



KYOGLE COUNCIL

DRAFT

OPERATIONAL PLAN

2020/2021

DELIVERY PROGRAM

2020/2024





Kyogle Council

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Vision, Mission, & Values

COMMUNITY VISION

Working together to balance Environment, Lifestyle, and Opportunity.

OUR MISSION

To meet the challenges of our unique and diverse region

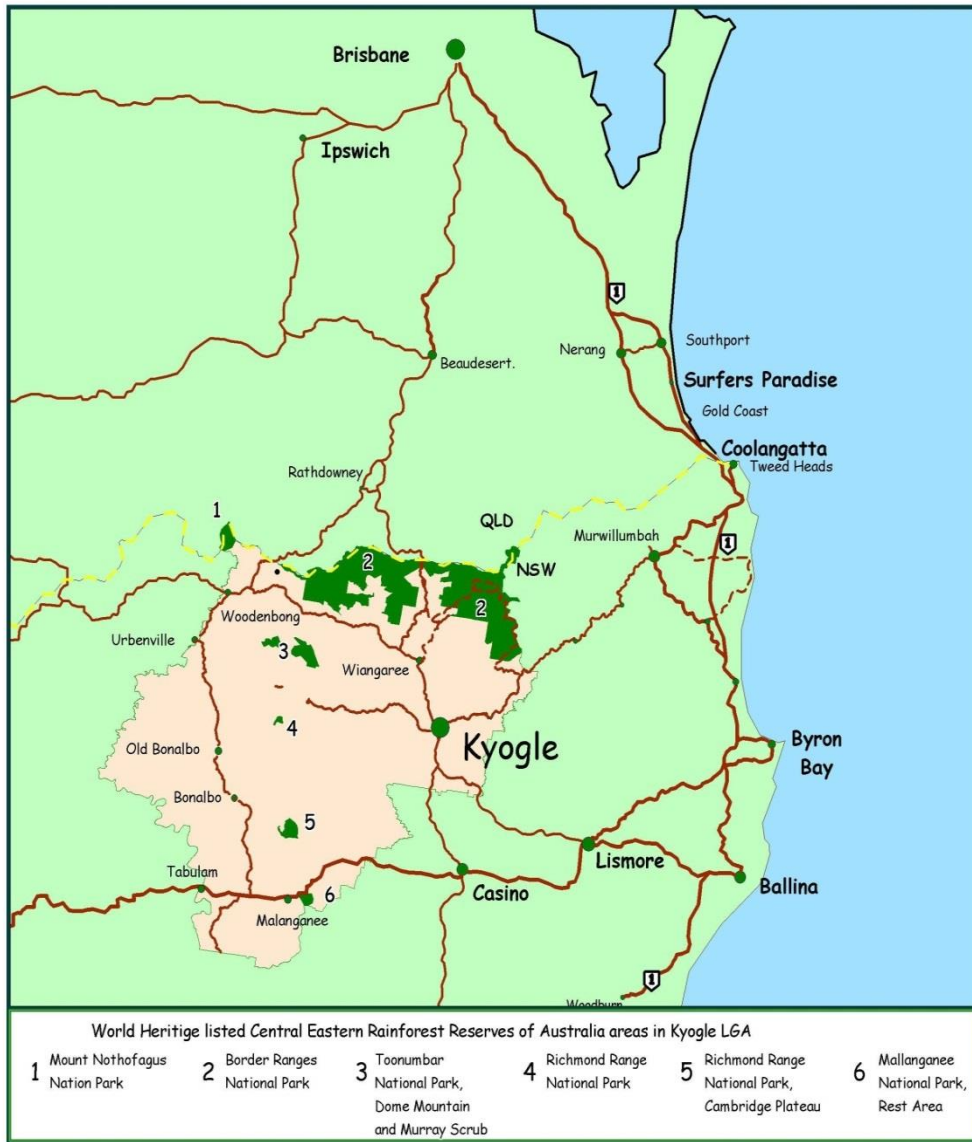
OUR VALUES

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

The Kyogle Council Area

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

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



Councillors

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



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

Revenue Policy/ Pricing Methodology

Ordinary Rates

The total area of Kyogle Council is 358,900 Ha. This is made up of 262,735 Ha of rateable land and 96,165 Ha of non-rateable land. Of this non-rateable land 92,554 Ha (26% of the total area) is owned or controlled by State Forests and National Parks.

Council's ability to raise revenue is restricted by State Government "rate pegging." The Minister for Local Government announces the maximum permissible increase in rates each year, as determined by the Independent Pricing and Regulatory Tribunal (IPART). For the 2020/2021 financial year Kyogle Council rates will increase by 2.6% as determined by the IPART.

Ordinary Rates applying for the financial period 2020/2021 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	BASE CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)	BASE CHARGE YIELD (\$)	BASE CHARGE YIELD (%)
FARMLAND	832,756,960	1,789	280.00	0.356101	3,466,376	500,920	14.45%
RESIDENTIAL	58,439,070	837	280.00	0.491159	521,389	287,029	44.95%
RESIDENTIAL-KYOGLE	127,739,590	1,271	300.00	1.022002	1,686,801	381,300	22.60%
RURAL RESIDENTIAL	210,412,010	1,071	280.00	0.504962	1,362,381	299,880	22.01%
BUSINESS	7,475,900	97	280.00	0.472612	62,492	27,160	43.46%
BUSINESS-KYOGLE	21,086,620	122	300.00	1.001999	247,888	36,600	14.76%
TOTALS	1,257,910,150	5,187			7,347,327		

Stormwater and Flood Special Rate:

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

The Stormwater and Flood Special Rate applies to developed property within the villages of Kyogle, Woodenbong, Wiangaree, Old Grevillia, Old Bonalbo, Bonalbo, Tabulam and Mallanganee.

The Stormwater and Flood Special Rates applying for the financial period 2020/2021 are:

CATEGORY	VALUATION (\$)	NUMBER OF PROPERTIES	MINIMUM CHARGE (\$)	AD VALOREM RATE IN \$	ANTICIPATED YIELD (\$)
Stormwater and Flood Residential	137,004,949	1,703	98.00	0.042699	166,894
Stormwater and Flood Business	21,820,850	162	98.00	0.042699	15,876
Total	158,825,799	1,865			182,770

Domestic Waste Management Charges:

By law a Domestic Waste Management basic charge must apply to every residential property in the collection area whether occupied or vacant. The increase in these charges for 2020/21 is 4%. The Domestic Waste Management Charges for 2020/2021 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Waste Management Service Charge *	2,497	56.00	139,832
Domestic Waste Charge - Split Bin	2,019	450.00	908,550
Domestic Waste Charge - Full Waste Bin	37	729.00	26,973
Domestic Waste Charge - Recycle Bin	0	227.00	0
Total			1,075,355

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

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 2020/2021 is 3%. The charges for 2020/2021 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
Landfill Management Charge *	2,825	43.00	121,475
Commercial Waste Charge - Split Bin	322	481.00	154,882
Commercial Waste Charge - Full Waste Bin	57	755.00	43,035
Commercial Waste Charge - Recycle Bin	6	222.00	1,332
Total			320,724

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

On Site Sewerage Management Annual License Fees:

On Site Sewerage Management System Annual License Fees are to apply to every On Site Sewerage Management System being operated within the Council Area. The increase in these charges for 2020/2021 is 3%. The charges for 2020/2021 are:

CHARGE	NUMBER OF SERVICES	RATE PER SERVICE (\$)	ANTICIPATED YIELD (\$)
OSMS Annual License Fee	3,013	44.00	132,572

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 2020/2021 is 5%.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Vacant Property Charge	66	130	8,580
20mm connection	1,901	434	825,034
25mm connection	29	678	19,666
32mm connection	22	1,111	24,443
40mm connection	17	1,736	29,512
50mm connection	19	2,713	51,538
80mm connection	0	6,9344	0
100mm connection	0	10,850	0
Fire Service Connection (all sizes)	8	434	3,472
Non-Rateable Connections	25	0	0
Total	2,087		962,245

CHARGE	RATE PER UNIT OR ANNUAL CHARGE	ANTICIPATED YIELD (\$)
Consumption up to 200kL per connection per year	\$1.97 per 1,000 litres	549,630
Consumption above 200kL per connection per year	\$2.44 per 1,000 litres	231,800
Home Dialysis allocation first 100kL	\$0.00 per 1,000 litres	0
Total		781,430

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

Residential Sewerage Charges

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

The increase in Sewerage Charges for 2020/2021 is 5.0%.

CHARGE	NUMBER OF CHARGES	ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
Residential Sewerage Annual Charge per dwelling and/or individual unit	1,621	821	1,330,841
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 (\$)
Availability/Access Charges			
Vacant Property Charge	87	132	11,484
20 mm connection	167	322	53,774
25 mm connection	21	502	10,549
32 mm connection	20	824	16,486
40mm connection	17	1,288	21,896
50mm connection	18	2,013	36,225
80mm connection	0	5,152	0
100mm connection	0	8,050	0
Total	330		150,414
Sewer Usage Charge		\$1.23 per kL	111,930

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	113	105	11,865
Prescribed pre treatment	6	105	630
Major discharger	0	596	0
Sewer Dump Point	2	821	1,642
Re-inspection fee	0	78	0
Totals	121		14,137
Trade Waste Usage (with pre-treatment) per kL		\$1.23	17,835
Trade Waste Usage (without pre-treatment) per kL		*\$5.00	5,000
Totals			22,835

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

Fees and Charges

Council has Fees and Charges for the 2020/2021 financial year, details of which are contained in the 2020/2021 Schedule of Fees and Charges (separate document).

Interest Charges

Interest charges are to be 5% calculated on the outstanding component of all rates and charges. This represents a reduction from the maximum allowed 7% as advised by the Office for Local Government.

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. Note that Council adopted a Developer Contributions Discounting Policy in February 2018 and that discounts apply to certain types of developments.

Borrowings and Investments

Borrowings:

A \$5,000,000 general fund loan was approved for the 2018/19 period and a further \$5,000,000 general fund loan is proposed for 2021/22. Projected loan movements for the next four years are set out below:

	2020/2021 (\$)	2021/2022 (\$)	2022/2023 (\$)	2023/2024 (\$)
Water Fund				
Opening Balance	1,265,753	1,047,453	1,044,818	815,745
New Loans	0	0	0	0
Interest	46,578	37,932	28,943	19,725
Principal Reduction	218,300	226,947	235,936	245,154
Closing Balance	1,047,453	820,506	584,570	339,416
Sewer Fund				
Opening Balance	810,807	786,898	761,195	733,881
New Loans	0	0	0	0
Interest	59,328	57,534	55,923	53,401
Principal Reduction	23,909	25,703	27,314	29,836
Closing Balance	786,898	761,195	733,881	704,045
Waste Services				
Opening Balance	166,830	136,394	104,557	71,260
New Loans	0	0	0	0
Interest	7,252	5,851	4,391	2,870
Principal Reduction	30,436	31,837	33,297	34,818
Closing Balance	136,394	104,557	71,260	36,442
General Fund				
Opening Balance	4,772,592	4,311,033	8,410,715	7,486,785
New Loans	0	5,000,000	0	0
Interest	91,758	244,106	220,492	196,219
Principal Reduction	461,559	900,318	923,930	948,203
Closing Balance	4,311,033	8,410,715	7,486,785	6,538,582

Investments:

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

Integrated Planning and Reporting

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



Local Government Planning and Reporting framework

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

The Resourcing Strategy consists of three separate components;

1. Workforce Management Strategy (Adopted April 2017)
2. Asset Management Plans, Strategy and Policy (Adopted May – August 2019)
3. Long Term Financial Plan (Reviewed in 2020)

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

Capital Works Projects/Asset Replacement

Project / Item	2020/21	2021/22	2022/23	2023/24
Regional Roads				
Kyogle Road (MR141) – Renewals	540,977	435,000	444,340	453,885
Clarence Way (MR361) – Renewals	615,770	608,086	189,506	190,040
Clarence Way (MR361) – Repair Program (50% external funding)	384,230	391,914	399,754	411,746
Clarence Way – (MR150) Renewals	43,219	44,157	45,116	46,096
Bentley Road (MR544) – Renewals	248,175	202,000	206,280	210,652
Mount Lindsay Highway (MR622) – Renewals	64,236	65,610	67,014	68,449
Total Expenditure	1,896,607	1,746,767	1,352,010	1,380,868
Repair Program Funding	192,115	195,957	199,877	205,873
Roads to Recovery Funding	112,091	115,454	118,917	122,485
Total External Grants	304,206	311,411	318,794	328,358
Rural Local Roads				
Rural Roads – Reseals	500,670	511,050	521,647	532,467
Fixing Country Roads Projects (assuming 50% external funding)		358,216	368,962	380,032
Sealed Roads Rehabilitation	1,562,648	1,063,635	1,086,799	1,110,479
Unsealed Roads Rehabilitation	743,359	759,104	775,192	791,625
Rural Roads – Guardrail	21,299	21,743	22,196	22,658
Rural Roads - drainage improvements	76,184	77,899	79,654	81,449
Section 94 Expenditure			10,265	10,537
Black Spots (Projects subject to 100% funding)		179,108	184,481	190,016
Initial Seals	500,000	500,000	500,000	500,000
Total Expenditure	3,404,160	3,470,755	3,549,196	3,619,263
Roads to Recovery Funding	807,587	503,591	516,359	450,307
Black Spot Funding		179,108	184,481	190,016
Fixing Country Roads Funding		179,108	184,481	190,016
Total external Grants	807,587	861,807	885,321	830,339

Project / Item	2020/21	2021/22	2022/23	2023/24
Urban Streets				
Footpaths	200,873	205,241	209,706	214,270
Kerb and Guttering	76,472	78,139	79,844	81,586
Kyogle streets – reconstructions and resurface	258,502	264,085	269,792	275,624
Bonalbo - reconstructions and resurface	54,713	55,918	57,149	58,409
Woodenbong - reconstructions and resurface	54,714	55,918	57,150	58,409
Other Villages - reconstructions and resurface	54,714	55,918	57,150	58,409
Initial Sealing	55,151	5,254	5,359	5,466
Kyogle Main Street Beautification (subject to 50% external funding)		3,000,000		
Total Expenditure	755,139	3,720,473	736,150	752,173
Total external Grants		1,500,000		
Stormwater and Flood Management				
Drainage Upgrades	113,336	115,737	118,189	120,695
Drainage Renewals	178,000	181,656	185,388	189,197
Flood Management Measures (subject to 80% external funding)	250,000	250,000	250,000	250,000
Total Expenditure	541,336	547,393	553,577	559,892
Flood Management Funding	200,000	200,000	200,000	200,000
Water Supplies				
Water supply renewals	230,000	230,000	230,000	230,000
Tabulam Water Supply (subject to 75% external funding)		600,000	931,000	931,000
Total Expenditure	230,000	830,000	1,161,000	1,161,000
Total external Grants		450,000	698,250	698,250
Sewerage Services				
Sewerage system renewals	292,000	242,000	242,000	242,000
Tabulam, Wiangaree, Mallanganee Sewerage Schemes (subject to 75% external funding)	450,000		2,000,000	3,000,000
Total	742,000	242,000	2,242,000	3,242,000
Total external Grants	337,500		1,500,000	2,250,000
Waste Management and Quarries				
Kyogle Landfill Renewals	47,000	48,020	49,063	50,128
Quarry rehabilitation	31,573	32,248	32,938	33,643
Total Expenditure	78,573	80,268	82,001	83,771
Buildings and Community Facilities				
Parks and Gardens Renewals	200,000	204,320	208,735	213,248
Swimming Pools Renewals	121,000	123,580	126,216	128,909
Community Building Renewals	251,000	256,420	261,960	267,622
Kyogle Memorial Institute Hall Upgrades (subject to 50% external funding)		400,000	400,000	
Kyogle Indoor Sports Complex (subject to 50% external funding)		2,500,000	2,500,000	
Cemeteries Renewals	15,000	15,340	15,688	16,044
Information Technology and Communications Systems and Equipment	110,203	28,721	23,968	108,713
Total Expenditure	697,203	3,528,381	3,536,567	734,536
Total external Grants		1,450,000	1,450,000	
Plant and Depots				
Plant Purchases	2,579,000	1,145,000	1,847,500	1,793,500
Depot Renewals	56,715	57,867	59,041	60,240
Total Expenditure	2,635,715	1,202,867	1,906,541	1,853,740

Project / Item	2020/21	2021/22	2022/23	2023/24
Bridges				
Green Pigeon Matthews Bridge 58-4875 (external funding \$600,000 Fed BRP)	1,180,000			
Dyraaba Rd Lockharts Bridge 43-8789 (external funding \$270,000 Fed CDG)	331,375			
Yabbra Rd Haystack Ck Bridge 152-7383 (external funding \$390,000 Fed CDG)	474,250			
Ellems Rd 48-405 Bridge to Pipes	100,000			
Old Dyraaba 87-9200 Bridge to Pipes	80,000			
Valley Road 136-578 Bridge to Pipes	80,000			
Woodworths Rd 12-1622 Bridge to Pipes	80,000			
Rodgers Rd 115-4553 Bridge to Pipes	60,000			
Eden Creek 137-8254 Bridge to Pipes	60,000			
Connells Rd 32-3774 Bridge to Pipes	80,000			
Hardings Rd 270-588 Bridge to Pipes	60,000			
Dyraaba Road Dyraaba Stn No.2 43-7712 (external funding \$280,000 Fed CDG)	338,375			
Lindsay Creek Road 85-5163 (external funding \$330,000 Fed CDG)	401,375			
Ferndale Road bridge 52-513	240,000			
Dunns Road 39-2800 (external funding \$420,000 Fed CDG)	508,375			
Collins Valley 35-322	15,000	483,332		
Tunglebung Ck Rd 131-9541 (external funding \$300,000 Fed CDG)		360,250		
Wyndham Rd 147-160 (external funding \$560,000 Fed CDG)		688,000		
Wiangaree Back Road 145-10457		130,000		
Ferndale Road 52-3428		90,000		
Ironpot Ck Rd 73-15241		80,000		
Ryans Creek 113-2577 (external funding \$250,000 Fed CDG)		298,375		
Old Lawrence Rd 106-18611 (external funding \$300,000 Fed CDG)		363,375		
Horseshoe Creek Rd 68-8166 Retrofit superstructure (external funding \$300,000 Fed CDG)		361,000		
Leeses Road 84-250 (external funding \$400,000 Fed CDG)		490,375		
Sandy Creek Road 122-2452 (external funding \$200,000 Fed CDG)		240,500		
Chestnut Rd 31-721 Bridge to Culvert			90,000	
Future Bridge Priority and/or External Funding Opportunity			1,040,000	1,153,400
Expenditure Conditional on external funding			510,000	520,200
Total	4,088,750	3,585,207	1,640,000	1,673,600
Federal Bridge Renewal Fund	2,290,000	2,310,000	510,000	520,200
Roads To Recovery	616,556	405,111	388,880	400,546
Total External Grants	2,906,556	2,715,111	898,880	920,746

Financial Assistance/Donations

Council's Financial Assistance Policy applies to individuals and organisations within the Council area via ongoing/regular donations and one-off donations. 2020/2021 assistance is as follows:

ORGANISATION	SUPPORT	VALUE (\$)
One-off Donations	Various	31,370
Special Events	Traffic Control and Establishment	15,453
Kyogle Youth Ventures	Cash Donation	2,693
Australia Day Committees	Cash Donation	11,609
Reconciliation Day & NAIDOC week support	Cash Donation	3,091
Public Halls	Cash Donation – Rates & Charges	8,462
Learn to Swim/Life Education	Cash Donation/Staff and Plant	13,470
North Coast Academy of Sport	Cash Donation	1,288
Citizens Band	Cash Donation	1,113
NSW Cancer Council	Cash Donation	1,360
Kyogle Show Society	Cash Donation	1,706
Bonalbo Show Society	Cash Donation	1,706
Woodenbong Show Society	Cash Donation	1,706
Kyogle Historical Society	Cash Donation	5,307
TOTAL		100,333

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, 2019 will be carried over to the 2020/2021 financial year for use in accordance with the above criteria. The current balance of the fund is **\$21,744**.

Business or Commercial Activities

Pricing Policy/Competitive Neutrality

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

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

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

1. State Highways works

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

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

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

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

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

Budgets

GOVERNANCE - BUDGET INFORMATION

GOVERNANCE	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING EXPENDITURE				
EMPLOYMENT	293,366	301,504	309,869	318,467
COUNCILLOR SERVICES	261,120	235,975	240,694	245,508
LEGALS	16,159	16,482	16,812	17,148
ADVERTISING, NOROC, LGSA	97,094	99,036	101,016	103,037
ELECTIONS	85,547	0	0	0
PAYABLE BY OTHER FUNDS	(71,419)	(72,848)	(74,305)	(75,791)
TOTAL OPERATING EXPENDITURE	681,866	580,149	594,087	608,369
NET COST OF ACTIVITY	(681,866)	(580,149)	(594,087)	(608,369)

ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING EXPENDITURE				
EMPLOYMENT	611,235	628,236	645,711	663,673
OFFICE EXPENSES	540,131	547,220	530,945	554,760
SUBSCRIPTIONS & SUNDRIES	17,798	18,154	18,517	18,887
PAYABLE FROM OTHER FUNDS	(157,684)	(160,838)	(164,055)	(167,336)
TOTAL OPERATING EXPENDITURE	1,011,479	1,032,772	1,031,118	1,069,984
CAPITAL EXPENDITURE				
OFFICE EQUIPMENT & FURNITURE	110,203	28,721	23,968	108,713
TOTAL CAPITAL EXPENDITURE	110,203	28,721	23,968	108,713
NET COST OF ACTIVITY	(1,121,682)	(1,061,493)	(1,055,086)	(1,178,697)

PERSONNEL - BUDGET INFORMATION

PERSONNEL	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE	64,723	66,665	68,665	70,725
OPERATING EXPENDITURE				
EMPLOYMENT SALARIES	339,921	349,391	359,125	369,131
EMPLOYMENT WAGES STAFF	(287,880)	(320,991)	(329,979)	(339,218)
INSURANCE & RISK MANAGEMENT	237,898	242,656	247,509	252,459
RECRUITMENT AND OTHER STAFF COSTS	104,382	106,470	108,600	110,771
TOOLS, CLOTHING, SIGNAGE	95,257	97,162	99,105	101,087
PAYABLE BY OTHER FUNDS	(134,380)	(137,068)	(139,809)	(142,605)
TOTAL OPERATING EXPENDITURE	355,198	337,620	344,551	351,626
NET COST OF ACTIVITY	(290,474)	(270,955)	(275,886)	(280,901)

FINANCE - BUDGET INFORMATION

FINANCE	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
GENERAL RATES	7,293,867	7,461,626	7,633,244	7,808,808
INTEREST AND SUNDRY INCOME	150,684	132,457	165,258	137,550
RECOVERIES	40,276	41,081	41,903	42,741
REVENUE SHARING (FAG) GRANT	2,963,800	3,052,714	3,144,295	3,238,624
BORROWING PROCEEDS	0	5,000,000	0	0
TOTAL OPERATING REVENUE	10,448,627	15,687,878	10,984,700	11,227,723
OPERATING EXPENDITURE				
EMPLOYMENT	513,707	519,050	533,543	548,441
VALUATION & AUDITOR FEES	113,750	116,025	118,346	120,713
BORROWING COSTS	461,559	900,318	923,930	948,203
OTHER/INTEREST COSTS	125,812	278,841	255,922	232,358
TOTAL OPERATING COSTS	1,214,828	1,814,234	1,831,741	1,849,714
NET COST OF ACTIVITY	9,233,799	13,873,644	9,152,959	9,378,009

STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
WORKS ORDERS*	3,000,000	3,090,000	3,182,700	3,278,181
MAINTENANCE	1,043,347	1,074,647	1,106,886	1,140,093
TOTAL OPERATING REVENUE	4,043,347	4,164,647	4,289,586	4,418,274
OPERATING EXPENDITURE				
MAINTENANCE SUMMERLAND WAY	636,441	655,535	675,201	695,457
MAINTENANCE BRUXNER HIGHWAY	406,905	419,112	431,686	444,636
WORKS ORDERS*	2,755,102	2,837,755	2,922,888	3,010,574
TOTAL OPERATING COSTS	3,798,449	3,912,402	4,029,774	4,150,667
OPERATING RESULT	244,898	252,245	259,812	267,607
CAPITAL EXPENDITURE				
RESERVE TRANSFERS#	518,103	252,245	259,812	267,607
TOTAL CAPITAL EXPENDITURE	518,103	252,245	259,812	267,607
NET COST OF ACTIVITY	(273,205)	0	0	0

* Estimated level of activity, figures to be adjusted through the year based on actual amounts approved by RMS

Transferred to Regional Roads

REGIONAL ROADS - BUDGET INFORMATION

REGIONAL ROADS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
BLOCK GRANT	1,105,921	1,139,099	1,173,272	1,208,470
ROADS TO RECOVERY GRANT	112,091	115,454	118,917	122,485
TOTAL OPERATING REVENUE	1,218,012	1,254,553	1,292,189	1,330,955
OPERATING COSTS				
MR 141 - KYOGLE ROAD	211,610	211,610	211,610	216,425
MR 150 - CLARENCE WAY	65,954	65,954	65,954	67,497
MR 361 - CLARENCE WAY	332,387	332,387	332,387	339,915
MR 544 - BENTLEY ROAD	86,000	86,000	86,000	87,866
MR 622 - MT LINDESAY HIGHWAY	48,391	48,391	48,391	49,446
TOTAL OPERATING COSTS	744,343	744,343	744,343	761,149
OPERATING RESULT	473,669	510,210	547,846	569,806
NON-CURRENT REVENUE				
REPAIR PROGRAMME	192,115	195,957	199,877	205,873
BLACK SPOT FUNDING	0	0	0	0
TRANSFER FROM TRANSPORT RESERVE*	518,103	252,245	259,812	267,607
FEDERAL BRIDGE PROGRAM	0	0	0	0
CONTRIBUTIONS	0	0	10,265	10,537
FIXING COUNTRY ROADS	0	0	0	0
COMMUNITY DEVELOPMENT GRANTS	0	0	0	0
TOTAL NON-CURRENT REVENUE	710,218	448,202	469,954	484,017
CAPITAL EXPENDITURE				
MR 141 - KYOGLE ROAD	540,977	435,000	444,340	453,885
MR 150 - CLARENCE WAY	43,219	44,157	45,116	46,096
MR 361 - CLARENCE WAY	1,000,000	1,000,000	589,260	601,785
MR 544 - BENTLEY ROAD	248,175	202,000	206,280	210,652
MR 622 - MT LINDESAY HIGHWAY	64,236	65,610	67,014	68,449
BRIDGES	0	0	0	0
TOTAL CAPITAL EXPENDITURE	1,896,607	1,746,767	1,352,010	1,380,868
NET COST OF ACTIVITY	(712,720)	(788,356)	(334,210)	(327,045)

*Transfer from State Highways budget

URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	62,169	64,034	65,955	67,934
STREET LIGHTING SUBSIDY	34,000	34,000	34,000	34,000
TOTAL OPERATING REVENUE	96,169	98,034	99,955	101,934
OPERATING EXPENDITURE				
STREET LIGHTING	120,000	122,400	264,848	105,000
KYOGLE STREETS	303,580	310,856	318,311	325,950
BONALBO STREETS	42,502	43,520	44,564	45,634
WOODENBONG STREETS	36,430	37,303	38,197	39,114
MALLANGANEE STREETS	13,662	13,998	14,342	14,695
WIANGAREE STREETS	6,373	6,517	6,665	6,816
TABULAM STREETS	14,572	14,922	15,280	15,646
OLD BONALBO STREETS	6,071	6,217	6,366	6,518
OLD GREVILLIA STREETS	1,216	1,245	1,275	1,305
TOTAL OPERATING EXPENDITURE	544,406	556,977	709,848	560,679
OPERATING RESULT	(448,237)	(458,943)	(609,893)	(458,745)
NON-CURRENT REVENUE				
CONTRIBUTIONS	0	0	5,133	5,269
OTHER GRANTS	0	1,500,000	0	0
TOTAL NON-CURRENT REVENUE	0	1,500,000	5,133	5,269
CAPITAL EXPENDITURE				
FOOTPATHS & FURNITURE	200,873	205,241	209,706	214,270
RENEWALS KYOGLE	258,502	264,085	269,792	275,624
RENEWALS BONALBO	54,713	55,918	57,149	58,409
RENEWALS WOODENBONG	54,713	55,917	57,149	58,408
RENEWALS VILLAGES	54,714	55,918	57,150	58,409
KERB & GUTTER CONSTRUCTION	76,472	78,139	79,844	81,586
TOURISM SIGNAGE ALL VILLAGES	0	0	0	0
INITIAL SEALS	55,151	3,005,254	5,359	5,466
TOTAL CAPITAL EXPENDITURE	755,138	3,720,472	736,148	752,173
NET COST OF ACTIVITY	(1,203,374)	(2,679,416)	(1,340,908)	(1,205,650)

RURAL LOCAL ROADS - BUDGET INFORMATION

RURAL LOCAL ROADS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	1,180,539	1,215,955	1,252,434	1,290,007
HEAVY HAULAGE CONTRIBUTIONS	7,941	7,941	8,151	8,367
ROADS TO RECOVERY GRANT	807,587	503,591	516,359	450,307
TOTAL OPERATING REVENUE	1,996,067	1,727,487	1,776,944	1,748,681
OPERATING EXPENDITURE				
SEALED ROADS MAINTENANCE	546,967	546,967	546,967	559,522
UNSEALED ROADS MAINTENANCE	1,500,000	1,500,000	1,500,000	1,534,000
OTHER	39,075	39,656	40,249	40,854
TOTAL OPERATING EXPENDITURE	2,086,042	2,086,623	2,087,216	2,134,376
OPERATING RESULT	(89,975)	(359,136)	(310,272)	(385,695)
NON-CURRENT REVENUE				
BLACKSPOT FUNDING	0	179,108	184,481	190,016
CONTRIBUTIONS	0	0	10,265	10,537
FLOOD DAMAGE	0	0	0	0
RESERVE TRANSFER*	1,304,337	1,219,312	965,735	1,031,272
RESERVE TRANSER#	745,531	124,333	131,281	138,499
FIXING COUNTRY ROADS	0	179,108	184,481	190,016
PRIVATE CONTRIBUTIONS	0	0	0	0
NATIONAL STRONGER REGIONS FUND	0	0	0	0
TOTAL NON-CURRENT INCOME	2,049,868	1,701,861	1,476,244	1,560,340
CAPITAL EXPENDITURE				
RESEALS	500,670	511,050	521,647	532,467
REHABILITATION	2,306,006	2,180,956	2,230,953	2,282,136
DRAINAGE RENEWALS	76,184	77,899	79,654	81,449
GUARDRAIL RENEWALS	21,299	21,743	22,196	22,658
SELF HELP 50/50	0	0	0	0
FLOOD DAMAGE	0	0	0	0
SECTION 94 ROADWORKS	0	0	10,265	10,537
BLACK SPOTS & INITIAL SEALS	500,000	679,108	684,481	690,016
TOTAL CAPITAL EXPENDITURE	3,404,160	3,470,755	3,549,196	3,619,263
NET COST OF ACTIVITY	(1,444,266)	(2,128,031)	(2,383,224)	(2,444,618)

* Transfer from plant budget

#Transfer from quarry budget

BRIDGES - BUDGET INFORMATION

BRIDGES	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
FINANCIAL ASSISTANCE GRANT	463,992	477,912	492,249	507,017
ROADS TO RECOVERY GRANT	616,556	405,111	388,880	400,546
TOTAL OPERATING REVENUE	1,080,548	883,023	881,129	907,563
OPERATING EXPENDITURE				
MAINTENANCE	457,138	429,709	403,927	379,691
TOTAL OPERATING EXPENDITURE	457,138	429,709	403,927	379,691
OPERATING RESULT	623,410	453,313	477,202	527,871
NON-CURRENT INCOME				
FEDERAL TIMBER BRIDGE PROGRAM	2,290,000	2,310,000	510,000	520,200
TRANSFER FROM RESERVE*	869,558	812,875	643,823	687,515
CONTRIBUTIONS	0	0	2,050	2,101
FIXING COUNTRY ROADS	0	0	0	0
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL NON-CURRENT INCOME	3,159,558	3,122,875	1,155,873	1,209,816
CAPITAL EXPENDITURE				
CONSTRUCTION	4,088,750	3,585,207	1,640,000	1,673,600
TOTAL CAPITAL EXPENDITURE	4,088,750	3,585,207	1,640,000	1,673,600
NET COST OF ACTIVITY	(305,781)	(9,019)	(6,925)	64,087

* Transfer from Plant Budget

INFRASTRUCUTRE – WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
CONTRIBUTIONS TO WORKS	5,033	5,184	5,340	5,500
PRIVATE WORKS	57,356	58,636	59,946	61,285
SUNDRY INCOME	691	711	733	755
TOTAL OPERATING REVENUE	63,079	64,531	66,018	67,540
OPERATING EXPENDITURE				
ROAD SURVEY, DESIGN, FEASIBILITY	15,000	15,300	15,606	15,918
EMPLOYMENT	1,144,620	1,173,095	1,205,604	1,239,016
PRIVATE WORKS	51,821	52,935	54,074	55,237
TOOLS, CLOTHING, SIGNAGE, OTHER	85,591	87,303	89,049	90,830
RECOVERIES	(1,189,033)	(1,474,659)	(1,346,078)	(1,276,142)
TOTAL OPERATING COSTS	108,000	(146,026)	18,255	124,859
NET COST OF ACTIVITY	(44,920)	210,558	47,763	(57,320)

QUARRIES - BUDGET INFORMATION

QUARRIES	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
INCOME	527,864	543,700	560,011	576,812
TOTAL OPERATING REVENUE	527,864	543,700	560,011	576,812
OPERATING COSTS				
QUARRY WORKING EXPENSES	399,058	408,608	418,394	428,422
TOTAL OPERATING COSTS	399,058	408,608	418,394	428,422
OPERATING RESULT	128,806	135,093	141,617	148,389
CAPITAL EXPENDITURE				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	31,573	32,248	32,938	33,643
RESERVE TRANSFERS*	745,531	124,333	131,281	138,499
TOTAL CAPITAL EXPENDITURE	777,105	156,581	164,219	172,142
NET COST OF ACTIVITY	(648,299)	(21,488)	(22,602)	(23,753)

*Transfer to rural local roads budget

PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
INCOME	4,547,289	4,596,648	4,551,430	4,638,889
PLANT SALES	782,500	320,000	682,500	688,500
OTHER	61,800	63,654	65,564	67,531
TOTAL OPERATING REVENUE	5,391,589	4,980,302	5,299,494	5,394,920
OPERATING EXPENDITURE				
PLANT MAINTENANCE	1,618,999	1,654,364	1,690,520	1,727,485
KYOGLE DEPOTS	112,438	114,805	117,222	119,691
BONALBO DEPOT	18,303	18,698	19,102	19,515
WOODENBONG DEPOT	11,783	12,038	12,299	12,566
GOODINGS DEPOT	6,090	6,212	6,336	6,463
STORES	(59,675)	(60,869)	(62,086)	(63,328)
TOTAL OPERATING COSTS	1,707,938	1,745,249	1,783,394	1,822,392
OPERATING RESULT	3,683,650	3,235,053	3,516,100	3,572,527
CAPITAL EXPENDITURE				
PLANT PURCHASES	2,579,000	1,145,000	1,847,500	1,793,500
TRANSFER TO GENERAL FUND*	2,173,895	2,032,187	1,609,558	1,718,787
DEPOT RENEWALS	56,715	57,867	59,041	60,240
TOTAL CAPITAL EXPENDITURE	4,809,610	3,235,053	3,516,100	3,572,527
NET COST OF ACTIVITY	(1,125,960)	0	0	0

*Transfer to rural local roads and bridges budget

DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
ANNUAL CHARGES (NET)	1,015,834	1,056,467	1,088,161	1,120,806
OPERATING EXPENDITURE				
ADMINISTRATION	117,965	120,325	122,731	125,186
CONTRACTORS	430,000	438,600	447,372	456,319
LANDFILL COSTS*	485,533	496,339	507,902	519,226
TOTAL OPERATING EXPENDITURE	1,033,498	1,055,264	1,078,005	1,100,731
NET COST OF ACTIVITY	(17,664)	1,203	10,156	20,075

* Final amount based on share of actual costs rather than original budget estimate

OTHER WASTE MANAGEMENT - BUDGET INFORMATION

OTHER WASTE MANAGEMENT	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
ANNUAL CHARGES (NET)	301,901	310,958	320,287	329,896
GATE FEES	375,842	387,117	398,730	410,692
HIRE AND HAULAGE FEES	2,404	2,476	2,550	2,627
RECYCLING INCOME	120,150	123,754	127,467	131,291
EPA GRANT INCOME	56,637	58,336	60,086	61,888
DOMESTIC WASTE SHARE OF COSTS*	485,533	496,339	507,902	519,226
TOTAL OPERATING REVENUE	1,342,466	1,378,980	1,417,022	1,455,620
OPERATING EXPENDITURE				
EPA LEVY/LICENSES	254,100	261,586	269,293	277,230
LANDFILL COSTS	668,090	683,681	700,651	717,009
TRANSFER STATION COSTS	204,552	209,488	214,545	219,728
NORTH EAST WASTE FORUM	11,042	11,263	11,488	11,718
INTEREST EXPENSE	7,252	5,851	4,391	2,870
TOTAL OPERATING COSTS	1,145,036	1,171,869	1,200,369	1,228,555
OPERATING RESULT	197,430	207,112	216,653	227,065
NON-CURRENT INCOME				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
TOTAL NON-CURRENT INCOME	0	0	0	0
CAPITAL EXPENDITURE				
LOAN REPAYMENTS	30,436	31,837	33,297	34,818
IMPROVEMENTS	47,000	48,020	49,063	50,128
NEW CELLS CONSTRUCTION	0	0	0	0
REHABILITATION WORKS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	77,436	79,857	82,360	84,946
NET COST OF ACTIVITY	119,994	127,255	134,293	142,119

* Final amount based on share of actual costs rather than original budget estimate

STORMWATER - BUDGET INFORMATION

STORMWATER	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
INCOME	181,345	185,516	189,783	194,148
FLOOD DAMAGE GRANT	0	0	0	0
TOTAL OPERATING REVENUE	181,345	185,516	189,783	194,148
OPERATING EXPENDITURE				
MAINTENANCE	44,625	45,659	46,717	47,801
FLOODS DAMAGE RESTORATION	0	0	0	0
TOTAL OPERATING COSTS	44,625	45,659	46,717	47,801
OPERATING RESULT	136,720	139,857	143,066	146,347
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	0	0	1,540	1,581
GRANTS	200,000	200,000	200,000	200,000
TOTAL NON-CURRENT INCOME	200,000	200,000	201,540	201,581
CAPITAL EXPENDITURE				
STORMWATER WORKS	291,336	297,393	303,577	309,892
FLOOD MEASURES	250,000	250,000	250,000	250,000
TOTAL CAPITAL EXPENDITURE	541,336	547,393	553,577	559,892
NET COST OF ACTIVITY	(204,616)	(207,535)	(208,972)	(211,964)

WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
RATES & USER CHARGES	1,726,745	1,795,815	1,867,647	1,923,677
LIRS SUBSIDY	31,473	25,329	18,938	12,365
TOTAL OPERATING REVENUE	1,758,218	1,821,144	1,886,585	1,936,042
OPERATING EXPENDITURE				
MANAGEMENT	324,229	330,714	337,328	344,075
MAINS	155,051	158,660	162,354	166,137
RESERVOIRS	25,924	26,514	27,118	27,736
RAW WATER	220,521	225,575	230,748	236,043
TREATMENT	477,611	488,228	499,086	510,193
INTEREST	46,578	37,932	28,943	19,725
TOTAL OPERATING EXPENDITURE	1,249,916	1,267,623	1,285,578	1,303,909
OPERATING RESULT	508,302	553,522	601,008	632,133
NON-CURRENT INCOME				
DEVELOPER CONTRIBUTIONS	0	0	2,634	2,704
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	0	450,000	698,250	698,250
TOTAL NON-CURRENT INCOME	0	450,000	700,884	700,954
CAPITAL EXPENDITURE				
UNSUBSIDISED WORKS/REPLACEMENTS	230,000	230,000	230,000	230,000
LOAN PAYMENTS	218,300	226,947	235,936	245,154
SUBSIDISED WORKS	0	600,000	931,000	931,000
TOTAL CAPITAL EXPENDITURE	448,300	1,056,947	1,396,936	1,406,154
NET COST OF ACTIVITY	60,002	(53,425)	(95,044)	(73,067)

SEWERAGE SERVICES BUDGET INFORMATION

SEWERAGE SERVICES	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
RATES & USER CHARGES	1,592,429	1,672,050	1,755,653	1,843,435
OTHER	7,419	7,642	7,871	8,107
TOTAL OPERATING REVENUE	1,599,848	1,679,692	1,763,524	1,851,542
OPERATING EXPENDITURE				
MANAGEMENT	285,744	291,459	297,288	303,234
MAINS	85,839	87,838	89,886	91,982
PUMPING STATIONS	151,231	154,826	158,509	162,282
TREATMENT	486,049	497,393	509,009	520,904
INTEREST	59,328	57,534	55,923	53,401
TOTAL OPERATING EXPENDITURE	1,068,191	1,089,050	1,110,614	1,131,803
OPERATING RESULT	531,657	590,642	652,909	719,740
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	0	0	2,566	2,634
GRANTS	337,500	0	1,500,000	2,250,000
TOTAL NON-CURRENT INCOME	337,500	0	1,502,566	2,252,634
CAPITAL EXPENDITURE				
EXTENSIONS AND UPGRADES	450,000	0	2,000,000	3,000,000
UNSUBSIDISED WORKS/REPLACEMENTS	292,000	242,000	242,000	242,000
LOAN REPAYMENTS	23,909	25,703	27,314	29,836
TOTAL CAPITAL EXPENDITURE	765,909	267,703	2,269,314	3,271,836
NET COST OF ACTIVITY	103,248	322,939	(113,839)	(299,462)

ENVIRONMENTAL HEALTH - BUDGET INFORMATION

ENVIRONMENTAL HEALTH	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
LICENCES & INSPECTIONS	37,238	38,355	39,505	40,691
ON SITE MANAGEMENT FEES	129,433	133,316	137,315	141,435
FEASIBILITY COST RECOUP	0	0	0	0
ABANDONED VEHICLES	761	777	792	808
TOTAL OPERATING REVENUE	167,432	172,447	177,613	182,933
OPERATING EXPENDITURE				
EMPLOYMENT	516,978	531,453	546,334	561,631
NOXIOUS WEEDS (ROUS)	125,481	127,991	130,551	133,162
ON SITE MANAGEMENT SYSTEMS	108,910	111,088	113,309	115,576
SUNDRIES	31,321	31,947	32,586	33,238
RECOVERIES	(135,908)	(138,626)	(141,398)	(144,226)
TOTAL OPERATING EXPENDITURE	646,782	663,853	681,382	699,380
CAPITAL EXPENDITURE				
SEWER FEASIBILITY STUDY	0	0	0	0
TOTAL CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(479,350)	(491,406)	(503,769)	(516,447)

TOWN PLANNING - BUDGET INFORMATION

TOWN PLANNING	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
FEES & CHARGES	163,530	168,136	172,880	177,766
TOTAL OPERATING REVENUE	163,530	168,136	172,880	177,766
OPERATING EXPENDITURE				
EMPLOYMENT	504,793	518,721	533,035	547,745
LEGALS & CONSULTANTS	130,388	55,495	35,605	25,717
OTHER	53,679	29,252	29,837	30,434
RECOVERIES	(133,721)	(136,395)	(139,123)	(141,905)
TOTAL OPERATING EXPENDITURE	555,138	467,074	459,355	461,992
NET COST OF ACTIVITY	(391,609)	(298,938)	(286,475)	(284,226)

BUILDING CONTROL - BUDGET INFORMATION

BUILDING CONTROL	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE	54,557	56,194	57,880	59,616
OPERATING EXPENDITURE				
BUILDING INSPECTIONS	85,832	87,549	89,300	91,086
TOTAL OPERATING EXPENDITURE	85,832	87,549	89,300	91,086
NET COST OF ACTIVITY	(31,275)	(31,355)	(31,420)	(31,469)

REGULATORY CONTROL - BUDGET INFORMATION

REGULATORY CONTROL	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE	18,784	19,141	19,508	19,886
OPERATING EXPENDITURE	113,567	115,838	118,155	120,518
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(94,783)	(96,698)	(98,647)	(100,632)

EMERGENCY SERVICES - BUDGET INFORMATION

EMERGENCY SERVICES	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING EXPENDITURE				
RATES & CHARGES	7,002	7,142	7,285	7,430
RFS CONTRIBUTIONS	317,899	324,257	330,742	337,357
TOWN BRIGADE CONTRIBUTION	22,925	23,384	23,852	24,329
SES CONTRIBUTION	33,142	33,805	34,481	35,171
TOTAL OPERATING EXPENDITURE	380,968	388,588	396,359	404,287
CAPITAL EXPENDITURE	0	0	0	0
NET COST OF ACTIVITY	(380,968)	(388,588)	(396,359)	(404,287)

COMMUNITY SERVICES BUDGET INFORMATION

STRATEGIC, COMMUNITY & CULTURAL SERVICES	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
ART GALLERY	5,429	5,592	5,759	5,932
COMMUNITY SERVICES	1,425	1,425	1,425	1,425
VISITOR INFORMATION CENTRE	7,844	8,080	8,322	8,572
GOVERNMENT GRANTS	0	0	0	0
TOTAL OPERATING REVENUE	14,698	15,096	15,506	15,929
OPERATING COSTS				
COMMUNITY DONATIONS	100,333	102,340	104,387	106,474
ART GALLERY EMPLOYMENT COSTS	82,664	84,979	87,358	89,804
ART GALLERY OTHER	36,101	36,823	37,559	38,310
COMMUNITY SERVICES	81,351	82,921	84,523	86,156
AGED CARE	0	0	0	0
STRATEGIC EMPLOYMENT	178,675	183,678	188,821	194,108
STRATEGIC OTHER	129,306	131,893	134,530	137,221
KRLFC GROUND IMPROVEMENTS	0	0	0	0
TOTAL OPERATING COSTS	608,430	622,633	637,178	652,074
NET COST OF ACTIVITY	(593,732)	(607,537)	(621,671)	(636,145)

PRE SCHOOLS - BUDGET INFORMATION

PRE SCHOOLS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING EXPENDITURE				
PRE SCHOOLS	68,166	69,529	70,920	72,338
TOTAL OPERATING EXPENDITURE	68,166	69,529	70,920	72,338
NET COST OF ACTIVITY	(68,166)	(69,529)	(70,920)	(72,338)

PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE	105,891	109,067	112,339	115,709
OPERATING EXPENDITURE				
KYOGLE CEMETERY	79,541	81,408	83,319	85,277
KYOGLE LAWN CEMETERY	57,539	58,900	60,294	61,723
CEMETERIES ON CROWN RESERVES	1,179	1,208	1,238	1,268
OTHER CEMETERIES	18,956	19,403	19,860	20,328
TOTAL OPERATING EXPENDITURE	157,215	160,918	164,711	168,596
CAPITAL EXPENDITURE				
IMPROVEMENTS/RENEWALS	15,000	15,340	15,688	16,044
NET COST OF ACTIVITY	(66,325)	(67,191)	(68,060)	(68,930)

PUBLIC LIBRARY - BUDGET INFORMATION

PUBLIC LIBRARY	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE	50,699	52,220	53,787	55,401
OPERATING COSTS				
REGIONAL LIBRARY CONTRIBUTIONS	402,285	410,331	418,537	426,908
KYOGLE LIBRARY EXPENSES,	75,334	76,841	78,378	79,945
TOTAL OPERATING COSTS	477,619	487,172	496,915	506,854
NET COST OF ACTIVITY	(426,920)	(434,951)	(443,128)	(451,453)

COMMUNITY BUILDINGS - BUDGET INFORMATION

COMMUNITY BUILDINGS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE				
RENTAL INCOME	630,098	644,484	659,212	674,290
TOTAL OPERATING REVENUE	630,098	644,484	659,212	674,290
OPERATING EXPENDITURE				
COUNCIL CHAMBERS	113,692	116,282	118,934	121,647
KMI HALL	86,494	88,582	90,722	92,916
GROVE HOUSE	8,312	8,495	8,683	8,875
OTHER COMMUNITY BUILDINGS	160,027	164,167	168,417	250,778
KYOGLE COMMUNITY CENTRE	8,747	8,949	9,156	9,368
BUILDINGS ON CROWN RESERVES	134,428	137,195	140,018	142,901
TOTAL OPERATING COSTS	511,700	523,671	535,930	626,484
OPERATING RESULT	118,398	120,813	123,282	47,806
NON-CURRENT REVENUE				
DEVELOPER CONTRIBUTIONS	0	0	205	211
GRANTS	0	1,450,000	1,450,000	0
TOTAL NON-CURRENT INCOME	0	1,450,000	1,450,205	211
CAPITAL EXPENDITURE				
BUILDING IMPROVEMENTS	0	2,900,000	2,900,000	0
BUILDING RENEWALS	251,000	256,420	261,960	267,622
TOTAL CAPITAL EXPENDITURE	251,000	3,156,420	3,161,960	267,622
NET COST OF ACTIVITY	(132,602)	(1,585,607)	(1,588,472)	(219,605)

SWIMMING POOLS - BUDGET INFORMATION

SWIMMING POOLS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE	153,031	157,622	162,351	167,221
OPERATING EXPENDITURE				
KYOGLE	401,342	411,585	422,095	432,879
BONALBO	105,494	108,195	110,966	113,810
WOODENBONG	113,575	116,498	119,498	122,577
TOTAL OPERATING COSTS	620,411	636,279	652,560	669,267
OPERATING RESULT	(467,380)	(478,657)	(490,210)	(502,046)
CAPITAL INCOME				
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	0	0	0	0
CAPITAL EXPENDITURE				
RENEWALS	121,000	123,580	126,216	128,909
IMPROVEMENTS	0	0	0	0
TOTAL CAPITAL EXPENDITURE	121,000	123,580	126,216	128,909
NET COST OF ACTIVITY	(588,380)	(602,237)	(616,426)	(630,955)

PARKS AND GARDENS - BUDGET INFORMATION

PARKS AND GARDENS	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING REVENUE	0	0	0	0
OPERATING EXPENDITURE				
KYOGLE	206,764	211,812	216,987	222,291
VILLAGES	72,246	73,934	75,663	77,433
VILLAGE MAINTENANCE	35,025	35,725	36,440	37,168
PUBLIC TOILETS	30,903	31,607	32,327	33,065
PARKS ON CROWN RESERVES	130,606	133,722	136,914	140,185
TOWN ENTRANCES	37,935	38,868	39,824	40,804
TOTAL OPERATING COSTS	513,479	525,668	538,155	550,947
OPERATING RESULT	(513,479)	(525,668)	(538,155)	(550,947)
CAPITAL INCOME				
DEVELOPER CONTRIBUTIONS	0	0	5,133	5,269
GRANTS	0	0	0	0
TOTAL CAPITAL INCOME	0	0	5,133	5,269
CAPITAL EXPENDITURE				
IMPROVEMENTS	0	0	0	0
RENEWALS	200,000	204,320	208,735	213,248
TOTAL CAPITAL EXPENDITURE	200,000	204,320	208,735	213,248
NET COST OF ACTIVITY	(713,479)	(729,988)	(741,758)	(758,926)

CROWN RESERVES - BUDGET INFORMATION

CROWN RESERVES	2020/2021	2021/2022	2022/2023	2023/2024
OPERATING INCOME	0	0	0	0
OPERATING EXPENDITURE	9,652	9,855	10,062	10,273
NET COST OF ACTIVITY	(9,652)	(9,855)	(10,062)	(10,273)

Action Plan

Community Strategic Plan 2016-2026 Priorities

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

Priority Actions from Community Strategic Plan	Report
Agriculture	
Expand agricultural business opportunities through promotion and marketing of local produce, information on contemporary agricultural practices that are innovative and aid diversification, and identifying the advantages of the region and the unique environment of the Kyogle Council area	
Review and amend the Kyogle Local Environmental Plan to allow for a variety of activities in rural areas and ensure removal of any barriers to development that enhances the agricultural sustainability and economic viability of rural land	
Promote cross-generational involvement in agriculture and facilitate the opportunities for young farmers to have access to land and allow older farmers to retire	
Identify areas where infrastructure is not adequate to support agricultural activities, and implement strategies to improve the infrastructure including lobbying other levels of government to help improve the quality of transport and telecommunications infrastructure in particular	
Partner with relevant government agencies to encourage and support sustainable land management practices	

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

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

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

Operational Plan 2018-2019 and Delivery Program 2019-2022

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GENERAL MANAGER'S OFFICE			
HUMAN RESOURCES	<p>Establish capability for a productive, sustainable and inclusive workforce.</p> <p>Promote and adhere to EEO principles to attract and retain the best possible staff.</p> <p>Create and nurture a safe working environment with learning and development opportunities for staff.</p> <p>Be widely known as a respected and reputable employer with high levels of staff satisfaction</p>	<ul style="list-style-type: none"> -Total staff exits during the period -Total staff with excess leave entitlements above 8 weeks -Total excess leave above 8 weeks per employee -Total number of incidents, accidents and near misses reported during the period -Total working days lost due to injury for the period -Total spend on staff training and development -Total number of staff undertaking non-mandatory training or development 	
COMMUNICATION and CONSULTATION	<p>Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.</p>	<ul style="list-style-type: none"> -Community newsletter editions published and distributed. -Number of social media communications -Total number of hits and shares on social media -Number of updates to Councils website. -Total number of calls for public submissions and total submissions received 	
FINANCE	<p>Council is on time and on budget with all community and statutory obligations.</p> <p>The sustainable management of roads bridges and other infrastructure.</p>	<ul style="list-style-type: none"> -Monthly Finance reports and quarterly budget reviews presented to Council. -Annual finance requirements, including, Audit and Annual Report met and on time. -Timely annual budget preparation and community display. -Adherence to financial sustainability targets 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
GOVERNANCE	Set the example in Local Government through efficient and effective management practices and provide an environment that fosters trust and encourages and rewards excellence in performance	<ul style="list-style-type: none"> -Number of GIPA requests received and percentage of responses meeting required timeframes -Policies reviewed and updated within statutory requirements. -All external reporting delivered on time. -All appropriate consultation undertaken. -Councillor induction training delivered. -Council meetings held align with statutory requirements. 	
CUSTOMER SERVICES	Best practice customer services with an emphasis on friendly, helpful and timely assistance.	<ul style="list-style-type: none"> -Total correspondence received -Complaints to the Public Officer reported. -Number of compliments received 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
PLANNING AND ENVIRONMENTAL SERVICES			
COMMUNITY SERVICES	Council to enhance and utilise suitable forum/s for broader community engagement to promote the creation of partnerships with groups across the council area and the region, including community groups, service providers, industry, agriculture, commerce, tourism, recreation and cultural groups.	<ul style="list-style-type: none"> -Number of forums involving community and Council representation and attendance at meetings. -Number of partnership based projects -Number of projects with commitments for external partner contributions -Number of formal community based partnerships 	
	Provide for a disability inclusive community	-Number of projects incorporating disability inclusion elements	
	Positive recognition of the area's strong Aboriginal culture and heritage	<ul style="list-style-type: none"> -Ongoing support by Council of the Reconciliation Committee -Annual support of NAIDOC week by Council 	
ECONOMIC DEVELOPMENT	Promotion of Kyogle as a place of choice for lifestyle and economic opportunity	<ul style="list-style-type: none"> -Increased value of development applications approved, based on Council DA records -Annual increase in number of businesses, based on ABS and Department of Regional Development statistics 	
	An integrated approach to economic development for opportunities associated with South East Queensland and NSW Far North Coast centres	-Preparation and implementation of Council adopted 'prospectus-like' <i>Economic Development Strategy</i>	
	Promote and nurture tourism opportunities and attractions for the local government area	<ul style="list-style-type: none"> -Involvement in marketing and advertising of the area and the range of the marketing reach -Numbers of visitors recorded at Visitor Information Centre and during specific events 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Council to actively lobby and work with State and Federal Governments and local industry to realise improvements in local and regional transport and telecommunications systems that provide connectivity and reliability of services between the villages, the rural areas and across the region.	<ul style="list-style-type: none"> -Additional mobile phone towers funded, constructed and operational through programs such as Federal Mobile Black Spot Project -Preparation of business cases and economic prospectus to support funding applications for transport infrastructure projects 	
WASTE SERVICES	Waste management facilities and services cost effectively manage waste generated within the Kyogle local government area.	<ul style="list-style-type: none"> -Total cost of waste management activities to Council. -Savings accrued through implementation of new waste management improvement projects/initiatives. -Percentage of projects delivered in accordance with agreed timeframes and within allocated project budget. -Number of incidents of non-compliance with domestic waste collection contract. 	
	Waste disposed to landfill is minimised to prolong asset life and reduce potential for environmental harm.	<ul style="list-style-type: none"> -Annual tonnage of waste to landfill based on EPA Waste and Resource Reports provided by Council. -Number of new initiatives introduced to reduce waste disposed to Landfill. 	
	Waste facilities are managed in accordance with regulatory requirements.	<ul style="list-style-type: none"> -Percentage compliance with Environmental Protection Licence conditions. -Number of reported incidents requiring implementation of Pollution Incident Management Response Plan or other necessary measures. 	
	Increased rate of recycling within the Kyogle local government area	<ul style="list-style-type: none"> -Total tonnage of recycled materials collected including at the Community Recycling Centre and Community Recycling Stations. -Recycling initiatives implemented. -Number of promotional activities to raise community awareness of services available and how they can increase recycling in the community. 	
	Minimise illegal dumping of waste in public areas	<ul style="list-style-type: none"> -Number of illegal dumping events reported. -Costs incurred by Council to clean up illegal dumping. -Number of notices issued for illegal dumping. 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
ENVIRONMENTAL SERVICES	The Kyogle local government area is regarded as safe place to dine and purchase takeaway food and beverages	<ul style="list-style-type: none"> -Percentage food premises registered with Council -Percentage of food premises inspected annually -Percentage of food premises assessed as having very good or excellent hygiene and food safety practices. -Number of notices issued for breaches of food safety standards. 	
	Weeds are effectively managed across private and public land throughout the local government area	<ul style="list-style-type: none"> -Services for management of noxious weeds undertaken by Rous CC in accordance with Service Level Agreement, periodic reporting against service level measures -Number of projects partnering with community and environmental agencies/community groups (e.g. Landcare). -Grant funding secured for projects to address weed infestations. 	
	Pest animals are effectively managed across private and public land throughout the local government area	<ul style="list-style-type: none"> -Number of pest animal issues reported by LLS, DPI and environmental agencies/community groups (e.g. Landcare). -Grant funding secured for projects to address pest animals. 	
	Pollution incident (noise, water, land or air) impacts throughout local government area are minimized.	<ul style="list-style-type: none"> -Number of pollution incidents reported -Number of notices issued for pollution -Percentage of pollution incidents cleaned up as required to remove risk of environmental harm. 	
	Onsite sewage management systems operate effectively in non-sewered areas to protect public and environmental health	<ul style="list-style-type: none"> -Total number of OSMS registered -Number of new OSMS approved -Number of OSMS inspected in accordance with Council's Onsite Sewage Management Strategy -Percentage of OSMS which pass inspection -Number of notices issued regarding failing OSMS. 	
	Contaminated lands in the local government area, including Underground Petroleum Storage Systems, are effectively managed to prevent environmental harm.	<ul style="list-style-type: none"> -Total number of contaminated properties including UPSS sites -Percentage of UPSS sites compliant with regulatory requirements -Number of contaminated properties remediated. 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
REGULATORY SERVICES	Domestic dogs and cats are managed in accordance with legislative requirements	<ul style="list-style-type: none"> -Number of dangerous, menacing or nuisance animal reports received -Number of dangerous, menacing or nuisance animal notices issued -Number of incidents of non-compliance with Companion Animals Act (e.g. failure to register companion animal) 	
	Nuisance animals are managed in accordance with legislative requirement, including stray cattle	<ul style="list-style-type: none"> -Number of reports regarding nuisance animals received -Number of notices regarding nuisance animals issued -Number of incidences involving repeat offenders recorded. 	
	Abandoned vehicles are managed to maintain public safety and prevent pollution	<ul style="list-style-type: none"> -Number of abandoned vehicles reported -Number of abandoned vehicles impounded -Costs to Council of impounding vehicles and percentage of costs recovered. 	
ARTS AND CULTURE	Local arts and culture recognised as a cornerstone of Kyogle communities	<ul style="list-style-type: none"> -Number of separate exhibitions per annum and attendance numbers at each exhibition. -Attendance at meetings, including Arts Northern Rivers -Visitor numbers and gallery sales 	
LIBRARY SERVICES	Equitable access to information sources	<ul style="list-style-type: none"> -Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement 	
PLANNING SERVICES	Ensure Council's planning framework encourages economic growth, population growth and social development whilst ensuring sustainable environmental outcomes.	<ul style="list-style-type: none"> -Implementation of actions identified in the Local Strategic Planning Statement. 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Industry and the community has ready access to professional advice regarding development processes and requirements	<ul style="list-style-type: none"> -Number of requests for pre-lodgement advice serviced by Planning Services team. -Number of requests for further information issued. -Availability of written guidance for the development industry and community regarding development processes and requirements. -Number of 'Meet a Planner' and industry information sessions held and number of attendees. 	
	Council's development assessment processes are efficient and focused on achieving good planning outcomes for our community.	<ul style="list-style-type: none"> -Number of development applications received and approved by Council -Number of requests for further information issued -Percentage of applications processed within recommended statutory timeframes -Average timeframe for processing development applications. 	
	Developer contribution requirements for infrastructure and services support and encourage new development	<ul style="list-style-type: none"> -Number of development applications received and approved by Council -Amount of developer contributions collected by Council -Annual value of approved development. 	
	Land uses throughout the local government area are consistent with planning approvals requirements under the <i>Environmental Planning and Assessment Act 1979</i>	<ul style="list-style-type: none"> -Number of incidences of unlawful development reported or detected -Number of notices issued. 	
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	<ul style="list-style-type: none"> -Number of articles promoting Exempt and Complying Development provisions -Number of complying development applications received and approved. 	
BUILDING SERVICES	Buildings are approved in accordance with requirements under the <i>Environmental Planning and Assessment Act 1979</i> and constructed in accordance with building codes.	<ul style="list-style-type: none"> -Number of development applications received by Council. -Number of Construction Certificates issued. -Number of Occupation Certificates issued. 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Unlawful building works are appropriately regulated to ensure community safety.	-Number of incidents of illegal building works reported or detected -Number of notices issued -Number of section 149D applications received.	
	Private pools and spas comply with legislative requirements regarding pool safety.	-Number of pools and spas inspected -Percentage of pools and spas which pass inspection -Number of notices issued.	
	Industry and the community have ready access to Council professional advice regarding building processes and requirements.	-Number of requests for pre-lodgment advice serviced by Building Services team. -Number of requests for further information issued. -Availability of written guidance for the development industry and community regarding building approval processes and requirements. -Number of 'Meet a Certifier' and industry information sessions held and number of attendees.	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
ASSETS AND INFRASTRUCTURE SERVICES			
Bridge Infrastructure	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Ensure conductivity for freight and commuter transport throughout the LGA by improving the condition of councils bridge assets</p>	<ul style="list-style-type: none"> -Number of timber bridges replaced -Number of load limited bridges -Number of bridges inspected per year -Change in infrastructure backlog -Bridges Customer Requests 	
Road Network	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Improve the condition of councils sealed and unsealed rural road network, urban streets network and regional road network</p>	<ul style="list-style-type: none"> -Length of roads re-sealed (km and m²) -cost (\$/m²) -Length of roads rehabilitated (km and m²) -cost (\$/m²) -Length of gravel roads re-sheeted (km) -cost (\$/km) -Length of footpath replaced and constructed (m) -Length of kerb and guttering replaced/constructed (m) -Length of roads graded (km) -Number of Potholes patched -Roadside slashing (km) -Change in infrastructure backlog (\$) -Number of Customer Requests 	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
Water and Sewer	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Provide the community with quality water supply meeting NSW Public Health Legislation</p> <p>Encourage water conservation</p> <p>Provide the community with quality sewerage services</p>	<p>-Performance reporting for water supply and sewerage services as per the requirements of NSW DPI Water, NSW Health and the NSW EPA</p> <p>-Metres of water main replaced</p> <p>-Number of new properties connected to water</p> <p>-Conformance with microbiological, physical and chemical standards</p> <p>-Number of main breaks</p> <p>-Educational activities conducted</p> <p>-Water usage against state average</p> <p>-Metres of sewer mains replaced</p> <p>-Number of new properties connected to sewer</p> <p>-Number of sewer chokes</p> <p>-Water Customer Requests</p> <p>-Sewer Customer Requests</p>	
Stormwater and Flooding	<p>Maintain council's urban stormwater network</p> <p>Manage the risks associated with flooding in urban area</p>	<p>-length of new stormwater pipes laid or renewed</p> <p>-flood management actions completed</p> <p>-Stormwater and flood management Customer Requests</p>	
Parks, Pools and Community Facilities	<p>Encourage patronage of council pools at Bonalbo, Kyogle and Woodenbong</p> <p>Help promote a sense of community by providing safe and pleasant recreation areas</p>	<p>-Numbers of attendances recorded</p> <p>-Total hours operated</p> <p>-Number of promotional events held</p> <p>-Parks and Gardens Customer Requests</p> <p>-Community Buildings Customer Requests</p>	

Long Term Financial Plan

(LTFP)

LONG TERM FINANCIAL PLAN

INCOME STATEMENT

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Operating Budget																					
Operating Revenue																					
Rates and annual charges	7,739,000	8,436,000	8,922,000	9,569,000	10,083,000	10,314,917	10,646,310	10,959,408	11,272,603	11,586,134	11,946,955	12,367,172	12,659,296	12,958,386	13,264,609	13,578,138	13,889,610	14,208,315	14,534,424	14,868,111	
User charges and fees	6,962,000	6,586,000	6,886,000	6,398,000	9,806,000	7,124,541	7,191,329	7,420,336	7,656,818	7,892,316	8,167,407	8,412,455	8,659,366	8,913,560	9,175,252	9,444,665	9,719,983	10,003,394	10,295,136	10,595,456	
Operating grants and contributions	6,374,000	7,743,000	10,959,000	6,648,000	6,906,000	6,166,274	7,759,600	7,425,843	7,609,347	7,747,236	7,823,140	8,028,504	8,244,830	8,467,501	8,696,705	8,932,636	9,175,281	9,425,050	9,682,157	9,946,819	
Capital grants and contributions	2,567,000	6,786,000	5,684,000	8,229,000	8,475,000	15,153,244	3,019,615	6,464,173	4,966,880	4,295,197	3,003,206	1,904,559	1,120,442	1,147,079	1,174,494	1,702,709	1,231,746	1,261,631	1,292,389	1,324,044	
All other operating revenue	670,000	814,000	544,000	559,000	308,000	136,434	399,000	266,257	390,816	365,763	318,236	330,717	316,856	358,084	405,037	383,003	405,613	448,460	505,498	574,291	
Total operating revenue	24,312,000	30,365,000	32,995,000	31,403,000	35,578,000	38,895,409	29,015,854	32,536,016	31,896,464	31,886,646	31,258,944	31,043,408	31,000,790	31,844,609	32,716,096	34,041,151	34,422,233	35,346,851	36,309,604	37,308,721	
Operating Expenses																					
Cost of services (excl interest and depreciation)	10,800,000	12,438,000	13,840,000	12,722,000	13,617,000	12,212,195	11,628,352	11,468,791	12,178,310	12,530,599	13,194,515	13,780,251	14,212,970	14,629,566	15,115,946	14,990,862	15,701,133	15,990,077	16,726,067	17,056,989	
Borrowing costs	119,000	202,000	193,000	185,000	146,000	289,414	204,916	345,423	309,749	272,215	233,671	196,741	167,302	137,262	105,441	73,030	48,284	30,351	26,301	22,159	
Maintenance expense	6,290,000	5,894,000	5,644,000	4,291,000	6,487,000	4,507,399	4,500,800	4,501,034	4,503,540	4,573,596	4,726,862	4,980,662	5,071,324	5,165,871	5,264,297	5,366,602	5,472,790	5,582,872	5,696,863	5,814,785	
Depreciation expense	7,758,000	6,928,000	6,934,000	6,768,000	7,463,000	8,003,886	8,250,549	8,453,566	8,662,651	8,876,966	9,078,473	9,371,585	9,603,627	9,841,473	10,085,266	10,335,155	10,591,294	10,853,838	11,122,947	11,398,787	
Total Operating Expenses	24,967,000	25,462,000	26,611,000	23,966,000	27,713,000	25,012,895	24,584,616	24,768,813	25,654,250	26,253,375	27,233,521	28,329,240	29,055,223	29,774,172	30,570,950	30,765,649	31,813,501	32,457,138	33,572,179	34,292,720	
Operating Surplus/(Deficit)	(655,000)	4,903,000	6,384,000	7,437,000	7,865,000	13,882,514	4,431,238	7,767,203	6,242,214	5,633,271	4,025,423	2,714,168	1,945,566	2,070,438	2,145,146	3,275,502	2,608,732	2,889,713	2,737,425	3,016,001	
Capital Budget																					
Reserve Trns out	2,469,000	2,871,000	4,901,000	(1,178,000)	4,697,000	(2,900,000)	(3,437,529)	(2,408,764)	(2,000,652)	(2,124,893)	(2,110,206)	(2,487,632)	(2,482,229)	(2,327,313)	(2,196,775)	(2,894,654)	(2,712,490)	(2,893,794)	(2,812,578)	(2,864,862)	
Reserve Trns in	0	0	0	0	0	2,900,000	3,437,529	2,408,764	2,000,652	2,124,893	2,110,206	2,487,632	2,482,229	2,327,313	2,196,775	2,894,654	2,712,490	2,893,794	2,812,578	2,864,862	
Loan Proceeds	2,549,000	0	0	0	0	5,000,000	0	5,000,000	0	0	0	0	0	0	0	0	0	0	0	0	
WDV of Disposed Assets	438,000	457,000	566,000	643,000	367,000	423,750	586,875	240,000	511,875	516,375	406,875	450,000	368,250	438,000	525,000	412,500	424,875	437,621	450,750	464,272	
Accumulated Depn Cr	7,758,000	6,928,000	6,934,000	6,768,000	7,463,000	8,003,886	8,250,549	8,453,566	8,662,651	8,876,966	9,078,473	9,371,585	9,603,627	9,841,473	10,085,266	10,335,155	10,591,294	10,853,838	11,122,947	11,398,787	
Total capital receipts	13,214,000	10,256,000	12,401,000	6,233,000	12,527,000	13,427,636	8,837,424	13,693,566	9,174,526	9,393,341	9,485,348	9,821,585	9,971,877	10,279,473	10,610,266	10,747,655	11,016,169	11,291,459	11,573,697	11,863,059	
Capital Expenses																					
Infrastructure Upgrade expenditure	0	6,592,000	1,066,000	1,825,000	3,317,000	8,118,948	1,290,259	6,690,933	6,567,370	4,674,178	2,671,235	1,681,226	610,236	619,482	628,970	1,038,707	1,048,700	1,290,954	1,069,478	1,080,279	
Infrastructure Renewal expenditure	6,100,000	7,466,000	17,139,000	20,557,000	16,846,000	18,925,593	11,090,020	11,089,456	8,320,202	8,484,452	8,371,949	8,034,294	8,285,117	8,479,408	8,678,319	9,981,960	9,190,445	9,635,893	9,622,421	9,846,155	
Plant & I. T.	0	0	0	0	0	1,662,880	2,689,203	1,173,721	1,871,468	1,902,213	1,804,000	1,584,850	1,577,215	1,823,060	2,124,951	1,841,452	1,799,932	1,860,431	1,972,035	1,949,791	
Total Capital Expenses	6,100,000	14,058,000	18,205,000	22,382,000	20,163,000	28,707,420	15,069,482	18,954,111	16,759,040	15,060,843	12,847,184	11,300,370	10,472,568	10,921,950	11,432,240	12,862,119	12,039,077	12,787,278	12,663,935	12,876,225	
Loan Principal Repayments	277,000	221,000	231,000	241,000	252,000	692,373	734,204	1,184,805	1,220,477	1,258,011	1,296,556	1,050,992	1,080,432	1,110,472	1,142,293	888,009	626,060	52,886	56,936	61,078	
Total Loan Repayments	277,000	221,000	231,000	241,000	252,000	692,373	734,204	1,184,805	1,220,477	1,258,011	1,296,556	1,050,992	1,080,432	1,110,472	1,142,293	888,009	626,060	52,886	56,936	61,078	
Capital Surplus/(Deficit)	6,837,000	(4,023,000)	(6,035,000)	(16,390,000)	(7,888,000)	(15,972,157)	(6,966,262)	(6,445,349)	(8,804,991)	(6,925,513)	(4,658,392)	(2,529,777)	(1,581,122)	(1,752,949)	(1,964,267)	(3,002,473)	(1,648,967)	(1,548,705)	(1,147,173)	(1,074,244)	
OVERALL SURPLUS/(DEFICIT)	6,182,000	880,000	349,000	(8,953,000)	(23,000)	(2,089,643)	(2,535,025)	1,321,854	(2,562,777)	(1,292,242)	(632,968)	184,391	364,444	317,488	180,879	273,029	959,765	1,341,009	1,590,252	1,941,757	

LONG TERM FINANCIAL PLAN

BALANCE SHEET

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
ASSETS																						
<u>Current Assets</u>																						
Cash and Cash Equivalents	14,776,000	20,957,827	21,838,000	22,187,248	13,234,180	13,211,301	11,121,658	8,586,633	9,908,486	7,345,709	6,053,467	5,420,498	5,604,889	5,969,334	6,286,822	6,467,701	6,740,730	7,700,494	9,041,503	10,631,755	12,573,513	
Receivables	5,562,000	4,364,873	3,944,000	5,189,000	7,108,342	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536	4,381,536
Inventories	971,000	2,048,930	2,172,000	1,945,000	1,272,730	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482	1,370,482
Total Current Assets	21,309,000	27,371,630	27,954,000	29,321,248	21,615,252	18,963,319	16,873,676	14,338,651	15,660,504	13,097,727	11,805,485	11,172,516	11,356,907	11,721,352	12,038,840	12,219,719	12,492,748	13,452,512	14,793,521	16,383,773	18,325,531	
<u>Non-Current Assets</u>																						
Infrastructure, Property, Plant & Equipment	292,541,000	340,931,898	344,301,000	369,692,000	402,690,163	442,798,938	474,148,695	492,234,471	514,800,878	535,255,413	554,304,301	571,523,744	587,290,623	602,473,578	618,177,895	634,454,317	652,430,138	669,763,799	688,003,713	706,294,043	724,964,560	
Total Non-Current Assets	292,541,000	340,931,898	344,301,000	369,692,000	402,690,163	442,798,938	474,148,695	492,234,471	514,800,878	535,255,413	554,304,301	571,523,744	587,290,623	602,473,578	618,177,895	634,454,317	652,430,138	669,763,799	688,003,713	706,294,043	724,964,560	
TOTAL ASSETS	313,850,000	368,303,528	372,255,000	399,013,248	424,305,415	461,762,257	491,022,371	506,573,122	530,461,382	548,353,141	566,109,785	582,696,261	598,647,530	614,194,930	630,216,736	646,674,036	664,922,886	683,216,312	702,797,234	722,677,816	743,290,091	
LIABILITIES																						
<u>Current Liabilities</u>																						
Payables	1,288,000	2,043,489	1,382,000	2,869,000	2,638,937	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782	3,178,782
Borrowings	271,000	220,873	231,000	241,000	252,128	262,960	734,204	1,184,805	1,220,477	1,258,011	1,296,556	1,050,992	1,080,432	1,110,472	1,142,293	888,009	626,060	52,886	56,936	61,078	64,355	
Provisions	1,688,000	1,695,537	2,485,000	2,508,000	2,316,803	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712	2,510,712
Total Current Liabilities	3,247,000	3,959,899	4,098,000	5,618,000	5,207,868	5,952,454	6,423,698	6,874,299	6,909,971	6,947,505	6,986,050	6,740,486	6,769,926	6,799,966	6,831,787	6,577,503	6,315,554	5,742,380	5,746,430	5,750,572	5,753,849	
<u>Non-Current Liabilities</u>																						
Payables	145,000	137,399	94,000	113,000	200,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	
Borrowings	907,000	3,229,057	2,998,000	2,757,000	2,505,394	2,242,434	6,078,817	4,894,012	8,673,535	7,415,524	6,118,969	5,067,977	3,987,545	2,877,073	1,734,779	846,770	220,710	167,824	110,888	49,810	(14,545)	
Provisions - LSL	149,000	140,969	136,000	180,000	181,566	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	136,797	
Provisions -Remediation & Restoration	1,426,000	1,545,858	1,187,000	1,305,000	1,434,457	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	714,241	
Total Non-Current Liabilities	2,627,000	5,053,283	4,415,000	4,355,000	4,321,417	3,231,472	7,067,855	5,883,050	9,662,573	8,404,562	7,108,007	6,057,015	4,976,583	3,866,111	2,723,817	1,835,808	1,209,748	1,156,862	1,099,926	1,038,848	974,493	
TOTAL LIABILITIES	5,874,000	9,013,182	8,513,000	9,973,000	9,529,285	9,183,926	13,491,553	12,757,349	16,572,544	15,352,067	14,094,056	12,797,501	11,746,509	10,666,077	9,555,605	8,413,311	7,525,302	6,899,242	6,846,356	6,789,420	6,728,342	
Net Assets	307,976,000	359,290,346	363,742,000	389,040,248	414,776,130	452,578,331	477,530,818	493,815,773	513,888,838	533,001,073	552,015,729	569,898,760	586,901,021	603,528,853	620,661,131	638,260,725	657,397,584	676,317,070	695,950,878	715,888,396	736,561,749	
EQUITY																						
Retained Earnings	142,022,000	141,366,699	144,829,000	151,213,248	158,649,793	166,514,386	180,396,900	184,828,137	192,595,341	198,837,555	204,470,825	208,496,249	211,210,417	213,155,983	215,226,421	217,371,567	220,647,068	223,255,801	226,145,514	228,882,939	231,898,940	
Revaluation Reserves	165,954,000	217,923,647	218,913,000	237,827,000	256,126,337	286,063,945	297,133,918	308,987,636	321,293,498	334,163,520	347,544,905	361,402,512	375,690,606	390,372,872	405,434,711	420,889,158	436,750,516	453,061,270	469,805,365	487,005,458	504,662,809	
Total Equity	307,976,000	359,290,346	363,742,000	389,040,248	414,776,130	452,578,331	477,530,818	493,815,773	513,888,839	533,001,074	552,015,730	569,898,761	586,901,023	603,528,855	620,661,132	638,260,725	657,397,585	676,317,070	695,950,879	715,888,396	736,561,749	

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

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
<u>Receipts</u>																				
Rates and Annual Charges	8,250,000	8,428,000	8,910,000	9,347,000	10,053,000	10,314,917	10,646,310	10,959,408	11,272,603	11,586,134	11,946,955	12,367,172	12,659,296	12,958,386	13,264,609	13,578,138	13,889,610	14,208,315	14,534,424	14,868,111
User Charges and Fees	7,334,000	6,865,000	7,938,000	5,867,000	10,784,000	7,124,541	7,191,329	7,420,336	7,656,818	7,892,316	8,167,407	8,412,455	8,659,366	8,913,560	9,175,252	9,444,665	9,719,983	10,003,394	10,295,136	10,595,456
Investment Interest and Revenue	688,000	587,000	533,000	428,000	287,000	177,142	136,129	117,465	149,816	121,645	108,962	105,374	117,030	133,236	149,375	162,986	179,573	216,230	266,905	329,159
Grants and Contributions (Operating)	6,518,000	7,743,000	10,959,000	6,228,000	8,449,000	6,166,274	7,759,600	7,425,843	7,609,347	7,747,236	7,823,140	8,028,504	8,244,830	8,467,501	8,696,705	8,932,636	9,175,281	9,425,050	9,682,157	9,946,819
Grants and Contributions (Capital)	2,567,000	6,786,000	5,684,000	8,229,000	8,475,000	15,153,244	3,019,615	6,464,173	4,966,880	4,295,197	3,003,206	1,904,559	1,120,442	1,147,079	1,174,494	1,702,709	1,231,746	1,261,631	1,292,389	1,324,044
Other	30,000	226,000	0	379,000	256,000	(40,708)	262,871	148,792	240,999	244,118	209,274	225,343	199,826	224,848	255,662	220,017	226,040	232,230	238,593	245,132
<u>Payments</u>																				
Cost of Services	(15,728,000)	(15,907,000)	(17,076,950)	(13,887,068)	(15,899,879)	(16,719,594)	(16,129,152)	(15,969,825)	(16,681,850)	(17,104,194)	(17,921,377)	(18,760,913)	(19,284,293)	(19,795,437)	(20,380,244)	(20,357,464)	(21,173,924)	(21,572,949)	(22,422,930)	(22,871,775)
Borrowing Costs (interest only)	(87,000)	(170,000)	(156,000)	(151,000)	(138,000)	(289,414)	(204,916)	(345,423)	(309,749)	(272,215)	(233,671)	(196,741)	(167,302)	(137,262)	(105,441)	(73,030)	(48,284)	(30,351)	(26,301)	(22,159)
Net Cash provided (or used in) Operating Activities	9,572,000	14,558,000	16,791,050	16,439,932	22,266,121	21,886,400	12,681,786	16,220,769	14,904,865	14,510,237	13,103,897	12,085,753	11,549,194	11,911,911	12,230,412	13,610,657	13,200,026	13,743,551	13,860,372	14,414,788
Cash Flows from Investing Activities																				
<u>Receipts</u>																				
Sale of Infrastructure, Property, Plant and Equipment	438,000	457,000	566,000	643,000	367,000	423,750	586,875	240,000	511,875	516,375	406,875	450,000	368,250	438,000	525,000	412,500	424,875	437,621	450,750	464,272
<u>Payments</u>																				
Purchase of Infrastructure, Property, Plant and Equipment	(6,100,000)	(13,914,000)	(16,777,000)	(25,795,000)	(22,404,000)	(28,707,420)	(15,069,482)	(18,954,111)	(16,759,040)	(15,060,843)	(12,847,184)	(11,300,370)	(10,472,568)	(10,921,950)	(11,432,240)	(12,862,119)	(12,039,077)	(12,787,278)	(12,663,935)	(12,876,225)
Net Cash provided (or used in) Investing Activities	(5,662,000)	(13,457,000)	(16,211,000)	(25,152,000)	(22,037,000)	(28,283,670)	(14,482,607)	(18,714,111)	(16,247,165)	(14,544,468)	(12,440,309)	(10,850,370)	(10,104,318)	(10,483,950)	(10,907,240)	(12,449,619)	(11,614,202)	(12,349,657)	(12,213,185)	(12,411,952)
Cash Flows from Financing Activities																				
<u>Receipts</u>																				
Proceeds from Borrowings	2,549,000	0	0	0	0	5,000,000	0	5,000,000	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>																				
Repayment of Borrowings and Advances	(277,000)	(220,629)	(231,000)	(241,000)	(252,000)	(692,373)	(734,204)	(1,184,805)	(1,220,477)	(1,258,011)	(1,296,556)	(1,050,992)	(1,080,432)	(1,110,472)	(1,142,293)	(888,009)	(626,060)	(52,886)	(56,936)	(61,078)
Net Cash provided (or used in) Financing Activities	2,272,000	(220,629)	(231,000)	(241,000)	(252,000)	4,307,627	(734,204)	3,815,195	(1,220,477)	(1,258,011)	(1,296,556)	(1,050,992)	(1,080,432)	(1,110,472)	(1,142,293)	(888,009)	(626,060)	(52,886)	(56,936)	(61,078)
Net Increase (Decrease) in Cash and Cash Equivalents	6,182,000	880,371	349,050	(8,953,068)	(22,879)	(2,089,643)	(2,535,025)	1,321,854	(2,562,777)	(1,292,242)	(632,968)	184,391	364,444	317,488	180,879	273,029	959,765	1,341,009	1,590,252	1,941,757
Cash and Cash Equivalents at start of year	14,775,827	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	11,121,658	8,586,633	9,908,486	7,345,709	6,053,467	5,420,498	5,604,889	5,969,334	6,286,822	6,467,701	6,740,730	7,700,494	9,041,503	10,631,755
Cash and Cash Equivalents - end of year	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	11,121,658	8,586,633	9,908,486	7,345,709	6,053,467	5,420,498	5,604,889	5,969,334	6,286,822	6,467,701	6,740,730	7,700,494	9,041,503	10,631,755	12,573,513
Projected Bank Balances	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	11,121,658	8,586,633	9,908,486	7,345,709	6,053,467	5,420,498	5,604,889	5,969,334	6,286,822	6,467,701	6,740,730	7,700,494	9,041,503	10,631,755	12,573,513

LONG TERM FINANCIAL PLAN

BANK BALANCES

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General																				
Opening Balance						9,597,302	7,627,368	6,994,220	8,066,845	5,725,396	4,809,360	4,104,981	4,185,453	4,214,868	4,174,288	3,973,388	3,829,689	4,348,533	5,234,224	6,353,998
Movement						(1,969,935)	(633,147)	1,072,625	(2,341,449)	(916,036)	(704,379)	80,472	29,415	(40,580)	(200,900)	(143,700)	518,845	885,691	1,119,774	1,455,589
Closing Balance	8,765,376	15,403,764	16,372,798	10,332,577	9,597,302	7,627,368	6,994,220	8,066,845	5,725,396	4,809,360	4,104,981	4,185,453	4,214,868	4,174,288	3,973,388	3,829,689	4,348,533	5,234,224	6,353,998	7,809,587
Employee Leave			1,248,351	1,320,526	1,380,882	1,415,404	1,455,035	1,495,776	1,537,658	1,580,713	1,624,972	1,670,472	1,717,245	1,765,328	1,814,757	1,865,570	1,917,806	1,971,505	2,026,707	2,083,455
Roads and Bridges						1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Emergency Works						500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Reinstatement Reserve						139,886	70,992	72,412	73,860	75,338	76,995	78,689	80,420	82,189	83,997	85,845	87,734	89,664	91,637	93,653
Min Reserve						3,055,290	3,026,028	3,068,188	3,111,518	3,156,050	3,201,967	3,249,161	3,297,665	3,347,517	3,398,754	3,451,416	3,505,540	3,561,169	3,618,344	3,677,107
State Highways																				
Opening Balance						964,845	523,205	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Movement						(441,640)	(273,205)	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	967,045	602,197	1,595,641	114,322	964,845	523,205	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Min Reserve						250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Quarries																				
Opening Balance						1,052,337	1,174,488	526,189	504,701	482,099	458,347	434,158	408,646	381,765	353,466	323,697	292,406	259,541	225,046	188,864
Movement						122,152	(648,299)	(21,488)	(22,602)	(23,753)	(25,511)	(26,881)	(28,300)	(29,769)	(31,290)	(32,865)	(34,495)	(36,182)	(37,928)	
Closing Balance	1,121,071	322,398	592,435	662,432	1,052,337	1,174,488	526,189	504,701	482,099	458,347	434,158	408,646	381,765	353,466	323,697	292,406	259,541	225,046	188,864	150,936
Min Reserve						525,477	501,786	479,573	456,226	431,708	406,788	380,525	352,873	323,781	293,199	261,074	227,352	191,976	154,890	116,034
Plant																				
Opening Balance						1,479,147	1,625,960	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Movement						146,813	(1,125,960)	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	6,993,032	2,017,333	1,719,031	1,315,985	1,479,147	1,625,960	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Min Reserve						500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total General Fund																				
Opening Balance						13,093,631	10,951,021	8,270,409	9,321,546	6,957,495	6,017,707	5,289,139	5,344,100	5,346,634	5,277,754	5,047,085	4,872,095	5,358,075	6,209,271	7,292,862
Movement						(2,142,610)	(2,680,611)	1,051,137	(2,364,051)	(939,788)	(728,568)	54,961	2,534	(68,880)	(230,669)	(174,990)	485,980	851,196	1,083,592	1,417,660
GF Closing Balance	17,846,524	18,345,692	20,279,905	12,425,317	13,093,631	10,951,021	8,270,409	9,321,546	6,957,495	6,017,707	5,289,139	5,344,100	5,346,634	5,277,754	5,047,085	4,872,095	5,358,075	6,209,271	7,292,862	8,710,523
GF Total Min Reserve	4,334,910	4,334,910	4,334,910	4,334,910	4,334,910	4,330,767	4,277,813	4,297,761	4,317,745	4,337,758	4,358,755	4,379,686	4,400,538	4,421,298	4,441,953	4,462,490	4,482,892	4,503,145	4,523,234	4,543,142
Water Supply																				
Opening Balance						371,424	233,061	293,063	239,638	144,594	71,527	120,110	212,356	320,787	446,178	589,333	761,122	962,413	1,184,067	1,427,018
Movement						(138,363)	60,002	(53,425)	(95,044)	(73,067)	48,583	92,246	108,432	125,391	143,155	171,789	201,291	221,654	242,951	265,217
Water Closing Balance	2,477,311	2,558,680	1,367,361	538,715	371,424	233,061	293,063	239,638	144,594	71,527	120,110	212,356	320,787	446,178	589,333	761,122	962,413	1,184,067	1,427,018	1,692,234
Sewer Fund																				
Opening Balance						113,310	(4,723)	98,526	421,465	307,626	8,164	25,445	34,766	262,742	500,695	748,912	1,007,688	1,265,581	1,522,376	1,777,844
Movement						(118,033)	103,248	322,939	(113,839)	(299,462)	17,281	9,321	227,976	237,953	248,217	258,776	257,894	256,794	255,468	253,906
Sewer Closing Balance	584,190	983,594	843,066	495,059	113,310	(4,723)	98,526	421,465	307,626	8,164	25,445	34,766	262,742	500,695	748,912	1,007,688	1,265,581	1,522,376	1,777,844	2,031,750
Domestic Waste Fund																				
Opening Balance						(367,063)	(57,701)	(75,366)	(74,162)	(64,006)	(43,931)	(14,195)	13,668	39,170	62,195	82,372	99,825	114,425	125,790	134,031
Movement						309,362	(17,664)	1,203	10,156	20,075	29,736	27,863	25,502	23,025	20,177	17,453	14,601	11,365	8,241	4,974
DM Closing Balance	49,802	(49,768)	(303,085)	(224,911)	(367,063)	(57,701)	(75,366)	(74,162)	(64,006)	(43,931)	(14,195)	13,668	39,170	62,195	82,372	99,825	114,425	125,790	134,031	139,005
Reinstatement Reserve						0	70,992	72,412	73,860	75,338	76,995	78,689	80,420	82,189	83,997	85,845	87,734	89,664	91,637	93,653
TOTALS																				
Opening Balance						13,211,301	11,121,658	8,586,633	9,908,486	7,345,709	6,053,467	5,420,498	5,604,889	5,969,334	6,286,822	6,467,701	6,740,730	7,000,494	7,341,503	7,700,494
Movement						(2,089,644)	(2,535,025)	1,321,854	(2,562,777)	(1,292,242)	(632,968)	184,391	364,444	317,489	180,879	273,028	959,765	1,341,009	1,590,252	1,941,758
All Closing Balance	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	11,121,658	8,586,633	9,908,486	7,345,709	6,053,467	5,420,498	5,604,889	5,969,334	6,286,822	6,467,701	6,740,730	7,000,494	7,341,503	7,700,494	8,142,252

SUMMARY BY FUNCTION

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GENERAL FUND																				
GENERAL MANAGER																				
Governance	(394,700)	(342,704)	(449,762)	(433,759)	(476,204)	(534,150)	(681,866)	(580,149)	(594,087)	(608,369)	(719,887)	(639,226)	(655,244)	(671,670)	(796,881)	(705,786)	(723,497)	(741,659)	(882,252)	(779,383)
Administration	(1,124,632)	(1,064,102)	(1,067,975)	(1,050,145)	(1,001,131)	(1,264,862)	(1,121,682)	(1,061,493)	(1,055,086)	(1,178,697)	(1,141,535)	(1,202,316)	(1,251,115)	(1,225,085)	(1,205,455)	(1,363,354)	(1,306,123)	(1,352,305)	(1,452,436)	(1,400,090)
Human Resources	(181,195)	(260,049)	(247,521)	(250,127)	(127,048)	(461,818)	(290,474)	(270,955)	(275,886)	(280,901)	(286,657)	(292,526)	(298,511)	(304,614)	(310,837)	(317,182)	(323,651)	(330,247)	(336,973)	(343,829)
Finance	7,661,353	8,228,028	9,688,100	8,759,301	10,138,524	12,494,073	9,233,799	13,873,644	9,152,959	9,378,009	9,624,730	9,887,122	10,171,502	10,467,354	10,770,238	11,354,535	11,949,278	12,886,203	13,253,902	13,641,245
Crown Reserves	(4,610)	(11,111)	(10,398)	(6,257)	162,028	(182,582)	(9,652)	(9,855)	(10,062)	(10,273)	(10,507)	(10,747)	(10,992)	(11,242)	(11,498)	(11,761)	(12,029)	(12,303)	(12,584)	(12,871)
	5,956,216	6,550,062	7,912,445	7,019,013	8,696,169	10,050,661	7,130,126	11,951,192	7,217,838	7,299,768	7,466,144	7,742,308	7,955,641	8,254,743	8,445,567	8,956,453	9,583,978	10,449,688	10,569,657	11,105,072
PLANNING & ENVIRONMENTAL																				
Town Planning	(110,688)	(75,770)	(197,633)	(190,588)	(286,761)	(510,468)	(391,609)	(298,938)	(286,475)	(284,226)	(292,039)	(300,071)	(308,329)	(316,818)	(325,544)	(334,515)	(343,737)	(353,217)	(362,962)	(372,979)
Environmental Health	(170,323)	(161,507)	(64,937)	(214,820)	(264,267)	(209,916)	(479,350)	(491,406)	(503,769)	(516,447)	(529,722)	(543,339)	(557,308)	(571,637)	(586,337)	(601,416)	(616,884)	(632,752)	(649,030)	(665,728)
Building Control	(38,407)	(23,847)	(26,285)	(24,839)	(10,456)	(31,596)	(31,275)	(31,355)	(31,420)	(31,469)	(31,685)	(31,891)	(32,086)	(32,271)	(32,444)	(32,605)	(32,753)	(32,887)	(33,006)	(33,110)
Regulatory Services	(94,511)	(112,628)	(107,834)	(105,102)	(98,033)	(110,132)	(94,783)	(96,698)	(98,647)	(100,632)	(102,894)	(105,202)	(107,558)	(109,963)	(112,417)	(114,922)	(117,478)	(120,086)	(122,748)	(125,465)
Other Waste	84,862	66,456	295,582	(520,439)	74,761	(620,723)	119,994	127,255	134,293	142,119	(127,638)	186,322	190,557	194,885	199,058	203,577	208,195	(251,337)	217,485	222,412
Strategic, Community & Cultural Services	(295,377)	(264,330)	(388,799)	(499,926)	(621,560)	(611,338)	(593,732)	(607,537)	(621,671)	(636,145)	(651,696)	(667,634)	(683,967)	(700,707)	(717,863)	(735,446)	(753,466)	(771,935)	(790,864)	(810,265)
Pre Schools	(19,560)	(25,365)	(64,225)	(65,188)	(66,166)	(67,158)	(68,166)	(69,529)	(70,920)	(72,338)	(73,930)	(75,556)	(77,218)	(78,917)	(80,653)	(82,428)	(84,241)	(86,094)	(87,988)	(89,924)
Public Libraries	(323,551)	(516,144)	(372,336)	(373,526)	(398,977)	(421,338)	(426,920)	(434,951)	(443,128)	(451,453)	(460,942)	(470,626)	(480,510)	(490,596)	(500,891)	(511,397)	(522,118)	(533,060)	(544,225)	(555,620)
	(967,555)	(1,113,135)	(926,466)	(1,994,428)	(1,671,459)	(2,582,669)	(1,965,841)	(1,903,159)	(1,921,737)	(1,950,591)	(2,270,545)	(2,007,997)	(2,056,419)	(2,106,024)	(2,157,091)	(2,209,151)	(2,262,482)	(2,781,368)	(2,373,339)	(2,430,679)
INFRASTRUCTURE SERVICES																				
Regional Roads	461,333	437,274	280,155	(361,668)	(149,803)	(938,383)	(712,720)	(788,356)	(334,210)	(327,045)	(322,638)	(317,780)	(312,452)	(306,630)	(300,293)	(293,418)	(285,982)	(277,958)	(269,321)	(260,045)
Urban Streets	(604,655)	(778,927)	(794,858)	(1,696,095)	(876,756)	(1,721,115)	(1,203,374)	(2,679,416)	(1,340,908)	(1,205,650)	(1,092,661)	(1,118,995)	(1,145,953)	(1,173,551)	(1,201,804)	(1,230,727)	(1,260,337)	(1,290,651)	(1,321,684)	(1,353,456)
Rural Local Roads	(252,909)	2,510,641	(1,601,204)	(2,658,922)	(4,409,704)	(2,990,071)	(1,444,266)	(2,128,031)	(2,383,224)	(2,444,618)	(2,029,881)	(1,881,177)	(1,963,839)	(2,137,912)	(2,299,096)	(2,465,003)	(2,660,746)	(2,640,254)	(2,779,158)	(2,839,885)
Bridges	(270,199)	2,842,201	(2,218,573)	(4,357,243)	(3,064,796)	(1,191,850)	(305,781)	(9,019)	64,087	46,563	223,293	225,818	166,989	116,429	395,815	321,819	391,900	355,713	371,710	371,710
Emergency Services	(187,197)	(271,519)	(317,354)	(336,034)	(323,602)	(369,964)	(380,968)	(388,588)	(396,359)	(404,287)	(413,181)	(422,271)	(431,561)	(441,055)	(450,758)	(460,675)	(470,810)	(481,168)	(491,753)	(502,572)
Swimming Pools	(455,534)	(486,871)	(463,574)	(481,551)	(551,711)	(485,889)	(588,380)	(602,237)	(616,426)	(630,955)	(646,447)	(662,322)	(678,590)	(695,261)	(712,344)	(729,850)	(747,790)	(766,173)	(785,012)	(804,317)
Parks & Gardens	(421,094)	(458,687)	(574,036)	(522,205)	(473,854)	(1,063,815)	(713,479)	(729,988)	(741,758)	(758,926)	(777,424)	(796,379)	(815,802)	(835,707)	(856,104)	(877,006)	(898,426)	(920,377)	(942,872)	(965,925)
Community Buildings	(307,403)	(294,703)	67,372	150,964	(478,867)	(360,249)	(132,602)	(1,585,607)	(1,588,472)	(219,605)	(224,917)	(230,355)	(235,924)	(241,626)	(247,464)	(253,442)	(259,563)	(265,830)	(272,246)	(278,816)
Public Cemeteries	(61,822)	54,339	(55,706)	(15,113)	(20,533)	(56,633)	(66,325)	(67,191)	(68,060)	(68,930)	(150,009)	(71,097)	(72,194)	(73,301)	(74,417)	(75,541)	(76,673)	(77,813)	(78,961)	(80,115)
Stormwater	827,774	(1,388,957)	25,382	(122,459)	(348,538)	(120,625)	(204,616)	(207,535)	(208,972)	(211,964)	(107,173)	(108,536)	(109,933)	(111,365)	(112,833)	(114,337)	(115,879)	(117,459)	(119,079)	(120,739)
Engineering Administration	(83,663)	(274,086)	(18,532)	123,758	553,092	(139,333)	(44,920)	210,558	47,763	(57,320)	(182,210)	(268,220)	(329,375)	(339,880)	(350,692)	(286,817)	(348,266)	(336,847)	(372,170)	(384,643)
	(1,355,369)	1,890,705	(5,670,928)	(10,276,568)	(10,145,072)	(9,437,927)	(5,797,432)	(8,975,409)	(7,637,550)	(6,265,213)	(5,899,979)	(5,653,839)	(5,869,807)	(6,189,299)	(6,489,376)	(6,891,002)	(6,802,651)	(6,782,629)	(7,076,544)	(7,218,804)
TOTAL GENERAL FUND	3,633,292	7,327,632	1,315,050	(5,251,984)	(3,120,361)	(1,969,935)	(633,147)	1,072,625	(2,341,449)	(916,036)	(704,379)	80,472	29,415	(40,580)	(200,900)	(143,700)	518,845	885,691	1,119,774	1,455,589
RESTRICTED FUNDS - INTERNAL																				
State Highways	(181,336)	(670,713)	(151,474)	(472,438)	(8,703)	(441,640)	(273,205)	0	0	0	0	0	0	0	0	0	0	0	0	0
Quarries	(13,446)	(731,937)	205,202	123,060	549,073	122,152	(648,299)	(21,488)	(22,602)	(23,753)	(24,189)	(25,511)	(26,881)	(28,300)	(29,769)	(31,290)	(32,865)	(34,495)	(36,182)	(37,928)
Plant & Depots	(446,181)	(4,982,163)	(302,212)	(378,957)	174,947	146,813	(1,125,960)	0	0	0	0	0	0	0	0	0	0	0	0	0
	(640,963)	(6,384,813)	(248,484)	(728,335)	715,317	(172,675)	(2,047,464)	(21,488)	(22,602)	(23,753)	(24,189)	(25,511)	(26,881)	(28,300)	(29,769)	(31,290)	(32,865)	(34,495)	(36,182)	(37,928)
RESTRICTED FUNDS - EXTERNAL																				
Water Fund	2,583,293	111,706	(772,180)	(1,299,279)	(179,502)	(138,363)	60,002	(53,425)	(95,044)	(73,067)	48,583	92,246	108,432	125,391	143,155	171,789	201,291	221,654	242,951	265,217
Sewer Fund	(218,572)	389,556	(144,266)	(373,048)	(380,340)	(118,033)	103,248	322,939	(113,839)	(299,462)	17,281	9,321	227,976	237,953	248,217	258,776	257,894	256,794	255,468	253,906
Domestic Waste	20,187	(94,014)	(247,391)	77,236	(135,967)	309,362	(17,664)	1,203	10,156	20,075	29,736	27,863	25,502	23,025	20,177	17,453	14,601	11,365	8,241	4,974
	2,384,908	407,248	(1,163,837)	(1,595,091)	(695,810)	52,966	145,586	270,717	(198,726)	(352,454)	95,600	129,430	361,910	386,369	411,548	448,018	473,785	489,813	506,660	524,097
COMBINED FUNDS	5,377,237	1,350,067	(97,271)	(7,575,410)	(3,100,854)	(2,089,644)	(2,535,025)	1,321,854	(2,562,777)	(1,292,242)	(632,968)	184,391	364,444	317,489	180,879	273,028	959,765	1,341,009	1,590,252	1,941,758

LONG TERM FINANCIAL PLAN

ASSUMPTIONS

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
Sundry Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
General Rates Indexation		10.34%	5.50%	5.43%	5.44%	5.44%	2.60%	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		2.46%	2.06%	1.38%	1.78%	1.34%	1.70%	1.90%	2.10%	2.30%	2.50%	2.70%	2.90%	3.10%	3.30%	3.50%	3.70%	3.90%	4.10%	4.30%
Employee Costs Indexation		2.70%	2.80%	2.35%	2.50%	2.50%	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		0.46%	1.39%	4.34%	5.54%	4.25%	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	\$3,877,876	\$3,895,602	\$3,949,938	\$4,121,421	\$4,349,797	\$4,534,467	\$4,670,500	\$4,810,615	\$4,954,933	\$5,103,581	\$5,256,689	\$5,414,390	\$5,576,821	\$5,744,126	\$5,916,450	\$6,093,943	\$6,276,761	\$6,465,064	\$6,659,016	\$6,858,787
Domestic Waste Charges Indexation		0.72%	0.99%	2.83%	2.73%	2.05%	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
DWM Tonnage Percentage					50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Waste Gate Charges Indexation		19.21%	15.90%	7.62%	6.07%	-0.83%	10.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Other Waste Charges Indexation		4.27%	3.54%	2.43%	3.61%	2.00%	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		251.71%	3.17%	3.39%	2.58%	1.89%	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		1.11%	10.36%	6.82%	7.12%	1.30%	5.00%	4.00%	4.00%	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		3.57%	6.08%	4.98%	4.06%	5.01%	5.00%	5.00%	5.00%	5.00%	5.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%
Regional Roads Block Grant Indexation		1.75%	1.72%	1.95%	1.83%	2.91%	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	\$1,005,000	\$1,024,563	\$1,043,363	\$1,073,710	\$1,105,921	\$1,139,099	\$1,173,272	\$1,208,470	\$1,244,724	\$1,282,066	\$1,320,528	\$1,360,144	\$1,400,948	\$1,442,977	\$1,486,266	\$1,530,854	\$1,576,779	\$1,624,083
Regional Roads Repair Program Indexation		417.60%	-6.11%	1.71%	6.84%	0.63%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRRP Income	\$35,444	\$183,459	\$172,241	\$175,179	\$187,161	\$188,348	\$192,115	\$195,957	\$199,877	\$205,873	\$212,050	\$218,411	\$224,963	\$231,712	\$238,664	\$245,823	\$253,198	\$260,794	\$268,618	\$276,677
Roads to Recovery Indexation		171.51%	22.70%	-66.78%	-87.86%	1318.18%	3.00%	3.00%	3.00%	3.00%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Projected R2R Income	\$833,093	\$2,261,912	\$2,775,255	\$921,881	\$111,908	\$1,587,052	\$1,536,234	\$1,024,156	\$1,024,156	\$973,338	\$855,107	\$859,383	\$863,680	\$867,998	\$872,338	\$876,700	\$881,083	\$885,489	\$889,916	\$894,366
Timber Bridges 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%
Projected Timber Bridges Income	\$0	\$269,516	\$1,306,139	\$1,674,898	\$1,321,470	\$2,264,477	\$2,290,000	\$2,310,000	\$510,000	\$520,200	\$531,644	\$100,000	\$102,200	\$104,448	\$106,746	\$609,095	\$111,495	\$113,948	\$116,454	\$119,016
Black Spot Funding 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%
Projected Black Spot Income	\$147,483	\$333,133	\$534,418	\$25,560	\$497,446	\$326,543	\$0	\$179,108	\$184,481	\$190,016	\$321,875	\$331,532	\$341,478	\$351,722	\$362,273	\$373,142	\$384,336	\$395,866	\$407,742	\$419,974
Fixing Country Roads 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%
Projected FCR Income	\$0	\$703,001	\$0	\$45,597	\$2,634,272	\$4,548,031	\$0	\$179,108	\$184,481	\$190,016	\$195,716	\$201,588	\$207,635	\$213,864	\$220,280	\$226,889	\$233,695	\$240,706	\$247,927	\$255,365
National Stronger Regions Fund							3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected NSRF Income	\$0	\$0	\$933,040	\$96,263	\$1,650,810	\$3,550,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation Indexation		-10.70%	0.09%	-2.39%	10.27%	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						0.00%	0.00%	0.00%	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		-20.13%	-4.68%	5.46%	71.12%	-46.26%	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%

