CM13.3. AlburyCity Draft Four Year Delivery Program, Draft 2024/25 Operational Plan and Draft Long Term Financial Plan

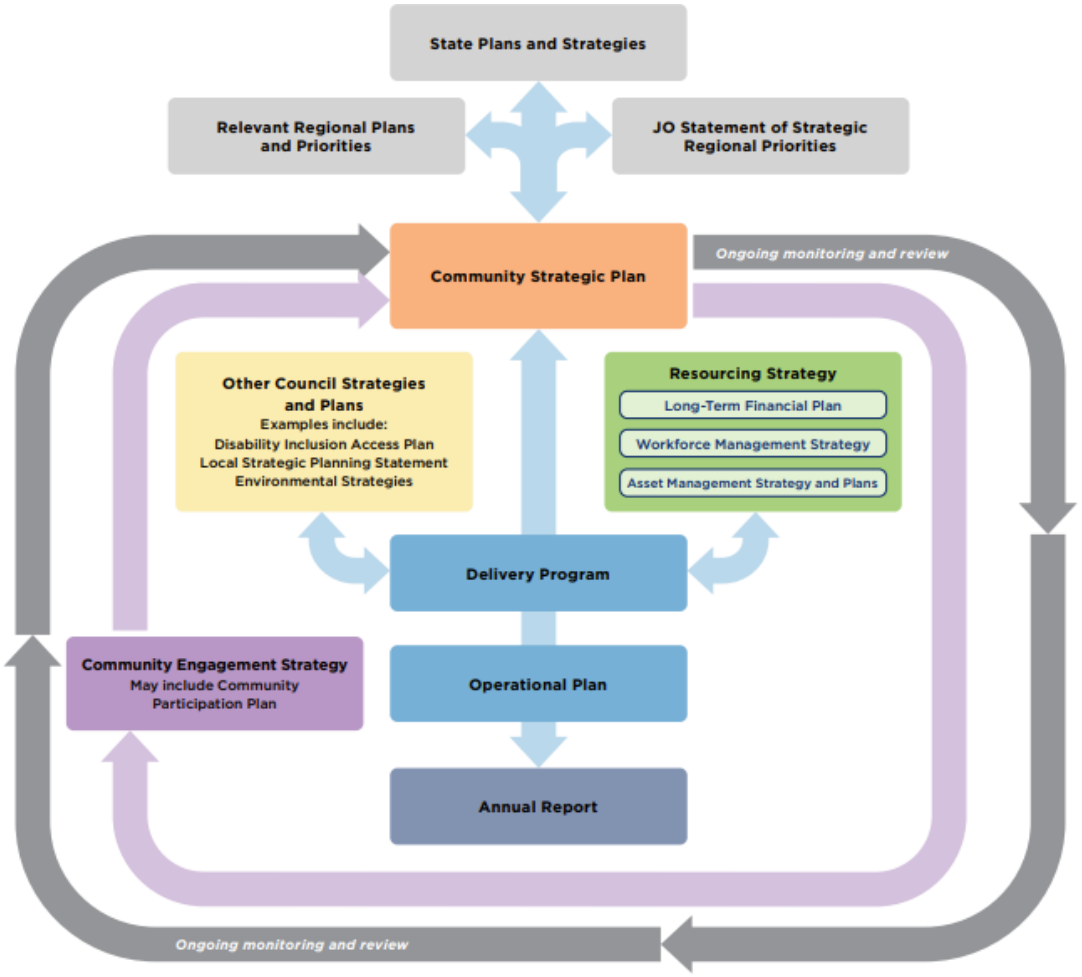
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Purpose of Report

This report presents AlburyCity's Draft Four Year Delivery Program (2024-28), Draft 2024/25 Operational Plan and Draft Long-Term Financial Plan for consideration.

Background

AlburyCity develops plans in accordance with the Local Government Integrated Planning and Reporting Framework, as required by the *Local Government Act 1993*.



A key focus for AlburyCity is delivering quality services, maintaining and improving infrastructure, and delivering on the Community Strategic Plan *Towards Albury 2050* vision; *A nationally significant regional city that is vibrant, diverse, innovative and connected and inspired by its culture, environment and location on the Murray River,* which is underpinned by the following themes:

- A Growing Sustainable Economy,
- An Enhanced Natural Environment,
- A Caring Community, and
- A Leading Community.

As a can-do collaborative organisation, we will continue to innovate and be dynamic, empowering progress through serving with excellence and taking care of our place. The *AlburyCity Our Future Strategy 2031* and business improvement focus encourages Our People to live and breathe our values and vision to ensure AlburyCity is vibrant, rewarding and community focused.

We will ensure that people are at the heart of innovation and our community at the forefront of our interactions, constantly challenging the status quo and seeking innovative ways to deliver services that meet community expectations. We remain committed to continuous improvement and achieving value for money with every dollar spent, to achieve financial sustainability.

AlburyCity's draft budget has been prepared with the following principles in mind:

- Focus on strategic priorities including *Towards Albury 2050*;
- Aim to achieve at least break-even operating results;
- Continue to identify efficiencies and savings;
- Optimise grant funding opportunities;
- Continue to plan for the renewal of assets;
- Capital works program to be part funded by borrowings; and
- Plan to deliver projects on time and within budget.

Budget briefings for the Councillor Group have included the following:

<u>6 November 2023 CEO Workshop</u>

- Budget preparation process
- Councillor strategic priorities
- Delivery Program progress

<u>19 February 2024</u>

- Alignment of Councillor Strategic Priorities and Four Year Delivery Program

<u>18 March 2024</u>

- Integrated Planning & Reporting Delivery Program
- New Initiatives Projects
- Statement of Revenue Policy
- Draft Fees and Charges
- Financial Assistance requests

2 April 2024
- Financial Assistance presentation
- Responses to Councillor questions and feedback
- Operational Plan
- Operating Budget
- Payroll Budget
- Long Term Financial Plan

Issues

Draft Four Year Delivery Program 2024-2028 and Draft 2024/25 Operational Plan

This year we present the combined Four Year Delivery Program and Operational Plan (refer Attachment 1) as one document rather than publishing two separate documents with significant duplicate information.

The AlburyCity Four Year Delivery Program details the principal activities that will be undertaken by AlburyCity covering the full range of Council functions and operations (including implementing the strategies set out in the Community Strategic Plan *Towards Albury 2050*).

The AlburyCity draft 2024/25 Operational Plan details new projects (Initiatives) and other actions utilising internal resources for the 2024/25 financial year that will help progress Four Year Delivery Program actions and work towards the community's aspirations as outlined in the Community Strategic Plan *Towards Albury 2050*. An enhancement on previous years includes providing budget allocation for the 2024/25 projects.

Proposed AlburyCity Initiatives

The Four Year Delivery Program and Operational Plan incorporate proposed AlburyCity Initiatives for the four-year period 2024-2028 (refer Attachment 2).

Proposed 2024/25 Operating Initiatives total $5.5 million including:
- $300,000 Biodiversity Certification - Biodiversity Offsets Scheme surveys
- $250,000 Depot Relocation Options Analysis
- $180,000 East Albury Precinct Plan
- $150,000 Heathwood Park and Union Road Basin Master Plan
- $150,000 MOVE: Movement and Place Corridor Reviews
- $145,000 Retail Action Plan Implementation
- $140,000 Biodiversity Certification - Albury Regional Jobs Precincts (RJP)
- $130,000 Riverside Vibes
- $128,000 Economic Development Strategy Implementation
- $120,000 Albury and Lavington CBD Master Plan Reviews
- $120,000 Building - Fair Value Valuation of Land, Buildings & Other Structures
- $110,000 Bank stabilisation at Kremur St Wastewater Treatment Plant Lagoons
- $110,000 Water Mains Cleaning Program
- $100,000 AlburyCity - Land Management Incentive Program

- $100,000 Business Systems Roadmap
- $100,000 Cultural Plan & Creative Economy Strategy Review
- $100,000 Infrastructure Contributions Plan Review
- $100,000 Review of AlburyCity Vision, Values and Guiding Principles
- $100,000 Service Excellence Program
- $100,000 Albury Waste Management Centre - Investigation for Leachate Treatment Plant Capacity Upgrade
- $100,000 Environment - Urban Forest Strategy
- $100,000 Extant Vegetation Mapping Update
- $100,000 Sustainability Rebate Program
- $100,000 Drainage - Review of Stormwater Catchments
- $100,000 Flood - Albury LGA Wide Flood Model
- $100,000 AlburyCity Engineering Guidelines Review
- $100,000 MOVE: Develop a Bicycle Network Improvement Plan
- $100,000 MOVE: Develop a Walking Network Improvement Plan
- $1.9 million Other projects

Proposed 2024/25 Capital Initiatives of $65.4 million in support of the continuation of services and infrastructure for the community, include:

Recreation Projects of $14.7 million including:

- $5,000,000 Lauren Jackson Sports Centre Major Upgrade (Stage 1)
- $2,200,000 Fredericks Park Master Plan Construction
- $1,600,000 Building - Melrose Park Sports Pavilion - Construction
- $1,000,000 Sarvaas Park Building Upgrade (Construction)
- $800,000 Lavington Sports Ground - Concourse Upgrade
- $500,000 Australia Park Car Park, Pedestrian Bridge and Levee Bank Reconstruction Works
- $500,000 Play Space Shade Project
- $450,000 Bunton Park Refurbishment Works
- $300,000 Black Range Park Pump Track Upgrade
- $300,000 Lavington Swim Centre - Replacement of the Existing Facility with a New Facility (Investigation & Design)
- $250,000 Building - Aloysius Park Changeroom Upgrade
- $250,000 Lauren Jackson Sports Centre and Aquatics Facility Stage 2 Preliminary Design
- $250,000 Oddies Creek Park Play Space Stage 3 - Splash Park (Design only year 1)
- $220,000 Sports Field Lighting and Power Upgrade - Urana Road Oval - Design and Installation
- $200,000 Building - Greenfield Park Amenities Building Design and Construction (Design only year 1)
- $200,000 Mountain Bike Audit and Strategy Implementation
- $150,000 Change Room Refurbishments
- $100,000 Billson Park Master Plan
- $100,000 Lavington Sports Ground - Playing surface upgrades (Design only year 1)
- $350,000 Other projects

Water and Wastewater Projects of $15.4 million including:

- $2,500,000 Annual Sewer Rehabilitation Program
- $2,200,000 Water Infrastructure for Thurgoona – Wirlinga Growth Precinct
- $2,000,000 Wonga Wetlands Visitor Education & Experience Centre
- $2,000,000 Upgrade of AlburyCity Water Treatment Plant
- $1,930,000 Thurgoona Wirlinga Sewer Upgrades and Growth Support
- $1,700,000 Annual Water Main Replacement/Renewal Program
- $550,000 Water Supply Projects – Equipment replacement
- $400,000 Wastewater Projects – Equipment Replacements
- $340,000 Waterview – Stage Two Wastewater Treatment Plant (Design only year 1)
- $250,000 Main Sewage Pump Station and new rising main (Wodonga Place Depot) (Design only year 1)
- $250,000 Water Reservoirs Upgrade Program
- $250,000 Water Trunk Main (Water Filtration Plant to Riverina Hwy/Kerr Rd Intersection) (Design only year 1)
- $225,000 Electrical Upgrades – Water Network
- $200,000 Sewage Pump Station (SPS) Number 37 – Jelbart Road Upgrade (Design only year 1)
- $200,000 Water Pump Station 3 Riser Replacement
- $160,000 Albury Water Reticulation – Annual Meter Replacement Program
- $150,000 Backflow Prevention Compliance Program
- $100,000 Electrical Upgrades – Wastewater Network

Roads, Bridges and Footpath Projects of $11 million including:

- $3,000,000 Road - Road and Drain Rehabilitation
- $1,500,000 Road - Hawksview Road Construction
- $1,000,000 Get NSW Active – Albury CBD Bike Loop
- $700,000 Road - Butt Street (Jamieson to Percy)
- $700,000 Road - Perryman Lane Reconstruction
- $600,000 Footpath/Bikepath - Construction Program
- $540,000 Road - Thurgoona Drive & Shuter Avenue Intersection
- $500,000 Road - Plover Street Reconstruction (Corella to Bralgon Street)
- $500,000 Road - Thurgoona Link Road (Stages 1-5) (Design only year 1)
- $300,000 Footpath Actions - Borella Road and Riverina Hwy Strategy
- $250,000 Footpath and Lighting upgrades at Saville Avenue reserve
- $239,000 Footpath/Bikepath - Asset Renewal Program
- $200,000 Road - Dean Street/Garden/ Thurgoona Street Intersection
- $195,000 Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)
- $171,000 Smollett Street Pedestrian Underpass (Design only year 1)
- $150,000 Road - Table Top Road (Kywanna to Williams Road) (Design only year 1)
- $100,000 Footpath - Union Bridge Underpass Shared Path Upgrade
- $391,000 Other projects

Albury Airport upgrades of $5.6 million including:

- $4,900,000 Albury Airport - Extension of Taxiway Charlie Stage 2
- $300,000 Albury Airport - Relocate Airport BOM Weather Station
- $200,000 Albury Airport - Main RPT Apron Reconstruction (Design only year 1)
- $100,000 Albury Airport - Aeromedical and Emergency Service Aerial Support Infrastructure (Design only year 1)
- $100,000 Albury Airport - Extension of Taxiway Alpha (Design only year 1)

Building upgrades of $4.8 million including:

- $1,300,000 Building - Administration Building Upgrade Program
- $500,000 Albury Animal Care Centre
- $500,000 Building - Albury Entertainment Centre - Convention Wing Expansion (Design only year 1)
- $400,000 Building - Glenmorus Memorial Gardens & Crematorium - Toilet Block
- $250,000 Albury Entertainment Centre Theatre Awnings
- $250,000 Browns Lagoon Toilet Refurbishment
- $250,000 Building - Ross Circuit Pre-School - Roof Replacement and Improved Site Drainage
- $225,000 Education Hub and Emergency Pens (Animal Care Centre)
- $200,000 Building - Admin Building Main Switchboard Replacement
- $150,000 Building - Glen Park Amenities Building Upgrade
- $150,000 Structural Rectification at Thurgoona Collection Store
- $150,000 Wagirra Depot Building Works
- $100,000 Building - Emergency Management Centre Stage Two (SVR)
- $337,000 Other projects

Environmental Protection Projects of $4 million including:

- $2,000,000 Albury Waste Management Centre - Northern Valley Cell 3 Construction
- $500,000 Albury Waste Management Centre - Southern Valley Cell Extension (Construction)
- $250,000 Albury Waste Management Centre - Automated Truck ID, Weighbridge & Landfill Entrance Redesign
- $225,000 Wonga Wetlands Visitor and Education Centre Visitor Display
- $220,000 Botanic Gardens - Elm Avenue Redevelopment
- $200,000 Albury Waste Management Centre - Power Supply Upgrades
- $150,000 Murray River Experience - Hume Weir Park Improvements
- $100,000 Albury Waste Management Centre - Roof Top Solar Energy Project
- $100,000 Murray River Experience - Apex Park (Lake Hume) - Improvements
- $100,000 Murray River Experience - Noreuil Park Foreshore Stream Bank Retaining Wall Replacement
- $185,000 Other projects

Flood Prevention & Drainage Projects of $2.3 million including:
- $500,000 Drainage - Lavington Drain East Branch 23/24 (Boronia Street to Railway Line)
- $500,000 Drainage - Retarding Basin Rehabilitation (Rear 24 Lexington Place)
- $500,000 Flood Prevention Measures
- $350,000 Drainage - Holmwood Cross Drain Reconstruction (Elm St to Albury TAFE)
- $150,000 Drainage - Lavington Drain East Branch (McMaster to Webb St) (Design only year 1)
- $100,000 Drainage - Lavington Drain East Branch (Outfall Works South of Borella Road) (Design only year 1)
- $100,000 Flood - Thurgoona Wirlinga Drainage Strategy Actions
- $125,000 Other projects

Arts & History Projects of $603,000 including:
- $200,000 QEII Square Redevelopment – Detailed Design
- $200,000 World War II Memorial Bowl Upgrade (Construction)
- $100,000 Gateway Urban and Public Art Commissions
- $103,000 Other projects

Other projects of $7.3 million including:
- $2,328,750 Fleet Replacement Program
- $1,428,966 AlburyCity Community Infrastructure Fund
- $500,000 NEXUS Industrial Precinct Utilities Augmentation (Design only year 1)
- $500,000 Wagirra Trail - Ongoing Construction and Design
- $300,000 Building - Administration Building Address Water Infiltration Issues in Basement
- $228,543 Library Book Stock Acquisition Fund
- $214,505 Museum Collection Store Expansion - Refurbishment
- $210,000 Crossing Place Exhibition Refresh
- $165,000 IT Infrastructure Roadmap
- $130,000 Fleet Management System Upgrade
- $100,000 Eastern Hill Activation Plan
- $859,000 Other projects

Ordinary and Special Rates

The proposed ordinary rate revenue for the 2024/25 financial year includes an overall 4.7% increase, which is in line with the AlburyCity rate peg, set by the Independent Pricing and Regulatory Tribunal (IPART).

The average residential rate for the 2024/25 financial year will be $1,547, being an increase of $66 or 4.4%. When all rates, water, wastewater and waste management charges are combined, the average residential property impact is an increase of $147 or $2.83 per week, representing an overall average increase of 4.9%.

The Statement of Revenue Policy (Attachment 3) provides an overview of Council's income from continuing operations, including rates, fees and charges, borrowings and proceeds from the sale of assets. Maps have also been prepared that show the location of the different rating categories (Attachment 4).

Waste Management Charges

The Domestic Waste Management Charge is proposed to increase by $35, or 11% in 2024/25, from $310 to $345 per annum. The proposed increase reflects changes in contract collection and processing costs, particularly recycling.

The Domestic Waste Management Charge is apportioned to every household and in some cases small businesses that are serviced by AlburyCity's kerbside collection contractor. Charges are apportioned to cover the costs for refuse, recycling, and organics services.

Water and Wastewater Pricing

Water fees and charges for 2024/25 are proposed to increase by 2.8%, with an increase proposed for wastewater charges of 4.7%.

The draft 2024/25 Water and Wastewater Pricing structure (refer Attachment 5) has been prepared in accordance with the NSW Government's best practice guidelines.

AlburyCity has a relatively low level of water and Wastewater pricing compared to other NSW water/ wastewater authorities. For example, in the most recent NSW Water Supply and Sewerage Performance Monitoring Report AlburyCity was ranked as the 6th lowest typical residential water and wastewater bill in NSW.

Fees and Charges

Proposed fees and charges for the 2024/25 financial year are further detailed in Attachment 6.

A number of statutory fees and charges for the 2024/25 financial year are yet to be announced by the relevant authority. Estimates of increases, based on inflation, have been incorporated into the draft Fees and Charges Schedule. When these announcements are made, the Fees and Charges will be updated to the legislated amount.

Draft 2024/25 Operating Result

AlburyCity's ability to finance new programs is determined by available cash generated from operations and borrowing capacity. Operating results in all funds generate positive cash returns and these funds can be applied to fund capital new initiatives.

Overall, the draft 2024/25 budget result is a surplus of $1.05 million, being a $9.9 million improvement on the prior year adopted budget, which is mainly due to the projected decrease in General Fund depreciation expense of $5.5 million and Water/Wastewater operating result improvement of $5 million.

Table 1

(Surplus)/Deficit by Fund	Adopted 2023/24 Operating Budget $'000	December Quarter Budget Review Forecast $'000	Draft 2024/25 Operating Budget $'000	Variance to Adopted Budget $'000
General	17,587	16,756	12,745	(4,842)
Water	(2,014)	(3,884)	(4,820)	(2,806)
Wastewater	(6,738)	(8,359)	(8,978)	(2,240)
Total	8,835	4,513	(1,053)	(9,888)

Note: (Favourable)/Unfavourable variance

As part of the 2023/24 December Quarter Budget Review, an operating deficit of $16.8 million was forecast for the General Fund, which was is a decrease of $831,000 compared to the original budget.

Further details regarding the draft 2024/25 operating budget variances within each Fund compared to the prior year original Budget are provided below. A summary of budgeted income and expenditure for each team is also provided (refer Attachment 8).

General Fund

The Draft 2024/25 General Fund operating budget is projected to improve by $4.8 million, when compared with the prior year adopted budget, is mainly due to the following items:

Favourable variances:

- $5.5 million net depreciation expense decrease.
    - including $7 million decrease from external benchmarking undertaken for roads and stormwater assets (to be confirmed as part of the revaluation of roads (2023/24) and stormwater assets (2024/25).
    - partially offset by $1.5 million increase in depreciation, based on the annual replacement cost indexation and growth in our asset base.
- $3 million rating income, based on the 4.7% rate peg, plus 1.3% increase from supplementary valuations.
- $1.6 million Resource Recovery income and operations.
- $1.2 million Albury Airport income and operations.
- $1.1 million Interest income from term deposits.
- $400,000 Albury Entertainment Centre operations.
- $350,000 Sale of land net profit.
- $330,000 Children Services net result.

Unfavourable variances:

- $4.1 million increase in employee costs.
- $2 million increase in Operating Initiatives as detailed above.
- $910,000 IT software, utility, and lease costs.
- $320,000 Albury Swim Centre season extension.
- $314,000 Emergency Service Levy contribution.

Expenditure budgets for 2024/25 have been held at 2023/24 budgeted levels, where possible. This results in an estimated $1 million improvement to budgeted 2024/25 expenditure.

It is important to note that to achieve the draft 2024/25 budgeted operating result, the General Fund requires a savings target of $4 million which is equivalent to the prior year original budget.

Australian Government Financial Assistance Grants

Financial Assistance Grants from the Australian Government are a vital part of AlburyCity's revenue base as they represent $8 million or 75% of the operating grants received by AlburyCity from other levels of government. Council continues to highlight the importance and the positive impact of Financial Assistance Grants to AlburyCity.

Financial Assistance provided by AlburyCity

As considered earlier in this Council Meeting agenda, financial assistance of $4.3 million is proposed to be provided by AlburyCity during the 2024/25 financial year as detailed in Attachment 10 in support of Council's objectives and the objectives of the Community Strategic Plan *Towards Albury 2050*.

In addition, it is proposed that AlburyCity allocate funding of $1.6 million as part of the AlburyCity Community Infrastructure Fund in 2024/25 in response to requests from organisations to further develop community facilities. If supported by Council, these will be included in the exhibited draft Operational Plan and associated New Initiatives budget.

Long-Term Financial Plan

The Long-Term Financial Plan 2024-2034 projections are available in Attachment 11, which demonstrate that an ongoing focus is required for the General Fund to achieve a sustainable operating result. Further analysis of the budget projections can be found in Attachment 7. An alternative scenario has been included as Attachment 12 which includes additional General Fund operating budget saving measures that would achieve a break even operating result in future years.

It is proposed that the practice of part-funding capital New Initiatives with borrowings continue. The use of borrowings carries part of the cost to the future users of the asset. Borrowings are long-term loans repayable by instalments and secured against Council revenue. Council's projected loan program is detailed in Attachment 10.

New General Fund loans of $35 million are proposed for the 2024/25 financial year. These new General Fund loans will result in a manageable Debt Service Ratio of 6.9%, which is less than the Fit for the Future benchmark of 20%. No new loans are proposed for the Water Fund or Wastewater Fund.

Risk

- **Business Risk** – Ongoing work is required to achieve and maintain a sustainable surplus result within each fund to deliver required services and infrastructure improvements. We will need to continue to maintain a focus on sustainability and manage community expectations so that we have the capacity to deliver over the longer term. To support this AlburyCity has commenced the development of a Financial Sustainability Improvement Plan that is to be presented to Council for adoption.
- **Corporate Risk** – Council continues to be proactive in managing its budget as part of its Business Improvement Program while working to maintain and improve the infrastructure within AlburyCity.
- **WHS and Public Risk** – No risks identified.
- **Environmental Risk** – The Operational Plan and Four Year Delivery Program detail how AlburyCity is working towards the achievement of an enhanced environment as detailed in the Community Strategic Plan *Towards Albury 2050*.
- **Delivery Program Risk** – The Delivery Program is dependent upon quality planning to enable successful delivery. The changing economic environment will also need to be monitored with respect to increasing input costs and availability of resources.

Community Engagement

Public notice will be given in the Border Mail, on Saturday 27 April 2024, of the Council's decision to adopt the Draft Four Year Delivery Program, Operational Plan, and Long-Term Financial Plan.

The Draft Four Year Delivery Program, Operational Plan, and Long-Term Financial Plan will be on public exhibition for 28 days.

Methods used to promote the public exhibition period to the community will include:

- A paid half-page advertisement and formal public notice was included in the Border Mail.
- CEO presentations of the draft budget to business and community groups, community information sessions and to AlburyCity employees.
- AlburyCity website Have Your Say platform.
- Instant, day one email notification to all Have Your Say subscribers.
- Calls to action throughout the public exhibition period on social media channels.
- Calls to action on social media channels to become a Have Your Say subscriber.
- Hard copies will be placed in AlburyCity offices and libraries.
- All About Albury newsletter. ·
- Opportunities to speak with an officer in person, or responses via info@alburycity.nsw.gov.au.

Submissions received by Friday 24 May 2024, will be considered at a meeting of Council to be held on Monday 24 June 2024.

Options

1. Adopt the Draft Four Year Delivery Program, Draft Operational Plan and Draft Long-Term Financial Plan, as presented in this report for public exhibition; **Recommended** or
2. Adopt the Draft Four Year Delivery Program, Operational Plan, and Draft Long-Term Financial Plan, with nominated changes prior to public exhibition. **Not Recommended.**

The *Local Government Act 1993* requires that Council adopt the final version of these plans by 30 June each year.

Conclusion

The Draft Four Year Delivery Program, 2024/25 Operational Plan and Long-Term Financial Plan have been prepared for consideration.

A key focus for AlburyCity is on delivering quality services, maintaining and improving infrastructure, and delivering on the Community Strategic Plan *Towards Albury 2050* community vision; *A nationally significant regional city that is vibrant, diverse, innovative and connected, and inspired by its culture, environment and location on the Murray River.*

When all rates, water, wastewater and waste management charges are combined, the average residential property impact is an increase of $147 or $2.83 per week, representing an overall average increase of 4.9%.

Overall, the draft 2024/25 budget result is a surplus of $1.05 million, being a $9.9 improvement on the prior year adopted budget, which is mainly due to the projected decrease in depreciation expense of $5.5 million and Water/Wastewater operating result improvement of $5 million.

Ongoing work is required to achieve and maintain a sustainable surplus result within the General Fund to deliver required services and infrastructure improvements, as outlined in AlburyCity's Financial Sustainability Improvement Plan. AlburyCity remains committed to continuous improvement and achieving value for money with every dollar spent. As a can-do collaborative organisation, we will continue to innovate and be dynamic, empowering progress through serving with excellence and taking care of our place.

The proposed Capital New Initiatives of $65.4 million for the 2024/25 financial year will ensure the continuation of essential services and infrastructure for the community. It focuses on improving roads, footpaths, water quality and wastewater networks, as well as continuing Council's future planning agenda to grow the city and provide quality services and facilities.

Submissions received during the public exhibition period regarding the Draft Four Year Delivery Program, Operational Plan and Long-Term Financial Plan will be presented for consideration to a meeting of Council to be held on Monday 24 June 2024.

Recommendation

That Council:

a. Adopts the Draft Four Year Delivery Program 2024-2028, the Draft 2024/25 Operational Plan, and the Draft Long-Term Financial Plan;

b. Places the draft plans on public exhibition for 28 days concluding on Friday 24 May 2024; and

c. Considers any submissions received at a meeting of Council to be held on Monday 24 June 2024, prior to final adoption of the plans.

Attachments

Draft Four Year Delivery Program and Operational Plan

1. Draft Four Year Delivery Program 2024-2028 and Operational Plan 2024/25 (DOC24/84403).
2. Draft Initiatives 2024-2028 Booklet (DOC24/48053).
3. Draft Financial Assistance Schedule (DOC24/62751).

Draft Statement of Revenue Policy

4. Statement of Revenue Policy (DOC24/44427)
5. Rate Category Maps (DOC24/85084)
6. Water and Wastewater Pricing Model (DOC24/49381).
7. Draft Fees and Charges Schedule (DOC24/86503)

Draft Budget/Long-Term Financial Plan

8. Draft 2024/25 Operating Budget and Long Term Financial Plan (DOC24/82790).
9. Draft Operating Budget by Team (DOC24/84176).
10. Long-Term Financial Plan Scenario 1 – Base Scenario (DOC24/87120).
11. Long-Term Financial Plan Scenario 2 – Alternative Improvement Scenario (DOC24/87123).