



# Upper Hunter Shire Council LONG TERM FINANCIAL PLAN

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The Long Term Financial Plan is structured into 5 parts, as follows:

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# PART 1 INTRODUCTION AND OVERVIEW OF COUNCIL

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## What is the Upper Hunter Shire Council Long Term Financial Plan?

The Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting framework and forms part of the Resourcing Strategy. The Resourcing Strategy is a document Council is required to develop to detail the provision of resources required to implement the strategies established by the Community Strategic Plan (CSP) 2027. The LTFP is a decision making and problem solving tool where long term community priorities can be tested against financial realities.

The Resourcing Strategy incorporates the Long Term Financial Plan, Asset Management Strategy and Workforce Plan with a specific focus to meet the needs of the Delivery Program 2017/2018-2020/2021.

The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is a decision making and problem solving tool but is not intended to be set in concrete, it is a guide for future action. The modelling that occurs as part of the plan will help Council to weather unexpected events. It will also provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The LTFP provides a framework in which Council can assess its revenue building capacity to meet the activities and the level of services outlined in the CSP 2027. It also:

- Establishes a greater transparency and accountability of Council to the Community;
- Provides an opportunity for early identification of financial issues and any likely impacts in the longer term;
- Provides a mechanism to solve financial problems as a whole;

- Provides a means of measuring Council's success in implementing strategies; and
- Confirms that Council can remain financially sustainable in the longer term.

The Long Term Financial Plan is built on four foundations:

- Planning assumptions used to develop the plan;
- Revenue forecasts;
- Expenditure forecasts; and
- Sensitivity analysis (factors/assumptions most likely to affect the plan);

Financial modelling in the Long Term Financial Plan has been based on five (5) scenarios with the view of providing Council and the community data to assess the opportunity to investigate a proposed Special Rate Variation (SRV) to complete some major infrastructure works as identified by the Community during the Community Strategic Plan engagement process. The five (5) proposed scenarios are as follows:

- Scenario 1 - Rate Pegging % increment as advised by IPART
- Scenario 2 - Permanent SRV for 4.40% cumulative over 3 years
- Scenario 3 - Permanent SRV for 4.90% cumulative over 3 years
- Scenario 4 - Permanent SRV for 5.30% cumulative over 3 years
- Scenario 5 - Permanent SRV for 6.30% cumulative over 3 years

Through its modelling and consultation processes Council has formulated a potential list of infrastructure projects that has been identified by the Community as priorities for completion over the next 4 years. These infrastructure projects are classified into varying classes of assets for which Council would be required to obtain loan funding to facilitate completion.



The SRV Scenarios have been designed modelled to allow Council to fund the repayment of the loan facilities under each proposed infrastructure project option. These options are as follows:

- Apply for a loan facility for \$8 million over 15 years to fund part of the Town Revitalisation projects identified to be repaid by SRV for 4.40% (inclusive of Rate Pegging)
- Apply for a loan facility for \$10 million over 15 years to fund part of the all of the Town Revitalisation projects identified to be repaid by SRV for 4.90% (inclusive of Rate Pegging)
- Apply for a loan facility for \$12 million over 15 years to fund part of the all of the Town Revitalisation projects and other community facility projects identified to be repaid by SRV for 5.30% (inclusive of Rate Pegging)
- Apply for a loan facility for \$15 million over 15 years to fund part of the all of the Town Revitalisation projects, other community facility projects with some major road upgrades (\$3.0 million) identified to be repaid by SRV for 6.30% (inclusive of Rate Pegging)

In summary the rationale behind modelling for the proposed Special Rate Variation scenarios and borrowing options is to allow Council to achieve the implementation and delivery of enhanced services to the Community through the town revitalisations of the CDB main street areas for the Shires primary townships in the first instance and extending to other community facilities, major upgrade works to specific road network areas and street upgrades in the other small villages within the Shire.

Subsequent pages to this document detail the Long Term Financial Plan for the Upper Hunter Shire Council for the years 2018 to 2027 taking into account the assumptions detailed in “Part 5 – Structure” under the subheading of Modelling Assumptions and the varying proposed Scenario parameters outlined.

The Scenario disclosures indicate in the first instance the base model of only the IPART rate pegging on the General Fund and the modelling as to the impacts of the four (4) proposed Special Rate Variation options on the General Fund.



### Purpose of the Long Term Financial Plan

The Long Term Financial Plan exists primarily to facilitate the delivery of the Community Strategic Plan (CSP) 2027. The Long Term Financial Plan is not an end in itself but is a means of ensuring the objectives of Integrated Planning and Reporting (IP&R) framework are matched by an appropriate resource plan.

It is therefore important to acknowledge that any significant changes to the financial strategies expressed in this document will have a consequent impact on Council's ability to deliver the outcomes expressed in the Delivery Program.

In addition to acting as a resource plan, the Long Term Financial Plan aims to:

- Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome;
- Establish a financial framework against which Council's strategies, policies, and financial performance can be measured against;
- Ensure that Council complies with sound financial management principles and plans for the long term financial sustainability of Council; and
- Allow Council to meet its obligations under the Council's Charter of the Local Government Act to provide adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively and also to have regard to the long term and cumulative effects of its decisions.

This Long Term Financial Plan represents a comprehensive approach to documenting and integrating the various financial strategies of Council. The development of the long term financial projections represents the output of several strategy areas, that when combined, produce the financial direction of Council as shown to the right:



### Objectives of the Long Term Financial Plan

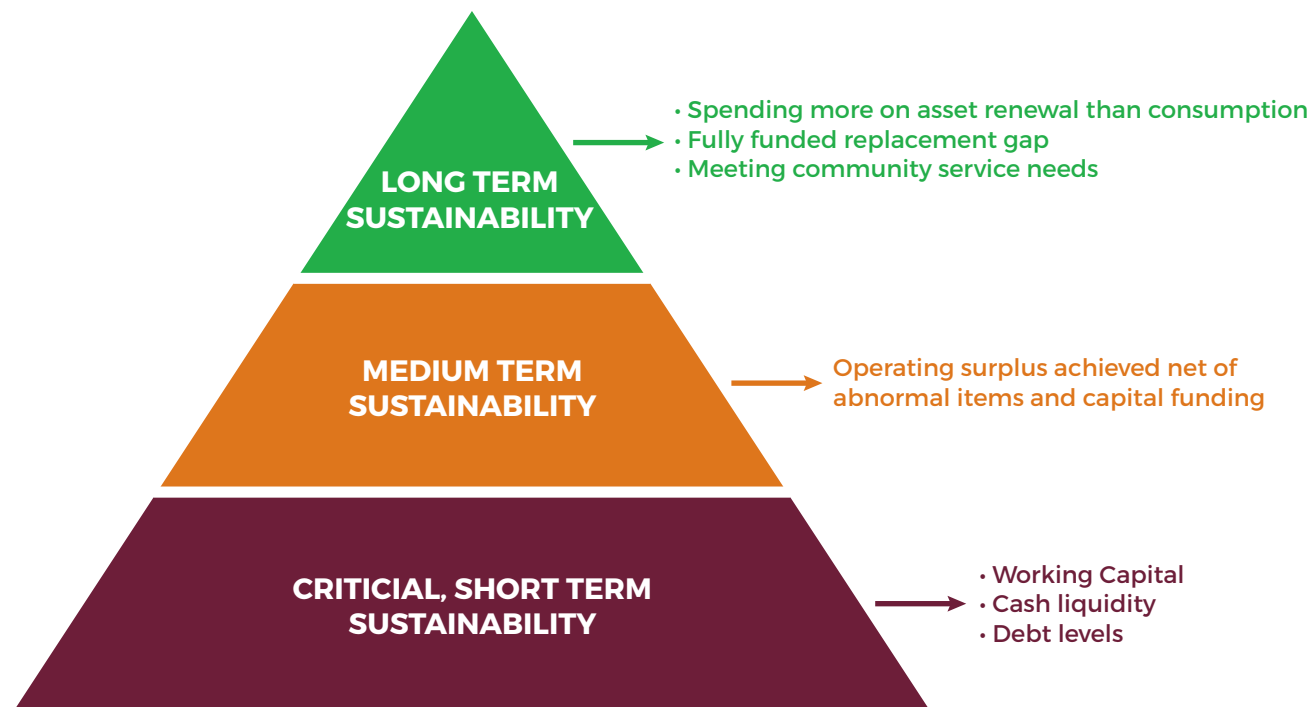
The objectives that this Long Term Financial Plan are to achieve, are as follows:

- An increased ability to fund asset renewal requirements
- Progressing Council towards a position of financial sustainability in the long term
- Rate and fee increases that are both manageable and sustainable
- Investment and funding strategies which promote intergenerational equity.

For the purposes of this strategy, financial sustainability is defined in the below diagram, modelled essentially on a hierarchy of needs approach.

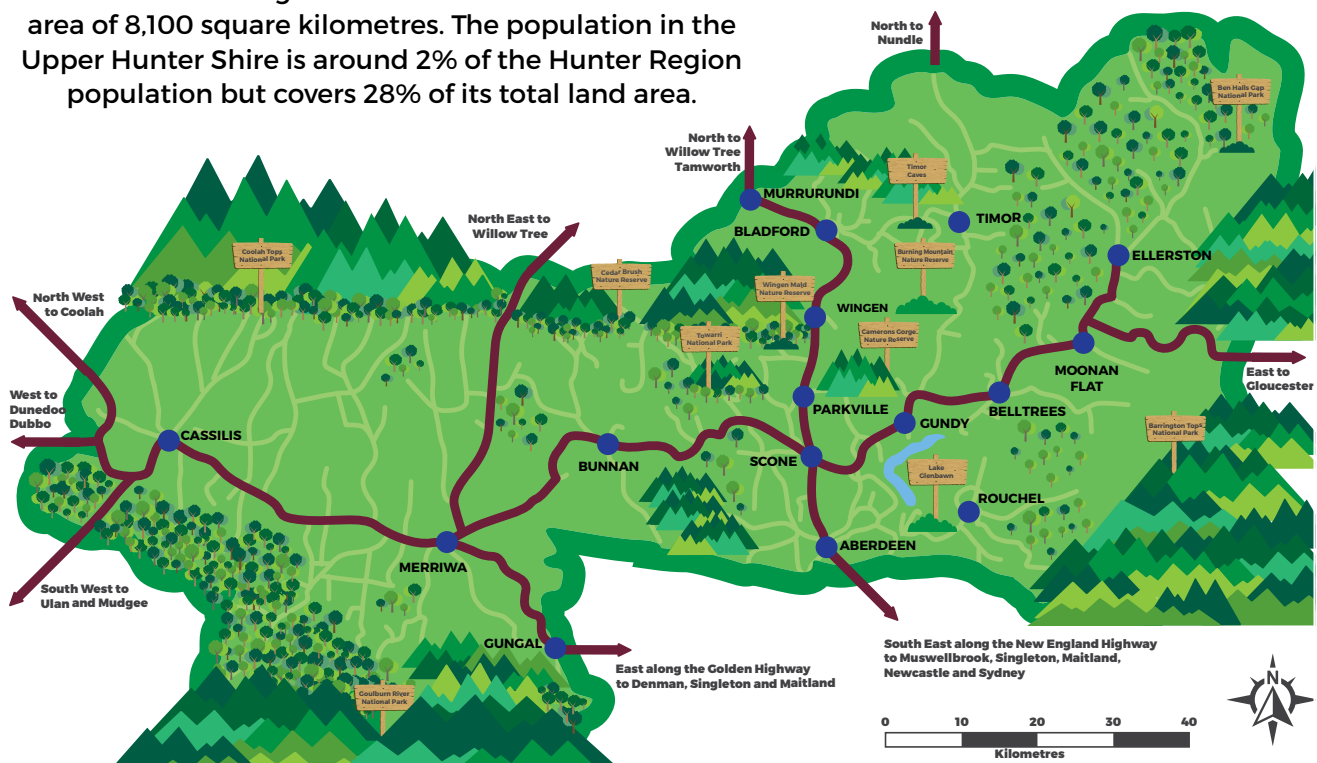
Whilst Upper Hunter Shire Council has no short term sustainability

issues, it has challenges in meeting asset renewal requirements on an annual basis and the current gap, inclusive of the backlog of works not completed, is an issue that can only be addressed over a long period.



## Our Shire

The Upper Hunter Shire is located inland of Newcastle in the Hunter Region of NSW and has a total land area of 8,100 square kilometres. The population in the Upper Hunter Shire is around 2% of the Hunter Region population but covers 28% of its total land area.



## Council Manages

- 3 Council Branch Offices
- 8 Community Halls
- 5 Public Library Branches
- 3 Public Swimming Pools
- 2 Community Technology Centres
- 3 Youth Centres
  - Advice and referral
  - Skills Group
  - Casework
  - Counselling Early Intervention Services
- 3 Approved Children's Education and Care Services
  - The Early Learning Centre (ELC) Long Day Care
  - Family Day Care (FDC)
  - Scone Out of School Hours / Vacation Care Program (SOOSH)
- 17 Independent Living Units
- 1 Aged Hostel
- 2 Low Income Units
- 3 Animal Shelters
- 5 Waste depots
- More than 119 hectares of sports ground

4,700 residences are serviced by kerbside garbage and recycling.

Council is responsible for 1,770 kilometres of local road, 27.3 kilometres of footpath and 118.8 kilometres of kerb and gutter.

There are 93 bridges within the Upper Hunter Shire - 25% of these are timber bridges.

Council's Assets including infrastructure, property, plant and equipment are valued at almost \$700 million.

### Vision, Values and Commitment

#### Vision

A Quality Rural Lifestyle – in a vibrant, caring and sustainable community.

#### Our Values

- Mutual respect for all people and cultures.
- Ensure staff and community safety.
- Efficient, effective and reliable service.
- Honest, open and accountable.
- Deliver on our Commitments.
- Improved Environmental Responsibility.

#### Our commitment to the Community

- We will deliver high quality, innovative, consistent and responsive services to the community.
- We respect the rights of everyone to be treated fairly.
- We will keep our community informed about Council services and financial position.
- We will continually strive to improve our services to the community and encourage community engagement.
- We will deliver increased effort in the protection of the environment.

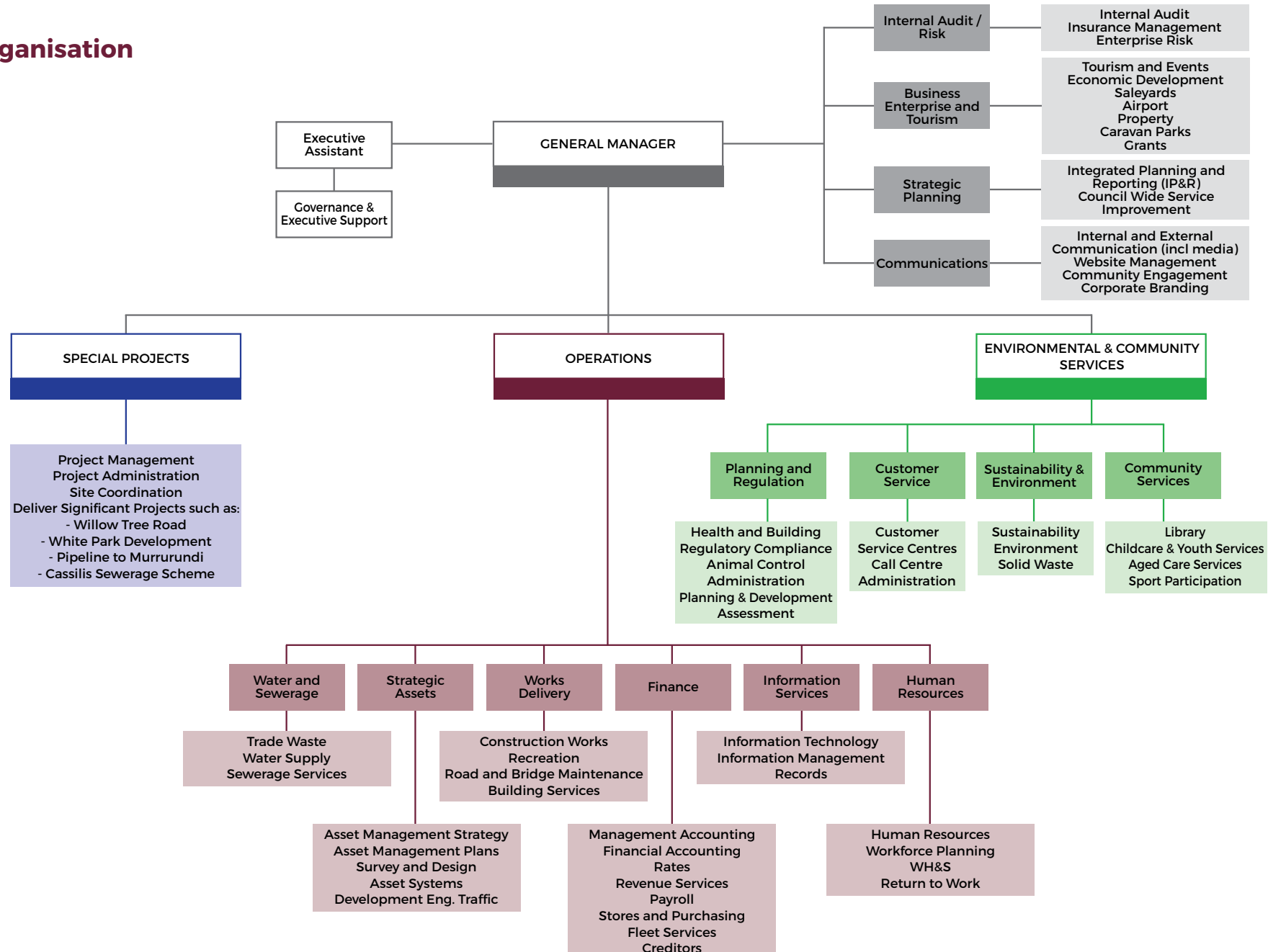
#### Our commitment to each other

- We will conduct a safe, fair and open workplace where achievements are recognised and people are encouraged to develop personally.
- We will communicate openly and in clear and consistent language.





**Our Organisation**



## **PART 2 INTEGRATED PLANNING AND REPORTING (IP&R) AND COMMUNITY PRIORITIES**

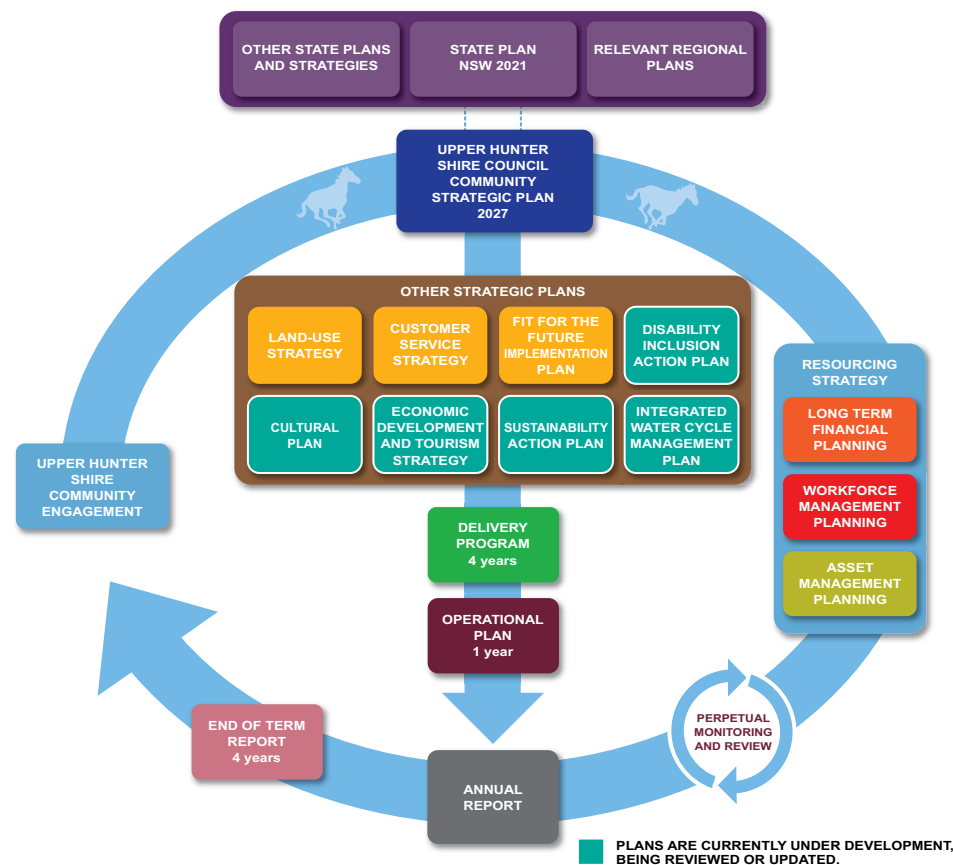
### **Our Integrated Planning and Reporting Framework**

The Local Government Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable Local Government sector. The Local Government Act 1993 requires Council to work with the community to review the Community Strategic Plan and other documents within the Integrated Planning and Reporting Framework after the commencement of each four-year elected Council term.

Councils need to take a long term view and consider social, economic and environmental aspects and the needs of the current and future generations when making decisions. This underpins the Integrated, Planning and Reporting Framework. The importance of Civic Leadership and accountability and transparency in decision making should also underpin the Plan.

All NSW Councils are required to develop a Community Strategic Plan along with a Delivery Program (4 years) and Operational Plan (1 year). The CSP 2027 and its strategic objectives provide a foundation for our Delivery Program and Operational Plan. The Delivery Program and Operational Plan detail how each service addresses the CSP 2027 objectives, ongoing activities, priority projects and the strategies supporting this work.

These documents are informed by a Resourcing Strategy that is made up of a Long Term Financial Plan, Asset Management Plans and Workforce Management Plan. In order to achieve the integration envisaged by the IP&R Framework, there is an alignment between the CSP 2027, Delivery Program, Operational Plan and the other key documents. This is identified on the Upper Hunter Shire Integrated Planning and Reporting Framework.



### Our Integrated Planning and Reporting Framework - Colour Codes

Council's Integrated Planning and Reporting framework is colour coded and each of the key documents has a marking with the corresponding colour. This alignment of Councils Key Plans is formed through the 11 Community Priorities and the 4 Key Focus Areas:

- Community Life;
- Built and Natural Environment;
- Economic and Infrastructure; and
- Leadership and Community Engagement



Delivery Program



Operational Plan



Workforce Management Plan Community Strategic Plan  
CSP 2027



Asset Management Plans



Annual Report



End of Term Report



Other Strategic Plan



### Community Priorities

The 11 Upper Hunter Shire Community Priorities represent what the Community believes to be the 10 most important priorities for the future and the final icon is to highlight the importance for Council to continue to be Fit for the Future.

Council and the Community will be able to clearly see how we are working to achieve each of the Communities Priorities, as the icons will link directly to Council's Key Focus Areas, Goals and Strategic Directions.

These will also link directly into Council's Delivery Program, Operational Plan and staff performance plans.

The Long Term Financial Plan will ensure Council has all resources necessary to achieve the 11 Community Priorities, in particular ensuring Council demonstrates it is Fit for the Future and can meet all State Government indicators for financial stability.



# PART 3 FOUNDATIONS OF THE PLAN

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## Planning Assumptions

The 2017/2018 budget is the base year for the Long Term Financial Plan. Some of the planning assumptions have come from the Community Strategic Plan whilst others have been derived from general financial planning practices. Assumptions from the CSP 2027 include:

### Population Forecasts

The number of rating assessments has been assumed, across the life of the plan, to increase by approximately 30 assessments per annum.

### Inflation Forecasts

The Consumer Price Index (CPI) All Groups Sydney was reviewed for the last five years in order to ascertain an average rate per annum which was used as the basis for the inflationary increment for the term of the plan. Based on this average a conservative inflation rate of 2.5% has been assumed in the majority of revenue and expenditure items for the term of this plan, with exception of any known increments, such as rate pegging.

## Revenue Forecasts

In considering the likely revenue that will be available to meet the community's priorities, the Long Term Financial Plan takes into consideration:

### Capacity for Rating

This is the major component of Councils revenue base. The planning process includes an assessment of the community's capacity and willingness to pay rates and whether there is the potential for changes in that capacity. In making that judgement, Council has reviewed information relating to:

- Opportunities for a special variation to general income
- The potential to reduce the reliance on rates through increased revenues from grants, fees, and user charges

### Fees and Charges

Many of the services provided by Council are offered on a 'user pay' basis. The fees charged for services provided by Council are detailed in the Fees and Charges Schedule.

### Grants and Contributions

Council receives general purpose Financial Assistance Grants from the Commonwealth Government and may also receive other grants and contributions through specific programs.

### Borrowings

Council finances some of its capital expenditure through borrowings. These borrowings are for expenditure on major infrastructure projects. Borrowing the funds allows the cost of these projects to be spread over a number of years in order to facilitate inter-generational equity for these



### Expenditure Forecasts

The CSP 2027 gives Council a good indication of the amount of money required to meet the community's expectations for the future. This should be considered along with the information Council already has about its ongoing operational costs.

In developing expenditure forecasts, consideration has been given to new expenditure items that are proposed in addition to Council's ongoing commitments. The relevant sources of information for ongoing commitments include Asset Management Plans, Workforce Strategies and repayment schedules on borrowings.

Appropriate phasing of costs across the term of the Long Term Financial Plan has been included. For example, with capital projects which are to be completed during the term of the plan, the cost reflects when specific expenditure for planning, construction, implementation and maintenance is expected to occur.

### Sensitivity Analysis

Long Term Financial Plans are inherently uncertain. They contain a wide range of assumptions, including assumptions about interest rates and the potential effect of inflation on revenues and expenditures. Some of these assumptions have a relatively limited impact if they are wrong, others can have a major impact on future financial plans. If the assumptions above are found to be inaccurate then it will be necessary for Council to reconsider the current strategies on expenditure and revenue and realign the LTFP 2027 to fund any changes in costs or revenues. The following assumptions have been used in the LTFP.

#### Interest on Investments

The Council has a cash investment portfolio that is subject to movements in interest rates. Investments are placed and managed in accordance with the Council's adopted Investment Policy in compliance with the Local Government Act. As a custodian of the community's funds, the Council ensures funds are invested with the same care, diligence and skill that a prudent person would exercise.

Service levels and capital expenditure are impacted by fluctuations in interest rates.

#### Rate Pegging

Changes in rate pegging will impact revenue forecasts.

#### Special Rate Variation (SRV)

Introduction of proposed SRV scenarios will impact revenue forecasts, potential borrowing costs and financial performance indicators such as Debt Service Cover.

#### Inflation

Changes in inflation will impact both revenue and expenditure.

#### Employee Costs

Termination patterns will impact the employee leave entitlements' reserve and liability as well as recruitment and training costs.

#### Population Growth

The Long Term Financial Plan is based on minor population growth (30 rating assessments per year). Should the population grow faster than this rate both service levels and rating income will be impacted.

#### Grants

The LTFP models only included recurring grants and capital grants that have already been awarded. A number of the grants that are received fund specific programs that may not be offered by the Council if the grants were eliminated (e.g., Roads to Recovery).



### PART 4 FINANCIAL PERFORMANCE INDICATORS

The financial performance indicator graph included in this plan are intended to be indicative of the Council's financial health and good business management practices being implemented. The financial indicators are calculated on the General Fund of Council only and form the cornerstone of the Office of Local Government's "Fit for the Future" criteria.

The financial performance indicator graphs have been calculated for each scenario of the long term financial plan with the benchmark requirements as set by the Office of Local Government summarised as follows:

FINANCIAL PERFORMANCE RATIO	BENCHMARK INDICATOR
Operating Performance	>0.0%
Own Source Revenue	>60%
Infrastructure Renewal	>100%
Infrastructure Backlog	<2.0%
Asset Maintenance	>100%
Debt Service Cover	>2.0x

#### Operational Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

#### Own Source Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

#### Infrastructure Renewal Ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

#### Infrastructure Backlog Ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

#### Asset Maintenance Ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

#### Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.



## **PART 5 STRUCTURE**

### **Structure Introduction**

The Long Term Financial Plan is structured as a series of 'scenarios', each of which shows a specific financial outlook.

This iteration of the Long Term Financial Plan presents financial forecasts associated with the following 5 scenarios:

- Base Scenario - IPART Rate Pegging increment only
- Scenario 1 - IPART Rate Pegging plus SRV at 2.1% for 3 years with a low farmland SRV of 0.75%.
- Scenario 2 - IPART Rate Pegging plus SRV at 2.6% for 3 years with a low farmland SRV of 0.75%.
- Scenario 3 - IPART Rate Pegging plus SRV at 3.0% for 3 years with a low farmland SRV of 0.75%.
- Scenario 4 - IPART Rate Pegging plus SRV at 4.0% for 3 years with a low farmland SRV of 1.25%.

Financial projections have been formulated for each scenario to portray the financial position of Upper Hunter Shire Council over the next ten years.

The projections are on a consolidated basis, inclusive of the Council's General, Water and Sewer funds, and are presented as follows:

- Income Statement
- Balance Sheet
- Cash Flow Statement
- "Fit for the Future" benchmark ratios

The projections are prepared based on current knowledge and service levels and will no doubt be affected by various events which will occur in future years. It is important that the long term financial outlook be revisited and updated on an annual basis.

### **Modelling Assumptions**

The cornerstone of Council's Long Term Financial Plan assumptions have been based on the Delivery Program & Operational Plan 2017/18 to 2020/21 adopted by Council on the 26th June 2018 with Council approved revisions as known for the period ended 31 December 2017.

Following that consideration, the below assumptions are generally applied to the Base Case Outcome outlined in scenario one of this document with some assumptions updated where new information has become available.

- Unrestricted cash balance target of greater than \$0 for the general fund as a measure of short term liquidity.
- Rate pegging for the base year 2017/18 at 1.5% with remaining future years of the LTFP identified at 2.3%.
- Statutory fees and charges have been based on legislative boundaries.
- Annual access charges for water, sewerage and waste services are increased on a needs basis to meet the service requirements of the communities current and future demands, inclusive of:
  - Providing the revenue mix of water supply under a 25/75 annual access charge to user consumption ratio in line with NSW Water Best Practice.
  - Maintaining a year on year 5% increase in Sewerage access charge to meet future infrastructure demands of the community
  - Ensuring revenues meet the operations of Council's waste management facilities and kerbside collections inclusive of the State Government Regional Regulated Area (RRA) Levy.
- Unregulated fees and charges be increased in line with Consumer Price Index (CPI) as a minimum.
- Salary and wages indexation to be set at 2.5% for 2017/18 and remaining future years of the LTFP.





- All other costs to be indexed by an indicative Consumer Price Index (CPI) of 2.5% less continuation of improvement and efficiency reductions identified in the “Fit for the Future” plan.
- Investment rates estimated at 3.0% which is sense check against the 90 day BBSW monthly average over the last twelve months for reasonableness.
- Loan borrowing rates will be assumed at the current indicative T-Corp rates for 10, 15 and 20 years depending on loan term.
- New borrowings will only be for the following:
  - Capital infrastructure works for either new and expansion of existing assets to improve service delivery to the community and where annual recurrent operational costs attributable to the additional infrastructure has factored into the budget as affordable and funded.
  - To reduce the funding gap for the renewal of existing infrastructure.
  - When it is for commercial purposes and the repayments can be met from the additional revenue sources generated
  - The term of the loan must also be in accordance with Council’s loan borrowing policy in that the loan borrowing term should be relevant to the useful life of the asset being funded from the borrowing.

Modelling for the proposed SRV scenarios are inclusive of the above base scenario modelling assumptions with the added revenue generated from each scenario utilised to fund the repayment of loan borrowings required to fund Community identified projects.

The applicable loan borrowings attached to each SRV scenario will be for a 15 year term @ T-Corp indicative rate of 3.69% with biannual repayments. These loans are categorised as follows:

- Scenario 1 - Borrowing \$8 million for part of the town revitalisation projects
- Scenario 2 - Borrowing \$10 million for all of the town revitalisation projects
- Scenario 3 - Borrowing \$12 million for all of the town revitalisation and other community facility projects
- Scenario 4 - Borrowing \$15 million for all of the town revitalisation and other community facility projects plus some major road upgrades



**Scenario 1 - Base Rate**

INCOME STATEMENT FORECAST FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>OPERATING REVENUES</b>										
Rates & Annual Charges	15,857	16,813	17,515	18,288	18,768	19,253	19,744	20,246	20,760	21,287
User Fees & Charges	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest Received	895	944	918	902	885	899	915	930	946	963
Grants & Contributions - Operating	6,782	9,049	8,569	9,785	9,897	10,101	10,169	10,464	10,570	10,867
Grants & Contributions - Capital	17,134	20,526	17,044	6,512	896	8,288	7,991	1,007	1,641	2,248
Other Operating Revenues	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
Property Development Surplus	88	67	67	53	53	39	81	39	81	39
<b>Total Operating Revenues</b>	<b>60,884</b>	<b>62,437</b>	<b>59,581</b>	<b>51,134</b>	<b>46,913</b>	<b>55,453</b>	<b>56,223</b>	<b>50,526</b>	<b>52,283</b>	<b>54,148</b>
<b>OPERATING EXPENSES</b>										
Employee Costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,611	8,430	9,534	9,806	10,368	10,262	10,941	11,175	11,554	11,927
Depreciation	8,309	9,126	9,577	10,054	10,272	10,411	10,770	11,093	11,174	11,301
Interest Charges/Borrowing Costs	860	1,018	1,109	1,064	975	895	813	745	683	608
Other Operating Expenses	4,634	4,591	4,787	4,827	4,931	5,047	5,171	5,304	5,430	5,564
Loss on Disposal of Assets	1,043	1,103	1,067	1,173	1,153	1,334	1,243	1,301	1,334	1,366
<b>Total Operating Expenses</b>	<b>41,135</b>	<b>40,540</b>	<b>42,679</b>	<b>43,962</b>	<b>45,189</b>	<b>45,875</b>	<b>47,232</b>	<b>48,502</b>	<b>49,528</b>	<b>50,600</b>
<b>Operating Result Surplus/(Deficit)</b>	<b>19,749</b>	<b>21,897</b>	<b>16,902</b>	<b>7,172</b>	<b>1,724</b>	<b>9,578</b>	<b>8,991</b>	<b>2,025</b>	<b>2,755</b>	<b>3,548</b>
<b>Operating Result Before Capital Amounts Surplus/(Deficit)</b>	<b>2,615</b>	<b>1,370</b>	<b>(142)</b>	<b>660</b>	<b>829</b>	<b>1,290</b>	<b>1,000</b>	<b>1,018</b>	<b>1,114</b>	<b>1,301</b>



**Scenario 1 - Base Rate (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	887	1,179	590	1,055	1,764	1,970	2,088	3,013	2,765	3,169
Investments	22,198	20,562	17,510	14,755	15,780	18,507	21,072	22,409	25,358	28,172
Receivables	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324
Inventories	812	812	812	812	812	812	812	812	812	812
Real Estate	2,051	1,928	1,805	1,708	1,611	1,540	1,391	1,320	1,171	1,100
Other	171	171	171	171	171	171	171	171	171	171
<b>Total Current Assets</b>	<b>31,442</b>	<b>29,976</b>	<b>26,213</b>	<b>23,825</b>	<b>25,462</b>	<b>27,824</b>	<b>30,359</b>	<b>32,549</b>	<b>35,101</b>	<b>38,248</b>
<b>Non - Current Assets</b>										
Infrastructure, Property, Plant & Equipment	693,922	721,234	743,847	753,654	754,032	759,140	763,738	761,961	760,201	758,540
Investments Accounted for using equity method	165	165	165	165	165	165	165	165	165	165
Other	234	234	234	234	234	234	234	234	234	234
<b>Total Non-Current Assets</b>	<b>694,321</b>	<b>721,633</b>	<b>744,246</b>	<b>754,053</b>	<b>754,431</b>	<b>759,539</b>	<b>764,137</b>	<b>762,360</b>	<b>760,600</b>	<b>758,939</b>
<b>TOTAL ASSETS</b>	<b>725,763</b>	<b>751,609</b>	<b>770,458</b>	<b>777,878</b>	<b>779,893</b>	<b>787,363</b>	<b>794,496</b>	<b>794,909</b>	<b>795,701</b>	<b>797,187</b>



**Scenario 1 - Base Rate (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905
Borrowings	1,577	2,277	3,353	3,435	3,391	3,010	2,980	3,049	3,112	986
Provisions	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926
<b>Total Current Liabilities</b>	<b>11,408</b>	<b>12,108</b>	<b>13,184</b>	<b>13,266</b>	<b>13,222</b>	<b>12,841</b>	<b>12,811</b>	<b>12,880</b>	<b>12,943</b>	<b>10,817</b>
<b>Non-Current Liabilities</b>										
Borrowings	16,058	18,287	16,850	14,656	12,678	10,951	9,123	7,444	5,416	5,479
Provisions	2,021	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201
<b>Total Non-Liabilities</b>	<b>18,259</b>	<b>20,488</b>	<b>19,051</b>	<b>16,857</b>	<b>14,879</b>	<b>13,152</b>	<b>11,324</b>	<b>9,645</b>	<b>7,617</b>	<b>7,680</b>
<b>TOTAL LIABILITIES</b>	<b>29,666</b>	<b>32,596</b>	<b>32,235</b>	<b>30,122</b>	<b>28,100</b>	<b>25,993</b>	<b>24,135</b>	<b>22,524</b>	<b>20,560</b>	<b>18,497</b>
<b>NET ASSETS</b>	<b>696,097</b>	<b>719,013</b>	<b>738,223</b>	<b>747,756</b>	<b>751,792</b>	<b>761,370</b>	<b>770,361</b>	<b>772,385</b>	<b>775,141</b>	<b>778,689</b>
<b>EQUITY</b>										
Retained Earnings	419,190	441,087	457,988	465,161	466,886	476,463	485,455	487,480	490,234	493,782
Revaluation Reserves	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907
<b>TOTAL EQUITY</b>	<b>696,097</b>	<b>717,994</b>	<b>734,895</b>	<b>742,068</b>	<b>743,793</b>	<b>753,370</b>	<b>762,362</b>	<b>764,387</b>	<b>767,141</b>	<b>770,689</b>



**Scenario 1 - Base Rate (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Rates & Annual Charges	16,639	17,531	18,248	19,035	19,530	20,032	20,541	21,061	21,594	22,140
User Charges & Fees	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest & Investment Revenue	895	944	918	902	885	899	915	930	946	963
Grants & Contributions	23,916	29,575	25,612	16,297	10,793	18,389	18,159	11,471	12,211	13,115
Other	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
	<b>61,578</b>	<b>63,088</b>	<b>60,246</b>	<b>51,828</b>	<b>47,623</b>	<b>56,193</b>	<b>56,938</b>	<b>51,303</b>	<b>53,036</b>	<b>54,963</b>
<b>Payments</b>										
Employee Benefits & On-costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,573	8,714	9,748	10,075	10,553	10,517	11,170	11,437	11,764	12,188
Borrowing Costs	860	1,018	1,109	1,064	975	895	813	745	683	608
Other	5,417	5,310	5,518	5,572	5,694	5,827	5,969	6,120	6,265	6,418
	<b>32,528</b>	<b>31,314</b>	<b>32,981</b>	<b>33,749</b>	<b>34,713</b>	<b>35,166</b>	<b>36,246</b>	<b>37,186</b>	<b>38,065</b>	<b>39,048</b>
<b>Net Cash provided (or used in) Operating Activities</b>	<b>29,051</b>	<b>31,774</b>	<b>27,265</b>	<b>18,079</b>	<b>12,909</b>	<b>21,027</b>	<b>20,693</b>	<b>14,117</b>	<b>14,971</b>	<b>15,915</b>



**Scenario 1 - Base Rate (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Sale of Infrastructure, Property, Plant & Equipment	902	432	846	513	704	582	701	583	656	552
Sale of Development Real Estate	250	190	190	150	150	110	230	110	230	110
	<b>1,152</b>	<b>622</b>	<b>1,036</b>	<b>663</b>	<b>854</b>	<b>692</b>	<b>931</b>	<b>693</b>	<b>886</b>	<b>662</b>
<b>Payments</b>										
Purchase of Infrastructure, Property, Plant & Equipment	39,185	36,669	31,580	18,919	10,007	17,179	17,083	10,938	11,193	11,297
	<b>39,185</b>	<b>36,669</b>	<b>31,580</b>	<b>18,919</b>	<b>10,007</b>	<b>17,179</b>	<b>17,083</b>	<b>10,938</b>	<b>11,193</b>	<b>11,297</b>
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,033)</b>	<b>(36,047)</b>	<b>(30,544)</b>	<b>(18,256)</b>	<b>(9,153)</b>	<b>(16,487)</b>	<b>(16,152)</b>	<b>(10,245)</b>	<b>(10,307)</b>	<b>(10,635)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
Proceeds from Borrowings & Advances	4,841	4,425	1,615	-	200	100	-	250	-	-
	<b>4,841</b>	<b>4,425</b>	<b>1,615</b>	<b>-</b>	<b>200</b>	<b>100</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>



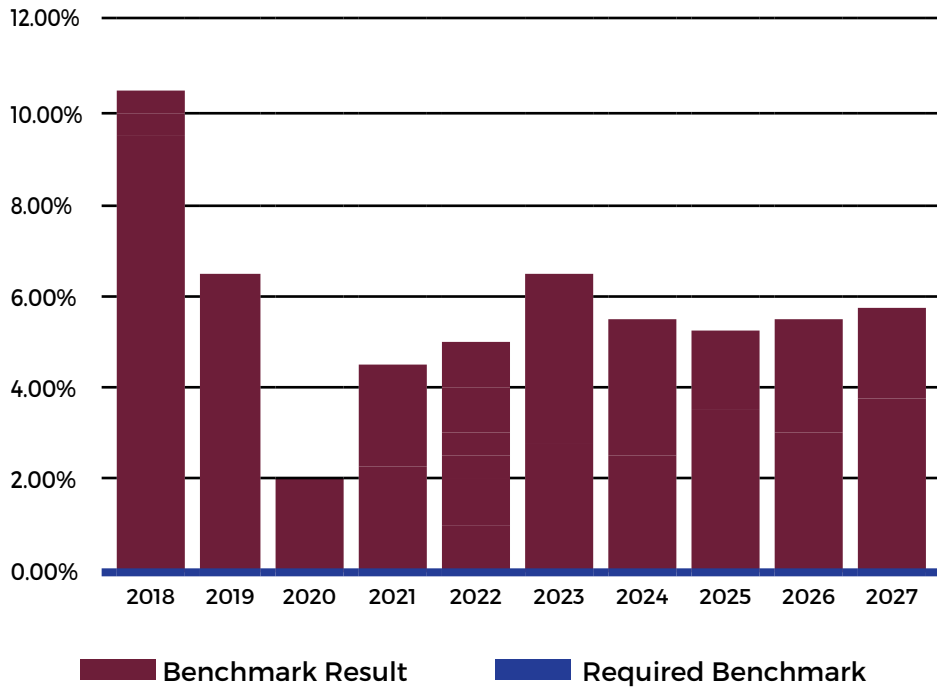
**Scenario 1 - Base Rate (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Payments</b>										
<b>Repayment of Borrowings &amp; Advances</b>	987	1,495	1,976	2,113	2,222	2,207	1,858	1,861	1,963	2,063
	<b>987</b>	<b>1,495</b>	<b>1,976</b>	<b>2,113</b>	<b>2,222</b>	<b>2,207</b>	<b>1,858</b>	<b>1,861</b>	<b>1,963</b>	<b>2,063</b>
<b>Net Cash provided (or used in) Financing Activities</b>	<b>3,854</b>	<b>2,930</b>	<b>(361)</b>	<b>(2,113)</b>	<b>(2,022)</b>	<b>(2,107)</b>	<b>(1,858)</b>	<b>(1,611)</b>	<b>(1,963)</b>	<b>(2,063)</b>
<b>Net Increase (Decrease) in Cash &amp; Cash Equivalents</b>	(5,128)	(1,343)	(3,640)	(2,290)	1,734	2,433	2,683	2,262	2,701	3,217
Add:										
<b>Cash, Cash Equivalents &amp; Investments @ beginning of year</b>	28,212	23,084	21,741	18,100	15,810	17,544	19,978	22,660	24,922	27,623
<b>Cash, Cash Equivalents &amp; Investments @ end of the year</b>	<b>23,084</b>	<b>21,741</b>	<b>18,100</b>	<b>15,810</b>	<b>17,544</b>	<b>19,978</b>	<b>22,660</b>	<b>24,922</b>	<b>27,623</b>	<b>30,841</b>
<b>REPRESENTED BY:</b>										
Cash & Cash Equivalents	887	1,179	590	1,055	1,764	1,970	2,088	3,013	2,765	3,169
Investments	22,198	20,562	17,510	14,755	15,780	18,007	20,572	21,909	24,858	27,672
<b>TOTAL</b>	<b>23,084</b>	<b>21,741</b>	<b>18,101</b>	<b>15,810</b>	<b>17,544</b>	<b>19,977</b>	<b>22,661</b>	<b>24,922</b>	<b>27,623</b>	<b>30,841</b>

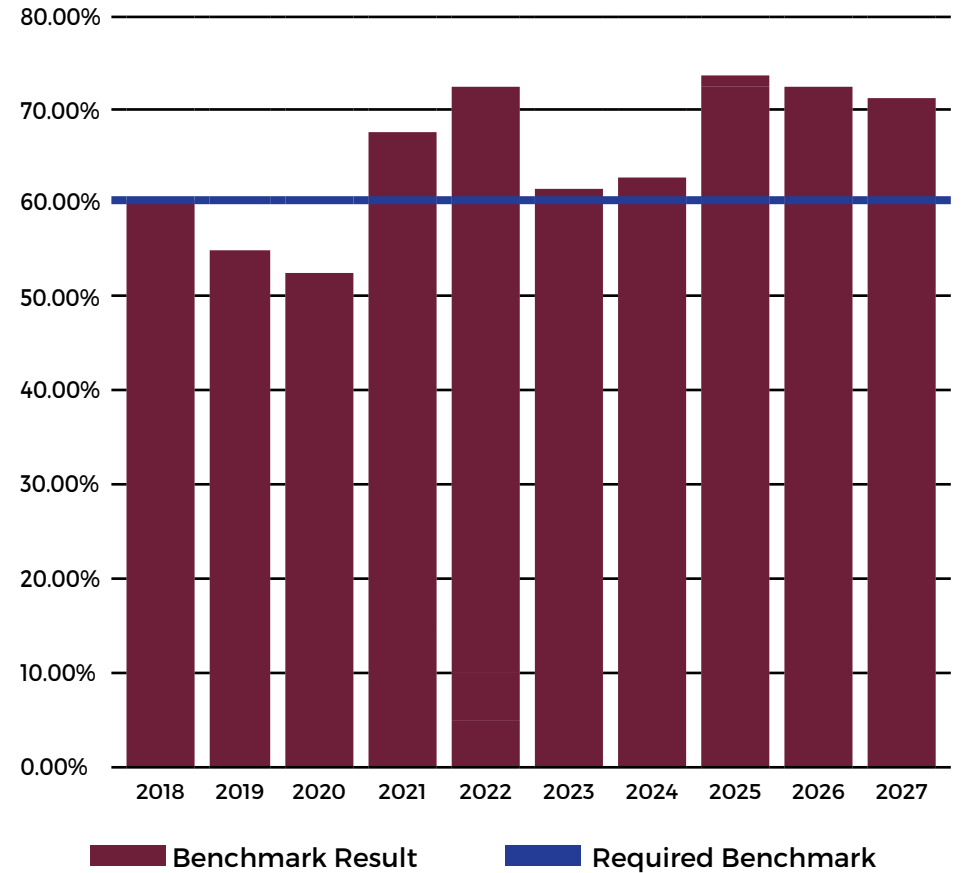


**Scenario 1 - Base Rate (continued)**

**Operating Performance Ratio - General Fund**



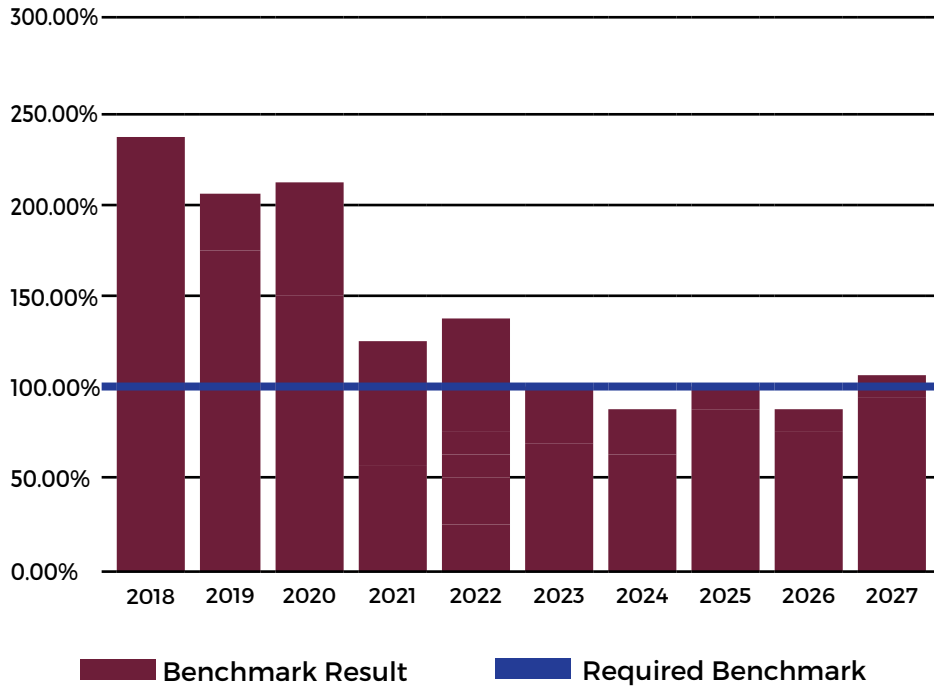
**Own Source Revenue - General Fund**



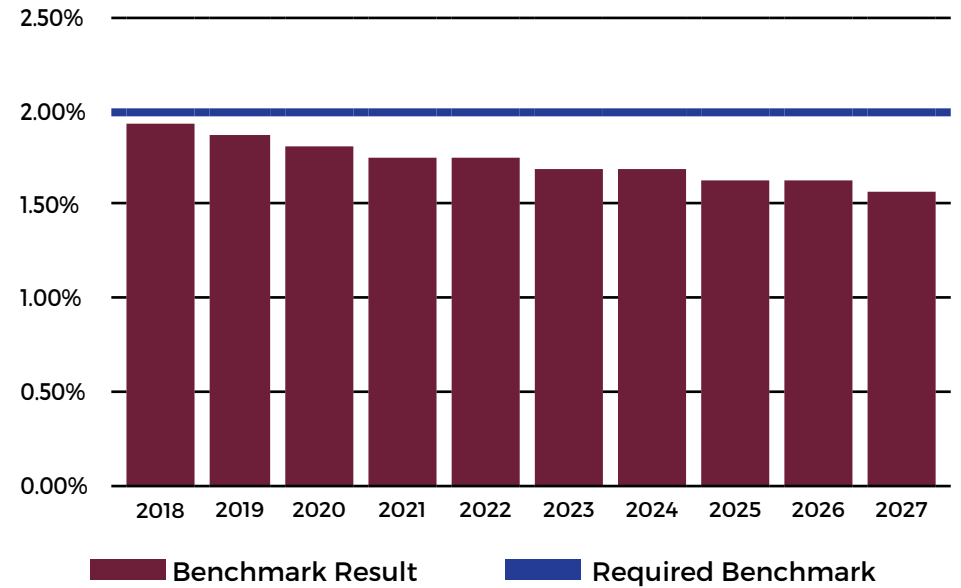


**Scenario 1 - Base Rate (continued)**

**Infrastructure Renewal Ratio - General Fund**

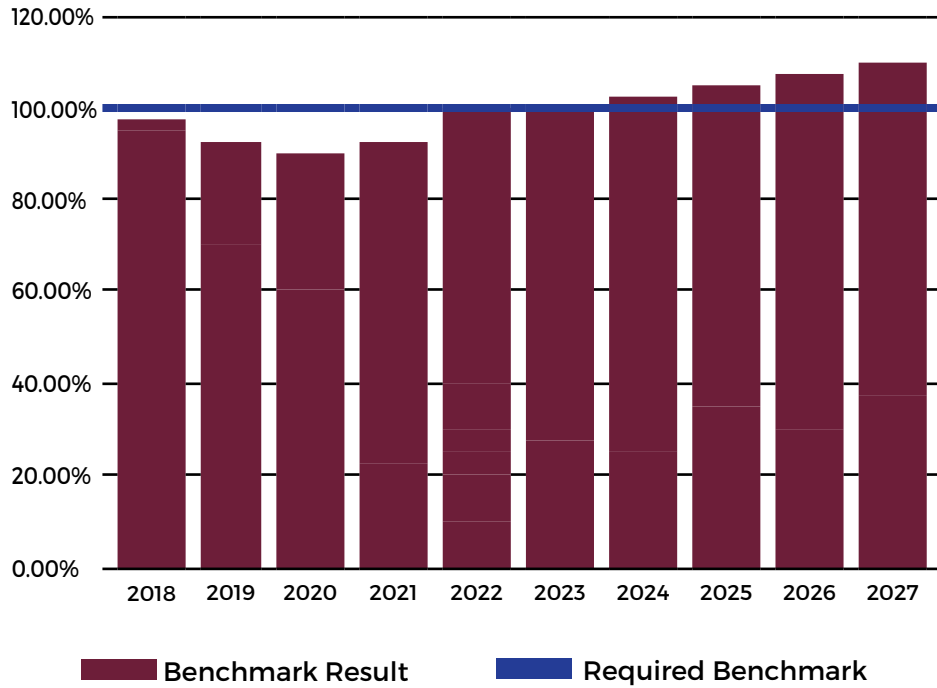


**Infrastructure Backlog Ratio - General Fund**

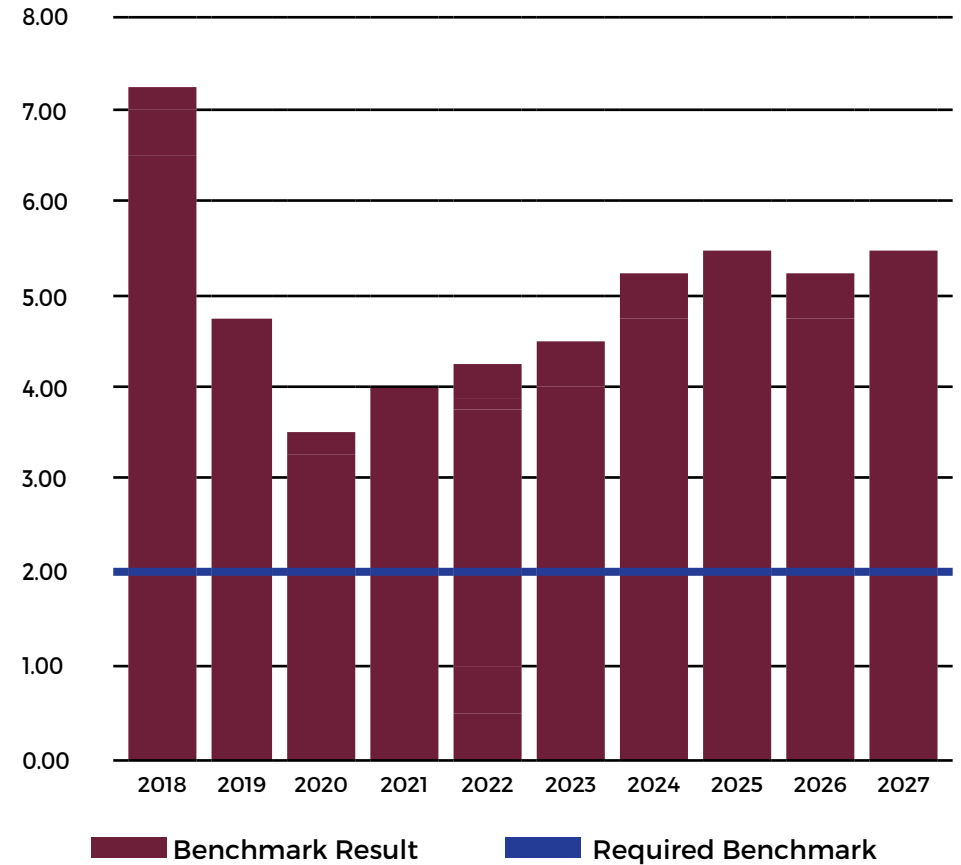


**Scenario 1 - Base Rate (continued)**

**Asset Maintenance Ratio - General Fund**



**Debt Service Cover Ratio - General Fund**



**Scenario 2 - Base Rate + 2.10%**

INCOME STATEMENT FORECAST FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>OPERATING REVENUES</b>										
Rates & Annual Charges	15,857	16,760	17,405	18,115	18,590	19,071	19,557	20,055	20,564	21,086
User Fees & Charges	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest Received	895	944	918	902	885	899	915	930	946	963
Grants & Contributions - Operating	6,782	9,049	8,569	9,785	9,897	10,101	10,169	10,464	10,570	10,867
Grants & Contributions - Capital	17,134	20,526	17,044	6,512	896	8,288	7,991	1,007	1,641	2,248
Other Operating Revenues	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
Property Development Surplus	88	67	67	53	53	39	81	39	81	39
<b>Total Operating Revenues</b>	<b>60,884</b>	<b>62,384</b>	<b>59,470</b>	<b>50,961</b>	<b>46,736</b>	<b>55,271</b>	<b>56,036</b>	<b>50,335</b>	<b>52,087</b>	<b>53,947</b>
<b>OPERATING EXPENSES</b>										
Employee Costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,611	8,430	9,534	9,806	10,368	10,262	10,941	11,175	11,554	11,927
Depreciation	8,309	9,126	9,577	10,054	10,272	10,411	10,770	11,093	11,174	11,301
Interest Charges/Borrowing Costs	860	1,165	1,393	1,333	1,227	1,131	1,032	945	865	770
Other Operating Expenses	4,634	4,591	4,787	4,827	4,931	5,047	5,171	5,304	5,430	5,564
Loss on Disposal of Assets	1,043	1,103	1,067	1,173	1,153	1,334	1,243	1,301	1,334	1,366
<b>Total Operating Expenses</b>	<b>41,135</b>	<b>40,688</b>	<b>42,963</b>	<b>44,230</b>	<b>45,441</b>	<b>46,111</b>	<b>47,450</b>	<b>48,702</b>	<b>49,710</b>	<b>50,763</b>
<b>Operating Result Surplus/(Deficit)</b>	<b>19,749</b>	<b>21,696</b>	<b>16,507</b>	<b>6,730</b>	<b>1,294</b>	<b>9,160</b>	<b>8,586</b>	<b>1,633</b>	<b>2,377</b>	<b>3,184</b>
<b>Operating Result Before Capital Amounts Surplus/(Deficit)</b>	<b>2,615</b>	<b>1,170</b>	<b>(536)</b>	<b>218</b>	<b>398</b>	<b>872</b>	<b>595</b>	<b>626</b>	<b>736</b>	<b>937</b>



**Scenario 2 - Base Rate + 2.10% (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	887	9	322	93	171	75	408	565	68	242
Investments	22,198	28,562	22,010	17,255	16,280	18,507	20,572	22,409	25,358	28,172
Receivables	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324
Inventories	812	812	812	812	812	812	812	812	812	812
Real Estate	2,051	1,928	1,805	1,708	1,611	1,540	1,391	1,320	1,171	1,100
Other	171	171	171	171	171	171	171	171	171	171
<b>Total Current Assets</b>	<b>31,442</b>	<b>36,806</b>	<b>30,444</b>	<b>25,363</b>	<b>24,369</b>	<b>26,429</b>	<b>28,679</b>	<b>30,602</b>	<b>32,904</b>	<b>35,821</b>
<b>Non - Current Assets</b>										
Infrastructure, Property, Plant & Equipment	693,922	721,234	743,847	753,654	754,032	759,140	763,738	761,961	760,201	758,540
Investments Accounted for using equity method	165	165	165	165	165	165	165	165	165	165
Other	234	234	234	234	234	234	234	234	234	234
<b>Total Non-Current Assets</b>	<b>694,321</b>	<b>721,633</b>	<b>744,246</b>	<b>754,053</b>	<b>754,431</b>	<b>759,539</b>	<b>764,137</b>	<b>762,360</b>	<b>760,600</b>	<b>758,939</b>
<b>TOTAL ASSETS</b>	<b>725,763</b>	<b>758,439</b>	<b>774,690</b>	<b>779,416</b>	<b>778,800</b>	<b>785,968</b>	<b>792,816</b>	<b>792,962</b>	<b>793,504</b>	<b>794,760</b>



**Scenario 2 - Base Rate + 2.10% (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905
Borrowings	1,577	2,277	3,353	3,435	3,391	3,010	2,980	3,049	3,112	986
Provisions	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926
<b>Total Current Liabilities</b>	<b>11,408</b>	<b>12,108</b>	<b>13,184</b>	<b>13,266</b>	<b>13,222</b>	<b>12,841</b>	<b>12,811</b>	<b>12,880</b>	<b>12,943</b>	<b>10,817</b>
<b>Non-Current Liabilities</b>										
Borrowings	16,058	26,338	25,004	22,918	21,051	19,441	17,732	16,178	14,279	14,476
Provisions	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201
<b>Total Non-Liabilities</b>	<b>18,259</b>	<b>28,539</b>	<b>27,205</b>	<b>25,119</b>	<b>23,252</b>	<b>21,642</b>	<b>19,933</b>	<b>18,379</b>	<b>16,480</b>	<b>16,677</b>
<b>TOTAL LIABILITIES</b>	<b>29,666</b>	<b>40,646</b>	<b>40,389</b>	<b>38,384</b>	<b>36,474</b>	<b>34,483</b>	<b>32,745</b>	<b>31,259</b>	<b>29,423</b>	<b>27,494</b>
<b>NET ASSETS</b>	<b>696,097</b>	<b>717,792</b>	<b>734,301</b>	<b>741,031</b>	<b>742,326</b>	<b>751,486</b>	<b>760,071</b>	<b>761,703</b>	<b>764,081</b>	<b>767,266</b>
<b>EQUITY</b>										
Retained Earnings	419,190	440,887	457,394	464,125	465,419	474,579	483,165	484,798	487,174	490,359
Revaluation Reserves	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907
<b>TOTAL EQUITY</b>	<b>696,097</b>	<b>717,794</b>	<b>734,301</b>	<b>741,032</b>	<b>742,326</b>	<b>751,486</b>	<b>760,072</b>	<b>761,705</b>	<b>764,081</b>	<b>767,266</b>



**Scenario 2 - Base Rate + 2.10% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Rates & Annual Charges	16,639	17,478	18,137	18,861	19,352	19,850	20,354	20,870	21,398	21,939
User Charges & Fees	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest & Investment Revenue	895	944	918	902	885	899	915	930	946	963
Grants & Contributions	23,916	29,575	25,612	16,297	10,793	18,389	18,159	11,471	12,211	13,115
Other	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
	<b>61,578</b>	<b>63,035</b>	<b>60,135</b>	<b>51,654</b>	<b>47,445</b>	<b>56,011</b>	<b>56,752</b>	<b>51,111</b>	<b>52,840</b>	<b>54,762</b>
<b>Payments</b>										
Employee Benefits & On-costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,573	8,714	9,748	10,075	10,553	10,517	11,170	11,437	11,764	12,188
Borrowing Costs	860	1,165	1,393	1,333	1,227	1,131	1,032	945	865	770
Other	5,417	5,310	5,518	5,572	5,694	5,827	5,969	6,120	6,265	6,418
	<b>32,528</b>	<b>31,462</b>	<b>33,265</b>	<b>34,017</b>	<b>34,966</b>	<b>35,402</b>	<b>36,464</b>	<b>37,386</b>	<b>38,247</b>	<b>39,210</b>
<b>Net Cash provided (or used in) Operating Activities</b>	<b>29,051</b>	<b>31,574</b>	<b>26,870</b>	<b>17,637</b>	<b>12,479</b>	<b>20,609</b>	<b>20,288</b>	<b>13,725</b>	<b>14,593</b>	<b>15,552</b>



**Scenario 2 - Base Rate + 2.10% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Sale of Infrastructure, Property, Plant & Equipment	902	432	846	513	704	582	701	583	656	552
Sale of Development Real Estate	250	190	190	150	150	110	230	110	230	110
	<b>1,152</b>	<b>622</b>	<b>1,036</b>	<b>663</b>	<b>854</b>	<b>692</b>	<b>931</b>	<b>693</b>	<b>886</b>	<b>662</b>
<b>Payments</b>										
Purchase of Infrastructure, Property, Plant & Equipment	39,185	37,689	33,888	21,279	12,319	17,179	17,083	10,938	11,193	11,297
	<b>39,185</b>	<b>37,689</b>	<b>33,888</b>	<b>21,279</b>	<b>12,319</b>	<b>17,179</b>	<b>17,083</b>	<b>10,938</b>	<b>11,193</b>	<b>11,297</b>
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,033)</b>	<b>(37,067)</b>	<b>(32,852)</b>	<b>(20,616)</b>	<b>(11,465)</b>	<b>(16,487)</b>	<b>(16,152)</b>	<b>(10,245)</b>	<b>(10,307)</b>	<b>(10,635)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
Proceeds from Borrowings & Advances	4,841	12,425	1,615	-	200	100	-	250	-	-
	<b>4,841</b>	<b>12,425</b>	<b>1,615</b>	<b>-</b>	<b>200</b>	<b>100</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>



**Scenario 2 - Base Rate + 2.10% (continued)**

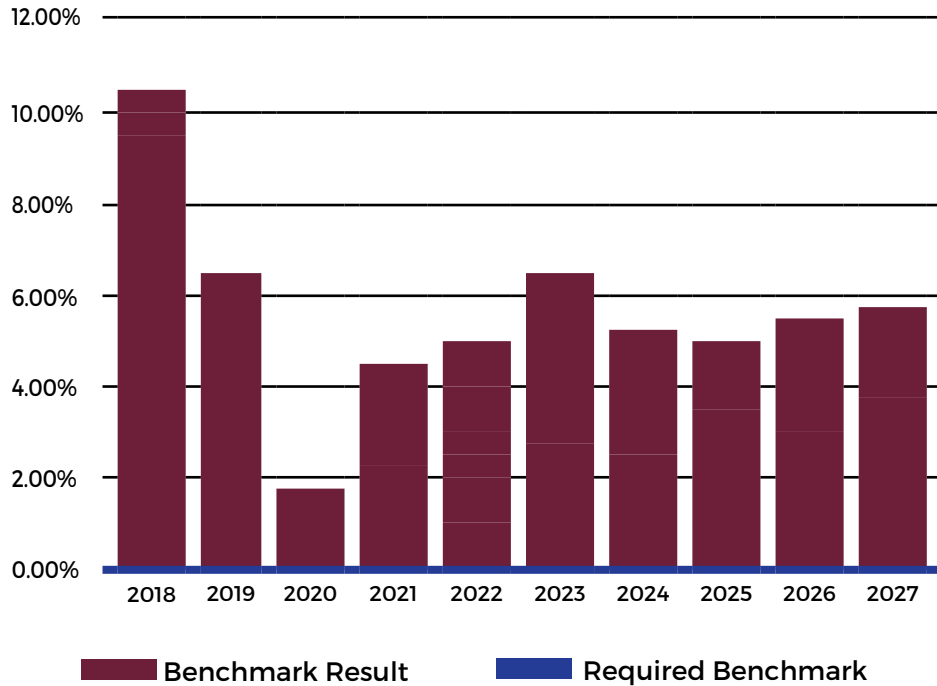
CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Payments</b>										
Repayment of Borrowings & Advances	987	1,445	1,872	2,005	2,110	2,091	1,738	1,736	1,835	1,929
	<b>987</b>	<b>1,445</b>	<b>1,872</b>	<b>2,005</b>	<b>2,110</b>	<b>2,091</b>	<b>1,738</b>	<b>1,736</b>	<b>1,835</b>	<b>1,929</b>
<b>Net Cash provided (or used in) Financing Activities</b>	<b>3,854</b>	<b>10,980</b>	<b>(257)</b>	<b>(2,005)</b>	<b>(1,910)</b>	<b>(1,991)</b>	<b>(1,738)</b>	<b>(1,486)</b>	<b>(1,835)</b>	<b>(1,929)</b>
<b>Net Increase (Decrease) in Cash &amp; Cash Equivalents</b>	<b>(5,128)</b>	<b>5,487</b>	<b>(6,239)</b>	<b>(4,984)</b>	<b>(897)</b>	<b>2,131</b>	<b>2,398</b>	<b>1,995</b>	<b>2,451</b>	<b>2,988</b>
Add:										
Cash, Cash Equivalents & Investments @ beginning of year	28,212	23,084	28,571	22,332	17,348	16,451	18,583	20,980	22,975	25,426
<b>Cash, Cash Equivalents &amp; Investments @ end of the year</b>	<b>23,084</b>	<b>28,571</b>	<b>22,332</b>	<b>17,348</b>	<b>16,451</b>	<b>18,583</b>	<b>20,980</b>	<b>22,975</b>	<b>25,426</b>	<b>28,414</b>
<b>REPRESENTED BY:</b>										
Cash & Cash Equivalents	887	9	322	93	171	75	408	565	68	242
Investments	22,198	28,562	22,010	17,255	16,280	18,507	20,572	22,409	25,358	28,172
<b>TOTAL</b>	<b>23,084</b>	<b>28,571</b>	<b>22,332</b>	<b>17,348</b>	<b>16,451</b>	<b>18,582</b>	<b>20,981</b>	<b>22,975</b>	<b>25,426</b>	<b>28,414</b>



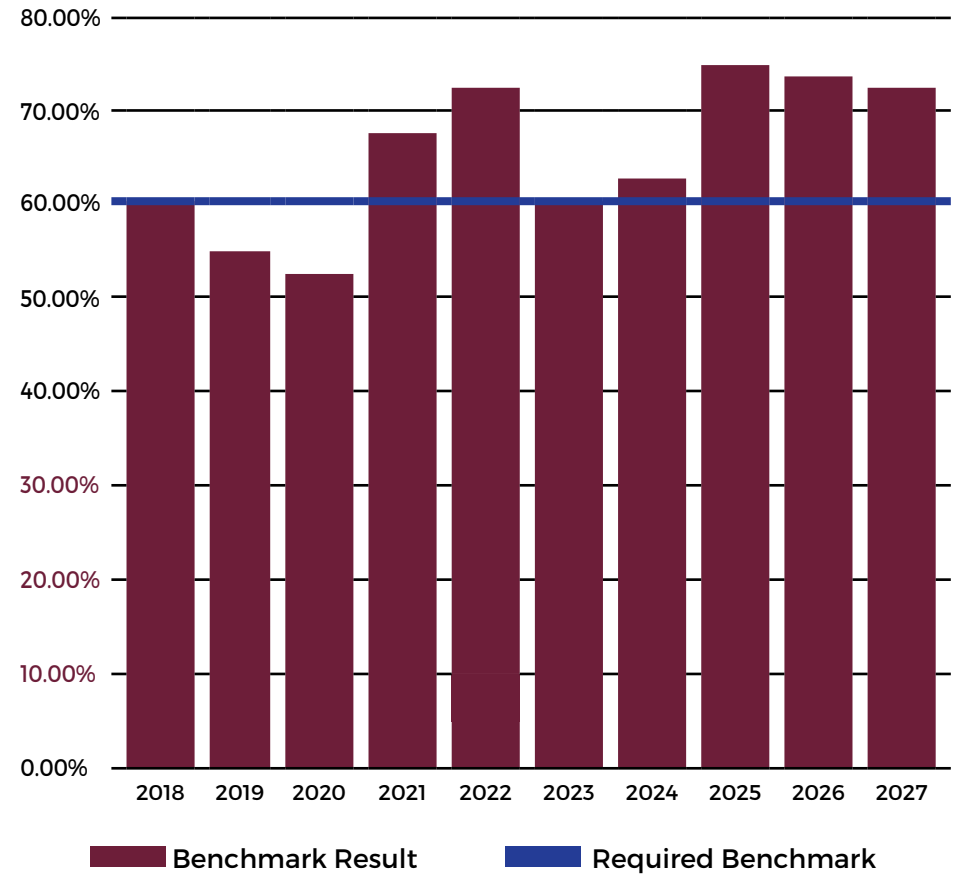


**Scenario 2 - Base Rate + 2.10% (continued)**

**Operating Performance Ratio - General Fund**

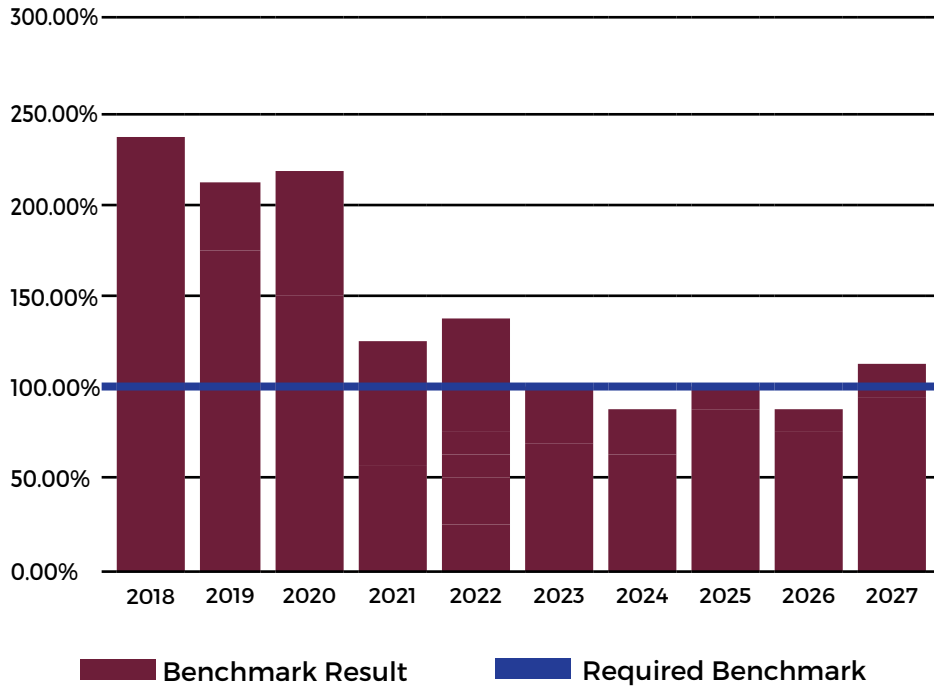


**Own Source Revenue - General Fund**

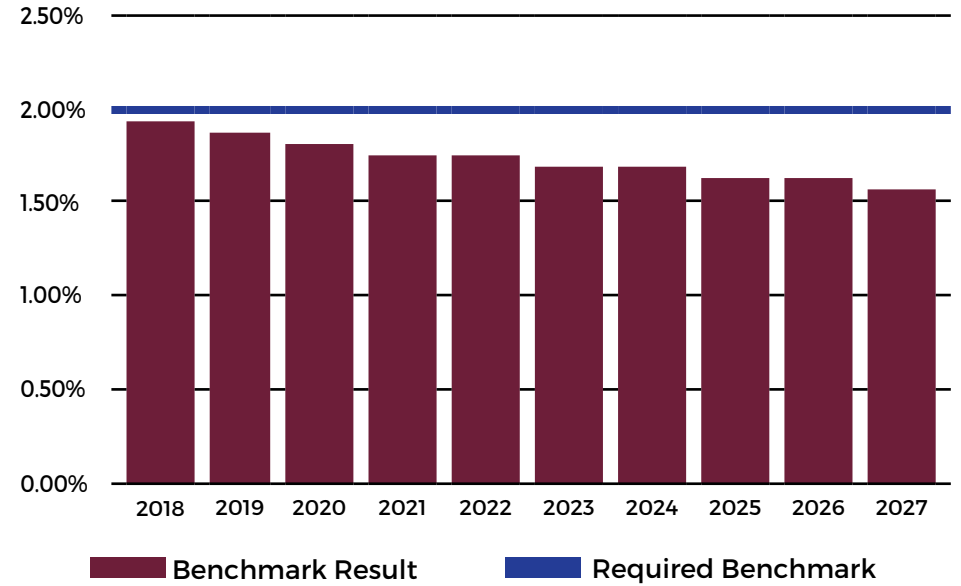


**Scenario 2 - Base Rate + 2.10% (continued)**

**Infrastructure Renewal Ratio - General Fund**

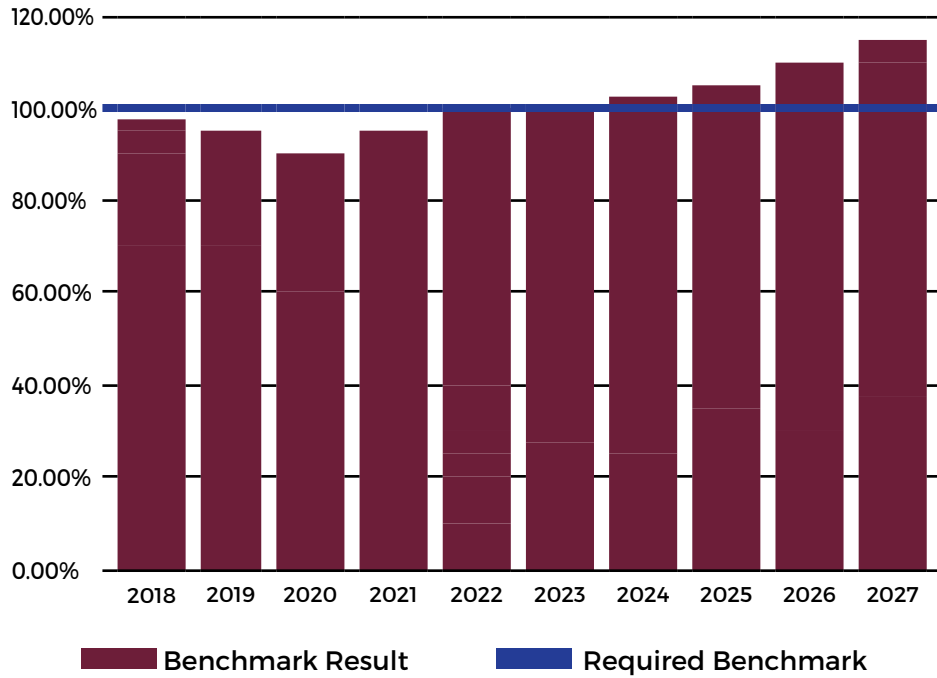


**Infrastructure Backlog Ratio - General Fund**

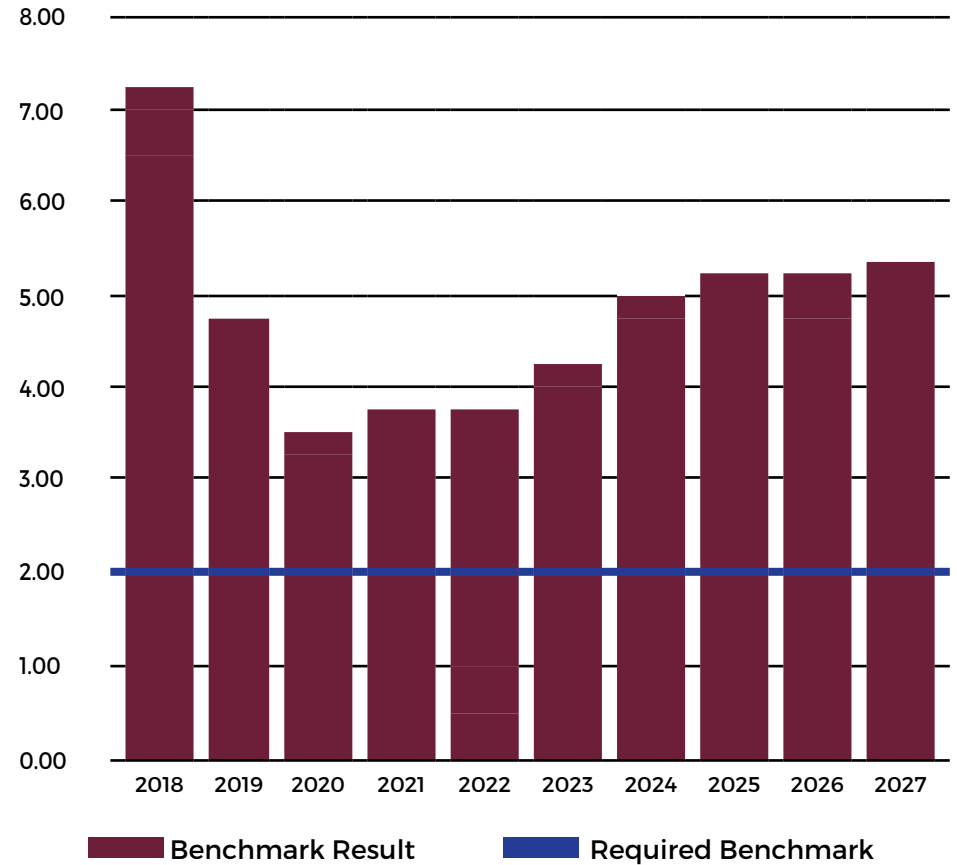


**Scenario 2 - Base Rate + 2.10% (continued)**

**Asset Maintenance Ratio - General Fund**



**Debt Service Cover Ratio - General Fund**



**Scenario 3 - Base Rate + 2.60%**

INCOME STATEMENT FORECAST FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>OPERATING REVENUES</b>										
Rates & Annual Charges	15,857	16,813	17,515	18,288	18,768	19,253	19,744	20,246	20,760	21,287
User Fees & Charges	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest Received	895	944	918	902	885	899	915	930	946	963
Grants & Contributions - Operating	6,782	9,049	8,569	9,785	9,897	10,101	10,169	10,464	10,570	10,867
Grants & Contributions - Capital	17,134	20,526	17,044	6,512	896	8,288	7,991	1,007	1,641	2,248
Other Operating Revenues	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
Property Developmet Surplus	88	67	67	53	53	39	81	39	81	39
<b>Total Operating Revenues</b>	<b>60,884</b>	<b>62,437</b>	<b>59,581</b>	<b>51,134</b>	<b>46,913</b>	<b>55,453</b>	<b>56,223</b>	<b>50,526</b>	<b>52,283</b>	<b>54,148</b>
<b>OPERATING EXPENSES</b>										
Employee Costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,611	8,430	9,534	9,806	10,368	10,262	10,941	11,175	11,554	11,927
Depreciation	8,309	9,126	9,577	10,054	10,272	10,422	10,820	11,142	11,222	11,347
Interest Charges/Borrowing Costs	860	1,202	1,464	1,400	1,290	1,189	1,086	996	911	811
Other Operating Expenses	4,634	4,591	4,787	4,827	4,931	5,047	5,171	5,304	5,430	5,564
Loss on Disposal of Assets	1,043	1,103	1,067	1,173	1,153	1,334	1,243	1,301	1,334	1,366
<b>Total Operating Expenses</b>	<b>41,135</b>	<b>40,725</b>	<b>43,034</b>	<b>44,297</b>	<b>45,504</b>	<b>46,181</b>	<b>47,555</b>	<b>48,801</b>	<b>49,803</b>	<b>50,850</b>
<b>Operating Result Surplus/(Deficit)</b>	<b>19,749</b>	<b>21,712</b>	<b>16,547</b>	<b>6,837</b>	<b>1,409</b>	<b>9,272</b>	<b>8,668</b>	<b>1,725</b>	<b>2,480</b>	<b>3,299</b>
<b>Operating Result Before Capital Amounts Surplus/(Deficit)</b>	<b>2,615</b>	<b>1,186</b>	<b>(497)</b>	<b>324</b>	<b>513</b>	<b>984</b>	<b>678</b>	<b>718</b>	<b>839</b>	<b>1,051</b>



**Scenario 3 - Base Rate + 2.60% (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	887	474	223	492	117	1,485	330	503	528	728
Investments	22,198	30,062	24,010	18,755	17,780	17,007	20,572	22,409	24,858	27,672
Receivables	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324
Inventories	812	812	812	812	812	812	812	812	812	812
Real Estate	2,051	1,928	1,805	1,708	1,611	1,540	1,391	1,320	1,171	1,100
Other	171	171	171	171	171	171	171	171	171	171
<b>Total Current Assets</b>	<b>31,442</b>	<b>38,772</b>	<b>32,345</b>	<b>27,262</b>	<b>25,816</b>	<b>26,339</b>	<b>28,600</b>	<b>30,540</b>	<b>32,864</b>	<b>35,808</b>
<b>Non - Current Assets</b>										
Infrastructure, Property, Plant & Equipment	693,922	721,234	743,847	753,654	754,488	761,128	765,677	763,852	762,044	760,337
Investments Accounted for using equity method	165	165	165	165	165	165	165	165	165	165
Other	234	234	234	234	234	234	234	234	234	234
<b>Total Non-Current Assets</b>	<b>694,321</b>	<b>721,633</b>	<b>744,246</b>	<b>754,053</b>	<b>754,887</b>	<b>761,527</b>	<b>766,076</b>	<b>764,251</b>	<b>762,443</b>	<b>760,736</b>
<b>TOTAL ASSETS</b>	<b>725,763</b>	<b>760,404</b>	<b>776,591</b>	<b>781,315</b>	<b>780,702</b>	<b>787,866</b>	<b>794,676</b>	<b>794,790</b>	<b>795,307</b>	<b>796,544</b>



**Scenario 3 - Base Rate + 2.60% (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905
Borrowings	1,577	2,277	3,353	3,435	3,391	3,010	2,980	3,049	3,112	986
Provisions	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926
<b>Total Current Liabilities</b>	<b>11,408</b>	<b>12,108</b>	<b>13,184</b>	<b>13,266</b>	<b>13,222</b>	<b>12,841</b>	<b>12,811</b>	<b>12,880</b>	<b>12,943</b>	<b>10,817</b>
<b>Non-Current Liabilities</b>										
Borrowings	16,058	28,287	26,850	24,656	22,678	20,951	19,123	17,444	15,416	15,479
Provisions	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201
<b>Total Non-Liabilities</b>	<b>18,259</b>	<b>30,488</b>	<b>29,051</b>	<b>26,857</b>	<b>24,879</b>	<b>23,152</b>	<b>21,324</b>	<b>19,645</b>	<b>17,617</b>	<b>17,680</b>
<b>TOTAL LIABILITIES</b>	<b>29,666</b>	<b>42,596</b>	<b>42,235</b>	<b>40,122</b>	<b>38,100</b>	<b>35,993</b>	<b>34,135</b>	<b>32,524</b>	<b>30,560</b>	<b>28,497</b>
<b>NET ASSETS</b>	<b>696,097</b>	<b>717,808</b>	<b>734,356</b>	<b>741,193</b>	<b>742,602</b>	<b>751,873</b>	<b>760,541</b>	<b>762,266</b>	<b>764,747</b>	<b>768,046</b>
<b>EQUITY</b>										
Retained Earnings	419,190	440,903	457,449	464,286	465,695	474,967	483,635	485,361	487,840	491,139
Revaluation Reserves	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907
<b>TOTAL EQUITY</b>	<b>696,097</b>	<b>717,810</b>	<b>734,356</b>	<b>741,193</b>	<b>742,602</b>	<b>751,874</b>	<b>760,542</b>	<b>762,268</b>	<b>764,747</b>	<b>768,046</b>



**Scenario 3 - Base Rate + 2.60% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Rates & Annual Charges	16,639	17,531	18,248	19,035	19,530	20,032	20,541	21,061	21,594	22,140
User Charges & Fees	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest & Investment Revenue	895	944	918	902	885	899	915	930	946	963
Grants & Contributions	23,916	29,575	25,612	16,297	10,793	18,389	18,159	11,471	12,211	13,115
Other	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
	<b>61,578</b>	<b>63,088</b>	<b>60,246</b>	<b>51,828</b>	<b>47,623</b>	<b>56,193</b>	<b>56,938</b>	<b>51,303</b>	<b>53,036</b>	<b>54,963</b>
<b>Payments</b>										
Employee Benefits & On-costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,573	8,714	9,748	10,075	10,553	10,517	11,170	11,437	11,764	12,188
Borrowing Costs	860	1,202	1,464	1,400	1,290	1,189	1,086	996	911	811
Other	5,417	5,310	5,518	5,572	5,694	5,827	5,969	6,120	6,265	6,418
	<b>32,528</b>	<b>31,499</b>	<b>33,336</b>	<b>34,084</b>	<b>35,029</b>	<b>35,461</b>	<b>36,519</b>	<b>37,436</b>	<b>38,292</b>	<b>39,251</b>
<b>Net Cash provided (or used in) Operating Activities</b>	<b>29,051</b>	<b>31,590</b>	<b>26,910</b>	<b>17,743</b>	<b>12,594</b>	<b>20,733</b>	<b>20,420</b>	<b>13,866</b>	<b>14,744</b>	<b>15,712</b>



**Scenario 3 - Base Rate + 2.60% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Sale of Infrastructure, Property, Plant & Equipment	902	432	846	513	704	582	701	583	656	552
Sale of Development Real Estate	250	190	190	150	150	110	230	110	230	110
	<b>1,152</b>	<b>622</b>	<b>1,036</b>	<b>663</b>	<b>854</b>	<b>692</b>	<b>931</b>	<b>693</b>	<b>886</b>	<b>662</b>
<b>Payments</b>										
Purchase of Infrastructure, Property, Plant & Equipment	39,185	37,689	33,888	21,279	12,775	18,723	17,083	10,938	11,193	11,297
	<b>39,185</b>	<b>37,689</b>	<b>33,888</b>	<b>21,279</b>	<b>12,775</b>	<b>18,723</b>	<b>17,083</b>	<b>10,938</b>	<b>11,193</b>	<b>11,297</b>
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,033)</b>	<b>(37,067)</b>	<b>(32,852)</b>	<b>(20,616)</b>	<b>(11,921)</b>	<b>(18,031)</b>	<b>(16,152)</b>	<b>(10,245)</b>	<b>(10,307)</b>	<b>(10,635)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
Proceeds from Borrowings & Advances	4,841	14,425	1,615	-	200	100	-	250	-	-
	<b>4,841</b>	<b>14,425</b>	<b>1,615</b>	<b>-</b>	<b>200</b>	<b>100</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>





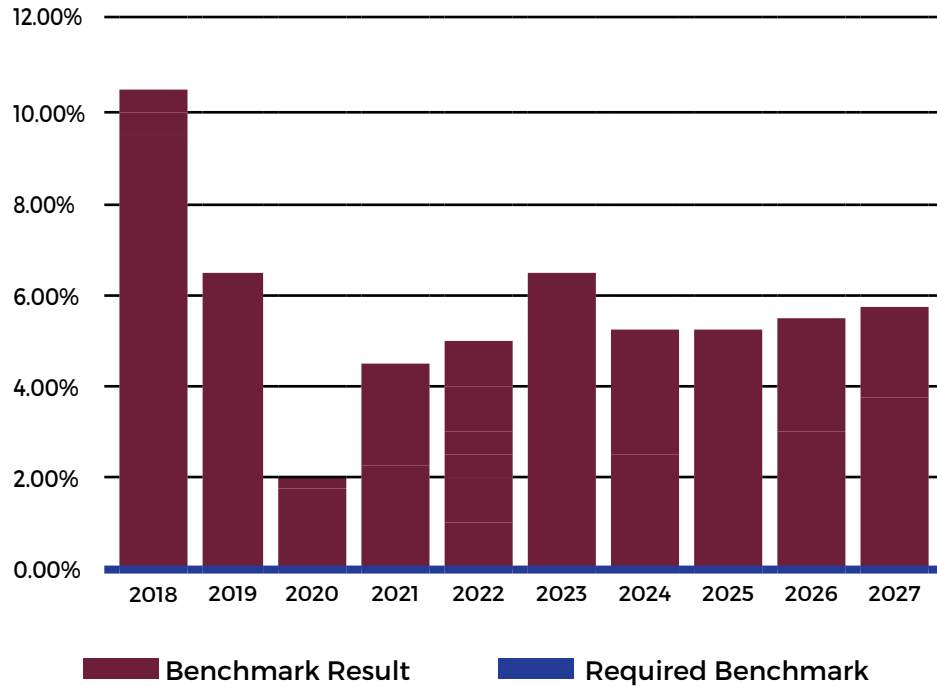
**Scenario 3 - Base Rate + 2.60% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Payments</b>										
Repayment of Borrowings & Advances	987	1,495	1,976	2,113	2,222	2,207	1,858	1,861	1,963	2,063
	<b>987</b>	<b>1,495</b>	<b>1,976</b>	<b>2,113</b>	<b>2,222</b>	<b>2,207</b>	<b>1,858</b>	<b>1,861</b>	<b>1,963</b>	<b>2,063</b>
<b>Net Cash provided (or used in) Financing Activities</b>	<b>3,854</b>	<b>12,930</b>	<b>(361)</b>	<b>(2,113)</b>	<b>(2,022)</b>	<b>(2,107)</b>	<b>(1,858)</b>	<b>(1,611)</b>	<b>(1,963)</b>	<b>(2,063)</b>
<b>Net Increase (Decrease) in Cash &amp; Cash Equivalents</b>	<b>(5,128)</b>	<b>7,452</b>	<b>(6,303)</b>	<b>(4,985)</b>	<b>(1,350)</b>	<b>595</b>	<b>2,409</b>	<b>2,011</b>	<b>2,474</b>	<b>3,014</b>
Add:										
Cash, Cash Equivalents & Investments @ beginning of year	28,212	23,084	30,536	24,233	19,247	17,898	18,492	20,902	22,913	25,386
<b>Cash, Cash Equivalents &amp; Investments @ end of the year</b>	<b>23,084</b>	<b>30,536</b>	<b>24,233</b>	<b>19,247</b>	<b>17,898</b>	<b>18,492</b>	<b>20,902</b>	<b>22,913</b>	<b>25,386</b>	<b>28,400</b>
<b>REPRESENTED BY:</b>										
Cash & Cash Equivalents	887	474	223	492	117	1,485	330	503	528	728
Investments	22,198	30,062	24,010	18,755	17,780	17,007	20,572	22,409	24,858	27,672
<b>TOTAL</b>	<b>23,084</b>	<b>30,537</b>	<b>24,233</b>	<b>19,247</b>	<b>17,898</b>	<b>18,492</b>	<b>20,902</b>	<b>22,913</b>	<b>25,386</b>	<b>28,401</b>

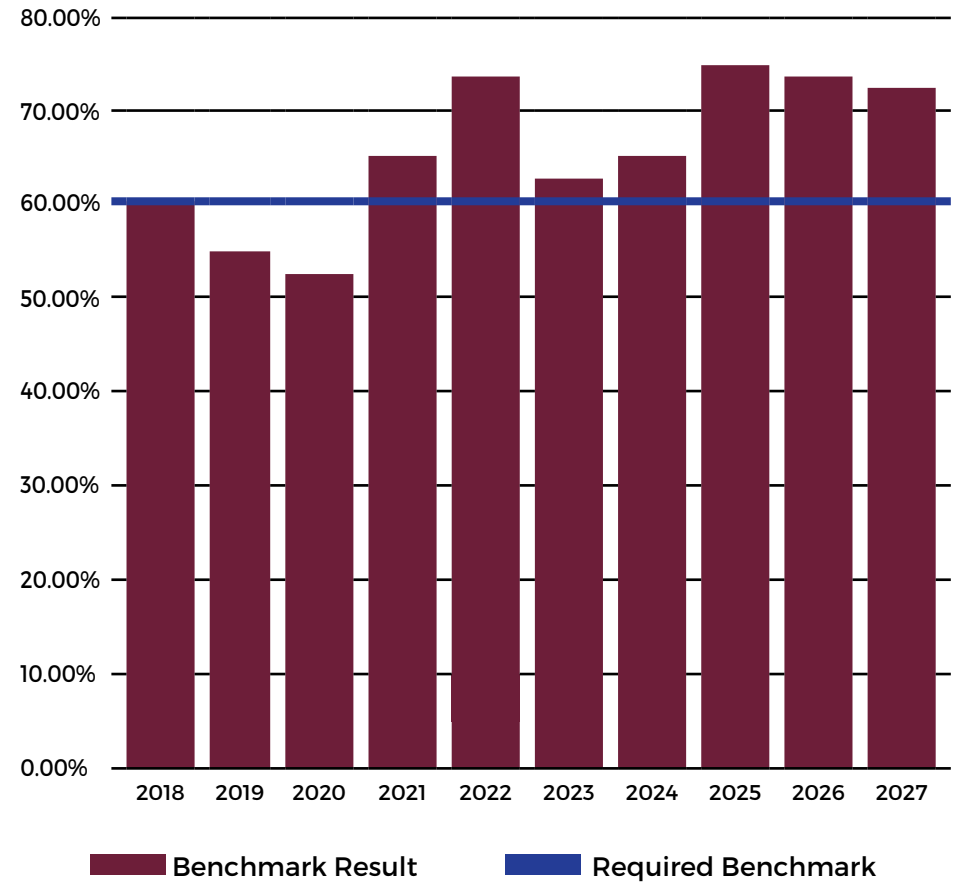


**Scenario 3 - Base Rate + 2.60% (continued)**

**Operating Performance Ratio - General Fund**

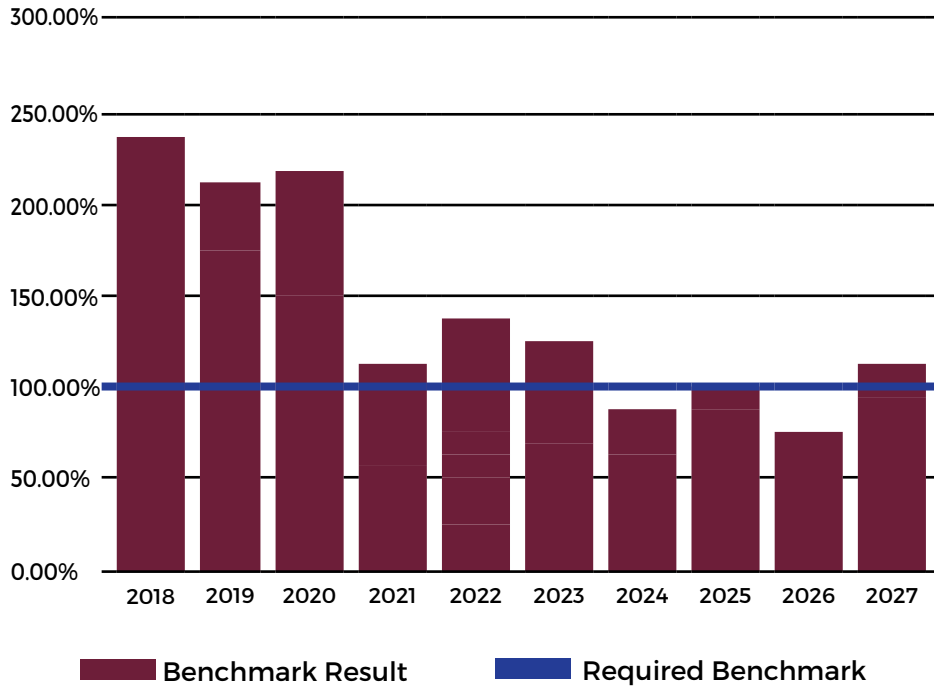


**Own Source Revenue - General Fund**

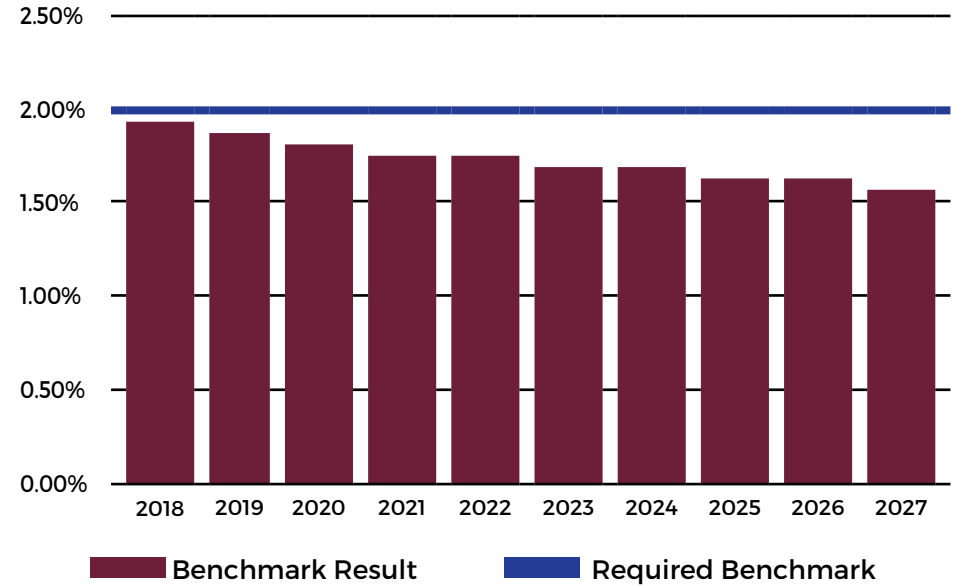


**Scenario 3 - Base Rate + 2.60% (continued)**

**Infrastructure Renewal Ratio - General Fund**

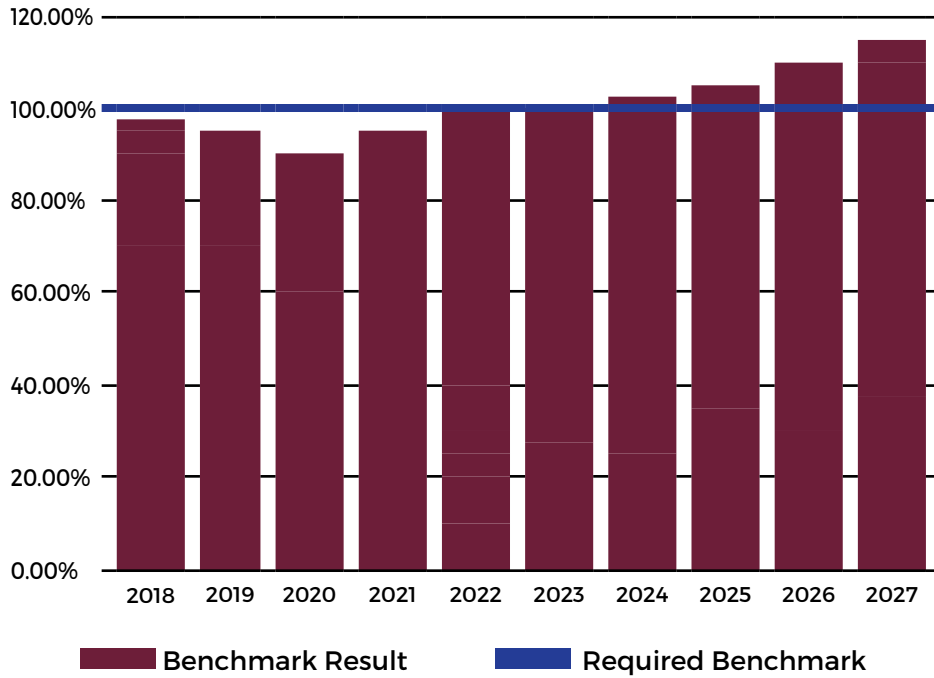


**Infrastructure Backlog Ratio - General Fund**

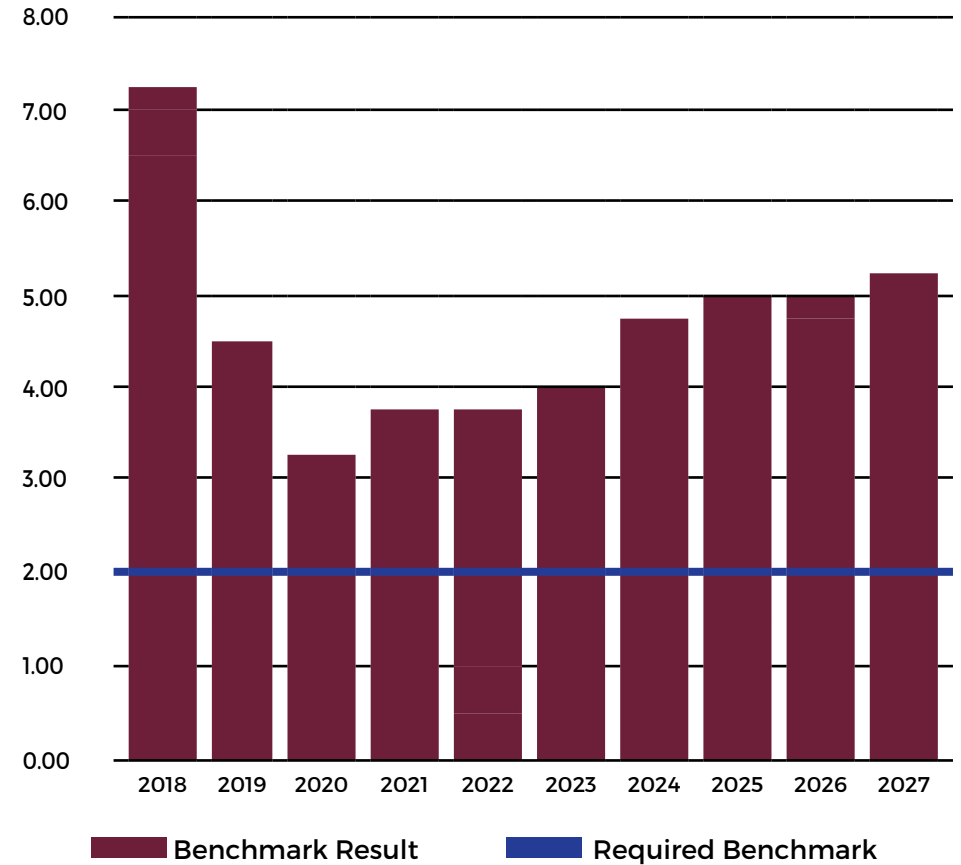


**Scenario 3 - Base Rate + 2.60% (continued)**

**Asset Maintenance Ratio - General Fund**



**Debt Service Cover Ratio - General Fund**



**Scenario 4 - Base Rate + 3.00%**

INCOME STATEMENT FORECAST FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>OPERATING REVENUES</b>										
Rates & Annual Charges	15,857	16,813	17,515	18,288	18,768	19,253	19,744	20,246	20,760	21,287
User Fees & Charges	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest Received	895	944	918	902	885	899	915	930	946	963
Grants & Contributions - Operating	6,782	9,049	8,569	9,785	9,897	10,101	10,169	10,464	10,570	10,867
Grants & Contributions - Capital	17,134	20,526	17,044	6,512	896	8,288	7,991	1,007	1,641	2,248
Other Operating Revenues	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
Property Development Surplus	88	67	67	53	53	39	81	39	81	39
<b>Total Operating Revenues</b>	<b>60,884</b>	<b>62,437</b>	<b>59,581</b>	<b>51,134</b>	<b>46,913</b>	<b>55,453</b>	<b>56,223</b>	<b>50,526</b>	<b>52,283</b>	<b>54,148</b>
<b>OPERATING EXPENSES</b>										
Employee Costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,611	8,430	9,534	9,806	10,368	10,262	10,941	11,175	11,554	11,927
Depreciation	8,309	9,126	9,593	10,095	10,327	10,486	10,883	11,203	11,281	11,404
Interest Charges/Borrowing Costs	860	1,239	1,535	1,467	1,354	1,248	1,141	1,046	956	852
Other Operating Expenses	4,634	4,591	4,787	4,827	4,931	5,047	5,171	5,304	5,430	5,564
Loss on Disposal of Assets	1,043	1,103	1,067	1,173	1,153	1,334	1,243	1,301	1,334	1,366
<b>Total Operating Expenses</b>	<b>41,135</b>	<b>40,762</b>	<b>43,120</b>	<b>44,406</b>	<b>45,623</b>	<b>46,304</b>	<b>47,673</b>	<b>48,913</b>	<b>49,908</b>	<b>50,948</b>
<b>Operating Result Surplus/(Deficit)</b>	<b>19,749</b>	<b>21,675</b>	<b>16,460</b>	<b>6,728</b>	<b>1,291</b>	<b>9,149</b>	<b>8,550</b>	<b>1,614</b>	<b>2,375</b>	<b>3,201</b>
<b>Operating Result Before Capital Amounts Surplus/(Deficit)</b>	<b>2,615</b>	<b>1,149</b>	<b>(583)</b>	<b>216</b>	<b>395</b>	<b>862</b>	<b>559</b>	<b>607</b>	<b>734</b>	<b>953</b>



**Scenario 4 - Base Rate + 3.00% (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	887	442	270	420	76	198	368	367	217	242
Investments	22,198	31,562	24,510	18,755	17,280	17,507	19,572	21,409	23,858	26,672
Receivables	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324
Inventories	812	812	812	812	812	812	812	812	812	812
Real Estate	2,051	1,928	1,805	1,708	1,611	1,540	1,391	1,320	1,171	1,100
Other	171	171	171	171	171	171	171	171	171	171
<b>Total Current Assets</b>	<b>31,442</b>	<b>40,239</b>	<b>32,893</b>	<b>27,190</b>	<b>25,274</b>	<b>25,552</b>	<b>27,639</b>	<b>29,403</b>	<b>31,553</b>	<b>34,322</b>
<b>Non - Current Assets</b>										
Infrastructure, Property, Plant & Equipment	693,922	721,679	745,021	755,232	756,306	762,953	767,438	765,551	763,683	761,919
Investments Accounted for using equity method	165	165	165	165	165	165	165	165	165	165
Other	234	234	234	234	234	234	234	234	234	234
<b>Total Non-Current Assets</b>	<b>694,321</b>	<b>722,078</b>	<b>745,420</b>	<b>755,631</b>	<b>756,705</b>	<b>763,352</b>	<b>767,837</b>	<b>765,950</b>	<b>764,082</b>	<b>762,318</b>
<b>TOTAL ASSETS</b>	<b>725,763</b>	<b>762,317</b>	<b>778,313</b>	<b>782,821</b>	<b>781,979</b>	<b>788,904</b>	<b>795,475</b>	<b>795,353</b>	<b>795,635</b>	<b>796,640</b>



**Scenario 4 - Base Rate + 3.00% (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905
Borrowings	1,577	2,277	3,353	3,435	3,391	3,010	2,980	3,049	3,112	986
Provisions	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926
<b>Total Current Liabilities</b>	<b>11,408</b>	<b>12,108</b>	<b>13,184</b>	<b>13,266</b>	<b>13,222</b>	<b>12,841</b>	<b>12,811</b>	<b>12,880</b>	<b>12,943</b>	<b>10,817</b>
<b>Non-Current Liabilities</b>										
Borrowings	16,058	30,237	28,695	26,394	24,304	22,462	20,513	18,709	16,552	16,481
Provisions	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201
<b>Total Non-Current Liabilities</b>	<b>18,259</b>	<b>32,438</b>	<b>30,896</b>	<b>28,595</b>	<b>26,505</b>	<b>24,663</b>	<b>22,714</b>	<b>20,910</b>	<b>18,753</b>	<b>18,682</b>
<b>TOTAL LIABILITIES</b>	<b>29,666</b>	<b>44,545</b>	<b>44,080</b>	<b>41,860</b>	<b>39,727</b>	<b>37,503</b>	<b>35,525</b>	<b>33,790</b>	<b>31,696</b>	<b>29,500</b>
<b>NET ASSETS</b>	<b>696,097</b>	<b>717,771</b>	<b>734,233</b>	<b>740,961</b>	<b>742,252</b>	<b>751,401</b>	<b>759,950</b>	<b>761,563</b>	<b>763,939</b>	<b>767,140</b>
<b>EQUITY</b>										
Retained Earnings	419,190	440,866	457,325	464,054	465,345	474,494	483,044	484,658	487,032	490,233
Revaluation Reserves	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907
<b>TOTAL EQUITY</b>	<b>696,097</b>	<b>717,773</b>	<b>734,232</b>	<b>740,961</b>	<b>742,252</b>	<b>751,401</b>	<b>759,951</b>	<b>761,565</b>	<b>763,939</b>	<b>767,140</b>



**Scenario 4 - Base Rate + 3.00% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Rates & Annual Charges	16,639	17,531	18,248	19,035	19,530	20,032	20,541	21,061	21,594	22,140
User Charges & Fees	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest & Investment Revenue	895	944	918	902	885	899	915	930	946	963
Grants & Contributions	23,916	29,575	25,612	16,297	10,793	18,389	18,159	11,471	12,211	13,115
Other	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
	<b>61,578</b>	<b>63,088</b>	<b>60,246</b>	<b>51,828</b>	<b>47,623</b>	<b>56,193</b>	<b>56,938</b>	<b>51,303</b>	<b>53,036</b>	<b>54,963</b>
<b>Payments</b>										
Employee Benefits & On-costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,573	8,714	9,748	10,075	10,553	10,517	11,170	11,437	11,764	12,188
Borrowing Costs	860	1,239	1,535	1,467	1,354	1,248	1,141	1,046	956	852
Other	5,417	5,310	5,518	5,572	5,694	5,827	5,969	6,120	6,265	6,418
<b>Total Non-Current Assets</b>	<b>32,528</b>	<b>31,535</b>	<b>33,407</b>	<b>34,152</b>	<b>35,092</b>	<b>35,519</b>	<b>36,573</b>	<b>37,487</b>	<b>38,338</b>	<b>39,292</b>
<b>Net Cash provided (or used in) Operating Activities</b>	<b>29,051</b>	<b>31,553</b>	<b>26,839</b>	<b>17,676</b>	<b>12,531</b>	<b>20,674</b>	<b>20,365</b>	<b>13,816</b>	<b>14,698</b>	<b>15,671</b>





**Scenario 4 - Base Rate + 3.00% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Sale of Infrastructure, Property, Plant & Equipment	902	432	846	513	704	582	701	583	656	552
Sale of Development Real Estate	250	190	190	150	150	110	230	110	230	110
	<b>1,152</b>	<b>622</b>	<b>1,036</b>	<b>663</b>	<b>854</b>	<b>692</b>	<b>931</b>	<b>693</b>	<b>886</b>	<b>662</b>
<b>Payments</b>										
Purchase of Infrastructure, Property, Plant & Equipment	39,185	38,134	34,633	21,724	13,070	18,793	17,083	10,938	11,193	11,297
	<b>39,185</b>	<b>38,134</b>	<b>34,633</b>	<b>21,724</b>	<b>13,070</b>	<b>18,793</b>	<b>17,083</b>	<b>10,938</b>	<b>11,193</b>	<b>11,297</b>
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,033)</b>	<b>(37,512)</b>	<b>(33,597)</b>	<b>(21,061)</b>	<b>(12,216)</b>	<b>(18,101)</b>	<b>(16,152)</b>	<b>(10,245)</b>	<b>(10,307)</b>	<b>(10,635)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
Proceeds from Borrowings & Advances	4,841	16,425	1,615	-	200	100	-	250	-	-
	<b>4,841</b>	<b>16,425</b>	<b>1,615</b>	<b>-</b>	<b>200</b>	<b>100</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>



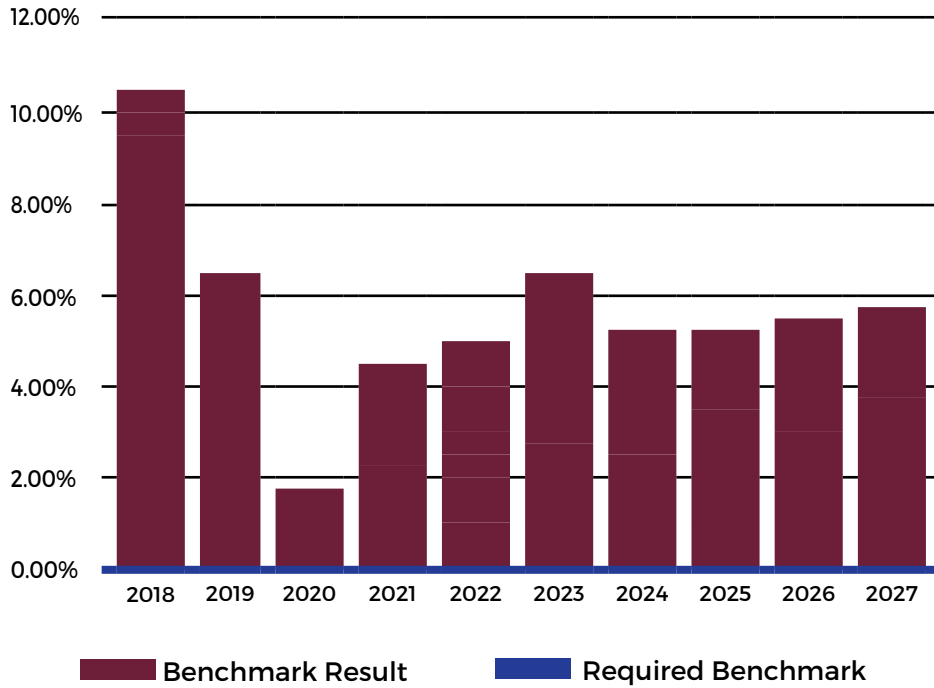
**Scenario 4 - Base Rate + 3.00% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Payments</b>										
Repayment of Borrowings & Advances	987	1,546	2,080	2,220	2,334	2,323	1,978	1,985	2,093	2,197
	<b>987</b>	<b>1,546</b>	<b>2,080</b>	<b>2,220</b>	<b>2,334</b>	<b>2,323</b>	<b>1,978</b>	<b>1,985</b>	<b>2,093</b>	<b>2,197</b>
<b>Net Cash provided (or used in) Financing Activities</b>	<b>3,854</b>	<b>14,879</b>	<b>(465)</b>	<b>(2,220)</b>	<b>(2,134)</b>	<b>(2,223)</b>	<b>(1,978)</b>	<b>(1,735)</b>	<b>(2,093)</b>	<b>(2,197)</b>
<b>Net Increase (Decrease) in Cash &amp; Cash Equivalents</b>	<b>(5,128)</b>	<b>8,920</b>	<b>(7,223)</b>	<b>(5,605)</b>	<b>(1,820)</b>	<b>350</b>	<b>2,235</b>	<b>1,836</b>	<b>2,299</b>	<b>2,839</b>
Add:										
Cash, Cash Equivalents & Investments @ beginning of year	28,212	23,084	32,004	24,781	19,175	17,356	17,706	19,940	21,776	24,075
<b>Cash, Cash Equivalents &amp; Investments @ end of the year</b>	<b>23,084</b>	<b>32,004</b>	<b>24,781</b>	<b>19,175</b>	<b>17,356</b>	<b>17,706</b>	<b>19,940</b>	<b>21,776</b>	<b>24,075</b>	<b>26,914</b>
<b>REPRESENTED BY:</b>										
Cash & Cash Equivalents	887	442	270	420	76	198	368	367	217	242
Investments	22,198	31,562	24,510	18,755	17,280	17,507	19,572	21,409	23,858	26,672
<b>TOTAL</b>	<b>23,084</b>	<b>32,004</b>	<b>24,781</b>	<b>19,175</b>	<b>17,356</b>	<b>17,705</b>	<b>19,941</b>	<b>21,776</b>	<b>24,075</b>	<b>26,915</b>

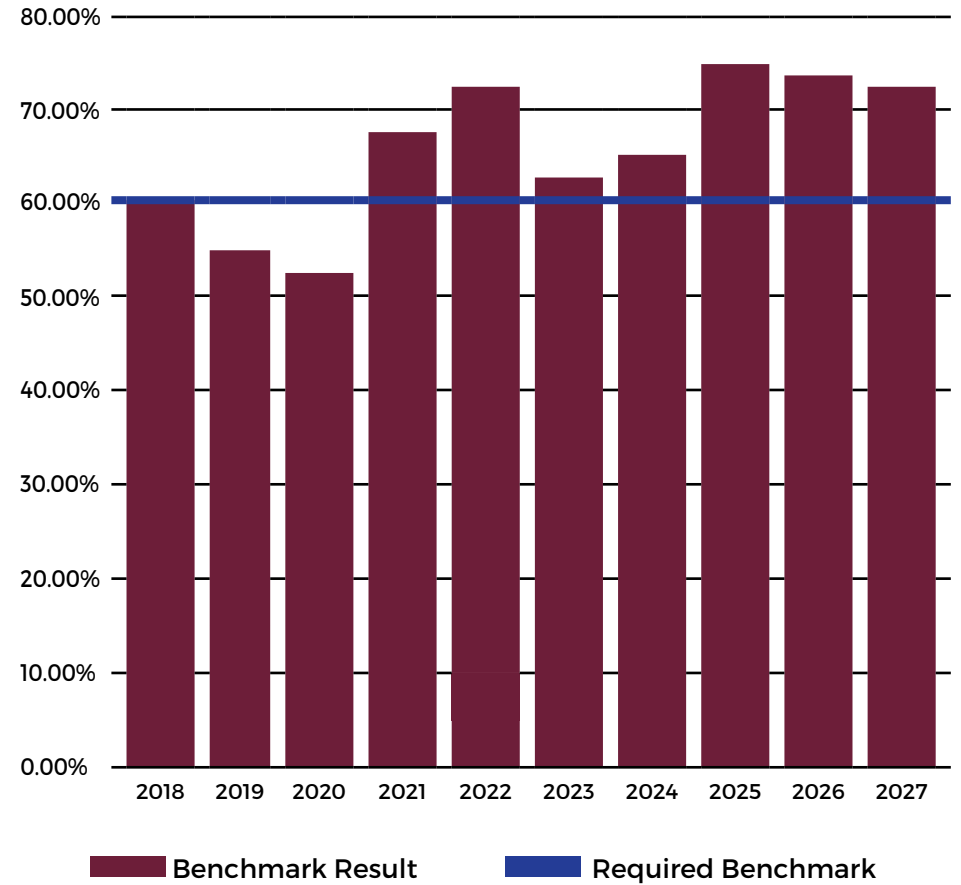


**Scenario 4 - Base Rate + 3.00% (continued)**

**Operating Performance Ratio - General Fund**

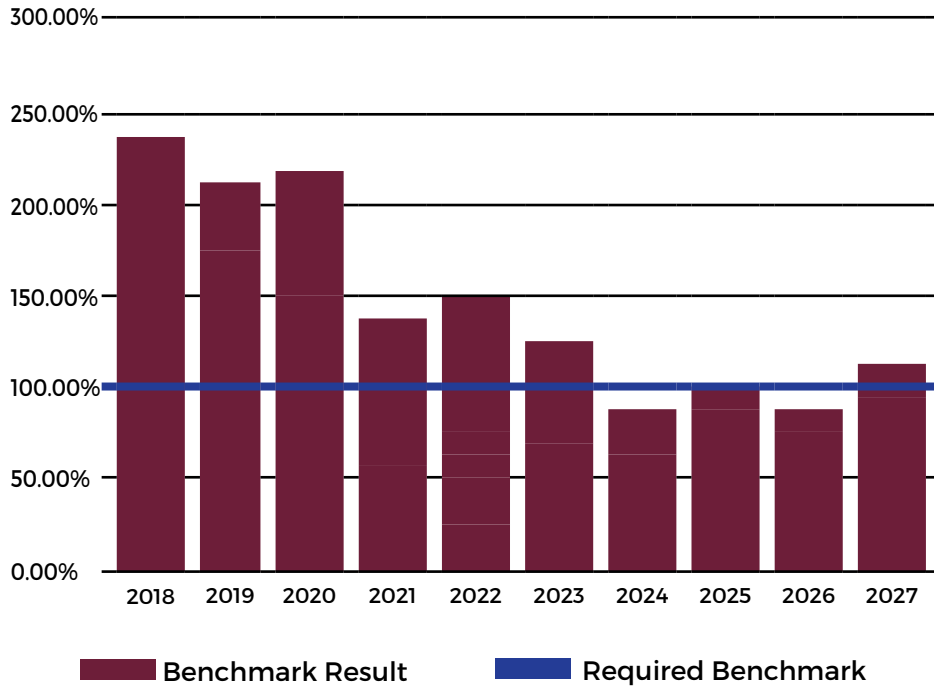


**Own Source Revenue - General Fund**

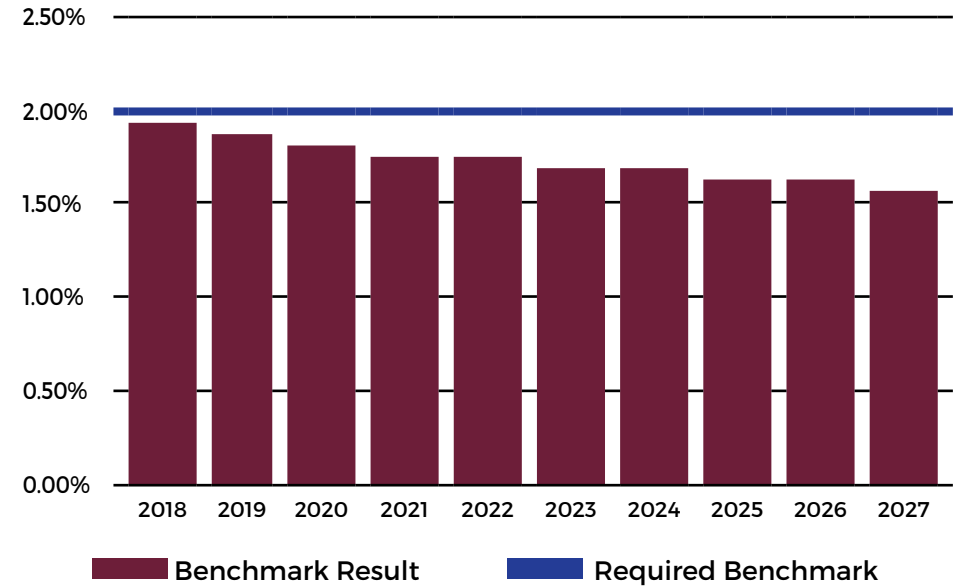


**Scenario 4 - Base Rate + 3.00% (continued)**

**Infrastructure Renewal Ratio - General Fund**

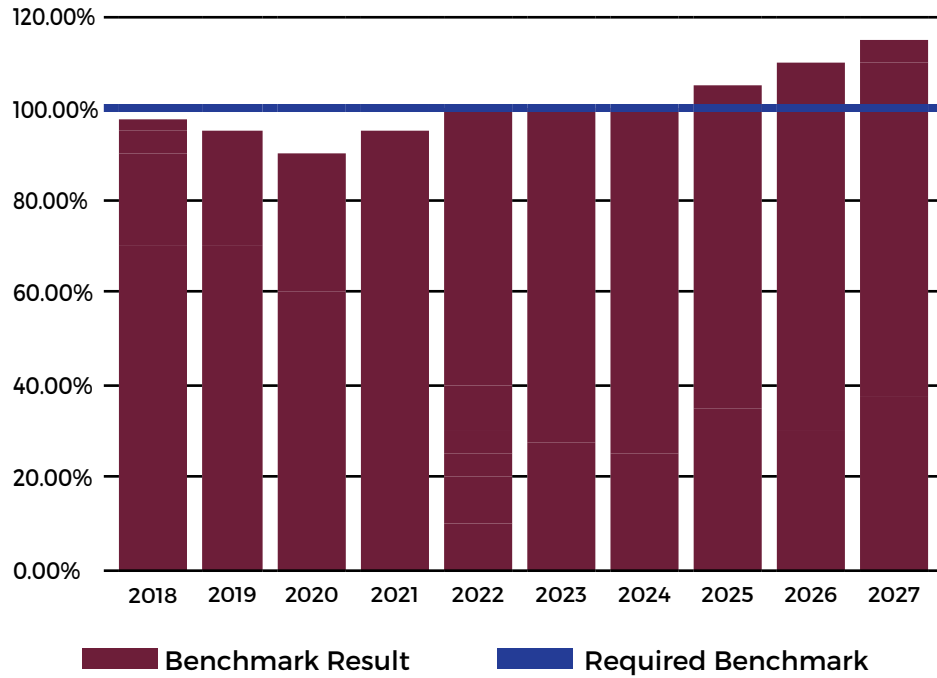


**Infrastructure Backlog Ratio - General Fund**

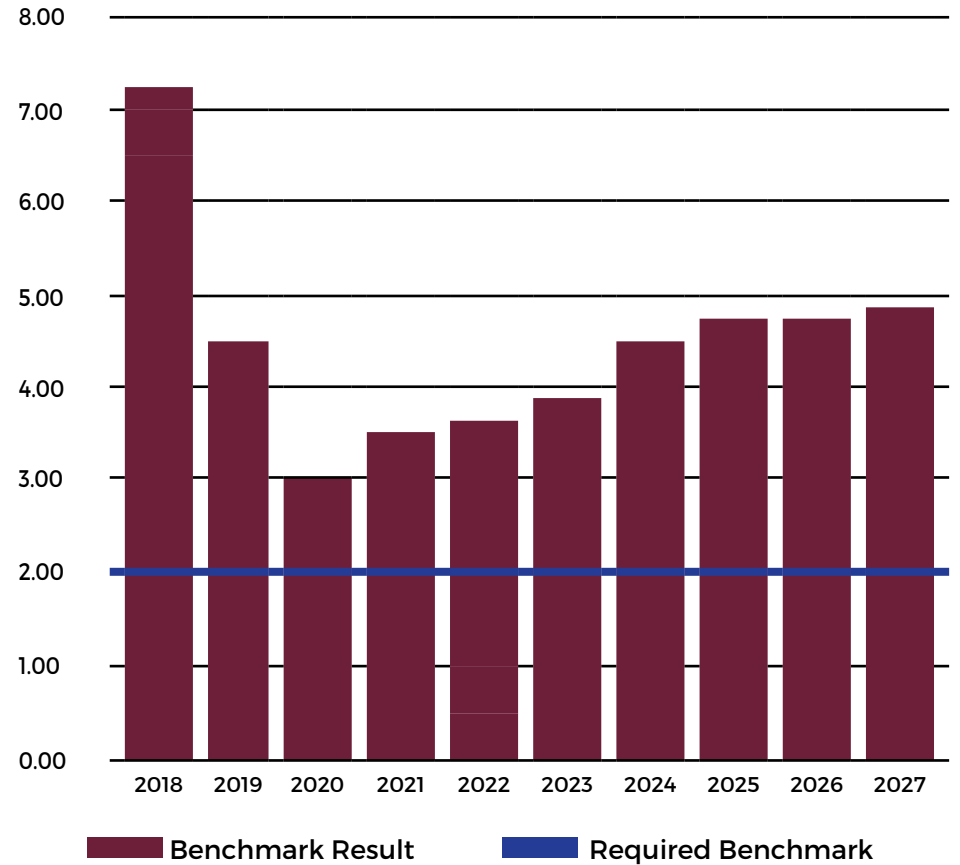


**Scenario 4 - Base Rate + 3.00% (continued)**

**Asset Maintenance Ratio - General Fund**



**Debt Service Cover Ratio - General Fund**



**Scenario 5 - Base Rate + 4.00%**

INCOME STATEMENT FORECAST FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>OPERATING REVENUES</b>										
Rates & Annual Charges	15,857	16,961	17,827	18,782	19,274	19,772	20,276	20,792	21,319	21,860
User Fees & Charges	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest Received	895	944	918	902	885	899	915	930	946	963
Grants & Contributions - Operating	6,782	9,049	8,569	9,785	9,897	10,101	10,169	10,464	10,570	10,867
Grants & Contributions - Capital	17,134	20,526	17,044	6,512	896	8,288	7,991	1,007	1,641	2,248
Other Operating Revenues	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
Property Development Surplus	88	67	67	53	53	39	81	39	81	39
<b>Total Operating Revenues</b>	<b>60,884</b>	<b>62,585</b>	<b>59,892</b>	<b>51,628</b>	<b>47,420</b>	<b>55,973</b>	<b>56,755</b>	<b>51,072</b>	<b>52,842</b>	<b>54,721</b>
<b>OPERATING EXPENSES</b>										
Employee Costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,611	8,430	9,534	9,806	10,368	10,262	10,941	11,175	11,554	11,927
Depreciation	8,309	9,126	9,594	10,108	10,347	10,512	10,913	11,232	11,310	11,433
Interest Charges/Borrowing Costs	860	1,294	1,642	1,568	1,448	1,337	1,223	1,121	1,025	913
Other Operating Expenses	4,634	4,591	4,787	4,827	4,931	5,047	5,171	5,304	5,430	5,564
Loss on Disposal of Assets	1,043	1,103	1,067	1,173	1,153	1,334	1,243	1,301	1,334	1,366
<b>Total Operating Expenses</b>	<b>41,135</b>	<b>40,817</b>	<b>43,228</b>	<b>44,519</b>	<b>45,737</b>	<b>46,419</b>	<b>47,784</b>	<b>49,017</b>	<b>50,005</b>	<b>51,037</b>
<b>Operating Result Surplus/(Deficit)</b>	<b>19,749</b>	<b>21,768</b>	<b>16,665</b>	<b>7,109</b>	<b>1,682</b>	<b>9,554</b>	<b>8,970</b>	<b>2,055</b>	<b>2,837</b>	<b>3,684</b>
<b>Operating Result Before Capital Amounts Surplus/(Deficit)</b>	<b>2,615</b>	<b>1,241</b>	<b>(379)</b>	<b>597</b>	<b>787</b>	<b>1,266</b>	<b>980</b>	<b>1,048</b>	<b>1,196</b>	<b>1,436</b>



**Scenario 5 - Base Rate + 4.00% (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash & Cash Equivalents	887	359	37	218	468	498	437	219	366	202
Investments	22,198	34,562	26,510	20,255	17,780	18,007	20,572	22,909	25,358	28,672
Receivables	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324	5,324
Inventories	812	812	812	812	812	812	812	812	812	812
Real Estate	2,051	1,928	1,805	1,708	1,611	1,540	1,391	1,320	1,171	1,100
Other	171	171	171	171	171	171	171	171	171	171
<b>Total Current Assets</b>	<b>31,442</b>	<b>43,156</b>	<b>34,659</b>	<b>28,488</b>	<b>26,166</b>	<b>26,352</b>	<b>28,708</b>	<b>30,756</b>	<b>33,202</b>	<b>36,282</b>
<b>Non - Current Assets</b>										
Infrastructure, Property, Plant & Equipment	693,922	721,779	746,320	757,218	758,922	765,893	770,348	768,432	766,536	764,743
Investments Accounted for using equity method	165	165	165	165	165	165	165	165	165	165
Other	234	234	234	234	234	234	234	234	234	234
<b>Total Non-Current Assets</b>	<b>694,321</b>	<b>722,178</b>	<b>746,719</b>	<b>757,617</b>	<b>759,321</b>	<b>766,292</b>	<b>770,747</b>	<b>768,831</b>	<b>766,935</b>	<b>765,142</b>
<b>TOTAL ASSETS</b>	<b>725,763</b>	<b>765,333</b>	<b>781,378</b>	<b>786,105</b>	<b>785,487</b>	<b>792,644</b>	<b>799,455</b>	<b>799,587</b>	<b>800,137</b>	<b>801,424</b>



**Scenario 5 - Base Rate + 4.00% (continued)**

BALANCE SHEET FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905	4,905
Borrowings	1,577	2,277	3,353	3,435	3,391	3,010	2,980	3,049	3,112	986
Provisions	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926	4,926
<b>Total Current Liabilities</b>	<b>11,408</b>	<b>12,108</b>	<b>13,184</b>	<b>13,266</b>	<b>13,222</b>	<b>12,841</b>	<b>12,811</b>	<b>12,880</b>	<b>12,943</b>	<b>10,817</b>
<b>Non-Current Liabilities</b>										
Borrowings	16,058	33,161	31,464	29,001	26,743	24,727	22,598	20,608	18,256	17,984
Provisions	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201	2,201
<b>Total Non-Current Liabilities</b>	<b>18,259</b>	<b>35,362</b>	<b>33,665</b>	<b>31,202</b>	<b>28,944</b>	<b>26,928</b>	<b>24,799</b>	<b>22,809</b>	<b>20,457</b>	<b>20,185</b>
<b>TOTAL LIABILITIES</b>	<b>29,666</b>	<b>47,470</b>	<b>46,849</b>	<b>44,467</b>	<b>42,166</b>	<b>39,769</b>	<b>37,611</b>	<b>35,688</b>	<b>33,401</b>	<b>31,003</b>
<b>NET ASSETS</b>	<b>696,097</b>	<b>717,864</b>	<b>734,529</b>	<b>741,638</b>	<b>743,321</b>	<b>752,875</b>	<b>761,845</b>	<b>763,899</b>	<b>766,737</b>	<b>770,421</b>
<b>EQUITY</b>										
Retained Earnings	419,190	440,958	457,622	464,732	466,414	475,968	484,938	486,993	489,830	493,514
Revaluation Reserves	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907	276,907
<b>TOTAL EQUITY</b>	<b>696,097</b>	<b>717,865</b>	<b>734,529</b>	<b>741,639</b>	<b>743,321</b>	<b>752,875</b>	<b>761,845</b>	<b>763,900</b>	<b>766,737</b>	<b>770,421</b>





**Scenario 5 - Base Rate + 4.00% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Rates & Annual Charges	16,639	17,679	18,560	19,529	20,036	20,551	21,073	21,607	22,154	22,713
User Charges & Fees	12,878	13,005	13,421	13,506	14,285	14,700	15,107	15,577	15,975	16,389
Interest & Investment Revenue	895	944	918	902	885	899	915	930	946	963
Grants & Contributions	23,916	29,575	25,612	16,297	10,793	18,389	18,159	11,471	12,211	13,115
Other	7,251	2,033	2,047	2,088	2,130	2,173	2,217	2,262	2,309	2,357
	<b>61,578</b>	<b>63,236</b>	<b>60,558</b>	<b>52,322</b>	<b>48,129</b>	<b>56,712</b>	<b>57,470</b>	<b>51,848</b>	<b>53,595</b>	<b>55,536</b>
<b>Payments</b>										
Employee Benefits & On-costs	15,678	16,272	16,605	17,038	17,491	17,926	18,293	18,884	19,353	19,834
Materials & Contracts	10,573	8,714	9,748	10,075	10,553	10,517	11,170	11,437	11,764	12,188
Borrowing Costs	860	1,294	1,642	1,568	1,448	1,337	1,223	1,121	1,025	913
Other	5,417	5,310	5,518	5,572	5,694	5,827	5,969	6,120	6,265	6,418
<b>Total Non-Current Assets</b>	<b>32,528</b>	<b>31,591</b>	<b>33,514</b>	<b>34,252</b>	<b>35,186</b>	<b>35,608</b>	<b>36,655</b>	<b>37,562</b>	<b>38,406</b>	<b>39,353</b>
<b>Net Cash provided (or used in) Operating Activities</b>	<b>29,051</b>	<b>31,645</b>	<b>27,044</b>	<b>18,070</b>	<b>12,943</b>	<b>21,104</b>	<b>20,815</b>	<b>14,286</b>	<b>15,189</b>	<b>16,183</b>



**Scenario 5 - Base Rate + 4.00% (continued)**

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Cash Flows from Investing Activities</b>										
<b>Receipts</b>										
Sale of Infrastructure, Property, Plant & Equipment	902	432	846	513	704	582	701	583	656	552
Sale of Development Real Estate	250	190	190	150	150	110	230	110	230	110
	<b>1,152</b>	<b>622</b>	<b>1,036</b>	<b>663</b>	<b>854</b>	<b>692</b>	<b>931</b>	<b>693</b>	<b>886</b>	<b>662</b>
<b>Payments</b>										
Purchase of Infrastructure, Property, Plant & Equipment	39,185	38,234	35,833	22,424	13,720	19,143	17,083	10,938	11,193	11,297
	<b>39,185</b>	<b>38,234</b>	<b>35,833</b>	<b>22,424</b>	<b>13,720</b>	<b>19,143</b>	<b>17,083</b>	<b>10,938</b>	<b>11,193</b>	<b>11,297</b>
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(38,033)</b>	<b>(37,612)</b>	<b>(34,797)</b>	<b>(21,761)</b>	<b>(12,866)</b>	<b>(18,451)</b>	<b>(16,152)</b>	<b>(10,245)</b>	<b>(10,307)</b>	<b>(10,635)</b>
<b>Cash Flows from Financing Activities</b>										
<b>Receipts</b>										
Proceeds from Borrowings & Advances	4,841	19,425	1,615	-	200	100	-	250	-	-
	<b>4,841</b>	<b>19,425</b>	<b>1,615</b>	<b>-</b>	<b>200</b>	<b>100</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>



## PART 4 - Financial Performance Indicators

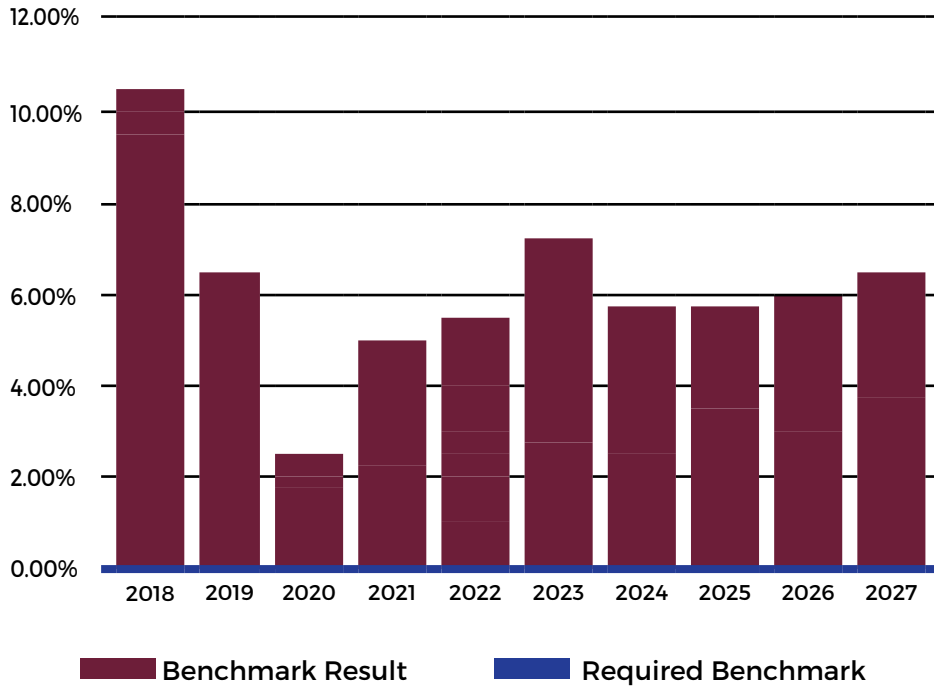
### Scenario 5 - Base Rate + 4.00% (continued)

CASH FLOW FOR YEARS 2018 TO 2027 CONSOLIDATED										
	2018 BUDGET \$'000	2019 BUDGET \$'000	2020 BUDGET \$'000	2021 BUDGET \$'000	2022 BUDGET \$'000	2023 BUDGET \$'000	2024 BUDGET \$'000	2025 BUDGET \$'000	2026 BUDGET \$'000	2027 BUDGET \$'000
<b>Payments</b>										
Repayment of Borrowings & Advances	987	1,622	2,236	2,382	2,501	2,497	2,159	2,172	2,287	2,398
	<b>987</b>	<b>1,622</b>	<b>2,236</b>	<b>2,382</b>	<b>2,501</b>	<b>2,497</b>	<b>2,159</b>	<b>2,172</b>	<b>2,287</b>	<b>2,398</b>
<b>Net Cash provided (or used in) Financing Activities</b>	<b>3,854</b>	<b>17,803</b>	<b>(621)</b>	<b>(2,382)</b>	<b>(2,301)</b>	<b>(2,397)</b>	<b>(2,159)</b>	<b>(1,922)</b>	<b>(2,287)</b>	<b>(2,398)</b>
<b>Net Increase (Decrease) in Cash &amp; Cash Equivalents</b>	<b>(5,128)</b>	<b>11,836</b>	<b>(8,373)</b>	<b>(6,073)</b>	<b>(2,225)</b>	<b>257</b>	<b>2,504</b>	<b>2,119</b>	<b>2,596</b>	<b>3,150</b>
Add:										
Cash, Cash Equivalents & Investments @ beginning of year	28,212	23,084	34,920	26,547	20,474	18,248	18,505	21,009	23,129	25,724
<b>Cash, Cash Equivalents &amp; Investments @ end of the year</b>	<b>23,084</b>	<b>34,920</b>	<b>26,547</b>	<b>20,474</b>	<b>18,248</b>	<b>18,505</b>	<b>21,009</b>	<b>23,129</b>	<b>25,724</b>	<b>28,874</b>
<b>REPRESENTED BY:</b>										
Cash & Cash Equivalents	887	359	37	218	468	498	437	219	366	202
Investments	22,198	34,562	26,510	20,255	17,780	18,007	20,572	22,909	25,358	28,672
<b>TOTAL</b>	<b>23,084</b>	<b>34,921</b>	<b>26,547</b>	<b>20,473</b>	<b>18,248</b>	<b>18,505</b>	<b>21,010</b>	<b>23,129</b>	<b>25,724</b>	<b>28,875</b>

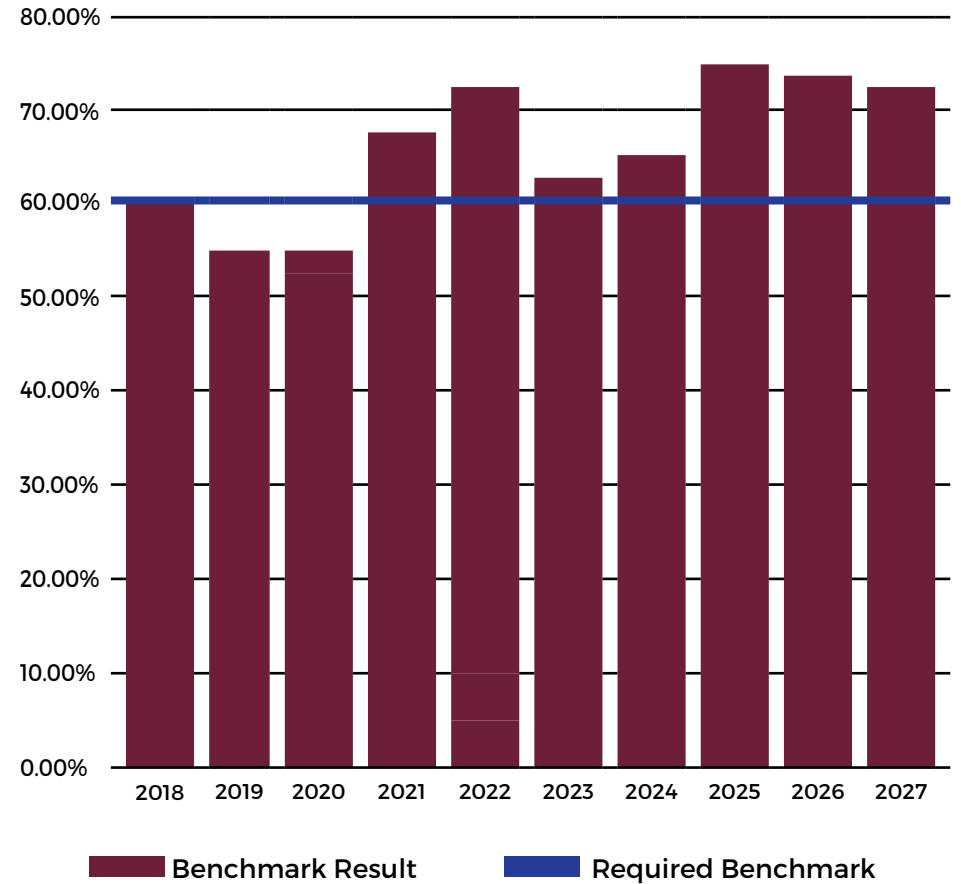


**Scenario 5 - Base Rate + 4.00% (continued)**

**Operating Performance Ratio - General Fund**

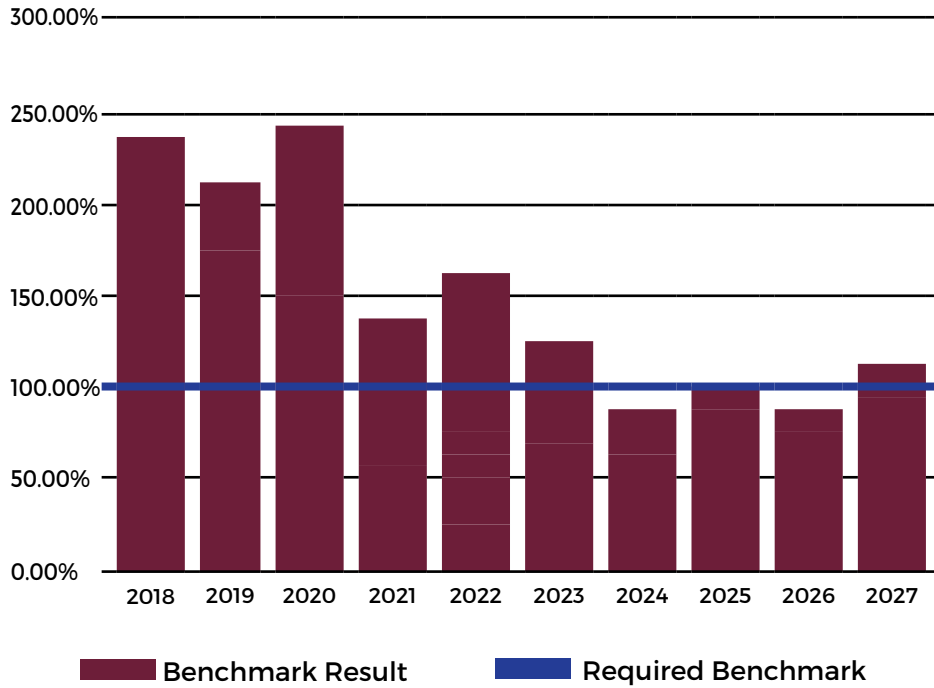


**Own Source Revenue - General Fund**

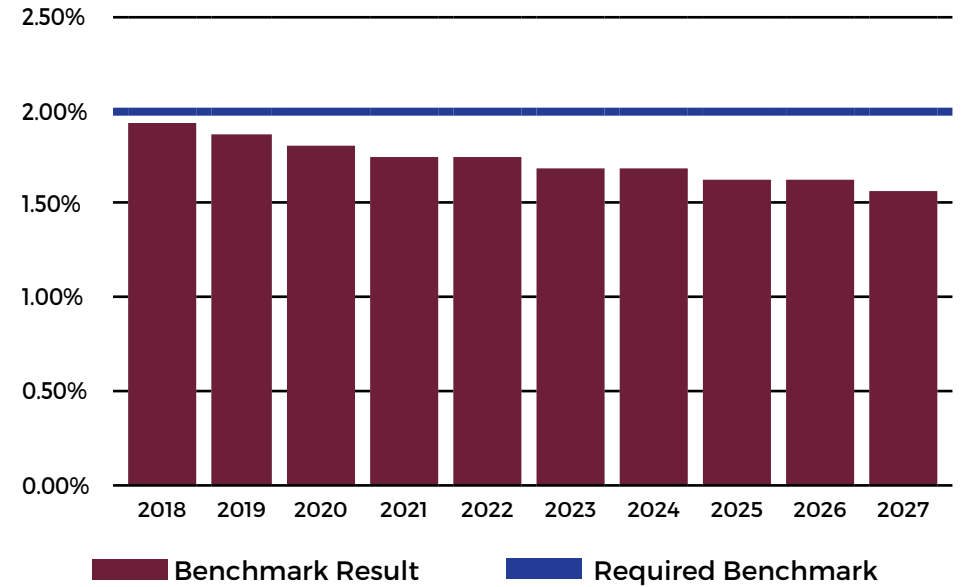


**Scenario 5 - Base Rate + 4.00% (continued)**

**Infrastructure Renewal Ratio - General Fund**

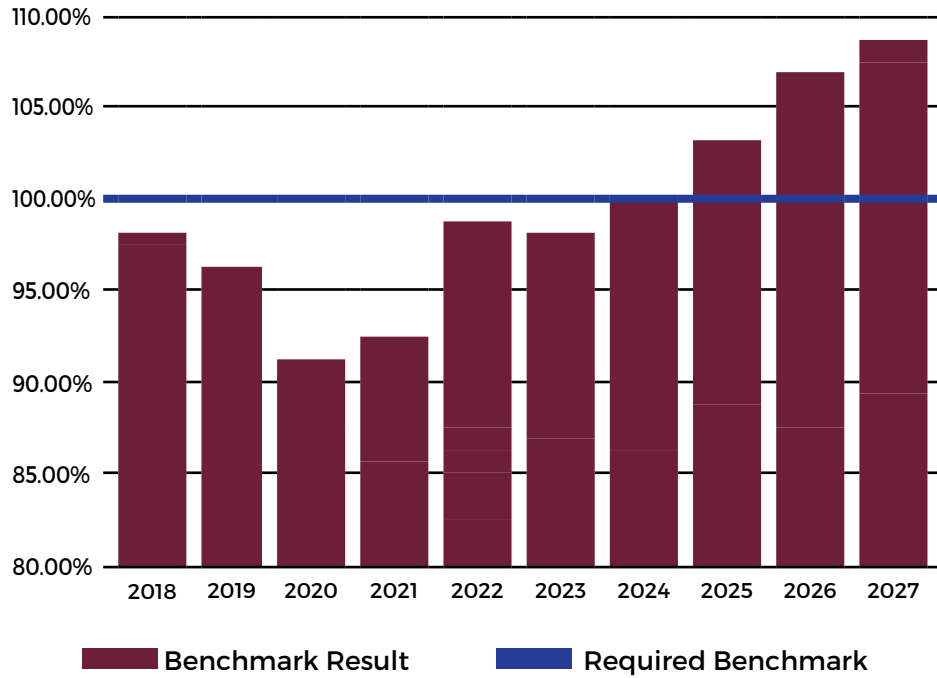


**Infrastructure Backlog Ratio - General Fund**



**Scenario 5 - Base Rate + 4.00% (continued)**

**Asset Maintenance Ratio - General Fund**



**Debt Service Cover Ratio - General Fund**

