenditure	1,229	1,200
Capital Expenditure	0	0
<b>Street Cleaning</b>	<b>2,560</b>	<b>2,179</b>
Operations Expenditure	2,560	2,179
Capital Expenditure	0	0
<b>Parking Facilities</b>	<b>4,675</b>	<b>3,742</b>
Operations Expenditure Other	3,147	3,239
Park & Ride (Tiger Bus)	263	263
Capital Expenditure	1,265	240

	<b>2020</b>	<b>2019</b>
	<b>\$000</b>	<b>\$000</b>
<b>Stormwater Drainage</b>	<b>2,822</b>	<b>3,277</b>
Operations Expenditure	2,162	2,557
Capital Expenditure	660	720
<b>Interest Expense</b>	<b>304</b>	<b>491</b>
<b>Loan Repayments</b>	<b>0</b>	<b>6,569</b>

<b>113,271</b>	<b>113,432</b>
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<b>Trading and Major Facilities (including Full Cost Attribution)</b>	<b>2020 \$'000</b>	<b>2019 \$'000</b>
<b>Parking Income</b>		
Fees	7,454	7,453
Concessions Reimbursed	137	126
	<b>7,591</b>	<b>7,579</b>
<b>Less Expenses</b>		
Operations	3,553	3,669
Depreciation	443	415
Full Cost Attribution	571	525
	<b>4,567</b>	<b>4,609</b>
<b>Net Income (Expenses)</b>	<b>3,024</b>	<b>2,970</b>
Capital Works	1,265	240
<b>Launceston Waste Centre Income</b>		
Fees	6,628	6,489
Concessions Reimbursed	264	390
	<b>6,892</b>	<b>6,879</b>
<b>Less Expenses</b>		
Operations	2,073	2,829
Depreciation	643	521
Amortisation	318	311
Full Cost Attribution	234	228
	<b>3,268</b>	<b>3,889</b>
<b>Net Income (Expenses)</b>	<b>3,624</b>	<b>2,990</b>
Capital Works	1,500	-

<b>Trading and Major Facilities (including Full Cost Attribution)</b>	<b>2020 \$'000</b>	<b>2019 \$'000</b>
<b>Queen Victoria Museum and Art Gallery</b>		
<b>Income</b>		
Fees	494	406
Grants and Donations	1,786	1,760
	<b>2,280</b>	<b>2,166</b>
<b>Less Expenses</b>		
Operations	6,447	5,892
Depreciation	876	886
Full Cost Attribution	366	357
	<b>7,689</b>	<b>7,135</b>
<b>Net Income (Expenses)</b>	<b>(5,409)</b>	<b>(4,969)</b>
Capital Works	529	145
<b>Launceston Aquatic</b>		
<b>Income</b>	<b>4,344</b>	<b>4,164</b>
<b>Less Expenses</b>		
Operations	5,075	5,214
Depreciation	798	857
Full Cost Attribution	168	164
	<b>6,041</b>	<b>6,235</b>
<b>Net Income (Expenses)</b>	<b>(1,697)</b>	<b>(2,071)</b>
Capital Works	370	575
<b>York Park (inc Events Trading)</b>		
<b>Income</b>	<b>2,223</b>	<b>2,185</b>
<b>Less Expenses</b>		
Operations	3,594	3,501
Depreciation	978	973
Full Cost Attribution	37	36
	<b>4,609</b>	<b>4,510</b>
<b>Net Income (Expenses)</b>	<b>(2,386)</b>	<b>(2,325)</b>
Capital Works	3,600	885

<b>Trading and Major Facilities (including Full Cost Attribution)</b>	<b>2020 \$'000</b>	<b>2019 \$'000</b>
<b>Inveresk Precinct Management Income</b>	<b>182</b>	<b>136</b>
<b>Less Expenses</b>		
Operations	725	689
Depreciation	182	240
Full Cost Attribution	128	125
	<b>1,035</b>	<b>1,054</b>
<b>Net Income (Expenses)</b>	<b>(853)</b>	<b>(918)</b>
Capital Works	-	-
<b>Carr Villa Cemetery and Crematoria Income</b>	<b>1,247</b>	<b>1,266</b>
<b>Less Expenses</b>		
Operations	1,243	1,193
Depreciation	135	129
Full Cost Attribution	73	71
	<b>1,451</b>	<b>1,393</b>
<b>Net Income (Expenses)</b>	<b>(204)</b>	<b>(127)</b>
Capital Works	240	345
<b>Visitor Information Centre Income</b>		
Fees	125	122
Grants	123	120
	<b>248</b>	<b>242</b>
<b>Less Expenses</b>		
Operations	532	534
Depreciation	3	4
Full Cost Attribution	48	47
	<b>583</b>	<b>585</b>
<b>Net Income (Expenses)</b>	<b>(335)</b>	<b>(343)</b>
Capital Works	-	-

## Capital Projects 2019/20

	Row Labels	Sum of Council Amount	Sum of Grant Amount	Sum of Total Amount
1	<b>ADDITION</b>	<b>1,029,400</b>	<b>-</b>	<b>1,029,400</b>
2	<b>CORPORATE SERVICES</b>	<b>60,000</b>	<b>-</b>	<b>60,000</b>
3	Information Technology	60,000	-	60,000
4	IT Infrastructure Additions Program 2019/2020	35,000	-	35,000
5	IT Smart City / Internet of Things Initiatives 2019/2020	25,000	-	25,000
6	<b>CREATIVE ARTS &amp; CULTURAL SERVICES</b>	<b>354,400</b>	<b>-</b>	<b>354,400</b>
7	Theatres	27,500	-	27,500
8	Princess Theatre Orchestra Pit Net Project	27,500	-	27,500
9	Museum	326,900	-	326,900
10	Install Fume Cupboard in Natural Sciences Lab	30,000	-	30,000
11	Purchase 2x Commercial Grade Dehumidifiers	8,700	-	8,700
12	Purchase New Vats for Natural Sciences Collections	10,200	-	10,200
13	Purchase of 4 x Entomology Cabinets	13,000	-	13,000
14	QVMAG Collection Audit	250,000	-	250,000
15	RFID Tagging of QVMAG Collection Objects	15,000	-	15,000
16	<b>DEVELOPMENT SERVICES</b>	<b>100,000</b>	<b>-</b>	<b>100,000</b>
17	Tourism	100,000	-	100,000
18	Cataract Gorge Projected Storytelling	100,000	-	100,000
19	<b>FACILITIES MANAGEMENT</b>	<b>200,000</b>	<b>-</b>	<b>200,000</b>
20	Cemetery	35,000	-	35,000
21	Carr Villa Drainage Works	15,000	-	15,000
22	Carr Villa Road Works	20,000	-	20,000
23	Swimming Centre	165,000	-	165,000
24	LA External Sign	25,000	-	25,000
25	LAC Learn to Swim Office Relocation	80,000	-	80,000
26	LAC Relocation & Upgrade of Barbeque and Shade area	60,000	-	60,000
27	<b>INFRASTRUCTURE SERVICES</b>	<b>315,000</b>	<b>-</b>	<b>315,000</b>
28	Parks Improvement	15,000	-	15,000
29	St Leonards Dog Park Lights	15,000	-	15,000
30	Roads Urban Upgrade	100,000	-	100,000
31	Development Infrastructure Contribution fund 19/20	100,000	-	100,000
32	Waste	200,000	-	200,000
33	CBD Mobile Bin Rollout	200,000	-	200,000
34	<b>DISPOSAL</b>	<b>(112,000)</b>	<b>-</b>	<b>(112,000)</b>
35	<b>INFRASTRUCTURE SERVICES</b>	<b>(112,000)</b>	<b>-</b>	<b>(112,000)</b>
36	Fleet Replacement	(2,000)	-	(2,000)
37	Minor Plant Replacement 19/20 SALE	(2,000)	-	(2,000)
38	Light Vehicle Fleet Replacement	(110,000)	-	(110,000)
39	Light Vehicle Sales 19/20	(110,000)	-	(110,000)
40	<b>RENEWAL</b>	<b>16,528,900</b>	<b>1,010,000</b>	<b>17,538,900</b>
41	<b>CORPORATE SERVICES</b>	<b>550,000</b>	<b>-</b>	<b>550,000</b>
42	Information Technology	550,000	-	550,000
43	IT Corporate Software Applications Renewal Program 2019/2020 - 2022/2023	250,000	-	250,000
44	IT Infrastructure Renewal Program 2019/2020	300,000	-	300,000
45	<b>CREATIVE ARTS &amp; CULTURAL SERVICES</b>	<b>360,400</b>	<b>-</b>	<b>360,400</b>
46	Theatres	288,400	-	288,400
47	Princess Theatre & Earl Arts Safety Compliance Project	179,400	-	179,400
48	Princess Theatre Fly Tower Roof Replacement	44,000	-	44,000
49	Princess Theatre Wireless Comms Project	65,000	-	65,000
50	Museum	72,000	-	72,000
51	Planetarium Show Renewal	8,000	-	8,000
52	Removal & Replacement of Art Gallery Loading Dock Roller Shutter	15,500	-	15,500
53	Replace Community History Chairs	3,500	-	3,500
54	Replacement of Planetarium Seating	45,000	-	45,000
55	<b>DEVELOPMENT SERVICES</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>
56	Animal Control	30,000	-	30,000
57	Pound and Shelter Rebuild Design	30,000	-	30,000
58	<b>FACILITIES MANAGEMENT</b>	<b>6,010,000</b>	<b>500,000</b>	<b>6,510,000</b>
59	Community Facilities Upgrade	485,000	-	485,000
60	56 Frederick Street Building Remediation Works	260,000	-	260,000
61	Albert Hall External Fabric Renewal Program	120,000	-	120,000
62	Albert Hall Internal Fabric Renewal	40,000	-	40,000
63	DMP Childcare Centre Air Con Replacement	65,000	-	65,000
64	Public Conveniences Upgrade	240,000	-	240,000
65	Ravenswood Exeloo Replacement	240,000	-	240,000
66	Town Hall/Annexe Buildings	1,090,000	-	1,090,000
67	Town Hall and Annexe Refurbishment	1,000,000	-	1,000,000
68	Town Hall Council Chambers Air Con Unit	40,000	-	40,000
69	Town Hall Internal Fabric Renewal	50,000	-	50,000
70	YPIPA York Park and Invermay Park	2,800,000	-	2,800,000
71	UTAS Stadium Resurfacing Turf Farm	2,800,000	-	2,800,000
72	Other Technical	80,000	-	80,000
73	CCTV Upgrade for Mowbray	80,000	-	80,000
74	Cemetery	195,000	-	195,000
75	Carr Villa Drainage Works	25,000	-	25,000
76	Carr Villa Road Surface Renewal	30,000	-	30,000
77	Refurbish Cremator at Carr Villa Memorial Park	140,000	-	140,000
78	YPIPA Inveresk	0	500,000	500,000
79	UTAS Stadium/Inveresk - Car Park Works	0	500,000	500,000
80	Parking Sundry	500,000	-	500,000
81	On Street Parking Machines Upgrade	500,000	-	500,000
82	Parking Off St	415,000	-	415,000
83	Bathurst Street Car Park Resurface	165,000	-	165,000
84	Pat West Car Park Lift Upgrade	140,000	-	140,000
85	CCTV Renewal Pat West Car Park	110,000	-	110,000
86	Swimming Centre	205,000	-	205,000
87	LAC Internal Finishes & Fittings Renewal Program	60,000	-	60,000
88	LAC Plant & Equipment renewal	60,000	-	60,000
89	LAC Public Address (PA) System Renewal	85,000	-	85,000
90	<b>INFRASTRUCTURE SERVICES</b>	<b>9,578,500</b>	<b>510,000</b>	<b>10,088,500</b>
91	Community Halls	20,000	-	20,000
92	St Catherine's Hall Roof Replacement	20,000	-	20,000
93	Fleet Replacement	1,620,000	-	1,620,000
94	Major Plant Replacement 19/20 PURCHASE	1,500,000	-	1,500,000
95	Minor Plant Replacement 19/20 PURCHASE	120,000	-	120,000



	Row Labels	Sum of Council Amount	Sum of Grant Amount	Sum of Total Amount
96	<b>Flood Levee Improvement</b>	40,000	-	40,000
97	Flood Defence Infrastructure Works	40,000	-	40,000
98	<b>Light Vehicle Fleet Replacement</b>	310,000	-	310,000
99	Light Vehicle Purchases 19/20	310,000	-	310,000
100	<b>Parks Bridge Replacement</b>	141,500	10,000	151,500
101	Duck Reach Trail No 3 Bridge 1803	37,500	-	37,500
102	Duck Reach Trail No1 Bridge 1801	52,000	-	52,000
103	Queechy Lake Bird Hide	40,000	10,000	50,000
104	Waverley Lake Bridge 1303	12,000	-	12,000
105	<b>Parks Improvement</b>	372,000	-	372,000
106	Churchill Park SPS Electrical Cabinet	12,000	-	12,000
107	Gorge Cliffgrounds SPS Renewal	150,000	-	150,000
108	Newnham Reserve Riparian Restoration	50,000	-	50,000
109	Parks Furniture Replacement Program	30,000	-	30,000
110	Princes Square Path Reseal	130,000	-	130,000
111	<b>Parks Playground</b>	115,000	-	115,000
112	City Wide Play Space Equipment Renewal	45,000	-	45,000
113	Play Space Strategy Implementation 19-21	70,000	-	70,000
114	<b>Parks Sporting Facility</b>	1,000,000	500,000	1,500,000
115	Churchill Park Sports Centre Upgrade	1,000,000	500,000	1,500,000
116	<b>Parks Trails</b>	30,000	-	30,000
117	Parks Footpath Reseal Program	30,000	-	30,000
118	<b>Roads Bridge Replacement</b>	200,000	-	200,000
119	Lonestar Road Bridge Replacement (Br#642)	200,000	-	200,000
120	<b>Roads Footpath</b>	350,000	-	350,000
121	Footpath Reseal Program 19/20	350,000	-	350,000
122	<b>Roads Resealing</b>	1,880,000	-	1,880,000
123	Parks Road & Car Park Reseal Program	30,000	-	30,000
124	Rural Resheeting Program 19/20	500,000	-	500,000
125	Rural Road Reseal Program 19/20	350,000	-	350,000
126	Urban Road Reseal Program 19/20	1,000,000	-	1,000,000
127	<b>Roads Urban Upgrade</b>	1,940,000	-	1,940,000
128	Cimitiere (Tamar-George) Road Recon	850,000	-	850,000
129	Crawford Street Pavment improvement new K&C	90,000	-	90,000
130	Design Program - Road and Transport Projects 19/20	100,000	-	100,000
131	Granville Street Retaining Wall & Kerb	350,000	-	350,000
132	Kerb and channel program	100,000	-	100,000
133	Retaining wall renewal program	150,000	-	150,000
134	Warring Street Rehabilitation	300,000	-	300,000
135	<b>Stormwater Urban Upgrades</b>	260,000	-	260,000
136	CoL Pump Station Renewal Program	40,000	-	40,000
137	Racecourse SWPS Renewal Phase 3	220,000	-	220,000
138	<b>Waste</b>	1,300,000	-	1,300,000
139	LWC Rising Main Upgrade	1,300,000	-	1,300,000
140	<b>UPGRADE</b>	<b>3,001,000</b>	<b>957,000</b>	<b>3,958,000</b>
141	<b>CREATIVE ARTS &amp; CULTURAL SERVICES</b>	<b>246,000</b>	<b>-</b>	<b>246,000</b>
142	<b>Theatres</b>	115,500	-	115,500
143	Earl Arts Centre Air-Conditioning Switchboard	33,000	-	33,000
144	Princess Theatre Biobox Upgrade	38,500	-	38,500
145	Princess Theatre Foyer Access Lift Renewal	44,000	-	44,000
146	<b>Museum</b>	130,500	-	130,500
147	Natural Sciences Storage	20,000	-	20,000
148	QVMAG - Inveresk Workshop & Storage Area Upgrade	70,000	-	70,000
149	Upgrade Gallery Lighting to Energy Efficient LED	40,500	-	40,500
150	<b>FACILITIES MANAGEMENT</b>	<b>685,500</b>	<b>29,500</b>	<b>715,000</b>
151	<b>Community Facilities Upgrade</b>	55,000	-	55,000
152	56 Frederick Street Stormwater Improvements	55,000	-	55,000
153	<b>YPIPA York Park and Invermay Park</b>	250,000	-	250,000
154	UTAS Stadium PA Speaker Upgrade	250,000	-	250,000
155	<b>Cemetery</b>	10,000	-	10,000
156	Carr Villa Burial Site Preparation	10,000	-	10,000
157	<b>YPIPA Inveresk</b>	20,500	29,500	50,000
158	Invermay Park Change Rooms - Levelling the Playing Field Grant	20,500	29,500	50,000
159	<b>Parking Sundry</b>	100,000	-	100,000
160	Parking Strategy Initiatives - Smart Signage	100,000	-	100,000
161	<b>Parking Off St</b>	250,000	-	250,000
162	Pat West Car Park Parenting Room Upgrades	250,000	-	250,000
163	<b>INFRASTRUCTURE SERVICES</b>	<b>2,069,500</b>	<b>927,500</b>	<b>2,997,000</b>
164	<b>Parks Improvement</b>	310,000	-	310,000
165	Reimagining the Cataract Gorge 19/20	250,000	-	250,000
166	Street Tree Strategy & Urban Implementation 19/20	60,000	-	60,000
167	<b>Parks Sporting Facility</b>	109,500	427,500	537,000
168	Female-friendly Facilities at Rocherlea Rec Ground	39,500	67,500	107,000
169	Female-friendly Facilities at Youngtown Oval	60,000	360,000	420,000
170	Royal Park Sportsfield Change Rooms	10,000	-	10,000
171	<b>Roads Urban Upgrade</b>	1,250,000	500,000	1,750,000
172	Invermay / Lindsay St - Traffic Signals	1,000,000	500,000	1,500,000
173	North Bank and Lindsay St Project	250,000	-	250,000
174	<b>Stormwater Urban Upgrades</b>	400,000	-	400,000
175	Newnham Creek/Hortus PI Bank Remediation	250,000	-	250,000
176	Prospect Flood Alleviation	150,000	-	150,000
177	<b>Grand Total</b>	<b>20,447,300</b>	<b>1,967,000</b>	<b>22,414,300</b>

## Major Operational Projects 2019/20 (included in operational budget)

	Row Labels	Sum of Council Funds	Sum of Grants	Sum of Total Funds
1	<b>Priority 1</b>	<b>1,247,000</b>	<b>500,000</b>	<b>1,747,000</b>
2	<b>Corporate Services</b>	<b>165,000</b>	<b>-</b>	<b>165,000</b>
3	Other Corporate Programs	165,000	-	165,000
4	Organisational Cultural Improvement Program	75,000	-	75,000
5	Safety Improvement Plan	50,000	-	50,000
6	LEAN	40,000	-	40,000
7	<b>Development Services</b>	<b>520,000</b>	<b>-</b>	<b>520,000</b>
8	City Heart Project	30,000	-	30,000
9	LCH Events and Activation Program	30,000	-	30,000
10	Community Development	150,000	-	150,000
11	Second stage implementation of My Place My Future	150,000	-	150,000
12	Planning Scheme Programs	340,000	-	340,000
13	Conversion of the Planning Scheme	20,000	-	20,000
14	Launceston Heritage List Review & Precincts	60,000	-	60,000
15	Strathroy Residential Growth Strategy & Masterplan	130,000	-	130,000
16	St Leonards Residential Growth Strategy & Masterplan	130,000	-	130,000
17	<b>Facilities Management</b>	<b>80,000</b>	<b>-</b>	<b>80,000</b>
18	Community Facilities Upgrade Program	25,000	-	25,000
19	Post Office Clock Tower - Heritage Fabric Restoration Works	25,000	-	25,000
20	Cemetery Programs	40,000	-	40,000
21	Cemetery Master Plan	40,000	-	40,000
22	UTAS Stadium	15,000	-	15,000
23	Invermay Park Female Friendly Changerooms	15,000	-	15,000
24	<b>Infrastructure Services</b>	<b>280,000</b>	<b>500,000</b>	<b>780,000</b>
25	Parks Improvement Program	180,000	-	180,000
26	Fire Management Plan Implementation Bushland Reserves	180,000	-	180,000
27	Roads Urban Upgrade Program	-	500,000	500,000
28	Launceston Traffic Signal Upgrade	-	500,000	500,000
29	Other Technical Programs	100,000	-	100,000
30	Urban Growth - Infrastructure planning	100,000	-	100,000
31	<b>Creative Arts &amp; Cultural Services</b>	<b>48,000</b>	<b>-</b>	<b>48,000</b>
32	Museum Programs	48,000	-	48,000
33	QVMAG - Museum (Inveresk)	48,000	-	48,000
34	<b>General Manager</b>	<b>154,000</b>	<b>-</b>	<b>154,000</b>
35	Other Corporate Programs	134,000	-	134,000
36	Cultural Leadership Development Program - Aldermen	30,000	-	30,000
37	Governor Farewell Function	4,000	-	4,000
38	Review of the Greater Launceston Plan	100,000	-	100,000
39	Economic Development Program	20,000	-	20,000
40	Smart Cities Strategy / Framework	20,000	-	20,000
41	<b>Priority 2</b>	<b>267,500</b>	<b>-</b>	<b>267,500</b>
42	<b>Corporate Services</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>
43	Other Corporate Programs	30,000	-	30,000
44	Back Scanning of information Management BA Plans and Documents	30,000	-	30,000
45	<b>Development Services</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>
46	Tourism & Events	50,000	-	50,000
47	Cool Season Strategy	50,000	-	50,000
48	Planning Scheme Programs	100,000	-	100,000
49	Levee Protected Areas Code	80,000	-	80,000
50	Relbia Area Review & Plan	20,000	-	20,000
51	<b>Infrastructure Services</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>
52	Parks Improvement Program	50,000	-	50,000
53	Regional Recreation Plan	50,000	-	50,000
54	<b>Creative Arts &amp; Cultural Services</b>	<b>7,500</b>	<b>-</b>	<b>7,500</b>
55	Museum Programs	7,500	-	7,500
56	QVMAG - Art Gallery (Royal Park)	7,500	-	7,500
57	<b>General Manager</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>
58	Other Corporate Programs	10,000	-	10,000
59	Professional Multimedia content	10,000	-	10,000
60	Economic Development Program	20,000	-	20,000
60	Napa, California - Sister City - COL Delegation Visit	20,000	-	20,000
62	<b>Grand Total</b>	<b>1,514,500</b>	<b>500,000</b>	<b>2,014,500</b>

# 2019-2020 Draft Annual Plan

## 1. We connect with our Community and our Region through meaningful engagement, cooperation and representation.

Action	Directorate
Review the GLP to provide an agreed vision and evidence based plan to guide the sustainable development of the Greater Launceston Plan area over the medium and longer term horizons, which is supported by all member Councils.	General Manager
Develop a framework for delivery of a Regional Recreation Strategy (Regional Sports Plan) in conjunction with sporting clubs, State Government and neighbouring councils.	Infrastructure Services
Develop the CoL's capacity to deliver consistent, sustainable and more effective Community Engagement for our stakeholders.	General Manager
Develop a Community Engagement - Policy, Strategy, Framework, and Toolkit, as well as to provide training to our identified 'Champions' across the CoL.	General Manager

## 2. We facilitate prosperity by seeking out and responding to opportunities for growth and renewal of our regional economy

Action	Directorate
Determine the priorities and extent of the Council's ongoing International Engagement Program.	General Manager
Cultural Strategy <ul style="list-style-type: none"><li>Complete and commence implementation of a Cultural Strategy for the City of Launceston.</li></ul>	Creative Arts & Cultural Services

## 3. We are a progressive leader that is accountable to our governance obligations and responsive to our community.

Action	Directorate
Level of Service Planning <ul style="list-style-type: none"><li>Document service levels, review appropriateness of services, and engage with the community around expectations.</li></ul>	Corporate Services
Organisational Alignment Project <ul style="list-style-type: none"><li>Implement outcomes of the Organisational Alignment Project.</li></ul>	General Manager

Action	Directorate
Organisational Cultural Development Roadmap <ul style="list-style-type: none"> <li>Continue to implement an organisational development program, with a focus on organisational culture, Lean and leadership development.</li> </ul>	Corporate Services
Review organisational Information and Communications Technology (ICT) Strategy	Corporate Services
Workplace Health and Safety <ul style="list-style-type: none"> <li>Implement a Safety Management System</li> </ul>	Corporate Services

**4. We value our City's Unique Identity by celebrating our special heritage and culture, and building on our competitive advantages to be a place where people choose to live, work and visit.**

Action	Directorate
Launceston City Heart - Wayfinding and Connectivity Implementation - City Deal Agreement <ul style="list-style-type: none"> <li>Implementation of wayfinding treatments in the CBD (Launceston City Heart area).</li> </ul>	Infrastructure Services
St John Street Bus Stops Redevelopment - City Deal Agreement <ul style="list-style-type: none"> <li>Commence the redevelopment of St John Street (Central North and Central South) including Bus Stops as part of Stage 1 of the Launceston City Heart Masterplan.</li> </ul>	Infrastructure Services
Launceston City Heart <ul style="list-style-type: none"> <li>Implement Stage 2 Implementation Planning</li> </ul>	Infrastructure Services
Launceston Heritage List Review and Precincts <ul style="list-style-type: none"> <li>A review of the City of Launceston's local heritage list</li> </ul>	Development Services
Collection Audit <ul style="list-style-type: none"> <li>As part of the Digital Cultural Experience migrate QVMAG collection information onto new platform</li> </ul>	Creative Arts & Cultural Services

**5. We Serve and Care for our Community by providing equitable and efficient services that reflects needs and expectations of our community.**

Action	Directorate
Review and implement planning controls to align with 2018 River Flood Study.	Infrastructure Services
Stormwater Management Plans <ul style="list-style-type: none"> <li>Analyse results of hydraulic modelling developed over the past 3 years to finalise stormwater management plans for key urban catchments.</li> </ul>	Infrastructure Services

Action	Directorate
My Place My Future (Northern Suburbs Revitalisation Strategy) <ul style="list-style-type: none"> <li>• Stage Two Implementation</li> </ul>	Development Services
Continue to roll out the ABCDE Learning Sites approach to Mowbray	Development Services
Develop a Social Inclusion Framework	Development Services
Review Councils Access Action Plan	Development Services
Review Councils framework for leasing of Council assets	Corporate Services

**6. We Protect our environment by caring for our unique natural assets and amenity, and sensitively managing future development opportunities.**

Action	Directorate
River Health Action Plan - Implementation <ul style="list-style-type: none"> <li>• The project will include the implementation of the River Health Action Plan (catchment management and combined system improvements, public education and policy development), management of the sediment raking program (data review, hydrological modelling, community.</li> </ul>	Infrastructure Services
Sustainability Strategy <ul style="list-style-type: none"> <li>• Commence development of a sustainability strategy that will:</li> <li>• Identify actions and strategic projects to improve resource recovery and diversion away from landfill.</li> <li>• Outline an energy and greenhouse gas reduction action plan to enable City of Launceston to reduce its carbon footprint.</li> <li>• Identify actions to build community and infrastructure resilience in light of the potential impacts of future climate change.</li> </ul>	Infrastructure Services

**7. We are a City Planning for our Future by ensuring our approach to strategic land-use, development and infrastructure investment is coordinated, progressive, and sustainable.**

Action	Directorate
University of Tasmania (UTAS) Relocation - City Deal Agreement <ul style="list-style-type: none"> <li>• Engage with the UTAS on the project to relocate to Inveresk to ensure it integrates with the precinct and City in a planned manner.</li> </ul>	General Manager

Action	Directorate
<p>City Deal Agreement</p> <ul style="list-style-type: none"> <li>Continue to work with the Commonwealth and State Government to successfully implement all of the City of Launceston's commitments under the City Deal program to deliver a range of economic and social benefits to the City.</li> </ul>	General Manager
<p>Launceston Transport Strategy</p> <ul style="list-style-type: none"> <li>Develop a Transport Strategy for the municipality that captures the challenges and opportunities that come with the growth and development across the City, the relocation of the University of Tasmania to Inveresk and the trends and technological advances in sustainable transport planning and operation.</li> </ul>	Infrastructure Services
<p>Traffic Signal Project</p> <ul style="list-style-type: none"> <li>Upgrade of the City's aging traffic signal infrastructure (owned by State Growth), targeted improvement of intersections, implementation of data capture technology and data analytics, and provide a framework to encourage more sustainability transport options.</li> </ul>	Infrastructure Services
<p>Inveresk Masterplan</p> <ul style="list-style-type: none"> <li>Engage with UTAS and precinct stakeholders to develop and commence implementation of the Inveresk Masterplan.</li> </ul>	Facilities Management
<p>St Leonards Residential Growth Strategy and Masterplan</p> <ul style="list-style-type: none"> <li>Develop a residential growth strategy and masterplan for the St Leonards area</li> </ul>	Development Services
<p>Strathroy Residential Growth Strategy and Masterplan</p> <ul style="list-style-type: none"> <li>Develop a residential growth strategy and masterplan for the Strathroy area.</li> </ul>	Development Services
<p>Central Area Precinct Plan</p> <ul style="list-style-type: none"> <li>Develop a precinct plan for the Central Area</li> </ul>	Development Services
<p>Launceston Planning Scheme</p> <ul style="list-style-type: none"> <li>Finalise the local provisions of the Launceston Planning Scheme for translation to the new state-wide planning scheme framework.</li> </ul>	Development Services
<p>Parking Strategy</p> <ul style="list-style-type: none"> <li>Implement a holistic approach for the future direction and management of parking for the City of Launceston to accommodate the current and future needs.</li> </ul>	Facilities Management