

Special Council Meeting Agenda & Reports

9 April 2018

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
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City of
Norwood
Payneham
& St Peters

5 April 2018

To all Members of the Council

NOTICE OF SPECIAL MEETING OF COUNCIL

I wish to advise that pursuant to Sections 83 and 87 of the *Local Government Act 1999*, the next Special Meeting of the Norwood Payneham & St Peters Council, will be held in the Council Chambers, Norwood Town Hall, 175 The Parade, Norwood, on:

Monday 9 April 2018, commencing at 7.00pm.

Please advise Tina Zullo on 8366 4545 or email tzullo@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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City of
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VENUE Council Chambers, Norwood Town Hall

HOUR

PRESENT

Council Members

Staff

APOLOGIES

ABSENT

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 3 APRIL 2018**
2. **STAFF REPORTS**

2.1 DRAFT 2018-2019 RECURRENT BUDGET

REPORT AUTHOR: Financial Services Manager
GENERAL MANAGER: General Manager, Corporate Services
CONTACT NUMBER: 8366 4585
FILE REFERENCE: S04609
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present and obtain “in principle” endorsement of the Draft 2018-2019 Recurrent Budget.

BACKGROUND

Section 123(8) of *the Local Government Act 1999*, requires the Council to adopt an Annual Business Plan and a Budget for the ensuing financial year after 31 May and, except in a case involving extraordinary administrative difficulty, before 31 August.

In accordance with the Council’s agreed strategy, the Draft 2018-2019 Recurrent Budget is prepared in isolation of the decision in respect to Rates Revenue and the Projects and Capital Works component of the Annual Budget.

The preparation of the Budget Estimates of Recurrent Income and Expenditure prior to consideration of the Operating Projects (‘discretionary’ budget items), enables the value of funds available for Operating Project programs and services, to be quantified and a ‘priority’ list of these items to be established for inclusion in the Annual Budget, based on available funding, need and priority.

The Projects expenditure components are scheduled to be considered at a Special Meeting of the Council on 18 April 2018. The Draft 2018-2019 Annual Business Plan (which incorporates all components of the 2018-2019 Budget), will be considered at the Council Meeting scheduled on 23 April 2018. The Draft 2018-2019 Annual Business Plan and Budget will be released for public consultation for a period of twenty-one (21) days as required by *the Local Government Act 1999*.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

The Council’s long term strategic direction is outlined in *City Plan 2030: Shaping our Future*. The Draft 2018-2019 Annual Business Plan and supporting Draft 2018-2019 Budget, sets out the proposed services and programs and explains how the Council intends to finance its continuing activities which are proposed to be undertaken during the year.

The Council’s Long Term Financial Plan (LTFP), is a key document in the Council’s Planning Framework. It is the primary financial management tool which links the Council’s Strategic Plan, *City Plan 2030 – Shaping our Future*, Whole-of-Life Assets Management Plans and the Annual Business Plan and Budget.

Financial sustainability underpins the Council’s Financial Goals and Outcomes, which are set out in the Long Term Financial Plan. In general terms, financial sustainability is ensuring that the Council has the financial resources to meet the long term service and infrastructure needs of the community, without any sharp increases in rate revenue or cuts in service provision and standards.

From an operational perspective, financial sustainability is being able to manage the conflict between keeping rate revenues increases to a minimum, maintaining existing service standards and spending on new services and major capital investments.

The Draft 2018-2019 Budget is developed on the basis of ensuring that it will assist in delivering on the Councils Long Term Strategic direction and financial objectives set out in the LTFP.

The financial projections set out in the LTFP will be reviewed and updated following the adoption of the 2018-2019 Annual Business Plan and Budget.

FINANCIAL AND BUDGET IMPLICATIONS

The Council's Long Term Financial Plan, sets out a Recurrent Operating Surplus of \$1.612 million (prior to Rate Revenue increase) for the 2018-2019 Financial year.

In line with the Councils Budget Framework, the Draft Recurrent Budget is considered and endorsed in principle prior to the inclusion of Rate Revenue increases and the impact of Operating Projects.

The Council will consider the Operating Projects, along with potential Rate Revenue increases at the Special Council Meeting scheduled for 16 April 2018.

EXTERNAL ECONOMIC IMPLICATIONS

The Draft 2018-2019 Recurrent Budget will have an economic impact on property owners and suppliers of goods and services to the Council, the level of which will be dependent on the final decisions taken in respect to the service level and the level of income required to meet the agreed service level.

SOCIAL ISSUES

No Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The preparation of the Annual Business Plan and Budget ensures the Council meets its legislative responsibility in accordance with the requirements of *the Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

CONSULTATION

- **Elected Members**
An overview of the Draft 2018-2019 Recurrent Budget was provided to Elected Members at an Information Briefing held on 26 March 2018.
- **Community**
The community will have input into the Draft 2018-2019 Recurrent Budget through public consultation on the Draft Annual Business Plan.
- **Staff**
The preparation of the Draft 2018-2019 Recurrent Budget has been completed with the involvement of the Chief Executive Officer, General Managers and council staff responsible for budget management.
- **Other Agencies**
Not Applicable.

DISCUSSION

The Draft 2018-2019 Recurrent Budget is a future focused and financially responsible proposal, which is targeted at ensuring the Council's continuing priorities are appropriately resourced. The Draft 2018-2019 Recurrent Budget, is based on ensuring that the Council can maintain the service standards for its existing services to support the delivery of the Strategic Objectives outlined in the Council's *CityPlan 2030: Shaping our Future* and that those services receive appropriate funding. It is acknowledged however, that the budget and funding requirements need to be balanced with ensuring that the community does not face significant increases in their annual rates contribution.

The key driver for this year's budget is to develop a Recurrent Budget that not only contributes to the Council's broader strategic objectives, but also ensures that the Council's long term financial objective of managing its financial resources in a sustainable and equitable manner is achieved.

Budget Parameters/Assumptions

As in previous years, no increase in rate revenue has been accounted for in the analysis of the Draft Recurrent Budget. Rate revenue increases will be determined once the Council has endorsed the non-rate revenue and expenditure components (including operating projects) of the Draft Budget.

In developing the Draft 2018-2019 Recurrent Budget, the Council's Long Term Financial Plan (LTFP) forms the basis for the financial targets to be achieved for the 2018-2019 Financial Year. In addition, the following principles and assumptions were applied:

- the Recurrent Operating Budget be prepared based on "business-as-usual";
- maximum Material, Contracts and Other Expenses cost escalation be set at 2.2%;
- Wages and Salaries increases are based on the Council's Enterprise Agreements; and
- fees and charges not set by Legislation are increased by 2.3% at a minimum.

Applying the budget parameters (adjusted for one off expenditure) which were adopted by the Council at its Meeting held on 15 January 2018 to the Adopted Budget, the Target Recurrent Operating Surplus, prior to any Rate Revenue increase, is \$2.079 million (excluding R2R funding).

2018-2019 Recurrent Budget Overview

The Draft 2018-2018 Recurrent Budget provides for an Operating Surplus, before Rate Revenue increases and Operating Projects, of \$1.594 million (**Attachment A**).

The Target Budget has been determined by applying the adopted Budget Parameters and Guidelines to the 2017-2018 Adopted Budget. The key components of the Target Budget compared to the Draft 2018-2019 Recurrent Budget, excluding rate revenue, are shown in Table 1 below:

TABLE 1 – 2017-2018 DRAFT BUDGET vs 2017-2018 TARGET BUDGET

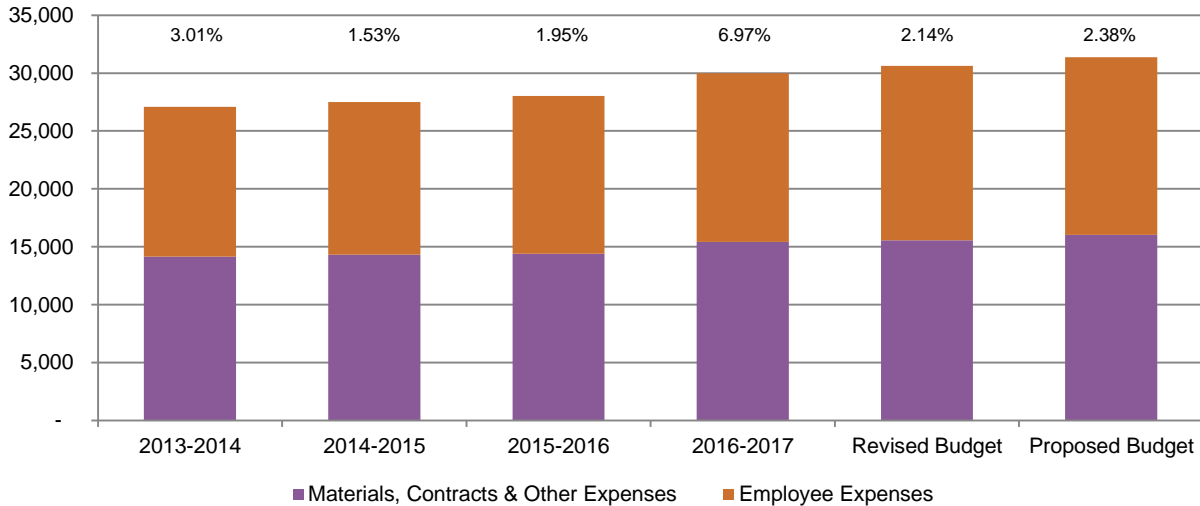
| | Draft Budget \$'000 | 2017-2018 | | Variance Fav/(Unfav) % |
|--------------------------------------|---------------------------|----------------------------|--------------------|------------------------------|
| | | Target Budget \$'000 | Variance \$'000 | |
| Rate Revenue | 33,900 | 33,785 | 115 | 0.3% |
| Non Rate Revenues | 8,633 | 8,428 | 204 | 2.4% |
| Total Income | 42,533 | 42,213 | 319 | 0.8% |
| Recurrent Expenditure | | | | |
| Employee Expenses | 15,338 | 15,070 | 268 | 1.8% |
| Contracts, Material & Other Expenses | 16,021 | 15,551 | 469 | 3.0% |
| Finance Costs | 881 | 813 | 0 | 0.0% |
| Depreciation | 8,699 | 8,699 | 68 | 8.4% |
| Total Expenditure | 40,938 | 40,134 | 805 | 2.0% |
| Recurrent Operating Surplus | 1,594 | 2,079 | 8 | (23.3%) |

It should be noted that Finance Cost's detailed in Table 1 above, are based on an estimate of new borrowings of \$2.5 million. The extent of new borrowings which are required will be determined once the 2018-2019 Capital Expenditure Budget has been finalised.

In setting the general parameters for the preparation of the Draft 2018-2019 Budget, the Council set a budget guideline which set the maximum combined increase in the overall budget of 2.3%. Overall, the Recurrent Operating Expenditure compared to the 2017-2018 Target Recurrent Budget.

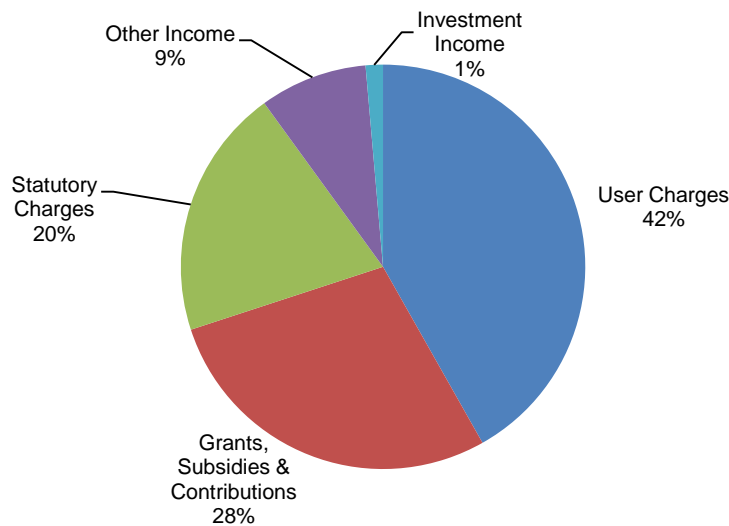
As detailed in Figure 1 below, the Council has, over the past six years, kept the overall year on year increase in operating costs to a minimum.

FIGURE 1: OPERATING EXPENSES



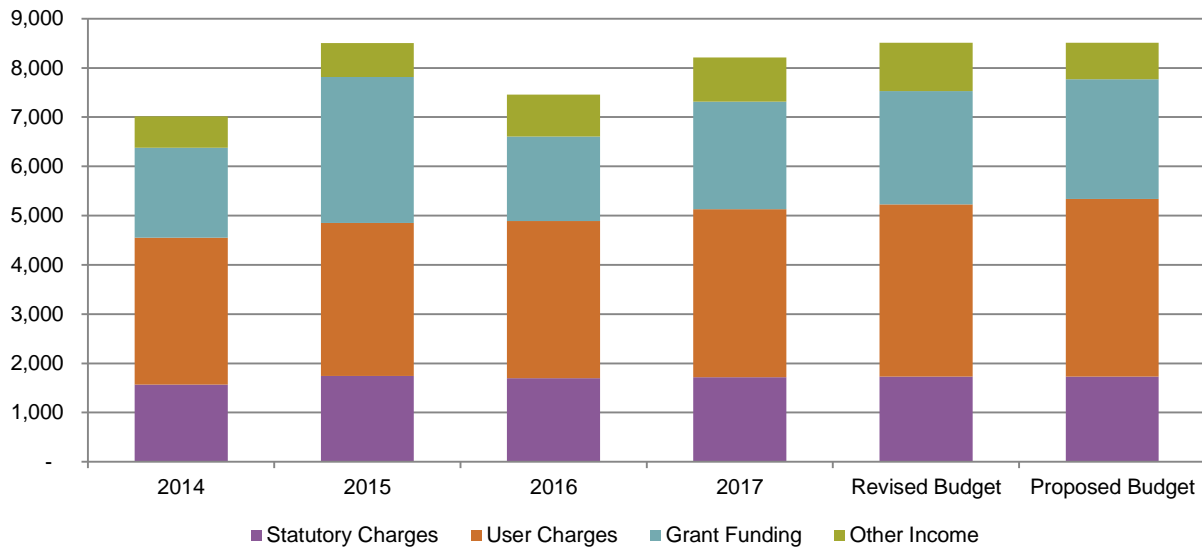
As detailed in Figure 2 below, Non-rate revenue is predominately made up of User Charges (41%) which incorporate Child Care Centre fees, Swimming Centre, Hire and lease fees associated with Council facilities, HACC Services; and Statutory Charges (20%) which incorporates Dog Registration fees, Parking Infringements, Residential Parking permits, Planning & Development fees, Hoarding Licences, Outdoor Dining permits. Non-rate revenue represents 19.5% of the Council's total revenue, with the Draft Budget estimating \$8.759 million being raised.

FIGURE 2: BREAKDOWN OF NON-RATE REVENUE



As detailed in Figure 3 below, revenue derived from the Council's main sources of non-rate revenue (statutory and user charges) has remained stable since the 2014-2015 financial year. The static and /or diminishing nature of other revenue sources means that the Council is increasingly dependent on Rate revenue to fund the provision of services and programs.

FIGURE 3: NON-RATE REVENUE



Statutory Charges includes fees and charges that are set by legislation. In some circumstances, such as parking infringements, the fees charged are set at a fixed rate outlined by the respective legislation, where as other legislation allows the Council to charge a fee with the value of the fee determined by the Council, up to a maximum limit as set out in the legislation (i.e. Dog Registration Fees). Income earned from parking expiration fees is the main source (57%) of Statutory Charges Income.

Federal Government decisions with respect to advancing Financial Assistance Grants have had impacts to the levels of Grant Revenue in the 2013-2014 to 2015-2016 Financial Years. Indexing of the Financial Assistance Grants was recommenced as part of the 2017-2018 Federal Budget. The proposed budget assumes that the Council will continue to receive four quarters of the Financial Assistance Grant including the Special Roads Funding.

User Charges includes fees payable for the use of the Council’s discretionary services and facilities. As detailed in Figure 4, 86% of the Council’s User Charges income is sourced from the Child Care Centre, the Swimming Centre’s and the Norwood Concert Hall.

FIGURE 4: USER CHARGES

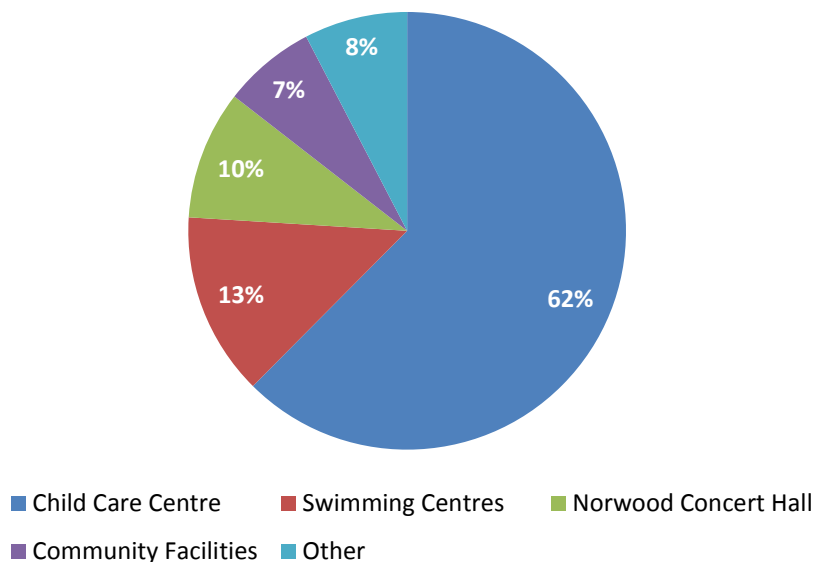


Table 2 below sets out additional information by breaking down the Recurrent Operating Budget by Continuing Services.

TABLE 2 – DRAFT 2017-2018 RECURRENT OPERATING BUDGET BY CONTINUING SERVICES

| Continuing Service | Expenditure | Income | Net Operating Surplus / (Deficit) |
|---|-------------------|-------------------|-----------------------------------|
| Infrastructure Management | 4,779,793 | 19,000 | (4,760,793) |
| Waste Management | 3,356,928 | 25,000 | (3,331,928) |
| Trees Parks, Sport & Recreation | 3,774,326 | 621,331 | (3,152,995) |
| Planning, Regulatory Services & Environment | 2,775,919 | 1,722,980 | (1,052,939) |
| Community Facilities | 845,592 | 672,265 | (173,327) |
| Community Services Health Aged & Youth Services | 4,304,989 | 3,421,124 | (883,865) |
| Libraries | 1,825,339 | 183,122 | (1,642,217) |
| Economic Development & Strategic Projects | 783,045 | 213,000 | (570,045) |
| Community Events, Arts & Heritage | 906,006 | 57,127 | (848,879) |
| Corporate Activities | 4,861,729 | 1,639,000 | (3,222,729) |
| Governance | 1,854,854 | 146,000 | (1,708,854) |
| Rates | 1,280,330 | 33,702,068 | 32,421,738 |
| Ownership & Financing | 9,580,769 | 110,844 | (9,469,925) |
| Total | 40,929,619 | 42,523,861 | 1,603,242 |

A key risk to note with respect to the Draft 2018-2019 Recurrent Budget, is the disposal costs of Domestic Recycling. As discussed with Elected Members at the recent budget information session, East Waste are reviewing Domestic Recycling options in light of the restrictions placed on waste being exported to China. Early indications suggest that the impact to the Budget could be in the order of \$0.250 million to \$0.300 million. This impact is in addition to the \$0.126 million adjustment made in Draft 2018-2019 Recurrent Budget to remove the Recycling Rebate income that had been being received from the collection of recyclables. Once the full quantum of the impact to disposal costs of Domestic Recycling known Elected Members will be advised and any required amendments to the Draft 2018-2019 Recurrent Budget will be proposed.

Additional information relating to the Draft 2018-2019 Recurrent Operating Budget by Continuing Services is contained in **Attachment B**.

OPTIONS

The Council has the following options in respect of this issue:

- endorse 'in principle' the Draft 2018-2019 Recurrent Operating Budget as contained in **Attachment A**; or
- amend the Draft 2018-2019 Recurrent Operating Budget as contained in **Attachment A**, as it sees fit.

Option 1 is recommended as it meets the financial targets set out in the Council's LTFP and is in line with the Budget Parameters and Guidelines adopted by the Council at the meeting held on 15 January 2018.

CONCLUSION

Through the Long Term Financial Plan, the Council has committed to the attainment of Financial Sustainability. The development of an Annual Budget with reference to the financial targets and outcomes outlined in the LTFP will ensure that the Council continues to move in the right direction to achieve its ultimate goal of Financial Sustainability.

To ensure that a responsible budget is set, the Council adopted a series of Budget Parameters, to guide Council Staff in preparing their respective budget estimates. As detailed in this report, the Draft 2018-2019 Recurrent Budget has been delivered within these guidelines.

COMMENTS

If Elected Members have any questions in relation to specific budget items or proposed allocations, please do not hesitate to contact the General Manager, Corporate Services on 8366 4585, prior to the meeting as these discussions may assist in resolving any enquiry prior to the meeting.

RECOMMENDATION

1. That the Draft 2018-2019 Recurrent Budget be endorsed "in principle", subject to the presentation and adoption of a consolidated report for the Council's consideration on the 2018-2019 Annual Business Plan and Budget.
2. The Council notes that a report on the adoption of the 2018-2019 Budget be prepared for the Council's consideration in accordance with the 2018-2019 Budget timeframe.

Attachment A

Draft 2018-2019 Recurrent Budget

City of Norwood Payneham & St Peters
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| LTFP | 2018-2019 | | 2017-2018 | % Increase on |
|------------------------------------|---|-------------------|-------------------|-----------------|
| | Proposed Budget | | Original Budget | Original Budget |
| Income | | | | |
| 2,250,549 | Grants, Subsidies & Contributions | 2,430,302 | 2,248,586 | 8.1% |
| 168,268 | Investment Income | 119,344 | 97,844 | 22.0% |
| 229,360 | Other Income | 349,191 | 343,390 | 1.7% |
| 33,815,647 | Rates | 33,900,068 | 33,784,643 | 0.3% |
| 630,495 | Reimbursements | 394,320 | 478,960 | -17.7% |
| 1,774,295 | Statutory Charges | 1,730,000 | 1,730,000 | 0.0% |
| 3,684,201 | User Charges | 3,609,636 | 3,529,671 | 2.3% |
| 42,552,815 | Income Total | 42,532,861 | 42,213,094 | 0.8% |
| Expense | | | | |
| 15,409,233 | Employee Expenses | 15,338,029 | 15,070,155 | 1.8% |
| 15,866,915 | Materials, Contracts & Other Expenses | 16,019,621 | 15,551,029 | 3.0% |
| 8,699,443 | Depreciation, amortisation & impairment | 8,699,443 | 8,699,443 | 0.0% |
| 965,723 | Finance Costs | 881,326 | 813,092 | 8.4% |
| 40,941,314 | Expense Total | 40,938,419 | 40,133,719 | 2.0% |
| Recurrent Operating Surplus | | | | |
| 1,611,501 | (prior to Rate Revenue Increase) | 1,594,442 | 2,079,375 | -23.3% |

Attachment B

Draft 2018-2019 Recurrent Budget

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| Continuing Service | 2018-2019 Draft Budget | 2017-2018 Revised Budget | 2016-2017 Actual | Comments |
|--|---------------------------|--------------------------------|---------------------|--|
| Community facilities | 173,327 | 167,206 | 28,944 | |
| Community Facilities | 251,977 | 202,229 | 103,552 | |
| Norwood Concert Hall | (78,650) | (35,023) | (74,608) | <i>Due to the closure of Her Majesty theatre for renovation, increase in Commercial bookings are anticipated</i> |
| Community Events, Arts & Heritage | 857,679 | 802,504 | 758,592 | |
| Community Arts | 147,027 | 107,648 | 30,152 | <i>Arts Officer responsibilities were absorbed by internal resources in 2016-2017. Vacant position will be filled in 2018-2019</i> |
| Community Events | 556,218 | 545,974 | 567,991 | |
| Heritage | 154,434 | 148,882 | 160,449 | |
| Community Services Health Aged & Youth Services | 883,865 | 742,656 | 493,408 | |
| Child Care Centre | (42,998) | (95,782) | (169,388) | <i>Increase internal depreciation charges to reflect recent expansion of the Centre</i> |
| Community Programs | 9,979 | 15,535 | (43,804) | <i>Increased Grant funding was received for CVS program in 2016-2017</i> |
| Community Support & Development | 158,917 | 156,032 | 140,577 | |
| Health Services | 520,000 | 512,000 | 515,322 | |
| Home & Community Care | (24,094) | (28,936) | (64,993) | |
| Volunteer Services | 145,602 | 107,902 | 84,371 | <i>Vacant Position of Volunteer Coordinator absorbed by internal resources in 2016-2017. Vacant position anticipated to be filled in 2018-2019</i> |
| Youth Services | 116,459 | 75,905 | 31,323 | <i>Vacant Position absorbed by internal resources in 2016-2017 will be filled in 2018-2019</i> |
| Corporate Activities | 3,222,729 | 3,359,747 | 2,423,820 | |
| Communications | 538,668 | 513,477 | 472,399 | |
| Council Administration | 742,434 | 744,490 | 714,530 | |
| Customer Service | 435,979 | 429,019 | 389,642 | |
| Financial Management & Services | 568,869 | 552,484 | 458,297 | |
| Grants Commission | (1,300,000) | (1,100,000) | (1,663,286) | <i>In 2016-2017 two quarters of Financial Assistance Grant funding was advanced by the Federal Government</i> |
| HR & Employee Services | 653,650 | 658,779 | 563,759 | <i>Costs of recruitment were reduced due to reduction in use of external recruitment agencies during 2016-2017</i> |
| Information Management & Services | 1,317,618 | 1,283,245 | 1,235,767 | |
| Rates | 265,511 | 278,253 | 252,712 | |

| Continuing Service | 2018-2019 Draft Budget | 2017-2018 Revised Budget | 2016-2017 Actual | Comments |
|--|---------------------------|--------------------------------|---------------------|---|
| Infrastructure Management | 4,760,793 | 4,855,839 | 4,617,610 | |
| Asset Management | 609,264 | 608,517 | 566,003 | |
| Civil Maintenance Admin | 226,504 | 239,169 | 180,178 | |
| Footpath , Kerb & Water Table Maintenance | 601,683 | 624,271 | 604,777 | |
| Plant & Equipment Services | 362,251 | 380,957 | 338,464 | |
| Public Lighting | 705,000 | 690,700 | 608,721 | <i>Unit rate increases</i> |
| Road & Traffic Management | 431,589 | 573,522 | 431,643 | <i>2017-2018 one off increase in Line marking program not continuing into 2018-2019</i> |
| Stormwater Network | 134,231 | 131,493 | 364,964 | <i>2016-2017 saw increased one off costs for storm damage repairs</i> |
| Streetscape Maintenance | 901,285 | 887,795 | 815,758 | |
| Works Depot Admin & Services | 788,986 | 719,415 | 707,102 | |
| Ownership & Financing | 9,469,925 | 8,801,248 | 8,831,964 | |
| Depreciation | 8,699,443 | 8,139,000 | 8,111,045 | |
| LT Financing | 770,482 | 662,248 | 720,920 | |
| Planning, Regulatory Services & Environment | 1,052,939 | 926,251 | 740,062 | |
| Animal Management | (67,400) | (74,500) | (76,759) | |
| Building Inspections | 247,720 | 165,226 | 129,258 | <i>Administration of New Litter & Local Nuisance legislation in 2018-2019</i> |
| City Planning | 1,149,059 | 1,167,656 | 1,096,032 | |
| Creek Maintenance | 38,720 | 38,000 | 41,467 | |
| Environmental Management | 125,942 | 85,666 | 121,387 | |
| Parking Management | (819,500) | (776,500) | (790,976) | |
| Pest Management | 110,467 | 110,809 | 107,784 | |
| Regulatory Services | 267,931 | 209,894 | 111,870 | <i>Long term Hoarding Licenses with East Park have now concluded decreasing revenue going forward</i> |
| Trees Parks, Sport & Recreation | 3,152,995 | 3,114,033 | 3,210,009 | |
| Parks & Gardens | 459,885 | 467,640 | 775,469 | |
| Reserve Maintenance | 1,105,504 | 1,064,534 | 977,552 | <i>Favourable rainfall in 2016-2017 reducing water usage</i> |
| Sporting & Recreational Facilities | 335,707 | 302,163 | 173,927 | |
| Street Trees | 740,926 | 763,003 | 844,952 | <i>For 2016-2017, one off increase in pruning program to attend to key areas combined with storm damage pruning</i> |
| Swimming Centres | 510,973 | 516,693 | 438,110 | <i>Favourable weather conditions reducing operating costs combined attendance increased due to construction of ARC Facility</i> |

| Continuing Service | 2018-2019 Draft Budget | 2017-2018 Revised Budget | 2016-2017 Actual | Comments |
|--|---------------------------|--------------------------------|---------------------|--|
| Waste management | 3,331,928 | 3,088,169 | 2,875,851 | |
| Hard Waste, E Waste & Illegal Dumping | 215,400 | 260,500 | 263,861 | |
| Public Litter Bin | 104,000 | 136,887 | 180,995 | |
| Waste Collection | 1,849,528 | 1,745,782 | 1,590,417 | |
| Waste Disposal | 1,163,000 | 945,000 | 840,579 | <i>Increase in Waste Levy from \$87 to \$110 pre tonne combined with the removal of the Domestic Recycling Rebate.</i> |
| Libraries | 1,642,217 | 1,613,046 | 1,692,818 | |
| Economic Development & Strategic Projects | 570,045 | 571,460 | 592,476 | |
| Governance | 1,708,854 | 1,526,490 | 1,494,518 | <i>Vacant Position absorbed by internal resources in 2016-2017. Anticipated to be filled in 2018-2019</i> |
| Rates | (32,421,738) | (32,402,803) | (31,875,473) | <i>No rate revenue increase has been accounted for in 2017-2018</i> |
| Grand Total | (1,594,442) | (2,834,154) | (4,115,401) | |

3. **CONFIDENTIAL REPORTS**
Nil
4. **CLOSURE**