



# KYOGLE COUNCIL DRAFT DELIVERY PROGRAM

2016/2020

# OPERATIONAL PLAN

2016/2017





# 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

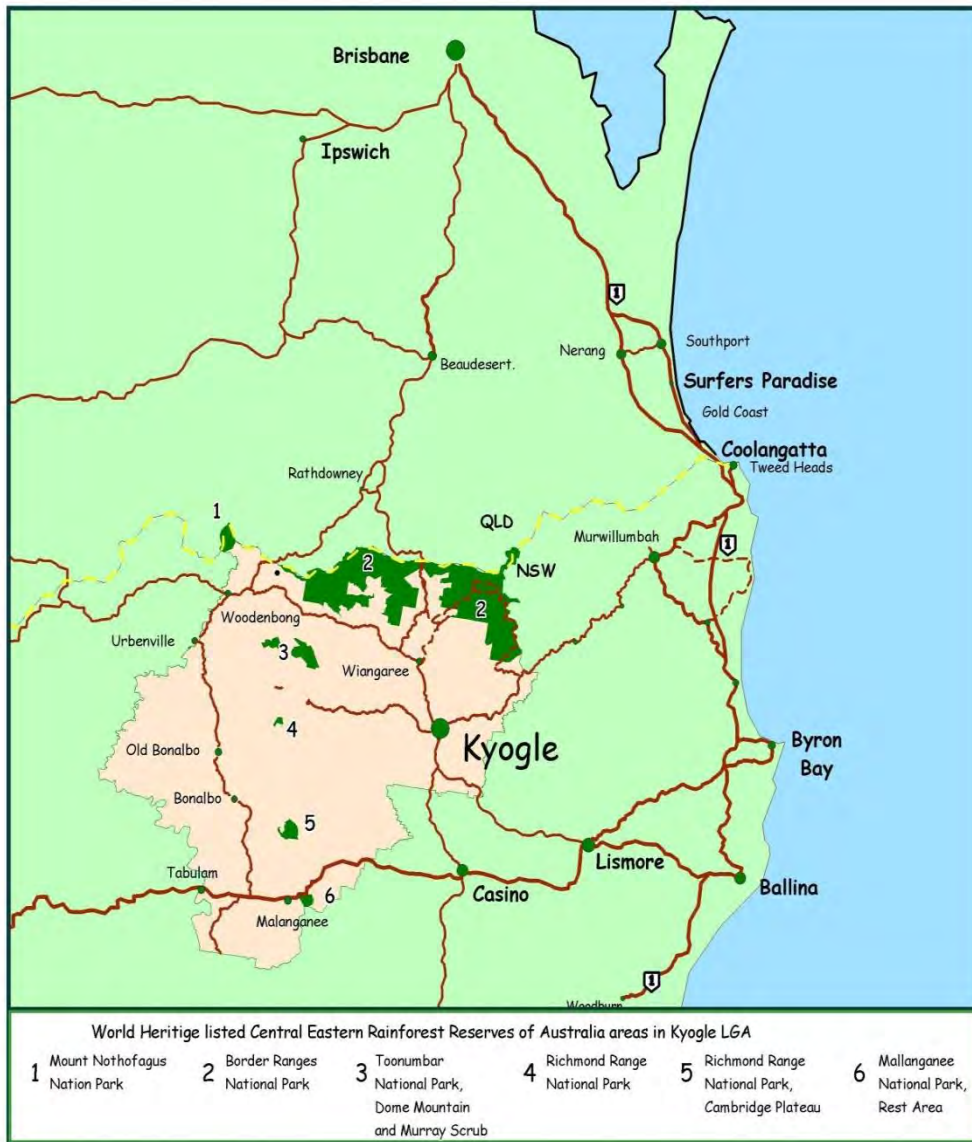
## **OUR VALUES**

- 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, 2012 and will hold office until 10 September 2016.



**Back Row:** Councillors Michael Reardon (C Ward), Ross Brown (A Ward), Lindsay Passfield (C Ward), Chris Simpson (A Ward)

**Front Row:** Councillors Danielle Mulholland (Mayor, C Ward), Robert Dwyer (B Ward), Maggie Creedy (B Ward), John Burley (Deputy Mayor, B Ward), Janet Wilson (A Ward).

# Revenue Policy/ Pricing Methodology

## Ordinary Rates

The total area of Kyogle Council is 358,900 Ha. This is made up of 262,795 Ha of rateable land and 96,105 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 through levying rates is usually restricted by Government "rate pegging" by which the Minister for Local Government announces the maximum permissible increase in rates each year (as determined by 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 2016/17, the approved increase for the second year of the Special Rate Variation is 5.43%

Ordinary Rates applying for the financial period 2016/2017 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
FARMLAND	701,888,240	2,023	220.00	0.380025	3,112,411
RESIDENTIAL	36,029,990	799	220.00	0.669997	417,180
RESIDENTIAL-KYOGLE	123,512,860	1,260	235.00	0.867440	1,367,500
RURAL RESIDENTIAL	140,031,060	849	220.00	0.487860	869,936
BUSINESS	6,667,770	106	220.00	0.474746	54,975
BUSINESS-KYOGLE	21,228,590	134	235.00	0.878532	217,990
<b>TOTALS</b>	<b>1,029,358,510</b>	<b>5,171</b>			<b>6,039,992</b>

## Stormwater and Flood Special Rate:

Last year Council changed to 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 will apply from 2015/16 onwards.

The Stormwater and Flood Special Rate applying for the financial period 2016/2017 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	MINIMUM CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
Stormwater and Flood Residential	129,221,189	1,675	88.00	0.041455	147,400
Stormwater and Flood Business	23,269,080	165	88.00	0.041455	12,584
<b>Total</b>	<b>152,490,269</b>	<b>1,840</b>			<b>159,984</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. There is no increase in these charges for 2016/17. The Domestic Waste Management Charges for 2016/2017 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.	498	50.00	24,900
Domestic Waste Service Charge	1,941	450.00	873,450
Additional Domestic Waste Service	62	400.00	24,800
<b>Total</b>	<b>2,501</b>		<b>923,150</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 2016/17 is 3%. The charges for 2016/2017 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Commercial Waste Service Charge	208	478.00	99,424
Additional Commercial Waste Service	171	426.00	72,846
Landfill Management Charge (Annual). All rateable properties outside the garbage collection area *	2,783	39.00	108,537
<b>Total</b>	<b>3,162</b>		<b>280,807</b>

\* This charge includes the provision of one voucher per charge levied for the disposal of up to 300kg of Industrial/Commercial/Domestic Waste in a single visit 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 2016/17 is 3%. The charges for 2016/2017 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	2,970	40.00	118,800

**Swimming Pool Inspection Fees**

Fees for the inspection of Swimming Pools under the Swimming Pools Act 1998 and Regulations 2008 are set by Statute with no increase in these charges for 2016/17. The Charges for 2016/2017 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Initial Inspection Fee	100	150.00	15,000
Re-inspection Fee	50	100.00	5,000
<b>Total</b>	<b>150</b>		<b>20,000</b>



**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 2016/2017 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	81	107	8,667
20mm connection	1,846	361	666,775
25mm connection	29	564	16,367
32mm connection	23	925	21,267
40mm connection	18	1,445	26,006
50mm connection	15	2,258	33,863
80mm connection	0	5,779	0
100mm connection	0	9,030	0
Fire Service Connection (all sizes)	8	361	2,890
Non-Rateable Connections	31	0	0
<b>Total</b>	<b>2,051</b>		<b>775,835</b>

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$1.58 per 1,000 litres	440,820
Consumption above 200kL per connection per year	\$2.00 per 1,000 litres	190,000
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
<b>Total</b>		<b>630,820</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 has been introduced. 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 2016/2017 is 4.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,566	688	1,077,408
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	72	111	7,992
20 mm connection	176	271	47,696
25 mm connection	14	423	5,919
32 mm connection	14	694	9,713
40mm connection	15	1,084	16,260
50mm connection	9	1,694	15,244
80mm connection	0	4,336	0
100mm connection	0	6,775	0
<b>Total</b>	<b>300</b>		<b>102,824</b>
<b>Sewer Usage Charge</b>		\$1.03 per kL	<b>93,730</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	108	88	9,504
Prescribed pre treatment	5	88	440
Major discharger	0	500	0
Sewer Dump Point	2	688	1,376
Re-inspection fee	0	68	0
<b>Totals</b>	<b>115</b>		<b>11,320</b>
Trade Waste Usage (with pre-treatment) per kL		\$1.03	14,935
Trade Waste Usage (without pre-treatment) per kL		*\$3.00	3,000
<b>Totals</b>			<b>17,935</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 draft Fees and Charges for the 2016/2017 financial year, details of which are contained in the 2016/2017 Schedule of Fees and Charges (separate document).

### Interest Charges

Interest charges are to be 6% as advised by the OLG 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:

	2016/2017 (\$)	2017/2018 (\$)	2018/2019 (\$)	2019/2020 (\$)
<b>Water Fund</b>				
Opening Balance	2,062,623	1,874,963	1,679,991	1,476,573
New Loans	0	0	0	0
Interest	82,094	74,783	66,337	58,188
Principal Reduction	187,660	194,972	203,418	211,567
Closing Balance	1,874,963	1,679,991	1,476,573	1,265,006
<b>Sewer Fund</b>				
Opening Balance	890,706	873,167	853,756	832,892
New Loans	0	0	0	0
Interest	65,698	63,828	62,373	61,152
Principal Reduction	17,539	19,411	20,864	22,085
Closing Balance	873,167	853,756	832,892	810,807
<b>Waste Services</b>				
Opening Balance	275,728	250,308	223,775	195,929
New Loans	0	0	0	0
Interest	12,268	11,155	9,842	8,589
Principal Reduction	25,420	26,533	27,846	29,099
Closing Balance	250,308	223,775	195,929	166,830
<b>General fund</b>				
Opening Balance	0	9,132,665	8,238,235	7,315,862
New Loans	10,000,000	0	0	0
Interest	303,330	276,234	248,292	219,477
Principal Reduction	867,335	894,430	922,373	951,187
Closing Balance	9,132,665	8,238,235	7,315,862	6,364,675

**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 adopted its current Community Strategic Plan in June 2012 and we are currently reviewing this plan with the assistance of five focus groups in key areas. The reviewed CSP is expected to be adopted in May 2016.

The Resourcing Strategy that must be developed by Council under the IP&R framework consists of three separate components;

1. Workforce Management Strategy (Current strategy adopted in June 2012)
2. Asset Management Plans, Strategy and Policy (current documents adopted in May 2012)
3. Long Term Financial Plan (reviewed in 2014/15 and adopted February 2015)

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 (this document). The LTFP has been used by the Council to inform its decision-making during the finalization of the Community Strategic Plan.

The Workforce Management Strategy and Asset Management documents are programmed for review in the period 2016 to 2017.

# Capital Works Projects/Asset Replacement

Project / Item	2016/17	2017/18	2018/19	2019/20
<b>Regional Roads</b>				
Kyogle Road (MR141) - Renewals	419,498	513,745	522,654	531,730
Kyogle Road (MR141) - Repair Program	362,480			
Clarence Way (MR361) - Renewals	567,000	206,949	586,528	596,562
Clarence Way (MR361) - Repair Program (Woodenbong -Urbenville)		369,726		
Clarence Way - (MR150) Renewals	20,352	20,711	21,076	21,449
Bentley Road (MR544) - Renewals	232,000	235,935	239,942	244,022
Mount Lindsay Highway (MR622) - Renewals	60,000	61,030	62,079	63,148
Alcocks Bridge Bentley Road (MR544) 544-B2607				225,000
Cooksons - Clarence Way (MR361) 361-B2562				225,000
<b>Total</b>	<b>1,661,330</b>	<b>1,408,096</b>	<b>1,432,279</b>	<b>1,906,911</b>
<b>Repair Program Funding</b>	181,240	184,863	188,554	194,211
<b>Fixing Country Roads Funding</b>		212,180	218,545	225,102
<b>Black Spot Funding</b>		159,135	163,909	168,826
<b>Federal Timber Bridge Renewal Fund</b>				225,000
<b>Roads to Recovery Funding</b>	737,510			
<b>Total External Grants</b>	<b>918,750</b>	<b>556,178</b>	<b>571,008</b>	<b>813,139</b>
<b>Rural Local Roads</b>				
Rural Roads - Reseals	469,582	477,159	484,864	492,700
Sextonville Road - reconstruct from bridge 38-19702 nth	170,000			
Toonumbar Dam Access Road	2,060,000			
Wiangaree Back Road	200,126			
Etrick Road - reconstruct from 2km from Afterlee Rd sth		200,000		
Findon Creek Road - reconstruct Summerland Way north		226,831		
Sealed Roads Rehabilitation	979,260	1,038,095	1,291,494	1,313,161
Unsealed Roads Rehabilitation	676,740	687,931	699,319	710,908
Rural Roads - Guardrail	40,000	20,000	20,326	20,958
Rural Roads - drainage improvements	40,000	40,000	40,756	41,528
Section 94 Expenditure	54,582	56,028	57,513	59,037
Black Spots (Projects subject to 100% funding)	154,500	159,135	163,909	168,826
Initial Seals		1,100,000	399,960	411,959
<b>Total</b>	<b>4,844,790</b>	<b>4,005,179</b>	<b>3,158,141</b>	<b>3,219,077</b>
<b>Roads To Recovery Funding</b>	794,180	524,680	540,420	556,633
<b>Black Spot Funding</b>	154,500	159,135	163,909	168,826
<b>National Stronger Regions Fund</b>	1,050,000			
<b>Fixing Country Roads Funding</b>	0	159,135	163,909	168,826
<b>Total external Grants</b>	<b>1,998,680</b>	<b>842,950</b>	<b>868,238</b>	<b>894,285</b>

Project / Item	2016/17	2017/18	2018/19	2019/20
<b>Urban Streets</b>				
Footpaths	66,131	67,283	68,457	69,654
Kerb and Guttering	71,245	72,514	73,808	75,127
Kyogle streets - reconstructions and resurface	76,140	100,358	249,657	254,037
Kyogle - reconstruct May Street from Irwin to Campbell	100,000			
Kyogle - reconstruct Wyndham St from Short St east	65,000			
Kyogle - reconstruct Geneva Street to Irwin Street		100,000		
Kyogle - reconstruct Donald Street		45,000		
Bonalbo - reconstructions and resurface	50,906	51,830	52,772	53,733
Woodenbong - reconstructions and resurface	50,906	51,830	52,772	53,733
Other Villages - reconstructions and resurface	50,906	51,830	52,772	53,733
Initial Sealing	10,000	10,000		
Village and LGA Signage Upgrades and Branding Exercise	345,000			
Christmas Tree Kyogle Main Street	30,000			
Visions of the Villages Master Plan Development	120,000			
<b>Total</b>	<b>1,036,234</b>	<b>550,645</b>	<b>550,238</b>	<b>560,017</b>
<b>Bridges</b>				
Gradys Creek - Boyles Bridge No2 59-13985	705,000			
Gradys Creek Heard's Bridge 59-5604	521,800			
Gradys Creek - Boyles Bridge No1 59-5156	775,000			
Lions Road - timber bridge to concrete 179-586	400,000			
Gradys Creek Davis Bridge 59-6565	605,000			
Duck Creek Road Barretts Bridge - timber bridge to concrete 138-9785	432,200			
Lynches Creek Box Culvert Replacement	60,828			
Etrick Road - Widen Box Culvert 45-1634	25,000			
Bingebeebra Road - timber bridge to pipes 19-4652	60,000			
Mills Road - Causeway 178-335	90,000			
Sawpit Creek - timber bridge to concrete 120-20	400,000			
Tabulam Road - Daleys Bridge 20-12723	438,216		550,000	
Afterlee Road - timber bridge to pipes 2-20386		70,000		
Campbells Bridge No 1 Lynches Creek Road79-8529		989,525		
Campbells Bridge No 2 Lynches Creek Road79-9414		900,000		
Old Dyraaba Road - timber bridge topipe 87-11949		60,000		
163-38 Hayes Road Timber to concrete bridge			280,000	
Andrew Bridge Williams Road199-6083			600,000	
Hanleys Bridge Culmaran Creek Road 37-4322			242,177	
Walkers Bridge Boomi Creek17-9708			260,000	
Williams Road - Frenchs/Ottery Bridge 199-3868/3849			40,000	900,000
Findon Creek Road Burt Rayner Bridge 54-4153				1,063,814
Causeway Replacements and Improvements	102,243	81,526	30,000	70,000
Bridge Replacement Unallocated (no external funding)	1,414,992	870,000	1,000,000	
Bridge Replacements Unallocated (subject to 50% external funding)				
<b>Total</b>	<b>6,030,279</b>	<b>2,971,051</b>	<b>3,002,177</b>	<b>2,033,814</b>
<b>Federal Timber Bridge Renewal Fund</b>	<b>1,719,500</b>	<b>0</b>	<b>100,000</b>	<b>103,000</b>
<b>Roads To Recovery</b>	<b>1,091,279</b>	<b>335,451</b>	<b>345,515</b>	<b>355,880</b>
<b>Total External Grants</b>	<b>2,810,779</b>	<b>335,451</b>	<b>445,515</b>	<b>458,880</b>
Project / Item	2016/17	2017/18	2018/19	2019/20
<b>Stormwater and Flood Management</b>				
Wyndham Street - drainage upgrade Groom to Short Street	56,000			
Dalmorton Street Woodenbong - drainage upgrade	50,000			
Flood Studies (Tabulam and Bonalbo, subject to 80% external funding)	50,000			50000
Junction/Curtois - drainage upgrades		67,785	69,602	
Groom Street - drainage upgrade from Rous to Roseberry		40,000	40,000	
Drainage Upgrades				111,452
Flood prone land Voluntary Purchase Scheme (subject to 80% external funding)			200000	15
<b>Total</b>	<b>156,000</b>	<b>107,785</b>	<b>309,602</b>	<b>161,452</b>
<b>Flood Management Funding</b>	<b>40,000</b>		<b>160,000</b>	<b>40,000</b>

<b>Water Supplies</b>				
Water supply renewals	335,000	219,200	223,490	227,873
Bonalbo Dam Safety Works	60,000			
Replace Geneva Reservoir Roof	250,000			
<b>Total</b>	<b>645,000</b>	<b>219,200</b>	<b>223,490</b>	<b>227,873</b>
<b>Sewerage Services</b>				
Sewerage system renewals	439,814	244,749	248,995	253,320
Mains Extentions Kyogle and Bonalbo		215,000		
<b>Total</b>	<b>439,814</b>	<b>459,749</b>	<b>248,995</b>	<b>253,320</b>
<b>Waste Management</b>				
Rehabilitation and Landfill Closure Woodenbong	475,000			
Kyogle Landfill Improvements	90,000	60,000		
New Landfill Cell Construction	15,000		28,942	
<b>Total</b>	<b>580,000</b>	<b>60,000</b>	<b>28,942</b>	<b>0</b>
<b>External Grant Funding</b>	32,468			
<b>Buildings and Community Facilities</b>				
Tabulam Skate Park (subject to \$27,000 external funding)	67,704			
Parks and Gardens Renewals		41,421	42,153	42,898
Swimming Pools Renewals	40,704	41,421	42,153	42,898
Kyogle Memorial Institute Hall Improvements	257,657			
Hall Demolitions Cedar Point and Horseshoe Creek	53,242			
Kyogle Gardens Caravan Park Improvements (subject to \$30,000 external funding)	60,000			
Tabulam Caravan Park Improvements (subject to \$30,000 external funding)	60,000			
Community Building Renewals		41,421	42,153	42,898
Pre-schools Renewals	15,264	15,533	15,807	16,087
Libraries Renewals	25,648	26,313	26,997	27,698
Regulatory Facilities Improvements	8,000			
Cemeteries Renewals	10,102	5,204	5,310	5,417
Information Technology and Communications Systems and Equipment	167,636	85,709	86,995	88,300
<b>Total</b>	<b>765,957</b>	<b>257,022</b>	<b>261,568</b>	<b>266,196</b>
<b>External Grant Funding</b>	87,000			
<b>Plant and Depots</b>				
Plant Purchases	1,275,500	1,585,500	768,000	1,594,500
Depot Improvements	85,766	87,119		
Depot Renewals			55,000	55,851
<b>Total</b>	<b>1,361,266</b>	<b>1,672,619</b>	<b>823,000</b>	<b>1,650,351</b>



## Financial Assistance/Donations

Council's Financial Assistance Policy, provides for financial assistance to be provided by Council to individuals and organisations within the Council area. This assistance is provided via ongoing/regular donations to selected organisations and one-off donations to individuals and organizations. For the 2016/2017 financial year, Council has budgeted for donations as follows.

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	20,000
Special Events	Traffic Control and Establishment	10,150
Kyogle Youth Ventures	Cash Donation	2,500
Australia Day Committees	Cash Donation	11,038
Kyogle Reconciliation Group - NAIDOC week	Cash Donation	500
Public Halls	Cash Donation - Rates & Charges	6,622
Learn to Swim/Life Education	Cash Donation/Staff and Plant	12,690
North Coast Academy of Sport	Cash Donation	1,210
Citizens Band	Cash Donation	1,048
NSW Cancer Council	Cash Donation	1,280
Kyogle Show Society	Cash Donation	1,610
Bonalbo Show Society	Cash Donation	1,610
Woodenbong Show Society	Cash Donation	1,610
Kyogle Historical Society		5,000
<b>TOTAL</b>		<b>76,868</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, 2016 will be carried over to the 2016/17 financial year for use in accordance with the above criteria. The current balance of the fund is **\$37,387**.

# Business or Commercial Activities

## Pricing Policy/Competitive Neutrality

Council's Pricing Policy is to recover full costs for consumer specific services except where a community service obligation exists to justify charging less than full costs; 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)

Nil

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

1. State Highways works
2. Water Supplies
3. Sewerage Services
4. Quarries
5. 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.

## Action Plans

These Actions Plans may need to be amended to bring in line with the Community Strategic Plan when adopted.

## Governance and Community Service

*- well managed and responsive to community needs*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
<p>Kyogle Council efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs</p>	<p>Council will regularly review the services that are being provided.</p> <p>Recommendations from Community Survey implemented.</p> <p>Council's decision making is accountable, accessible and transparent.</p>	<p>Report and monitor satisfaction levels.</p> <p>Conduct community survey every year.</p> <p>Number of meetings and figures on attendance numbers.</p>	<p>General Manger Administration and Community Services</p>
<p>Community leaders are connected and improving leadership capacity across the community</p>	<p>Programs to increase awareness of Councillors with a range of ways for community to talk to them.</p> <p>Leadership and decision-making by the Councillors will reflect the diversity of the community.</p>	<p>Satisfaction levels reflect how engaged residents are with Council activities.</p> <p>Levels of both positive and negative feedback.</p>	<p>General Manger</p>
<p>Encourage public participation and provide access opportunities.</p> <p>Develop appropriate lines of communication to ensure that the public is kept well informed as to Council activities.</p>	<p>Appropriate models of community engagement will be explored and utilised.</p> <p>Council's communication with the community will aim to ensure that residents have awareness and understanding of the role council plays in everyday life.</p> <p>Involve different groups of people in the development of plans and programs.</p>	<p>Annually review Community Engagement strategy and report to Council on effectiveness.</p> <p>Co-ordinate, produce and distribute monthly newsletters.</p> <p>Continuing Improvements/enhancements to Council website.</p>	<p>Administration and Community Services</p>
<p>Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust, encourages and rewards excellence in performance and which supports the implementation of Council's goals and policies.</p>	<p>Prompt response to all customer contact with an emphasis on quality customer service.</p> <p>Council is well managed, cost effective and operationally efficient and all statutory requirements are met.</p>	<p>Report on number and type of customer service complaints.</p> <p>Report on level of unanswered correspondence .</p> <p>Quarterly budget review reports to Council.</p> <p>All statutory returns/requirements are attended to by due dates.</p>	<p>Administration and Community Services</p>

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
<p>Employ unbiased recruitment and selection procedures to attract the best possible applicants.</p>	<p>Develop a workforce that supports our corporate values and meets the organisations present and future skills needs.</p> <p>Be widely known as a respected and reputable employer.</p>	<p>Staff turnover rates and complaint statistics.</p> <p>Number of inductions carried out.</p> <p>Structured training plan prepared and implemented for all staff members.</p> <p>Report on absence rates.</p> <p>Report on staff reviews.</p> <p>Statistics on incidents and accidents.</p>	<p>EM Administration and Community Services</p>
<p>Local Government will be recognised in the Australian Constitution</p>	<p>Work towards the constitutional recognition of local government.</p>	<p>Work with Australian Local Government Association (ALGA) and Local Government NSW (LGNSW).</p>	<p>Councillors and General Manager</p>

## Roads and Infrastructure

### *- improving the quality of infrastructure for our residents*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Maintain to a reasonable standard its network of 1,082km of local roads as well as 113km of regional roads and 113km of State Roads.	<p>Ensure roads and bridges are well designed, constructed and efficiently managed.</p> <p>Liaise with the Roads and Maritime Services (RMS) in the development of a five-year capital works and maintenance program.</p> <p>Develop forward programs for Rural Local Roads.</p> <p>Review traffic usage and development trends to identify any changes in classifications warranted.</p>	<p>Inspections conducted.</p> <p>Capital works program and maintenance established.</p> <p>Program established.</p> <p>Review conducted, Report on identified future requirements.</p>	Infrastructure Works
Work towards increased funding base and ensure responsible asset management including continual review of construction and maintenance activities.	<p>Lobby State and Federal Governments to commit to additional funding programs.</p> <p>Pursue funding for specific road safety projects.</p>	<p>Commitment to funding obtained.</p> <p>Report on successful funding applications.</p>	Infrastructure Works
Work towards the upgrading of bridges to provide a higher level of service to the public and lower annual maintenance costs.	<p>Continue systematic inspection and testing program.</p> <p>Review new and existing technologies to replace bridges with economical lower cost structures.</p> <p>Undertake regular appropriate preventative maintenance as identified in bridge inspections.</p>	<p>Level of works on bridges. Program updated annually.</p> <p>Report on % of bridges in the network to be re-assessed each year.</p> <p>Reduction in incidence of emergency repairs.</p>	Infrastructure Works
Ensure a balance is maintained between the most economical use of available funds and community expectations.	<p>Conduct appropriate awareness campaigns.</p> <p>Maintain a high standard of response to customer requests.</p>	Awareness campaigns conducted using a variety of different methods.	Infrastructure Works
Lobby for a Kyogle bypass and for an integrated regional transport strategy (including connectivity to the Darling Downs)	<p>Lobby State and Federal Governments to commit to additional funding programs.</p> <p>Support the Summerland Way Promotional Committee and the Downs to Rivers Action Committee (DTRAC).</p>	<p>Commitment to planning obtained.</p> <p>Attendance at meetings. Membership of committees continued.</p>	Infrastructure Works

## Economic Development

### - fostering sustainable growth

Long Term Goals	Delivery Program and Operational Plan Actions (Strategies)	Indicator/Measure	Responsibility
Assist and coordinate the ongoing development of the Kyogle Council area and enhance and market its capacity as a location for residential opportunities, primary production, industry, commerce, government services and tourism.	Implementation of the Kyogle Council Economic Development Policy.	Development and implementation of Economic Development strategy to support the policy.	Tourism/Economic Development Officer
Assist intending developers to identify sites and lodge applications for appropriate commercial, industrial and other employment generating activities and to appropriately determine such applications.	Making staff and information resources available.	Report on number of tourist development applications received.  Report on number of enquiries responded to .	Tourism/Economic Development Officer
Actively pursue opportunities for the development of Value Adding industries for forest plantation products.	Liaise with government and industry groups.	Report to Council on progress.	Tourism/Economic Development Officer
Foster the development of the tourism industry, within the Council area in order to promote economic growth and improved facilities.	Work in partnership to actively market our LGA and our capabilities to existing and potential residents, businesses, visitors and investors.	Report on visitation numbers to Kyogle VIC.  Seek feedback from tourism operators.	Tourism/Economic Development Officer
Pursue improvements to Broadband for the LGA to encourage new and support existing business, particularly home based business.	Work in partnership with government and industry groups.	Participation in NBN forums.  Successfully establish working party to promote broadband.	Tourism/Economic Development Officer
Maximise use of National Parks/unique environment)	Promotional activities through the Visitor Information Centre.	Implementation of combined tourism brochures.	Tourism/Economic Development Officer
Capitalise on close proximity to South East Queensland	Focus on geographic location and available infrastructure to generate business investment and growth.	Report on promotional activities, attendance and attracted investment.	Tourism/Economic Development Officer

Long Term Goals	Delivery Program and Operational Plan Actions	Indicator/Measure	Responsibility
Assist Small Business by participating in the Small Business Friendly Council (SBFC) Program	Prepare an Economic Development Strategy that includes support options for local business.	Develop and adopt a Local Business Economic Development Strategy.	Tourism/Economic Development Officer
	Develop Customer Service Charter to establish service standards for advising local small business about Council procedures, policies and processes to improve its customer "friendliness", e.g. advising changes to fees and approvals, etc.	Develop and adopt Small Business Customer Service Charter and implementation.	Tourism/Economic Development Officer
	Pay local business accounts within a 30 day time frame from receiving the invoice, unless otherwise specified. Payment runs, both via cheques and EFT, are issued every fortnight.	Payments to local business within specified payment terms. No outstanding local creditors.	Finance/Creditors



## Waste and Water

### - responsibly providing services

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Manage solid wastes stream to maximise recycling and minimise the quantities of waste being returned to landfill and maximise landfill life spans.	Review the way current landfill sites are managed.  Education programs that promotes the importance of recycling and waste avoidance	Figures on total waste collected. Figures on total waste to landfill. Capital works program for landfill implemented. Licence conditions complied with . Report on number of education programs.	Planning and Environmental Services
Provide the community with a high standard of living through the provision of quality water supply services	Implement water supplies that satisfy NSW Public Health Legislation.	Level of compliance with microbiological, physical and chemical standards outlined in the Public Health Act and Councils Drinking Water Quality Management Systems.	Urban and Assets
Ensure the principles of integrated water cycle management are used in the existing and future water supply and sewerage schemes	Implement the Kyogle Council Integrated Water Cycle Management Strategy.	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented.  Usage statistics.	Urban and Assets
Develop education and incentive schemes to encourage residents to reduce their water consumption and wastage.	Education and promotional activities.	Report on number and type of education and promotional activities conducted.	Urban and Assets
Support saving initiatives such as appliances with good water conservation rating, rainwater tanks, water wise gardens, drip sprinklers, mulching etc.	Continue to offer rebates and incentives to residents. Implement pricing policies that encourage conservation.	Usage statistics.	Urban and Assets

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Provide the community with quality sewerage services	<p>Sewerage treatment and effluent disposal is managed in accordance with the principles of ecologically sustainable development.</p> <p>Ensure trade waste dischargers are charged in a way that reflects the costs of treatments and encourages the onsite treatment of trade waste.</p>	Kyogle IWCMS outcomes and recommendations are incorporated into works programs and annual budgets and implemented.	Urban and Assets
Investigate potential for expanding services to villages that are currently unsewered.	Undertake feasibility studies .	Consultant appointed, study undertaken.	Urban and Assets
Improve infrastructure/measures for dealing with stormwater and flooding.	<p>Drainage improvements are provided within villages.</p> <p>Education programmes to promote awareness of stormwater issues.</p> <p>Maintain and update the Stormwater Management Plan.</p> <p>Implement the Kyogle Floodplain Risk Management Plan initiatives</p>	<p>Number of service interruptions attended to in time frame specified in Strategic Business Plan.</p> <p>Training and education undertaken as determined.</p> <p>Capital works plan progress.</p> <p>Flood damage reduction.</p>	Urban and Assets

## Environmental and Planning

*- preserving our unique environment*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Protect and promote the health and well-being of the Kyogle Council area Community by developing and applying environmental health and public safety measures.	Reject Coal Seam Gas mining until all environmental concerns are satisfactorily addressed. Respond to complaints.  Implementation of a program of inspections.	Successfully lobbying other levels of government.  Report on number of complaints. Report on number of complaints.	Councillors  Planning and Environmental
Achieve acceptable planning, development and building standards; to protect the environment in accordance with community expectations.	There is adequate land appropriately zoned and managed to promote the ongoing agricultural land use activities. The LEP ensures there are opportunities available to rural landholders to pursue alternative land uses to support the ongoing productivity of rural land. All development applications are assessed in accordance with the provisions of the Environmental Planning and Assessment Act, Council policies and codes. Appropriate Development applications are approved, and the needs of all parties are heard and considered.	All development applications are assessed in accordance with the provisions of the Environmental Planning and Assessment Act, Council Policies and codes.  Mean turnaround time for determination of DAs to be less than 40 days  Ensure 149 certificates are processed in less than 5 working days.	Planning and Environmental
Consider the identification of environmentally sensitive lands and provide protection through appropriate environmental protection zonings and provisions.	The LEP is implemented, monitored and reviewed on an ongoing basis. The environmental impact of development is always considered.	LEP implemented.	Planning and Environmental
Encourage responsible land management on privately owned lands. This will include the identification of areas requiring environmental improvement and management, and where possible Council will assist landowners to adopt effective management practices that minimise potential soil erosion and water pollution.	Educating the community so it displays a high level of understanding of and compliance with legislation.	Educational programs implemented.	Planning and Environmental

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Reject Coal Seam Gas mining until all environmental concerns are satisfactorily addressed	Lobby State Government to ensure the community concerns are addressed.	Successfully lobbying other levels of government.	Councillors

## Village Life

### - *strong and vibrant villages*

Long Term Goals	Delivery Program (Strategies) and Operational Plan Actions	Indicator/Measure	Responsibility
Promote a strong sense of community.	Provide a safe and pleasant atmosphere in Council's parks, gardens and recreation areas and pursue their steady improvement.	Level of assistance in the promotion of Villages to Service Providers.  Number of community meetings to be reported 6 monthly.	Urban and Assets
Coordinate and support safe, accessible and secure services and facilities.	Support the appropriate level of services for all villages.  Advocate for appropriate levels of Police, Ambulance, fire services, and State Emergency Services.	Juvenile Crime Statistics.  Funding identified and services/facilities provided.  Education activities conducted.  Usage of facilities.	Administration and Community Services
The community's lifestyle and social needs are supported	Support social and recreational clubs and organisations throughout the area.  Assist recreation, sporting and leisure facilities to evolve and change to keep pace with community needs.  Ensuring the needs of older people and people with a disability are monitored to ensure services and facilities are available	Assistance provided by CDO.	Administration and Community Services
Ensure Local Environmental Plans, Development Control Plans, and strategies are in place to guide the future development of the Council area and enhance village life.	There is adequate land appropriately zoned and managed.  Rural villages are provided with village services that support the rural community.	LEP implemented.	Planning and Environmental Services
Provide for the protection of items of aboriginal and environmental heritage.	Aboriginal culture is supported by the community by identifying ways to become better connected to Aboriginal people, their history and culture.	Assistance provided by CDO.  NAIDOC week attendance.  Aboriginal heritage is included on heritage map.	Administration and Community Services

# Budgets

**GOVERNANCE - BUDGET INFORMATION**

<b>GOVERNANCE</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	274,102	281,572	289,247	297,135
COUNCILLOR SERVICES	184,545	187,313	190,123	192,975
LEGALS	15,225	15,453	15,685	15,920
ADVERTISING, NOROC, LGSA	60,996	61,911	62,840	63,783
ELECTIONS	76,007	0	0	0
PAYABLE BY OTHER FUNDS	(67,290)	(68,300)	(69,324)	(70,364)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>543,585</b>	<b>477,949</b>	<b>488,571</b>	<b>499,449</b>
<b>NET COST OF ACTIVITY</b>	<b>(543,585)</b>	<b>(477,949)</b>	<b>(488,571)</b>	<b>(499,449)</b>

**ADMINISTRATION - BUDGET INFORMATION**

<b>ADMINISTRATION</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	917,157	942,535	968,618	995,428
OFFICE EXPENSES	365,374	370,854	376,417	382,063
DONATIONS	76,913	78,067	79,238	80,427
SECURITY, SUBSCRIPTIONS ETC.	37,798	38,365	38,940	39,524
PAYABLE FROM OTHER FUNDS	(148,567)	(150,795)	(153,057)	(155,353)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,248,675</b>	<b>1,279,026</b>	<b>1,310,156</b>	<b>1,342,089</b>
<b>CAPITAL EXPENDITURE</b>				
OFFICE EQUIPMENT & FURNITURE	167,636	85,709	86,995	88,300
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>167,636</b>	<b>85,709</b>	<b>86,995</b>	<b>88,300</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,416,311)</b>	<b>(1,364,735)</b>	<b>(1,397,151)</b>	<b>(1,430,389)</b>

**PERSONNEL - BUDGET INFORMATION**

<b>PERSONNEL</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>	<b>68,501</b>	<b>70,556</b>	<b>72,673</b>	<b>74,853</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT SALARIES	250,956	257,926	265,091	272,456
EMPLOYMENT WAGES STAFF	(269,098)	(276,633)	(284,378)	(292,341)
INSURANCE & RISK MANAGEMENT	358,190	363,563	369,017	374,552
RECRUITMENT AND OTHER STAFF COSTS	208,014	109,634	111,279	112,948
TOOLS, CLOTHING, SIGNAGE	64,173	65,136	66,113	67,105
PAYABLES BY OTHER FUNDS	(126,611)	(128,510)	(130,438)	(132,394)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>485,624</b>	<b>391,116</b>	<b>396,684</b>	<b>402,326</b>
<b>NET COST OF ACTIVITY</b>	<b>(417,123)</b>	<b>(320,560)</b>	<b>(324,011)</b>	<b>(327,473)</b>

**FINANCE - BUDGET INFORMATION**

<b>FINANCE</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
GENERAL RATES	6,040,910	6,373,160	6,723,683	7,093,486
INTEREST AND SUNDRY INCOME	304,017	370,125	314,587	285,920
RECOVERIES	37,946	38,515	39,093	39,679
REVENUE SHARING (FAG) GRANT	2,359,308	2,517,382	2,592,903	2,670,690
STORES	132,591	134,580	136,599	138,648
BORROWING PROCEEDS	10,000,000	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>18,874,772</b>	<b>9,433,762</b>	<b>9,806,865</b>	<b>10,228,423</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	265,664	273,102	280,749	288,610
STORES EMPLOYMENT	96,853	99,565	102,353	105,219
STORES OTHER	14,261	14,475	14,692	14,912
VALUATION & AUDITOR FEES	102,506	99,863	99,241	100,640
BORROWING COSTS	867,335	894,430	922,373	951,187
OTHER/INTEREST COSTS	326,415	299,666	272,075	243,616
<b>TOTAL OPERATING COSTS</b>	<b>1,673,034</b>	<b>1,681,101</b>	<b>1,691,483</b>	<b>1,704,184</b>
<b>NET COST OF ACTIVITY</b>	<b>17,201,738</b>	<b>7,752,661</b>	<b>8,115,382</b>	<b>8,524,239</b>

**STATE HIGHWAYS - BUDGET INFORMATION**

<b>STATE HIGHWAYS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
WORKS ORDERS	2,000,000	2,060,000	2,121,800	2,185,454
MAINTENANCE	927,000	954,810	983,454	1,012,958
<b>TOTAL OPERATING REVENUE</b>	<b>2,927,000</b>	<b>3,014,810</b>	<b>3,105,254</b>	<b>3,198,412</b>
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE SUMMERLAND WAY	528,239	544,087	560,410	577,222
MAINTENANCE BRUXNER HIGHWAY	283,888	292,404	301,177	310,212
WORKS ORDERS	1,670,531	1,720,647	1,772,266	1,825,434
MANAGEMENT COSTS	132,633	135,738	138,919	142,181
<b>TOTAL OPERATING COSTS</b>	<b>2,615,291</b>	<b>2,692,876</b>	<b>2,772,772</b>	<b>2,855,049</b>
<b>OPERATING RESULT</b>	<b>311,709</b>	<b>321,934</b>	<b>332,482</b>	<b>343,363</b>
<b>CAPITAL EXPENDITURE</b>				
RESERVE TRANSFERS*	310,000	319,300	328,879	338,745
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>310,000</b>	<b>319,300</b>	<b>328,879</b>	<b>338,745</b>
<b>NET COST OF ACTIVITY</b>	<b>1,709</b>	<b>2,634</b>	<b>3,603</b>	<b>4,618</b>

\* transferred to Regional Roads

**REGIONAL ROADS - BUDGET INFORMATION**

<b>REGIONAL ROADS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
BLOCK GRANT	1,017,640	1,048,169	1,079,614	1,112,003
ROADS TO RECOVERY GRANT	737,510	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>1,755,150</b>	<b>1,048,169</b>	<b>1,079,614</b>	<b>1,112,003</b>
<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>	<b>744,342</b>	<b>744,342</b>	<b>744,342</b>	<b>744,342</b>
<b>OPERATING RESULT</b>	<b>1,010,808</b>	<b>303,827</b>	<b>335,272</b>	<b>367,661</b>
<b>NON-CURRENT REVENUE</b>				
REPAIR PROGRAMME	181,240	184,863	188,554	194,211
BLACK SPOT FUNDING	0	159,135	163,909	168,826
TRANSFER FROM TRANSPORT RESERVE*	310,000	319,300	328,879	338,745
FEDERAL BRIDGE PROGRAM	0	0	0	225,000
CONTRIBUTIONS	26,299	26,996	27,711	28,446
FIXING COUNTRY ROADS	0	212,180	218,545	225,102
NATIONAL STRONGER REGIONS FUND	0	0	0	0
<b>TOTAL NON-CURRENT REVENUE</b>	<b>517,539</b>	<b>902,474</b>	<b>927,598</b>	<b>1,180,330</b>
<b>CAPITAL EXPENDITURE</b>				
MR 141 - KYOGLE ROAD	781,978	513,745	522,654	531,730
MR 150 - CLARENCE WAY	20,352	20,711	21,076	21,449
MR 361 - CLARENCE WAY	567,000	576,675	586,528	596,562
MR 544 - BENTLEY ROAD	232,000	235,935	239,942	244,022
MR 622 - MT LINDESAY HIGHWAY	60,000	61,030	62,079	63,148
BRIDGES	0	0	0	450,000
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>1,661,330</b>	<b>1,408,096</b>	<b>1,432,279</b>	<b>1,906,911</b>
<b>NET COST OF ACTIVITY</b>	<b>(132,983)</b>	<b>(201,795)</b>	<b>(169,409)</b>	<b>(358,920)</b>

\*Transfer from State Highways budget



**URBAN LOCAL ROADS - BUDGET INFORMATION**

<b>URBAN LOCAL ROADS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	55,854	59,596	61,384	63,226
STREET LIGHTING SUBSIDY	32,000	32,000	32,000	32,000
<b>TOTAL OPERATING REVENUE</b>	<b>87,854</b>	<b>91,596</b>	<b>93,384</b>	<b>95,226</b>
<b>OPERATING EXPENDITURE</b>				
STREET LIGHTING	111,425	112,871	114,339	115,830
KYOGLE STREETS	278,985	284,923	290,998	297,215
BONALBO STREETS	39,058	39,890	40,740	41,610
WOODENBONG STREETS	33,478	34,191	34,920	35,666
MALLANGANEE STREETS	14,508	14,816	15,132	15,456
WIANGAREE STREETS	3,905	3,988	4,073	4,160
TABULAM STREETS	13,391	13,676	13,968	14,266
OLD BONALBO STREETS	5,580	5,699	5,820	5,945
OLD GREVILLIA STREETS	1,116	1,140	1,164	1,189
<b>TOTAL OPERATING EXPENDITURE</b>	<b>501,446</b>	<b>511,194</b>	<b>521,154</b>	<b>531,337</b>
<b>OPERATING RESULT</b>	<b>(413,592)</b>	<b>(419,598)</b>	<b>(427,770)</b>	<b>(436,111)</b>
<b>NON-CURRENT REVENUE</b>				
CONTRIBUTIONS	9,625	9,881	10,142	10,411
OTHER GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT REVENUE</b>	<b>9,625</b>	<b>9,881</b>	<b>10,142</b>	<b>10,411</b>
<b>CAPITAL EXPENDITURE</b>				
FOOTPATHS & FURNITURE	66,131	67,283	68,457	69,654
RENEWALS KYOGLE	241,140	245,358	249,657	254,037
RENEWALS BONALBO	50,906	51,830	52,772	53,733
RENEWALS WOODENBONG	50,906	51,830	52,772	53,733
RENEWALS VILLAGES	50,906	51,830	52,772	53,733
KERB & GUTTER CONSTRUCTION	71,245	72,514	73,808	75,127
INITIAL SEALS	505,000	10,000	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>1,036,234</b>	<b>550,645</b>	<b>550,238</b>	<b>560,017</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,440,201)</b>	<b>(960,362)</b>	<b>(967,866)</b>	<b>(985,717)</b>

**RURAL LOCAL ROADS - BUDGET INFORMATION**

<b>RURAL LOCAL ROADS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	1,059,751	1,130,754	1,164,677	1,199,617
HEAVY HAULAGE CONTRIBUTIONS	7,342	7,537	7,736	7,942
ROADS TO RECOVERY GRANT	794,180	524,680	540,420	556,633
FLOOD GRANT	92,763	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>1,954,036</b>	<b>1,662,971</b>	<b>1,712,833</b>	<b>1,764,192</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	30,503	30,811	31,123	31,440
FLOOD DAMAGE	92,763	0	0	0
<b>TOTAL OPERATING EXPENDITURE</b>	<b>2,170,233</b>	<b>2,077,778</b>	<b>2,078,090</b>	<b>2,078,407</b>
<b>OPERATING RESULT</b>	<b>(216,197)</b>	<b>(414,807)</b>	<b>(365,257)</b>	<b>(314,215)</b>
<b>NON-CURRENT REVENUE</b>				
BLACKSPOT FUNDING	154,500	159,135	163,909	168,826
CONTRIBUTIONS	54,582	56,028	57,513	59,037
RESERVE TRANSFER*	1,200,000	800,000	800,000	800,000
RESERVE TRANSER#	50,000	60,000	60,900	61,814
FIXING COUNTRY ROADS	0	159,135	163,909	168,826
NATIONAL STRONGER REGIONS FUND	1,050,000	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>2,509,082</b>	<b>1,234,298</b>	<b>1,246,231</b>	<b>1,258,503</b>
<b>CAPITAL EXPENDITURE</b>				
RESEALS	469,582	477,159	484,864	492,700
REHABILITATION	2,026,126	2,152,857	1,990,813	2,024,069
DRAINAGE RENEWALS	40,000	40,000	40,756	41,528
GUARDRAIL RENEWALS	40,000	20,000	20,326	20,958
SELF HELP 50/50	0	0	0	0
SECTION 94 ROADWORKS	54,582	56,028	57,513	59,037
BLACK SPOTS & INITIAL SEALS	2,214,500	1,259,135	563,869	580,785
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>4,844,790</b>	<b>4,005,179</b>	<b>3,158,141</b>	<b>3,219,077</b>
<b>NET COST OF ACTIVITY</b>	<b>(2,551,905)</b>	<b>(3,185,688)</b>	<b>(2,277,167)</b>	<b>(2,274,789)</b>

\* Transfer from plant budget

#Transfer from quarry budget

**BRIDGES - BUDGET INFORMATION**

<b>BRIDGES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	423,249	451,607	465,155	479,110
	1,091,279	335,451	345,515	355,880
<b>TOTAL OPERATING REVENUE</b>	<b>1,514,528</b>	<b>787,058</b>	<b>810,670</b>	<b>834,990</b>
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	585,513	550,382	517,359	486,318
<b>TOTAL OPERATING EXPENDITURE</b>	<b>585,513</b>	<b>550,382</b>	<b>517,359</b>	<b>486,318</b>
<b>OPERATING RESULT</b>	<b>929,015</b>	<b>236,676</b>	<b>293,311</b>	<b>348,672</b>
<b>NON-CURRENT INCOME</b>				
FEDERAL TIMBER BRIDGE PROGRAM	1,719,500	0	100,000	103,000
TRANSFER FROM RESERVE*	1,200,000	800,000	800,000	800,000
CONTRIBUTIONS	7,830	8,026	8,226	8,432
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>2,927,330</b>	<b>808,026</b>	<b>908,226</b>	<b>911,432</b>
<b>CAPITAL EXPENDITURE</b>				
CONSTRUCTION	6,030,279	2,971,051	3,002,177	2,033,814
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>6,030,279</b>	<b>2,971,051</b>	<b>3,002,177</b>	<b>2,033,814</b>
<b>NET COST OF ACTIVITY</b>	<b>(2,173,934)</b>	<b>(1,926,349)</b>	<b>(1,800,640)</b>	<b>(773,710)</b>

\* Transfer from Plant Budget

**INFRASTRUCTURE - WORKS ADMINISTRATION - BUDGET INFORMATION**

<b>ENGINEERING ADMINISTRATION</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
CONTRIBUTIONS TO WORKS	7,011	7,222	7,438	7,662
PRIVATE WORKS	53,288	54,274	55,281	56,308
SUNDRY INCOME	614	633	652	671
<b>TOTAL OPERATING REVENUE</b>	<b>60,913</b>	<b>62,129</b>	<b>63,371</b>	<b>64,641</b>
<b>OPERATING EXPENDITURE</b>				
ROAD SURVEY, DESIGN, FEASIBILITY	25,000	25,375	25,756	26,142
EMPLOYMENT	669,201	687,439	706,180	725,439
PRIVATE WORKS	48,371	49,209	50,064	50,934
TOOLS, CLOTHING, SIGNAGE, OTHER	54,004	54,814	55,636	56,470
RECOVERIES	(357,107)	(365,382)	(373,906)	(382,686)
<b>TOTAL OPERATING COSTS</b>	<b>439,469</b>	<b>451,455</b>	<b>463,730</b>	<b>476,299</b>
<b>NET COST OF ACTIVITY</b>	<b>(378,556)</b>	<b>(389,326)</b>	<b>(400,359)</b>	<b>(411,658)</b>

**QUARRIES - BUDGET INFORMATION**

<b>QUARRIES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
INCOME	362,785	373,669	384,879	396,425
<b>TOTAL OPERATING REVENUE</b>	<b>362,785</b>	<b>373,669</b>	<b>384,879</b>	<b>396,425</b>
<b>OPERATING COSTS</b>				
QUARRY WORKING EXPENSES	303,572	312,510	321,712	331,188
<b>TOTAL OPERATING COSTS</b>	<b>303,572</b>	<b>312,510</b>	<b>321,712</b>	<b>331,188</b>
<b>OPERATING RESULT</b>	<b>59,213</b>	<b>61,159</b>	<b>63,167</b>	<b>65,237</b>
<b>CAPITAL EXPENDITURE</b>				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	10,189	10,382	10,579	10,780
RESERVE TRANSFERS*	50,000	60,000	60,900	61,814
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>60,189</b>	<b>70,382</b>	<b>71,479</b>	<b>72,594</b>
<b>NET COST OF ACTIVITY</b>	<b>( 976)</b>	<b>(9,223)</b>	<b>(8,312)</b>	<b>(7,357)</b>

\*Transfer to rural local roads budget

**PLANT AND DEPOTS - BUDGET INFORMATION**

<b>PLANT AND DEPOTS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
INCOME	4,478,436	4,331,952	4,105,956	4,254,209
PLANT SALES	365,500	622,500	275,000	565,000
OTHER	65,598	67,565	69,592	71,680
<b>TOTAL OPERATING REVENUE</b>	<b>4,909,534</b>	<b>5,022,017</b>	<b>4,450,548</b>	<b>4,890,889</b>
<b>OPERATING EXPENDITURE</b>				
PLANT MAINTENANCE	1,396,533	1,421,824	1,447,616	1,473,920
KYOGLE DEPOTS	127,261	129,341	131,458	133,611
BONALBO DEPOT	17,587	17,894	18,206	18,525
WOODENBONG DEPOT	11,435	11,635	11,839	12,046
<b>TOTAL OPERATING COSTS</b>	<b>1,552,816</b>	<b>1,580,694</b>	<b>1,609,119</b>	<b>1,638,102</b>
<b>OPERATING RESULT</b>	<b>3,356,718</b>	<b>3,441,323</b>	<b>2,841,429</b>	<b>3,252,787</b>
<b>CAPITAL EXPENDITURE</b>				
PLANT PURCHASES	1,275,500	1,585,500	768,000	1,594,500
TRANSFER TO GENERAL FUND*	2,400,000	1,600,000	1,600,000	1,600,000
DEPOT IMPROVEMENTS	85,766	87,119	55,000	55,851
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>3,761,266</b>	<b>3,272,619</b>	<b>2,423,000</b>	<b>3,250,351</b>
<b>NET COST OF ACTIVITY</b>	<b>(404,548)</b>	<b>168,704</b>	<b>418,429</b>	<b>2,436</b>

\*Transfer to rural local roads and bridges budget

**ECONOMIC DEVELOPMENT - BUDGET INFORMATION**

	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>REVENUE</b>				
GRANT INCOME/KIOSK RENTAL	10,831	11,156	11,490	11,835
<b>TOTAL OPERATING REVENUE</b>	<b>10,831</b>	<b>11,156</b>	<b>11,490</b>	<b>11,835</b>
<b>OPERATING EXPENDITURE</b>				
ECONOMIC DEVELOPMENT	10,000	10,000	10,000	10,000
EMPLOYMENT COSTS	82,486	84,796	87,170	89,611
TOURISM EXPENSES	59,122	54,934	55,758	61,594
<b>TOTAL OPERATING EXPENDITURE</b>	<b>151,608</b>	<b>149,730</b>	<b>152,928</b>	<b>161,205</b>
<b>NET COST OF ACTIVITY</b>	<b>(140,777)</b>	<b>(138,574)</b>	<b>(141,438)</b>	<b>(149,370)</b>

**DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION**

<b>DOMESTIC WASTE MANAGEMENT</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	898,806	916,782	935,118	953,820
<b>OPERATING EXPENDITURE</b>				
ADMINISTRATION	111,145	112,812	114,504	116,221
CONTRACTORS	305,870	310,458	315,115	319,842
LANDFILL COSTS	694,447	460,003	454,030	449,357
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,111,462</b>	<b>883,273</b>	<b>883,649</b>	<b>885,420</b>
<b>NET COST OF ACTIVITY</b>	<b>(212,656)</b>	<b>33,509</b>	<b>51,469</b>	<b>68,400</b>

**OTHER WASTE MANAGEMENT - BUDGET INFORMATION**

<b>OTHER WASTE MANAGEMENT</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	268,236	276,283	284,571	293,109
GATE FEES	284,350	312,785	344,064	378,470
HIRE AND HAULAGE FEES	2,137	2,201	2,266	2,335
RECYCLING INCOME	59,144	60,918	62,746	64,628
EPA GRANT INCOME	65,700	67,671	69,701	71,792
DOMESTIC WASTE SHARE OF COSTS	694,447	460,003	454,030	449,357
<b>TOTAL OPERATING REVENUE</b>	<b>1,374,014</b>	<b>1,179,861</b>	<b>1,217,378</b>	<b>1,259,691</b>
<b>OPERATING EXPENDITURE</b>				
EPA LEVY/LICENSES	233,922	240,881	248,048	255,429
LANDFILL COSTS	545,807	557,358	569,180	581,779
TRANSFER STATION COSTS	252,696	192,298	196,466	200,733
NORTH EAST WASTE FORUM	10,404	10,560	10,718	10,879
INTEREST EXPENSE	12,268	11,155	9,842	8,589
<b>TOTAL OPERATING COSTS</b>	<b>1,055,097</b>	<b>1,012,252</b>	<b>1,034,254</b>	<b>1,057,409</b>
<b>OPERATING RESULT</b>	<b>318,917</b>	<b>167,609</b>	<b>183,124</b>	<b>202,282</b>
<b>NON-CURRENT INCOME</b>				
CAPITAL GRANT INCOME	32,468	0	0	0
LOAN PROCEEDS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>32,468</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL EXPENDITURE</b>				
LOAN REPAYMENTS	25,420	26,533	27,846	29,099
IMPROVEMENTS	90,000	60,000	0	0
NEW CELLS CONSTRUCTION	15,000	0	28,942	0
REHABILITATION WORKS	475,000	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>605,420</b>	<b>86,533</b>	<b>56,788</b>	<b>29,099</b>
<b>NET COST OF ACTIVITY</b>	<b>(254,035)</b>	<b>81,076</b>	<b>126,336</b>	<b>173,183</b>

**STORMWATER - BUDGET INFORMATION**

<b>STORMWATER</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
INCOME	162,225	167,092	172,105	177,268
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	<b>162,225</b>	<b>167,092</b>	<b>172,105</b>	<b>177,268</b>
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	41,217	42,041	42,883	43,744
FLOODS DAMAGE RESTORATION	0	0	0	0
<b>TOTAL OPERATING COSTS</b>	<b>41,217</b>	<b>42,041</b>	<b>42,883</b>	<b>43,744</b>
<b>OPERATING RESULT</b>	<b>121,008</b>	<b>125,051</b>	<b>129,222</b>	<b>133,524</b>
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	3,524	3,617	3,713	3,811
GRANTS	40,000	0	160,000	40,000
<b>TOTAL NON-CURRENT INCOME</b>	<b>43,524</b>	<b>3,617</b>	<b>163,713</b>	<b>43,811</b>
<b>CAPITAL EXPENDITURE</b>				
STORMWATER WORKS	106,000	107,785	109,602	111,452
FLOOD MEASURES	50,000	0	200,000	50,000
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>156,000</b>	<b>107,785</b>	<b>309,602</b>	<b>161,452</b>
<b>NET COST OF ACTIVITY</b>	<b>8,532</b>	<b>20,883</b>	<b>(16,667)</b>	<b>15,883</b>

**URBAN AND ASSETS ADMINISTRATION**

<b>ENGINEERING ADMINISTRATION</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	266,189	273,414	280,837	288,465
OTHER	10,017	10,167	10,320	10,475
RECOVERIES	(207,571)	(210,684)	(213,844)	(217,052)
<b>TOTAL OPERATING COSTS</b>	<b>68,635</b>	<b>72,897</b>	<b>77,313</b>	<b>81,888</b>
<b>NET COST OF ACTIVITY</b>	<b>68,635</b>	<b>72,897</b>	<b>77,313</b>	<b>81,888</b>

**WATER SUPPLIES - BUDGET INFORMATION**

<b>WATER SUPPLIES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,401,854	1,471,947	1,545,544	1,622,821
LIRS SUBSIDY	53,740	48,777	42,932	37,367
<b>TOTAL OPERATING REVENUE</b>	<b>1,455,594</b>	<b>1,520,724</b>	<b>1,588,476</b>	<b>1,660,188</b>
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	305,086	309,662	314,307	319,021
MAINS	152,003	155,137	158,341	161,619
RESERVOIRS	29,037	29,577	30,127	30,689
RAW WATER	218,600	222,815	227,119	231,515
TREATMENT	450,444	458,749	467,222	475,867
INTEREST	82,094	74,783	66,337	58,188
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,237,264</b>	<b>1,250,723</b>	<b>1,263,453</b>	<b>1,276,899</b>
<b>OPERATING RESULT</b>	<b>218,330</b>	<b>270,001</b>	<b>325,023</b>	<b>383,289</b>
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	4,092	4,200	4,311	4,426
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>4,092</b>	<b>4,200</b>	<b>4,311</b>	<b>4,426</b>
<b>CAPITAL EXPENDITURE</b>				
UNSUBSIDISED WORKS/REPLACEMENTS	645,000	219,200	223,490	227,873
LOAN PAYMENTS	187,660	194,972	203,418	211,567
SUBSIDISED WORKS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>832,660</b>	<b>414,172</b>	<b>426,908</b>	<b>439,440</b>
<b>NET COST OF ACTIVITY</b>	<b>(610,238)</b>	<b>(139,971)</b>	<b>(97,574)</b>	<b>(51,725)</b>



**SEWERAGE SUPPLIES BUDGET INFORMATION**

<b>SEWERAGE SUPPLIES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,289,186	1,340,753	1,407,791	1,478,181
OTHER	6,591	6,789	6,993	7,203
<b>TOTAL OPERATING REVENUE</b>	<b>1,295,777</b>	<b>1,347,542</b>	<b>1,414,784</b>	<b>1,485,384</b>
<b>OPERATING EXPENDITURE</b>				
MANAGEMENT	285,354	283,262	277,360	291,521
MAINS	79,223	80,823	82,459	84,130
PUMPING STATIONS	142,484	145,451	148,487	151,591
TREATMENT	450,640	459,761	469,085	478,616
INTEREST	65,698	63,828	62,373	61,152
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,023,399</b>	<b>1,033,125</b>	<b>1,039,764</b>	<b>1,067,010</b>
<b>OPERATING RESULT</b>	<b>272,378</b>	<b>314,417</b>	<b>375,020</b>	<b>418,374</b>
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	1,098	1,127	1,157	1,188
GRANTS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	<b>1,098</b>	<b>1,127</b>	<b>1,157</b>	<b>1,188</b>
<b>CAPITAL EXPENDITURE</b>				
EXTENSIONS AND UPGRADES	0	215,000	0	0
UNSUBSIDISED WORKS/REPLACEMENTS	439,814	244,749	248,995	253,320
LOAN REPAYMENTS	17,539	19,411	20,864	22,085
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>457,353</b>	<b>479,160</b>	<b>269,859</b>	<b>275,405</b>
<b>NET COST OF ACTIVITY</b>	<b>(183,877)</b>	<b>(163,616)</b>	<b>106,318</b>	<b>144,157</b>

**ENVIRONMENTAL HEALTH - BUDGET INFORMATION**

<b>ENVIRONMENTAL HEALTH</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
LICENCES & INSPECTIONS	13,476	22,625	23,304	24,003
ON SITE MANAGEMENT FEES	115,000	118,450	122,004	125,664
FEASIBILITY COST RECOUP	16,131	0	0	0
ABANDONED VEHICLES	718	728	739	750
<b>TOTAL OPERATING REVENUE</b>	<b>145,325</b>	<b>141,803</b>	<b>146,047</b>	<b>150,417</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	241,442	247,876	254,485	261,275
NOXIOUS WEEDS (FNCCC)	125,201	127,079	128,985	130,920
ON SITE MANAGEMENT SYSTEMS	102,613	104,153	105,715	107,301
SUNDRIES	10,899	11,063	11,228	11,397
RECOVERIES	(93,704)	(95,109)	(96,536)	(97,984)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>386,451</b>	<b>395,062</b>	<b>403,877</b>	<b>412,909</b>
<b>CAPITAL EXPENDITURE</b>				
SEWER FEASIBILITY STUDY	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF ACTIVITY</b>	<b>(241,126)</b>	<b>(253,259)</b>	<b>(257,830)</b>	<b>(262,492)</b>

**TOWN PLANNING - BUDGET INFORMATION**

<b>TOWN PLANNING</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
FEES & CHARGES	128,216	132,063	136,025	140,105
<b>TOTAL OPERATING REVENUE</b>	<b>128,216</b>	<b>132,063</b>	<b>136,025</b>	<b>140,105</b>
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	276,216	283,714	291,419	299,336
LEGALS & CONSULTANTS	40,075	40,151	30,228	20,307
OTHER	31,513	31,985	32,465	32,952
RECOVERIES	(44,919)	(45,593)	(46,276)	(46,971)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>302,885</b>	<b>310,257</b>	<b>307,836</b>	<b>305,624</b>
<b>NET COST OF ACTIVITY</b>	<b>(174,669)</b>	<b>(178,194)</b>	<b>(171,811)</b>	<b>(165,519)</b>

**BUILDING CONTROL - BUDGET INFORMATION**

<b>BUILDING CONTROL</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>	48,474	49,928	51,426	52,968
<b>OPERATING EXPENDITURE</b>				
BUILDING INSPECTIONS	80,870	82,083	83,314	84,564
<b>TOTAL OPERATING EXPENDITURE</b>	<b>80,870</b>	<b>82,083</b>	<b>83,314</b>	<b>84,564</b>
<b>NET COST OF ACTIVITY</b>	<b>(32,396)</b>	<b>(32,155)</b>	<b>(31,888)</b>	<b>(31,596)</b>

**REGULATORY CONTROL - BUDGET INFORMATION**

<b>REGULATORY CONTROL</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
OPERATING REVENUE	32,413	17,775	18,101	18,437
OPERATING EXPENDITURE	133,141	136,408	139,759	143,197
CAPITAL EXPENDITURE	8,000	0	0	0
<b>NET COST OF ACTIVITY</b>	<b>(108,728)</b>	<b>(118,633)</b>	<b>(121,658)</b>	<b>(124,760)</b>

**EMERGENCY SERVICES - BUDGET INFORMATION**

<b>EMERGENCY SERVICES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
OPERATING EXPENDITURE				
RATES & CHARGES	6,596	6,695	6,796	6,898
RFS CONTRIBUTIONS	142,905	145,048	147,224	149,433
TOWN BRIGADE CONTRIBUTION	21,600	21,924	22,253	22,587
SES CONTRIBUTION	29,275	29,714	30,159	30,612
<b>TOTAL OPERATING EXPENDITURE</b>	<b>200,376</b>	<b>203,381</b>	<b>206,432</b>	<b>209,530</b>
CAPITAL EXPENDITURE	0	0	0	0
<b>NET COST OF ACTIVITY</b>	<b>(200,376)</b>	<b>(203,381)</b>	<b>(206,432)</b>	<b>(209,530)</b>

**COMMUNITY SERVICES BUDGET INFORMATION**

<b>COMMUNITY SERVICES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
GOVERNMENT GRANTS	1,230	1,230	1,230	1,230
<b>TOTAL OPERATING REVENUE</b>	<b>1,230</b>	<b>1,230</b>	<b>1,230</b>	<b>1,230</b>
<b>OPERATING COSTS</b>				
EMPLOYMENT COSTS	63,674	65,418	67,211	69,053
OTHER	53,516	54,319	55,133	55,960
<b>TOTAL OPERATING COSTS</b>	<b>117,190</b>	<b>119,737</b>	<b>122,344</b>	<b>125,013</b>
<b>NET COST OF ACTIVITY</b>	<b>(115,960)</b>	<b>(118,507)</b>	<b>(121,114)</b>	<b>(123,783)</b>

**PRE SCHOOLS - BUDGET INFORMATION**

<b>PRE SCHOOLS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING EXPENDITURE</b>				
PRE SCHOOLS	25,025	25,400	25,781	26,168
<b>TOTAL OPERATING EXPENDITURE</b>	<b>25,025</b>	<b>25,400</b>	<b>25,781</b>	<b>26,168</b>
<b>CAPITAL EXPENDITURE</b>				
BUILDINGS	15,264	15,533	15,807	16,087
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>15,264</b>	<b>15,533</b>	<b>15,807</b>	<b>16,087</b>
<b>NET COST OF ACTIVITY</b>	<b>(40,289)</b>	<b>(40,933)</b>	<b>(41,588)</b>	<b>(42,255)</b>

**PUBLIC CEMETERIES BUDGET INFORMATION**

<b>PUBLIC CEMETERIES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>	94,083	96,905	99,812	102,807
<b>OPERATING EXPENDITURE</b>				
KYOGLE CEMETERY	83,042	84,688	86,371	88,090
KYOGLE LAWN CEMETERY	52,983	54,084	55,210	56,361
CEMETERIES ON CROWN RESERVES	1,080	1,104	1,129	1,154
OTHER CEMETERIES	17,467	17,827	18,195	18,572
<b>TOTAL OPERATING EXPENDITURE</b>	<b>154,572</b>	<b>157,703</b>	<b>160,905</b>	<b>164,177</b>
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS/RENEWALS	10,102	5,204	5,310	5,417
<b>NET COST OF ACTIVITY</b>	<b>(70,591)</b>	<b>(66,002)</b>	<b>(66,403)</b>	<b>(66,787)</b>

**PUBLIC LIBRARY - BUDGET INFORMATION**

<b>PUBLIC LIBRARY</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>	44,825	46,170	47,555	48,982
<b>OPERATING COSTS</b>				
REGIONAL LIBRARY CONTRIBUTIONS	351,717	356,993	362,348	367,783
KYOGLE LIBRARY EXPENSES,	52,225	53,009	53,804	54,611
<b>TOTAL OPERATING COSTS</b>	403,942	410,002	416,152	422,394
<b>CAPITAL COSTS</b>				
KYOGLE LIBRARY	25,648	26,313	26,997	27,698
<b>TOTAL CAPITAL COSTS</b>				
<b>NET COST OF ACTIVITY</b>	<b>(384,765)</b>	<b>(390,145)</b>	<b>(395,594)</b>	<b>(401,110)</b>

**COMMUNITY BUILDINGS - BUDGET INFORMATION**

<b>COMMUNITY BUILDINGS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>				
RENTAL INCOME	39,783	34,021	35,042	36,093
SALE OF GROVE HOUSE	0	210,000	0	0
<b>TOTAL OPERATING REVENUE</b>	39,783	244,021	35,042	36,093
<b>OPERATING EXPENDITURE</b>				
COUNCIL CHAMBERS	96,901	98,815	100,771	102,769
KMI HALL	85,533	87,337	89,184	91,073
GROVE HOUSE	6,993	0	0	0
VISITOR INFORMATION CENTRE	74,032	75,584	77,171	78,794
KYOGLE SENIORS CENTRE	8,082	8,242	8,407	8,575
BUILDINGS ON CROWN RESERVES	16,201	16,557	16,922	17,295
ADMIN CHARGES	15,490	15,722	15,958	16,197
<b>TOTAL OPERATING COSTS</b>	303,232	302,257	308,413	314,703
<b>OPERATING RESULT</b>	<b>(263,449)</b>	<b>(58,236)</b>	<b>(273,371)</b>	<b>(278,610)</b>
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	888	911	936	960
GRANTS	60,000	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	60,888	911	936	960
<b>CAPITAL EXPENDITURE</b>				
BUILDING IMPROVEMENTS	0	0	0	0
BUILDING RENEWALS	430,899	41,421	42,153	42,898
<b>TOTAL CAPITAL EXPENDITURE</b>	430,899	41,421	42,153	42,898
<b>NET COST OF ACTIVITY</b>	<b>(633,460)</b>	<b>(98,746)</b>	<b>(314,588)</b>	<b>(320,548)</b>

**SWIMMING POOLS - BUDGET INFORMATION**

<b>SWIMMING POOLS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>	135,966	140,045	144,247	148,574
<b>OPERATING EXPENDITURE</b>				
KYOGLE	368,628	377,257	385,845	394,643
BONALBO	85,603	87,604	89,655	91,758
WOODENBONG	91,810	93,978	96,200	98,479
<b>TOTAL OPERATING COSTS</b>	546,041	558,839	571,700	584,880
<b>OPERATING RESULT</b>	(410,075)	(418,794)	(427,453)	(436,306)
<b>CAPITAL EXPENDITURE</b>				
RENEWALS	40,704	41,421	42,153	42,898
IMPROVEMENTS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	40,704	41,421	42,153	42,898
<b>NET COST OF ACTIVITY</b>	<b>(450,779)</b>	<b>(460,215)</b>	<b>(469,606)</b>	<b>(479,204)</b>

**PARKS AND GARDENS - BUDGET INFORMATION**

<b>PARKS AND GARDENS</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
<b>OPERATING REVENUE</b>	0	0	0	0
<b>OPERATING EXPENDITURE</b>				
KYOGLE	186,809	190,766	194,814	198,956
VILLAGES	62,195	63,428	64,689	65,977
VILLAGE MAINTENANCE	33,000	33,495	33,997	34,507
ADMIN CHARGES	18,589	18,868	19,151	19,438
PUBLIC TOILETS	28,614	29,169	29,734	30,313
PARKS ON CROWN RESERVES	119,056	121,555	124,111	126,726
TOWN ENTRANCES	43,713	44,647	45,603	46,582
<b>TOTAL OPERATING COSTS</b>	491,976	501,928	512,099	522,499
<b>OPERATING RESULT</b>	(491,976)	(501,928)	(512,099)	(522,499)
<b>CAPITAL INCOME</b>				
DEVELOPER CONTRIBUTIONS	14,556	14,941	15,337	15,744
GRANTS	0	0	0	0
<b>TOTAL CAPITAL INCOME</b>	14,556	14,941	15,337	15,744
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS	0	0	0	0
RENEWALS	40,704	41,421	42,153	42,898
<b>TOTAL CAPITAL EXPENDITURE</b>	40,704	41,421	42,153	42,898
<b>NET COST OF ACTIVITY</b>	<b>(518,124)</b>	<b>(528,408)</b>	<b>(538,915)</b>	<b>(549,653)</b>

**CROWN RESERVES - BUDGET INFORMATION**

<b>CROWN RESERVES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
OPERATING INCOME	562	579	597	614
OPERATING EXPENDITURE	9,035	9,185	9,338	9,493
<b>NET COST OF ACTIVITY</b>	<b>(8,473)</b>	<b>(8,606)</b>	<b>(8,741)</b>	<b>(8,879)</b>

**ART AND CULTURE SERVICES BUDGET INFORMATION**

<b>ART AND CULTURE SERVICES</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
OPERATING REVENUE	3,382	3,484	3,588	3,696
OPERATING EXPENDITURE				
EMPLOYMENT COSTS	45,124	46,387	47,686	49,022
OTHER COSTS	38,834	39,042	14,253	14,466
<b>TOTAL OPERATING COSTS</b>	<b>83,958</b>	<b>85,429</b>	<b>61,939</b>	<b>63,488</b>
<b>NET COST OF ACTIVITY</b>	<b>(80,576)</b>	<b>(81,945)</b>	<b>(58,351)</b>	<b>(59,792)</b>

# Long Term Financial Plan (LTFT)









**20 YEAR LONG TERM FINANCIAL PLAN  
BALANCE SHEET**

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		
<b>ASSETS</b>																					
<b>Current Assets</b>																					
Cash and Cash Equivalents	17,641,583	20,862,903	16,992,140	14,842,572	13,576,964	12,673,590	11,631,178	11,269,473	10,517,472	9,158,588	8,756,542	9,551,891	10,296,618	11,259,824	12,893,937	14,562,356	16,416,784	18,304,047	20,193,632		
Receivables	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873	4,364,873		
Inventories	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930	2,048,930		
Total Current Assets	<b>24,055,386</b>	<b>27,276,706</b>	<b>23,405,943</b>	<b>21,256,375</b>	<b>19,990,767</b>	<b>19,087,393</b>	<b>18,044,981</b>	<b>17,683,276</b>	<b>16,931,275</b>	<b>15,572,391</b>	<b>15,170,345</b>	<b>15,965,694</b>	<b>16,710,421</b>	<b>17,673,627</b>	<b>19,307,740</b>	<b>20,976,159</b>	<b>22,830,587</b>	<b>24,717,850</b>	<b>26,607,435</b>		
<b>Non-Current Assets</b>																					
Infrastructure, Property, Plant & Equipment	362,101,960	381,339,867	394,937,148	407,285,902	419,785,881	432,046,897	445,221,315	458,150,125	472,021,342	488,344,299	504,129,568	520,267,331	537,249,919	554,299,383	570,697,863	587,514,227	604,602,783	622,171,514	640,915,632		
Total Non-Current Assets	<b>362,101,960</b>	<b>381,339,867</b>	<b>394,937,148</b>	<b>407,285,902</b>	<b>419,785,881</b>	<b>432,046,897</b>	<b>445,221,315</b>	<b>458,150,125</b>	<b>472,021,342</b>	<b>488,344,299</b>	<b>504,129,568</b>	<b>520,267,331</b>	<b>537,249,919</b>	<b>554,299,383</b>	<b>570,697,863</b>	<b>587,514,227</b>	<b>604,602,783</b>	<b>622,171,514</b>	<b>640,915,632</b>		
<b>TOTAL ASSETS</b>	<b>386,157,345</b>	<b>408,616,573</b>	<b>418,343,091</b>	<b>428,542,277</b>	<b>439,776,648</b>	<b>451,134,289</b>	<b>463,266,297</b>	<b>475,833,401</b>	<b>488,952,618</b>	<b>503,916,690</b>	<b>519,299,913</b>	<b>536,233,026</b>	<b>553,960,340</b>	<b>571,973,010</b>	<b>590,005,603</b>	<b>608,490,387</b>	<b>627,433,371</b>	<b>646,889,364</b>	<b>667,523,067</b>		
<b>LIABILITIES</b>																					
<b>Current Liabilities</b>																					
Payables	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489	2,043,489		
Borrowings	1,097,954	1,135,346	1,174,501	1,213,938	1,255,436	1,298,160	1,341,860	1,387,873	1,435,207	1,483,665	1,532,443	1,581,857	1,631,916	1,682,626	1,733,992	1,786,017	1,838,706	1,892,064	1,946,095	64,355	
Provisions	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	1,695,537		
Total Current Liabilities	<b>4,836,980</b>	<b>4,874,372</b>	<b>4,913,527</b>	<b>4,952,964</b>	<b>4,994,462</b>	<b>5,037,186</b>	<b>5,080,886</b>	<b>5,126,899</b>	<b>5,174,233</b>	<b>4,937,691</b>	<b>3,796,869</b>	<b>3,799,805</b>	<b>3,791,652</b>	<b>3,784,956</b>	<b>3,788,294</b>	<b>3,791,912</b>	<b>3,795,962</b>	<b>3,800,104</b>	<b>3,803,381</b>		
<b>Non-Current Liabilities</b>																					
Payables	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399	137,399		
Borrowings	2,142,312	11,006,966	9,832,465	8,618,527	7,363,091	6,064,931	4,723,071	3,335,198	1,899,991	701,326	643,483	582,704	530,078	484,148	434,880	381,994	325,058	263,980	199,625		
Provisions - LSL	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	140,969		
Provisions - Remediation & Restoration	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	1,545,858		
Total Non-Current Liabilities	<b>3,966,538</b>	<b>12,831,192</b>	<b>11,656,691</b>	<b>10,442,753</b>	<b>9,187,317</b>	<b>7,889,157</b>	<b>6,547,297</b>	<b>5,159,424</b>	<b>3,724,217</b>	<b>2,525,552</b>	<b>2,467,709</b>	<b>2,406,930</b>	<b>2,354,304</b>	<b>2,308,374</b>	<b>2,259,106</b>	<b>2,206,220</b>	<b>2,149,284</b>	<b>2,088,206</b>	<b>2,023,851</b>		
<b>TOTAL LIABILITIES</b>	<b>8,803,518</b>	<b>17,705,564</b>	<b>16,570,218</b>	<b>15,395,717</b>	<b>14,181,779</b>	<b>12,926,343</b>	<b>11,628,183</b>	<b>10,286,323</b>	<b>8,898,450</b>	<b>7,463,243</b>	<b>6,264,578</b>	<b>6,206,735</b>	<b>6,145,956</b>	<b>6,093,330</b>	<b>6,047,400</b>	<b>5,998,132</b>	<b>5,945,246</b>	<b>5,888,310</b>	<b>5,827,232</b>		
<b>Net Assets</b>	<b>377,353,827</b>	<b>390,911,009</b>	<b>401,772,873</b>	<b>413,146,560</b>	<b>425,594,869</b>	<b>438,207,946</b>	<b>451,638,114</b>	<b>465,547,078</b>	<b>480,054,168</b>	<b>496,453,447</b>	<b>513,035,335</b>	<b>530,026,291</b>	<b>547,814,384</b>	<b>565,879,680</b>	<b>583,958,203</b>	<b>602,492,255</b>	<b>621,488,125</b>	<b>641,001,054</b>	<b>661,695,835</b>		
<b>EQUITY</b>																					
Retained Earnings	150,906,883	155,411,515	156,739,883	158,240,141	160,506,302	162,624,732	165,253,727	168,032,158	171,085,496	175,684,241	180,057,522	184,445,238	189,226,648	193,860,696	198,081,734	202,348,340	206,656,354	211,054,214	216,194,707		
Revaluation Reserves	226,446,944	235,499,493	245,032,990	254,906,419	265,088,566	275,583,213	286,384,386	297,514,919	308,968,672	320,769,205	332,977,813	345,581,052	358,587,735	372,018,983	385,876,468	400,143,914	414,831,770	429,946,840	445,501,128		
Total Equity	<b>377,353,827</b>	<b>390,911,008</b>	<b>401,772,873</b>	<b>413,146,560</b>	<b>425,594,868</b>	<b>438,207,945</b>	<b>451,638,113</b>	<b>465,547,077</b>	<b>480,054,167</b>	<b>496,453,447</b>	<b>513,035,335</b>	<b>530,026,290</b>	<b>547,814,383</b>	<b>565,879,679</b>	<b>583,958,202</b>	<b>602,492,254</b>	<b>621,488,124</b>	<b>641,001,054</b>	<b>661,695,835</b>		

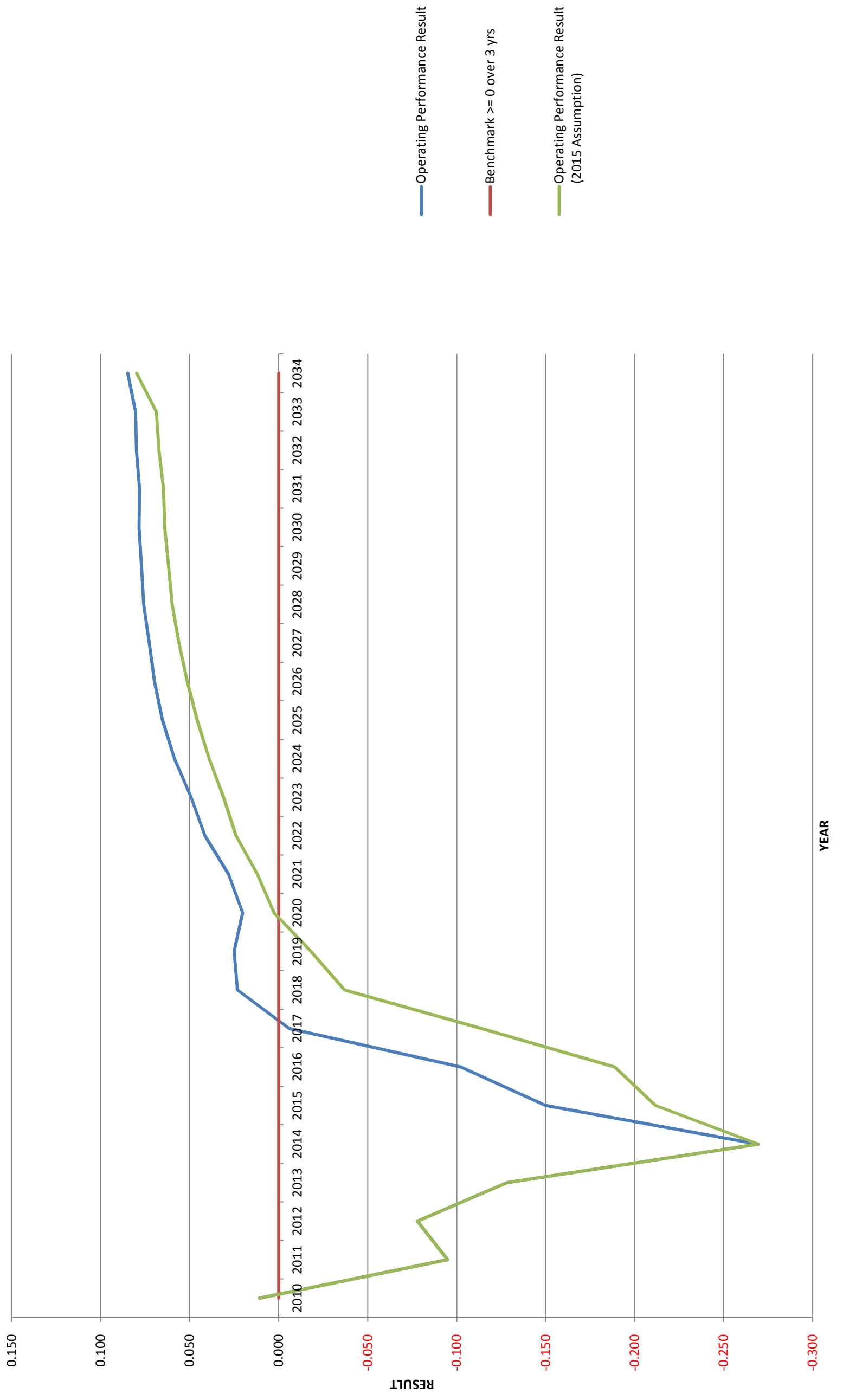
**20 YEAR LONG TERM FINANCIAL PLAN  
STATEMENT OF CASH FLOWS**

	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>																						
Receipts																						
Rates and Annual Charges	8,359,211	8,796,786	9,223,244	9,682,188	10,165,048	10,452,343	10,730,902	11,017,709	11,313,041	11,615,818	11,912,612	12,193,968	12,482,031	12,776,963	13,079,929	13,379,475	13,687,011	14,001,701	14,323,715			
User Charges and Fees	5,216,068	5,290,832	5,679,762	5,672,726	5,884,849	6,106,669	6,294,680	6,488,594	6,688,603	6,891,300	7,096,984	7,303,700	7,516,477	7,735,494	7,960,933	8,191,080	8,427,949	8,671,737	8,922,647			
Investment Interest and Revenue	414,875	291,086	356,756	300,761	271,619	256,605	247,135	302,411	306,530	286,075	263,767	252,188	275,094	296,543	324,283	371,345	419,396	472,803	527,157			
Grants and Contributions (Operating)	7,657,180	8,089,204	6,535,573	6,727,955	6,926,822	7,126,390	7,331,190	7,542,068	7,759,281	7,982,200	8,213,271	8,456,126	8,706,210	8,963,736	9,228,928	9,501,784	9,782,759	10,072,095	10,370,041			
Grants and Contributions (Capital)	9,455,453	3,360,201	1,000,176	1,287,874	1,426,246	1,195,607	1,390,987	1,267,415	1,304,922	2,703,541	2,358,305	2,249,248	2,451,404	2,334,809	1,779,502	1,760,519	1,647,900	1,696,687	1,971,919			
Other	819,664	163,187	216,730	135,644	214,232	211,657	196,959	248,638	291,325	218,578	237,907	244,586	251,453	258,510	268,768	273,157	280,753	288,560	296,585			
Payments																						
Cost of Services	(15,336,630)	(13,978,899)	(14,066,801)	(14,552,610)	(14,727,041)	(15,191,428)	(15,376,239)	(15,750,807)	(16,119,236)	(16,450,436)	(16,897,533)	(17,315,017)	(17,686,843)	(18,296,137)	(18,755,791)	(19,315,372)	(19,802,847)	(20,425,645)	(20,640,180)			
Borrowing Costs (interest only)	(168,744)	(463,390)	(426,000)	(386,844)	(347,406)	(305,908)	(263,185)	(219,485)	(173,472)	(126,137)	(80,187)	(50,344)	(47,408)	(43,087)	(37,307)	(33,969)	(30,351)	(26,301)	(22,159)			
<b>Net Cash provided (or used in ) Operating Activities</b>	<b>16,416,077</b>	<b>11,549,008</b>	<b>8,519,439</b>	<b>8,867,693</b>	<b>9,814,370</b>	<b>9,851,934</b>	<b>10,552,428</b>	<b>10,896,542</b>	<b>11,370,995</b>	<b>13,120,940</b>	<b>13,105,126</b>	<b>13,334,455</b>	<b>13,948,417</b>	<b>14,026,831</b>	<b>13,845,244</b>	<b>14,128,019</b>	<b>14,412,570</b>	<b>14,751,636</b>	<b>15,749,724</b>			
<b>Cash Flows from Investing Activities</b>																						
Receipts																						
Sale of Infrastructure, Property, Plant and Equipment	394,655	274,125	466,875	206,250	423,750	403,125	348,750	493,125	610,125	384,375	435,000	448,050	461,492	475,336	489,596	504,284	519,413	534,995	551,045			
Payments																						
Purchase of Infrastructure, Property, Plant and Equipment	(19,917,312)	(17,503,859)	(11,721,731)	(10,049,011)	(10,289,791)	(9,902,997)	(10,645,429)	(10,409,513)	(11,345,247)	(13,428,992)	(12,743,507)	(12,929,313)	(13,604,403)	(13,486,336)	(12,654,796)	(12,914,617)	(13,024,668)	(13,342,433)	(14,350,106)			
<b>Net Cash provided (or used in ) Investing Activities</b>	<b>(19,522,657)</b>	<b>(17,229,734)</b>	<b>(11,254,856)</b>	<b>(9,842,761)</b>	<b>(9,866,041)</b>	<b>(9,499,872)</b>	<b>(10,296,679)</b>	<b>(9,916,388)</b>	<b>(10,735,122)</b>	<b>(13,044,617)</b>	<b>(12,308,507)</b>	<b>(12,481,263)</b>	<b>(13,142,911)</b>	<b>(13,011,000)</b>	<b>(12,165,200)</b>	<b>(12,410,333)</b>	<b>(12,505,256)</b>	<b>(12,807,438)</b>	<b>(13,799,061)</b>			
<b>Cash Flows from Financing Activities</b>																						
Receipts																						
Proceeds from Borrowings	0	10,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Payments																						
Repayment of Borrowings and Advances	(209,664)	(1,097,954)	(1,135,346)	(1,174,501)	(1,213,938)	(1,255,436)	(1,298,160)	(1,341,860)	(1,387,873)	(1,435,207)	(1,198,665)	(57,843)	(60,779)	(52,626)	(45,930)	(49,268)	(52,886)	(56,936)	(61,078)			
<b>Net Cash provided (or used in ) Financing Activities</b>	<b>(209,664)</b>	<b>8,902,046</b>	<b>(1,135,346)</b>	<b>(1,174,501)</b>	<b>(1,213,938)</b>	<b>(1,255,436)</b>	<b>(1,298,160)</b>	<b>(1,341,860)</b>	<b>(1,387,873)</b>	<b>(1,435,207)</b>	<b>(1,198,665)</b>	<b>(57,843)</b>	<b>(60,779)</b>	<b>(52,626)</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>(3,316,245)</b>	<b>3,221,320</b>	<b>(3,870,763)</b>	<b>(2,149,568)</b>	<b>(1,265,609)</b>	<b>(903,374)</b>	<b>(1,042,411)</b>	<b>(361,706)</b>	<b>(752,000)</b>	<b>(1,358,884)</b>	<b>(402,047)</b>	<b>795,350</b>	<b>744,727</b>	<b>963,205</b>	<b>1,634,114</b>	<b>1,668,419</b>	<b>1,854,428</b>	<b>1,887,263</b>	<b>1,889,585</b>			
<b>Cash and Cash Equivalents at start of year</b>	<b>20,957,827</b>	<b>17,641,583</b>	<b>20,862,903</b>	<b>16,992,140</b>	<b>14,842,572</b>	<b>13,576,964</b>	<b>12,673,590</b>	<b>11,631,178</b>	<b>11,269,473</b>	<b>10,517,473</b>	<b>9,158,588</b>	<b>8,756,542</b>	<b>8,756,542</b>	<b>9,551,891</b>	<b>10,296,618</b>	<b>11,259,824</b>	<b>12,893,937</b>	<b>14,562,356</b>	<b>16,416,784</b>	<b>18,304,047</b>		
<b>Cash and Cash Equivalents - end of year</b>	<b>17,641,582</b>	<b>20,862,903</b>	<b>16,992,140</b>	<b>14,842,572</b>	<b>13,576,963</b>	<b>12,673,589</b>	<b>11,631,179</b>	<b>11,269,473</b>	<b>10,517,473</b>	<b>9,158,588</b>	<b>8,756,541</b>	<b>9,551,891</b>	<b>10,296,618</b>	<b>11,259,824</b>	<b>12,893,937</b>	<b>14,562,356</b>	<b>16,416,785</b>	<b>18,304,047</b>	<b>20,193,632</b>			
Projected Bank Balances	17,641,583	20,862,903	16,992,140	14,842,572	13,576,964	12,673,590	11,631,178	11,269,473	10,517,472	9,158,588	8,756,542	9,551,891	10,296,618	11,259,824	12,893,937	14,562,356	16,416,784	18,304,047	20,193,632			

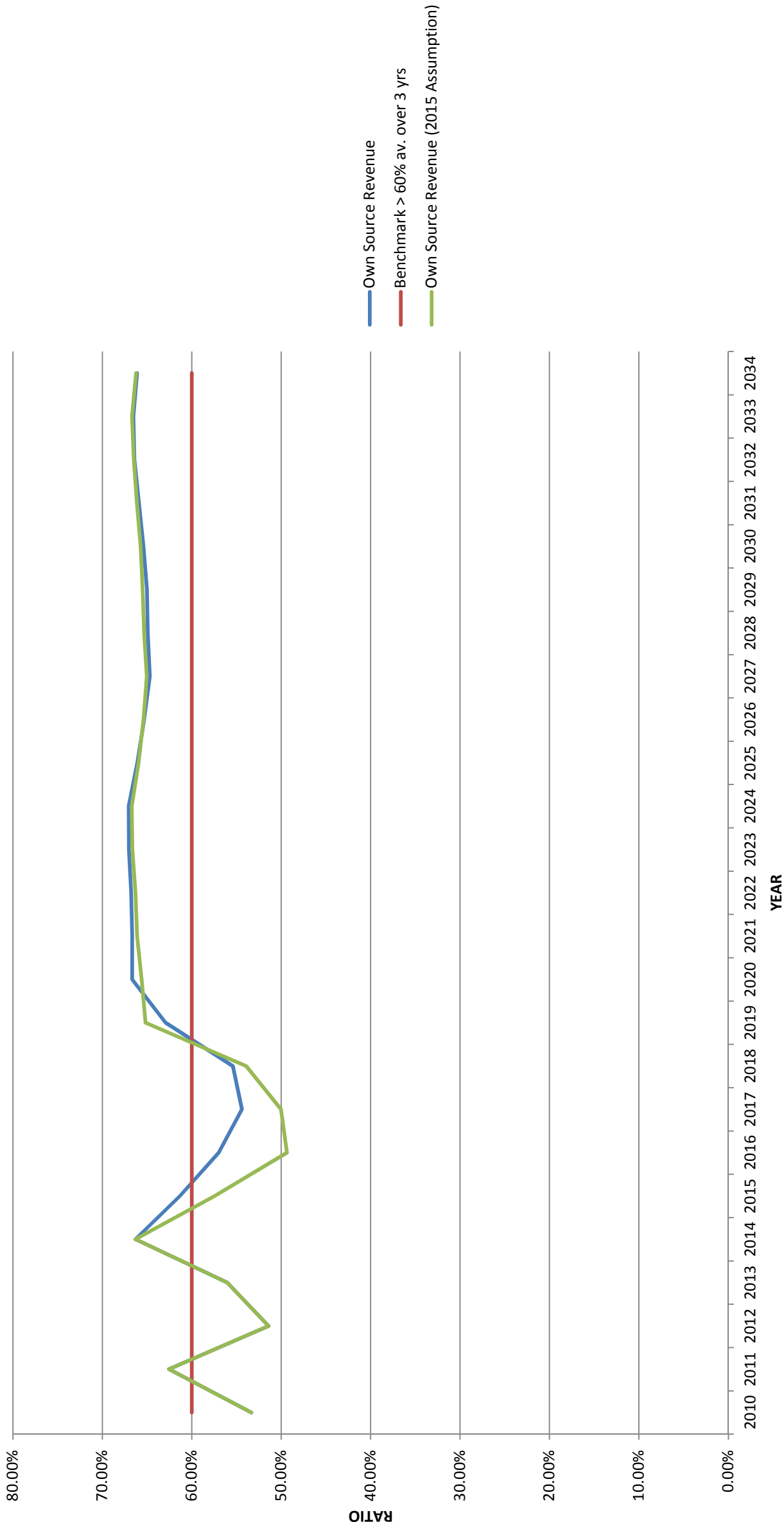
**20 YEAR LONG TERM FINANCIAL PLAN  
ASSUMPTIONS**

	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%	5.50%	5.50%	5.50%	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%	6.70%	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	\$3,898,162	\$4,159,339	\$4,284,119	\$4,412,643	\$4,545,022	\$4,681,373	\$4,821,814	\$4,966,468	\$5,115,462	\$5,268,926	\$5,426,994	\$5,589,804	\$5,757,498	\$5,930,223	\$6,108,129	\$6,291,373	\$6,480,114	\$6,674,518
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%
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%	3.00%	3.00%	3.00%	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	\$177,682	\$181,240	\$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	\$702,500	\$1,719,500	\$0	\$100,000	\$328,000	\$106,090	\$109,273	\$112,551	\$115,927	\$344,405	\$122,987	\$126,677	\$130,477	\$134,392	\$363,423	\$142,576	\$146,853	\$151,259	\$380,797
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	\$399,500	\$154,500	\$318,270	\$327,818	\$337,653	\$347,782	\$358,216	\$368,962	\$380,031	\$391,432	\$403,175	\$415,270	\$427,728	\$440,560	\$453,777	\$467,390	\$481,412	\$495,854	\$510,730
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	\$27,210	\$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	\$50,000	\$1,050,000	\$0	\$0	\$0	\$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%
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%

# OPERATING PERFORMANCE RATIO - ALL FUNDS

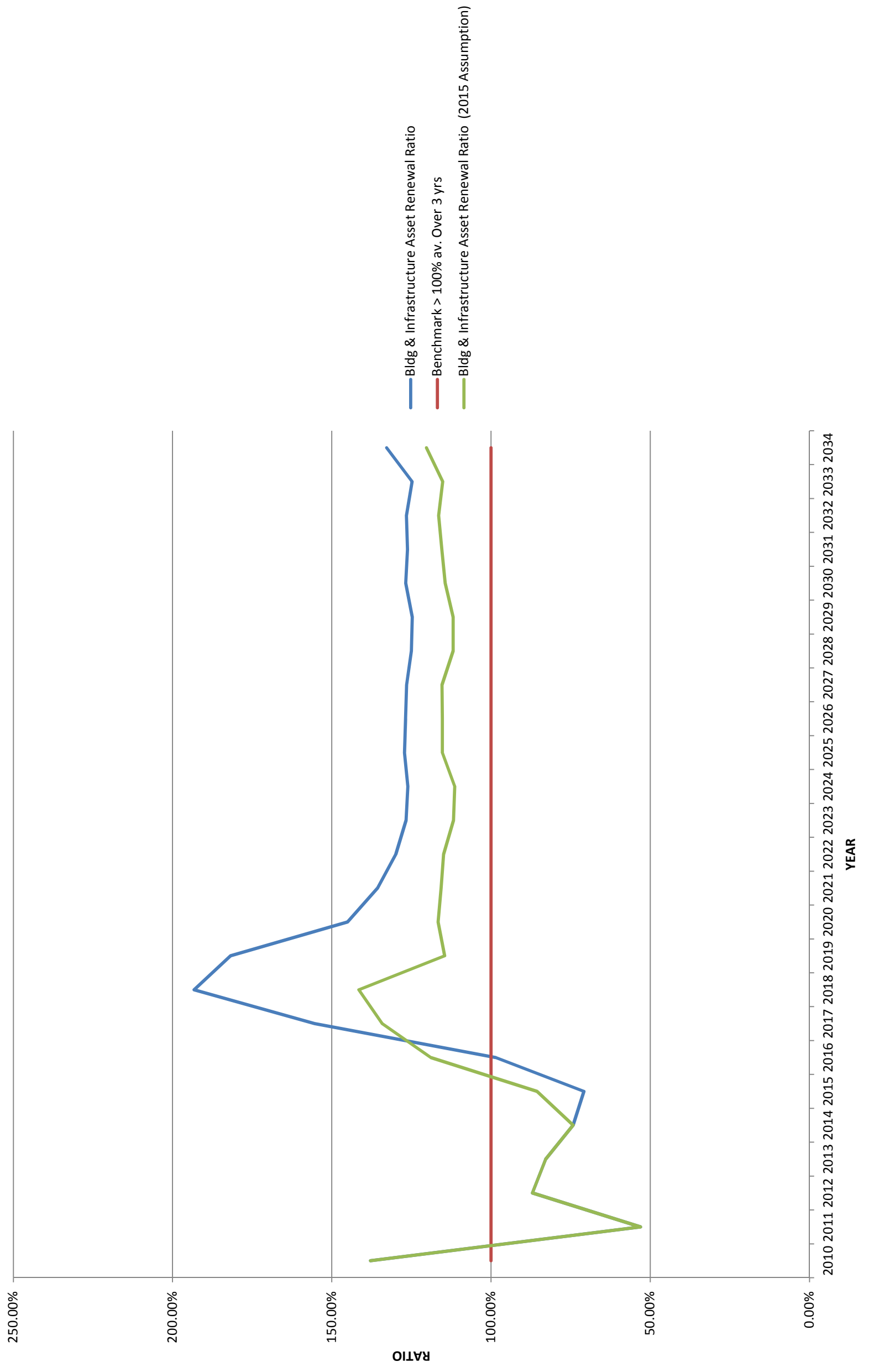


# OWN SOURCE REVENUE - ALL FUNDS

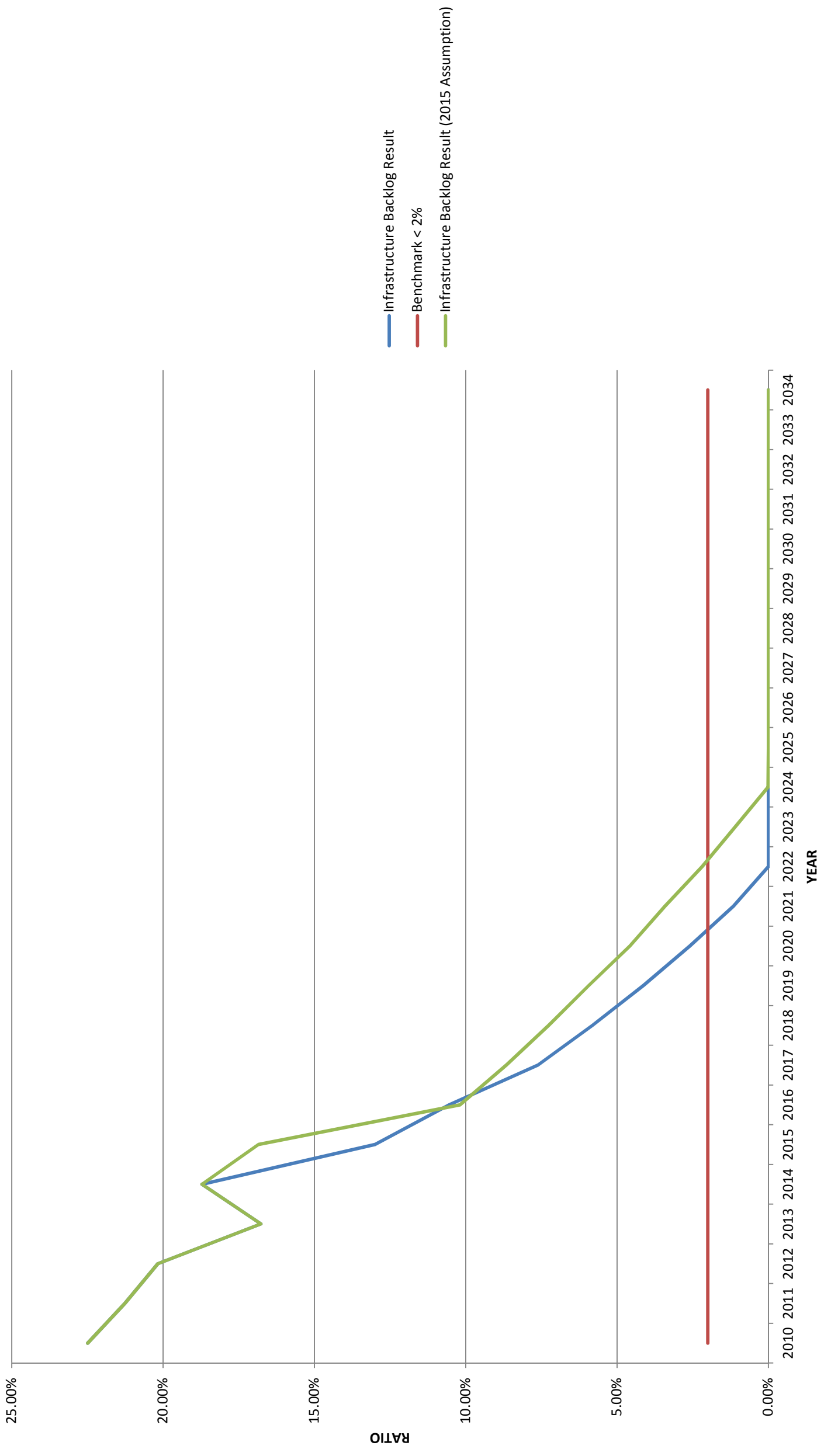




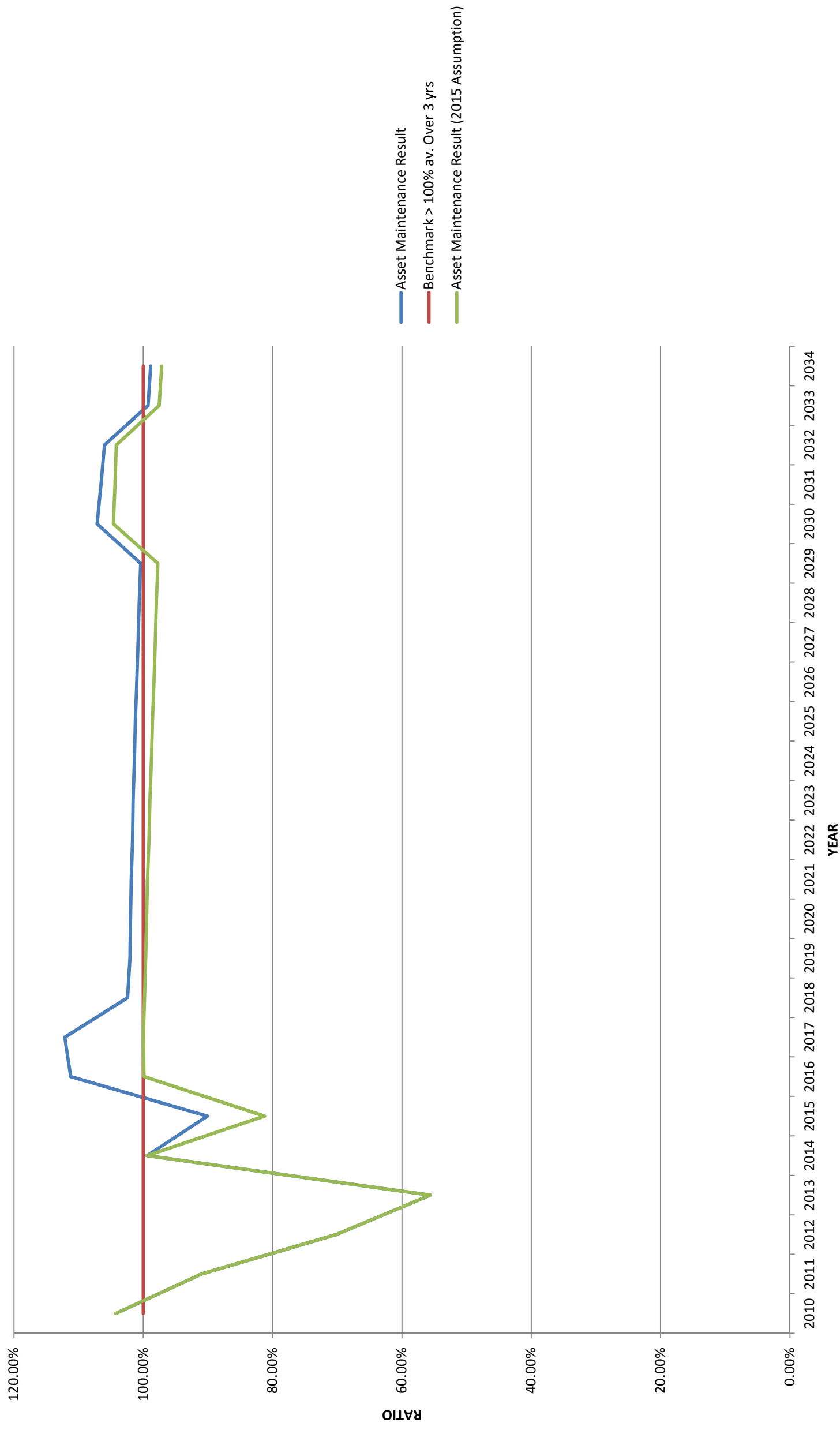
# BUILDING & INFRASTRUCTURE ASSET RENEWAL RATIO - ALL FUNDS



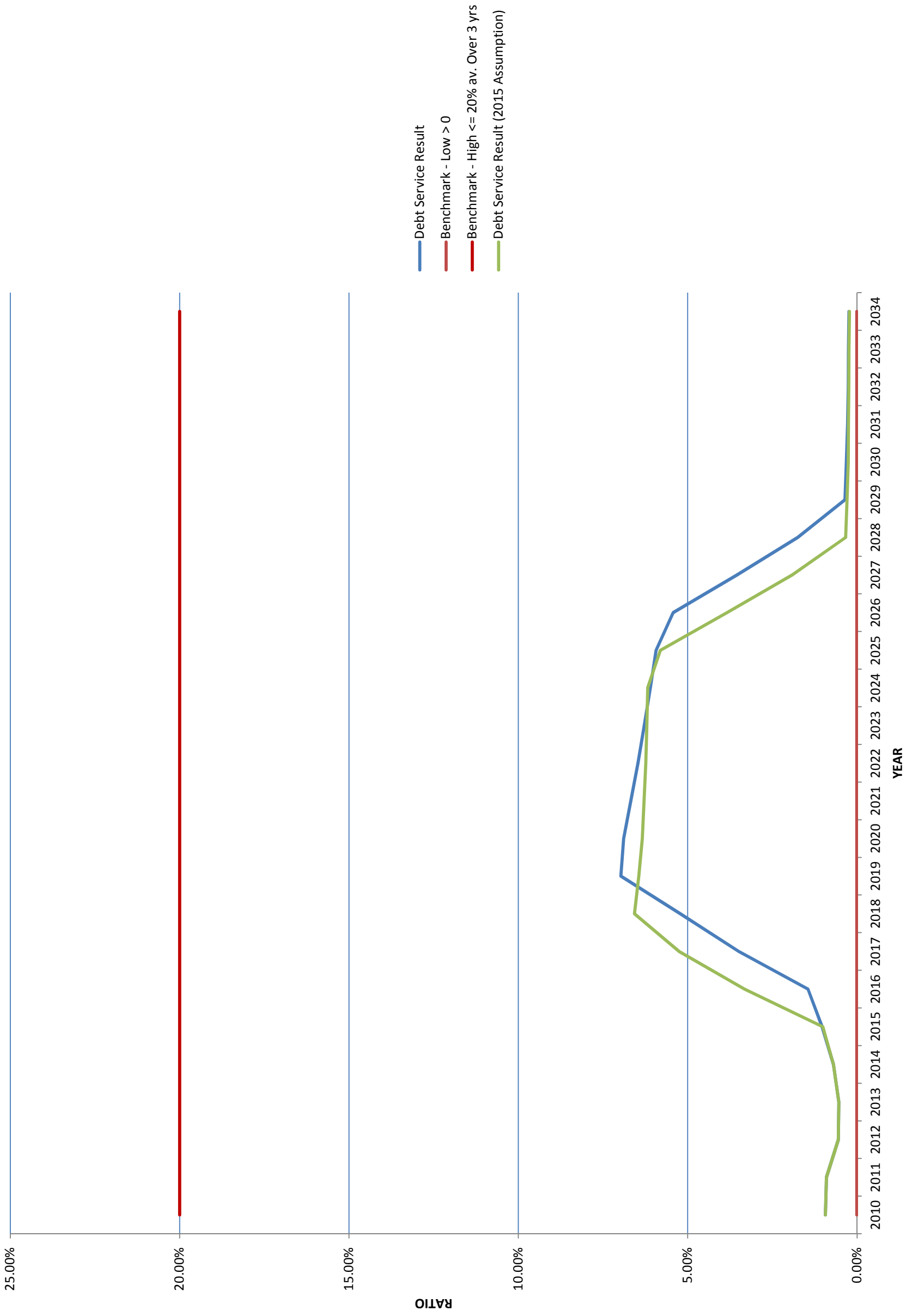
# INFRASTRUCTURE BACKLOG RATIO - ALL FUNDS



# MAINTENANCE RATIO - ALL FUNDS



# DEBT SERVICE RATIO - ALL FUNDS



## REAL OPERATING EXPENDITURE PER CAPITA- ALL FUNDS

