



# KYOGLÉ COUNCIL OPERATIONAL PLAN 2017/2018 DELIVERY PROGRAM 2017/2021





# Kyogle Council

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# Vision, Mission, & Values

## **COMMUNITY VISION**

Working together to balance Environment, Lifestyle, and Opportunity.

## **OUR MISSION**

To meet the challenges of our unique and diverse region

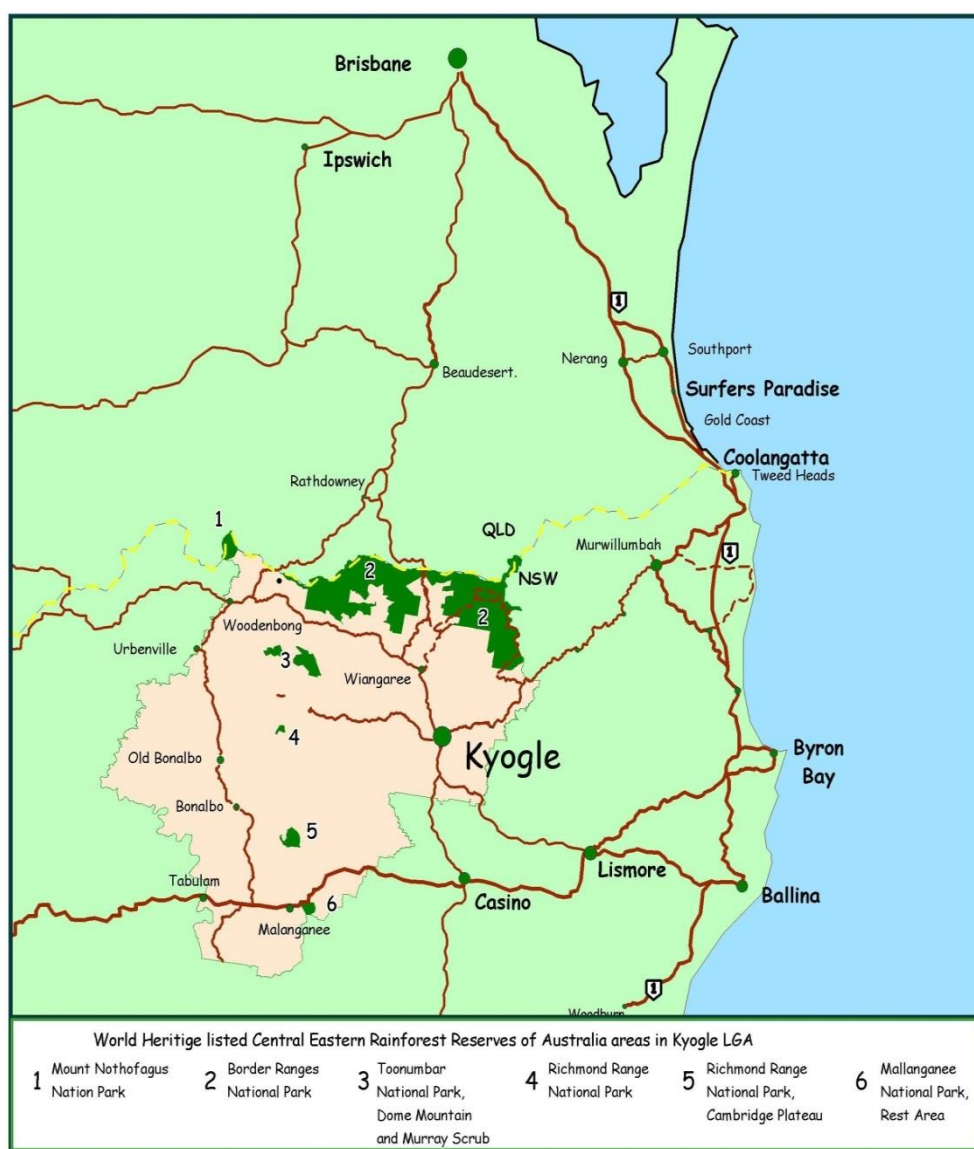
## **OUR VALUES**

- Respect and respond to community needs
- Improve the quality of our services
- Be open and accessible
- Act with honesty and integrity
- Value people's contribution
- Support the culture of teamwork, cooperation and safety

# The Kyogle Council Area

Kyogle Council services an area of 3,589 square kilometres and adjoins the Scenic Rim Regional Council in Queensland and the Northern Rivers Shires of Tweed, Lismore, Richmond Valley, Clarence Valley and Tenterfield in New South Wales.

Kyogle Council comprises a large and diverse region with spectacular natural (including the renowned Border Ranges National Park and other world heritage listed areas) and cultural attributes, within two hour's drive from Brisbane and one hour from Queensland's Gold Coast and NSW coastal communities of Byron Bay, Ballina and Tweed Heads. This, combined with a superb climate and a close proximity to all services, education and recreation, makes the Kyogle area an ideal place to live and work.



## Councillors

Nine Councillors represent three wards of the council area and are responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Our current Councillors were elected in September, 2016 and will hold office until September 2020.



**Left to right:** Councillors: Hayden Doolan (A Ward), Kylie Thomas (A Ward), Danielle Mulholland (Mayor, C Ward, back), Earle Grundy (C Ward, front), Janet Wilson (A Ward), John Burley (Deputy Mayor, B Ward), Lindsay Passfield (C Ward), Maggie May (B Ward), Robert Dwyer (B Ward).

# Revenue Policy/ Pricing Methodology

## Ordinary Rates

The total area of Kyogle Council is 358,900 Ha. This is made up of 262,740 Ha of rateable land and 96,160 Ha of non-rateable land. Of this non-rateable land 92,554 Ha (26% of the total area) is owned or controlled by State Forests and National Parks.

Council's ability to raise revenue is restricted by State Government "rate pegging." The Minister for Local Government announces the maximum permissible increase in rates each year, as determined by the Independent Pricing and Regulatory Tribunal (IPART). However, for a five year period, commencing with the 2015/16 financial year, Council has received approval from IPART for a Special Rate Variation (SRV).

For 2017/18, the approved increase for the third year of the Special Rate Variation is 5.43%

Ordinary Rates applying for the financial period 2017/2018 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
FARMLAND	684,988,850	2,029	245.00	0.409259	3,300,484
RESIDENTIAL	37,769,200	778	245.00	0.632202	429,388
RESIDENTIAL-KYOGLE	123,995,660	1,264	262.00	0.902399	1,450,104
RURAL RESIDENTIAL	141,790,040	856	245.00	0.505978	927,146
BUSINESS	6,299,870	99	245.00	0.476496	54,274
BUSINESS-KYOGLE	20,716,340	128	262.00	0.900606	220,109
<b>TOTALS</b>	<b>1,015,559,960</b>	<b>5,154</b>			<b>6,381,505</b>

## Stormwater and Flood Special Rate:

In 2014/15 Council changed the way it generates revenue for Stormwater and Flood Management. In 2014/15 a fixed \$25 charge applied to eligible properties. In 2015/16 IPART approved a new charging regime, with the introduction of a Stormwater and Flood Special Rate that is made up of an Ad Valorem rate with a Minimum Rate.

The Stormwater and Flood Special Rate will apply to developed property within the villages of Kyogle, Woodenbong, Wiangaree, Old Grevillia, Old Bonalbo, Bonalbo, Tabulam and Mallanganee, and was applied from 2015/16 onwards.

The Stormwater and Flood Special Rates applying for the financial period 2017/2018 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	MINIMUM CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
Stormwater and Flood Residential	136,227,489	1,685	91.00	0.041455	153,335
Stormwater and Flood Business	22,282,740	163	91.00	0.041455	14,833
<b>Total</b>	<b>158,510,229</b>	<b>1,848</b>			<b>168,168</b>

**Domestic Waste Management Charges:**

By law a Domestic Waste Management basic charge must apply to every residential property in the collection area whether occupied or vacant. The increase in these charges for 2017/18 is 2%. The Domestic Waste Management Charges for 2017/2018 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Waste Management Service Availability Charge (Annual). All rateable properties within Kyogle LGA garbage collection service area.	500	51.00	25,500
Domestic Waste Service Charge	1,951	459.00	895,509
Additional Domestic Waste Service	62	408.00	25,296
<b>Total</b>	<b>2,513</b>		<b>946,305</b>

Note: Domestic Waste charges are subject to "Reasonable Cost" limits which are independently audited and reported to the Division of Local Government.

**Commercial Waste and Landfill Management Charges**

A Commercial Waste charge may apply to commercial properties whether occupied or vacant, and the Landfill Management Charge applies to all properties not subject to other Waste Charges. The increase in these charges for 2017/2018 is 3%. The charges for 2017/2018 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Commercial Waste Service Charge	202	492.00	99,384
Additional Commercial Waste Service	170	441.00	74,970
Landfill Management Charge (Annual). All rateable properties outside the garbage collection area *	2,802	40.00	112,080
<b>Total</b>	<b>3,174</b>		<b>286,434</b>

\* This charge includes the provision of one voucher per charge levied for the disposal of up to 300kg of Industrial/Commercial/Domestic Waste at any one of Councils Waste Management Facilities

**On Site Sewerage Management Annual License Fees:**

On Site Sewerage Management System Annual License Fees are to apply to every On Site Sewerage Management System being operated within the Council Area. The increase in these charges for 2017/2018 is 3%. The charges for 2017/2018 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	2,973	41.00	121,893

## **Water Charges**

The charging structure is based on a two-tiered system as follows:

- (a) An annual availability/access charge which applies to each property receiving a water supply service (including private line connections) and to each property to which a service connection is available; and
- (b) A consumption based charge for each kilolitre of water consumed.

The overall increase in Water Charges (fixed plus variable) for 2017/2018 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	79	112	8,848
20mm connection	1,859	374	695,266
25mm connection	28	584	16,363
32mm connection	24	957	22,979
40mm connection	19	1,496	28,424
50mm connection	16	2,338	37,400
80mm connection	0	5,984	0
100mm connection	0	9,350	0
Fire Service Connection (all sizes)	8	374	2,992
Non-Rateable Connections	28	0	0
<b>Total</b>	<b>2,061</b>		<b>812,272</b>

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$1.70 per 1,000 litres	474,300
Consumption above 200kL per connection per year	\$2.10 per 1,000 litres	199,500
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
<b>Total</b>		<b>673,800</b>

A rebate program continues this year, which will provide subsidy to users who are increasing their water efficiency through things such as installation of rainwater tanks and retro fitting dual flush toilets and other water efficient devices. Details of the rebate program are available at Council's office or on the website.

## **Residential Sewerage Charges**

Residential Sewerage charges incorporate a uniform charge for each residential unit or dwelling.

The increase in Sewerage Charges for 2017/2018 is 4.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,573	716	1,126,268
Non rateable properties	25	0	0

## **Non Residential Sewerage Charges**

Non Residential sewerage charges are to be charged as per the formula:

$$(AC + C \times UC) \times SDF$$

Where:

- AC = an annual availability/access charge (\$).
- C = Customer's annual water consumption (kL)
- UC = Sewerage Usage Charge (\$/kL)
- SDF = Sewerage Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
<b>Availability/Access Charges</b>			
Vacant Property Charge	77	115	8,855
20 mm connection	148	281	41,588
25 mm connection	14	438	6,137
32 mm connection	14	719	10,071
40mm connection	14	1,124	15,736
50mm connection	9	1,756	15,806
80mm connection	0	4,496	0
100mm connection	0	7,025	0
<b>Total</b>	<b>276</b>		<b>98,193</b>
<b>Sewer Usage Charge</b>		\$1.07 per kL	<b>97,370</b>

**Note:** Non-Residential Sewerage Charges are subject to a Minimum charge equivalent to the residential sewerage charge.

### Trade Waste Charges:

Council has introduced cost-reflective trade waste fees and charges in order to comply with the NSW Governments Best Practice Pricing Guidelines.

These fees and charges apply to ALL liquid trade waste dischargers and are determined with reference to the levels of pre-treatment (e.g. appropriately sized and maintained grease traps) and excess mass charges for wastes exceeding normal acceptance limits.

(a) Liquid trade waste charges for dischargers requiring nil or minimal pre-treatment are to be charged as per the formula:

$$A + I$$

Where:

A = Annual trade waste fee for minor or no pre-treatment (\$)  
I = Re-inspection fee (\$) (where required)

(b) Liquid trade waste charges for dischargers requiring prescribed pre-treatment are to be charged as per the formula:

$$A + I + (C \times UC \times TWDF)$$

Where:

A = Annual trade waste fee for prescribed pre-treatment (\$)  
I = Re-inspection fee (\$) (where required)  
C = Customer's annual water consumption (kL)  
UC = Trade Waste Usage Charge (\$/kL)  
TWDF = Trade Waste Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

(c) Liquid trade waste charges for large dischargers (over about 20kL/d) and industrial waste are to be charged as per the formula:

$$A + I + EMC$$

Where:

A = Annual trade waste fee for Major Discharger (\$)  
I = Re-inspection fee (\$) (where required)  
EMC = Total Excess Mass Charges (\$) (Refer Councils Fees and Charges for details.)

(d) Liquid trade waste charges for dischargers with a sewerage dump point are to be charged as per the formula:

$$A + I$$

Where:

A = Annual trade waste fee for Sewer Dump Point (\$)  
I = Re-inspection fee (\$) (where required)

## Anticipated Yield from Trade Waste charges:

ANNUAL TRADE WASTE FEE OR CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT (\$)	ANTICIPATED YIELD (\$)
Min or no pre treatment	109	91	9,919
Prescribed pre treatment	5	91	455
Major discharger	0	520	0
Sewer Dump Point	2	716	1,432
Re-inspection fee	0	68	0
<b>Totals</b>	<b>116</b>		<b>11,806</b>
Trade Waste Usage (with pre-treatment) per kL		\$1.07	15,515
Trade Waste Usage (without pre-treatment) per kL		*\$3.12	3,120
<b>Totals</b>			<b>18,635</b>

*\* This charge is to gradually increase to around \$11/kL. It has been set at the same rate as dischargers with appropriate prescribed pre-treatment for this year in order to give those customers who are required to have pre-treatment a period of grace to get appropriate pre-treatment devices installed, before they are charged heavily for not having pre-treatment.*

**Fees and Charges**

Council has Fees and Charges for the 2017/2018 financial year, details of which are contained in the 2017/2018 Schedule of Fees and Charges (separate document).

**Interest Charges**

Interest charges are to be 7.5% as advised by the Office for Local Government and is calculated on the outstanding component of all rates and charges.

**Developer Contributions (Section 94 Environmental Planning and Assessment Act 1979)**

Contributions are levied for all works identified within each Section 94 Plan. Contributions for Water and Sewerage are levied under Section 64 of the Local Government Act. A planning levy is applied to all contributions paid. Monies are to be expended within a reasonable time for the purposes for which they are raised. Developer contributions are indexed using the Brisbane All Groups CPI figures published by the Australian Bureau of Statistics on a quarterly basis.

**Borrowings:**

A \$10,000,000 General Fund was approved in 2015/2016 but was not taken up during the period. Projected loan movements for the year are set out below:

	2017/2018 (\$)	2018/2019 (\$)	2019/2020 (\$)	2020/2021 (\$)
<b>Water Fund</b>				
Opening Balance	1,874,963	1,679,991	1,476,573	1,265,006
New Loans	0	0	0	0
Interest	74,783	66,337	58,188	49,567
Principal Reduction	194,972	203,418	211,567	220,188
Closing Balance	1,679,991	1,476,573	1,265,006	1,044,818
<b>Sewer Fund</b>				
Opening Balance	873,167	853,756	832,892	810,807
New Loans	0	0	0	0
Interest	63,828	62,373	61,152	59,328
Principal Reduction	19,411	20,864	22,085	23,909
Closing Balance	853,756	832,892	810,807	786,898
<b>Waste Services</b>				
Opening Balance	250,308	223,775	195,929	166,830
New Loans	0	0	0	0
Interest	11,155	9,842	8,589	7,252
Principal Reduction	26,533	27,846	29,099	30,436
Closing Balance	223,775	195,929	166,830	136,394
<b>General Fund</b>				
Opening Balance	0	4,566,332	4,119,117	8,224,262
New Loans	5,000,000	0	5,000,000	0
Interest	151,665	138,117	275,811	247,855
Principal Reduction	433,668	447,215	894,855	922,809
Closing Balance	4,566,332	4,119,117	8,224,262	7,301,453

**Investments:**

Investment of surplus funds is made in accordance with Council's Investment Policy.

# Integrated Planning and Reporting

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. The Act provides that the Deputy Director General (Local Government), Department of Premier and Cabinet can issue Guidelines that must be followed by local councils when undertaking their planning and reporting activities. To this end, the NSW Government has developed an Integrated Planning and Reporting (IP&R) Manual that provides councils with the framework to work within for the development of its strategic planning documents and reporting requirements. The diagram below is taken from this manual and outlines the IP&R framework.



Local Government Planning and Reporting framework

The overarching strategic document is the Community Strategic Plan. Council readopted its current Community Strategic Plan in December 2016.

The Resourcing Strategy consists of three separate components;

1. Workforce Management Strategy (Adopted April 2017)
2. Asset Management Plans, Strategy and Policy (scheduled for review 2017/2018)
3. Long Term Financial Plan (Adopted February 2015 reviewed annually and incorporated into this document)

The LTFP adopted by Council covers a twenty year period, and will be reviewed and updated annually as part of the development of the Operational Plan and Delivery Program. The LTFP has been used by the Council to inform its decision-making during the finalization of the Community Strategic Plan.

# Capital Works Projects/Asset Replacement

Project / Item	2017/18	2018/19	2019/20	2020/21
<b>Regional Roads</b>				
Kyogle Road (MR141) – Renewals	513,745	522,654	531,730	540,977
Clarence Way (MR361) – Renewals	274,312	277,793	277,539	277,147
Clarence Way (MR361) – Repair Program (Woodenbong -Urbenville)	369,726			
Clarence Way (MR361) – Repair Program (Bonalbo – Bruxner Hwy)		377,108	388,422	400,074
Clarence Way – (MR150) Initial Sealing (assumed 50% external funding)	60,000	2,720,000	2,720,000	
Clarence Way – (MR150) Renewals	41,000	41,726	42,465	43,219
Bentley Road (MR544) – Renewals	235,935	239,942	244,022	248,176
Mount Lindsay Highway (MR622) – Renewals	61,030	62,079	63,148	64,236
Alcocks Bridge Bentley Road (MR544) 544-B2607			225,000	
Cooksons - Clarence Way (MR361) 361-B2562			225,000	
<b>Total</b>	<b>1,555,748</b>	<b>4,241,301</b>	<b>4,717,325</b>	<b>1,573,830</b>
<b>Repair Program Funding</b>	184,863	188,554	194,211	200,037
<b>Fixing Country Roads Funding</b>		100,000		
<b>Black Spot Funding</b>	159,135	163,909	108,826	112,091
<b>Federal Bridge Renewal Fund</b>			225,000	
<b>Building Better Regions Funding</b>		1,360,000	1,360,000	
<b>Total External Grants</b>	<b>343,998</b>	<b>1,812,463</b>	<b>1,888,037</b>	<b>312,128</b>
<b>Rural Local Roads</b>				
Rural Roads – Reseals	477,159	484,864	492,700	500,670
Culmaran Creek Road upgrade	1,425,000	1,425,000		
Fixing Country Roads Projects (assuming 50% external funding)	318,270	327,818	337,653	347,782
Ettrick Road – reconstruct from 2km from Afterlee Rd sth	220,000			
Findon Creek Road – reconstruct Summerland Way north	226,831			
Sealed Roads Rehabilitation	699,825	963,676	980,425	997,491
Unsealed Roads Rehabilitation	687,931	699,319	710,908	722,701
Rural Roads – Guardrail	20,000	20,326	20,958	21,299
Rural Roads - drainage improvements	72,000	73,366	74,760	76,184
Section 94 Expenditure	56,028	57,513	59,037	60,602
Black Spots (Projects subject to 100% funding)	159,135	163,909	168,826	173,891
Initial Seals	1,100,000	399,960	411,959	
<b>Total</b>	<b>5,462,179</b>	<b>4,615,751</b>	<b>3,257,226</b>	<b>2,900,620</b>
<b>Roads To Recovery Funding</b>	524,680	540,420	556,633	573,332
<b>Black Spot Funding</b>	159,135	163,909	168,826	173,891
<b>Building Better Regions Funding</b>	712,500	712,500		
<b>Fixing Country Roads Funding</b>	159,135	163,909	168,826	173,891
<b>Total external Grants</b>	<b>1,555,450</b>	<b>1,580,738</b>	<b>894,285</b>	<b>921,114</b>

Project / Item	2017/18	2018/19	2019/20	2020/21
<b>Urban Streets</b>				
Footpaths	67,283	68,457	69,654	70,873
Kerb and Guttering	72,514	73,808	75,127	76,472
Kyogle streets – reconstructions and resurface	100,358	249,657	254,037	258,501
Kyogle – reconstruct Geneva Street to Irwin Street	100,000			
Kyogle – reconstruct Donald Street	45,000			
Bonalbo - reconstructions and resurface	51,830	52,772	53,733	54,714
Woodenbong - reconstructions and resurface	51,830	52,772	53,733	54,714
Other Villages - reconstructions and resurface	51,830	52,772	53,733	54,714
Initial Sealing	50,000	50,000	50,000	50,000
Greening Kyogle Main Street	75,000			
<b>Total</b>	<b>665,645</b>	<b>600,238</b>	<b>610,017</b>	<b>619,988</b>
<b>Stormwater and Flood Management</b>				
Flood Study Bonalbo (subject to 80% external funding)			50,000	
Junction/Curtois - drainage upgrades	67,785	69,602		
Groom Street - drainage upgrade from Rous to Roseberry	40,000	40,000		
Drainage Upgrades			111,452	
Drainage Renewals	70,000	71,180	73,604	75,163
Flood prone land Voluntary Purchase Scheme (subject to 80% external funding)		200,000		
<b>Total</b>	<b>177,785</b>	<b>380,782</b>	<b>235,056</b>	<b>75,163</b>
<b>Flood Management Funding</b>		160,000	40,000	
<b>Water Supplies</b>				
Water supply renewals	368,450	241,979	246,639	251,398
<b>Total</b>	<b>368,450</b>	<b>241,979</b>	<b>246,639</b>	<b>251,398</b>
<b>Sewerage Services</b>				
Sewerage system renewals	570,000	521,000	407,000	242,000
Mains Extensions Kyogle	215,000			
<b>Total</b>	<b>785,000</b>	<b>521,000</b>	<b>407,000</b>	<b>242,000</b>
<b>Waste Management and Quarries</b>				
Kyogle Landfill Improvements	80,000			
Quarry rehabilitation	30,000	30,515	31,040	31,574
<b>Total</b>	<b>110,000</b>	<b>30,515</b>	<b>31,040</b>	<b>31,574</b>
<b>Buildings and Community Facilities</b>				
Woodenbong water station	10,000			
Kyogle Outdoor Gym Project (assuming 67% external funding)	60,000			
Parks and Gardens Renewals	21,421	42,153	42,898	43,658
Kyogle Anzac Park playground fencing	20,000			
Amphitheatre Stage Kyogle (assuming 50% external funding)	80,000			
Labyrinth Kyogle (assuming 50% external funding)	40,000			

Project / Item	2017/18	2018/19	2019/20	2020/21
Swimming Pools Renewals	31,421	42,153	42,898	43,657
Electric BBQ Kyogle Pool	10,000			
Kyogle Memorial Institute Hall Improvements (assuming 100% external funding)	270,000			
Kyogle pool redevelopment, design and Stage 1 construction (assuming 50% external funding)	250,000	250,000		
Kyogle Gardens Caravan Park development, cabin construction (assuming 50% external funding)		280,000		
Woodenbong recreation Reserve Public Toilet extensions	50,000			
Community Building Renewals	33,267	84,737	86,235	87,762
Regulatory Facilities Improvements	6,500			
Cemeteries Renewals	5,204	5,310	5,417	5,528
Information Technology and Communications Systems and Equipment	85,709	86,995	88,300	
<b>Total</b>	<b>973,522</b>	<b>791,348</b>	<b>265,748</b>	<b>180,605</b>
<b>External Grant Funding</b>	495,000	265,000		
<b>Plant and Depots</b>				
Plant Purchases	1,836,000	768,000	1,594,500	1,562,000
Depot Improvements	87,119			
Depot Renewals		55,000	55,851	56,715
<b>Total</b>	<b>1,923,119</b>	<b>823,000</b>	<b>1,650,351</b>	<b>1,618,715</b>

Project / Item	2017/18	2018/19	2019/20	2020/21
<b>Bridges</b>				
Back Creek Road 15-7428 (35m ADF Bridge, 50% funding as per election promise)	600,000			
Afterlee Road – timber bridge to pipes 2-20386	120,000			
Lynches Creek Road Campbells Bridge No 1 79-8529 (50% funding as per election promise)	990,000			
Lynches Creek Road Campbells Bridge No 2 79-9414 (50% funding as per election promise)	900,000			
Old Dyraaba Road – timber bridge to pipe 87-11949	150,000			
Peacock Creek Road Peacock Dip Bridge 107-1657		650,000		
Hayes Road 163-38 Timber to concrete bridge		330,000		
Williams Road Andrew Bridge 199-6803 (30m ADF Bridge)	560,000			
Boomi Creek Road Walkers Bridge 17-9708		260,000		
Williams Road - Ottery Bridge 199-3868 (45m ADF bridge)	760,000			
Williams Road - Frenchs Bridge 199-3849 (Box Culvert/bridge)	140,000			
Findon Creek Road Burt Rayner Bridge 54-4153 (50% funding as per election promise)		100,000	1,000,000	
Causeway Replacements and Improvements	81,526	30,000	70,000	
Afterlee Road 2-15651 (25m ADF bridge)	530,000			
Collins Creek Road 27-16640 (25m ADF bridge)	460,000			
Ettrick Road 45-5967 (25m ADF bridge, 50% funding as per election promise)	460,000			
Williams Road 199-8973 (30m ADF bridge)	560,000			
Williams Road 199-2229 (45m ADF bridge)	760,000			
Needhams Road 50-220 (assumes 50% external funding TBA)			880,000	
Culmaran Creek Road 37-4322 Timber to concrete bridge (assumes 50% external funding TBA)		600,000		
Deep Creek Rd 44-529 Bridge to Pipes	54,000			
Nolans Rd 101-786 Bridge to Pipes	53,000			
Pines Road 46-6822 Bridge to Pipes	53,000			
Imeson Road 74-892 Bridge to Pipes		100,000		
Eden Creek 137-5965 Bridge to Pipes		100,000		
Duck Creek Rd 138-18164 Bridge to Pipes		70,000		
Woodworths Rd 12-681 Bridge to Pipes		50,000		
Woodworths Rd 12-1325 Bridge to Pipes		50,000		
Culmaran Creek Rd 37-2537 Bridge to Pipes		100,000		
Yates Rd 153-455 Bridge to Pipes		80,000		
Walters Rd 158-593 Bridge to Pipes		50,000		
Collins Creek Road 27-4461 Bridge to Pipes			100,000	
Collins Creek Road 27-4979 Bridge to Pipes			100,000	
Eden Creek Rd 137-1690 Bridge to Pipes			100,000	
Babyl Creek Rd 11-5684 Bridge to Pipes			100,000	

Project / Item	2017/18	2018/19	2019/20	2020/21
Babyl Creek Rd 11-6159 Bridge to Pipes			80,000	
Peacock Creek Road 107-7459 Bridge to Pipes			120,000	
McClelland Rd 198-47				200,000
Green Pigeon Matthews Bridge 58-4875				1,200,000
Dyraaba Rd 43-8789				280,000
Yabbra Rd 152-7383				385,970
Ellems Rd 48-405 Bridge to Pipes				100,000
Old Dyraaba 87-9200 Bridge to Pipes				80,000
Valley Road 136-578 Bridge to Pipes				80,000
Woodworths Rd 12-1622 Bridge to Pipes				80,000
Rodgers Rd 115-4553 Bridge to Pipes				60,000
Eden Creek 137-8254 Bridge to Pipes				60,000
Connells Rd 32-3774 Bridge to Pipes				80,000
Hardings Rd 270-588 Bridge to Pipes				60,000
<b>Total</b>	<b>7,231,526</b>	<b>2,570,000</b>	<b>2,550,000</b>	<b>2,665,970</b>
<b>Federal Bridge Renewal Fund</b>	1,450,000	350,000	940,000	80,000
<b>Roads To Recovery</b>	335,451	345,515	355,880	366,556
<b>Total External Grants</b>	<b>1,785,451</b>	<b>695,515</b>	<b>1,295,880</b>	<b>446,556</b>

## Financial Assistance/Donations

Council's Financial Assistance Policy applies to individuals and organisations within the Council area via ongoing/regular donations and one-off donations. 2017/2018 assistance is as follows:

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	30,000
Special Events	Traffic Control and Establishment	10,302
Kyogle Youth Ventures	Cash Donation	2,576
Australia Day Committees	Cash Donation	11,100
Kyogle Reconciliation Group – NAIDOC week	Cash Donation	515
Public Halls	Cash Donation – Rates & Charges	8,092
Learn to Swim/Life Education	Cash Donation/Staff and Plant	12,882
North Coast Academy of Sport	Cash Donation	1,232
Citizens Band	Cash Donation	1,064
NSW Cancer Council	Cash Donation	1,300
Kyogle Show Society	Cash Donation	1,632
Bonalbo Show Society	Cash Donation	1,632
Woodenbong Show Society	Cash Donation	1,632
Kyogle Historical Society		5,075
<b>TOTAL</b>		<b>89,034</b>

Council has also adopted an Emergency Disaster Relief Fund with the following criteria:

Who is the fund intended to help?	Council residents/local business employees who as a result of an unforeseen disaster have insufficient financial resources for a modest standard of living.
Why do these people need help?	Loss of property/finances as a result of an unforeseen disaster.
Who is involved in the administration/distribution of these funds?	One Council representative along with a Committee consisting of members of the public.
What help does the fund provide to these people?	The relief to a person who has been assessed as an eligible recipient is to be in the form of direct distribution of money or goods. Relief is intended to assist with day to day living expenses such as food and clothing.
How are the recipients of help selected?	Recipients who can demonstrate that there has been a marked lowering of their standard of living causing hardship as a result of the unforeseen disaster. As a guide only, applicants who are eligible for full or partial income tested Social Security benefits would be eligible for assistance up to the level of income at which tested Social Security benefits cease to be payable (this income level varies depending upon the applicant's marital situation). Where an affected individual has the availability of other sources of income (e.g. they obtain other employment) or assets they may be considered ineligible for assistance. This does not mean that the managers of the fund must, in all circumstances, investigate the financial resources of each individual beneficiary. Sometimes it may be apparent from the common attributes of the potential beneficiaries that they are necessitous circumstances.
Where do these funds come from?	Contributions received from Council and the general public.
How is the relief fund operated?	All contributions to receive receipt for tax purposes. All contributions to be in the form of money. Register of gifts to be maintained. All outgoings to record date, details of recipient and amount.
What happens to any surplus assets?	At dissolution any surplus assets to be transferred to another fund, authority or institution, which has similar objects, and to which income tax deductible contributions can be made.

Funds remaining in the Kyogle Emergency Disaster Relief Fund at 30 June, 2017 will be carried over to the 2017/18 financial year for use in accordance with the above criteria. The current balance of the fund is **\$29,357**.

## Business or Commercial Activities

### Pricing Policy/Competitive Neutrality

Pricing Policy is cost recovery for consumer specific services except where a community service obligation exists to justify charging less than full costs; e.g. pools and library

Full cost attribution is applied to all business activities. The following programs are considered to be of a commercial nature;

### Category One Businesses (Turnover greater than \$2 million)

1. State Highways works

Category Two Businesses (Turnover less than \$2 million)

1. Water Supplies
2. Sewerage Services
3. Quarries
4. Plant

In accordance with National Competition Policy guidelines, Council incorporates all direct and indirect costs, plus taxes that a private sector operator would face in the operation of a similar business. These taxes are known as taxation equivalent payments (TEP's), and will be based on items such as Payroll Tax, Land Tax and Income Tax.

These figures will only be applied where the effects are considered to be material. This process is referred to as "competitive neutrality".

Business and Commercial activities are distinguished from other activities by Council's intention to generate a surplus from their operation. Any surpluses could then be used to fund the expansion of the commercial activities or to subsidise the Council's other activities.

# Budgets

## GOVERNANCE - BUDGET INFORMATION

GOVERNANCE	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	273,301	280,836	288,580	296,539
COUNCILLOR SERVICES	195,100	198,027	200,997	204,012
LEGALS	15,453	15,685	15,920	16,159
ADVERTISING, NOROC, LGSA	92,852	94,245	95,659	97,093
ELECTIONS	0	0	0	85,547
PAYABLE BY OTHER FUNDS	(68,300)	(69,324)	(70,364)	(71,420)
<b>TOTAL OPERATING EXPENDITURE</b>	508,407	519,468	530,792	627,930
<b>NET COST OF ACTIVITY</b>	<b>(508,407)</b>	<b>(519,468)</b>	<b>(530,792)</b>	<b>(627,930)</b>

## ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	612,709	629,611	646,983	664,838
OFFICE EXPENSES	468,021	475,042	482,167	489,400
SUBSCRIPTIONS & SUNDRIES	17,019	17,275	17,534	17,797
PAYABLE FROM OTHER FUNDS	(150,795)	(153,057)	(155,353)	(157,683)
<b>TOTAL OPERATING EXPENDITURE</b>	946,954	968,871	991,331	1,014,352
<b>CAPITAL EXPENDITURE</b>				
OFFICE EQUIPMENT & FURNITURE	85,709	86,995	88,300	89,624
<b>TOTAL CAPITAL EXPENDITURE</b>	85,709	86,995	88,300	89,624
<b>NET COST OF ACTIVITY</b>	<b>(1,032,664)</b>	<b>(1,055,865)</b>	<b>(1,079,631)</b>	<b>(1,103,975)</b>

## PERSONNEL - BUDGET INFORMATION

PERSONNEL	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>	59,231	61,008	62,838	64,723
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT SALARIES	299,835	312,928	316,601	325,390
EMPLOYMENT WAGES STAFF	(74,185)	(76,262)	(78,397)	(80,593)
INSURANCE & RISK MANAGEMENT	231,958	233,161	234,381	237,896
RECRUITMENT AND OTHER STAFF COSTS	109,634	111,279	112,948	114,642
TOOLS, CLOTHING, SIGNAGE	72,097	73,179	74,276	75,391
PAYABLE BY OTHER FUNDS	(128,510)	(130,438)	(132,394)	(134,380)
<b>TOTAL OPERATING EXPENDITURE</b>	510,830	523,847	527,415	538,346
<b>NET COST OF ACTIVITY</b>	<b>(451,599)</b>	<b>(462,839)</b>	<b>(464,577)</b>	<b>(473,623)</b>

## FINANCE - BUDGET INFORMATION

FINANCE	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
GENERAL RATES	6,373,160	6,719,860	7,085,421	7,248,385
INTEREST AND SUNDRY INCOME	261,048	218,344	158,829	213,375
RECOVERIES	38,515	39,093	39,679	40,274
REVENUE SHARING (FAG) GRANT	2,417,003	2,489,513	2,564,198	2,641,124
BORROWING PROCEEDS	5,000,000	0	5,000,000	0
<b>TOTAL OPERATING REVENUE</b>	<b>14,089,726</b>	<b>9,466,810</b>	<b>14,848,127</b>	<b>10,143,158</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	467,748	480,747	494,109	507,843
VALUATION & AUDITOR FEES	112,000	113,680	115,385	117,116
BORROWING COSTS	433,668	447,215	894,855	922,809
OTHER/INTEREST COSTS	184,230	171,171	309,361	281,908
<b>TOTAL OPERATING COSTS</b>	<b>1,197,646</b>	<b>1,212,813</b>	<b>1,813,710</b>	<b>1,829,676</b>
<b>NET COST OF ACTIVITY</b>	<b>12,892,080</b>	<b>8,253,997</b>	<b>13,034,417</b>	<b>8,313,482</b>

## STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
WORKS ORDERS	2,060,000	2,121,800	2,185,454	2,251,018
MAINTENANCE	954,810	983,454	1,012,958	1,043,347
<b>TOTAL OPERATING REVENUE</b>	<b>3,014,810</b>	<b>3,105,254</b>	<b>3,198,412</b>	<b>3,294,365</b>
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE SUMMERLAND WAY	544,087	560,410	577,222	594,539
MAINTENANCE BRUXNER HIGHWAY	292,404	301,177	310,212	319,518
WORKS ORDERS	1,720,647	1,772,266	1,825,434	1,880,197
<b>TOTAL OPERATING COSTS</b>	<b>2,557,138</b>	<b>2,633,853</b>	<b>2,712,868</b>	<b>2,794,254</b>
<b>OPERATING RESULT</b>	<b>457,672</b>	<b>471,401</b>	<b>485,544</b>	<b>500,111</b>
<b>CAPITAL EXPENDITURE</b>				
RESERVE TRANSFERS*	700,000	480,000	500,000	550,000
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>700,000</b>	<b>480,000</b>	<b>500,000</b>	<b>550,000</b>
<b>NET COST OF ACTIVITY</b>	<b>(242,328)</b>	<b>(8,599)</b>	<b>(14,456)</b>	<b>(49,889)</b>

\* transferred to Regional Roads

## REGIONAL ROADS - BUDGET INFORMATION

REGIONAL ROADS	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
BLOCK GRANT	1,048,169	1,079,614	1,112,003	1,145,363
ROADS TO RECOVERY GRANT	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	1,048,169	1,079,614	1,112,003	1,145,363
<b>OPERATING COSTS</b>				
MR 141 - KYOGLE ROAD	211,610	211,610	211,610	211,610
MR 150 - CLARENCE WAY	65,954	65,954	65,954	65,954
MR 361 - CLARENCE WAY	332,387	332,387	332,387	332,387
MR 544 - BENTLEY ROAD	86,000	86,000	86,000	86,000
MR 622 - MT LINDESAY HIGHWAY	48,391	48,391	48,391	48,391
<b>TOTAL OPERATING COSTS</b>	744,342	744,342	744,342	744,342
<b>OPERATING RESULT</b>	303,827	335,272	367,661	401,021
<b>NON-CURRENT REVENUE</b>				
REPAIR PROGRAMME	184,863	188,554	194,211	200,037
BLACK SPOT FUNDING	159,135	163,909	108,826	112,091
TRANSFER FROM TRANSPORT RESERVE*	700,000	480,000	500,000	550,000
FEDERAL BRIDGE PROGRAM	0	0	225,000	0
CONTRIBUTIONS	26,996	27,711	28,446	29,199
FIXING COUNTRY ROADS	0	100,000	0	0
NATIONAL STRONGER REGIONS FUND	0	1,360,000	1,360,000	0
<b>TOTAL NON-CURRENT REVENUE</b>	1,070,994	2,320,174	2,416,483	891,327
<b>CAPITAL EXPENDITURE</b>				
MR 141 - KYOGLE ROAD	513,745	522,654	531,730	540,977
MR 150 - CLARENCE WAY	101,000	2,761,726	2,762,465	43,219
MR 361 - CLARENCE WAY	644,038	654,901	665,961	677,221
MR 544 - BENTLEY ROAD	235,935	239,942	244,022	248,176
MR 622 - MT LINDESAY HIGHWAY	61,030	62,079	63,148	64,236
BRIDGES	0	0	450,000	0
<b>TOTAL CAPITAL EXPENDITURE</b>	1,555,748	4,241,302	4,717,326	1,573,829
<b>NET COST OF ACTIVITY</b>	(180,927)	(1,585,856)	(1,933,182)	(281,481)

\*Transfer from State Highways budget

**URBAN LOCAL ROADS - BUDGET INFORMATION**

<b>URBAN LOCAL ROADS</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	55,854	57,530	59,256	61,033
STREET LIGHTING SUBSIDY	32,000	32,000	32,000	32,000
<b>TOTAL OPERATING REVENUE</b>	<b>87,854</b>	<b>89,530</b>	<b>91,256</b>	<b>93,033</b>
<b>OPERATING EXPENDITURE</b>				
STREET LIGHTING	112,871	114,339	115,830	117,342
KYOGLE STREETS	284,923	290,998	297,215	303,577
BONALBO STREETS	39,890	40,740	41,610	42,501
WOODENBONG STREETS	34,191	34,920	35,666	36,429
MALLANGANEE STREETS	12,786	13,072	13,364	13,664
WIANGAREE STREETS	6,018	6,134	6,252	6,372
TABULAM STREETS	13,676	13,968	14,266	14,572
OLD BONALBO STREETS	5,699	5,820	5,945	6,072
OLD GREVILLIA STREETS	1,140	1,164	1,189	1,215
<b>TOTAL OPERATING EXPENDITURE</b>	<b>511,194</b>	<b>521,155</b>	<b>531,337</b>	<b>541,744</b>
<b>OPERATING RESULT</b>	<b>(423,340)</b>	<b>(431,625)</b>	<b>(440,081)</b>	<b>(448,711)</b>
<b>NON-CURRENT REVENUE</b>				
CONTRIBUTIONS	9,880	10,142	10,411	10,687
OTHER GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT REVENUE</b>	<b>9,880</b>	<b>10,142</b>	<b>10,411</b>	<b>10,687</b>
<b>CAPITAL EXPENDITURE</b>				
FOOTPATHS & FURNITURE	67,283	68,457	69,654	70,873
RENEWALS KYOGLE	245,358	249,657	254,037	258,501
RENEWALS BONALBO	51,830	52,772	53,733	54,714
RENEWALS WOODENBONG	51,830	52,772	53,733	54,714
RENEWALS VILLAGES	51,830	52,772	53,733	54,714
KERB & GUTTER CONSTRUCTION	72,514	73,808	75,127	76,472
INITIAL SEALS	125,000	50,000	50,000	50,000
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>665,645</b>	<b>600,238</b>	<b>610,017</b>	<b>619,988</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,079,105)</b>	<b>(1,021,721)</b>	<b>(1,039,687)</b>	<b>(1,058,012)</b>

**RURAL LOCAL ROADS - BUDGET INFORMATION**

<b>RURAL LOCAL ROADS</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	1,060,643	1,092,462	1,125,236	1,158,993
HEAVY HAULAGE CONTRIBUTIONS	7,537	7,736	7,942	8,152
ROADS TO RECOVERY GRANT	524,680	540,420	556,633	573,332
FLOOD GRANT	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>1,592,860</b>	<b>1,640,618</b>	<b>1,689,811</b>	<b>1,740,477</b>
<b>OPERATING EXPENDITURE</b>				
SEALED ROADS MAINTENANCE	546,967	546,967	546,967	546,967
UNSEALED ROADS MAINTENANCE	1,500,000	1,500,000	1,500,000	1,500,000
OTHER	34,000	34,360	34,725	35,096
FLOOD DAMAGE	0	0	0	0
<b>TOTAL OPERATING EXPENDITURE</b>	<b>2,080,967</b>	<b>2,081,327</b>	<b>2,081,692</b>	<b>2,082,063</b>
<b>OPERATING RESULT</b>	<b>(488,107)</b>	<b>(440,709)</b>	<b>(391,881)</b>	<b>(341,586)</b>
<b>NON-CURRENT REVENUE</b>				
BLACKSPOT FUNDING	159,135	163,909	168,826	173,891
CONTRIBUTIONS	56,028	57,513	59,037	60,602
RESERVE TRANSFER*	1,200,000	1,200,000	1,200,000	900,000
RESERVE TRANSER <sup>#</sup>	0	0	0	0
FIXING COUNTRY ROADS	159,135	163,909	168,826	173,891
NATIONAL STRONGER REGIONS FUND	712,500	712,500	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>2,286,798</b>	<b>2,297,831</b>	<b>1,596,689</b>	<b>1,308,384</b>
<b>CAPITAL EXPENDITURE</b>				
RESEALS	477,159	484,864	492,700	500,670
REHABILITATION	3,577,857	3,415,813	2,028,986	2,067,974
DRAINAGE RENEWALS	72,000	73,366	74,760	76,184
GUARDRAIL RENEWALS	20,000	20,326	20,958	21,299
SELF HELP 50/50	0	0	0	0
SECTION 94 ROADWORKS	56,028	57,513	59,037	60,602
BLACK SPOTS & INITIAL SEALS	1,259,135	563,869	580,785	173,891
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>5,462,179</b>	<b>4,615,751</b>	<b>3,257,226</b>	<b>2,900,620</b>
<b>NET COST OF ACTIVITY</b>	<b>(3,663,488)</b>	<b>(2,758,629)</b>	<b>(2,052,418)</b>	<b>(1,933,822)</b>

\* Transfer from plant budget

<sup>#</sup>Transfer from quarry budget

## BRIDGES - BUDGET INFORMATION

BRIDGES	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	416,869	429,375	442,256	455,524
ROADS TO RECOVERY GRANT	335,451	345,515	355,880	366,556
<b>TOTAL OPERATING REVENUE</b>	752,320	774,890	798,136	822,080
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	550,382	517,359	486,318	457,139
<b>TOTAL OPERATING EXPENDITURE</b>	550,382	517,359	486,318	457,139
<b>OPERATING RESULT</b>	201,938	257,531	311,818	364,941
<b>NON-CURRENT INCOME</b>				
FEDERAL TIMBER BRIDGE PROGRAM	1,450,000	350,000	940,000	80,000
TRANSFER FROM RESERVE*	1,200,000	1,200,000	1,200,000	900,000
CONTRIBUTIONS	8,026	8,226	8,432	8,643
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	2,658,026	1,558,226	2,148,432	988,643
<b>CAPITAL EXPENDITURE</b>				
CONSTRUCTION	7,231,526	2,570,000	2,550,000	2,665,970
<b>TOTAL CAPITAL EXPENDITURE</b>	7,231,526	2,570,000	2,550,000	2,665,970
<b>NET COST OF ACTIVITY</b>	<b>(4,371,562)</b>	<b>(754,243)</b>	<b>(89,750)</b>	<b>(1,312,386)</b>

\* Transfer from Plant Budget

## INFRASTRUCTURE - WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
CONTRIBUTIONS TO WORKS	4,606	4,745	4,887	5,034
PRIVATE WORKS	54,274	55,281	56,308	57,356
SUNDRY INCOME	632	651	671	691
<b>TOTAL OPERATING REVENUE</b>	59,512	60,677	61,866	63,081
<b>OPERATING EXPENDITURE</b>				
ROAD SURVEY, DESIGN, FEASIBILITY	25,375	25,756	26,142	26,534
EMPLOYMENT	1,074,371	1,103,644	1,133,725	1,164,636
PRIVATE WORKS	49,209	50,064	50,934	51,821
TOOLS, CLOTHING, SIGNAGE, OTHER	92,000	83,080	84,326	85,591
RECOVERIES	(1,240,350)	(1,077,440)	(999,404)	(826,343)
<b>TOTAL OPERATING COSTS</b>	605	185,104	295,723	502,239
<b>NET COST OF ACTIVITY</b>	<b>58,907</b>	<b>(124,427)</b>	<b>(233,857)</b>	<b>(439,158)</b>

## QUARRIES - BUDGET INFORMATION

QUARRIES	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
INCOME	373,670	384,880	396,426	408,319
<b>TOTAL OPERATING REVENUE</b>	373,670	384,880	396,426	408,319
<b>OPERATING COSTS</b>				
QUARRY WORKING EXPENSES	312,511	321,712	331,188	340,947
<b>TOTAL OPERATING COSTS</b>	312,511	321,712	331,188	340,947
<b>OPERATING RESULT</b>	61,159	63,168	65,238	67,372
<b>CAPITAL EXPENDITURE</b>				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	30,000	30,515	31,040	31,574
RESERVE TRANSFERS*	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	30,000	30,515	31,040	31,574
<b>NET COST OF ACTIVITY</b>	<b>31,159</b>	<b>32,653</b>	<b>34,198</b>	<b>35,798</b>

\*Transfer to rural local roads budget

## PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
INCOME	5,033,294	4,468,306	4,563,029	4,063,901
PLANT SALES	583,000	275,000	565,000	537,500
OTHER	67,566	69,593	71,681	73,831
<b>TOTAL OPERATING REVENUE</b>	<b>5,683,860</b>	<b>4,812,899</b>	<b>5,199,710</b>	<b>4,675,232</b>
<b>OPERATING EXPENDITURE</b>				
PLANT MAINTENANCE	1,464,737	1,489,652	1,515,065	1,542,509
KYOGLE DEPOTS	107,066	108,813	110,592	112,438
BONALBO DEPOT	17,383	17,682	17,987	18,303
WOODENBONG DEPOT	11,192	11,384	11,579	11,783
STORES	(35,351)	(35,881)	(36,419)	(36,965)
<b>TOTAL OPERATING COSTS</b>	<b>1,565,027</b>	<b>1,591,650</b>	<b>1,618,804</b>	<b>1,648,068</b>
<b>OPERATING RESULT</b>	<b>4,118,833</b>	<b>3,221,249</b>	<b>3,580,906</b>	<b>3,027,164</b>
<b>CAPITAL EXPENDITURE</b>				
PLANT PURCHASES	1,836,000	768,000	1,594,500	1,562,000
TRANSFER TO GENERAL FUND*	2,400,000	2,400,000	2,400,000	1,800,000
DEPOT IMPROVEMENTS	87,119	55,000	55,851	56,715
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>4,323,119</b>	<b>3,223,000</b>	<b>4,050,351</b>	<b>3,418,715</b>
<b>NET COST OF ACTIVITY</b>	<b>(204,286)</b>	<b>(1,751)</b>	<b>(469,445)</b>	<b>(391,551)</b>

\*Transfer to rural local roads and bridges budget

## ECONOMIC DEVELOPMENT - BUDGET INFORMATION

	2017/2018	2018/2019	2019/2020	2020/2021
<b>REVENUE</b>				
RETAIL / CONSIGNMENT SALES	7,178	7,394	7,616	7,844
<b>TOTAL OPERATING REVENUE</b>	<b>7,178</b>	<b>7,394</b>	<b>7,616</b>	<b>7,844</b>
<b>OPERATING EXPENDITURE</b>				
ECONOMIC DEVELOPMENT	45,000	15,225	20,453	15,685
EMPLOYMENT COSTS	84,635	87,004	89,441	91,945
TOURISM EXPENSES	112,779	114,470	116,188	117,930
<b>TOTAL OPERATING EXPENDITURE</b>	<b>242,414</b>	<b>216,699</b>	<b>226,082</b>	<b>225,560</b>
<b>NET COST OF ACTIVITY</b>	<b>(235,236)</b>	<b>(209,305)</b>	<b>(218,466)</b>	<b>(217,716)</b>

## DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	916,782	935,118	953,820	972,897
<b>OPERATING EXPENDITURE</b>				
ADMINISTRATION	112,812	114,504	116,221	117,965
CONTRACTORS	310,458	315,115	319,842	324,640
LANDFILL COSTS	471,091	440,805	450,766	460,981
<b>TOTAL OPERATING EXPENDITURE</b>	894,361	870,424	886,829	903,586
<b>NET COST OF ACTIVITY</b>	<b>22,421</b>	<b>64,694</b>	<b>66,991</b>	<b>69,311</b>

## OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	276,283	284,571	293,109	301,902
GATE FEES	312,785	344,064	378,470	416,317
HIRE AND HAULAGE FEES	2,201	2,266	2,335	2,405
RECYCLING INCOME	60,918	62,746	64,628	66,567
EPA GRANT INCOME	32,000	32,960	33,949	34,967
DOMESTIC WASTE SHARE OF COSTS	471,091	440,805	450,766	460,981
<b>TOTAL OPERATING REVENUE</b>	1,155,278	1,167,412	1,223,257	1,283,139
<b>OPERATING EXPENDITURE</b>				
EPA LEVY/LICENSES	223,981	230,641	237,499	244,563
LANDFILL COSTS	545,472	557,116	569,534	581,734
TRANSFER STATION COSTS	246,759	192,040	196,240	200,540
NORTH EAST WASTE FORUM	10,560	10,718	10,879	11,042
INTEREST EXPENSE	11,155	9,842	8,589	7,252
<b>TOTAL OPERATING COSTS</b>	1,037,927	1,000,357	1,022,741	1,045,131
<b>OPERATING RESULT</b>	117,351	167,055	200,516	238,008
<b>NON-CURRENT INCOME</b>				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	0	0	0	0
<b>CAPITAL EXPENDITURE</b>				
LOAN REPAYMENTS	26,533	27,846	29,099	30,436
IMPROVEMENTS	80,000	0	0	0
NEW CELLS CONSTRUCTION	0	0	0	0
REHABILITATION WORKS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	106,533	27,846	29,099	30,436
<b>NET COST OF ACTIVITY</b>	<b>10,818</b>	<b>139,209</b>	<b>171,417</b>	<b>207,572</b>

**STORMWATER - BUDGET INFORMATION**

<b>STORMWATER</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING REVENUE</b>				
INCOME	167,092	172,105	177,268	181,345
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	167,092	172,105	177,268	181,345
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	42,041	42,883	43,744	44,624
FLOODS DAMAGE RESTORATION	0	0	0	0
<b>TOTAL OPERATING COSTS</b>	42,041	42,883	43,744	44,624
<b>OPERATING RESULT</b>	125,051	129,222	133,524	136,721
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	3,617	3,713	3,811	3,912
GRANTS	0	160,000	40,000	0
<b>TOTAL NON-CURRENT INCOME</b>	3,617	163,713	43,811	3,912
<b>CAPITAL EXPENDITURE</b>				
STORMWATER WORKS	177,785	180,782	183,833	186,940
FLOOD MEASURES	0	200,000	50,000	0
<b>TOTAL CAPITAL EXPENDITURE</b>	177,785	380,782	233,833	186,940
<b>NET COST OF ACTIVITY</b>	<b>(49,117)</b>	<b>(87,847)</b>	<b>(56,498)</b>	<b>(46,307)</b>

## WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,471,947	1,545,544	1,622,821	1,703,962
LIRS SUBSIDY	48,777	42,932	37,367	31,473
<b>TOTAL OPERATING REVENUE</b>	1,520,724	1,588,476	1,660,188	1,735,435
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	264,992	268,928	272,923	277,017
MAINS	155,137	158,341	161,619	164,970
RESERVOIRS	24,614	25,018	25,430	25,925
RAW WATER	220,275	224,525	228,865	233,315
TREATMENT	452,176	460,450	468,893	477,609
INTEREST	74,783	66,337	58,188	49,567
<b>TOTAL OPERATING EXPENDITURE</b>	1,191,977	1,203,599	1,215,918	1,228,403
<b>OPERATING RESULT</b>	328,747	384,877	444,270	507,032
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	4,200	4,311	4,426	4,543
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	4,200	4,311	4,426	4,543
<b>CAPITAL EXPENDITURE</b>				
UNSUBSIDISED WORKS/REPLACEMENTS	368,450	241,979	246,639	251,398
LOAN PAYMENTS	194,972	203,418	211,567	220,188
SUBSIDISED WORKS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	563,422	445,397	458,206	471,586
<b>NET COST OF ACTIVITY</b>	<b>(230,475)</b>	<b>(56,209)</b>	<b>(9,510)</b>	<b>39,989</b>

## SEWERAGE SUPPLIES BUDGET INFORMATION

SEWERAGE SUPPLIES	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,340,753	1,407,791	1,478,181	1,552,090
OTHER	6,789	6,993	7,203	7,419
<b>TOTAL OPERATING REVENUE</b>	<b>1,347,542</b>	<b>1,414,784</b>	<b>1,485,384</b>	<b>1,559,509</b>
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	252,850	246,493	260,191	253,943
MAINS	80,823	82,459	84,130	85,839
PUMPING STATIONS	142,146	145,092	148,107	151,230
TREATMENT	457,598	466,865	476,339	486,049
INTEREST	63,828	62,373	61,152	59,328
<b>TOTAL OPERATING EXPENDITURE</b>	<b>997,245</b>	<b>1,003,282</b>	<b>1,029,919</b>	<b>1,036,389</b>
<b>OPERATING RESULT</b>	<b>350,297</b>	<b>411,502</b>	<b>455,465</b>	<b>523,120</b>
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	1,127	1,157	1,188	1,219
GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>1,127</b>	<b>1,157</b>	<b>1,188</b>	<b>1,219</b>
<b>CAPITAL EXPENDITURE</b>				
EXTENSIONS AND UPGRADES	215,000	0	0	0
UNSUBSIDISED WORKS/REPLACEMENTS	570,000	521,000	407,000	242,000
LOAN REPAYMENTS	19,411	20,864	22,085	23,909
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>804,411</b>	<b>541,864</b>	<b>429,085</b>	<b>265,909</b>
<b>NET COST OF ACTIVITY</b>	<b>(452,987)</b>	<b>(129,205)</b>	<b>27,568</b>	<b>258,430</b>

## ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
LICENCES & INSPECTIONS	34,078	35,100	36,153	37,237
ON SITE MANAGEMENT FEES	118,450	122,004	125,664	129,434
FEASIBILITY COST RECOUP	0	0	0	0
ABANDONED VEHICLES	728	739	750	762
<b>TOTAL OPERATING REVENUE</b>	153,256	157,843	162,567	167,433
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	238,313	244,895	251,659	258,612
NOXIOUS WEEDS (FNCCC)	120,000	121,800	123,627	125,481
ON SITE MANAGEMENT SYSTEMS	104,153	105,715	107,301	108,910
SUNDRIES	11,832	12,006	12,183	12,366
RECOVERIES	(95,109)	(96,536)	(97,984)	(99,454)
<b>TOTAL OPERATING EXPENDITURE</b>	379,189	387,880	396,786	405,915
<b>CAPITAL EXPENDITURE</b>				
SEWER FEASIBILITY STUDY	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	0	0	0	0
<b>NET COST OF ACTIVITY</b>	<b>(225,933)</b>	<b>(230,037)</b>	<b>(234,219)</b>	<b>(238,482)</b>

## TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
FEES & CHARGES	140,500	144,715	149,056	153,528
<b>TOTAL OPERATING REVENUE</b>	140,500	144,715	149,056	153,528
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	426,229	438,014	450,126	462,575
LEGALS & CONSULTANTS	35,151	55,228	5,307	5,386
OTHER	31,985	32,465	32,952	33,446
RECOVERIES	(45,593)	(46,276)	(46,971)	(47,675)
<b>TOTAL OPERATING EXPENDITURE</b>	447,772	479,431	441,414	453,732
<b>NET COST OF ACTIVITY</b>	<b>(307,272)</b>	<b>(334,716)</b>	<b>(292,358)</b>	<b>(300,204)</b>

## BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>	49,928	51,426	52,968	54,557
<b>OPERATING EXPENDITURE</b>				
BUILDING INSPECTIONS	82,083	83,314	84,564	85,833
<b>TOTAL OPERATING EXPENDITURE</b>	82,083	83,314	84,564	85,833
<b>NET COST OF ACTIVITY</b>	<b>(32,155)</b>	<b>(31,888)</b>	<b>(31,596)</b>	<b>(31,276)</b>

**REGULATORY CONTROL - BUDGET INFORMATION**

<b>REGULATORY CONTROL</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING REVENUE</b>	17,775	18,101	18,437	18,783
<b>OPERATING EXPENDITURE</b>	126,713	129,919	133,210	136,587
<b>CAPITAL EXPENDITURE</b>	6,500	0	0	0
<b>NET COST OF ACTIVITY</b>	<b>(115,438)</b>	<b>(111,818)</b>	<b>(114,773)</b>	<b>(117,804)</b>

**EMERGENCY SERVICES - BUDGET INFORMATION**

<b>EMERGENCY SERVICES</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING EXPENDITURE</b>				
RATES & CHARGES	6,695	6,796	6,898	7,001
RFS CONTRIBUTIONS	253,452	257,254	261,113	265,029
TOWN BRIGADE CONTRIBUTION	21,924	22,253	22,587	22,926
SES CONTRIBUTION	47,000	26,875	27,278	27,687
<b>TOTAL OPERATING EXPENDITURE</b>	<b>329,071</b>	<b>313,178</b>	<b>317,876</b>	<b>322,643</b>
<b>CAPITAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF ACTIVITY</b>	<b>(329,071)</b>	<b>(313,178)</b>	<b>(317,876)</b>	<b>(322,643)</b>

**COMMUNITY SERVICES BUDGET INFORMATION**

<b>COMMUNITY SERVICES</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING REVENUE</b>				
GOVERNMENT GRANTS	1,230	1,230	1,230	1,230
<b>TOTAL OPERATING REVENUE</b>	1,230	1,230	1,230	1,230
<b>OPERATING COSTS</b>				
EMPLOYMENT COSTS	134,454	138,180	142,009	145,945
DONATIONS	89,034	90,370	91,725	93,101
OTHER	9,814	9,961	10,111	10,262
<b>TOTAL OPERATING COSTS</b>	233,302	238,511	243,845	249,308
<b>NET COST OF ACTIVITY</b>	<b>(232,072)</b>	<b>(237,281)</b>	<b>(242,615)</b>	<b>(248,078)</b>

**PRE SCHOOLS - BUDGET INFORMATION**

<b>PRE SCHOOLS</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING EXPENDITURE</b>				
PRE SCHOOLS	65,188	66,166	67,159	68,166
<b>TOTAL OPERATING EXPENDITURE</b>	65,188	66,166	67,159	68,166
<b>NET COST OF ACTIVITY</b>	<b>(65,188)</b>	<b>(66,166)</b>	<b>(67,159)</b>	<b>(68,166)</b>

**PUBLIC CEMETERIES BUDGET INFORMATION**

<b>PUBLIC CEMETERIES</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING REVENUE</b>	96,905	99,812	102,807	105,891
<b>OPERATING EXPENDITURE</b>				
KYOGLE CEMETERY	74,838	76,369	77,935	79,539
KYOGLE LAWN CEMETERY	54,084	55,210	56,361	57,540
CEMETERIES ON CROWN RESERVES	1,104	1,129	1,154	1,180
OTHER CEMETERIES	17,827	18,195	18,572	18,957
<b>TOTAL OPERATING EXPENDITURE</b>	147,853	150,903	154,022	157,216
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS/RENEWALS	5,204	5,310	5,417	5,528
<b>NET COST OF ACTIVITY</b>	<b>(56,152)</b>	<b>(56,401)</b>	<b>(56,632)</b>	<b>(56,853)</b>

## PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>	40,696	41,917	43,174	44,470
<b>OPERATING COSTS</b>				
REGIONAL LIBRARY CONTRIBUTIONS	306,170	310,763	315,424	320,155
KYOGLE LIBRARY EXPENSES,	67,191	68,199	69,222	70,260
<b>TOTAL OPERATING COSTS</b>	373,361	378,962	384,646	390,415
<b>NET COST OF ACTIVITY</b>	<b>(332,665)</b>	<b>(337,045)</b>	<b>(341,472)</b>	<b>(345,945)</b>

## COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>				
RENTAL INCOME	581,680	599,130	617,104	635,617
	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	581,680	599,130	617,104	635,617
<b>OPERATING EXPENDITURE</b>				
COUNCIL CHAMBERS	107,494	109,485	111,521	113,694
KMI HALL	81,412	83,015	84,657	86,494
GROVE HOUSE	7,869	8,013	8,160	8,310
OTHER COMMUNITY BUILDINGS	148,830	152,468	156,200	160,028
KYOGLE COMMUNITY CENTRE	8,242	8,407	8,575	8,746
BUILDINGS ON CROWN RESERVES	128,207	130,247	132,320	134,428
<b>TOTAL OPERATING COSTS</b>	482,054	491,635	501,433	511,700
<b>OPERATING RESULT</b>	99,626	107,495	115,671	123,917
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	911	936	960	986
GRANTS	395,000	265,000	0	0
<b>TOTAL NON-CURRENT INCOME</b>	395,911	265,936	960	986
<b>CAPITAL EXPENDITURE</b>				
BUILDING IMPROVEMENTS	520,000	530,000	0	0
BUILDING RENEWALS	83,267	84,737	86,235	87,762
<b>TOTAL CAPITAL EXPENDITURE</b>	603,267	614,737	86,235	87,762
<b>NET COST OF ACTIVITY</b>	<b>(107,730)</b>	<b>(241,306)</b>	<b>30,396</b>	<b>37,141</b>

## SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>	140,045	144,247	148,574	153,031
<b>OPERATING EXPENDITURE</b>				
KYOGLE	374,028	382,881	391,960	401,342
BONALBO	98,292	100,624	103,015	105,494
WOODENBONG	105,737	108,277	110,881	113,575
<b>TOTAL OPERATING COSTS</b>	578,057	591,782	605,856	620,411
<b>OPERATING RESULT</b>	(438,012)	(447,535)	(457,282)	(467,380)
<b>CAPITAL EXPENDITURE</b>				
RENEWALS	41,421	42,153	42,898	43,657
IMPROVEMENTS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	41,421	42,153	42,898	43,657
<b>NET COST OF ACTIVITY</b>	<b>(479,433)</b>	<b>(489,688)</b>	<b>(500,180)</b>	<b>(511,037)</b>

## PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2017/2018	2018/2019	2019/2020	2020/2021
<b>OPERATING REVENUE</b>	0	0	0	0
<b>OPERATING EXPENDITURE</b>				
KYOGLE	193,646	197,916	202,288	206,765
VILLAGES	68,000	69,384	70,799	72,246
VILLAGE MAINTENANCE	33,495	33,997	34,507	35,025
PUBLIC TOILETS	29,169	29,734	30,313	30,903
PARKS ON CROWN RESERVES	122,500	125,346	127,890	130,606
TOWN ENTRANCES	35,500	36,293	37,104	37,935
<b>TOTAL OPERATING COSTS</b>	482,310	492,670	502,901	513,480
<b>OPERATING RESULT</b>	(482,310)	(492,670)	(502,901)	(513,480)
<b>CAPITAL INCOME</b>				
DEVELOPER CONTRIBUTIONS	14,941	15,337	15,744	16,161
GRANTS	100,000	0	0	0
<b>TOTAL CAPITAL INCOME</b>	114,941	15,337	15,744	16,161
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS	190,000	0	0	0
RENEWALS	41,421	42,153	42,898	43,658
<b>TOTAL CAPITAL EXPENDITURE</b>	231,421	42,153	42,898	43,658
<b>NET COST OF ACTIVITY</b>	<b>(598,790)</b>	<b>(519,486)</b>	<b>(530,055)</b>	<b>(540,977)</b>

**CROWN RESERVES - BUDGET INFORMATION**

<b>CROWN RESERVES</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING INCOME</b>	0	0	0	0
<b>OPERATING EXPENDITURE</b>	9,185	9,338	9,493	9,651
<b>NET COST OF ACTIVITY</b>	<b>(9,185)</b>	<b>(9,338)</b>	<b>(9,493)</b>	<b>(9,651)</b>

**ART AND CULTURE SERVICES BUDGET INFORMATION**

<b>ART AND CULTURE SERVICES</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>OPERATING REVENUE</b>	4,968	5,118	5,271	5,429
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT COSTS	46,299	47,595	48,928	50,298
OTHER COSTS	41,109	15,336	15,566	15,799
<b>TOTAL OPERATING COSTS</b>	87,408	62,931	64,494	66,097
<b>NET COST OF ACTIVITY</b>	<b>(82,440)</b>	<b>(57,813)</b>	<b>(59,223)</b>	<b>(60,668)</b>

## Action Plan

## Community Strategic Plan 2016-2026 Priorities

Priority Actions from Community Strategic Plan	Report
<b>Governance and community</b>	
Build a LGA wide Community Calendar and Community and Business Directory accessible through Council's website and in hard copy	
Council to have active involvement in the development of the Northern Rivers Joint Organisation (JO) including an examination of resource sharing opportunities and regional service delivery options	
Complete Information Technology strategy that optimises access to on-line services for the community and provides integrated access to records and mobile services for staff	
Actively prepare applications for external grant funding and lobby appropriate levels of government to attract grant funding required for implementation of the Long Term Financial Plan	
Develop an integrated framework for the development and review of Council Policy that provides a clear vision to all stakeholders	

Priority Actions from Community Strategic Plan	Report
<b>Ageing in place, disability and respite care</b>	
Establish a Working Party of local community service providers and agency representatives to investigate diverse housing options for older people and people with disability service needs in the Kyogle Council area	
Ensure that Kyogle Council is part of any regional forums or efforts around affordable housing, aged and disability care, and respite services and promote regional awareness of Kyogle Council areas needs and opportunities	
Development of a community transport information resource kit for distribution within the council area	
Undertake a feasibility study for the provision of community information across service functions and the whole council area, including consideration of the establishment of Community Information Centre/s at suitable Council, community and privately operated locations	

Priority Actions from Community Strategic Plan	Report
<b>Village Life</b>	
Undertake a “Visions of Village Life” project involving the preparation of village-based master plans to articulate the future vision for Woodenbong, Old Bonalbo, Bonalbo, Tabulam, Mallanganee, and Wiangaree. The plans for each village to compile the projects relating to Council functions including stormwater, flooding, Crown Reserves, footpaths and cycleways, parks and gardens, community buildings, town streets, water and sewerage, cemeteries, waste, pools and recreational facilities, as well as community and place making aspects that provide for the sense of place that exists in village life.	
Establish village-based advisory groups to ensure community input and consultation around planning, aspirations, needs and future visions for each village and surrounding areas	
Review the provisions of the Kyogle Local Environmental Plan and associated development control and contributions plans with a view to streamlining the approvals process for the establishment of new businesses in the village areas, and diversification of income sources on the surrounding agricultural land	
Undertake assessments of Council buildings and other assets to identify energy efficiency improvements and implement improvements wherever possible to deliver long-term savings and promote the image of Council as a local leader in renewable energy	
Maximise opportunities for improving youth employment and training across the Local Government area through mechanisms such as school-based traineeships, apprenticeships, work experience, and work for the dole programs	

Priority Actions from Community Strategic Plan	Report
Visitor Attraction	
Develop the Kyogle Local Government Area brand in collaboration with regional and interstate tourism and visitor destination strategies and identify what makes the Kyogle Council area unique and why people come to visit, and develop a targeted promotional strategy based on the message of rainforest, lifestyle and culture	
Identify a common vision for Kyogle and Villages to develop a series of well-coordinated events that attract a range of visitors and community members, including a signature community-showcasing and celebration event and establishment of a central community and event calendar on the Council website to help promote the activities of community organisations	
Enable a range of recreational, heritage, cultural activities and access to places of interest including our world class heritage areas, National Parks, and visitor facilities by undertaking a review of existing facilities and services and identifying potential improvements and opportunities for partnerships to realise these improvements.	
Develop a Destination Management Plan and Visitor Economy Strategy around recreational, heritage, cultural activities and places of interest with a view to identifying the most appropriate platform/s for promotion and marketing.	

## Operational Plan 2017-2018 and Delivery Program 2018-2021

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
<b>GENERAL MANAGERS OFFICE</b>			
<b>HUMAN RESOURCES</b>	<p>Establish capability for a productive, sustainable and inclusive workforce.</p> <p>Promote and adhere to EEO principles to attract and retain the best possible staff.</p> <p>Create and nurture a safe working environment with learning and development opportunities for staff.</p> <p>Be widely known as a respected and reputable employer with high levels of staff satisfaction</p>	<p>In accordance with IP&amp;R requirements draft, adopt and implement a Workforce Management Plan.</p> <p>Review, update, promote and adhere to EEO Policy.</p> <p>Report on staff turnover, induction, review, and incident and accident rates.</p> <p>Implement Learning and Development plan.</p> <p>Review and improve recruitment practices.</p>	
<b>COMMUNICATION and CONSULTATION.</b>	<p>Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.</p>	<p>Integrated Planning and Reporting requirements are met and the community actively engaged</p> <p>Community newsletter distributed monthly.</p> <p>Social media communications updated regularly.</p> <p>Update Council's website.</p> <p>Council papers made publicly available in the week prior to meetings.</p>	
<b>FINANCE</b>	<p>Council is on time and on budget with all community and statutory obligations.</p> <p>The sustainable management of roads bridges and other infrastructure.</p>	<p>Monthly Finance reports and quarterly budget reviews presented to Council.</p> <p>Annual finance requirements, including, Audit and Annual Report met.</p> <p>Timely annual budget preparation and community display.</p> <p>Adherence to FFTF financial sustainability targets</p>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
<b>GOVERNANCE</b>	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	<p>Access to Information in accordance with GIPA guidelines.</p> <p>Policies reviewed and updated within statutory requirements.</p> <p>All external reporting delivered on time.</p> <p>All appropriate consultation undertaken.</p> <p>Councillor induction training delivered.</p> <p>Council meetings held align with statutory requirements.</p>	
<b>CUSTOMER SERVICES</b>	Best practice customer services with an emphasis on friendly, helpful and timely assistance.	<p>Incoming and outgoing correspondence report.</p> <p>Complaints to the Public Officer reported.</p>	
<b>INFORMATION TECHNOLOGY</b>	A modern user friendly IT system that increases productivity, customer use and council's records management system.	Implementation of upgraded IT system.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
<b>PLANNING AND ENVIRONMENT SERVICES</b>			
<b>COMMUNITY SERVICES</b>	Council to take a lead role in the promotion of local community services, businesses, agricultural opportunities, events and visitor information and improve availability and access to on-line services and information.	Compile a local government area Community Calendar Number of services available on-line Number of events promoted by Council through newsletters	
	Council to enhance and utilise suitable forum/s for broader community engagement to promote the creation of partnerships with groups across the council area and the region, including community groups, service providers, industry, agriculture, commerce, tourism, recreation and cultural groups.	Number of forums involving community and Council representation and attendance at meetings. Number of partnership based projects Number of projects with commitments for external partner contributions Revised Community Engagement Strategy	
	Provide for a disability inclusive community	Disability Inclusion Action Plan completed by July 2017 Projects incorporating disability inclusion elements	
	Positive recognition of the area's strong Aboriginal culture and heritage	Ongoing support by Council of the Reconciliation Committee Annual support of NAIDOC week by Council	
	A community-led approach to integrated transport provision for older people and people with disability needs	Council's Community Services Officer attends all Transport Working Group meetings Development of a Transport Information Resource Kit	
<b>ECONOMIC DEVELOPMENT</b>	Promotion of Kyogle as a place of choice for lifestyle and economic opportunity	Development of a Kyogle Investment and Visitor Attraction (I&VA) webpage Increased value of development applications approved, based on Council DA records Annual increase in number of businesses, based on ABS and Department of Regional Development statistics	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
	An integrated approach to economic development for opportunities associated with South East Queensland and NSW Far North Coast centres	Preparation and implementation of Council adopted 'prospectus-like' <i>Economic Development Strategy</i>	
	Council economic development initiatives supported by local business community	Establishment of Council endorsed Business Leaders Forum.  Conduct Business Leaders Forum at least annually, and report on outcomes and actions	
	Promote and nurture tourism opportunities and attractions for the local government area	Involvement in marketing and advertising of the area and the range of the marketing reach  Numbers of visitors recorded at Visitor Information Centre and during specific events  Surveys of visitors	
	Council to actively lobby and work with State and Federal Governments and local industry to realise improvements in local and regional transport and telecommunications systems that provide connectivity and reliability of services between the villages, the rural areas and across the region.	Percentage of area covered by NBN roll out as per proposed delivery methods; <ul style="list-style-type: none"><li>• Satellite areas</li><li>• Fixed wireless areas</li><li>• Fixed fibre to node areas</li></ul> Additional mobile phone towers funded, constructed and operational through programs such as Federal Mobile Black Spot Project  Preparation of business cases and economic prospectus to support funding applications for transport infrastructure projects	
<b>WASTE SERVICES</b>	Improvements to waste management and disposal facilities implemented within budget and adopted timeframes	Completion of Woodenbong Landfill Closure and Transfer Station Construction  Review preferred capital improvements and operational plan for transfer stations West of the Range	
	Solid waste to landfill minimised to prolong asset life and reduce potential for environmental harm	Kerbside recycled waste pickup service in accordance with Domestic Waste Collection Contract.  Incidents of non-compliance with collection contract requirements and time period for rectification  Annual per capita tonnage of waste to landfill and waste recycled based on EPA Levy statistics provided by Council and revised ABS population estimates	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
	Waste facilities managed in accordance with regulatory requirements	All EPA Landfill Licence conditions complied with	
	Community Recycling Centre facility at Kyogle Landfill strongly supported by community	Reduction in waste to landfill and increase in recycled material collected at CRC Events to promote community awareness and services available	
	Minimal illegal dumping of waste in public areas	Number of illegal dumping events recorded Number of notices issued for illegal dumping	
<b>ENVIRONMENTAL SERVICES</b>	Kyogle regarded as safe place to dine and purchase takeaway food and beverages	All food premises registered and approved  Number of food premises inspected annually and as a percentage of the total	
	Effective weeds management across private and public land throughout the local government area	Services for management of noxious weeds undertaken by Rous CC in accordance with Service Level Agreement, periodic reporting against service level measures	
	Minimal (noise, water or air) pollution incident impacts throughout local government area	Respond to pollution complaints logged with Council in accordance with <i>Protection of Environment Operations Act</i> and associated legislation at all times  Review response times to align with statutory requirements  Preparation of regulatory enforcement policy to clarify service levels and responsibilities	
<b>REGULATORY SERVICES</b>	Domestic dogs and cats managed in accordance with State legislation	Compliance with <i>Companion Animals Act 1998</i> –	
	Nuisance animals managed, including stray cattle	Preparation of regulatory enforcement policy to clarify service levels and responsibilities  Enforcement proceedings against owners of stray cattle undertaken in accordance with <i>Impounding Act 1993</i>	
	Private pools appropriately fenced or enclosed to guard against accidental drownings	Articles and events promoting community awareness and requirements.  Number of pools inspected is in accordance with requirements of legislation	
	Effective onsite sewerage management systems in non-sewered areas	Articles and events promoting community awareness and requirements.  All incidents of registration non-compliance are enforced within 7 days of identification in accordance with <i>Local Government Act 1993</i>  'High Risk' systems are audit-inspected every 3 years in accordance with Council's Onsite Sewerage Management Strategy	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
	Healthy environments through effective plumbing and drainage	Articles and events promoting community awareness and requirements.  All incidents of non-compliance are enforced in accordance with the <i>Local Government Act</i> and the requirements of the <i>Plumbing and Drainage Act 2011</i>	
<b>ARTS AND CULTURE</b>	Local arts and culture recognised as a cornerstone of Kyogle communities	Number of separate exhibitions per annum and attendance numbers at each exhibition.  Attendance at meetings, including Arts Northern Rivers  Visitor numbers and gallery sales	
<b>LIBRARY SERVICES</b>	Equitable access to information sources	Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement	
<b>PLANNING SERVICES</b>	Council to review and amend the Kyogle Local Environmental Plan (LEP) and associated development control and contributions plans to reduce restrictions and provide improved opportunities for economic growth of all local businesses, residential accommodation, rural residential and agricultural land uses, and events, whilst ensuring sustainable environmental outcomes.	Number of LEP Amendments identified that are consistent with local economic growth and environmental objectives  Time period from Council decision to draft LEP Amendments being processed ready for Gateway Determination  Local Growth Management Strategy revised consistent with adopted Economic Development Strategy and endorsed by NSW Department of Planning and Environment and adopted by Council by July 2019  Staff attend quarterly meetings with development industry  Staff attend 4 monthly meetings with agriculture-sector representative groups  Staff attendance at Village Outreach Meetings	
	Kyogle as an older person friendly location to live	Council LEP and DCP provisions promote and facilitate housing diversification for older people by end July 2018  Number of development proposals specifically for or able to accommodate older people.	
	Ready access to Council professional advice regarding development processes and requirements	Development management Panel 'pre-lodgement' meetings available every Wednesday by appointment  Increase in number of requests for Pre-lodgement Meetings on previous year  No increase in average DA processing times compared to previous year – based on Council records	
	Council land use planning consistent with State strategic planning	Council advised of any proposed State planning changes	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
	Responsive development approval systems	Development approvals are processed within acceptable timeframes Figures reported to ABS and NSW Dept Planning to be used for regular reporting Regular reporting of development applications approved and outstanding	
	Developer contribution requirements for infrastructure and services that support and encourage new development	Completion of draft S94A Developer Contributions Plan by end June 2018 All current developer contribution requirements are considered on merit against any adopted draft S94A contributions where requested by the applicant Increase in the value of approved development during the year	
	Land uses throughout the local government area are consistent with planning approvals requirements under the <i>Environmental Planning and Assessment Act 1979</i>	Inspect and respond to illegal development complaints within 2 weeks of complaint Undertake illegal land use action consistent with the requirements of the EP&A Act	
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	Number of articles promoting Exempt and Complying Development provisions Number of articles providing information on development approval requirements Number of pre-lodgement meetings held with applicants	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT															
ASSETS AND INFRASTRUCTURE SERVICES																		
Bridge Infrastructure	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Ensure conductivity for freight and commuter transport throughout the LGA by improving the condition of councils bridge assets</p>	<p>-Number of timber bridges replaced meets 30 year replacement strategy from LTFP</p> <p>-Number of load limited bridges</p> <p>-Number of bridges inspected per year</p> <p>-Decreased infrastructure backlog</p> <p>-Bridges CARs</p>																
Sealed Road Network	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Improve the condition of councils 217km sealed rural road network, 53km sealed urban road network and 117km regional road network</p>	<p>-Reseal of roads meeting LTFP targets: 23.2 km/yr at \$37,758 /km</p> <p>-Rehabilitation of roads meeting LTFP targets: 9.3 km/yr at \$282,473 /km</p> <p>-Number of Potholes patched</p> <p>-Roadside slashing of 533km/yr</p> <p>-Decreased infrastructure backlog</p> <p>-sealed Roads CARs</p>																
Unsealed Road Network	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Improve the condition of council 15km unsealed regional road network and 806km unsealed road network.</p>	<p>-Length of road graded by road classification:</p> <table><tr><td>Regional</td><td>30</td><td>km/year</td></tr><tr><td>Arterial</td><td>172</td><td>km/year</td></tr><tr><td>Collector</td><td>233</td><td>km/year</td></tr><tr><td>Feeder</td><td>204</td><td>km/year</td></tr><tr><td>Residential</td><td>141</td><td>km/year</td></tr></table> <p>At \$2005 /km</p> <p>-33 km/yr of roads re sheeted</p> <p>-Decreased infrastructure backlog</p> <p>-Unsealed roads CARs</p>	Regional	30	km/year	Arterial	172	km/year	Collector	233	km/year	Feeder	204	km/year	Residential	141	km/year	
Regional	30	km/year																
Arterial	172	km/year																
Collector	233	km/year																
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FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>Water and Sewer</b>	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Provide the community with quality water supply meeting NSW Public Health Legislation</p> <p>Encourage water conservation</p> <p>Provide the community with quality sewerage services</p> <p>Maintain council's urban stormwater network</p> <p>Manage the risks associated with flooding in urban area</p>	<p>-Performance reporting for water supply and sewerage services as per the requirements of NSW DPI Water, NSW Health and the NSW EPA</p> <p>-Metres of water main replaced</p> <p>-Number of new properties connected</p> <p>-Conformance with microbiological, physical and chemical standards</p> <p>-Number of main breaks</p> <p>-Educational activities conducted</p> <p>-Water usage against state average</p> <p>-Metres of mains replaced</p> <p>-Number of new properties connected</p> <p>-Number of sewer chokes</p> <p>-length of new stormwater pipes laid</p> <p>-flood management works completed</p> <p>-Stormwater and flood management CARs</p>	
<b>Pools and Community Facilities</b>	<p>Encourage patronage of council pools at Bonalbo, Kyogle and Woodenbong</p> <p>Help promote a sense of community by providing safe and pleasant recreation areas</p>	<p>-Numbers of attendances recorded</p> <p>-Total hours operated</p> <p>-Number of promotional events held</p> <p>-Parks and Gardens CARs</p> <p>-Community Buildings CARs</p>	

# Long Term Financial Plan (LTFP)

SUMMARY BY FUNCTION																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>GENERAL FUND</b>																				
<b><u>GENERAL MANAGER</u></b>																				
Governance	(394,700)	(342,704)	(543,582)	(508,407)	(519,468)	(530,792)	(627,931)	(555,529)	(569,000)	(582,808)	(693,784)	(612,569)	(628,024)	(643,873)	(768,495)	(676,799)	(693,898)	(711,434)	(851,387)	(747,866)
Administration	(1,124,632)	(1,064,102)	(1,282,141)	(1,032,664)	(1,055,865)	(1,079,631)	(1,103,975)	(1,131,211)	(1,159,135)	(1,187,766)	(1,218,097)	(1,249,214)	(1,281,136)	(1,313,885)	(1,347,481)	(1,381,949)	(1,417,309)	(1,453,587)	(1,490,805)	(1,528,988)
Human Resources	(181,195)	(260,049)	(417,124)	(451,599)	(462,839)	(464,576)	(473,623)	(484,359)	(495,344)	(506,583)	(518,719)	(531,148)	(543,879)	(556,917)	(570,271)	(583,949)	(597,957)	(612,305)	(627,001)	(642,053)
Finance	7,661,353	8,228,028	8,242,411	12,892,080	8,253,997	13,034,417	8,313,482	8,513,151	8,720,731	8,979,430	9,229,296	9,486,986	9,754,387	10,605,920	10,895,438	11,785,071	12,107,871	12,445,859	12,811,702	13,186,511
Crown Reserves	(4,610)	(11,111)	(8,473)	(9,185)	(9,338)	(9,493)	(9,651)	(9,854)	(10,061)	(10,272)	(10,506)	(10,746)	(10,991)	(11,241)	(11,497)	(11,760)	(12,028)	(12,302)	(12,583)	(12,870)
	5,956,216	6,550,062	5,991,091	10,890,226	6,206,487	10,949,925	6,098,302	6,332,199	6,487,191	6,692,001	6,788,189	7,083,308	7,290,358	8,080,004	8,197,693	9,130,615	9,386,679	9,656,231	9,829,926	10,254,734
<b><u>PLANNING &amp; ENVIRONMENTAL</u></b>																				
Town Planning	(110,688)	(75,770)	(248,631)	(307,273)	(334,716)	(292,358)	(300,205)	(308,278)	(316,567)	(325,078)	(333,824)	(342,805)	(352,026)	(361,495)	(371,216)	(381,199)	(391,448)	(401,972)	(412,778)	(423,873)
Environmental Health	(170,323)	(161,507)	(241,128)	(225,932)	(230,037)	(234,219)	(238,483)	(243,596)	(248,818)	(254,151)	(259,923)	(265,824)	(271,858)	(278,026)	(284,332)	(290,779)	(297,369)	(304,107)	(310,994)	(318,035)
Building Control	(38,407)	(23,847)	(32,397)	(32,155)	(31,889)	(31,596)	(31,275)	(31,355)	(31,420)	(31,470)	(31,685)	(31,891)	(32,087)	(32,271)	(32,445)	(32,606)	(32,753)	(32,887)	(33,007)	(33,111)
Regulatory Services	(94,511)	(112,628)	(108,728)	(115,439)	(111,818)	(114,773)	(117,804)	(121,052)	(124,385)	(127,807)	(131,378)	(135,044)	(138,807)	(142,672)	(146,639)	(150,713)	(154,895)	(159,190)	(163,599)	(168,126)
Other Waste	84,862	66,456	(334,036)	10,818	139,209	171,415	207,571	43,274	226,325	236,736	242,475	266,680	272,666	78,779	284,522	290,898	297,410	303,559	310,350	85,285
Economic Development	(116,355)	(93,145)	(223,297)	(235,235)	(209,306)	(218,466)	(217,716)	(222,728)	(227,858)	(233,109)	(238,768)	(244,566)	(250,508)	(256,595)	(262,832)	(269,223)	(275,771)	(282,481)	(289,356)	(296,401)
Community Services	(98,534)	(154,383)	(326,477)	(232,073)	(237,281)	(242,615)	(248,078)	(254,207)	(260,490)	(266,932)	(273,762)	(280,769)	(287,956)	(295,329)	(302,893)	(310,653)	(318,612)	(326,778)	(335,155)	(343,749)
Art & Cultural	(90,009)	(82,500)	(80,576)	(82,440)	(57,814)	(59,223)	(60,668)	(62,230)	(63,832)	(65,476)	(67,197)	(68,964)	(70,777)	(72,638)	(74,549)	(76,511)	(78,524)	(80,591)	(82,713)	(84,891)
Pre Schools	(19,560)	(25,365)	(64,225)	(65,188)	(66,166)	(67,159)	(68,166)	(69,529)	(70,920)	(72,338)	(73,930)	(75,556)	(77,219)	(78,917)	(80,654)	(82,428)	(84,241)	(86,095)	(87,989)	(89,924)
Public Libraries	(323,551)	(516,144)	(373,090)	(332,665)	(337,044)	(341,471)	(345,946)	(352,420)	(359,010)	(365,719)	(373,376)	(381,190)	(389,163)	(397,300)	(405,603)	(414,076)	(422,721)	(431,543)	(440,545)	(449,729)
	(977,076)	(1,178,833)	(2,032,586)	(1,617,582)	(1,476,862)	(1,430,464)	(1,420,770)	(1,622,120)	(1,476,975)	(1,505,344)	(1,541,369)	(1,559,929)	(1,597,735)	(1,836,465)	(1,676,641)	(1,717,287)	(1,758,927)	(1,802,085)	(1,845,786)	(2,122,555)
<b><u>INFRASTRUCTURE SERVICES</u></b>																				
Regional Roads	461,333	437,274	(353,017)	(180,927)	(1,585,855)	(1,933,183)	(281,482)	143,079	666	32,205	40,816	9,702	138,878	78,359	78,164	(421,691)	78,811	79,690	80,966	82,657
Urban Streets	(604,655)	(778,927)	(1,989,951)	(1,079,106)	(1,021,723)	(1,039,689)	(1,058,010)	(1,030,506)	(1,053,507)	(1,077,024)	(1,102,688)	(1,128,960)	(1,155,855)	(1,183,388)	(1,211,573)	(1,240,428)	(1,269,967)	(1,300,208)	(1,331,166)	(1,362,860)
Rural Local Roads	(252,909)	2,510,641	(3,004,948)	(3,663,488)	(2,758,628)	(2,052,419)	(1,933,823)	(2,146,504)	(2,088,848)	(2,387,392)	(2,143,628)	(2,537,776)	(2,813,584)	(2,786,953)	(2,761,810)	(2,838,184)	(2,916,105)	(2,995,602)	(2,976,704)	(3,059,443)
Bridges	(270,199)	2,842,201	(2,758,178)	(4,371,562)	(754,243)	(89,749)	(1,312,385)	(933,168)	99,849	(68,748)	259,600	486,929	313,338	438,918	563,756	587,939	611,545	634,653	757,338	779,670
Emergency Services	(187,197)	(271,519)	(226,849)	(329,072)	(313,178)	(317,875)	(322,644)	(329,096)	(335,678)	(342,392)	(349,925)	(357,623)	(365,491)	(373,531)	(381,749)	(390,148)	(398,731)	(407,503)	(416,468)	(425,630)
Swimming Pools	(455,534)	(486,871)	(445,891)	(479,433)	(489,687)	(500,179)	(511,037)	(523,260)	(535,781)	(548,606)	(562,216)	(576,165)	(590,463)	(605,119)	(620,140)	(635,536)	(651,318)	(667,493)	(684,073)	(701,068)
Parks & Gardens	(421,094)	(458,687)	(583,056)	(598,790)	(519,485)	(530,055)	(540,976)	(553,683)	(566,698)	(580,028)	(594,334)	(608,998)	(624,029)	(639,437)	(655,231)	(671,420)	(688,016)	(705,028)	(722,468)	(740,344)
Community Buildings	(307,403)	(294,703)	(451,958)	(107,730)	(241,306)	30,397	37,141	42,362	47,825	53,540	(91,257)	(85,815)	69,874	75,819	82,032	(661,480)	(654,705)	102,368	109,750	117,451
Public Cemeteres	(61,822)	54,339	(61,297)	(56,153)	(56,401)	(56,633)	(56,852)	(57,507)	(58,160)	(58,810)	(139,648)	(60,490)	(61,336)	(62,184)	(63,035)	(63,889)	(64,744)	(65,600)	(66,457)	(67,314)
Stormwater	827,774	(1,388,957)	(11,052)	(49,118)	(87,848)	(56,499)	(46,307)	(87,026)	(47,757)	(48,499)	(89,648)	(50,825)	(52,032)	(93,269)	(54,537)	(55,837)	(97,169)	(58,534)	(59,934)	(61,369)
Engineering Administration	(83,663)	(274,086)	(79,200)	58,909	(124,427)	(233,858)	(439,159)	(478,710)	(577,738)	(597,965)	(502,038)	(511,844)	(542,393)	(533,003)	(584,258)	(563,677)	(626,280)	(734,588)	(758,621)	(760,203)
	(1,355,369)	1,890,705	(9,965,396)	(10,856,469)	(7,952,781)	(6,779,743)	(6,465,534)	(5,954,022)	(5,115,827)	(5,623,717)	(5,274,964)	(5,421,865)	(5,683,093)	(5,683,787)	(5,608,382)	(6,954,352)	(6,676,678)	(6,117,844)	(6,067,838)	(6,198,453)
TOTAL GENERAL FUND	3,623,771	7,261,934	(6,006,891)	(1,583,825)	(3,223,156)	2,739,718	(1,788,003)	(1,243,943)	(105,611)	(437,059)	(28,143)	101,514	9,530	559,753	912,670	458,976	951,074	1,736,302	1,916,302	1,933,727
<b><u>RESTRICTED FUNDS - INTERNAL</u></b>																				
State Highways	(181,336)	(670,713)	134,342	(242,328)	(8,598)	(14,456)	(49,890)	(164,886)	10,568	(3,515)	2,878	49,765	(62,841)	15,073	33,524	52,531	72,106	92,271	113,038	134,429
Quarries	(13,446)	(731,937)	67,024	31,160	32,653	34,199	35,798	(32,734)	(11,215)	(79,642)	(8,096)	(11,494)	(7,062)	(6,498)	(5,899)	(5,263)	(4,592)	(3,883)	(3,132)	(2,340)
Plant & Depots	(446,181)	(4,982,163)	(383,069)	(204,286)	(1,750)	(469,444)	(391,550)	(60,830)	13,242	(14,369)	(449)	35,494	(36,699)	197,040	(92,415)	204,689	3,771	33,693	(135,549)	28,040
TOTAL RESTRICTED FUNDS - INTERNAL	(640,963)	(6,384,813)	(181,704)	(415,454)	22,305	(449,701)	(405,642)	(258,451)	12,595	(97,526)	(5,667)	73,765	(106,602)	205,616	(64,789)	251,957	71,285	122,080	(25,643)	160,129
<b><u>RESTRICTED FUNDS - EXTERNAL</u></b>																				
Water Fund	2,583,293	111,706	(1,875,220)	(230,476)	(56,208)	(9,510)	39,990	53,445	67,472	82,165	8,850	266,984	286,459	306,760	340,390	374,910	397,872	421,788	446,691	472,617
Sewer Fund	(218,572)	389,556	(391,654)	(452,986)	(129,205)	27,567	258,429	356,271	425,491	488,272	(271,613)	(221,470)	(293,352)	(276,055)	(258,290)	326,935	328,549	330,025	331,357	332,538
Domestic Waste	20,187	(94,014)	(212,656)	22,421	64,694	66,991	69,312	(105,370)	67,865	67,012	65,702	83,136	81,622	(120,002)	78,261	76,408	74,432	72,331	70,099	(164,269)
TOTAL RESTRICTED FUNDS - EXTERNAL	2,384,908	407,248	(2,479,530)	(661,041)	(120,719)	85,048	367,731	304,347	560,828	637,449	(197,060)	128,650	74,729	(89,298)	160,361	778,252	800,853	824,144	848,147	640,885
COMBINED FUNDS	5,367,716	1,284,369	(8,668,124)	(2,660,320)	(3,321,571)															

LONG TERM FINANCIAL PLAN																				
BANK BALANCES																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General																				
Opening Balance		8,765,376	15,403,764	9,396,873	7,813,048	4,589,892	7,329,610	5,541,607	4,297,664	4,192,053	3,754,994	3,726,850	3,828,365	3,837,895	4,397,647	5,310,318	5,769,293	6,720,367	8,456,670	10,372,972
Movement		7,261,934	(6,006,891)	(1,583,825)	(3,223,156)	2,739,718	(1,788,003)	(1,243,943)	(105,611)	(437,059)	(28,143)	101,514	9,530	559,753	912,670	458,976	951,074	1,736,302	1,916,302	1,933,727
Closing Balance	8,765,376	15,403,764	9,396,873	7,813,048	4,589,892	7,329,610	5,541,607	4,297,664	4,192,053	3,754,994	3,726,850	3,828,365	3,837,895	4,397,647	5,310,318	5,769,293	6,720,367	8,456,670	10,372,972	12,306,699
Min Reserve	3,632,906	3,766,048	3,513,591	3,557,725	3,602,912	3,649,178	3,696,550	3,576,055	3,627,418	3,680,084	3,735,847	3,793,055	3,851,746	3,711,959	3,769,334	3,828,215	3,888,642	3,950,657	4,014,301	3,847,617
Employee Leave	1,015,016	1,042,421	1,071,609	1,101,614	1,132,459	1,164,168	1,196,765	1,230,274	1,264,722	1,300,134	1,336,538	1,373,961	1,412,432	1,451,980	1,492,636	1,534,429	1,577,394	1,621,561	1,666,964	1,713,639
Roads and Bridges	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Emergency Works	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Waste	1,117,890	1,223,627	941,981	956,111	970,453	985,010	999,785	845,780	862,696	879,950	899,309	919,094	939,314	759,979	776,698	793,785	811,249	829,096	847,336	633,978
State Highways																				
Opening Balance		967,045	602,197	736,539	494,211	485,613	471,157	421,267	256,381	266,949	263,434	266,312	316,077	253,236	268,309	301,834	354,365	426,471	518,741	631,779
Movement		(670,713)	134,342	(242,328)	(8,598)	(14,456)	(49,890)	(164,886)	10,568	(3,515)	2,878	49,765	(62,841)	15,073	33,524	52,531	72,106	92,271	113,038	134,429
Closing Balance	967,045	602,197	736,539	494,211	485,613	471,157	421,267	256,381	266,949	263,434	266,312	316,077	253,236	268,309	301,834	354,365	426,471	518,741	631,779	766,208
Min Reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Quarries																				
Opening Balance		1,121,071	322,398	389,422	420,582	453,234	487,433	523,232	490,498	479,283	399,641	391,545	380,050	372,989	366,491	360,592	355,329	350,737	346,854	343,721
Movement		(731,937)	67,024	31,160	32,653	34,199	35,798	(32,734)	(11,215)	(79,642)	(8,096)	(11,494)	(7,062)	(6,498)	(5,899)	(5,263)	(4,592)	(3,883)	(3,132)	(2,340)
Closing Balance	1,121,071	322,398	389,422	420,582	453,234	487,433	523,232	490,498	479,283	399,641	391,545	380,050	372,989	366,491	360,592	355,329	350,737	346,854	343,721	341,381
Min Reserve	261,190	581,304	576,920	555,574	533,392	510,354	486,435	463,915	440,255	415,417	390,138	363,508	335,481	306,006	275,033	242,508	208,377	172,583	135,070	95,777
Plant																				
Opening Balance		6,993,032	2,017,333	1,634,264	1,429,978	1,428,228	958,783	567,233	506,403	519,645	505,276	504,827	540,321	503,622	700,662	608,247	812,936	816,707	850,400	714,851
Movement		(4,982,163)	(383,069)	(204,286)	(1,750)	(469,444)	(391,550)	(60,830)	13,242	(14,369)	(449)	35,494	(36,699)	197,040	(92,415)	204,689	3,771	33,693	(135,549)	28,040
Closing Balance	6,993,032	2,017,333	1,634,264	1,429,978	1,428,228	958,783	567,233	506,403	519,645	505,276	504,827	540,321	503,622	700,662	608,247	812,936	816,707	850,400	714,851	742,891
Min Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total General Fund																				
Opening Balance		17,846,524	18,345,692	12,157,097	10,157,819	6,956,967	9,246,984	7,053,339	5,550,946	5,457,930	4,923,345	4,889,534	5,064,813	4,967,741	5,733,109	6,580,990	7,291,923	8,314,282	10,172,664	12,063,323
Movement		877,121	(6,188,594)	(1,999,279)	(3,200,852)	2,290,017	(2,193,644)	(1,502,394)	(93,016)	(534,585)	(33,810)	175,279	(97,072)	765,368	847,881	710,933	1,022,359	1,858,383	1,890,659	2,093,856
Closing Balance	17,846,524	18,723,645	12,157,097	10,157,819	6,956,967	9,246,984	7,053,339	5,550,946	5,457,930	4,923,345	4,889,534	5,064,813	4,967,741	5,733,109	6,580,990	7,291,923	8,314,282	10,172,664	12,063,323	14,157,179
Total Min Reserve	4,644,096	5,097,352	4,840,511	4,863,299	4,886,305	4,909,532	4,932,985	4,789,970	4,817,673	4,845,501	4,875,985	4,906,563	4,937,227	4,767,965	4,794,367	4,820,723	4,847,019	4,873,240	4,899,371	4,693,394
Water Supply																				
Opening Balance		2,477,311	2,558,680	683,460	452,984	396,775	387,265	427,255	480,701	548,173	630,338	639,188	906,172	1,192,631	1,499,390	1,839,780	2,214,690	2,612,562	3,034,350	3,481,041
Movement		111,706	(1,875,220)	(230,476)	(56,208)	(9,510)	39,990	53,445	67,472	82,165	8,850	266,984	286,459	306,760	340,390	374,910	397,872	421,788	446,691	472,617
Closing Balance	2,477,311	2,558,680	683,460	452,984	396,775	387,265	427,255	480,701	548,173	630,338	639,188	906,172	1,192,631	1,499,390	1,839,780	2,214,690	2,612,562	3,034,350	3,481,041	3,953,657
Sewer Fund																				
Opening Balance		584,190	983,594	591,940	138,954	9,749	37,317	295,745	652,016	1,077,507	1,565,779	1,294,166	1,072,697	779,345	503,290	245,000	571,934	900,483	1,230,508	1,561,865
Movement		389,556	(391,654)	(452,986)	(129,205)	27,567	258,429	356,271	425,491	488,272	(271,613)	(221,470)	(293,352)	(276,055)	(258,290)	326,935	328,549	330,025	331,357	332,538
Closing Balance	584,190	983,594	591,940	138,954	9,749	37,317	295,745	652,016	1,077,507	1,565,779	1,294,166	1,072,697	779,345	503,290	245,000	571,934	900,483	1,230,508	1,561,865	1,894,403
Domestic Waste Fund																				
Opening Balance		49,802	(49,768)	(262,424)	(240,003)	(175,309)	(108,318)	(39,006)	(144,375)	(76,510)	(9,499)	56,204	139,340	220,962	100,959	179,221	255,628	330,061	402,392	472,490
Movement		(94,014)	(212,656)	22,421	64,694	66,991	69,312	(105,370)	67,865	67,012	65,702	83,136	81,622	(120,002)	78,261	76,408	74,432	72,331	70,099	(164,269)
Closing Balance	49,802	(49,768)	(262,424)	(240,003)	(175,309)	(108,318)	(39,006)	(144,375)	(76,510)	(9,499)	56,204	139,340	220,962	100,959	179,221	255,628	330,061	402,392	472,490	308,221
TOTALS																				
Opening Balance		20,957,827	21,838,198	13,170,074	10,509,754	7,188,183	9,563,248	7,737,334	6,539,287	7,007,100	7,109,963	6,879,092	7,183,022	7,160,678	7,836,749	8,844,991	10,334,175	12,157,388	14,839,914	17,578,720
Movement		1,284,369	(8,668,124)	(2,660,320)	(3,321,571)	2,375,065	(1,825,914)	(1,198,047)	467,812	102,863	(230,871)	303,929	(22,343)	676,071	1,008,242	1,489,185	1,823,212	2,682,527	2,738,806	2,734,741

**LONG TERM FINANCIAL PLAN**

**INCOME STATEMENT**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Operating Budget</b>																				
<b>Operating Revenue</b>																				
Rates and annual charges	7,739,000	8,436,000	8,862,821	9,290,184	9,746,279	10,225,845	10,515,745	10,797,014	11,086,637	11,384,898	11,689,781	11,988,577	12,271,717	12,561,605	12,858,406	13,162,285	13,464,688	13,774,121	14,090,752	14,414,749
User charges and fees	6,962,000	6,586,000	5,642,646	5,601,952	5,808,882	6,025,090	6,251,118	6,443,461	6,641,839	6,846,446	7,054,387	7,265,484	7,477,788	7,696,333	7,921,303	8,152,887	8,389,377	8,632,791	8,883,335	9,141,218
Operating grants and contributions	6,374,000	7,743,000	8,292,363	6,285,358	6,470,140	6,661,173	6,852,773	7,049,367	7,251,793	7,460,300	7,674,817	7,897,248	8,131,217	8,372,161	8,620,288	8,875,812	9,138,726	9,409,475	9,688,294	9,975,423
Capital grants and contributions	2,567,000	6,786,000	7,023,924	3,445,495	3,756,828	3,338,144	875,862	1,088,522	955,876	984,037	2,148,029	2,017,878	1,898,608	2,090,244	1,962,815	2,421,348	2,115,870	1,241,412	1,278,004	1,315,676
All other operating revenue	670,000	814,000	719,414	452,432	335,535	351,490	400,244	353,322	374,812	432,397	361,107	383,570	411,520	389,756	411,858	442,020	483,783	533,661	604,139	676,143
<b>Total operating revenue</b>	<b>24,312,000</b>	<b>30,365,000</b>	<b>30,541,168</b>	<b>25,075,422</b>	<b>26,117,665</b>	<b>26,601,742</b>	<b>24,895,742</b>	<b>25,731,685</b>	<b>26,310,956</b>	<b>27,108,078</b>	<b>28,928,122</b>	<b>29,552,757</b>	<b>30,190,849</b>	<b>31,110,100</b>	<b>31,774,670</b>	<b>33,054,353</b>	<b>33,592,444</b>	<b>33,591,462</b>	<b>34,544,524</b>	<b>35,523,209</b>
<b>Operating Expenses</b>																				
Cost of services (excl interest and depreciation)	10,800,000	12,438,000	9,466,225	8,407,249	9,327,872	9,602,856	10,691,459	10,917,351	11,459,708	11,772,465	12,030,892	12,158,735	12,485,235	12,683,193	13,290,951	13,378,772	14,023,101	14,492,762	15,009,017	15,136,559
Borrowing costs	119,000	202,000	160,060	301,431	276,669	403,740	364,002	323,093	281,265	237,182	191,839	147,941	111,142	78,069	56,420	37,307	33,969	30,351	26,301	22,159
Maintenance expense	6,290,000	5,894,000	4,546,626	4,536,753	4,525,687	4,517,044	4,510,715	4,511,227	4,514,018	4,582,367	4,660,050	4,741,533	4,826,796	4,915,822	5,008,602	5,216,828	5,319,745	5,426,485	5,537,061	5,651,493
Depreciation expense	7,758,000	6,928,000	6,916,490	7,276,029	7,454,538	7,637,511	7,825,059	8,017,298	8,214,343	8,416,316	8,623,339	8,835,540	9,053,047	9,275,993	9,504,513	9,738,749	9,978,842	10,224,938	10,477,189	10,735,747
<b>Total Operating Expenses</b>	<b>24,967,000</b>	<b>25,462,000</b>	<b>21,089,401</b>	<b>20,521,462</b>	<b>21,584,766</b>	<b>22,161,151</b>	<b>23,391,235</b>	<b>23,768,968</b>	<b>24,469,334</b>	<b>25,008,331</b>	<b>25,506,120</b>	<b>25,883,749</b>	<b>26,476,219</b>	<b>26,953,077</b>	<b>27,860,487</b>	<b>28,371,656</b>	<b>29,355,657</b>	<b>30,174,536</b>	<b>31,049,568</b>	<b>31,545,959</b>
<b>Operating Surplus/(Deficit)</b>	<b>(655,000)</b>	<b>4,903,000</b>	<b>9,451,767</b>	<b>4,553,960</b>	<b>4,532,899</b>	<b>4,440,591</b>	<b>1,504,507</b>	<b>1,962,717</b>	<b>1,841,622</b>	<b>2,099,747</b>	<b>3,422,002</b>	<b>3,669,008</b>	<b>3,714,629</b>	<b>4,157,023</b>	<b>3,914,183</b>	<b>4,682,697</b>	<b>4,236,788</b>	<b>3,416,926</b>	<b>3,494,956</b>	<b>3,977,250</b>
<b>Capital Budget</b>																				
Reserve Tfrs out	(2,132,950)	(8,640,000)	(2,760,000)	(3,100,000)	(2,880,000)	(2,900,000)	(2,350,000)	(2,010,000)	(1,870,000)	(1,450,000)	(2,060,000)	(2,385,000)	(2,112,224)	(2,253,373)	(2,454,547)	(2,455,747)	(2,456,974)	(2,458,227)	(2,659,508)	(2,660,817)
Reserve Tfrs in	2,127,950	8,615,000	2,760,000	3,100,000	2,880,000	2,900,000	2,350,000	2,010,000	1,870,000	1,450,000	2,060,000	2,385,000	2,112,224	2,253,373	2,454,547	2,455,747	2,456,974	2,458,227	2,659,508	2,660,817
Loan Proceeds	2,300,000	0	0	5,000,000	0	5,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WDV of Disposed Assets	438,000	397,000	274,125	437,250	206,250	423,750	403,125	348,750	493,125	610,125	384,375	435,000	492,000	423,000	435,690	448,761	462,224	476,090	490,373	505,084
Accumulated Depn Cr	7,758,000	6,928,000	6,916,490	7,276,029	7,454,538	7,637,511	7,825,059	8,017,298	8,214,343	8,416,316	8,623,339	8,835,540	9,053,047	9,275,993	9,504,513	9,738,749	9,978,842	10,224,938	10,477,189	10,735,747
<b>Total capital receipts</b>	<b>14,264,566</b>	<b>7,300,000</b>	<b>7,190,615</b>	<b>12,713,279</b>	<b>7,660,788</b>	<b>13,061,261</b>	<b>8,228,184</b>	<b>8,366,048</b>	<b>8,707,468</b>	<b>9,026,441</b>	<b>9,007,714</b>	<b>9,270,540</b>	<b>9,545,047</b>	<b>9,698,993</b>	<b>9,940,203</b>	<b>10,187,510</b>	<b>10,441,065</b>	<b>10,701,028</b>	<b>10,967,562</b>	<b>11,240,831</b>
<b>Capital Expenses</b>																				
Infrastructure Upgrade expenditure	0	6,592,000	6,500,449	2,516,055	2,954,532	2,294,364	565,262	852,766	490,099	501,710	2,830,404	2,958,771	2,685,798	3,113,562	2,742,085	2,621,388	2,851,492	1,182,419	1,214,192	1,478,835
Infrastructure Renewal expenditure	6,130,000	7,466,000	17,136,303	14,815,211	11,006,388	9,992,017	8,144,377	7,589,379	6,510,354	6,648,843	6,800,474	7,054,096	7,310,987	7,683,173	7,659,974	8,839,990	8,024,823	8,214,079	8,407,865	8,838,292
Plant & I. T.	743,360	0	1,443,136	1,921,709	854,995	1,682,800	1,651,624	1,846,417	1,800,745	2,548,610	1,660,202	1,491,841	2,117,526	1,767,760	1,819,962	1,873,713	1,929,058	1,986,043	2,044,719	2,105,135
<b>Total Capital Expenses</b>	<b>6,873,360</b>	<b>14,058,000</b>	<b>25,079,888</b>	<b>19,252,975</b>	<b>14,815,914</b>	<b>13,969,181</b>	<b>10,361,263</b>	<b>10,288,561</b>	<b>8,801,198</b>	<b>9,699,162</b>	<b>11,291,080</b>	<b>11,504,708</b>	<b>12,114,311</b>	<b>12,564,495</b>	<b>12,221,522</b>	<b>13,335,091</b>	<b>12,805,373</b>	<b>11,382,541</b>	<b>11,666,776</b>	<b>12,422,262</b>
<b>Loan Principal Repayments</b>	<b>277,000</b>	<b>221,000</b>	<b>230,619</b>	<b>674,584</b>	<b>699,343</b>	<b>1,157,606</b>	<b>1,197,342</b>	<b>1,238,251</b>	<b>1,280,080</b>	<b>1,324,162</b>	<b>1,369,507</b>	<b>1,130,911</b>	<b>1,167,709</b>	<b>615,450</b>	<b>624,624</b>	<b>45,930</b>	<b>49,268</b>	<b>52,886</b>	<b>56,936</b>	<b>61,078</b>
<b>Total Loan Repayments</b>	<b>344,437</b>	<b>221,000</b>	<b>230,619</b>	<b>674,584</b>	<b>699,343</b>	<b>1,157,606</b>	<b>1,197,342</b>	<b>1,238,251</b>	<b>1,280,080</b>	<b>1,324,162</b>	<b>1,369,507</b>	<b>1,130,911</b>	<b>1,167,709</b>	<b>615,450</b>	<b>624,624</b>	<b>45,930</b>	<b>49,268</b>	<b>52,886</b>	<b>56,936</b>	<b>61,078</b>
<b>Capital Surplus/(Deficit)</b>	<b>7,046,769</b>	<b>(6,979,000)</b>	<b>(18,119,892)</b>	<b>(7,214,280)</b>	<b>(7,854,469)</b>	<b>(2,065,527)</b>	<b>(3,330,421)</b>	<b>(3,160,764)</b>	<b>(1,373,809)</b>	<b>(1,996,884)</b>	<b>(3,652,873)</b>	<b>(3,365,079)</b>	<b>(3,736,973)</b>	<b>(3,480,952)</b>	<b>(2,905,942)</b>	<b>(3,193,512)</b>	<b>(2,413,576)</b>	<b>(734,399)</b>	<b>(756,150)</b>	<b>(1,242,509)</b>
<b>OVERALL SURPLUS/(DEFICIT)</b>	<b>6,391,769</b>	<b>(2,076,000)</b>	<b>(8,668,124)</b>	<b>(2,660,320)</b>	<b>(3,321,571)</b>	<b>2,375,065</b>	<b>(1,825,914)</b>	<b>(1,198,047)</b>	<b>467,813</b>	<b>102,864</b>	<b>(230,871)</b>	<b>303,929</b>	<b>(22,344)</b>	<b>676,071</b>	<b>1,008,241</b>	<b>1,489,185</b>	<b>1,823,212</b>	<b>2,682,527</b>	<b>2,738,806</b>	<b>2,734,741</b>

**LONG TERM FINANCIAL PLAN****BALANCE SHEET**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>ASSETS</b>																					
<u>Current Assets</u>																					
Cash and Cash Equivalents	14,776,000	20,957,827	21,838,000	13,170,074	10,509,754	7,188,183	9,563,248	7,737,334	6,539,287	7,007,100	7,109,963	6,879,092	7,183,022	7,160,678	7,836,749	8,844,991	10,334,175	12,157,388	14,839,914	17,578,720	20,313,461
Receivables	5,562,000	4,364,873	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000	3,944,000
Inventories	971,000	2,048,930	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000	2,172,000
<b>Total Current Assets</b>	<b>21,309,000</b>	<b>27,371,630</b>	<b>27,954,000</b>	<b>19,286,074</b>	<b>16,625,754</b>	<b>13,304,183</b>	<b>15,679,248</b>	<b>13,853,334</b>	<b>12,655,287</b>	<b>13,123,100</b>	<b>13,225,963</b>	<b>12,995,092</b>	<b>13,299,022</b>	<b>13,276,678</b>	<b>13,952,749</b>	<b>14,960,991</b>	<b>16,450,175</b>	<b>18,273,388</b>	<b>20,955,914</b>	<b>23,694,720</b>	<b>26,429,461</b>
<u>Non-Current Assets</u>																					
Infrastructure, Property, Plant & Equipment	292,541,000	340,931,898	344,301,000	370,797,798	391,607,439	408,552,751	424,674,490	437,424,431	450,282,555	461,633,349	473,846,904	487,976,442	502,410,021	517,539,536	533,343,527	548,958,433	565,829,975	582,340,032	597,580,046	613,218,762	629,730,661
<b>Total Non-Current Assets</b>	<b>292,541,000</b>	<b>340,931,898</b>	<b>344,301,000</b>	<b>370,797,798</b>	<b>391,607,439</b>	<b>408,552,751</b>	<b>424,674,490</b>	<b>437,424,431</b>	<b>450,282,555</b>	<b>461,633,349</b>	<b>473,846,904</b>	<b>487,976,442</b>	<b>502,410,021</b>	<b>517,539,536</b>	<b>533,343,527</b>	<b>548,958,433</b>	<b>565,829,975</b>	<b>582,340,032</b>	<b>597,580,046</b>	<b>613,218,762</b>	<b>629,730,661</b>
<b>TOTAL ASSETS</b>	<b>313,850,000</b>	<b>368,303,528</b>	<b>372,255,000</b>	<b>390,083,871</b>	<b>408,233,193</b>	<b>421,856,934</b>	<b>440,353,739</b>	<b>451,277,766</b>	<b>462,937,843</b>	<b>474,756,448</b>	<b>487,072,867</b>	<b>500,971,535</b>	<b>515,709,043</b>	<b>530,816,214</b>	<b>547,296,276</b>	<b>563,919,424</b>	<b>582,280,151</b>	<b>600,613,420</b>	<b>618,535,960</b>	<b>636,913,482</b>	<b>656,160,122</b>
<b>LIABILITIES</b>																					
<u>Current Liabilities</u>																					
Payables	1,288,000	2,043,489	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000	1,382,000
Borrowings	271,000	220,873	231,000	674,584	699,343	1,157,606	1,197,342	1,238,251	1,280,080	1,324,162	1,369,507	1,130,911	1,167,709	615,450	624,624	45,930	49,268	52,886	56,936	61,078	64,355
Provisions	1,688,000	1,695,537	2,485,000	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537	1,695,537
<b>Total Current Liabilities</b>	<b>3,247,000</b>	<b>3,959,899</b>	<b>4,098,000</b>	<b>3,752,121</b>	<b>3,776,880</b>	<b>4,235,143</b>	<b>4,274,879</b>	<b>4,315,788</b>	<b>4,357,617</b>	<b>4,401,699</b>	<b>4,447,044</b>	<b>4,208,448</b>	<b>4,245,246</b>	<b>3,692,987</b>	<b>3,702,161</b>	<b>3,123,467</b>	<b>3,126,805</b>	<b>3,130,423</b>	<b>3,134,473</b>	<b>3,138,615</b>	<b>3,141,892</b>
<u>Non-Current Liabilities</u>																					
Payables	145,000	137,399	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000	94,000
Borrowings	907,000	3,229,057	2,998,000	2,323,797	6,624,454	5,466,848	9,269,506	8,031,255	6,751,175	5,427,013	4,057,506	2,926,595	1,758,886	1,143,436	518,812	472,882	423,614	370,728	313,792	252,714	188,359
Provisions - LSL	149,000	140,969	136,000	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969	140,969
Provisions -Remediation & Restoration	1,426,000	1,545,858	1,187,000	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858	1,545,858
<b>Total Non-Current Liabilities</b>	<b>2,627,000</b>	<b>5,053,283</b>	<b>4,415,000</b>	<b>4,104,624</b>	<b>8,405,281</b>	<b>7,247,675</b>	<b>11,050,333</b>	<b>9,812,082</b>	<b>8,532,002</b>	<b>7,207,840</b>	<b>5,838,333</b>	<b>4,707,422</b>	<b>3,539,713</b>	<b>2,924,263</b>	<b>2,299,639</b>	<b>2,253,709</b>	<b>2,204,441</b>	<b>2,151,555</b>	<b>2,094,619</b>	<b>2,033,541</b>	<b>1,969,186</b>
<b>TOTAL LIABILITIES</b>	<b>5,874,000</b>	<b>9,013,182</b>	<b>8,513,000</b>	<b>7,856,745</b>	<b>12,182,161</b>	<b>11,482,818</b>	<b>15,325,212</b>	<b>14,127,870</b>	<b>12,889,619</b>	<b>11,609,539</b>	<b>10,285,377</b>	<b>8,915,870</b>	<b>7,784,959</b>	<b>6,617,250</b>	<b>6,001,800</b>	<b>5,377,176</b>	<b>5,331,246</b>	<b>5,281,978</b>	<b>5,229,092</b>	<b>5,172,156</b>	<b>5,111,078</b>
<b>Net Assets</b>	<b>307,976,000</b>	<b>359,290,346</b>	<b>363,742,000</b>	<b>382,227,126</b>	<b>396,051,032</b>	<b>410,374,116</b>	<b>425,028,527</b>	<b>437,149,896</b>	<b>450,048,224</b>	<b>463,146,909</b>	<b>476,787,490</b>	<b>492,055,665</b>	<b>507,924,084</b>	<b>524,198,964</b>	<b>541,294,476</b>	<b>558,542,248</b>	<b>576,948,905</b>	<b>595,331,442</b>	<b>613,306,868</b>	<b>631,741,326</b>	<b>651,049,044</b>
<b>EQUITY</b>																					
Retained Earnings	142,022,000	141,366,699	144,829,000	154,280,767	158,834,727	163,367,626	167,808,217	169,312,724	171,275,441	173,117,063	175,216,810	178,638,812	182,307,820	186,022,449	190,179,472	194,093,656	198,776,352	203,013,140	206,430,066	209,925,022	213,902,272
Revaluation Reserves	165,954,000	217,923,647	218,913,000	227,946,358	237,216,303	247,006,489	257,220,308	267,837,170	278,772,781	290,029,845	301,570,678	313,416,851	325,616,262	338,176,513	351,115,001	364,448,589	378,172,550	392,318,299	406,876,800	421,816,301	437,146,770
<b>Total Equity</b>	<b>307,976,000</b>	<b>359,290,346</b>	<b>363,742,000</b>	<b>382,227,125</b>	<b>396,051,030</b>	<b>410,374,115</b>	<b>425,028,525</b>	<b>437,149,894</b>	<b>450,048,221</b>	<b>463,146,907</b>	<b>476,787,488</b>	<b>492,055,663</b>	<b>507,924,082</b>	<b>524,198,962</b>	<b>541,294,473</b>	<b>558,542,245</b>	<b>576,948,902</b>	<b>595,331,439</b>	<b>613,306,866</b>	<b>631,741,323</b>	<b>651,049,042</b>

**LONG TERM FINANCIAL PLAN****STATEMENT OF CASH FLOWS**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Cash Flows from Operating Activities</b>																				
<u>Receipts</u>																				
Rates and Annual Charges	8,250,000	8,428,000	8,862,821	9,290,184	9,746,279	10,225,845	10,515,745	10,797,014	11,086,637	11,384,898	11,689,781	11,988,577	12,271,717	12,561,605	12,858,406	13,162,285	13,464,688	13,774,121	14,090,752	14,414,749
User Charges and Fees	7,334,000	6,865,000	5,642,646	5,601,952	5,808,882	6,025,090	6,251,118	6,443,461	6,641,839	6,846,446	7,054,387	7,265,484	7,477,788	7,696,333	7,921,303	8,152,887	8,389,377	8,632,791	8,883,335	9,141,218
Investment Interest and Revenue	688,000	587,000	275,454	247,729	204,625	144,698	198,820	168,480	140,268	157,239	159,548	163,447	170,669	170,138	186,201	210,157	245,540	288,860	352,596	417,670
Grants and Contributions (Operating)	6,518,000	7,743,000	8,292,363	6,285,358	6,470,140	6,661,173	6,852,773	7,049,367	7,251,793	7,460,300	7,674,817	7,897,248	8,131,217	8,372,161	8,620,288	8,875,812	9,138,726	9,409,475	9,688,294	9,975,423
Grants and Contributions (Capital)	2,567,000	6,786,000	7,023,924	3,445,495	3,756,828	3,338,144	875,862	1,088,522	955,876	984,037	2,148,029	2,017,878	1,898,608	2,090,244	1,962,815	2,421,348	2,115,870	1,241,412	1,278,004	1,315,676
Other	30,000	226,000	443,960	204,703	130,910	206,792	201,424	184,842	234,544	275,158	201,559	220,123	240,851	219,619	225,657	231,863	238,243	244,802	251,543	258,473
<u>Payments</u>																				
Cost of Services	(15,728,000)	(15,907,000)	(14,012,851)	(12,944,003)	(13,853,559)	(14,119,900)	(15,202,174)	(15,428,578)	(15,973,726)	(16,354,833)	(16,690,942)	(16,900,268)	(17,312,031)	(17,599,016)	(18,299,553)	(18,595,600)	(19,342,846)	(19,919,246)	(20,546,078)	(20,788,053)
Borrowing Costs (interest only)	(87,000)	(170,000)	(160,060)	(301,431)	(276,669)	(403,740)	(364,002)	(323,093)	(281,265)	(237,182)	(191,839)	(147,941)	(111,142)	(78,069)	(56,420)	(37,307)	(33,969)	(30,351)	(26,301)	(22,159)
<b>Net Cash provided (or used in ) Operating Activities</b>	<b>9,572,000</b>	<b>14,558,000</b>	<b>16,368,257</b>	<b>11,829,989</b>	<b>11,987,436</b>	<b>12,078,102</b>	<b>9,329,566</b>	<b>9,980,014</b>	<b>10,055,965</b>	<b>10,516,063</b>	<b>12,045,341</b>	<b>12,504,548</b>	<b>12,767,676</b>	<b>13,433,015</b>	<b>13,418,697</b>	<b>14,421,446</b>	<b>14,215,629</b>	<b>13,641,864</b>	<b>13,972,145</b>	<b>14,712,997</b>
<b>Cash Flows from Investing Activities</b>																				
<u>Receipts</u>																				
Sale of Infrastructure, Property, Plant and Equipment	438,000	457,000	274,125	437,250	206,250	423,750	403,125	348,750	493,125	610,125	384,375	435,000	492,000	423,000	435,690	448,761	462,224	476,090	490,373	505,084
<u>Payments</u>																				
Purchase of Infrastructure, Property, Plant and Equipment	(6,100,000)	(13,914,000)	(25,079,888)	(19,252,975)	(14,815,914)	(13,969,181)	(10,361,263)	(10,288,561)	(8,801,198)	(9,699,162)	(11,291,080)	(11,504,708)	(12,114,311)	(12,564,495)	(12,221,522)	(13,335,091)	(12,805,373)	(11,382,541)	(11,666,776)	(12,422,262)
<b>Net Cash provided (or used in ) Investing Activities</b>	<b>(5,662,000)</b>	<b>(13,457,000)</b>	<b>(24,805,763)</b>	<b>(18,815,725)</b>	<b>(14,609,664)</b>	<b>(13,545,431)</b>	<b>(9,958,138)</b>	<b>(9,939,811)</b>	<b>(8,308,073)</b>	<b>(9,089,037)</b>	<b>(10,906,705)</b>	<b>(11,069,708)</b>	<b>(11,622,311)</b>	<b>(12,141,495)</b>	<b>(11,785,832)</b>	<b>(12,886,330)</b>	<b>(12,343,149)</b>	<b>(10,906,451)</b>	<b>(11,176,403)</b>	<b>(11,917,178)</b>
<b>Cash Flows from Financing Activities</b>																				
<u>Receipts</u>																				
Proceeds from Borrowings	2,549,000	0	0	5,000,000	0	5,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>																				
Repayment of Borrowings and Advances	(277,000)	(220,629)	(230,619)	(674,584)	(699,343)	(1,157,606)	(1,197,342)	(1,238,251)	(1,280,080)	(1,324,162)	(1,369,507)	(1,130,911)	(1,167,709)	(615,450)	(624,624)	(45,930)	(49,268)	(52,886)	(56,936)	(61,078)
<b>Net Cash provided (or used in ) Financing Activities</b>	<b>2,272,000</b>	<b>(220,629)</b>	<b>(230,619)</b>	<b>4,325,416</b>	<b>(699,343)</b>	<b>3,842,394</b>	<b>(1,197,342)</b>	<b>(1,238,251)</b>	<b>(1,280,080)</b>	<b>(1,324,162)</b>	<b>(1,369,507)</b>	<b>(1,130,911)</b>	<b>(1,167,709)</b>	<b>(615,450)</b>	<b>(624,624)</b>	<b>(45,930)</b>	<b>(49,268)</b>	<b>(52,886)</b>	<b>(56,936)</b>	<b>(61,078)</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>6,182,000</b>	<b>880,371</b>	<b>(8,668,124)</b>	<b>(2,660,320)</b>	<b>(3,321,571)</b>	<b>2,375,065</b>	<b>(1,825,914)</b>	<b>(1,198,047)</b>	<b>467,813</b>	<b>102,864</b>	<b>(230,871)</b>	<b>303,929</b>	<b>(22,344)</b>	<b>676,071</b>	<b>1,008,241</b>	<b>1,489,185</b>	<b>1,823,212</b>	<b>2,682,527</b>	<b>2,738,806</b>	<b>2,734,741</b>
<b>Cash and Cash Equivalents at start of year</b>	<b>14,775,827</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>13,170,074</b>	<b>10,509,754</b>	<b>7,188,183</b>	<b>9,563,248</b>	<b>7,737,334</b>	<b>6,539,287</b>	<b>7,007,100</b>	<b>7,109,963</b>	<b>6,879,092</b>	<b>7,183,022</b>	<b>7,160,678</b>	<b>7,836,749</b>	<b>8,844,991</b>	<b>10,334,175</b>	<b>12,157,388</b>	<b>14,839,914</b>	<b>17,578,720</b>
<b>Cash and Cash Equivalents - end of year</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>13,170,074</b>	<b>10,509,754</b>	<b>7,188,183</b>	<b>9,563,248</b>	<b>7,737,334</b>	<b>6,539,287</b>	<b>7,007,100</b>	<b>7,109,963</b>	<b>6,879,092</b>	<b>7,183,022</b>	<b>7,160,678</b>	<b>7,836,749</b>	<b>8,844,991</b>	<b>10,334,175</b>	<b>12,157,388</b>	<b>14,839,914</b>	<b>17,578,720</b>	<b>20,313,461</b>
Projected Bank Balances	20,957,827	21,838,198	13,170,074	10,509,754	7,188,183	9,563,248	7,737,334	6,539,287	7,007,100	7,109,963	6,879,092	7,183,022	7,160,678	7,836,749	8,844,991	10,334,175	12,157,388	14,839,914	17,578,720	20,313,461

LONG TERM FINANCIAL PLAN																				
ASSUMPTIONS																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
Sundry Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
General Rates Indexation		10.34%	5.50%	5.43%	5.44%	5.44%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Bank Interest		3.08%	2.75%	2.85%	2.95%	3.05%	3.15%	3.25%	3.25%	3.40%	3.40%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Employee Costs Indexation		2.70%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
FAG Grant Indexation		0.00%	0.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected FAG Grant Income	\$3,898,843	\$3,898,162	\$3,950,369	\$3,950,369	\$4,068,880	\$4,190,946	\$4,316,675	\$4,446,175	\$4,579,560	\$4,716,947	\$4,858,456	\$5,004,209	\$5,154,336	\$5,308,966	\$5,468,235	\$5,632,282	\$5,801,250	\$5,975,288	\$6,154,546	\$6,339,183
Domestic Waste Charges Indexation		0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Waste Gate Charges Indexation		3.00%	3.00%	10.00%	10.00%	10.00%	10.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Other Waste Charges Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Stormwater Charges Indexation		250.00%	3.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Water Charges Indexation		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewer Charges Indexation		3.00%	4.00%	4.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%
Regional Roads Block Grant Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRBG Income	\$971,000	\$988,000	\$1,017,640	\$1,048,169	\$1,079,614	\$1,112,003	\$1,145,363	\$1,179,724	\$1,215,115	\$1,251,569	\$1,289,116	\$1,327,789	\$1,367,623	\$1,408,652	\$1,450,911	\$1,494,439	\$1,539,272	\$1,585,450	\$1,633,013	\$1,682,004
Regional Roads Repair Program Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRRP Income	\$35,444	\$183,459	\$166,064	\$184,863	\$188,554	\$194,211	\$200,037	\$206,038	\$212,219	\$218,586	\$225,143	\$231,898	\$238,855	\$246,020	\$253,401	\$261,003	\$268,833	\$276,898	\$285,205	\$293,761
Roads to Recovery Indexation		100.00%	-50.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Timber Bridges Program Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected Timber Bridges Income	\$0	\$269,516	\$2,152,484	\$1,450,000	\$350,000	\$1,165,000	\$80,000	\$109,273	\$112,551	\$115,927	\$119,405	\$122,987	\$126,677	\$130,477	\$134,392	\$638,423	\$142,576	\$146,853	\$151,259	\$155,797
Black Spot Funding Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected Black Spot Income	\$147,483	\$333,133	\$447,378	\$318,270	\$327,818	\$277,652	\$285,982	\$294,561	\$303,398	\$312,500	\$321,875	\$331,531	\$341,477	\$351,722	\$362,273	\$373,142	\$384,336	\$395,866	\$407,742	\$419,974
Fixing Country Roads Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected FCR Income	\$0	\$18,001	\$0	\$159,135	\$163,909	\$168,826	\$173,891	\$179,108	\$184,481	\$190,016	\$195,716	\$201,587	\$207,635	\$213,864	\$220,280	\$226,888	\$233,695	\$240,706	\$247,927	\$255,365
National Stronger Regions Fund		0.00%	0.00%	0.00%	-63.64%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected NSRF Income	\$0	\$0	\$1,100,000	\$712,500	\$2,072,500	\$1,360,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation Indexation	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Developer Contributions Indexation		2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%
RMS RMCC Works Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

