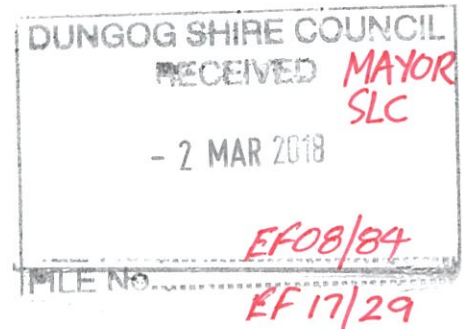


Mayor Tracey Norman  
Dungog Shire Council  
PO Box 95  
DUNGOG NSW 2420



Dear Mayor Norman,

**Re: Merger proposal/Strategic Alliance Options.**

I refer to your letter dated 9 November 2017 and our subsequent discussions about a potential merger between Dungog and Port Stephens Shire Councils and also our discussions about working together more cooperatively, which could include shared service delivery.

At its meeting held on 13 February 2018 (Minute No.018) Council considered these issues and resolved to:

- 1) Advise Dungog Shire Council that Port Stephens Council has no interest in pursuing a voluntary merger proposal.
- 2) Authorise the General Manager to enter into negotiations with Dungog Shire Council about potential strategic alliance options.

A copy of the Council report is attached for your reference.

The potential merger between our council's has been a topical issue of debate across our community, particularly in conjunction with the recently abandoned State Government forced amalgamation agenda. As you are aware, during this period PSC was in favour of such a merger, albeit that full community consultation had not been undertaken.

Following the September 2017 elections, our new Council has reconsidered its approach to this important matter and determined that it has no appetite to peruse such a merger.

Council is fully supportive of working more collaboratively with Dungog Shire and has proposed the formation of a strategic alliance, which could include shared service delivery, advocacy and other opportunities.

The Office of the Mayor of Port Stephens

Ryan Palmer

Telephone Inquiries | Mayor's Office (02) 4980 0245

Our General Manager has been delegated authority by Council to enter into discussions with Dungog Shire, with the view of achieving mutually beneficial outcomes. The General Manager will liaise with Shaun Chandler on potential strategic alliance options.

I look forward to working with you and your colleagues on this important initiative.

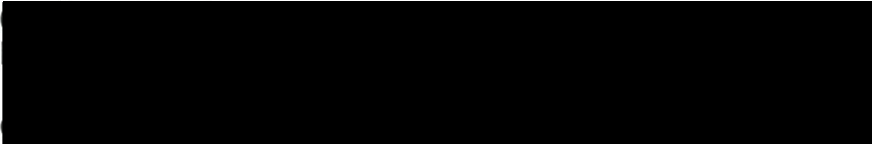
Yours sincerely,



**Ryan Palmer**  
**MAYOR OF PORT STEPHENS**

27 February 2018

Telephone enquiries



**MINUTES ORDINARY COUNCIL - 13 FEBRUARY 2018**

Councillor Ken Jordan returned to the meeting at 6.32pm in Committee of the Whole.

ITEM NO. 14

FILE NO: 18/2674  
EDRMS NO: PSC2016-00754

**MERGER PROPOSAL: PORT STEPHENS COUNCIL AND DUNGOG SHIRE COUNCIL**

REPORT OF: WAYNE WALLIS - GENERAL MANAGER  
GROUP: GENERAL MANAGER'S OFFICE

**RECOMMENDATION IS THAT COUNCIL:**

- 1) Advise Dungog Shire Council that Port Stephens Council has no interest in pursuing a voluntary merger proposal.
- 2) Authorise the General Manager to enter into negotiations with Dungog Shire Council about potential strategic alliance options.

Councillor Ken Jordan left the meeting at 6:33pm in Committee of the Whole and did not return to the meeting.

**ORDINARY COUNCIL MEETING - 13 FEBRUARY 2018  
COMMITTEE OF THE WHOLE RECOMMENDATION**

	<b>Councillor John Nell</b> <b>Councillor Giacomo Arnott</b>  That the recommendation be adopted.
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**ORDINARY COUNCIL MEETING - 13 FEBRUARY 2018  
MOTION**

<b>018</b>	<b>Mayor Ryan Palmer</b> <b>Councillor Chris Doohan</b>  It was resolved that Council:  1) Advise Dungog Shire Council that Port Stephens Council has no interest in pursuing a voluntary merger proposal. 2) Authorise the General Manager to enter into negotiations with Dungog Shire Council about potential strategic alliance options.
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## **BACKGROUND**

The purpose of this report is to present to Council a request from Dungog Shire Council (DSC) for Port Stephens Council (PSC) to consider entering into voluntary merger discussions with Dungog Shire, now or in the future, as well as a request for Port Stephens Council to consider ways in which both councils may be able to share resources and/or services.

By letter dated 9 November 2017, the Mayor of DSC wrote to Mayor Palmer detailing the 18 October 2017 DSC meeting resolution to explore merger discussions with PSC and the opportunity to discuss ways in which both councils could cooperate with each other in terms of resource sharing and/or service delivery (**ATTACHMENT 1**).

A meeting was subsequently held between representatives from PSC and DSC on 18 December 2017 at which DSC tabled a summary document which outlined aspects of a proposed merger between PSC and DSC (**ATTACHMENT 2**).

By way of background, PSC at its meeting held on 8 March 2016, resolved to make formal application to the Minister for Local Government for a merger proposal between PSC and DSC (Minute No.048). This determination was made in response to the then Baird Government's proposal to merge PSC with Newcastle City Council, as part of the local government reform process being pursued by the State.

Subsequently, the Minister referred this alternative proposal to the Chief Executive of the Office of Local Government who then appointed Mr Peter Peppen as his delegate to conduct a public inquiry into the proposal. Mr Peppen's report to the Minister found in favour of the proposed merger between Port Stephens Council and Dungog Shire Council. Following review of the proposal and Delegate's report this recommendation was supported by the NSW Boundaries Commission.

On 14 February 2017 the NSW Premier, Gladys Berejiklian, announced that all merger proposals that were not before the courts would now **not proceed**. This determination had the effect of requiring any future merger proposals to be recommenced under the procedures detailed in the *Local Government Act 1993* (as amended).

At this time, PSC's stated preferred position was to remain stand alone. However, at its meeting held on 28 February 2017 (Min No.039), PSC resolved to write to the NSW Premier, the Minister for Local Government and the Mayor of DSC advising that PSC was prepared to enter into a voluntary amalgamation with DSC.

At its meeting on 1 May 2017, DSC's motion to accept the merger proposal with PSC was defeated and DSC further resolved at its 14 June 2017 meeting to conduct a poll in conjunction with the 9 September 2017 local government elections, to gauge its community's interest in recommencing merger discussions with PSC.

At its meeting held on 18 October 2017, DSC reported that the community voted in favour (55.42%) of 'beginning merger discussions with PSC but urging DSC to be mindful that, while the poll indicated a preference for beginning merger talks, there was still division in the community over this issue.'

**COMMUNITY STRATEGIC PLAN**

Strategic Direction	Delivery Program 2013-2017
Governance and Civic Leadership.	Manage the civic leadership and governance functions of Council. Manage relationships with all levels of government, stakeholder organisations and Hunter Councils Inc.

**FINANCIAL/RESOURCE IMPLICATIONS**

In 2016, PSC commissioned consultants, Morrison Low, to prepare a business case to assess the costs of merging PSC and DSC. At that time, the cost of the merger was determined at \$2.4M Net Present Value (NPV) over nine years (including a \$5M grant from the State Government for merger transition costs).

Additionally, State government merger funding of a \$10M grant was available for infrastructure projects which could have been used to reduce the combined asset backlog of \$41.7M (2015). Both DSC and PSC also had allocations from the Roads to Recovery program that could have also contributed to the asset backlog reduction.

The business case assessment also acknowledged that services and infrastructure would continue to be provided at pre-merger service levels (as a minimum) under a merged entity.

As this business case is now out-dated, if Council were to agree to progress with any merger discussions, a new business case would need to be prepared to inform Council on current merger costs and implications. Clarification would also need to be obtained on the continued availability of any State Government funding assistance towards a merger.

Discussions to progress potential service and resource sharing, in the form of a potential strategic alliance between the LGAs, can be undertaken within existing resources at this time.

A number of funding strategies will be deliberated so as not to adversely affect 'Fit for the Future' financial criteria and service delivery.

Source of Funds	Yes/No	Funding (\$)	Comment
Existing budget	Yes		
Reserve Funds	No		
Section 94	No		
External Grants	No		
Other	No		

### LEGAL, POLICY AND RISK IMPLICATIONS

There are no legal or policy impediments to adopting the recommendations. Any risk implications raised will be considered and proposed treatments developed and reported back to Council.

The *Local Government Act 1993* (as amended) details the legislative provisions associated with merger proposals, which include required public consultation processes.

Risk	<u>Risk Ranking</u>	Proposed Treatments	Within Existing Resources?
There is a risk that failure to identify all appropriate risks may undermine shared service options.	Moderate	Identify risks.	Yes

### SUSTAINABILITY IMPLICATIONS

Includes Social, Economic and Environmental Implications

PSC is a financially sustainable, community focused organisation which is committed to doing the right things, the best possible way. This commitment has been recognised by it being declared 'Fit for the Future' by the Independent Pricing and Regulatory Tribunal (IPART), which deemed that PSC met all financial criteria (now and into the future) as well as having the 'scale and capacity' to deliver services, manage assets and meet its strategic obligations for the community it serves.

### CONSULTATION

- 1) PSC and DSC councillors.

**OPTIONS**

- 1) Accept the recommendations.
- 2) Amend the recommendations.
- 3) Reject the recommendations.

**ATTACHMENTS**

- 1) Letter dated 9 November 2017.
- 2) Summary document.

**COUNCILLORS ROOM**

Nil.

**TABLED DOCUMENTS**

Nil.



**Council's Vision**  
A vibrant, united community,  
with a sustainable economy.  
An area where rural character,  
community safety, and  
lifestyle are preserved.

## Office of the Mayor

Ref: EF 08/84

9 November 2017

Mayor Ryan Palmer  
Port Stephens Council  
PO Box 42  
RAYMOND TERRACE NSW 2324

Dear Mr Mayor *RYAN*

As you are aware Dungog Shire Council conducted a poll during the September Local Government Election, seeking this community's view on a number of options for the future of our Shire. The electors were asked whether they wanted to stand-alone, enter into merger discussions with Port Stephens Council, enter into merger discussions with Maitland City Council or apply to the Boundaries Commission to split the Shire between a number of neighbouring Councils. As you are also aware, the results narrowly determined a preference to enter into merger discussions with Port Stephens Council.


At our October Ordinary Meeting, Dungog Shire Council determined that a delegation of Dungog Shire Councillors approach Port Stephens Council regarding entering into merger discussions. Please see the attached Mayoral Minute.

Dungog Shire Councillors have recently held a strategy day, to determine a pathway to the sustainability of our Shire Council. We request a meeting with Port Stephens Councillors to discuss the possibility of a merger now or into the future, and to present our case as to the benefits of such a merger to both LGAs.

I would also appreciate the opportunity for Councillors from both LGAs to discuss other ways we may be able to co-operate with each other, such as through the sharing of resources, or the possibility of out-sourcing certain functions of Dungog Shire Council to Port Stephens Council.

We would appreciate your consideration of such a meeting at your earliest convenience. This entire merger process has taken a toll on our community and our staff over the last few years, as I'd imagine it has on yours. We would like to bring some certainty to our community and staff and start off the new year on a clear pathway.

Yours sincerely

  
Tracy Norman  
MAYOR



*Extract from the Ordinary Council Meeting of the 18 October 2017*

2. If the Council determines to stand alone, will the NSW Government support the Council's submission to IPART for a substantial rate variation to achieve "fit for the future" status?
3. If the Council determines to voluntarily merge with Port Stephens Council will the NSW Government financially support the merged entity into the future to assist with the infrastructure backlog?
4. If Council determined to voluntarily merge with Port Stephens Council would the initial \$15Mill assigned previously to the merger process be allocated to the merged entity to assist with the implementation and provide for investment in community infrastructure?
5. Would the NSW Government be prepared to not apply the four year rates moratorium on the voluntary merger of Port Stephens and Dungog Councils?
6. Would a voluntary merger between Dungog & Port Stephens Councils require a fresh merger inquiry process to occur or would the existing delegates and Boundary Commission reports undertaken in 2016 suffice?

The Deputy Premier's response was received on 28 April 2017. (Annexure 'A')

At the meeting of 1 May a motion to accept the merger proposal with Port Stephens was defeated, and the foreshadowed motion by Cr Nancy Knudsen was passed, as follows:

*Minute No. 37403*

A MOTION was moved by Cr Knudsen and seconded by Cr Bowden that:

1. A delegation of General Manager, Mayor and Deputy Mayor approach and enter into negotiations to achieve the best possible outcomes for the residents of Dungog Shire and Council staff in a potential merger with Port Stephens.
2. A delegation of General Manager, Mayor and Deputy Mayor approach and seek expressions of interest from Maitland Council as to their view on a merger, and negotiate to achieve the best possible outcomes for the residents of Dungog Shire and Council staff.
3. A delegation of General Manager, Mayor and Deputy Mayor approach the Boundaries Commission and enter into negotiations to achieve the best possible outcomes for the communities of Dungog Shire and Council staff in a potential splitting of the Shire between surrounding Shires.
4. A delegation of General Manager, Mayor and Deputy Mayor approach and enter into negotiations with officers of State Government to achieve the best possible outcomes for the residents of Dungog Shire for the Shire to retain its independence.
5. A Council or workshop be held within 14 days from today to determine (a) discussion and negotiation points for 1-4, and (b) a reporting mechanism to Councillors regarding outcomes of the meetings; and that all information will be made public before the next Council election.
6. A Poll be conducted at the next Council elections with regard to each of the options mentioned in 1 to 4 above to democratically gauge the opinions of the residents of the Shire.

At the 14 June 2017 Extraordinary Meeting of Council, the following motion regarding the poll questions was put:

*Minute No. 37446*

RESOLVED on the motion of Cr Booth and seconded by Cr Knudsen that:

1. The following amendments be accepted and the poll be forwarded to the NSW Electoral Commission for conduct by the NSW Electoral Commission at the September 2017 Dungog Shire Council Elections.
2. Should the NSW Electoral Commission require question 4 wording to be altered, the Acting General Manager be authorised to liaise with the Commission to alter the wording so agreement is reached.

Ordinary Meeting of the Council of the Shire of Dungog, to be held Wednesday 18 October 2017 commencing 6.00pm

**ITEM 14 - ATTACHMENT 1 LETTER DATED 9 NOVEMBER 2017.**

*Extract from the Ordinary Council Meeting of the 18 October 2017*

results, there is no evidence from these results that the community would prefer a merger with Maitland rather than no merger at all if merger talk with Port Stephens prove fruitless.

While the results of a poll are not binding on Council or Councillors, most candidates, including myself, promised to abide by the results of the poll. Therefore, I suggest that we formulate a strategy to approach Port Stephens Council to gauge whether there is a willingness for merger discussions or on what level they are willing to cooperate with Dungog Shire Council.

Regardless of the outcome of discussions with Port Stephens Council, the pathway Dungog Shire Council needs to take is fairly clear. We need to work on an improvement program so that we can prove to be a more attractive merger partner or, if Port Stephens or other LGAs (if that's an avenue we decide to explore) reject our approach, that we can go forward as a stand-alone Council.

**Referendum**

At the 21 February 2017 Ordinary Meeting, Council determined to hold a referendum in concurrence with the 9 September 2017 Dungog Shire Council Local Government elections, as follows:

\*\*\*\*\*

A MOTION was moved by Cr Bowden and seconded by Cr Booth that the report be received and the information noted.

*Minute No. 37336*

AN AMENDMENT was moved by Cr Wall and seconded by Cr Farrow that:

1. The report be received and the information noted.
2. A Constitutional Referendum be conducted on Local Government Election day being the 9 September 2017. The following three (3) questions be put to the community:

Referendum Question 1

Do you approve of the popular election of the Mayor by the electors of Dungog Local Government Area for a four (4) year term?

Referendum Question 2

Do you approve of reducing the number of Dungog Councillors from nine (9) to seven (7) including the Mayor if popularly elected?

Referendum Question 3

Do you approve of abolishing the Wards within Dungog Local Government Area so that all electors vote for all Councillors?

On being put the amendment was carried and became the motion and was again carried.

The Office of Local Government and the NSW Electoral Commission did not accept these questions. After much negotiation with these bodies and the acting General Manager, the questions changed to combine question one and two, with question 3 remaining as it stood.

The results of the two questions are as follows:

- Q1. Dungog Shire Council currently has nine (9) Councillors with the Mayor elected by the Councillors. Do you approve of the popular election of the Mayor with seven (7) Councillors including the Mayor?

Yes: 3957 (71.89%) No: 1547 (28.11%)

- Q2. Do you approve of the abolition of wards?

Yes: 2302 (49.91%) No: 2712 (54.09%)

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Ordinary Meeting of the Council of the Shire of Dungog, to be held Wednesday 18 October 2017 commencing 6.00pm

*Extract from the Ordinary Council Meeting of the 18 October 2017*

ANNEXURE 'A' TO ITEM NO. 2 – MAYORAL MINUTE



The Hon. John Barilaro MP  
Deputy Premier  
Minister for Regional New South Wales,  
Minister for Skills and Minister for Small Business

A2063145

28 April 2017

Your ref: EF16/22

Mr Craig Deasey PSM  
General Manager  
Dungog Shire Council

Dear Mr Deasey

Thank you for meeting with me on 4 April 2017 to discuss Dungog Shire Council and local government reform. I am writing in response to the questions you raised regarding a voluntary proposal to merge Dungog Shire and Port Stephens councils.

As you are aware, the NSW Government announced on 14 February 2017 that the Government will only proceed with merger proposals in the Sydney metropolitan area, and that the merger proposals in regional NSW will not proceed, including the former proposal to merge Dungog Shire and Port Stephens councils as made by Port Stephens Council in March 2016.

Should both Dungog and Port Stephens councils resolve to support a new, voluntary merger proposal, the Government will need to consider its position regarding the proposal. I have sought to address your questions in this context.

*Process for reviewing a new merger proposal (Question 6)*

I understand that the Minister for Local Government, the Hon Gabrielle Upton MP, wrote to the Mayors of Dungog Shire and Port Stephens councils on 25 February 2017 notifying each council of the Minister's decision not to proceed with the former merger proposal.

Given this decision, should either of or both Dungog Shire and Port Stephens councils wish to submit a voluntary merger proposal, an entirely new proposal would be required. Once submitted, the Minister is required to review a proposal in accordance with Chapter 9 of the *Local Government Act 1993* (the Act). The Act requires the Minister to refer a proposal for examination and report to the Boundaries Commission or the Chief Executive of the Office of Local Government. The Act outlines how the review process must occur. Should both Councils resolve to merge, I encourage you to contact the Minister Upton to discuss a way forward.

Following the review process, a decision to recommend or decline to recommend to the Governor that the merger proposal be implemented is a matter for the Minister under the Act.

*Financial support to a merged council (Question 3 and 4)*

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Level 20, 52 Market Plaza, Sydney NSW 2000  
Phone: (61 2) 9574 5100 Fax: (61 2) 9539 5668 Email: [office@deputypremier.nsw.gov.au](mailto:office@deputypremier.nsw.gov.au)

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Ordinary Meeting of the Council of the Shire of Dungog, to be held Wednesday 18 October  
2017 commencing 8.00pm

*Extract from the Ordinary Council Meeting of the 18 October 2017*

regarding available support and how it is impacting on council's capacity to deliver for its community.

I trust that this letter addresses the questions of your council in relation to the voluntary merger proposal. I look forward to continuing to work with Dungog Shire Council in support of its community. I am also forwarding this correspondence to Minister Upton for her consideration.

Yours sincerely



The Hon. John Barilaro MP  
Deputy Premier  
Minister for Regional New South Wales  
Minister for Skills and Minister for Small Business

cc: The Minister for Local Government, the Hon Gabrielle Upton MP,  
Michael Johnsen MP, Member for Upper Hunter.

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Ordinary Meeting of the Council of the Shire of Dungog, to be held Wednesday 18 October  
2017 commencing 6.00pm

## **Merging Our Two LGAs**

### **A Quick Overview**

- In March 2016, Port Stephens Council initiated a proposal to merge with Dungog Shire after the results of a business case presented by Morrison and Low showed the advantages of such a move above any other;
- The Boundaries Commission appointed a delegate, Peter Peppin, to examine and to head up a public enquiry into the proposal;
- Peppin's recommendation was in favour of the proposal;
- The Boundaries Commission, having found in favour of the merger, forwarded the proposal to the Minister for Local Government;
- The State Government announced the end to forced amalgamations;
- Port Stephens Council determined to propose a voluntary amalgamation with Dungog Shire Council;
- Dungog Shire Council determined to conduct a poll at the September 2017 NSW Local Government Elections to seek to understand community preference of the potential options available for the future of the region;
- The poll found in favour for Dungog Shire Council to begin merger discussions with Port Stephens Council.

### **What has Changed?**

- DSC's new Councillors have a good skills base and are proactive in forging an upward pathway;
- We are working on new revenue streams;
- A Rural Lands Strategy is imminent, following a geo-mapping survey soon to be undertaken by Department of Primary Industry. The implementation of such a strategy will allow us to grow the economy and our population;
- We will be undertaking a review of our Section 94 plan, which will allow us to access more funds towards site-specific projects;
- We will be taking a Special Rates Variation proposal to our community early next year and will apply for this to come into effect FY 2019-2020;
- We are looking at different solutions such as a shared services model with neighbouring LGAs such as PSC.

### **Financial Mitigations**

- Assuming an availability of the \$5 million grant from the State Government being achievable, the NPV cost over 9 years was estimated by Morrison and Low at \$2.4 million. PSC considered a \$240,000.00 per annum cost could be absorbed by the entity (PSC and DSC Merger Proposal);
- Potentially a \$10 million grant will be available to assist with the combined infrastructure backlog;

ITEM 14 - ATTACHMENT 2 SUMMARY DOCUMENT.

- According to PSCs merger proposal, the combined infrastructure backlog of \$41.7 million could be funded by the new council through a number of funding strategies, rather than rates revenue;
- Original assumptions, in the report by Morrison and Low included a rate pegging amount of 1.8%, whereas the rate for 2018-19 is 2.3%;
- The newly merged council of Mid-Coast was exempted from the necessity of a 4-year rates moratorium. We could argue that precedence for relief from any moratorium if necessary so that there is no impost on PSC rate-payers to 'fund' DSC;
- There could be a period of service and, therefore, rates differential between the two prior LGAs of the new entity before the introduction of rates harmonisation;
- Given the low staffing levels at DSC, and the fact that there is only one senior staff position at this council, it is unlikely that redundancy costs would be of major concern. In its merger proposal, PSC recognised an opportunity for slight growth in employment numbers across the new entity;
- FAGs will amount to a sum of the grants for the two LGAs for four years and then rise (see attached);
- The combined LGA would move to a category of URL, which will attract a greater level of Block Grant funding (attached).

**Political Benefits**

- The merger will assist State Government achieve its goals of having less LGAs to deal with and could therefore put us in good stead with the Government;
- Dungog Shire Council falls in the Federal Electorate of Lyne and the State Electorate of Upper Hunter, both of which are currently represented by the Nationals. With much of Port Stephens' population currently represented both federal and state by the Labour Party, this could be a distinct political advantage when lobbying for grant funding;
- The Port Stephens Electorate has 55,476 eligible electors ([www.elections.gov.au/enrol\\_to\\_vote/enrolment\\_statistics](http://www.elections.gov.au/enrol_to_vote/enrolment_statistics)). At the time of the 2017 Local Government Elections Dungog has 6,908 registered voters ([pastvtr.elections.nsw.gov.au/LGE2017/dungog/poll/summary.htm](http://pastvtr.elections.nsw.gov.au/LGE2017/dungog/poll/summary.htm))  
More voters = a stronger voice;
- Having the whole of the Lower Hunter's water catchment in one LGA may give us a stronger voice in regards with our dealings with Hunter Water Corporation.

**Other Benefits**

- There are distinct advantages to our tourism and event industries where both regions can leverage our offering;
- This merger may future-proof both LGAs from further forced amalgamations should the current or future government have a change of policy.

**MINUTES ORDINARY COUNCIL - 13 FEBRUARY 2018**

**ITEM 14 - ATTACHMENT 2 SUMMARY DOCUMENT.**

**Financial Assistance Grant as a Merged Entity**

**Cr GD Wall**

Where two or more local governing bodies are amalgamated into a single body, the grant provided to the new body for each of the four years following amalgamation should be the total of the amounts that would have been provided to the former bodies in each of those years if they had remained separate entities.

**Financial Assistance Grant 2016 / 2017**

Council	Pop'n	General Purpose Component	Local Roads Component	Total	
Dungog	9,195	\$1,493,226	\$850,711	\$ 2,343,937	
Port Stephens	70,447	\$5,074,912	\$1,159,847	\$6,234,759	
<b>Dungog / Port Stephens merged</b>	<b>79,642</b>	<b>\$6,568,138</b>	<b>\$2,010,558</b>	<b>\$8,578,696</b>	

Under a merged entity for the first four years the financial assistance grant equates to \$8,578,696 and after four years as a merged entity this would then rise to \$10,111,432 per annum if the Financial Assistance Grant is still calculated using full horizontal equalisation basis and calculating for increases in Expenditure Allowances.

**RMS Block Grant 2014 – 2015**

Council	ACLG Code	Block Grant \$	Length of Regional Road	\$/km
Dungog	RAL	\$1,172,000	124	\$ 9,451.61
Port Stephens	URM	\$919,000	56	\$16,410.71
<b>Dungog / Port Stephens merged</b>	<b>URL</b>	<b>\$3,056,400</b>	<b>180</b>	<b>\$16,980.00</b>
Shoalhaven	URL	2,133	151	\$14,125.83
Tweed	URL	2,241	148	\$15,141.89

Amount = (Sum of (length of each road + traffic<sup>0.35</sup> + 0.5018)) + (0.36 + length of timber bridges)

