



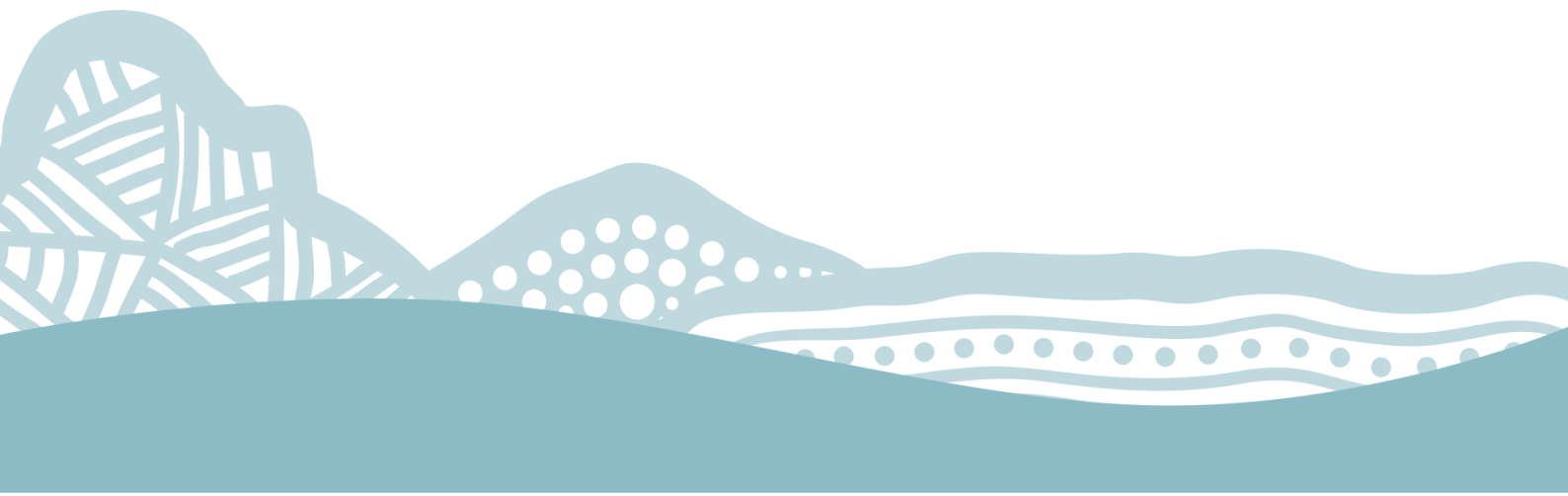
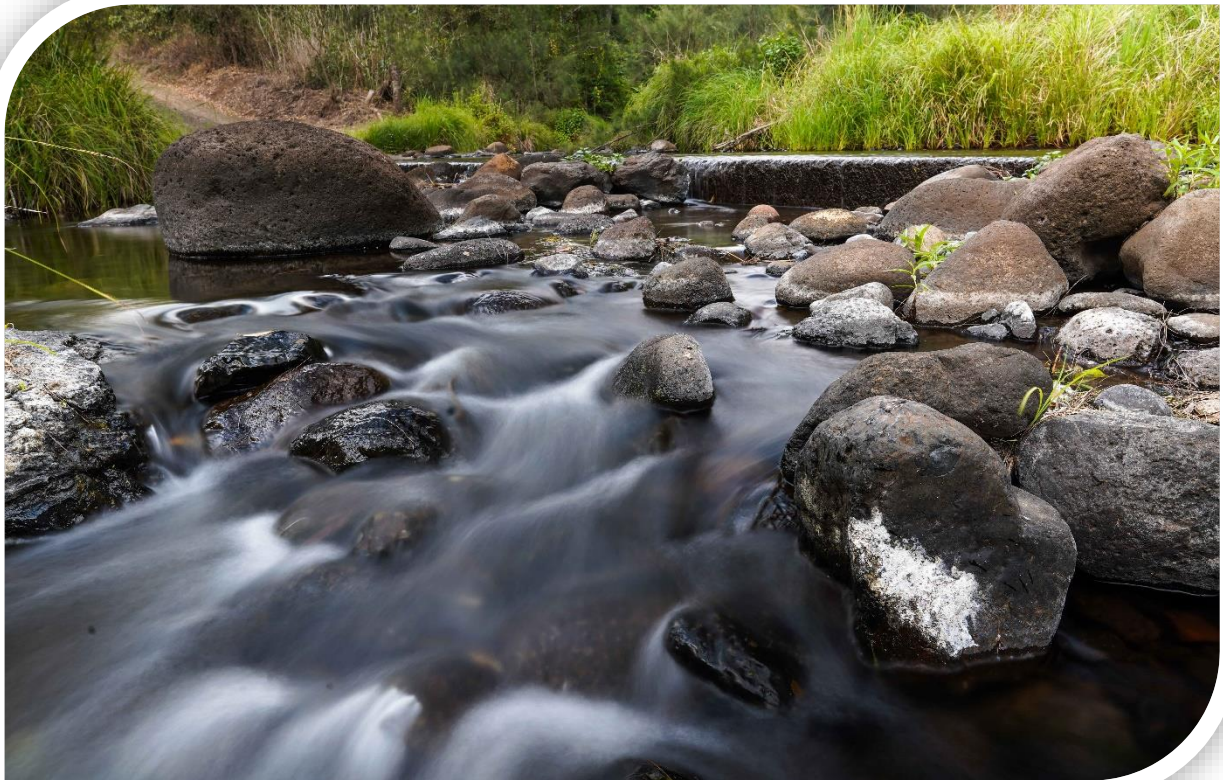
**KYOGLE COUNCIL**

## **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

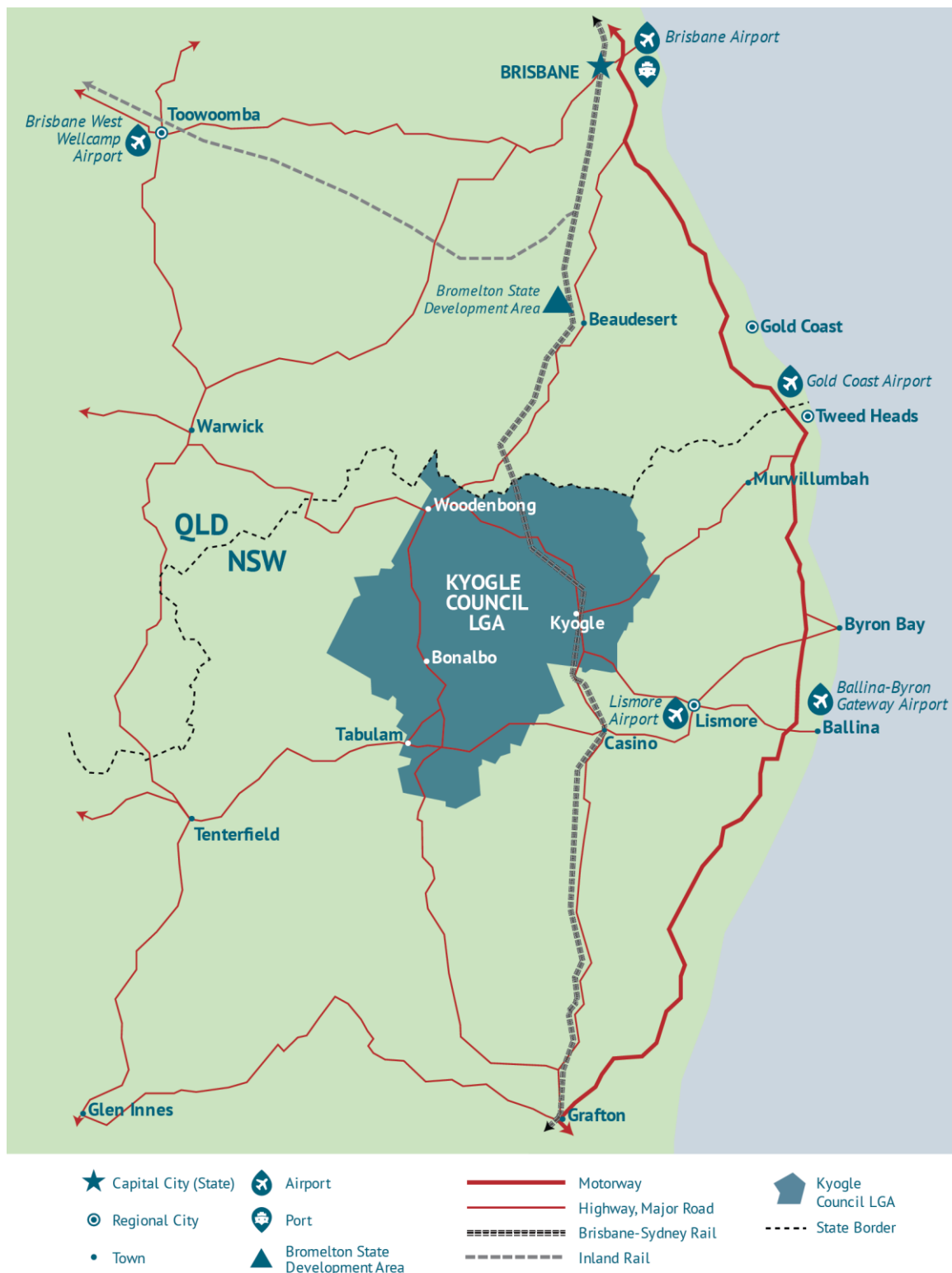
## OUR VALUES

- 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 2021.



**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%
<b>TOTALS</b>	<b>1,257,910,150</b>	<b>5,187</b>			<b>7,347,327</b>		

### 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
<b>Total</b>	<b>158,825,799</b>	<b>1,865</b>			<b>182,770</b>

**Domestic Waste Management Charges:**

By law a Domestic Waste Management basic charge must apply to every residential property in the collection area whether occupied or vacant. The increase in these charges for 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
<b>Total</b>			<b>1,075,355</b>

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

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
<b>Total</b>			<b>320,724</b>

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

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

On Site Sewerage Management System Annual License Fees are to apply to every On Site Sewerage Management System being operated within the Council Area. The increase in these charges for 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	6,934	0
100mm connection	0	10,850	0
Fire Service Connection (all sizes)	8	434	3,472
Non-Rateable Connections	25	0	0
<b>Total</b>	<b>2,087</b>		<b>962,245</b>

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
<b>Total</b>		<b>781,430</b>

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

## Residential Sewerage Charges

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

The increase in Sewerage Charges for 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	<b>1,330,841</b>
Non rateable properties	25	0	0

## Non Residential Sewerage Charges

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

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

Where:

AC = an annual availability/access charge (\$).

C = Customer's annual water consumption (kL)

UC = Sewerage Usage Charge (\$/kL)

SDF = Sewerage Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT OR ANNUAL CHARGE (\$)	ANTICIPATED YIELD (\$)
<b>Availability/Access Charges</b>			
Vacant Property Charge	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
<b>Total</b>	<b>330</b>		<b>150,414</b>
<b>Sewer Usage Charge</b>		\$1.23 per kL	<b>111,930</b>

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

### **Trade Waste Charges:**

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

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

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

$$A + I$$

Where:

A = Annual trade waste fee for minor or no pre-treatment (\$)

I = Re-inspection fee (\$) (where required)

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

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

Where:

A = Annual trade waste fee for prescribed pre-treatment (\$)

I = Re-inspection fee (\$) (where required)

C = Customer's annual water consumption (kL)

UC = Trade Waste Usage Charge (\$/kL)

TWDF = Trade Waste Discharge Factor (i.e. the ratio of a customer's estimated volume discharged in the sewerage system to the customer's total water consumption). Refer Councils Liquid Trade Waste Policy for details.

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

$$A + I + EMC$$

Where:

A = Annual trade waste fee for Major Discharger (\$)

I = Re-inspection fee (\$) (where required)

EMC = Total Excess Mass Charges (\$) (Refer Councils Fees and Charges for details.)

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

$$A + I$$

Where:

A = Annual trade waste fee for Sewer Dump Point (\$)

I = Re-inspection fee (\$) (where required)

## Anticipated Yield from Trade Waste charges:

ANNUAL TRADE WASTE FEE OR CHARGE	NUMBER OF CONNECTIONS	RATE PER UNIT (\$)	ANTICIPATED YIELD (\$)
Min or no pre treatment	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
<b>Totals</b>	<b>121</b>		<b>14,137</b>
Trade Waste Usage (with pre-treatment) per kL		\$1.23	17,835
Trade Waste Usage (without pre-treatment) per kL		*\$5.00	5,000
<b>Totals</b>			<b>22,835</b>

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

**Fees and Charges**

Council has Fees and Charges for the 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 0% for the period 1 July 2020 to 31 December 2020 (inclusive) and 5% from 1 January 2021 to 30 June 2021 (inclusive) 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.

In accordance with section 566(3) of the Act, the Office of Local Government advised that it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2020 to 31 December 2020 (inclusive) will be 0.0% per annum and that the maximum rate of interest payable on overdue rates and charges for the period 1 January 2021 to 30 June 2021 (inclusive) will be 7.0% per annum. The interest rate has been set at 0.0% for the first half of the 2020-21 financial year in response to the financial impacts faced by the community as a result of the COVID-19 Pandemic.

**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 (\$)
<b>Water Fund</b>				
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
<b>Sewer Fund</b>				
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
<b>Waste Services</b>				
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
<b>General Fund</b>				
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
<b>Regional Roads</b>				
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
<b>Total Expenditure</b>	<b>1,896,607</b>	<b>1,746,767</b>	<b>1,352,010</b>	<b>1,380,868</b>
Repair Program Funding	192,115	195,957	199,877	205,873
Roads to Recovery Funding	112,091	115,454	118,917	122,485
<b>Total External Grants</b>	<b>304,206</b>	<b>311,411</b>	<b>318,794</b>	<b>328,358</b>
<b>Rural Local Roads</b>				
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
<b>Total Expenditure</b>	<b>3,404,160</b>	<b>3,470,755</b>	<b>3,549,196</b>	<b>3,619,263</b>
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
<b>Total external Grants</b>	<b>807,587</b>	<b>861,807</b>	<b>885,321</b>	<b>830,339</b>



Project / Item	2020/21	2021/22	2022/23	2023/24
<b>Urban Streets</b>				
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		
<b>Total Expenditure</b>	<b>755,139</b>	<b>3,720,473</b>	<b>736,150</b>	<b>752,173</b>
<b>Total external Grants</b>		<b>1,500,000</b>		
<b>Stormwater and Flood Management</b>				
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
<b>Total Expenditure</b>	<b>541,336</b>	<b>547,393</b>	<b>553,577</b>	<b>559,892</b>
<b>Flood Management Funding</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Water Supplies</b>				
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
<b>Total Expenditure</b>	<b>230,000</b>	<b>830,000</b>	<b>1,161,000</b>	<b>1,161,000</b>
<b>Total external Grants</b>		<b>450,000</b>	<b>698,250</b>	<b>698,250</b>
<b>Sewerage Services</b>				
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
<b>Total</b>	<b>742,000</b>	<b>242,000</b>	<b>2,242,000</b>	<b>3,242,000</b>
<b>Total external Grants</b>	<b>337,500</b>		<b>1,500,000</b>	<b>2,250,000</b>
<b>Waste Management and Quarries</b>				
Kyogle Landfill Renewals	47,000	48,020	49,063	50,128
Quarry rehabilitation	31,573	32,248	32,938	33,643
<b>Total Expenditure</b>	<b>78,573</b>	<b>80,268</b>	<b>82,001</b>	<b>83,771</b>
<b>Buildings and Community Facilities</b>				
Parks and Gardens Renewals	200,000	204,320	208,735	213,248
Swimming Pools Renewals	61,000	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
<b>Total Expenditure</b>	<b>697,203</b>	<b>3,528,381</b>	<b>3,536,567</b>	<b>734,536</b>
<b>Total external Grants</b>		<b>1,450,000</b>	<b>1,450,000</b>	
<b>Plant and Depots</b>				
Plant Purchases	2,364,000	1,145,000	1,847,500	1,793,500
Depot Renewals	56,715	57,867	59,041	60,240
<b>Total Expenditure</b>	<b>2,420,715</b>	<b>1,202,867</b>	<b>1,906,541</b>	<b>1,853,740</b>

Project / Item	2020/21	2021/22	2022/23	2023/24
<b>Bridges</b>				
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			
Hootons Road Steel Bridge Sized Culvert Renewal 247-5274	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		
Cedar Point Bridge 47-9639 Edenville Road	2,408,534			
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	
Hootons Road Steel Bridge Sized Culvert Renewal 247-5274			70,000	
Future Bridge Priority and/or External Funding Opportunity			970,000	1,153,400
Expenditure Conditional on external funding			510,000	520,200
<b>Total</b>	<b>6,497,284</b>	<b>3,585,207</b>	<b>1,640,000</b>	<b>1,673,600</b>
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
NSW Fixing Country Roads	2,108,534			
<b>Total External Grants</b>	<b>5,015,090</b>	<b>2,715,111</b>	<b>898,880</b>	<b>920,746</b>

## Financial Assistance/Donations

Council's Financial Assistance Policy applies to individuals and organisations within the Council area via ongoing/regular donations and one-off donations. 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
<b>TOTAL</b>		<b>100,333</b>

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

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

Funds remaining in the Kyogle Emergency Disaster Relief Fund at 30 June, 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
<b>OPERATING EXPENDITURE</b>				
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)
<b>TOTAL OPERATING EXPENDITURE</b>	681,866	580,149	594,087	608,369
<b>NET COST OF ACTIVITY</b>	<b>(681,866)</b>	<b>(580,149)</b>	<b>(594,087)</b>	<b>(608,369)</b>

## ADMINISTRATION - BUDGET INFORMATION

ADMINISTRATION	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	611,235	628,236	645,711	663,673
OFFICE EXPENSES	568,131	574,580	557,652	535,801
SUBSCRIPTIONS & SUNDRIES	17,798	18,154	18,517	18,887
PAYABLE FROM OTHER FUNDS	(157,684)	(160,838)	(164,055)	(167,336)
<b>TOTAL OPERATING EXPENDITURE</b>	1,039,479	1,060,132	1,057,825	1,051,025
<b>CAPITAL EXPENDITURE</b>				
OFFICE EQUIPMENT & FURNITURE	110,203	28,721	23,968	108,713
<b>TOTAL CAPITAL EXPENDITURE</b>	110,203	28,721	23,968	108,713
<b>NET COST OF ACTIVITY</b>	<b>(1,149,682)</b>	<b>(1,088,853)</b>	<b>(1,081,793)</b>	<b>(1,159,738)</b>

## PERSONNEL - BUDGET INFORMATION

PERSONNEL	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>	64,723	66,665	68,665	70,725
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT SALARIES	307,382	315,941	324,738	333,781
EMPLOYMENT WAGES STAFF	(287,880)	(320,990)	(329,978)	(339,218)
INSURANCE & RISK MANAGEMENT	237,898	242,656	247,509	252,459
RECRUITMENT AND OTHER STAFF COSTS	130,325	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)
<b>TOTAL OPERATING EXPENDITURE</b>	348,601	304,171	310,165	316,277
<b>NET COST OF ACTIVITY</b>	<b>(283,878)</b>	<b>(237,506)</b>	<b>(241,500)</b>	<b>(245,552)</b>



## FINANCE - BUDGET INFORMATION

FINANCE	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
GENERAL RATES	7,366,607	7,536,039	7,709,368	7,886,683
INTEREST AND SUNDRY INCOME	54,812	60,177	81,161	75,427
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
<b>TOTAL OPERATING REVENUE</b>	<b>10,425,495</b>	<b>15,690,011</b>	<b>10,976,727</b>	<b>11,243,476</b>
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING COSTS</b>	<b>1,214,828</b>	<b>1,814,234</b>	<b>1,831,741</b>	<b>1,849,714</b>
<b>NET COST OF ACTIVITY</b>	<b>9,210,667</b>	<b>13,875,777</b>	<b>9,144,986</b>	<b>9,393,762</b>

## STATE HIGHWAYS - BUDGET INFORMATION

STATE HIGHWAYS	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
WORKS ORDERS*	3,000,000	3,090,000	3,182,700	3,278,181
MAINTENANCE	1,043,347	1,074,647	1,106,887	1,140,093
<b>TOTAL OPERATING REVENUE</b>	<b>4,043,347</b>	<b>4,164,647</b>	<b>4,289,587</b>	<b>4,418,274</b>
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE SUMMERLAND WAY	636,442	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
<b>TOTAL OPERATING COSTS</b>	<b>3,798,449</b>	<b>3,912,403</b>	<b>4,029,775</b>	<b>4,150,668</b>
<b>OPERATING RESULT</b>	<b>244,898</b>	<b>252,245</b>	<b>259,812</b>	<b>267,607</b>
<b>CAPITAL EXPENDITURE</b>				
RESERVE TRANSFERS#	524,931	252,245	259,812	267,607
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>524,931</b>	<b>252,245</b>	<b>259,812</b>	<b>267,607</b>
<b>NET COST OF ACTIVITY</b>	<b>(280,033)</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* 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
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	1,218,012	1,254,553	1,292,189	1,330,955
<b>OPERATING COSTS</b>				
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
<b>TOTAL OPERATING COSTS</b>	744,343	744,343	744,343	761,149
<b>OPERATING RESULT</b>	473,669	510,210	547,846	569,806
<b>NON-CURRENT REVENUE</b>				
REPAIR PROGRAMME	192,115	195,957	199,877	205,873
BLACK SPOT FUNDING	0	0	0	0
TRANSFER FROM TRANSPORT RESERVE*	524,931	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
<b>TOTAL NON-CURRENT REVENUE</b>	717,046	448,202	469,954	484,017
<b>CAPITAL EXPENDITURE</b>				
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
<b>TOTAL CAPITAL EXPENDITURE</b>	1,896,607	1,746,767	1,352,010	1,380,868
<b>NET COST OF ACTIVITY</b>	<b>(705,892)</b>	<b>(788,356)</b>	<b>(334,210)</b>	<b>(327,045)</b>

\*Transfer from State Highways budget

## URBAN LOCAL ROADS - BUDGET INFORMATION

URBAN LOCAL ROADS	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	62,169	64,034	65,955	67,934
STREET LIGHTING SUBSIDY	34,000	34,000	34,000	34,000
<b>TOTAL OPERATING REVENUE</b>	96,169	98,034	99,955	101,934
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING EXPENDITURE</b>	544,406	556,977	709,848	560,679
<b>OPERATING RESULT</b>	(448,237)	(458,943)	(609,893)	(458,745)
<b>NON-CURRENT REVENUE</b>				
CONTRIBUTIONS	0	0	5,133	5,269
OTHER GRANTS	0	1,500,000	0	0
<b>TOTAL NON-CURRENT REVENUE</b>	0	1,500,000	5,133	5,269
<b>CAPITAL EXPENDITURE</b>				
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
<b>TOTAL CAPITAL EXPENDITURE</b>	755,138	3,720,472	736,148	752,173
<b>NET COST OF ACTIVITY</b>	(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
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	<b>1,996,067</b>	<b>1,727,487</b>	<b>1,776,944</b>	<b>1,748,681</b>
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING EXPENDITURE</b>	<b>2,086,042</b>	<b>2,086,623</b>	<b>2,087,216</b>	<b>2,134,376</b>
<b>OPERATING RESULT</b>	<b>(89,975)</b>	<b>(359,136)</b>	<b>(310,272)</b>	<b>(385,695)</b>
<b>NON-CURRENT REVENUE</b>				
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#	1,076,511	124,332	131,280	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
<b>TOTAL NON-CURRENT INCOME</b>	<b>2,380,848</b>	<b>1,701,861</b>	<b>1,476,243</b>	<b>1,560,340</b>
<b>CAPITAL EXPENDITURE</b>				
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
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>3,404,160</b>	<b>3,470,755</b>	<b>3,549,196</b>	<b>3,619,263</b>
<b>NET COST OF ACTIVITY</b>	<b>(1,113,286)</b>	<b>(2,128,031)</b>	<b>(2,383,225)</b>	<b>(2,444,618)</b>

\* Transfer from plant budget

#Transfer from quarry budget

## BRIDGES - BUDGET INFORMATION

BRIDGES	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
FINANCIAL ASSISTANCE GRANT	463,992	477,912	492,249	507,017
ROADS TO RECOVERY GRANT	616,556	405,111	388,880	400,546
<b>TOTAL OPERATING REVENUE</b>	1,080,548	883,023	881,129	907,563
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	457,138	429,709	403,927	379,691
<b>TOTAL OPERATING EXPENDITURE</b>	457,138	429,709	403,927	379,691
<b>OPERATING RESULT</b>	623,410	453,313	477,202	527,871
<b>NON-CURRENT INCOME</b>				
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	2,108,534	0	0	0
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	5,268,092	3,122,875	1,155,873	1,209,816
<b>CAPITAL EXPENDITURE</b>				
CONSTRUCTION	6,497,284	3,585,207	1,640,000	1,673,600
<b>TOTAL CAPITAL EXPENDITURE</b>	6,497,284	3,585,207	1,640,000	1,673,600
<b>NET COST OF ACTIVITY</b>	<b>(605,781)</b>	<b>(9,019)</b>	<b>(6,925)</b>	<b>64,088</b>

\* Transfer from Plant Budget

## INFRASTRUCTURE - WORKS ADMINISTRATION - BUDGET INFORMATION

ENGINEERING ADMINISTRATION	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	63,079	64,531	66,018	67,540
<b>OPERATING EXPENDITURE</b>				
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	(1,306,459)	(1,474,659)	(1,346,078)	(1,276,142)
<b>TOTAL OPERATING COSTS</b>	(9,427)	(146,026)	18,254	124,859
<b>NET COST OF ACTIVITY</b>	<b>72,506</b>	<b>210,558</b>	<b>47,763</b>	<b>(57,320)</b>

### QUARRIES - BUDGET INFORMATION

QUARRIES	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
INCOME	899,844	543,700	560,011	576,811
<b>TOTAL OPERATING REVENUE</b>	899,844	543,700	560,011	576,811
<b>OPERATING COSTS</b>				
QUARRY WORKING EXPENSES	485,058	408,607	418,394	428,421
<b>TOTAL OPERATING COSTS</b>	485,058	408,607	418,394	428,421
<b>OPERATING RESULT</b>	414,786	135,093	141,617	148,389
<b>CAPITAL EXPENDITURE</b>				
QUARRY DEVELOPMENT	0	0	0	0
QUARRY REHABILITATION	31,573	32,248	32,938	33,643
RESERVE TRANSFERS*	1,076,511	124,332	131,280	138,499
<b>TOTAL CAPITAL EXPENDITURE</b>	1,108,085	156,581	164,218	172,142
<b>NET COST OF ACTIVITY</b>	<b>(693,299)</b>	<b>(21,488)</b>	<b>(22,602)</b>	<b>(23,753)</b>

\*Transfer to rural local roads budget

### PLANT AND DEPOTS - BUDGET INFORMATION

PLANT AND DEPOTS	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	5,391,589	4,980,302	5,299,494	5,394,920
<b>OPERATING EXPENDITURE</b>				
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)
<b>TOTAL OPERATING COSTS</b>	1,707,938	1,745,249	1,783,394	1,822,392
<b>OPERATING RESULT</b>	3,683,650	3,235,053	3,516,100	3,572,528
<b>CAPITAL EXPENDITURE</b>				
PLANT PURCHASES	2,364,000	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
<b>TOTAL CAPITAL EXPENDITURE</b>	4,594,610	3,235,053	3,516,100	3,572,528
<b>NET COST OF ACTIVITY</b>	<b>(910,960)</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Transfer to rural local roads and bridges budget



## DOMESTIC WASTE MANAGEMENT - BUDGET INFORMATION

DOMESTIC WASTE MANAGEMENT	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	1,053,721	1,095,870	1,128,746	1,162,609
<b>OPERATING EXPENDITURE</b>				
ADMINISTRATION	117,965	120,325	122,731	125,186
CONTRACTORS	458,000	467,160	476,503	486,033
LANDFILL COSTS*	477,923	488,501	499,828	510,911
<b>TOTAL OPERATING EXPENDITURE</b>	1,053,888	1,075,986	1,099,063	1,122,130
<b>NET COST OF ACTIVITY</b>	<b>(167)</b>	<b>19,884</b>	<b>29,684</b>	<b>40,479</b>

\* 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
<b>OPERATING REVENUE</b>				
ANNUAL CHARGES (NET)	320,724	330,346	340,256	350,464
GATE FEES	375,842	387,117	398,730	410,692
HIRE AND HAULAGE FEES	2,404	2,476	2,550	2,627
RECYCLING INCOME	130,150	134,055	138,076	142,218
EPA GRANT INCOME	56,637	58,336	60,086	61,888
DOMESTIC WASTE SHARE OF COSTS*	477,923	488,501	499,828	510,911
<b>TOTAL OPERATING REVENUE</b>	1,363,679	1,400,830	1,439,527	1,478,801
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING COSTS</b>	1,145,036	1,171,869	1,200,369	1,228,555
<b>OPERATING RESULT</b>	218,643	228,962	239,158	250,245
<b>NON-CURRENT INCOME</b>				
CAPITAL GRANT INCOME	0	0	0	0
LOAN PROCEEDS	0	0	0	0
<b>TOTAL NON-CURRENT INCOME</b>	0	0	0	0
<b>CAPITAL EXPENDITURE</b>				
LOAN REPAYMENTS	30,436	31,837	33,297	34,818
IMPROVEMENTS	0	0	0	0
NEW CELLS CONSTRUCTION	0	0	0	0
REHABILITATION WORKS	47,000	48,020	49,063	50,128
<b>TOTAL CAPITAL EXPENDITURE</b>	77,436	79,857	82,360	84,946
<b>NET COST OF ACTIVITY</b>	<b>141,207</b>	<b>149,105</b>	<b>156,799</b>	<b>165,299</b>

\* 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
<b>OPERATING REVENUE</b>				
INCOME	182,770	186,974	191,274	195,673
FLOOD DAMAGE GRANT	0	0	0	0
<b>TOTAL OPERATING REVENUE</b>	182,770	186,974	191,274	195,673
<b>OPERATING EXPENDITURE</b>				
MAINTENANCE	44,625	45,659	46,717	47,801
FLOODS DAMAGE RESTORATION	0	0	0	0
<b>TOTAL OPERATING COSTS</b>	44,625	45,659	46,717	47,801
<b>OPERATING RESULT</b>	138,145	141,315	144,557	147,872
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	0	0	1,540	1,581
GRANTS	200,000	200,000	200,000	200,000
<b>TOTAL NON-CURRENT INCOME</b>	200,000	200,000	201,540	201,581
<b>CAPITAL EXPENDITURE</b>				
STORMWATER WORKS	291,336	297,393	303,577	309,892
FLOOD MEASURES	250,000	250,000	250,000	250,000
<b>TOTAL CAPITAL EXPENDITURE</b>	541,336	547,393	553,577	559,892
<b>NET COST OF ACTIVITY</b>	<b>(203,191)</b>	<b>(206,078)</b>	<b>(207,480)</b>	<b>(210,439)</b>

## WATER SUPPLIES - BUDGET INFORMATION

WATER SUPPLIES	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,744,848	1,814,642	1,887,227	1,943,844
LIRS SUBSIDY	31,473	25,329	18,938	12,365
<b>TOTAL OPERATING REVENUE</b>	1,776,321	1,839,971	1,906,166	1,956,209
<b>OPERATING EXPENDITURE</b>				
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	488,227	499,086	510,193
INTEREST	46,578	37,932	28,943	19,725
<b>TOTAL OPERATING EXPENDITURE</b>	1,249,915	1,267,622	1,285,577	1,303,908
<b>OPERATING RESULT</b>	526,406	572,349	620,588	652,301
<b>NON-CURRENT INCOME</b>				
DEVELOPER CONTRIBUTIONS	0	0	2,634	2,704
LOAN PROCEEDS	0	0	0	0
GRANT INCOME	0	450,000	698,250	698,250
<b>TOTAL NON-CURRENT INCOME</b>	0	450,000	700,884	700,954
<b>CAPITAL EXPENDITURE</b>				
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
<b>TOTAL CAPITAL EXPENDITURE</b>	448,300	1,056,947	1,396,936	1,406,154
<b>NET COST OF ACTIVITY</b>	<b>78,106</b>	<b>(34,598)</b>	<b>(75,463)</b>	<b>(52,899)</b>

## SEWERAGE SERVICES BUDGET INFORMATION

SEWERAGE SERVICES	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
RATES & USER CHARGES	1,605,081	1,685,335	1,769,602	1,858,082
OTHER	7,419	7,642	7,871	8,107
<b>TOTAL OPERATING REVENUE</b>	1,612,500	1,692,977	1,777,473	1,866,189
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING EXPENDITURE</b>	1,068,191	1,089,050	1,110,614	1,131,803
<b>OPERATING RESULT</b>	544,310	603,927	666,859	734,387
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	0	0	2,566	2,634
GRANTS	337,500	0	1,500,000	2,250,000
<b>TOTAL NON-CURRENT INCOME</b>	337,500	0	1,502,566	2,252,634
<b>CAPITAL EXPENDITURE</b>				
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
<b>TOTAL CAPITAL EXPENDITURE</b>	765,909	267,703	2,269,314	3,271,836
<b>NET COST OF ACTIVITY</b>	115,901	336,224	(99,889)	(284,815)

**ENVIRONMENTAL HEALTH - BUDGET INFORMATION**

ENVIRONMENTAL HEALTH	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
LICENCES & INSPECTIONS	37,238	38,355	39,505	40,691
ON SITE MANAGEMENT FEES	132,572	136,549	140,646	144,865
FEASIBILITY COST RECOUP	0	0	0	0
ABANDONED VEHICLES	761	777	792	808
<b>TOTAL OPERATING REVENUE</b>	170,571	175,680	180,943	186,363
<b>OPERATING EXPENDITURE</b>				
EMPLOYMENT	526,978	531,453	546,334	571,631
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)
<b>TOTAL OPERATING EXPENDITURE</b>	656,782	663,853	681,382	709,380
<b>CAPITAL EXPENDITURE</b>				
SEWER FEASIBILITY STUDY	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	0	0	0	0
<b>NET COST OF ACTIVITY</b>	(486,211)	(488,173)	(500,439)	(523,017)

**TOWN PLANNING - BUDGET INFORMATION**

TOWN PLANNING	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
FEES & CHARGES	163,530	168,136	172,880	177,766
<b>TOTAL OPERATING REVENUE</b>	163,530	168,136	172,880	177,766
<b>OPERATING EXPENDITURE</b>				
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)
<b>TOTAL OPERATING EXPENDITURE</b>	555,138	467,074	459,355	461,992
<b>NET COST OF ACTIVITY</b>	(391,609)	(298,938)	(286,475)	(284,226)

**BUILDING CONTROL - BUDGET INFORMATION**

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

**REGULATORY CONTROL - BUDGET INFORMATION**

<b>REGULATORY CONTROL</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
<b>OPERATING REVENUE</b>	18,784	19,141	19,508	19,886
<b>OPERATING EXPENDITURE</b>	201,356	205,383	118,155	120,518
<b>CAPITAL EXPENDITURE</b>	0	0	0	0
<b>NET COST OF ACTIVITY</b>	<b>(182,572)</b>	<b>(186,242)</b>	<b>(98,647)</b>	<b>(100,632)</b>

**EMERGENCY SERVICES - BUDGET INFORMATION**

<b>EMERGENCY SERVICES</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
<b>OPERATING EXPENDITURE</b>				
RATES & CHARGES	7,002	7,142	7,285	7,430
RFS CONTRIBUTIONS	313,202	469,000	478,380	487,948
TOWN BRIGADE CONTRIBUTION	24,539	25,030	25,530	26,041
SES CONTRIBUTION	24,148	24,631	25,124	25,626
<b>TOTAL OPERATING EXPENDITURE</b>	<b>368,891</b>	<b>525,803</b>	<b>536,319</b>	<b>547,045</b>
<b>CAPITAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF ACTIVITY</b>	<b>(368,891)</b>	<b>(525,803)</b>	<b>(536,319)</b>	<b>(547,045)</b>



## COMMUNITY SERVICES BUDGET INFORMATION

STRATEGIC, COMMUNITY & CULTURAL SERVICES	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>				
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
<b>TOTAL OPERATING REVENUE</b>	14,698	15,096	15,506	15,929
<b>OPERATING COSTS</b>				
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
<b>TOTAL OPERATING COSTS</b>	608,430	622,633	637,178	652,074
<b>NET COST OF ACTIVITY</b>	<b>(593,732)</b>	<b>(607,537)</b>	<b>(621,671)</b>	<b>(636,145)</b>

## PRE SCHOOLS - BUDGET INFORMATION

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

## PUBLIC CEMETERIES BUDGET INFORMATION

PUBLIC CEMETERIES	2020/2021	2021/2022	2022/2023	2023/2024
<b>OPERATING REVENUE</b>	105,891	109,067	112,339	115,709
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING EXPENDITURE</b>	157,215	160,918	164,711	168,596
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS/RENEWALS	15,000	15,340	15,688	16,044
<b>NET COST OF ACTIVITY</b>	<b>(66,325)</b>	<b>(67,191)</b>	<b>(68,060)</b>	<b>(68,930)</b>

**PUBLIC LIBRARY - BUDGET INFORMATION**

<b>PUBLIC LIBRARY</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
<b>OPERATING REVENUE</b>	88,889	91,555	94,302	97,131
<b>OPERATING COSTS</b>				
REGIONAL LIBRARY CONTRIBUTIONS	444,886	453,784	462,859	472,117
KYOGLE LIBRARY EXPENSES,	75,334	76,841	78,378	79,945
<b>TOTAL OPERATING COSTS</b>	520,220	530,625	541,237	552,062
<b>NET COST OF ACTIVITY</b>	<b>(431,332)</b>	<b>(439,070)</b>	<b>(446,935)</b>	<b>(454,931)</b>

**COMMUNITY BUILDINGS - BUDGET INFORMATION**

<b>COMMUNITY BUILDINGS</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
<b>OPERATING REVENUE</b>				
RENTAL INCOME	630,098	644,484	659,212	674,290
<b>TOTAL OPERATING REVENUE</b>	630,098	644,484	659,212	674,290
<b>OPERATING EXPENDITURE</b>				
COUNCIL CHAMBERS	113,692	116,282	118,934	121,647
KMI HALL	86,494	88,582	90,722	92,915
GROVE HOUSE	8,312	8,495	8,683	8,875
OTHER COMMUNITY BUILDINGS	160,027	164,167	168,416	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
<b>TOTAL OPERATING COSTS</b>	511,699	523,670	535,929	626,484
<b>OPERATING RESULT</b>	118,398	120,814	123,283	47,806
<b>NON-CURRENT REVENUE</b>				
DEVELOPER CONTRIBUTIONS	0	0	205	211
GRANTS	0	1,450,000	1,450,000	0
<b>TOTAL NON-CURRENT INCOME</b>	0	1,450,000	1,450,205	211
<b>CAPITAL EXPENDITURE</b>				
BUILDING IMPROVEMENTS	0	2,900,000	2,900,000	0
BUILDING RENEWALS	251,000	256,420	261,960	267,622
<b>TOTAL CAPITAL EXPENDITURE</b>	251,000	3,156,420	3,161,960	267,622
<b>NET COST OF ACTIVITY</b>	<b>(132,602)</b>	<b>(1,585,606)</b>	<b>(1,588,471)</b>	<b>(219,605)</b>

**SWIMMING POOLS - BUDGET INFORMATION**

<b>SWIMMING POOLS</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
<b>OPERATING REVENUE</b>	153,031	157,622	162,351	167,221
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING COSTS</b>	620,411	636,279	652,560	669,267
<b>OPERATING RESULT</b>	(467,380)	(478,657)	(490,210)	(502,046)
<b>CAPITAL INCOME</b>				
GRANTS	0	0	0	0
<b>TOTAL CAPITAL INCOME</b>	0	0	0	0
<b>CAPITAL EXPENDITURE</b>				
RENEWALS	61,000	123,580	126,216	128,909
IMPROVEMENTS	0	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	61,000	123,580	126,216	128,909
<b>NET COST OF ACTIVITY</b>	<b>(528,380)</b>	<b>(602,237)</b>	<b>(616,426)</b>	<b>(630,955)</b>

**PARKS AND GARDENS - BUDGET INFORMATION**

<b>PARKS AND GARDENS</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
<b>OPERATING REVENUE</b>	0	0	0	0
<b>OPERATING EXPENDITURE</b>				
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
<b>TOTAL OPERATING COSTS</b>	513,479	525,668	538,155	550,947
<b>OPERATING RESULT</b>	(513,479)	(525,668)	(538,155)	(550,947)
<b>CAPITAL INCOME</b>				
DEVELOPER CONTRIBUTIONS	0	0	5,133	5,269
GRANTS	0	0	0	0
<b>TOTAL CAPITAL INCOME</b>	0	0	5,133	5,269
<b>CAPITAL EXPENDITURE</b>				
IMPROVEMENTS	0	0	0	0
RENEWALS	200,000	204,320	208,735	213,248
<b>TOTAL CAPITAL EXPENDITURE</b>	200,000	204,320	208,735	213,248
<b>NET COST OF ACTIVITY</b>	<b>(713,479)</b>	<b>(729,988)</b>	<b>(741,758)</b>	<b>(758,926)</b>

**CROWN RESERVES - BUDGET INFORMATION**

<b>CROWN RESERVES</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>
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)

## Strategic Priorities and Performance Reporting Metrics

## Strategic Priorities

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Advocacy Support</b>			
<b>Objective:</b> Ensure Mayor and Councillors are sufficiently resourced and supported to deliver their advocacy role with the community and government stakeholders  <b>Related Documents:</b> Kyogle Council Community Strategic Plan 2016-2026 North Coast Regional Plan 2036 Northern Rivers Regional Economic Development Strategy 2018-2022 Northern Rivers Joint Organisation of Councils Statement of Regional Priorities 2019-2022  <b>Community Strategic Plan Links:</b> CSP Governance and Community Strategies and Actions A1, A6, C1, C2 CSP Agriculture Strategies and Actions D3, D4, D5 CSP Aging in Place Disability and Respite Care Strategies and Actions D1, E1, F1, F2, F3, F4, F5 CSP Village Life Strategies and Actions B1, C3 CSP Visitor Attraction Strategies and Actions C2, C6, D2, D7	Overarching advocacy document based on February 2019 strategic workshop outcomes and advocacy priority areas previously identified.	July 2020	
	Advocacy position to be developed around National Parks issues and opportunities	December 2020	
	Advocacy position to be developed around aged care, social accommodation and housing needs	June 2021	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Integrated Planning and Reporting			
<b>Objective:</b> Ensure Council is completing the required review and updates to the Integrated Planning and Reporting components  <b>Related Documents:</b>  Kyogle Council Long Term Financial Plan 2015-2034 Kyogle Council Community Strategic Plan 2016-2026  <b>Community Strategic Plan Links:</b>  CSP Governance and Community Strategies and Actions A1, A2, A4, B1, B2, C1, C3	Preparation of End of Term Report	August 2021	
	Community Strategic Plan review	October 2022	
Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
Organisational Training Plan			
<b>Objective:</b> Provide ongoing development for the Council workforce to build internal capacity.  <b>Related Documents:</b>  Kyogle Council Workforce Management Plan 2017-2021 Kyogle Council Training Plan May 2019 Kyogle Council Employee Benefits Policy March 2019  <b>Community Strategic Plan Links:</b>  CSP Governance and Community Strategies and Actions B3	Managers to develop role specific and departmental training priorities for delivery in line with Training Plan	June 2021	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Clarence Way Upgrades</b>			
<b>Objective:</b> The Clarence Way provides a safe and efficient transportation route that provides connectivity for its local communities  <b>Related Documents:</b> Kyogle Council Roads Asset Management Plan 2018 Northern Rivers Regional Economic Development Strategy 2018-2022  <b>Community Strategic Plan Links:</b> CSP main broad strategy 1) Connectivity CSP Governance and Community Strategies and Actions C1 CSP Agriculture Strategies and Actions D1, D4 CSP Village Life Strategies and Actions C3	Preparation of stand-alone formal business case report for the upgrade of section north of the Bruxner Hwy	September 2020	
	Completion of the sealing of Clarence Way south of Bruxner Hwy	December 2020	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Place Making in Kyogle and Villages</b>			
<b>Objective:</b> To ensure there is planning for the activation and development of the Council's public spaces  <b>Related Documents:</b> Kyogle Council Community Strategic Plan 2016-2026 Northern Rivers Regional Economic Development Strategy 2018-2022  <b>Community Strategic Plan Links:</b> CSP Village Life Strategies and Actions B1, B2, B3, B4, E2 CSP Visitor Attraction Strategies and Actions D4	Open Space design guide - Lays the foundation for future masterplans	July 2020	
	Finalisation of plans of management - Covering all community land and crown reserves under Council's control	July 2020	
	Site specific masterplans for the SCCF round 2 project sites - Priority for existing funded projects to be delivered on time	July 2020	
	Develop a holistic masterplan for Kyogle town centre including main street landscaping plan	December 2020	
	Develop a main street landscaping plan for MacPherson Street Woodenbong	August 2021	



Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Asset and Infrastructure Priorities</b>			
<b>Objective:</b> Asset and infrastructure priorities included in the performance targets below are completed on time and to budget  <b>Related Documents:</b> Kyogle Council Long Term Financial Plan 2015-2034 Kyogle Integrated Water Cycle Management Strategy 2009 Kyogle Asset Management Strategy 2012 Northern Rivers Regional Economic Development Strategy 2018-2022  <b>Community Strategic Plan Links:</b> CSP Governance and Community Strategies and Actions A4, B2, C1, C3 CSP Agriculture Strategies and Actions D2, D4, D5 CSP Village Life Strategies and Actions B1, B3	Kyogle indoor gym and pool design and business case for funding applications	September 2020	
	Kyogle Memorial Institute Hall Stage 2 design and business case for funding applications	December 2020	
	Preparation of Roads capital renewals program Staging priorities; -Initial sealing program Dec 2020 -drainage priorities Dec 2020 -Sealed roads rehab and reseal 4 year program June 2021 -combined 10 year renewals program Dec 2021	December 2021	
	Preparation of community buildings and open spaces priority capital works program Staging priorities; -project scoping and indicative prioritisation Dec 2020 -short term (1-2 yr) program developed March 2021 -4 year delivery program Dec 2021	December 2021	

Strategic Priority Focus Area	Actions and Milestones	Milestone Target Date	Report
<b>Villages Water and Sewer Program</b>			
<b>Objective:</b> Plan for the provision of new water supply for Tabulam and new sewerage systems for Tabulam, Mallanganee and Wiangaree  <b>Related Documents:</b> Kyogle Council Community Strategic Plan 2016-2026 North Coast Regional Plan 2036 Northern Rivers Regional Economic Development Strategy 2018-2022 Kyogle Council 2018 Visions of Village Life Master Plans for Wiangaree, Tabulam, and Mallanganee Kyogle Council Integrated Water Cycle Management Strategy Issues Paper and Background January 2020  <b>Community Strategic Plan Links:</b> CSP Governance and Community Strategies and Actions A4, B2, C1 CSP Agriculture Strategies and Actions D4 CSP Village Life Strategies and Actions B1, B3	Sewer projects construction ready	April 2022	
	Tabulam Water project preferred option adopted	June 2022	

## Performance Reporting Metrics

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURES	REPORT
<b>GENERAL MANAGER'S OFFICE</b>			
<b>HUMAN RESOURCES</b>	<p>Establish capability for a productive, sustainable and inclusive workforce.</p> <p>Promote and adhere to EEO principles to attract and retain the best possible staff.</p> <p>Create and nurture a safe working environment with learning and development opportunities for staff.</p> <p>Be widely known as a respected and reputable employer with high levels of staff satisfaction</p>	<p>-Total staff exits during the period</p> <p>-Total staff with excess leave entitlements above 8 weeks</p> <p>-Total excess leave above 8 weeks per employee</p> <p>-Total number of incidents, accidents and near misses reported during the period</p> <p>-Total working days lost due to injury for the period</p> <p>-Total spend on staff training and development</p> <p>-Total number of staff undertaking non-mandatory training or development</p>	
<b>COMMUNICATION and CONSULTATION</b>	<p>Kyogle Council is to be efficient and effective in its operations, actively listening to the community and anticipating and responding to community needs.</p>	<p>-Community newsletter editions published and distributed.</p> <p>-Number of social media communications</p> <p>-Total number of hits and shares on social media</p> <p>-Number of updates to Councils website.</p> <p>-Total number of calls for public submissions and total submissions received</p>	
<b>FINANCE</b>	<p>Council is on time and on budget with all community and statutory obligations.</p> <p>The sustainable management of roads bridges and other infrastructure.</p>	<p>-Monthly Finance reports and quarterly budget reviews presented to Council.</p> <p>-Annual finance requirements, including, Audit and Annual Report met and on time.</p> <p>-Timely annual budget preparation and community display.</p> <p>-Adherence to financial sustainability targets</p>	

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

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

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

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

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"> <li>-Number of dangerous, menacing or nuisance animal reports received</li> <li>-Number of dangerous, menacing or nuisance animal notices issued</li> <li>-Number of incidents of non-compliance with Companion Animals Act (e.g. failure to register companion animal)</li> </ul>	
	Nuisance animals are managed in accordance with legislative requirement, including stray cattle	<ul style="list-style-type: none"> <li>-Number of reports regarding nuisance animals received</li> <li>-Number of notices regarding nuisance animals issued</li> <li>-Number of incidences involving repeat offenders recorded.</li> </ul>	
	Abandoned vehicles are managed to maintain public safety and prevent pollution	<ul style="list-style-type: none"> <li>-Number of abandoned vehicles reported</li> <li>-Number of abandoned vehicles impounded</li> <li>-Costs to Council of impounding vehicles and percentage of costs recovered.</li> </ul>	
ARTS AND CULTURE	Local arts and culture recognised as a cornerstone of Kyogle communities	<ul style="list-style-type: none"> <li>-Number of separate exhibitions per annum and attendance numbers at each exhibition.</li> <li>-Attendance at meetings, including Arts Northern Rivers</li> <li>-Visitor numbers and gallery sales</li> </ul>	
LIBRARY SERVICES	Equitable access to information sources	<ul style="list-style-type: none"> <li>-Provision of library services in accordance with Richmond-Upper Clarence Regional Library Agreement</li> </ul>	
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"> <li>-Implementation of actions identified in the Local Strategic Planning Statement.</li> </ul>	



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"> <li>-Number of requests for pre-lodgement advice serviced by Planning Services team.</li> <li>-Number of requests for further information issued.</li> <li>-Availability of written guidance for the development industry and community regarding development processes and requirements.</li> <li>-Number of 'Meet a Planner' and industry information sessions held and number of attendees.</li> </ul>	
	Council's development assessment processes are efficient and focused on achieving good planning outcomes for our community.	<ul style="list-style-type: none"> <li>-Number of development applications received and approved by Council</li> <li>-Number of requests for further information issued</li> <li>-Percentage of applications processed within recommended statutory timeframes</li> <li>-Average timeframe for processing development applications.</li> </ul>	
	Developer contribution requirements for infrastructure and services support and encourage new development	<ul style="list-style-type: none"> <li>-Number of development applications received and approved by Council</li> <li>-Amount of developer contributions collected by Council</li> <li>-Annual value of approved development.</li> </ul>	
	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"> <li>-Number of incidences of unlawful development reported or detected</li> <li>-Number of notices issued.</li> </ul>	
	Improved awareness of Exempt and Complying Development provisions and development approval requirements	<ul style="list-style-type: none"> <li>-Number of articles promoting Exempt and Complying Development provisions</li> <li>-Number of complying development applications received and approved.</li> </ul>	
<b>BUILDING SERVICES</b>	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"> <li>-Number of development applications received by Council.</li> <li>-Number of Construction Certificates issued.</li> <li>-Number of Occupation Certificates issued.</li> </ul>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
	Unlawful building works are appropriately regulated to ensure community safety.	<ul style="list-style-type: none"> <li>-Number of incidents of illegal building works reported or detected</li> <li>-Number of notices issued</li> <li>-Number of section 149D applications received.</li> </ul>	
	Private pools and spas comply with legislative requirements regarding pool safety.	<ul style="list-style-type: none"> <li>-Number of pools and spas inspected</li> <li>-Percentage of pools and spas which pass inspection</li> <li>-Number of notices issued.</li> </ul>	
	Industry and the community have ready access to Council professional advice regarding building processes and requirements.	<ul style="list-style-type: none"> <li>-Number of requests for pre-lodgement advice serviced by Building Services team.</li> <li>-Number of requests for further information issued.</li> <li>-Availability of written guidance for the development industry and community regarding building approval processes and requirements.</li> <li>-Number of 'Meet a Certifier' and industry information sessions held and number of attendees.</li> </ul>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>ASSETS AND INFRASTRUCTURE SERVICES</b>			
<b>Bridge Infrastructure</b>	<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"> <li>-Number of timber bridges replaced</li> <li>-Number of load limited bridges</li> <li>-Number of bridges inspected per year</li> <li>-Change in infrastructure backlog</li> <li>-Bridges Customer Requests</li> </ul>	
<b>Road Network</b>	<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"> <li>-Length of roads re-sealed (km and m<sup>2</sup>)</li> <li>-cost (\$/m<sup>2</sup>)</li> <li>-Length of roads rehabilitated (km and m<sup>2</sup>)</li> <li>-cost (\$/m<sup>2</sup>)</li> <li>-Length of gravel roads re-sheeted (km)</li> <li>-cost (\$/km)</li> <li>-Length of footpath replaced and constructed (m)</li> <li>-Length of kerb and guttering replaced/constructed (m)</li> <li>-Length of roads graded (km)</li> <li>-Number of Potholes patched</li> <li>-Roadside slashing (km)</li> <li>-Change in infrastructure backlog (\$)</li> <li>-Number of Customer Requests</li> </ul>	

FUNCTION	LONG TERM GOAL STRATEGY/SERVICE LEVEL	MEASURE	REPORT
<b>Water and Sewer</b>	<p>The sustainable management of roads, bridges and other infrastructure</p> <p>Provide the community with quality water supply meeting NSW Public Health Legislation</p> <p>Encourage water conservation</p> <p>Provide the community with quality sewerage services</p>	<p>-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>	
<b>Stormwater and Flooding</b>	<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>	
<b>Parks, Pools and Community Facilities</b>	<p>Encourage patronage of council pools at Bonalbo, Kyogle and Woodenbong</p> <p>Help promote a sense of community by providing safe and pleasant recreation areas</p>	<p>-Numbers of attendances recorded</p> <p>-Total hours operated</p> <p>-Number of promotional events held</p> <p>-Parks and Gardens Customer Requests</p> <p>-Community Buildings Customer Requests</p>	

## Long Term Financial Plan (LTFP) Summary

## LONG TERM FINANCIAL PLAN

## INCOME STATEMENT

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Operating Budget</b>																				
<b>Operating Revenue</b>																				
Rates and annual charges	7,739,000	8,436,000	8,922,000	9,569,000	10,083,000	10,371,917	10,807,940	11,126,180	11,444,302	11,762,720	12,128,431	12,553,100	12,849,550	13,153,068	13,463,825	13,781,994	14,098,128	14,421,603	14,752,593	15,091,274
User charges and fees	6,952,000	6,586,000	6,886,000	6,388,000	6,806,000	9,147,088	7,576,614	7,434,043	7,670,940	7,906,865	8,182,396	8,427,898	8,675,269	8,929,939	9,192,121	9,462,039	9,737,877	10,021,822	10,314,114	10,615,001
Operating grants and contributions	6,374,000	7,743,000	10,959,000	6,648,000	6,906,000	6,763,904	7,797,789	7,465,178	7,649,862	7,788,966	7,866,122	8,072,776	8,290,430	8,514,469	8,745,081	8,982,464	9,226,604	9,477,915	9,736,605	10,002,901
Capital grants and contributions	2,567,000	6,786,000	5,684,000	8,229,000	8,475,000	15,918,592	5,128,149	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	106,434	303,128	193,978	306,719	303,641	267,497	285,922	271,112	309,946	354,855	332,200	353,528	389,292	435,764	491,959
<b>Total operating revenue</b>	<b>24,312,000</b>	<b>30,365,000</b>	<b>32,995,000</b>	<b>31,403,000</b>	<b>35,578,000</b>	<b>42,307,934</b>	<b>31,613,621</b>	<b>32,683,551</b>	<b>32,038,703</b>	<b>32,057,389</b>	<b>31,447,653</b>	<b>31,244,253</b>	<b>31,206,803</b>	<b>32,054,501</b>	<b>32,930,377</b>	<b>34,261,406</b>	<b>34,647,883</b>	<b>35,572,262</b>	<b>36,531,466</b>	<b>37,525,180</b>
<b>Operating Expenses</b>																				
Cost of services (excl interest and depreciation)	10,800,000	12,438,000	13,840,000	12,722,000	13,617,000	14,642,831	11,774,806	11,761,646	12,384,224	12,704,162	13,361,471	13,950,665	14,386,910	14,817,102	15,297,153	15,175,813	15,889,902	16,192,741	16,922,704	17,257,681
Borrowing costs	119,000	202,000	193,000	185,000	146,000	177,179	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	4,459,895	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
<b>Total Operating Expenses</b>	<b>24,967,000</b>	<b>25,462,000</b>	<b>26,611,000</b>	<b>23,966,000</b>	<b>27,713,000</b>	<b>27,283,792</b>	<b>24,731,071</b>	<b>25,061,668</b>	<b>25,860,165</b>	<b>26,426,939</b>	<b>27,400,477</b>	<b>28,499,653</b>	<b>29,229,163</b>	<b>29,961,708</b>	<b>30,752,157</b>	<b>30,950,600</b>	<b>32,002,270</b>	<b>32,659,802</b>	<b>33,768,816</b>	<b>34,493,412</b>
<b>Operating Surplus/(Deficit)</b>	<b>(655,000)</b>	<b>4,903,000</b>	<b>6,384,000</b>	<b>7,437,000</b>	<b>7,865,000</b>	<b>15,024,142</b>	<b>6,882,550</b>	<b>7,621,883</b>	<b>6,178,538</b>	<b>5,630,450</b>	<b>4,047,176</b>	<b>2,744,600</b>	<b>1,977,640</b>	<b>2,092,792</b>	<b>2,178,220</b>	<b>3,310,806</b>	<b>2,645,613</b>	<b>2,912,460</b>	<b>2,762,650</b>	<b>3,031,768</b>
<b>Capital Budget</b>																				
Reserve Tfirs out	2,469,000	2,871,000	4,901,000	(1,178,000)	4,697,000	(2,900,000)	(3,775,337)	(2,408,764)	(2,000,651)	(2,124,893)	(2,110,206)	(2,487,633)	(2,482,228)	(2,327,312)	(2,196,774)	(2,894,653)	(2,712,490)	(2,893,793)	(2,812,577)	(2,864,861)
Reserve Tfirs in	0	0	0	0	0	2,900,000	3,775,337	2,408,764	2,000,651	2,124,893	2,110,206	2,487,633	2,482,228	2,327,312	2,196,774	2,894,653	2,712,490	2,893,793	2,812,577	2,864,861
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
<b>Total capital receipts</b>	<b>13,214,000</b>	<b>10,256,000</b>	<b>12,401,000</b>	<b>6,233,000</b>	<b>12,527,000</b>	<b>13,427,636</b>	<b>8,837,424</b>	<b>13,693,566</b>	<b>9,174,526</b>	<b>9,393,341</b>	<b>9,485,348</b>	<b>9,821,585</b>	<b>9,971,877</b>	<b>10,279,473</b>	<b>10,610,266</b>	<b>10,747,655</b>	<b>11,016,169</b>	<b>11,291,459</b>	<b>11,573,697</b>	<b>11,863,059</b>
<b>Capital Expenses</b>																				
Infrastructure Upgrade expenditure	0	6,592,000	1,066,000	1,825,000	3,317,000	8,664,222	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	19,508,161	13,438,554	11,089,456	8,320,202	8,484,452	8,371,949	8,034,294	8,285,116	8,479,408	8,678,319	9,981,960	9,190,445	9,635,892	9,622,421	9,846,155
Plant & I. T.	0	0	0	0	0	1,617,880	2,474,203	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
<b>Total Capital Expenses</b>	<b>6,100,000</b>	<b>14,058,000</b>	<b>18,205,000</b>	<b>22,382,000</b>	<b>20,163,000</b>	<b>29,990,263</b>	<b>17,203,016</b>	<b>18,954,110</b>	<b>16,759,040</b>	<b>15,060,843</b>	<b>12,847,184</b>	<b>11,300,370</b>	<b>10,472,568</b>	<b>10,921,950</b>	<b>11,432,240</b>	<b>12,862,119</b>	<b>12,039,077</b>	<b>12,787,278</b>	<b>12,663,935</b>	<b>12,876,225</b>
<b>Loan Principal Repayments</b>	<b>277,000</b>	<b>221,000</b>	<b>231,000</b>	<b>241,000</b>	<b>252,000</b>	<b>490,159</b>	<b>734,204</b>	<b>1,184,805</b>	<b>1,220,477</b>	<b>1,258,011</b>	<b>1,296,556</b>	<b>1,050,992</b>	<b>1,080,432</b>	<b>1,110,472</b>	<b>1,142,293</b>	<b>888,009</b>	<b>626,060</b>	<b>52,886</b>	<b>56,936</b>	<b>61,078</b>
<b>Total Loan Repayments</b>	<b>277,000</b>	<b>221,000</b>	<b>231,000</b>	<b>241,000</b>	<b>252,000</b>	<b>490,159</b>	<b>734,204</b>	<b>1,184,805</b>	<b>1,220,477</b>	<b>1,258,011</b>	<b>1,296,556</b>	<b>1,050,992</b>	<b>1,080,432</b>	<b>1,110,472</b>	<b>1,142,293</b>	<b>888,009</b>	<b>626,060</b>	<b>52,886</b>	<b>56,936</b>	<b>61,078</b>
<b>Capital Surplus/(Deficit)</b>	<b>6,837,000</b>	<b>(4,023,000)</b>	<b>(6,035,000)</b>	<b>(16,390,000)</b>	<b>(7,888,000)</b>	<b>(17,052,786)</b>	<b>(9,099,796)</b>	<b>(6,445,349)</b>	<b>(8,804,991)</b>	<b>(6,925,513)</b>	<b>(4,658,392)</b>	<b>(2,529,777)</b>	<b>(1,581,122)</b>	<b>(1,752,949)</b>	<b>(1,964,267)</b>	<b>(3,002,473)</b>	<b>(1,648,967)</b>	<b>(1,548,704)</b>	<b>(1,147,173)</b>	<b>(1,074,244)</b>
<b>OVERALL SURPLUS/(DEFICIT)</b>	<b>6,182,000</b>	<b>880,000</b>	<b>349,000</b>	<b>(8,953,000)</b>	<b>(23,000)</b>	<b>(2,028,644)</b>	<b>(2,217,246)</b>	<b>1,176,534</b>	<b>(2,626,453)</b>	<b>(1,295,063)</b>	<b>(611,216)</b>	<b>214,823</b>	<b>396,518</b>	<b>339,843</b>	<b>213,952</b>	<b>308,334</b>	<b>996,646</b>	<b>1,363,755</b>	<b>1,615,477</b>	<b>1,957,524</b>

LONG TERM FINANCIAL PLAN																					
BALANCE SHEET																					
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
Current Assets																					
Cash and Cash Equivalents	14,776,000	20,957,827	21,838,000	22,187,248	13,234,180	13,211,301	11,182,657	8,965,410	10,141,944	7,515,491	6,220,428	5,609,212	5,824,035	6,220,552	6,560,395	6,774,347	7,082,681	8,079,326	9,443,082	11,058,558	13,016,083
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
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
Total Current Assets	21,309,000	27,371,630	27,954,000	29,321,248	21,615,252	18,963,319	16,934,675	14,717,428	15,893,962	13,267,509	11,972,446	11,361,230	11,576,053	11,972,570	12,312,413	12,526,365	12,834,699	13,831,344	15,195,100	16,810,576	18,768,101
Non-Current Assets																					
Infrastructure, Property, Plant & Equipment	292,541,000	340,931,898	344,301,000	369,692,000	402,690,163	442,798,938	475,431,538	495,682,919	518,335,537	538,878,439	558,017,902	575,330,185	591,192,225	606,472,720	622,277,016	638,655,915	656,736,776	674,178,103	692,528,374	710,931,821	729,718,282
Total Non-Current Assets	292,541,000	340,931,898	344,301,000	369,692,000	402,690,163	442,798,938	475,431,538	495,682,919	518,335,537	538,878,439	558,017,902	575,330,185	591,192,225	606,472,720	622,277,016	638,655,915	656,736,776	674,178,103	692,528,374	710,931,821	729,718,282
TOTAL ASSETS	313,850,000	368,303,528	372,255,000	399,013,248	424,305,415	461,762,257	492,366,213	510,400,347	534,229,499	552,145,948	569,990,348	586,691,415	602,768,277	618,445,290	634,589,428	651,182,280	669,571,475	688,009,447	707,723,474	727,742,397	748,486,383
LIABILITIES																					
Current Liabilities																					
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
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
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
Non-Current Liabilities																					
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	6,281,031	5,096,226	8,875,749	7,617,738	6,321,183	5,270,191	4,189,759	3,079,287	1,936,993	1,048,984	422,924	370,038	313,102	252,024	187,669
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 Current Liabilities	2,627,000	5,053,283	4,415,000	4,355,000	4,321,417	3,231,472	7,270,069	6,085,264	9,864,787	8,606,776	7,310,221	6,259,229	5,178,797	4,068,325	2,928,031	2,038,022	1,411,962	1,359,076	1,302,140	1,241,062	1,176,707
TOTAL LIABILITIES	5,874,000	9,013,182	8,513,000	9,973,000	9,529,285	9,183,926	13,693,767	12,959,563	16,774,758	15,554,281	14,296,270	12,999,715	11,948,723	10,868,291	9,757,819	8,615,525	7,727,516	7,101,456	7,048,570	6,991,634	6,930,556
Net Assets	307,976,000	359,290,346	363,742,000	389,040,248	414,776,130	452,578,331	478,672,446	497,440,784	517,454,741	536,591,667	555,694,078	573,691,701	590,819,555	607,577,000	624,831,610	642,566,755	661,843,959	680,907,991	700,674,904	720,750,763	741,555,827
EQUITY																					
Retained Earnings	142,022,000	141,366,699	144,829,000	151,213,248	158,649,793	166,514,386	181,538,528	188,421,077	196,042,961	202,221,499	207,851,948	211,899,124	214,643,724	216,621,363	218,714,156	220,892,375	224,203,182	226,848,795	229,761,255	232,523,905	235,555,673
Revaluation Reserves	165,954,000	217,923,647	218,913,000	237,827,000	256,126,337	286,063,945	297,133,918	309,019,707	321,411,780	334,370,168	347,842,129	361,792,577	376,175,831	390,955,637	406,117,455	421,674,380	437,640,778	454,059,198	470,913,650	488,226,860	506,000,155
Total Equity	307,976,000	359,290,346	363,742,000	389,040,248	414,776,130	452,578,331	478,672,446	497,440,784	517,454,740	536,591,667	555,694,078	573,691,701	590,819,555	607,577,000	624,831,611	642,566,756	661,843,960	680,907,992	700,674,905	720,750,764	741,555,828

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

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Cash Flows from Operating Activities</b>																				
<u>Receipts</u>																				
Rates and Annual Charges	8,250,000	8,428,000	8,910,000	9,347,000	10,053,000	10,371,917	10,807,940	11,126,180	11,444,302	11,762,720	12,128,431	12,553,100	12,849,550	13,153,068	13,463,825	13,781,994	14,098,128	14,421,603	14,752,593	15,091,274
User Charges and Fees	7,334,000	6,865,000	7,938,000	5,867,000	10,784,000	9,147,088	7,576,614	7,434,043	7,670,940	7,906,865	8,182,396	8,427,896	8,675,269	8,929,939	9,192,121	9,462,039	9,737,877	10,021,822	10,314,114	10,615,001
Investment Interest and Revenue	688,000	587,000	533,000	428,000	287,000	147,142	40,258	45,186	65,720	59,523	58,223	60,579	71,286	85,097	99,193	112,183	127,488	157,062	197,172	246,827
Grants and Contributions (Operating)	6,518,000	7,743,000	10,959,000	6,228,000	8,449,000	6,763,904	7,797,789	7,465,178	7,649,862	7,788,966	7,866,122	8,072,776	8,290,430	8,514,469	8,745,081	8,982,464	9,226,604	9,477,913	9,736,605	10,002,901
Grants and Contributions (Capital)	2,567,000	6,786,000	5,684,000	8,229,000	8,475,000	15,918,592	5,128,149	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)	(19,102,726)	(16,275,606)	(16,262,680)	(16,887,764)	(17,277,758)	(18,088,333)	(18,931,327)	(19,458,234)	(19,982,973)	(20,561,451)	(20,542,415)	(21,362,692)	(21,775,613)	(22,619,567)	(23,072,466)
Borrowing Costs (interest only)	(87,000)	(170,000)	(156,000)	(151,000)	(138,000)	(177,179)	(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)
<b>Net Cash provided (or used in ) Operating Activities</b>	<b>9,572,000</b>	<b>14,558,000</b>	<b>16,791,050</b>	<b>16,439,932</b>	<b>22,266,121</b>	<b>23,028,028</b>	<b>15,133,098</b>	<b>16,075,449</b>	<b>14,841,190</b>	<b>14,507,415</b>	<b>13,125,649</b>	<b>12,116,185</b>	<b>11,581,267</b>	<b>11,934,265</b>	<b>12,263,485</b>	<b>13,645,962</b>	<b>13,236,907</b>	<b>13,766,298</b>	<b>13,885,598</b>	<b>14,430,555</b>
<b>Cash Flows from Investing Activities</b>																				
<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)	(29,990,263)	(17,203,016)	(18,954,110)	(16,759,040)	(15,060,843)	(12,847,184)	(11,300,370)	(10,472,568)	(10,821,950)	(11,432,240)	(12,862,119)	(12,039,077)	(12,787,278)	(12,663,935)	(12,876,225)
<b>Net Cash provided (or used in ) Investing Activities</b>	<b>(5,662,000)</b>	<b>(13,457,000)</b>	<b>(16,211,000)</b>	<b>(25,152,000)</b>	<b>(22,037,000)</b>	<b>(29,566,513)</b>	<b>(16,616,141)</b>	<b>(18,714,110)</b>	<b>(16,247,165)</b>	<b>(14,544,468)</b>	<b>(12,440,309)</b>	<b>(10,850,370)</b>	<b>(10,104,318)</b>	<b>(10,483,950)</b>	<b>(10,907,240)</b>	<b>(12,449,619)</b>	<b>(11,614,202)</b>	<b>(12,349,657)</b>	<b>(12,213,185)</b>	<b>(12,411,952)</b>
<b>Cash Flows from Financing Activities</b>																				
<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)	(490,159)	(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)
<b>Net Cash provided (or used in ) Financing Activities</b>	<b>2,272,000</b>	<b>(220,629)</b>	<b>(231,000)</b>	<b>(241,000)</b>	<b>(252,000)</b>	<b>4,509,841</b>	<b>(734,204)</b>	<b>3,815,195</b>	<b>(1,220,477)</b>	<b>(1,258,011)</b>	<b>(1,296,556)</b>	<b>(1,050,992)</b>	<b>(1,080,432)</b>	<b>(1,110,472)</b>	<b>(1,142,293)</b>	<b>(888,009)</b>	<b>(626,060)</b>	<b>(52,886)</b>	<b>(56,936)</b>	<b>(61,078)</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<b>6,182,000</b>	<b>880,371</b>	<b>349,050</b>	<b>(8,953,068)</b>	<b>(22,879)</b>	<b>(2,028,644)</b>	<b>(2,217,246)</b>	<b>1,176,534</b>	<b>(2,626,453)</b>	<b>(1,295,063)</b>	<b>(611,216)</b>	<b>214,823</b>	<b>396,518</b>	<b>339,843</b>	<b>213,952</b>	<b>308,334</b>	<b>996,646</b>	<b>1,363,755</b>	<b>1,615,477</b>	<b>1,957,524</b>
<b>Cash and Cash Equivalents at start of year</b>	<b>14,775,827</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>22,187,248</b>	<b>13,234,180</b>	<b>13,211,301</b>	<b>11,182,657</b>	<b>8,965,410</b>	<b>10,141,944</b>	<b>7,515,491</b>	<b>6,220,428</b>	<b>5,609,212</b>	<b>5,824,035</b>	<b>6,220,552</b>	<b>6,560,395</b>	<b>6,774,347</b>	<b>7,082,681</b>	<b>8,079,326</b>	<b>9,443,082</b>	<b>11,058,558</b>
<b>Cash and Cash Equivalents - end of year</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>22,187,248</b>	<b>13,234,180</b>	<b>13,211,301</b>	<b>11,182,657</b>	<b>8,965,410</b>	<b>10,141,944</b>	<b>7,515,491</b>	<b>6,220,428</b>	<b>5,609,212</b>	<b>5,824,035</b>	<b>6,220,552</b>	<b>6,560,395</b>	<b>6,774,347</b>	<b>7,082,681</b>	<b>8,079,326</b>	<b>9,443,082</b>	<b>11,058,558</b>	<b>13,016,083</b>
<b>Projected Bank Balances</b>	<b>20,957,827</b>	<b>21,838,198</b>	<b>22,187,248</b>	<b>13,234,180</b>	<b>13,211,301</b>	<b>11,182,657</b>	<b>8,965,410</b>	<b>10,141,944</b>	<b>7,515,491</b>	<b>6,220,428</b>	<b>5,609,212</b>	<b>5,824,035</b>	<b>6,220,552</b>	<b>6,560,395</b>	<b>6,774,347</b>	<b>7,082,681</b>	<b>8,079,326</b>	<b>9,443,082</b>	<b>11,058,558</b>	<b>13,016,083</b>



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
<b>General</b>																				
Opening Balance						9,597,302	7,967,836	7,441,042	8,317,554	5,859,371	4,885,296	4,145,263	4,197,073	4,197,965	4,117,601	3,886,054	3,712,315	4,201,116	5,041,010	6,115,804
Movement						(1,629,466)	(526,794)	876,511	(2,458,182)	(974,075)	(740,033)	51,810	892	(80,364)	(231,547)	(173,740)	488,801	839,894	1,074,794	1,399,448
Closing Balance	8,765,376	15,403,764	16,372,798	10,332,577	9,597,302	7,967,836	7,441,042	8,317,554	5,859,371	4,885,296	4,145,263	4,197,073	4,197,965	4,117,601	3,886,054	3,712,315	4,201,116	5,041,010	6,115,804	7,515,251
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	78,688	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
<b>State Highways</b>																				
Opening Balance						964,845	530,033	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						(434,812)	(280,033)	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	530,033	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
<b>Quarries</b>																				
Opening Balance						1,052,337	1,219,488	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						167,152	(693,299)	(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)
Closing Balance	1,121,071	322,398	592,435	662,432	1,052,337	1,219,488	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
<b>Plant</b>																				
Opening Balance						1,479,147	1,410,960	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						(68,187)	(910,960)	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	1,410,960	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
<b>Total General Fund</b>																				
Opening Balance						13,093,631	11,128,317	8,717,232	9,572,255	7,091,471	6,093,643	5,329,421	5,355,719	5,329,730	5,221,066	4,959,751	4,754,721	5,210,657	6,016,056	7,054,668
Movement						(1,965,313)	(2,411,086)	855,023	(2,480,784)	(997,828)	(764,222)	26,298	(25,989)	(108,664)	(261,316)	(205,030)	455,936	805,399	1,038,611	1,361,520
GF Closing Balance	17,846,524	18,345,692	20,279,905	12,425,317	13,093,631	11,128,317	8,717,232	9,572,255	7,091,471	6,093,643	5,329,421	5,355,719	5,329,730	5,221,066	4,959,751	4,754,721	5,210,657	6,016,056	7,054,668	8,416,187
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
<b>Water Supply</b>																				
Opening Balance						371,424	163,061	241,167	206,569	131,105	78,207	147,562	261,204	391,673	539,763	706,297	902,167	1,128,261	1,375,463	1,644,728
Movement						(208,363)	78,106	(34,598)	(75,463)	(52,899)	69,355	113,642	130,469	148,090	166,534	195,870	226,094	247,202	269,265	292,320
Water Closing Balance	2,477,311	2,558,680	1,367,361	538,715	371,424	163,061	241,167	206,569	131,105	78,207	147,562	261,204	391,673	539,763	706,297	902,167	1,128,261	1,375,463	1,644,728	1,937,048
<b>Sewer Fund</b>																				
Opening Balance						113,310	(4,723)	111,178	447,402	347,513	62,698	95,358	120,673	365,044	619,801	885,241	1,161,672	1,437,574	1,712,736	1,986,940
Movement						(118,033)	115,901	336,224	(99,889)	(284,815)	32,660	25,316	244,371	254,757	265,441	276,431	275,902	275,162	274,204	273,016
Sewer Closing Balance	584,190	983,594	843,066	495,059	113,310	(4,723)	111,178	447,402	347,513	62,698	95,358	120,673	365,044	619,801	885,241	1,161,672	1,437,574	1,712,736	1,986,940	2,259,956
<b>Domestic Waste Fund</b>																				
Opening Balance						(367,063)	(103,999)	(104,166)	(84,281)	(54,598)	(14,119)	36,872	86,438	134,105	179,765	223,058	264,120	302,834	338,826	372,223
Movement						263,064	(167)	19,884	29,684	40,479	50,991	49,567	47,667	45,660	43,293	41,062	38,713	35,993	33,396	30,669
DM Closing Balance	49,802	(49,768)	(303,085)	(224,911)	(367,063)	(103,999)	(104,166)	(84,281)	(54,598)	(14,119)	36,872	86,438	134,105	179,765	223,058	264,120	302,834	338,826	372,223	402,891
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
<b>TOTALS</b>																				
Opening Balance						13,211,301	11,182,657	8,965,410	10,141,944	7,515,491	6,220,428	5,609,212	5,824,035	6,220,552	6,560,395	6,774,347	7,082,681	8,079,326	9,443,082	11,058,558
Movement						(2,028,645)	(2,217,246)	1,176,534	(2,626,453)	(1,295,063)	(611,216)	214,823	396,517	339,843	213,953	308,333	996,645	1,363,756	1,615,476	1,957,525
All Closing Balance	20,957,827	21,838,198	22,187,248	13,234,180	13,211,301	11,182,657	8,965,410	10,141,944	7,515,491	6,220,428	5,609,212	5,824,035	6,220,552	6,560,395	6,774,347	7,082,681	8,079,326	9,443,082	11,058,558	13,016,083

SUMMARY BY FUNCTION																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>GENERAL FUND</b>																				
<b>GENERAL MANAGER</b>																				
Governance	(394,700)	(342,704)	(449,762)	(433,759)	(476,204)	(514,150)	(681,866)	(580,149)	(594,087)	(608,369)	(719,887)	(639,226)	(655,245)	(671,671)	(796,881)	(705,786)	(723,498)	(741,660)	(882,252)	(779,384)
Administration	(1,124,632)	(1,064,102)	(1,067,975)	(1,050,145)	(1,001,131)	(1,259,862)	(1,149,682)	(1,088,853)	(1,081,793)	(1,159,738)	(1,122,159)	(1,182,514)	(1,230,877)	(1,204,402)	(1,184,317)	(1,341,751)	(1,284,044)	(1,329,741)	(1,429,376)	(1,376,522)
Human Resources	(181,195)	(260,049)	(247,521)	(250,127)	(127,048)	(431,818)	(283,878)	(237,506)	(241,500)	(245,552)	(250,318)	(255,170)	(260,109)	(265,136)	(270,254)	(275,462)	(280,764)	(286,159)	(291,850)	(297,237)
Finance	7,661,353	8,228,028	9,688,100	8,759,301	10,138,524	12,823,522	9,210,667	13,875,777	9,144,986	9,393,762	9,653,657	9,923,825	10,209,131	10,504,506	10,807,309	11,392,991	11,988,505	12,920,447	13,279,729	13,656,871
Crown Reserves	(4,610)	(11,111)	(10,398)	(6,257)		(184,609)	(9,652)	(10,062)	(10,273)	(10,507)	(10,747)	(10,992)	(11,242)	(11,498)	(11,761)	(12,029)	(12,303)	(12,584)	(12,871)	
	<b>5,956,216</b>	<b>6,550,062</b>	<b>7,912,445</b>	<b>7,019,013</b>	<b>8,696,169</b>	<b>10,433,083</b>	<b>7,085,590</b>	<b>11,959,415</b>	<b>7,217,544</b>	<b>7,369,829</b>	<b>7,550,785</b>	<b>7,836,169</b>	<b>8,051,909</b>	<b>8,352,055</b>	<b>8,544,359</b>	<b>9,058,231</b>	<b>9,688,171</b>	<b>10,550,584</b>	<b>10,663,867</b>	<b>11,190,658</b>
<b>PLANNING &amp; ENVIRONMENTAL</b>																				
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)	(486,211)	(488,173)	(500,439)	(523,017)	(526,189)	(539,700)	(553,560)	(577,777)	(582,360)	(597,320)	(612,666)	(638,407)	(644,555)	(661,118)
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)	(182,572)	(186,242)	(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	(540,425)	141,207	149,105	156,799	165,299	(103,906)	210,619	215,432	220,352	225,131	230,271	235,524	(223,356)	246,132	251,742
Strategic, Community & Cultural Services	(295,377)	(264,330)	(388,799)	(499,926)	(621,560)	(699,267)	(593,732)	(607,537)	(621,671)	(636,145)	(651,696)	(667,634)	(683,967)	(700,707)	(717,863)	(735,466)	(753,466)	(771,935)	(790,864)	(810,255)
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)	(402,838)	(431,332)	(439,070)	(446,935)	(454,931)	(464,162)	(473,574)	(483,168)	(492,949)	(502,919)	(513,082)	(523,442)	(534,002)	(544,766)	(555,737)
	<b>(967,555)</b>	<b>(1,113,135)</b>	<b>(926,466)</b>	<b>(1,994,428)</b>	<b>(1,671,459)</b>	<b>(2,571,800)</b>	<b>(2,043,689)</b>	<b>(1,971,739)</b>	<b>(1,899,709)</b>	<b>(1,937,459)</b>	<b>(2,246,501)</b>	<b>(1,983,009)</b>	<b>(2,030,454)</b>	<b>(2,089,049)</b>	<b>(2,129,070)</b>	<b>(2,180,047)</b>	<b>(2,232,258)</b>	<b>(2,279,985)</b>	<b>(2,340,757)</b>	<b>(2,396,856)</b>
<b>INFRASTRUCTURE SERVICES</b>																				
Regional Roads	461,333	437,274	280,155	(361,668)	(149,803)	(1,011,157)	(705,892)	(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)	(1,730,458)	(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)	(2,879,941)	(1,113,286)	(2,128,031)	(2,383,225)	(2,444,618)	(2,029,882)	(1,881,177)	(1,963,840)	(2,137,913)	(2,299,097)	(2,465,004)	(2,660,747)	(2,640,255)	(2,779,159)	(2,839,885)
Bridges	(270,199)	2,842,201	(2,218,573)	(4,357,243)	(3,064,796)	(1,222,011)	(605,781)	(9,019)	(6,925)	64,088	46,563	223,293	225,818	166,989	116,429	395,815	321,819	391,900	355,713	371,710
Emergency Services	(187,197)	(271,519)	(317,354)	(336,034)	(323,602)	(391,164)	(368,891)	(525,803)	(536,319)	(547,045)	(559,080)	(571,380)	(583,950)	(596,797)	(609,927)	(623,345)	(637,059)	(651,074)	(665,398)	(680,036)
Swimming Pools	(455,534)	(466,871)	(463,574)	(481,551)	(551,711)	(501,286)	(528,380)	(602,237)	(616,428)	(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)	(1,008,815)	(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	(478,867)	150,964	(569,617)	(132,602)	(1,585,606)	(1,588,471)	(219,605)	(224,916)	(230,355)	(235,924)	(241,626)	(247,464)	(253,442)	(259,562)	(265,829)	(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)	(182,334)	(203,191)	(206,078)	(207,480)	(210,439)	(105,613)	(106,940)	(108,300)	(109,694)	(111,123)	(112,588)	(114,090)	(115,629)	(117,207)	(118,824)
Engineering Administration	(83,663)	(274,086)	(18,532)	123,758	553,092	60,667	72,506	210,558	47,763	(57,320)	(182,210)	(268,220)	(339,375)	(339,880)	(350,691)	(286,817)	(348,266)	(336,847)	(372,170)	(384,643)
	<b>(1,355,369)</b>	<b>1,890,705</b>	<b>(5,670,928)</b>	<b>(10,276,568)</b>	<b>(10,145,072)</b>	<b>(9,490,749)</b>	<b>(5,568,694)</b>	<b>(9,111,165)</b>	<b>(7,776,018)</b>	<b>(6,406,445)</b>	<b>(6,044,317)</b>	<b>(5,801,351)</b>	<b>(6,020,563)</b>	<b>(6,343,371)</b>	<b>(6,646,835)</b>	<b>(7,051,924)</b>	<b>(6,967,111)</b>	<b>(6,950,706)</b>	<b>(7,248,316)</b>	<b>(7,394,353)</b>
<b>TOTAL GENERAL FUND</b>	<b>3,633,292</b>	<b>7,327,632</b>	<b>1,315,050</b>	<b>(5,251,984)</b>	<b>(3,120,361)</b>	<b>(1,629,466)</b>	<b>(526,794)</b>	<b>876,511</b>	<b>(2,458,182)</b>	<b>(974,075)</b>	<b>(740,033)</b>	<b>51,810</b>	<b>892</b>	<b>(80,364)</b>	<b>(231,547)</b>	<b>(173,740)</b>	<b>488,801</b>	<b>839,894</b>	<b>1,074,794</b>	<b>1,399,448</b>
<b>RESTRICTED FUNDS - INTERNAL</b>																				
State Highways	(181,336)	(670,713)	(151,474)	(472,438)	(8,703)	(434,812)	(280,033)	0	0	0	0	0	0	0	0	0	0	0	0	0
Quarries	(13,446)	(731,337)	205,202	123,060	549,073	167,152	(693,299)	(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	(68,187)	(910,960)	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>(640,963)</b>	<b>(6,384,813)</b>	<b>(248,484)</b>	<b>(728,335)</b>	<b>715,317</b>	<b>(335,847)</b>	<b>(1,884,292)</b>	<b>(21,488)</b>	<b>(22,602)</b>	<b>(23,753)</b>	<b>(24,189)</b>	<b>(25,511)</b>	<b>(26,881)</b>	<b>(28,300)</b>	<b>(29,769)</b>	<b>(31,290)</b>	<b>(32,865)</b>	<b>(34,495)</b>	<b>(36,182)</b>	<b>(37,928)</b>
<b>RESTRICTED FUNDS - EXTERNAL</b>																				
Water Fund	2,583,293	111,706	(772,180)	(1,299,279)	(179,502)	(208,363)	78,106	(34,598)	(75,463)	(52,899)	69,355	113,642	130,469	148,090	166,534	195,870	226,094	247,202	269,265	292,320
Sewer Fund	(218,572)	389,556	(144,266)	(373,048)	(380,340)	(118,033)	115,901	336,224	(99,889)	(284,815)	32,660	25,316	244,371	254,757	265,441	276,431	275,902	275,162	274,204	273,016
Domestic Waste	20,187	(94,014)	(247,391)	77,236	(135,967)	263,064	(167)	19,884	29,684	40,479	50,991	49,567	47,667	45,660	43,293	41,062	38,713	35,993	33,396	30,669
	<b>2,384,908</b>	<b>407,248</b>	<b>(1,163,837)</b>	<b>(1,595,091)</b>	<b>(695,810)</b>	<b>(63,331)</b>	<b>193,840</b>	<b>321,511</b>	<b>(145,669)</b>	<b>(297,235)</b>	<b>153,006</b>	<b>188,524</b>	<b>422,506</b>	<b>448,507</b>	<b>475,268</b>	<b>513,363</b>	<b>540,709</b>	<b>558,357</b>	<b>576,865</b>	<b>596,005</b>
<b>COMBINED FUNDS</b>	<b>5,377,237</b>	<b>1,350,067</b>	<b>(97,271)</b>	<b>(7,575,410)</b>	<b>(3,100,854)</b>	<b>(2,028,645)</b>	<b>(2,217,246)</b>	<b>1,176,534</b>	<b>(2,626,453)</b>	<b>(1,295,063)</b>	<b>(611,216)</b>	<b>214,823</b>	<b>396,517</b>	<b>339,843</b>	<b>213,953</b>	<b>308,333</b>	<b>996,645</b>	<b>1,363,756</b>	<b>1,615,476</b>	<b>1,957,525</b>

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%	1.11%	0.50%	0.70%	0.90%	1.10%	1.30%	1.50%	1.70%	1.90%	2.10%	2.30%	2.50%	2.70%	2.90%	3.10%
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%	5.83%	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%	4.97%	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%	8.96%	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	\$2,529,477	\$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%	-25.32%	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%

