

KYOGLE COUNCIL LONG TERM FINANCIAL PLAN 2015/2034

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Executive Summary

The Road to Financial Sustainability (Bridging the Gaps)

Council is facing some hard budget choices as we seek to become financially sustainable. Council's income is limited - due largely to more than 30 years of rate pegging by the NSW Government - and is not keeping pace with increases in the costs of delivering services to the community.

In addition to these costs, there are also the extra responsibilities that have been shifted to Council that were previously overseen by the State Government.

The second factor in Council's unsustainable position is the cost of looking after the community's infrastructure assets - the roads, bridges, buildings, sports fields and playgrounds.

Council is the custodian of \$450 million worth of public assets. Over the years, funding to maintain and renew this infrastructure has been reduced relative to the costs associated with the upkeep of the assets. This has resulted in a backlog of infrastructure renewals and has led to deterioration of assets, increased costs of maintenance and reduced levels of service.

Based on the Asset Management Plans and Strategy adopted by Council in 2012, the current backlog is in the order of \$48 million. Council's current Long Term Financial Plan forecasts this amount will grow by \$4 million per year. These figures have been verified by independent reports from TCorp undertaken as part of the work of the NSW Independent Local Government Review Panel and also by private consultants, Review Today, engaged by Council.

There is no single solution. The annual funding gap of \$4 million will need to come from a range of options including:

- Productivity improvements (changing the way services are delivered)
- Reductions in current levels of service
- New revenue opportunities
- Additional borrowings
- Rate increases above pegging limits
- Asset disposals

Council will continue to have a wide ranging conversation with the community to explore these options further with community affordability being a significant consideration in the assessment of options.

In formulating the Delivery Program for 2014/15 to 2017/18, Council utilised the additional cash held above the minimum levels required by Councils policy on cash reserves. The ten year financial plan that has been developed as part of this process shows the cash reserves drawn down from \$12.69 million at the start of 2014/15 to \$9.75 million at the end of 2023/24. This ten year plan also assumes no above rate pegging increases. This provides on average an additional \$400,000 per year after interest losses are taken into account, and the majority of the additional funds are to be allocated to rural local roads and bridges.

Whilst this is an improvement in the level of expenditure on roads and bridges, which is in keeping with the wishes of the community, this falls well short of addressing the financial sustainability issues facing Council.

Over the last few months Council has undertaken a formal review of the Long Term Financial Plan, with the aim of addressing long term sustainability issues.

Various scenarios have been developed during this process to help in finding a balance between any level of service change and increases in rates and charges. We have also included savings projected to be generated through productivity improvements across all budget areas. A summary of the adopted scenario included in this plan is as follows;

Rate Increases

In preparing this plan, Council has assumed that there will be increases in federal and state government financial assistance, in keeping with commitments made by both tiers of government in recent times. However, increases in general rates above the rate pegging limit would still need to be applied in the first five years of the plan. The current average general rate per assessment is \$1,002. The proposed increases will see this average general rate increase to a maximum of 22% above rate pegging by 2020. The assumed rate pegging increase is 2.3% per year. Other fees and charges are also set to increase at varying rates over the 20 year planning horizon, with these detailed in the attachments to this document.

Major Features

The key changes from the current Operational and Delivery Plan in the LTFP are summarised as follows;

- Bridge replacement funding increased to allow replacement of all timber bridges over a 30 year period.
- Bridge maintenance funding to decrease from current levels as the number of timber bridges decreases
- Regional Roads capital renewal funding to increase to almost double the current funding levels from \$0.77M to \$1.348M per year to allow resealing every 15 years and reconstructions every 40 years
- Local Roads and Streets capital renewal funding to increase from \$1M to \$2.8M per year to allow for
 resealing rural roads every 17 years and urban streets every 20 years, and reconstructions of rural
 roads every 40 years and urban streets every 50 years, and gravel resheeting of gravel roads every
 24 years.
- Maintenance expenditure on all roads is maintained at current levels for the next 8 years without increases in line with indexation to reflect a reduced maintenance need due to the increased expenditure on capital renewals
- Initial sealing program to be implemented with \$3.3M over three years from 2016 for high priority initial seals, then \$0.4M per year indexed from 2019 onwards. The program is assumed to be funded with a 50% subsidy. The priority roads for the first three years of the program are;
 - Afterlee/Dam Access to Toonumbar Dam (7.2km)
 - Collins Creek Road from Tims Lane to Killaloe (3.3km)
 - Hillyards Road from Bentley Road to Boorabee Creek Road (2.5km)
- Rationalisation of the transfer station facilities serving the Bonalbo, Tabulam and Mallanganee areas with a view to providing a single facility to service the whole area with annual operating cost savings of \$61,000 from 2018 onwards
- Closure of the Woodenbong landfill and conversion of the site to a transfer station, reducing operational costs by \$45,000 per year from 2016 onwards, this assumes that the costs of the landfill closure and conversion will be funded by the EPA through the waste levee revenue.
- Provision of new sewerage schemes to service the villages of Tabulam, Mallanganee, and Wiangaree between years 2025 and 2029 assuming 50% subsidy

- Increased investment in urban stormwater and flood management improvements, including flood studies for the villages of Bonalbo and Tabulam
- A \$117,000 investment in energy efficiency improvements across Councils highest energy consuming sites including the administration building, library, and swimming pools, to reduce operational costs and emissions
- Increased capital expenditure on community buildings from \$22,000 to \$40,000 per year, including additional improvements to the Kyogle Memorial Institute Hall in 2025/26. This accompanies the disposal of a number of community buildings to reduce annual operating costs, namely;
 - Cedar Point Hall
 - o Grove House
 - Horseshoe Creek Hall

Opportunity for Input

In developing this Long Term Financial Plan, a number of Scenarios were prepared and modelled, with the goal of meeting the various financial sustainability targets set by Council and the NSW Government, whilst still remaining affordable to the local community. In doing this, we are trying to show that Kyogle Council can be "Fit for the Future" as an independent entity, without the need for amalgamation with adjoining Council/s. We sought feedback from the community on the draft document, to gauge the level of support for the plan, and with the concept of remaining independent. We are also undertaking a review of the Community Strategic Plan, which will be informed by the adopted Long Term Financial Plan. We urge everyone to please take the opportunity to provide input to this process, as it is critical for the future of Kyogle Council as we know it today.

Introduction

As part of the NSW Governments Integrated Planning and Reporting guidelines, Councils are required to prepare a Long Term Financial Plan (LTFP). Following the work of the Independent Local Government Review Panel earlier this year, Council initiated the review of its current LTFP, which covers a ten year period from 2012-2016. Council initially engaged an independent financial sustainability analysis to be undertaken by consultants Review Today in April 2014. This report concluded that, under continuation of existing policy, the Councils financial outlook is rated as financially unsustainable. While the Councils total debt ratio is comfortable, the outlook under continuation of existing policy conditions is for a burgeoning infrastructure backlog ratio and ongoing large annual operating deficits. The Review Today report recommended a series of long term financial sustainability indicators and targets for Council, including identification of a "Red Zone" for each indicator, where the resulting measure was considered unsuitable over the medium term.

Following receipt of this report, Council undertook a review of its Financial Management Policy. The review of this policy has led to a reduction in the minimum cash reserve levels previously included in the policy, as well as the inclusion of a series of financial sustainability indicators and targets, in line with those recommended in the Review Today analysis.

In September 2014, the NSW Government released its response to the Independent Local Government Review Panel's final report, with the NSW Government branding its reform package as "Fit for the Future: a modern system of local government". In its reform package, the NSW Government have set additional criteria for the measurement of financial sustainability, or criteria and benchmarks for "Becoming Fit for the Future". These generally align with the financial sustainability targets Council has adopted as part of its Financial Management Policy, but in some cases set higher targets. Table 1 below provides a comparison;

Key Performance Indicator	Target in Councils Financial Management Policy	Target in NSW Governments Fit for the Future	Review Today "Red Zone"
Projected Population	N/A	10,000	N/A
Own Source Revenue	N/A	>60% (3yr avg)	N/A
Asset Maintenance Ratio	N/A	>1 (3yr avg)	N/A
Total Debt Ratio = total debt as a % of operating revenue	<50%	N/A	>125%
Debt Service Ratio = net debt service cost as % of operating revenue	<10%	>0% and <20% (3yr avg)	>20%
Infrastructure Backlog Ratio = infrastructure backlog as % of total replacement value of infrastructure assets		<2%	>10%
Annual Renewals Gap = required annual renewals capex less actual annual renewals capex as a % of required annual renewals capex	<10%pa (3yr avg)	<0%pa (3yr avg)	>25% (3yr avg)
Operating Balance Ratio = net operating result as % of operating revenue (both excluding capital items)	0 to 2½%	>0% (3yr avg)	<-5%

Services Provision per Resident = operating expenditure (excluding interest and depreciation) expressed in constant prices per head of population converted to an annual index commencing at 100%	>100%	>100%	<90%
Infrastructure Provision per Resident = infrastructure stock (at replacement cost) expressed in constant prices per head of population converted to an annual index commencing at 100%	>80%	N/A	<60%

Table 1. Comparison of Sustainability Targets

The internal cash reserve limits adopted by Council as part of the review of its Financial Management Policy are outlined in Table 2 below.

Reserve Description	Target Balance				
Employee Leave Entitlements	Minimum of 100% of Employee Leave Entitlements for Long Service Leave				
Buildings and Other Structures	No minimum amount: target balance is that required to fund the following year's projected expenditure from the LTFP				
Plant Replacement	Minimum reserve balance of \$500,000; target balance is that required to fund the following year's projected expenditure from the LTFP				
Carryover Works (Revotes)	The amount of funding for significant projects that remains unspent is to be carried over into the subsequent year.				
Quarries	The target balance is at least equivalent to the quarry rehabilitation reserve liability				
Transport Operations	The target balance is a minimum of \$250,000				
Information Technology	No minimum amount: target balance is that required to fund the following year's projected expenditure from the LTFP				
Roads and Bridges	Minimum reserve balance of \$1,000,000; target balance is that required to fund the following year's projected expenditure from the LTFP				
Emergency Works	Minimum reserve balance of \$500,000				
Stormwater Management	No minimum amount: target balance is that required to fund the following year's projected expenditure from the LTFP				
Commercial Waste	The target balance is at least equivalent to the waste facility rehabilitation reserve liability				

Table 2. Internal Reserves Summary

The NSW Government has advised all Councils that they each need to show how they will be "Fit for the Future" by lodging a submission by 30 June 2015, which aligns with the recommendations of the Independent Local Government Review Panel. In the case of Kyogle Council the recommendation was for Kyogle Council to become;

"Council in Northern Rivers Joint Organisation or merge with Lismore or Richmond Valley".

In the NSW Governments response this recommendation was reworded as;

"Potentially merge with Lismore or Richmond Valley".

It is now more prudent than ever to have an informed discussion with the community about the options it has available for the future. If we chose to remain independent, we need to know if we can achieve these sustainability targets, and what that will cost. If we can't, then the debate around possible amalgamations with either Lismore or Richmond Valley, or both, needs be initiated so that the community can be involved in decisions that affect its future.

Summary of Scenarios Modelled in the Preparation of this Plan

Scenario 1 (Base Case)

This initial Scenario 1 (Base Case) represents the existing ten year budget included in the Delivery Program 2014/2018 and Operational Plan 2014/2015 adopted by Council on June 30, 2014. The ten year budget was projected out to the required 20 year time frame. The key outputs from the model are;

- Financial sustainability targets are not met at the end of the 20 year period for;
 - Infrastructure backlog ratio
 - Operating balance ratio
- Rates are projected to increase at 3% for the next 20 years, which is slightly above current rate pegging limits.
- Allowances have not been made for indexation of figures related to infrastructure financial sustainability indicators
- Many of the key assumptions are generalised and in need of review
- Maintenance expenditure levels are adequate in the short term, but with long term short falls
- Capital expenditure on renewals and upgrades is not sufficient to stop the infrastructure backlog from growing, particularly in relation to roads and bridges

Scenario 2 (Adjusted Base Case)

This Scenario is intended to give a more accurate picture of what the impact of the existing budget will have on the financial sustainability indicators, based on what are believed to be more accurate assumptions.

- Financial sustainability targets are not met and are in the unsustainable "red zone" at the end of the 20 year period for;
 - Infrastructure backlog ratio
 - Annual renewals gap ratio
 - Operating balance ratio
- Rates are projected to increase at 2.3% for the next 20 years, which is at current rate pegging limits.
- Maintenance expenditure levels are adequate in the short term, but with long term short falls
- Capital expenditure on renewals and upgrades is not sufficient to stop the infrastructure backlog from growing, particularly in relation to roads and bridges

Scenario 3 (Ideal Expenditure Case)

Scenario 3 reflects the ideal levels of expenditure required to ensure long term financial sustainability, as well as the increases in revenue required to fund this expenditure. This provides a worst case scenario in terms of projected increases in rates and charges to use as a benchmark in the LTFP process.

- Financial sustainability targets are all met by year 2030
- Rates are projected to increase at 19% for the first 5 years, then gradually reducing to the 2.3% current rate pegging limit by 2019.
- Maintenance expenditure levels are at optimum levels
- Capital expenditure on renewals and upgrades is sufficient to eliminate the infrastructure backlog by 2019
- Capital renewal expenditure for the first 5 years is twice that required to match consumption, and around 50% more than consumption for the remainder of the 20 year period.
- The scenario seeks to eliminate all timber bridges in 10 years, with subsequent ongoing reduction in maintenance costs as the number of timber bridges decreases
- The increases in revenue are unlikely to be supported by the community, and reach levels that are unaffordable in the medium term, with general rates set to double within the first 5 years
- The projected rate increases are outside the values approved by IPART in recent years, and unlikely to be approved by them.

Scenario 4 (Compromised Ideal Case)

Scenario 4 reflects a reduction from the ideal levels of expenditure used in Scenario 3, whilst not reducing service levels in any areas. The expenditure levels are "compromised" in the sense that they are less than the ideal, but are still considered adequate to ensure long term financial sustainability.

- Financial sustainability targets are all met by year 2026
- Rates are projected to increase at 15% for the first 4 years, then increases of 11.5%, 11% and 11% until reducing to the 2.3% current rate pegging limit in 2023.
- Maintenance expenditure is maintained at current levels with reductions over the first 5 years due to increased renewal and upgrade expenditure
- Capital expenditure on renewals and upgrades is sufficient to eliminate the infrastructure backlog by 2024.
- Capital renewal expenditure is maintained at around 50% more than consumption for the full 20 year period.
- The scenario seeks to eliminate all timber bridges in 20 years, with subsequent ongoing reduction in maintenance costs as the number of timber bridges decreases
- The increases in revenue are unlikely to be supported by the community, and reach levels that are unaffordable in the medium term, with general rates set to double within after 7 years
- The projected rate increases are also still outside the values approved by IPART in recent years, and unlikely to be approved by them.

Scenario 5 (Reduced Service Levels)

Scenario 5 reflects a reduction in service levels in a number of areas, including road maintenance expenditure.

- Financial sustainability targets are all met by year 2025, with the exception of the Operating balance ratio which is not met until the last year, 2034
- Note that a modest allowance for growth of 0.25% per year is required to meet the 10,000 minimum population figure identified by the NSW government in 2033
- Rates are projected to increase at 9% for the first 3 years, then 8% in the next year, then increases of 7% for the next 3 years, reducing to the 2.3% current rate pegging limit in 2023.
- Maintenance expenditure for roads is around \$430,000 per year lower than current levels
- Capital expenditure on renewals and upgrades is not sufficient to eliminate the infrastructure backlog, but Councils target of <5% is met in 2025, however the NSW Governments target of 2% is not met inside the 20 year horizon, with the 2034 value being 2.19%.
- Capital renewal expenditure is maintained at between 8% and 17% more than consumption over the 20 year period.
- The scenario seeks to eliminate all timber bridges in 30 years, with subsequent ongoing reduction in maintenance costs as the number of timber bridges decreases, but increases in maintenance costs over the first 10 years are required to provide funding for replacement of timber decking with ply wood decking to extend the life of timber structures and reduce maintenance costs on individual structures
- The increases in revenue are of an order that would likely be supported by the community, with general rates peaking at 46% above the rate pegging levels after the full 20 year period
- The projected rate increases are in the range of values approved by IPART in recent years

Scenario 6 (Balanced Service Levels)

Scenario 6 was developed following completion of the first 5 Scenarios. This Scenario attempts to find a balance between reduced service levels in certain areas, whilst increasing service levels in other areas seen as a priority to the community, such as roads and bridges. It is heavily based on Scenario 5, with similar revenue increases, but has elements of the other Scenarios added in key areas.

- Financial sustainability targets are all met by year 2021, with the exception of the Operating balance ratio which is not met until the last year, 2034
- Note that a modest allowance for growth of 0.25% per year is required to meet the 10,000 minimum population figure identified by the NSW government in 2033
- Rates are projected to increase at 9% for the first 3 years, then 8% in the next year, then increases of 7% for the next 3 years, reducing to the 2.3% current rate pegging limit in 2023.
- Maintenance expenditure for roads is slightly above current levels in year 1, but fixed without indexation until 2024, however this is a sustainable level given the increased levels of expenditure in capital upgrades and renewals
- Capital expenditure on renewals and upgrades is sufficient to eliminate the infrastructure backlog in the final year 2034
- Capital renewal expenditure is maintained at between 11% and 24% more than consumption over the 20 year period.

- The scenario seeks to eliminate all timber bridges in 30 years, with subsequent ongoing reduction in maintenance costs as the number of timber bridges decreases, however this scenario does not provide the increases in maintenance costs over the first 10 years to provide funding for replacement of timber decking with ply wood decking to extend the life of timber structures and reduce maintenance costs on individual structures, any such program would need to be funded from the regular maintenance budget
- The increases in revenue are of an order that would not likely be supported by the community, with general rates peaking at 46% above the rate pegging levels after the full 20 year period
- The projected rate increases are in the range of values approved by IPART in recent years

This Scenario presents an outcome that would meet all the sustainability criteria set down by both Council and the NSW Government, and also provides increased service levels in the key areas identified by the community in past surveys and community feedback. In the current environment, this would offer a case to support the option for Council to remain independent. However, the increases in general rates to a level 46% above rate pegging were not considered to be affordable to the local community.

The Adopted Scenario

The Scenario adopted for the purposes of this Long Term Financial Plan was based on Scenario 6, but with the increases in general rates capped at 22% above rate pegging. This reduction in general rates revenue was then offset by undertaking a further sensitivity analysis of the assumptions made in relation to key external revenue areas. These changes resulted in the adopted scenario retaining the expenditure levels included in Scenario 6, with the following changes in the assumptions around external grant funding;

- Federal Financial Assistance Grants (FAG's) have been assumed to increase by 6.7% as a one off in 2018, and then continue to be indexed at 3% thereafter. This would require a review of the current FAG's distribution formula to target communities with the greatest need, as has been identified by the NSW Government in its response to the Independent Local Government Review Panels recommendation No.8.
- 2. NSW Governments Regional Road Repair Program has been assumed to be indexed at 3% for the full period of the plan. This is in keeping with historic funding levels, but requires that the NSW Government does not allow the Roads and Maritime Services proposal to change the distribution method of Regional Roads Repair Program funding to proceed. The proposal put forward by the RMS would see funding distributed on length of Regional Roads rather than by condition, which would disadvantage those Councils with the worst road conditions.
- 3. Federal Timber Bridge Program indexation is assumed at 3% for the full period of the plan for bridges on Local Roads, in addition to 50% funding for timber bridge replacements on Regional Roads. In Scenario 6 there was no funding assumed for the Regional Road bridges under this program, and the indexation for funding of Local Road bridges did not commence until 2020.
- 4. NSW Governments Fixing Country Roads Program funding has been increased from \$250,000 to \$350,000 in 2016, with the estimated program funding continuing to be indexed at 3% thereafter.
- 5. Federal Governments National Stronger Regions Fund estimates have been added on the basis that the initial sealing program in the Rural Local Roads budget area receives 50% funding under this program.

After these changes were made, the Adopted Scenario is summarised as follows;

- Financial sustainability targets are all met by year 2024, with the exception of the Operating balance ratio which is not met by 2034, but this figure is trending towards target.
- Note that a modest allowance for growth of 0.25% per year is required to meet the 10,000 minimum population figure identified by the NSW government in 2033
- Rates are projected to increase at 10.34% for the first year, then 5.5% for the next 4 years, reducing to the 2.3% current rate pegging limit in 2021.
- Maintenance expenditure for roads is slightly above current levels in year 1, but fixed without indexation until 2024, however this is a sustainable level given the increased levels of expenditure in capital upgrades and renewals
- Capital expenditure on renewals and upgrades reducing the infrastructure backlog to \$7.25M in the final year 2034
- Capital renewal expenditure is maintained at between 8.5% and 21% more than consumption over the 20 year period.
- The scenario seeks to eliminate all timber bridges in 30 years, with subsequent ongoing reduction in maintenance costs as the number of timber bridges decreases, however this scenario does not provide the increases in maintenance costs over the first 10 years to provide funding for replacement of timber decking with ply wood decking to extend the life of timber structures and reduce maintenance costs on individual structures, any such program would need to be funded from the regular maintenance budget
- The increases in revenue are of an order that would likely be supported by the community, with general rates peaking at 22% above the rate pegging levels in 2020
- The projected rate increases are in the range of values approved by IPART in recent years

This Scenario presents an outcome that meets most of the sustainability criteria set down by both Council and the NSW Government, and puts Council on a path towards meeting those that are not met within the 20 year period. This Scenario also provides increased service levels in the key areas identified by the community in past surveys and community feedback. The increases in general rates to a level 22% above rate pegging are considered to be affordable to the local community.

In the current environment, this would offer a case to support the option for Council to remain independent, under the provisions of the NSW Governments "Fit for the Future" blueprint. This Scenario places increased emphasis on obtaining external funding, in recognition of the new funding programs available through both the state and federal governments. This will also be contingent on the NSW Government implementing the actions and recommendations to support the position they have outlined in the Fit for the Future Blueprint.

Detailed Scenario Comparison

A separate table has been prepared that details the expenditure inputs and revenue outputs from each of the Scenarios used in the development of this plan. This has been provided to allow comparison between each of the Scenarios in terms of the projects, programs, budgets and revenue items that have been adjusted throughout the development of the Scenarios. This table is provided in Attachment A.

Planning Assumptions

Long Term Financial Plan Model

This starting point for the Long Term Financial Plan review was the existing ten year budget included in the Delivery Program 2014/2018 and Operational Plan 2014/2015 adopted by Council on June 30, 2014. This budget was then projected out to the required 20 year time frame, and a series of additional summary worksheet added to allow the comparison of scenarios as they were developed. The summary outputs from the Long Term Financial Plan model that has been developed are explained as follows;

Projected Income and Expenditure and Financial Indicator

Financial Indicators - This summary page is presented in the same format used by Review Today consultants in their report "Financial Sustainability Analysis Kyogle Council" prepared in April 2014. This sheet assesses the budget against the financial sustainability indicators, which have now been incorporated into Councils Financial Management Policy. The top section is a summary of the Operating Budget in the format used by Review Today, the second section shows the Balance Sheet and related items used in the calculation of the Financial Sustainability Indicators, and the third section shows the calculated Financial Sustainability Indicators as calculated for this budget Scenario. These are coloured using the targets and "Red Zones" identified in the Review Today report. The fourth section shows a key to the spreadsheet identifying the key used for the fields in the spreadsheet.

During the development of Scenarios additional sections were added providing a summary of the asset disposals and non-replacements, the value of infrastructure assets at current replacement costs, and the calculated infrastructure backlog for each class of assets.

There is also an additional section at the bottom of this worksheet that summarises the indicative impact on general rates associated with any above pegging increase, or "Special Rate Variation". This table is a condensed form of that required by IPART for assessing applications for Special Rate Variations. This table shows what the general rates would have looked like under rate pegging, and under the proposed financial model, and calculated the annual and cumulative impact on an average assessment.

Indexation Assumptions

Assumptions - This page shows the assumptions in relation to the indexation of various items of income and expenses over the 20 year time frame. This shows the current assumptions used in the preparation of the existing 10 year budget. Note that the Timber Bridges Program Indexation is not currently used, and fixed funding estimates have only been included in 2015 and 2016, with no funding assumed beyond that point under this program. Note also that the existing 10 year budget does not provide for indexation of depreciation, developer contributions, or the figures for the infrastructure backlog and infrastructure asset replacement costs shown in the Financial Indicators sheet.

Projected Statement of Bank Balances

Balances - This sheet is the sheet included in this year's Operation and Delivery Plan for the existing 10 year budget. This can be used to verify that the budget for the first 10 years matches that included in the Operation and Delivery Plan. There are some minor variations due to rounding errors and the indexation of some developer contributions and not others in the original budget calculations. The LTFP model uses one indexation figure for all developer contributions, and as such, none of these figures are indexed in Scenario 1. This worksheet shows the bank balances in each area at the end of each financial year, as well as a summary total for all funds at the bottom. This sheet will be used to verify that there are sufficient reserves remaining at the end of each year to meet the minimum requirements of the revised Financial Management Policy recently adopted by Council.

Projected Budget Summary

Summary - The last sheet provides a summary of the net cost of each activity as per the individual budgets included in the Operation and Delivery Plan each year. These are grouped by the relevant Departments, and a total of the net costs of all activities are provided on the bottom of this sheet.

Assumptions used in the Development of Scenarios

The assumptions used in the development of Scenario 2 and beyond were reviewed with the intention of giving a more accurate picture of what the impact of the existing budget will have on the financial sustainability indicators, based on what are believed to be more accurate assumptions. The following changes were made;

- 1. The amounts revoted from 2014 have been added to the 2015 budget so that the starting point matches this year's current budget.
- 2. The bank balances as at June 30, 2014 have been changed to actuals from the original estimates.
- 3. The minimum reserve amounts have been added to the "Balances" worksheet to allow easier comparison to end of year balances in each area.
- 4. Federal Financial Assistance Grants (FAG) has been adjusted as per the advice from the NSW Government for 2015, with no indexation until 2018, as per the proposed Federal Budget figures.
- 5. Employee costs have been indexed to the NSW Local Government Award indexation figures for 2016 through 2017, and left at the 2017 figure for the period beyond this year.
- 6. Rates income indexation (based on rate pegging limit) has been changed to 2.3% to reflect the actual figure for 2015, and assumed to remain at this level beyond this year.
- 7. Waste capital grants under the EPAs Better Waste Fund have been revised based on written advice for 2015 to 2017, and assumed as ongoing capital grants fixed at 2017 rate with no indexation, as is the case for the EPA Waste Levee assumptions.
- 8. Indexation of 2.4% has been applied to depreciation and infrastructure replacement cost figures for 2015, then indexation of 2.5% applied beyond this year.
- 9. Developer contributions income, including Heavy Haulage, has been distributed to the relevant budget areas based on 2014 actual income received, and indexation of 2.65% has been applied in 2016 and beyond in line with the latest indexation figures that apply to developer contributions plans.
- 10. The employee costs associated with wages (outdoor) employees has been changed in 2016 and beyond to calculate the on-cost recoveries and associated on-costs based on the wages estimates in the individual budget areas, rather than as an indexed historic cost.
- 11. Internal plant hire income estimates have been changed in 2016 and beyond to calculate the estimated income based on the internal plant hire estimates in the individual budget areas

- 12. Rehabilitation liabilities for Quarries and Landfills have been reviewed and incorporated into the financial model such that they are linked to associated rehabilitation expenditure to ensure that the liability and associated depreciation figures are calculated at the end of each year.
- 13. Legal expenses have been reduced in the relevant budget areas to reflect ongoing area of costs being significantly below budget.
- 14. The fees and charges in Building Control Budget have been set at standard income indexation; there was a significant increase of 10% per year in the existing budget estimates.
- 15. The rental costs associated with the Art Gallery building have been reduced to zero in 2017 to reflect the transfer in location to the KMI Hall.
- 16. Road related capital grants have been reviewed as follows;
- 17. Roads to Recovery funding for 2015 adjusted to match written advice, with this figure doubling in 2016, then reducing back to 2015 figure for 2017 and 2018, and indexation of 3% has been applied beyond this year. This funding is split between Bridges, Rural Local Roads and Urban Streets based on historic apportionment.
- 18. The Regional Roads Block Grant figure for 2015 has been adjusted to match written advice, with indexation of 3% beyond this year.
- 19. The Regional Road Repair Program funding has been reduced in 2016 and fixed until 2020, with 3% indexation applied beyond this year. This is in line with the proposed changes the RMS have advised Council they intend to proceed with.
- 20. Black Spot funding has been assumed at \$300,000 for 2016, with indexation at 3% beyond this year. This reflects historic averages, as well as the advice received that this program has been provided with additional funding and changed guidelines which should make access to funding easier for rural Councils. This funding is split between Regional Roads and Rural Local Roads.
- 21. Funding under the Federal Timber Bridge Replacement Program has been left as per budget for 2015, with an amount of \$250,000 assumed for 2016 to 2019, with 3% indexation applied beyond this year.
- 22. Other capital grant funding has been added to Rural Local Roads and Regional Roads budgets to reflect opportunities for funding under new programs such as the Fixing Country Roads Program through the NSW government. A total of \$250,000 has been allocated in 2016, with indexation at 3% beyond this year.
- 23. Street lighting costs have been reduced to \$95,000 in 2016 to reflect the reduced annual costs in the last two years after the energy efficient lighting retrofit completed by Essential Energy.
- 24. Plant operating costs such as fuel, stores and materials have been calculated based on the percentage of the total plant income for each year starting 2016, using 2015 as the base year to establish the ratios of 13.103% for fuel, 2.62% for materials, and 0.3275% for materials.
- 25. The Domestic Waste Share of Other Waste costs have been recalculated to include 50% of all costs in the Other Waste budget area, including capital works. Previously capital works were split between the two separate budget areas, but they are now all included in the Other Waste budget, and the Domestic Waste share needs to be accounted for.

- 26. State Highways activity assumptions are as follows from 2016 onwards;
- 27. Existing contractual arrangements remain in place for the 20 year period, noting that this would likely change if the Joint Regional Councils proposed in the Independent Local Government Review Panel Report were implemented.
 - a. Maintenance activities funding to be reduced and calculated as follows;
 - i. income at \$900,000 indexed at 3%
 - ii. profit on maintenance works at nominal 7.5% for risk
 - b. Ordered Works activities at the average of the last four years;
 - i. Income at \$3,000,000 per year indexed at 3%
 - ii. Profit on Ordered Works at 10% of income
 - c. Internal project management fees charged at 12.5% of actual costs
- 28. Depreciation figures for 2015 have been updated to actuals as per end of year asset valuation process outcomes.
- 29. Infrastructure asset replacement cost figures have been added to the Financial Indicators sheet for each asset group, note that this excludes land which was previously included, as land is not depreciable or considered part of the Infrastructure Asset stock for this purpose.
- 30. Infrastructure Backlog has been calculated for 2015 as part of the annual asset valuation process assuming any assets in condition 4 or 5 are considered "unsatisfactory", and the estimated costs to bring these assets to satisfactory standard (AKA the Infrastructure Backlog) is equivalent to the Accumulated Depreciation for these assets in conditions 4 or 5. This means that any assets that require maintenance work are still considered to be "Satisfactory" to the local community. Council has implemented this on the basis of sample assessments of assets included in condition 3, and the level of customer requests associated with these assets, to determine that the community expectations are aligned with this assumption. These figures are added to the Financial Indicators sheet for each asset group. The condition assessment scale Council has applied is as per Table 3 below;

Infrastr	Infrastructure Asset Condition Assessment					
1	Excellent	Excellent No work required (normal maintenance)				
2	Good	Good Only minor maintenance work required				
3	Average	Maintenance work required				
4	Poor	Renewal required				
5	Very Poor	Urgent renewal/upgrading required				

Table 3. Asset Condition Rating Scale

- 31. The project management recoveries in the Infrastructure Works Administration budget have been calculated based on the expenditure estimates in the Regional Roads and State Highways budget areas, excluding Regional Roads Capital expenditure.
- 32. Once all other assumptions had been included in the model, the transfers from the plant fund and state highways were adjusted to ensure that the minimum reserve levels were maintained in all areas.

- 33. Additional field added to allow transfers from Quarries to Rural Local Roads Capital income budget area
- 34. Additional indexation added to Assumptions to allow indexation of Other Waste charges separately to Domestic Waste charges.
- 35. The annual depreciation figures in the relevant budget areas were adjusted from the date of proposed disposal
- 36. The infrastructure backlog was adjusted to take into account any backlog reduction associated with disposals
- 37. The asset stock was adjusted to take into account the reduction in assets at replacement cost associated with disposals
- 38. Operational costs were adjusted in areas where the disposal meant reduced maintenance needs or income reductions
- 39. Projected population growth was adjusted in Scenarios 5 and 6 to 0.24% per year for the full period, which resulted in a population of just above the 10,000 minimum identified by the NSW Government in their Fit For the Future documentation.

ATTACHMENT A - Detailed Scenario Comparison Table

Group	Item	Scenario 1 (Base Case)	Scenario 2 (adjusted Base Case)	Scenario 3 (Ideal Expenditure Case)	Scenario 4 (Compromised Ideal Case)	Scenario 5 (Reduced Service Levels)	Scenario 6 (Balanced Service Levels)	Adopted Scenario
Revenue	Borrowings	Water Fund \$2.3M in 2015 at 3.1% over 10 years under LIRS program, Other Waste \$300k in 2015 at 9% over 11 years	as per Scenario 1	As per Scenerio 1 with additional borrowings in the General fund area, \$40M in 2016, \$40M in 2020 and \$30M in 2024, all at 3.1% over 10 years assuming LIRS funding or equivalent borrowings subsidy	As per Scenerio 1 with additional borrowings in the General fund area, \$30M in 2016, \$10M in 2022, both at 3.1% over 10 years assuming LIBS funding or	As per Scenerio 1 with additional borrowings in the General fund		as per Scenario 5
Revenue	General Rates	Indexation assumed at 3% for full 20 year period	Indexation assumed at 2.3% for full 20 year period (as per 2015 rate pegging)	5% in 2023 and 2024, then 3.6%		9% increases in 2016 to 2018, then 8% in 2019, then 7% in 2020 to 2022, then 2.3% from 2023 onwards	as per Scenario 5	10.34% increase in 2016, then 5.5% for 2017 to 2020, then 2.3% for 2021 onwards
Revenue	Domestic Waste Charges	Indexation assumed at 3% for full 20 year period	as per Scenario 1	2% increases in 2016 to 2020, then 1.8% in 2021 to 2026, then 1.5% from 2027 onwards	3% increase in 2016, then 2% from 2017 onwards	0% in 2016 and 2017, then 2% from 2018 onwards	as per Scenario 5	as per Scenario 5
Revenue	Other Waste Charges	Indexation assumed at 3% for full 20 year period	as per Scenario 1	5% increases in 2016 to 2019, then 4% in 2020 to 2022, then 3% from 2023 onwards	as per Scenario 3	3% in 2016 to 2024, then 2.3% from 2025 onwards	as per Scenario 5	as per Scenario 5
Revenue	Stormwater Charges	Fixed \$25 charge assumed for full period with no indexation	as per Scenario 1	300% increase (\$75 average) in 2016, then 2.3% from 2017 onwards	300% increase in 2016, then 3% from 2017 onwards	250% in 2016, then 2.3% from 2017 onwards	250% in 2016, then 3% in 2017 to 2020, then 2.3% from 2021 onwards	as per Scenario 5
Revenue	Water Charges	5% increases in 2016 to 2018, then 4% for 2019 to 2021, then 3% from 2022 onwards	as per Scenario 1	5% increases in 2016 to 2021, then 3% from 2022 onwards	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Revenue	Sewer Charges	Indexation assumed at 3% for full 20 year period	as per Scenario 1	3% increase in 2016, then 4% in 2017 and 2018, then 5% in 2019 to 2025, then 4% in 2026, then 2.5% in 2027 to 2030, then 2% from 2031 onwards	3% increase in 2016 to 2018, then 4% in 2019 to 2026, then 3% from 2027 onwards	as per Scenario 1	as per Scenario 3	as per Scenario 3

Group	Item	Scenario 1 (Base Case)	Scenario 2 (adjusted Base Case)	Scenario 3 (Ideal Expenditure Case)	Scenario 4 (Compromised Ideal Case)	Scenario 5 (Reduced Service Levels)	Scenario 6 (Balanced Service Levels)	Adopted Scenario
Other	Asset valuation Fees	\$15k every third year	as per Scenario 1	Changed to \$20k every fifth year starting 2019, and \$2,000 for the years between to match revaluation frequency and costs for land and buildings	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Other	Cemeteries Capital	\$22k in 2015 then nil	as per Scenario 1	\$5k per year indexed from 2016, pluss additional \$80k for Kyogle cemetery extension in 2025	as per Scenario 3	as per Scenario 3	as per Scenario 5	as per Scenario 3
Other	Community Buildings Capital	\$22.5k per year indexed, plus revote for KMI Hall	as per Scenario 1	\$80k per year indexed from 2016, takes into acocunt impact of additional buildings on crown reserves, capital improvements to KMI totaling \$500k in two separate stages in 2018 and 2019 with assumed subsidy of 50%	\$60k per year indexed from 2016, takes into acocunt impact of additional buildings on crown reserves, capital improvements to KMI totaling \$500k in two separate stages in 2018 and 2019 with assumed subsidy of 50%	\$40k per year indexed from 2016, disposal of Cedar Point Hall, Horseshoe Creek Hall and Grove House in 2018, with a reduction in assets of \$1.3M, disposal costs of \$40k for the two halls and income on disposal for Grove House of \$250k, reduction in annual depreciation of \$23,700.	as per Scenario 5 but with additional capital improvements to the KMI totalling \$600k in two separate stages in 2025 and 2026 with assumed subsidy of 50%	as per Scenario 6
Other	Community Buildings Capital - Energy Efficiency	Nil	as per Scenario 1	\$35k in 2016 for Administration building energy efficiency improvements, reduction in electricty costs in operating budget from \$35k per year to \$20k per year indexed from 2017	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Other	Community Buildings Maintenance	\$258k per year indexed	as per Scenario 1	Increased by \$20k per year indexed from 2016 to provide funding for buildings on Council controlled Crown Reserves	Increased by \$10k per year indexed from 2016 to provide funding for buildings on Council controlled Crown Reserves	reduced by \$15k due to disposals	as per Scenario 5, but additional operational expenditure of \$7,500 per year indexed for buildings on Crown Reserves	as per Scenario 6
Other	Depot Improvements	\$90k per year indexed	as per Scenario 1	reduced to \$50k per year to match depreciation	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Other	Emergency services Capital	Nil	as per Scenario 1	\$150k in 2016 for Kyogle RFS HQ land purchase	Nil	Nil	Nil	Nil
Other	Futures Funding/Economic Dev	\$40k per year with no indexation	as per Scenario 1	reduce to \$10k per year	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Other	Libraries Capital	\$20k in 2015, then \$5k per year indexed	as per Scenario 1	\$15k per year indexed from 2016	\$10k per year indexed from 2017	as per Scenario 1	as per Scenario 1	as per Scenario 1
Other	Libraries Capital - Energy Efficiency	Nil	as per Scenario 1	\$22k in 2016 for Library building energy efficiency improvements, reduction in electricty costs in operating budget from \$11k per year to \$7k per year indexed from 2017	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Other	Parks and Gardens Capital	\$40k per year with no indexation	as per Scenario 1	\$70k per year with indexation	\$50k per year with indexation	\$40k per year with indexation	as per Scenario 5	as per Scenario 5
Other	Planning Consultants	\$13k per year indexed	as per Scenario 1	\$13k for 2016 to 2018 then nil	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Other	Pre Schools Capital	\$15k in years 2016 and 2017 only, nil all other years	as per Scenario 1	\$32k per year indexed from 2016	\$25k per year indexed from 2017	\$15k per year indexed from 2018	as per Scenario 5	as per Scenario 5
Other	Pre-schools Contributions	\$6k per year indexed	as per Scenario 1	\$10k per year indexed from 2016	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3

Group	ltem	Scenario 1 (Base Case)	Scenario 2 (adjusted Base	Scenario 3 (Ideal Expenditure	Scenario 4 (Compromised Ideal	Scenario 5 (Reduced Service	Scenario 6 (Balanced Service	Adopted Scenario
Group	item	Scenario I (base case)	Case)	Case)	Case)	Levels)	Levels)	Adopted Stellario
Other	Quarry Establishment	\$20k per year not indexed	\$20k per year not indexed	establish new quarry over 2023- 2024 total cost \$500k, and subsequent increase in quarry rehabilitation liability of \$100,000 in 2025	as per Scenario 3	Nil	Nil	Nil
Other	Quarry Restoration	\$325k total between 2015 and 2021	as per Scenario 1	\$10k per year indexed from 2016	as per Scenario 3	\$10k indexed from 2016 to 2021, then \$5k indexed from 2022 onwards	as per Scenario 5	as per Scenario 5
Other	Stormwater Capital	Average \$198k/y in capital improvements, including Kyogle Flood Modification Works and 2 voluntary purchases	Average \$209k/y in capital improvements, including Kyogle Flood Modification Works and \$400k for 2 voluntary purchases	Flood Modification Works (80% subsidy), plus \$2M for 10 highest priority voluntary purchases (80%	Average \$270k/y in capital improvements, including Kyogle Flood Modification Works (80% subsidy), plus \$2M for 10 highest priority voluntary purchases (80% subsidy)	Average \$220k/y in capital improvements, including Kyogle Flood Modification Works (80% subsidy), plus \$1M for 5 highest priority voluntary purchases (80% subsidy)	as per Scenario 5	as per Scenario 5
Other	Stormwater Capital Flood Studies	Nil	as per Scenario 1	Flood studies for Bonalbo and Tabulam \$50k each in years 2017 and 2020, assuming 80% subsidy	as per Scenario 3	Nil	as per Scenario 3	as per Scenario 3
Other	Swimming Pools Capital	\$20k per year not indexed	as per Scenario 1		\$60k per year indexed from 2016 to 2020, then reduced to \$40k per year indexed	\$40k per year indexed from 2016	as per Scenario 5	as per Scenario 5
Other	Swimming Pools Capital - Energy Efficiency	Nil	as per Scenario 1	\$40k in 2016 for Kyogle \$10k for Bonalbo and \$10k for Woodenbong for energy efficiency improvements, reduction in electricty costs in operating budget from \$22k to \$13k (Kyogle) \$11k to \$8k (Bonalbo and Woodenbong) per year indexed from 2017	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3

Group	Item	Scenario 1 (Base Case)	Scenario 2 (adjusted Base	Scenario 3 (Ideal Expenditure	Scenario 4 (Compromised Ideal	Scenario 5 (Reduced Service	Scenario 6 (Balanced Service	Adopted Scenario
0.040			Case)	Case)	Case)	Levels)	Levels)	
Roads and Bridges	Bridges Capital	Average \$1.2M/year over 20 year program	as per Scenario 1	\$4.5M indexed per year over 10 years to eliminate timber bridges	\$2.25M indexed per year over 20 years to eliminate timber bridges	513, 191-1448, 199-6803, 199- 2229 6-250 73-4457 37-4322)	as per Scenario 5, but no additional maintenance expenditure for use of ply decking	as per Scenario 6
Roads and Bridges	Bridges Maintenance	Average \$822k/year over 20 year program	Average \$818k/year over 20 year program	stepped reduction in maintenance costs down to \$100k indexed per year after 10 years	stepped reduction in maintenance costs down to \$100k indexed per year after 20 years	year indexed for 10 years, maintenance costs reduced by \$18,000 steps each year for ply decks and incrementatly for reduced number of timber bridges down to minimum of	stepped reduction in maintenance costs down to \$204k indexed per year after 20 years recognising the reduction in timber bridges, with any ply decking to be funded from this budget	as per Scenario 6
Roads and Bridges	Regional Capital Bridges	Assumes all replaced by 2023, but no additional \$300k grant from RMS for 50% of Minneys bridge	as per Scenario 1	Add RMS grant of \$300k for Mineys Bridge, assume 50% subsidy under Timber Bridges Program for remaining 4 structures, 1 in 2018, 2 in 2018 and 1 in 2019	as per Scenario 1, but including RMS subsidy of \$300k for Minneys Bridge	replacement of remaining structures so that 1 is replaced in	as per Scenario 5, with remaining four bridge replacements in 2020, 2025, 2030, and 2034	as per Scenario 6
Roads and Bridges	Regional Capital Initial Sealing	Nil	as per Scenario 1	\$5.25M over years 2-4 for total 15km initial seals	\$1.75M over years 2-4 for total 5km initial seals	Nil	Nil	Nil
Roads and Bridges	Regional Capital Reconstructions	Average \$516k per year for the next four years	as per Scenario 1	\$1.64M per year indexed, allows reconstruction every 25 years (Total 117km)	\$1.37M per year indexed, allows reconstruction every 30 years (Total 117km)	\$1.02M per year indexed, allows reconstruction every 40 years (Total 117km)	as per Scenario 5	as per Scenario 5
Roads and Bridges	Regional Capital Reseals	Average \$254k per year for the next four years	as per Scenario 1	\$490k per year indexed, allows reseal every 10 years (Total 117km)	\$410k per year indexed, allows reseal every 12 years, (Total 117km)	\$328k per year indexed, allows reseal every 15 years, (Total 117km)	as per Scenario 5	as per Scenario 5

Group	Item	Scenario 1 (Base Case)	Scenario 2 (adjusted Base Case)	Scenario 3 (Ideal Expenditure Case)	Scenario 4 (Compromised Ideal Case)	Scenario 5 (Reduced Service Levels)	Scenario 6 (Balanced Service Levels)	Adopted Scenario
Roads and Bridges	Regional Maintenance cleaning drains		as per Scenario 1	\$86k per year indexed, allows to clean drains every 4 years, (Total 132km)	as per Scenario 3	\$57k per year indexed, allows to clean drains every 6 years, (Total 132km)		
Roads and Bridges	Regional Maintenance shoulder grading		as per Scenario 1	\$160k per year indexed, allows to shoulder grade every 5 years, (Total 200km)	\$114k per year indexed, allows to shoulder grade every 7 years, (Total 200km)	\$114k per year indexed, allows to shoulder grade every 7 years, (Total 200km)		
Roads and Bridges	Regional Maintenance pothole patching	\$744k per year indexed	as per Scenario 1	\$145k per year indexed, allows pothole patching 97 days per year, reduces to \$75k per year (50 days) over five years from 2016	\$145k per year indexed, allows pothole patching 97 days per year, reduces to \$98k per year (65 days) over five years from 2017	\$120k per year indexed, allows pothole patching 80 days per year	Total maintenance costs fixed at \$744k per year without indexation from 2016 to 2023, then indexation from 2024	as per Scenario 6
Roads and Bridges	Regional Maintenance slashing		as per Scenario 1	\$195k per year indexed, allows slashing 3 times per year (108km)	as per Scenario 3	\$130k per year indexed, allows slashing 2 times per year (108km)	onwards	
Roads and Bridges	Regional Maintenance other		as per Scenario 1	\$125k per year indexed, for minor and miscelaneous	as per Scenario 3	as per Scenario 3		
Roads and Bridges	Regional Maintenance grading unsealed roads		as per Scenario 1	\$64k per year indexed, allows for grading 2 times per year (Total 15km), reduce to zero after initial seal	\$64k per year indexed, allows for grading 2 times per year (Total 15km), reduce to \$43k after initial seal of 5km	\$64k per year indexed, allows for grading 2 times per year (Total 15km)	-	
Roads and Bridges	Rural Bus Shelters	\$15k per year not indexed	as per Scenario 1	\$15k for 2016 to 2018 then nil	as per Scenario 3	Nil after 2015	as per Scenario 5	as per Scenario 5
Roads and Bridges	Rural Capital Initial Sealing	Nil	as per Scenario 1	\$6.2M over 5 years from 2016, for total 26km initial seals, (Afterlee/Dam Access 7.2km, Collins Creek to Killaloe 3.3km, Hillyards to Boorabee 2.5km, Williams to Barnes 2.12km, Lillan Rock 3.1km, Brays Road 1.9km, Collins Creek Killaloe to Collins Valley 3.2km, Lynches Creek to Warrazambil 2.8km)	\$4.8M over 5 years from 2016, for total 20km initial seals, (Afterlee/Dam Access 7.2km, Collins Creek to Killaloe 3.3km, Hillyards to Boorabee 2.5km, Williams to Barnes 2.12km, Lillian Rock 3.1km, Brays Road 1.9km)	nil	\$3.3M over 3 years from 2016, for total 13km initial seals, (Afterlee/Dam Access 7.2km, Collins Creek to Killaloe 3.3km, Hillyards to Boorabee 2.5km) then \$400k per year indexed from 2019 onwards	as per Scenario 6
Roads and Bridges	Rural Capital Reseals	Average \$245k per year over the next four years, then \$270k per year indexed	as per Scenario 1	\$651k per year indexed, allows reseal every 12 years (Total 217km)	\$520k per year indexed, allows reseal every 15 years (Total 217km)	\$458k per year indexed, allows reseal every 15 years, assumes reduction in sealed roads by 26km (Total 191 km) (Culmaran Creek, Duck Creek, Tunglebung, Durhams not to be resealed) also reducing the backlog by \$1.2M, asset base by \$910k and annual depreciation by \$23k	as per Scenario 5	\$458k per year indexed, allows reseal every 17 years, (Total 217km)
Roads and Bridges	Rural Capital Resheeting	Nil	as per Scenario 1	\$1.08M per year indexed, allows resheeting every 15 years, (Total 806km)	\$806k per year indexed, allows resheeting every 20 years, (Total 806km)	\$666k per year indexed, allows resheeting every 25 years, (Total 832km)	as per Scenario 5	\$666k per year indexed, allows resheeting every 24 years, (Total 806km)
Roads and Bridges	Rural Capital Sealed Roads Reconstructions	Average \$517k per year for the next four years, then average of \$474k per year after this	as per Scenario 1	\$2.08M per year indexed, allows reconstruction every 25 years (Total 217km)	\$1.49M per year indexed, allows reconstruction every 35 years (Total 217km)	\$1.31M per year indexed, allows reconstruction every 35 years, assumes reduction in sealed roads by 26km (Total 191 km) (Culmaran Creek, Duck Creek, Tunglebung, Durhams not to be resealed) also reducing the backlog by \$1.2M	as per Scenario 5	\$1.31M per year indexed, allows reconstruction every 40 years, (Total 217 km)

Group	Item	Scenario 1 (Base Case)	Scenario 2 (adjusted Base Case)	Scenario 3 (Ideal Expenditure Case)	Scenario 4 (Compromised Ideal Case)	Scenario 5 (Reduced Service Levels)	Scenario 6 (Balanced Service Levels)	Adopted Scenario
Roads and Bridges	Rural Capital Self Help Program	\$106k per year indexed, assumes 50% contributions	\$106k per year indexed, assumes 50% contributions	Nil	Nil	Nil	Nil	Nil
Roads and Bridges	Rural Maintenance Sealed cleaning drains		as per Scenario 1	\$82k per year indexed, allows to clean drains every 8 years, (Total 250km)	as per Scenario 3	\$55k per year indexed, allows to clean drains every 10 years, assumes reduction in sealed roads by 26km (Total 210km)		
Roads and Bridges	Rural Maintenance Sealed shoulder grading	Average \$526k per year for the	as per Scenario 1	\$130k per year indexed, allows to shoulder grade every 10 years, (Total 325km)	as per Scenario 3	\$92k per year indexed, allows to shoulder grade every 12 years, assumes reduction in sealed roads by 26km (Total 275km)	Total maintenance costs fixed at \$547k per year without indexation from 2016 to 2023,	as per Scenario 6
Roads and Bridges	Rural Maintenance Sealed pothole patching	ext four years as p as p as p as p as p as p as p as	as per Scenario 1	\$105k per year indexed, allows pothole patching 70 days per year, reduces to \$68k per year (45 days) over five years from 2016	\$105k per year indexed, allows pothole patching 70 days per year, reduces to \$90k per year (60 days) over five years from 2017	\$105k per year indexed, allows pothole patching 70 days per year	then indexation from 2024 onwards	
Roads and Bridges	Rural Maintenance Sealed slashing		as per Scenario 1	\$195k per year indexed, allows slashing 1.5 times per year (217km)	as per Scenario 3	\$130k per year indexed, allows slashing 1 times per year (217km)		
Roads and Bridges	Rural Maintenance Sealed other		as per Scenario 1	\$50k per year indexed, for minor and miscelaneous	as per Scenario 3	as per Scenario 3		
Roads and Bridges	Rural Maintenance Unsealed other		as per Scenario 1	\$50k per year indexed, for minor and miscelaneous	as per Scenario 3	as per Scenario 3		
Roads and Bridges	Rural Maintenance Unsealed grading Arterial		as per Scenario 1	\$367 Per year indexed, allows grading Arterial Roads 2 times per year (Total 86km)	as per Scenario 3	as per Scenario 3		
Roads and Bridges	Rural Maintenance Unsealed grading Collector	Average \$1.5M per year for the	as per Scenario 1	\$497k Per year indexed, allows grading Collector Roads 1 time per year (Total 233km)	as per Scenario 3	as per Scenario 3	Total maintenance costs fixed at \$1.5M per year without indexation from 2016 to 2023,	as per Scenario 6
Roads and Bridges	Rural Maintenance Unsealed grading Feeder	next four years	as per Scenario 1	\$435k Per year indexed, allows grading Feeder Roads 1 time per year (Total 204km)	as per Scenario 3	\$218k Per year indexed, allows grading Feeder Roads once every 2 years (Total 204km)	then indexation from 2024 onwards	
Roads and Bridges	Rural Maintenance Unsealed grading Residential		as per Scenario 1	\$302k Per year indexed, allows grading Residential Access Roads once every 2 years (Total 283km)	as per Scenario 3	\$165k Per year indexed, allows grading Residential Access Roads once every 4 years (Total 309km)		
Roads and Bridges	Urban Capital Footpaths	Average \$38k per year over the next four years, then \$36k per year indexed	as per Scenario 1	additional \$1.3M or \$130k per year indexed over 10 years to implement all outstanding PAMP projects	additional \$1.3M or \$65k per year indexed over 20 years to implement all outstanding PAMP projects	\$45k per year indexed from 2016	as per Scenario 4	as per Scenario 4
Roads and Bridges	Urban Capital Initial Seals	\$85k per year over the next four years, then Nil	as per Scenario 1	\$1.75M or \$175k per year indexed over 10 years for total 7km initial seals	\$750k or \$75k per year indexed over 10 years for total 3km initial seals	as per Scenario 1	as per Scenario 1	as per Scenario 1
Roads and Bridges	Urban Capital Kerb and Guttering	Average \$32k per year over the next four years, then \$48k per year indexed	as per Scenario 1	\$1.4M or \$140k per year indexed over 10 years for priority extensions of kerb and guttering	\$1.4M or \$70k per year indexed over 20 years for priority extensions of kerb and guttering	as per Scenario 1	as per Scenario 4	as per Scenario 4
Roads and Bridges	Urban Capital Reconstructions	Average \$216k per year over the	as per Scenario 1	\$594k per year indexed, allows reconstruction every 25 years (Total 53km)	\$495k per year indexed, allows reconstruction every 30 years (Total 53km)	\$297k per year indexed, allows reconstruction every 50 years (Total 53km)	as per Scenario 5	as per Scenario 5
Roads and Bridges	Urban Capital Reseals	next four years, then \$161k per year indexed	as per Scenario 1	\$223k per year indexed, allows reseal every 10 years (Total 53km)	\$148k per year indexed, allows reseal every 15 years (Total 53km)	\$90k per year indexed, allows reseal every 20 years (Total 53km)	as per Scenario 5	as per Scenario 5

Group	Item	Scenario 1 (Base Case)	Scenario 2 (adjusted Base Case)	Scenario 3 (Ideal Expenditure Case)	Scenario 4 (Compromised Ideal Case)	Scenario 5 (Reduced Service Levels)	Scenario 6 (Balanced Service Levels)	Adopted Scenario
Sewer	Sewer Capital	\$247k per year indexed	as per Scenario 1	Sewer villages of Tabulam (\$2.7M), Wianagaree (\$2M) and Mallanganee (\$1.9M) between years 2025 and 2029, assume 50% subsidy, operational costs increase by \$214k first year after completion, with additional rate base	Sewer villages of Tabulam (\$2.7M)and Wianagaree (\$2M) between years 2025 and 2029, assume 50% subsidy, operational costs increase by \$153k first year after completion, with additional rate base	as per Scenario 1	as per Scenario 3	as per Scenario 3
Waste	Other Waste Capital Improvements	\$303k total between 2015 to 2017, then Nil	\$636k total (includes revotes) between 2015 to 2017, then Nil	as per Scenario 2	as per Scenario 2	as per Scenario 2	as per Scenario 2	as per Scenario 2
Waste	Other Waste Cell Construction	\$40k in 2015 then \$29k in 2020	as per Scenario 1	as per Scenario 1	as per Scenario 1	as per Scenario 1	as per Scenario 1	as per Scenario 1
Waste	Other Waste Operational Transfer Stations	\$94k per transfer station per year operating costs indexed	as per Scenario 1	as per Scenario 1	as per Scenario 1	Rationalisation of transfer station facilities servicing the Bonalbo, Tabulam and Mallanganee areas with a view to providing one facility to service the area, reduced operational costs of \$61k from 2018 onwards	as per Scenario 5	as per Scenario 5
Waste	Other Waste Operations Landfills	\$768k per year for Kyogle and \$190k per year for Woodenbong, indexed	as per Scenario 1	closure of Woodenbong Landfill and conversion to transfer station, reduces operational costs to existing wages, \$85k for contractor and \$10k for monitoring per year indexed from 2017	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Waste	Other Waste Rehabilitation	\$52k in 2016, \$212k in 2020 and \$112k in 2021, then Nil	\$37k in 2015, 150k in 2016, \$174k in 2022, \$200k in 2028, \$232k in 2034	closure of Woodenbong and conversion to transfer station \$350k, assumes subsidised 100% by EPA in 2016	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Water	Water Capital	\$5.3M upgrade Kyogle Water Supply (assuming 50% subsidy), plus average \$54k per year in renewals between 2015 and 2024, then average \$234k renewals between 2015 and 2034	as per Scenario 1	As per Scenario 2 with additional \$250k in 2025 to replace Geneva Reservoir roof	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Water	Water Operational	\$70k per year indexed for contribution towards UMMWWS operational costs	as per Scenario 1	\$110k per year indexed for contribution towards UMMWWS operational costs	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3
Water	Water Operational	\$154k per year indexed for raw water operational costs	as per Scenario 1	additional \$50k per year indexed for raw water operational costs associated with new off-stream storage for Kyogle Water Supply	as per Scenario 3	as per Scenario 3	as per Scenario 3	as per Scenario 3

ATTACHMENT B - Projected Income and Expenditure and Financial Indicators (Adopted Scenario)

-Consolidated Funds

-General Fund Only

							20	YEAR LONG TE	ERM FINANCIA	L PLAN											
							FIN	ANCIAL SUSTA	INABILITY INDI	CATORS											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
perating Budget																					
perating Revenue																					
Rates and annual charges		7,665,579	8,358,091 6,135,973	8,742,321 6,333,431	9,163,903 6,730,554	9,616,962	10,093,548 6.946.678	10,376,223 7,174,107	10,651,340 7,394,962	10,934,531 7,622,731	11,226,065 7,857,635	11,523,753 8,096,937	11,816,183	12,094,526 8,585,084	12,379,485 8.837,279	12,671,219 9.096.912	12,969,889 9,364,203	13,267,603 9,637,330	13,572,229 9,918,484	13,883,929 10,207,901	14,202,8 10,505,8
Jser charges and fees Deerating grants and contributions		4,423,221 5,615,957	5,263,643	5,301,911	5,601,788	6,726,759 5,767,841	5,939,146	6,110,495	6,286,187	6,467,152	6,653,549	6,845,541	8,340,113 7,042,856	8,585,084 7,245,380	7,453,935	7,668,702	9,364,203 7,889,866	9,637,330 8,117,363	8,351,634	8,592,879	8,841,3
All other operating revenue		1,009,263	10,601,684	807,529	728,649	687,314	652,675	622,204	596,818	571,030	552,442	534,558	479,997	485,313	497,197	504,727	516,087	541,513	565,922	593,217	618,5
Total operating revenue		18,714,020	30,359,390	21,185,192	22,224,894	22,798,877	23,632,047	24,283,028	24,929,307	25,595,444	26,289,691	27,000,788	27,679,149	28,410,303	29,167,896	29,941,559	30,740,044	31,563,810	32,408,268	33,277,925	34,168,5
perating Expenses																					
Cost of services (excl interest and depreciation)		10,580,701	21,060,416	11,572,467 1,462,537	11,768,292	12,211,551	12,487,828 1,557,608	13,018,739 1,593,233	13,283,096	13,710,488 1,669,133	14,100,952 1,711,417	14,426,675 1,462,120	14,838,204 116,484	15,247,948 107,901	15,608,309	16,212,930	16,519,358	17,044,806	17,514,836	18,119,737	18,371,4
Borrowing costs Maintenance expense		(1,949,235) 4,858,776	(8,565,148) 4,467,703	4,471,589	1,490,683 4,463,051	1,520,721 4,458,974	4,457,628	4,458,913	1,628,992 4,462,737	4,469,016	4,552,041	4,637,642	4,727,433	4,821,407	83,237 4,919,562	83,237 5,021,903	83,237 5,262,315	83,237 5,376,453	83,237 5,494,916	83,237 5,617,735	83,2 5,744,9
Depreciation expense		7,717,872	7,896,266	8,083,120	8,255,583	8,458,345	8,666,162	8,879,162	9,097,472	9,319,065	9,548,612	9,783,892	10,025,049	10,272,228	10,525,582	10,782,482	11,048,579	11,321,321	11,600,874	11,887,409	12,181,1
Total Operating Expenses		21,208,114	24,859,237	25,589,713	25,977,609	26,649,591	27,169,226	27,950,047	28,472,297	29,167,702	29,913,022	30,310,329	29,707,170	30,449,484	31,136,689	32,100,552	32,913,489	33,825,817	34,693,863	35,708,119	36,380,7
Operating Surplus/(Deficit)		(2,494,094)	5,500,154	(4,404,521)	(3,752,716)	(3,850,714)	(3,537,179)	(3,667,019)	(3,542,990)	(3,572,258)	(3,623,331)	(3,309,541)	(2,028,021)	(2,039,181)	(1,968,793)	(2,158,993)	(2,173,445)	(2,262,008)	(2,285,595)	(2,430,193)	(2,212,20
Capital Budget		409,654																			
Capital grants and contributions		6,860,426	13,917,275	4,151,657	4,056,783	3,866,594	4,044,040	3,803,640	4,040,458	3,909,558	4,041,011	5,469,885	5,071,252	5,015,256	5,366,962	5,251,394	5,063,634	5,098,765	5,045,359	5,151,619	5,686,03
Receipts from asset sales Cashflow generated by annual depreciation charge		556,500 7,717,872	526,206 7,896,266	541,992 8.083,120	558,252 8,255,583	575,000 8.458.345	592,249 8.666,162	610,017 8,879,162	628,317 9.097,472	647,167 9.319.065	666,582 9,548,612	686,579 9,783,892	707,177 10.025.049	728,392 10.272.228	750,244 10.525.582	772,751 10,782,482	795,934 11.048.579	819,812 11.321.321	844,406 11.600.874	869,738 11.887.409	895,83 12.181.10
Total capital receipts	-	15,134,798	22,339,748	12,776,770	12,870,617	12,899,938	13,302,452	13,292,819	13,766,247	13,875,791	14,256,205	15,940,356	15,803,478	16,015,876	16,642,788	16,806,628	16,908,147	17,239,897	17,490,640	17,908,767	18,762,96
Capital Expenses																					
Renewal expenditure		11,018,076	16,553,604	9,014,838	9,077,270	9,493,561	10,022,665	9,691,642	10,283,756	10,111,093	10,398,286	11,778,020	11,025,591	11,289,380	12,103,780	11,927,773	12,849,073	13,098,867	13,205,027	13,515,801	14,716,80
Upgrade expenditure		3,906,422	4,786,270	1,586,970	1,586,275	893,309	886,487	909,174	932,443	956,308	980,786	2,792,107	2,740,090	2,468,791	2,498,229	2,528,424	1,239,394	1,271,160	1,303,741	1,337,160	1,371,43
Acquisition of non-infrastructure assets Total Capital Payments		81,159 15,005,657	69,472 21,409,347	71,209 10,673,017	72,990 10,736,534	74,814 10,461,684	76,685 10,985,837	78,602 10,679,417	80,567 11,296,765	82,581 11,149,982	84,645 11,463,717	86,762 14,656,888	88,931 13,854,611	91,154 13,849,325	93,433 14,695,443	95,769 14,551,966	98,163 14,186,630	100,617 14,470,644	103,132 14,611,900	105,711 14,958,671	108,35 16,196,59
Capital Surplus/(Deficit)		129,141	930,401	2,103,752	2,134,083	2,438,254	2,316,615	2,613,401	2,469,481	2,725,808	2,792,488	1,283,468	1,948,866	2,166,552	1,947,345	2,254,662	2,721,517	2,769,254	2,878,740	2,950,096	2,566,37
OVERALL SURPLUS/(DEFICIT)		(2,364,954)	6,430,554	(2,300,769)	(1,618,632)	(1,412,460)	(1,220,564)	(1,053,618)	(1,073,509)	(846,450)	(830,844)	(2,026,073)	(79,155)	127,371	(21,448)	95,669	548,072	507,246	593,145	519,903	354,17
	•																				,
Total Results from Summary Worksheet Check Total		2,364,954 0	(6,430,554) 0	2,300,769 0	1,618,632 (0)	1,412,460 0	1,220,564 0	1,053,618 (0)	1,073,509 0	846,450 0	830,844 0	2,026,073 (0)	79,155 0	(127,371) (0)	21,448 0	(95,669) (0)	(548,072) (0)	(507,246) (0)	(593,145) (0)	(519,903) 0	(354,174
Balance Sheet and related items (at year's end)																					
Total debt		3,290,798 350,765	12,628,919 1,434,852	11,556,669 1,462,537	10,420,698	9,217,443 1.520,721	7,912,918	6,530,574 1,593,233	5,142,869 1.628,992	3,666,741	2,097,261	725,769	663,250 116,484	604,440 107,901	565,750 83,237	524,209	479,606 83,237	431,716 83,237	380,296 83,237	325,087 83,237	265,80
Net Debt Servicing Costs (excluding loan proceeds) Infrastructure backlog	48,236,212	44,140,466	34,193,505	33.323.140	32,541,394	31.873.058	30.870.137	30.374.824	29,481,689	28,948,549	28,332,196	25,650,320	23,920,991	22,267,469	19.996.842	83,237 18.087.260	16.119.250	14,109,105	12.205.810	10,213,984	83,23
Infrastructure asset disposals (at replacement cost)		-275,000	0	0	-1,300,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Infrastructure assets incl buildings (at replacement cost)	443,077,045	457,892,316	474,125,894	487,566,011	502,641,436	516,100,782	529,889,788	544,046,207	558,579,805	573,500,608	588,818,910	606,331,489	624,229,866	642,304,404	660,860,243	679,910,173	698,147,322	716,872,164	736,097,710	755,837,312	776,104,68
Population growth projections Projected population (2011 census population was 9537)	9537	0.25%	0.25%	0.25%	0.25% 9633	0.25% 9657	0.25% 9681	0.25%	0.25%	0.25% 9754	0.25% 9778	0.25%	0.25%	0.25%	0.25% 9876	0.25%	0.25%	0.25%	0.25%	0.25%	0.259
Operating expenditure per person		1,615	2,663	1,670	1,685	1,726	1,750	1,801	1,824	1,864	1,908	1,945	1,991	2,037	2,079	2,145	2,194	2,253	2,307	2,374	2,40
Infrastructure stock per serson Total employee costs in budget		47,892 9,498,270	49,467 10.844,505	50,742 11,026,772	52,181 11,226,095	53,444 11,335,212	54,735 11,761,346	56,057 11.888.354	57,411 12,230,771	58,798 12,487,242	60,218 12,825,737	61,854 13,423,946	63,521 13,606,452	65,198 13,978,504	66,914 14,434,864	68,671 14,772,714	70,337 15,407,058	72,044 15,714,671	73,791 16.148.729	75,581 16,595,446	77,41
		0,400,210	10,011,000	11,020,112	11,220,000	11,000,212	11,101,010	11,000,004	12,200,111	12,401,242	12,020,101	10,420,040	10,000,402	10,010,004	14,404,004	14,112,114	10,401,000	10,114,011	10,140,120	10,000,410	17,270,70
Financial Sustainability Indicators (Targets) Total debt ratio (<50%)		17.58%	41.60%	54.55%	46.89%	40.43%	33,48%	26.89%	20.63%	14.33%	7 98%	2 69%	2.40%	2 13%	1.94%	1 75%	1.56%	1.37%	1 17%	0.98%	0.789
Debt service ratio (<10%)		1.87%	4.73%	6.90%	6.71%	6.67%	6.59%	6.56%	6.53%	6.52%	6.51%	5.42%	0.42%	0.38%	0.29%	0.28%	0.27%	0.26%	0.26%	0.25%	0.249
Infrastructure backlog ratio (<5%)		9.64%	7.21%	6.83%	6.47%	6.18%	5.83%	5.58%	5.28%	5.05%	4.81%	4.23%	3.83%	3.47%	3.03%	2.66%	2.31%	1.97%	1.66%	1.35%	0.939
Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%)		-42.76% -13.33%	-109.64% 18.12%	-11.53%	-9.95% -16.89%	-12.24% -16.89%	-15.65%	-9.15% -15.10%	-13.04% -14.21%	-8.50% -13.96%	-8.90% -13.78%	-20.38%	-9.98% -7.33%	-9.90% -7.18%	-14.99% -6.75%	-10.62% -7.21%	-16.30% -7.07%	-15.70% -7.17%	-13.83%	-13.70% -7.30%	-20.82 ⁰ -6.47 ⁰
Services provision per resident (>100%)		100%	165%	103%	104%	107%	108%	112%	113%	115%	118%	120%	123%	126%	129%	133%	136%	140%	143%	147%	1499
Infrastructure provision per resident (>80%)		100%	103%	106%	109%	112%	114%	117%	120%	123%	126%	129%	133%	136%	140%	143%	147%	150%	154%	158%	1629
Key to Worksheets		1		1-	frastructure Backl	og og of lung 2	0.2014			nfractructure A-	sets Replacement	Cost as at luss	20. 2014		г	1	nant of Infrast-	turo Accot Dica-	osals/Reductions		
Denotes Entered Values	1,234			in	Sewer	780,355	0, 2014			Sewer	29,078,988	JUSI AS AL JUNE	50, 2014		F	Rep Cost	Ann Dep		Disposal Cost	Year	
Denotes Calculated Values	1,234				Water	3,271,172				Water	21,740,231				Sewer	0	0	0	0		
Denotes Ratio Meeting Target Denotes Ratio Between Target and Red Zone	1,234 1,234				Stormwater Buildings	317,689 1.376.060				Stormwater Buildings	24,246,855 36,926,079				Water Stormwater	275,000	5,500	0	-275,000	2015	
Denotes Ratio between rarget and Red 20ne	1,234				Footpaths	326,740				Footpaths	3,169,020				Buildings	1,300,000	26,000	0	-210,000	2018	
				Roa	adside Furniture	0			Roa	dside Furniture	2,389,765				Footpaths	0	0	0	0		
					Urban Streets Rural Sealed	2,772,105 7,708,457				Urban Streets Rural Sealed	17,774,873 69,860,015				side Furniture Urban Streets	0	0	0	0		
					Rural Unsealed	6,655,508			1	Rural Unsealed	61,912,107				Rural Sealed	0	0	0	0		
					I Roads Bridges	19,331,680			Local	Roads Bridges	85,118,963			R	ural Unsealed	0	0	0	0		
						E 000 110			Decised Dec	do ond Dridooo	00.000.440				and Daidean	0	0				
				Regional Roa	ads and Bridges	5,696,446			Regional Roa	ds and Bridges	90,860,149				oads Bridges	0	0	0	0		
				Regional Roa	ads and Bridges TOTAL	5,696,446 48,236,212			Regional Roa	TOTAL	443,077,045			Regional Road		0 0 1,575,000	0	0	0 0 -485,000		

Indicative Impact on average rates associated wit	h any above rate negging variations
indicative impact on average rates associated with	any above rate pegging variations

indicative impact on average rates associated with any above rate pegging	vaniaciónio																			
Assumed rate pegging amount	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Total General Rates if rate pegging applied	5,142,259	5,260,531	5,381,523	5,505,298	5,631,920	5,761,454	5,893,968	6,029,529	6,168,208	6,310,077	6,455,209	6,603,678	6,755,563	6,910,941	7,069,893	7,232,500	7,398,848	7,569,021	7,743,109	7,921,200
Assumed total increase in general rates from model	2.30%	10.34%	5.50%	5.50%	5.50%	5.50%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Total General Rates income proposed in model	5,142,259	5,673,969	5,986,037	6,315,269	6,662,609	7,029,052	7,190,720	7,356,107	7,525,297	7,698,379	7,875,442	8,056,577	8,241,878	8,431,442	8,625,365	8,823,748	9,026,694	9,234,308	9,446,697	9,663,971
Total Rateable Assessments	5,133	5,146	5,159	5,172	5,185	5,197	5,210	5,224	5,237	5,250	5,263	5,276	5,289	5,302	5,316	5,329	5,342	5,356	5,369	5,382
Average per assessment under the rate peg	1,002	1,022	1,043	1,065	1,086	1,109	1,131	1,154	1,178	1,202	1,227	1,252	1,277	1,303	1,330	1,357	1,385	1,413	1,442	1,472
Average per assessment under proposed in model	1,002	1,103	1,160	1,221	1,285	1,352	1,380	1,408	1,437	1,466	1,496	1,527	1,558	1,590	1,623	1,656	1,690	1,724	1,760	1,795
Average impact of variation per year per assessment	0	80	117	157	199	244	249	254	259	264	270	275	281	287	293	299	305	311	317	324
Cumulative impact of variation over time	0	80	198	354	553	797	1,046	1,300	1,559	1,823	2,093	2,369	2,650	2,936	3,229	3,528	3,832	4,143	4,460	4,784
Cumulative above rate pegging increase (%)	0.00%	7.86%	11.23%	14.71%	18.30%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%
Stormwater at rate pegging	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000
Total Stormwater Revenue	45000	157500	162225	167091.75	172104.5025	177267.6376	181344.7932	185515.7235	189782.5851	194147.5846	198612.979	203181.0775	207854.2423	212634.8899	217525.4924	222528.5787	227646.736	232882.6109	238238.911	243718.4059
Total General Income at rate pegging	5,187,259	5,305,531	5,426,523	5,550,298	5,676,920	5,806,454	5,938,968	6,074,529	6,213,208	6,355,077	6,500,209	6,648,678	6,800,563	6,955,941	7,114,893	7,277,500	7,443,848	7,614,021	7,788,109	7,966,200
Total General Income Proposed	5,187,259	5,831,469	6,148,262	6,482,361	6,834,713	7,206,320	7,372,065	7,541,623	7,715,080	7,892,527	8,074,055	8,259,758	8,449,733	8,644,076	8,842,890	9,046,277	9,254,341	9,467,191	9,684,936	9,907,690
Total Increase in General Income (%)	0.00%	12.42%	5.43%	5.43%	5.44%	5.44%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%

									EAR LONG TERM F												
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Budget		2010	2010	2011	2010	2010	1010			1010			2020		1010	2020	1000	2001	2002	2000	2001
Operating Revenue Rates and annual charges User charges and fees Operating grants and contributions All other operating revenue Total operating revenue	-	5,286,526 3,660,006 5,525,878 703,429 15,175,839	5,921,154 5,339,151 5,171,153 10,501,879 26,933,337	6,235,918 5,499,113 5,206,616 749,292 17,690,939	6,567,666 5,856,960 5,502,947 662,832 18,590,405	6,917,324 5,809,484 5,664,994 611,045 19,002,849	7,285,867 5,983,540 5,832,110 563,882 19,665,399	7,455,636 6,162,812 5,999,080 518,344 20,135,872	7,629,375 6,347,456 6,171,032 474,852 20,622,715	7,807,179 6,537,633 6,348,115 431,677 21,124,603	7,989,141 6,733,509 6,530,482 390,895 21,644,026	8,172,892 6,932,288 6,718,289 348,243 22,171,712	8,360,868 7,136,956 6,911,702 289,847 22,699,373	8,553,168 7,347,688 7,110,887 281,581 23,293,323	8,749,891 7,564,663 7,316,016 278,318 23,908,888	8,951,138 7,788,068 7,527,267 272,705 24,539,178	9,157,015 8,018,093 7,744,823 266,537 25,186,467	9,367,626 8,254,934 7,968,873 270,505 25,861,938	9,583,081 8,498,795 8,199,611 277,986 26,559,474	9,803,492 8,749,884 8,437,236 285,677 27,276,289	10,028,972 9,008,416 8,681,954 293,584 28,012,927
Operating Expenses Cost of services (excl interest and depreciation) Borrowing costs Maintenance expense	_	8,416,746 (276,937) 4,369,776	18,875,221 (8,897,430) 3,966,304	9,428,686 1,125,392 3,940,417	9,598,879 1,148,373 3,918,325	9,987,423 1,172,927 3,900,348	10,216,639 1,203,990 3,884,746	10,701,744 1,233,430 3,871,411	10,811,847 1,262,621 3,860,241	11,281,551 1,295,788 3,851,142	11,611,854 1,330,665 3,918,396	11,920,701 1,345,636 3,987,823	12,280,917 0 4,061,027	12,626,532 0 4,137,989	12,835,301 0 4,218,696	13,472,775 0 4,303,144	13,653,630 0 4,391,331	14,106,792 0 4,483,265	14,502,654 0 4,578,956	15,031,457 0 4,678,423	15,089,069 0 4,781,687
Depreciation expense Total Operating Expenses	=	7,309,601 19,819,186	7,483,289 21,427,383	7,659,818 22,154,312	7,821,698 22,487,275	8,013,613 23,074,310	8,210,312 23,515,687	8,411,915 24,218,500	8,618,544 24,553,252	8,828,164 25,256,645	9,045,439 25,906,354	9,268,139 26,522,300	9,496,402 25,838,346	9,730,366 26,494,886	9,970,172 27,024,170	10,213,188 27,989,106	10,465,052 28,510,013	10,723,206 29,313,262	10,987,807 30,069,417	11,259,015 30,968,895	11,536,996 31,407,752
Operating Surplus/(Deficit)		(4,643,347) 23,063	5,505,954	(4,463,374)	(3,896,870)	(4,071,462)	(3,850,288)	(4,082,628)	(3,930,537)	(4,132,043)	(4,262,328)	(4,350,588)	(3,138,973)	(3,201,563)	(3,115,282)	(3,449,928)	(3,323,546)	(3,451,324)	(3,509,943)	(3,692,606)	(3,394,825)
Capital Budget Capital grants and contributions Receipts from asset sales Cashflow generated by annual depreciation charge Total capital receipts		5,277,572 556,500 7,309,601 13,143,673	12,387,219 526,206 7,483,289 20,396,714	4,146,467 541,992 7,659,818 12,348,277	4,051,455 558,252 7,821,698 12,431,405	3,861,125 575,000 8,013,613 12,449,738	4,038,427 592,249 8,210,312 12,840,988	3,797,878 610,017 8,411,915 12,819,810	4,034,542 628,317 8,618,544 13,281,404	3,903,487 647,167 8,828,164 13,378,818	4,034,778 666,582 9,045,439 13,746,799	4,803,487 686,579 9,268,139 14,758,206	4,404,685 707,177 9,496,402 14,608,264	4,348,514 728,392 9,730,366 14,807,272	4,700,042 750,244 9,970,172 15,420,458	4,584,291 772,751 10,213,188 15,570,230	5,056,342 795,934 10,465,052 16,317,328	5,091,280 819,812 10,723,206 16,634,297	5,037,676 844,406 10,987,807 16,869,889	5,143,732 869,738 11,259,015 17,272,485	5,677,942 895,830 11,536,996 18,110,768
Capital Expenses Renewal expenditure Upgrade expenditure Acquisition of non-infrastructure assets Total Capital Payments	_	10,578,089 1,599,306 <u>81,159</u> 12,258,554	16,290,329 1,724,726 <u>69,472</u> 18,084,527	8,744,831 1,575,126 71,209 10,391,166	8,799,850 1,574,123 72,990 10,446,962	9,194,221 880,841 74,814 10,149,877	9,700,485 873,695 76,685 10,650,864	9,361,212 896,049 78,602 10,335,863	9,944,865 918,976 <u>80,567</u> 10,944,408	9,742,737 942,492 82,581 10,767,810	10,020,491 966,610 <u>84,645</u> 11,071,747	11,054,284 1,371,347 <u>86,762</u> 12,512,392	10,544,276 1,316,718 <u>88,931</u> 11,949,925	10,795,701 1,042,740 <u>91,154</u> 11,929,595	11,548,720 1,069,430 <u>93,433</u> 12,711,582	11,358,452 1,096,804 <u>95,769</u> 12,551,024	12,265,123 1,124,880 <u>98,163</u> 13,488,166	12,499,912 1,153,677 <u>100,617</u> 13,754,205	12,590,679 1,183,212 <u>103,132</u> 13,877,024	12,885,665 1,213,506 <u>105,711</u> 14,204,881	14,070,474 1,244,576 <u>108,353</u> 15,423,403
Capital Surplus/(Deficit)	-	885,119	2,312,186	1,957,111	1,984,443	2,299,861	2,190,124	2,483,947	2,336,996	2,611,008	2,675,052	2,245,814	2,658,339	2,877,677	2,708,876	3,019,206	2,829,162	2,880,092	2,992,865	3,067,604	2,687,365
OVERALL SURPLUS/(DEFICIT)	=	(3,758,228)	7,818,140	(2,506,263)	(1,912,427)	(1,771,601)	(1,660,164)	(1,598,681)	(1,593,542)	(1,521,035)	(1,587,276)	(2,104,775)	(480,633)	(323,886)	(406,406)	(430,722)	(494,384)	(571,232)	(517,078)	(625,001)	(707,460)
Total Results from Summary Worksheet Check Total		3,758,228 0	(7,818,140) 0	2,506,263 0	1,912,427 (0)	1,771,601 0	1,660,164 0	1,598,681 (0)	1,593,542 0	1,521,035 0	1,587,276 (0)	2,104,775 0	480,633 0	323,886 0	406,406 (0)	430,722 (0)	494,384 (0)	571,232 0	517,078 (0)	625,001 0	707,460 0
Balance Sheet and related items (at year's end)	T	000.107	0.547.700	0 000 700	7 005 00 (0.004.040	5 04 4 505	1 000 074	0.750.070	0.570.000	1 010 101										
Total debt Net Debt Servicing Costs (excluding loan proceeds) Infrastructure backlog	44.184.685	290,437 23,063 41,176,976	9,517,786 1,102,570 32,536,997	8,696,782 1,125,392 31,477,846	7,825,604 1,148,373 30,499,579	6,901,016 1,172,927 29,641,039	5,914,595 1,203,990 28,455,045	4,866,374 1,233,430 27,769,099	3,753,973 1,262,621 26,677,517	2,570,936 1,295,788 25,958,636	1,313,494 1,330,665 25,149,244	0 1,345,636 23,306,158	0 0 22,182,579	0 0 21,150,438	0 0 19,565,937	0 0 18,361,419	0 0 16,457,944	0 0 14,515,849	0 0 12,684,266	0 0 10,767,970	0 0 7,881,403
Infrastructure asset disposals (at replacement cost) Infrastructure assets incl buildings (at replacement cost) Population growth projections	392,257,826	0 403,271,320 0.25%	0 415,077,829 0.25%	0 427,029,901 0.25%	-1,300,000 440,579,771 0.25%	0 452,475,106 0.25%	0 464,660,679 0.25%	0 477,173,244 0.25%	0 490,021,552 0.25%	0 503,214,582 0.25%	0 516,761,557 0.25%	0 531,051,942 0.25%	0 545,644,959 0.25%	0 560,328,823 0.25%	0 575,406,473 0.25%	0 590,888,439 0.25%	0 606,785,530 0.25%	0 623,108,845 0.25%	0 639,869,779 0.25%	0 657,080,029 0.25%	0 674,751,605 0.25%
Projected population (2011 census population was 9537) Operating expenditure per person Infrastructure stock per serson	9537	9561 1,337 42,179	9585 2,383 43,306	9609 1,391 44,442	9633 1,403 45,738	9657 1,438 46,856	9681 1,457 47,997	9705 1,502 49,167	9729 1,508	9754 1,551 51,592	9778 1,588 52,849	9803 1,623 54,175	9827 1,663 55,525	9852 1,702 56.877	9876 1,727 58,261	9901 1,795 59,680	9926 1,818 61,133	9951 1,868 62,621	9975 1,913 64,145	10000 1,971 65,706	10025 1,982 67,305
Total employee costs in budget		8,925,175	10,140,145	10,280,197	10,458,633	10,540,093	10,937,828	11,041,796	11,360,529	11,584,340	11,897,573	12,397,054	12,552,922	12,895,496	13,305,411	13,611,658	14,116,418	14,387,917	14,784,850	15,193,403	15,835,427
Financial Sustainability Indicators (Targets) Total debt ratio (<50%)		1.91%	35.34%	49.16%	42.09%	36.32% 6.17%	<u>30.08%</u> 6.12%	24.17%	18.20%	12.17%	6.07%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average)		-44.71%	4.09% 7.84% -117.69%	-14.17%	6.18% 6.92% -12.51%	6.55% -14.73%	6.12% -18.15%	-11.29%	5.44% -15.39%	5.16% -10.36%	4.87% -10.78%	4.39% -19.27%	4.07% -11.03%	3.77% -10.95%	3.40% -15.83%	3.11% -11.21%	2.71% -17.20%	2.33% -16.57%	1.98% -14.59%	1.64% -14.45%	1.17% -21.96%
Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%)		-30.60% 100% 100%	20.44% 178% 103%	-25.23% 104% 105%	-20.96% 105% 108%	-21.43% 108% 111%	<u>-19.58%</u> 109% 114%	-20.28% 112% 117%	-19.06% 113% 119%	-19.56% 116% 122%	-19.69% 119% 125%	-19.62% 121% 128%	-13.83% 124% 132%	-13.74% 127% 135%	-13.03% 129% 138%	-14.06% 134% 141%	-13.20% 136% 145%	-13.35% 140% 148%	-13.22% 143% 152%	-13.54% 147% 156%	-12.12% 148% 160%
IPart Financial Indicators Operating Balance Ratio (excl Capital) Unrestricted Current Ratio		-31% 4.41	20% 6.31	-25% 5.52	-21% 4.91	-21% 4.36	-20% 3.86	-20% 3.39	-19% 2.95	-20% 2.54	-20% 2.15	-20% 2.32	-14% 2.15	-14% 2.02	-13% 1.88	-14% 1.73	-13% 1.57	-13% 1.40	-13% 1.25	-14% 1.07	-12%
Rates and Annual Charges Ratio Debt Service Ratio Broad Liabilities Ratio		26% 0.15% 203%	15% 4.09% 107%	29% 6.36% 184%	29% 6.18% 169%	30% 6.17% 160%	31% 6.12% 145%	31% 6.13% 136%	31% 6.12% 123%	31% 6.13% 114%	31% 6.15% 103%	30% 6.07% 86%	31% 0.00% 82%	31% 0.00% 77%	31% 0.00% 68%	31% 0.00% 63%	30% 0.00% 54%	30% 0.00% 47%	30% 0.00% 40%	30% 0.00% 33%	30% 0.00% 23%
Asset Renewal Ratio Key to Worksheets Denotes Entered Values Denotes Calculated Values Denotes Ratio Meeting Target Denotes Ratio Between Target and Red Zone Denotes Ratio in the "Red Zone" Indicative Impact on average rates associated with any above	1,234 1,234 1,234 1,234 1,234 1,234	145%	218%	Ro	113% frastructure Backl Sewer Water Buildings Footpaths Footpaths adside Furniture Urban Streets Rural Sealed Rural Sealed Rural Sealed al Roads Bridges iads and Bridges TOTAL	115% og as at June 30, 0 0 0 317,689 1.376,060 326,740 0 2,772,105 7,708,457 7,708,457 7,708,457 19,331,680 5,696,446 44,184,685	2014	111%	Ro Loca	110% nfrastructure Assett Sever Water Stormwater Buildings Footpaths Corpaths Rural Sealed Rural Sealed al Roads Bridges ads and Bridges TOTAL	111% Replacement Cos 0 0 24,246,855 36,926,079 3,169,020 2,389,765 17,774,873 69,860,015 61,912,107 85,118,963 90,860,149 392,257,826	119%	111%	Local	Sewer Water Stormwater Buildings Footpaths adside Furniture Urban Streets Rural Sealed Rural Unsealed Roads Bridges ads and Bridges TOTAL	111% Rep Cost 0 0 0 1,300,000 0 0 0 0 0 0 0 1,300,000	117% mpact of Infrastr Ann Dep 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	117% acture Asset Dispo Backlog 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	115% sals/Reductions Disposal Cost 0 0 -210,000 0 0 0 0 0 0 0 0 -210,000	114%	122%

indicative impact on average rates associated with any above	c rate pegging variations																			
Assumed rate pegging amount	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Total General Rates if rate pegging applied	5,142,259	5,260,531	5,381,523	5,505,298	5,631,920	5,761,454	5,893,968	6,029,529	6,168,208	6,310,077	6,455,209	6,603,678	6,755,563	6,910,941	7,069,893	7,232,500	7,398,848	7,569,021	7,743,109	7,921,200
Assumed total increase in general rates from model	2.30%	10.34%	5.50%	5.50%	5.50%	5.50%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Total General Rates income proposed in model	5,142,259	5,673,969	5,986,037	6,315,269	6,662,609	7,029,052	7,190,720	7,356,107	7,525,297	7,698,379	7,875,442	8,056,577	8,241,878	8,431,442	8,625,365	8,823,748	9,026,694	9,234,308	9,446,697	9,663,971
Total Rateable Assessments	5,133	5,146	5,159	5,172	5,185	5,197	5,210	5,224	5,237	5,250	5,263	5,276	5,289	5,302	5,316	5,329	5,342	5,356	5,369	5,382
Average per assessment under the rate peg	1,002	1,022	1,043	1,065	1,086	1,109	1,131	1,154	1,178	1,202	1,227	1,252	1,277	1,303	1,330	1,357	1,385	1,413	1,442	1,472
Average per assessment under proposed in model	1,002	1,103	1,160	1,221	1,285	1,352	1,380	1,408	1,437	1,466	1,496	1,527	1,558	1,590	1,623	1,656	1,690	1,724	1,760	1,795
Average impact of variation per year per assessment	0	80	117	157	199	244	249	254	259	264	270	275	281	287	293	299	305	311	317	324
Cumulative impact of variation over time	0	80	198	354	553	797	1,046	1,300	1,559	1,823	2,093	2,369	2,650	2,936	3,229	3,528	3,832	4,143	4,460	4,784
Cumulative above rate pegging increase (%)	0.00%	7.86%	11.23%	14.71%	18.30%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%	22.00%
Stormwater at rate pegging	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000	45000
Total Stormwater Revenue	45000	157500	162225	167091.75	172104.5025	177267.6376	181344.7932	185515.7235	189782.5851	194147.5846	198612.979	203181.0775	207854.2423	212634.8899	217525.4924	222528.5787	227646.736	232882.6109	238238.911	243718.4059
Total General Income at rate pegging	5,187,259	5,305,531	5,426,523	5,550,298	5,676,920	5,806,454	5,938,968	6,074,529	6,213,208	6,355,077	6,500,209	6,648,678	6,800,563	6,955,941	7,114,893	7,277,500	7,443,848	7,614,021	7,788,109	7,966,200
Total General Income Proposed	5,187,259	5,831,469	6,148,262	6,482,361	6,834,713	7,206,320	7,372,065	7,541,623	7,715,080	7,892,527	8,074,055	8,259,758	8,449,733	8,644,076	8,842,890	9,046,277	9,254,341	9,467,191	9,684,936	9,907,690
Total Increase in General Income (%)	0.00%	12.42%	5.43%	5.43%	5.44%	5.44%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%

ATTACHMENT C - Indexation Assumptions (Adopted Scenario)

							20		NG TERM F		PLAN									
									ASSUMPTIC	ONS										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Sundry Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
General Rates Indexation		10.34%	5.50%	5.50%	5.50%	5.50%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Bank Interest		3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%	3.08%
Employee Costs Indexation		2.70%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
FAG Grant Indexation		0.00%	0.00%	6.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected FAG Grant Income	\$3,896,552	\$3,874,884	\$3,874,884	\$4,134,501	\$4,258,536	\$4,386,292	\$4,517,881	\$4,653,418	\$4,793,020	\$4,936,811	\$5,084,915	\$5,237,462	\$5,394,586	\$5,556,424	\$5,723,117	\$5,894,810	\$6,071,654	\$6,253,804	\$6,441,418	\$6,634,661
Domestic Waste Charges Indexation		0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Waste Charges Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Stormwater Charges Indexation		250.00%	3.00%	3.00%	3.00%	3.00%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Water Charges Indexation		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewer Charges Indexation		3.00%	4.00%	4.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	4.00%	2.50%	2.50%	2.50%	2.50%	2.00%	2.00%	2.00%	2.00%
Regional Roads Block Grant Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRBG Income	\$988,765	\$996,590	\$1,022,948	\$1,050,096	\$1,078,059	\$1,106,861	\$1,136,527	\$1,167,082	\$1,198,555	\$1,230,972	\$1,264,361	\$1,298,751	\$1,334,174	\$1,370,659	\$1,408,239	\$1,446,946	\$1,486,815	\$1,527,879	\$1,570,175	\$1,613,741
Regional Roads Repair Program Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected RRRP Income	\$185,444	\$263,622	\$271,531	\$279,677	\$288,067	\$296,709	\$305,611	\$314,779	\$324,222	\$333,949	\$343,967	\$354,286	\$364,915	\$375,862	\$387,138	\$398,752	\$410,715	\$423,036	\$435,728	\$448,799
Roads to Recovery Indexation		100.00%	-50.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected R2R Income	\$822,784	\$1,720,262	\$860,131	\$860,131	\$885,935	\$912,513	\$939,888	\$968,085	\$997,128	\$1,027,041	\$1,057,853	\$1,089,588	\$1,122,276	\$1,155,944	\$1,190,622	\$1,226,341	\$1,263,131	\$1,301,025	\$1,340,056	\$1,380,258
Timber Bridges Program Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected Timber Bridges Income	\$1,362,500	\$250,000	\$257,500	\$265,225	\$273,182	\$506,377	\$289,819	\$298,513	\$307,468	\$316,693	\$551,193	\$335,979	\$346,058	\$356,440	\$367,133	\$603,147	\$389,492	\$401,177	\$413,212	\$650,608
Black Spot Funding Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected Black Spot Income	\$157,483	\$300,000	\$309,000	\$318,270	\$327,818	\$337,653	\$347,782	\$358,216	\$368,962	\$380,031	\$391,432	\$403,175	\$415,270	\$427,728	\$440,560	\$453,777	\$467,390	\$481,412	\$495,854	\$510,730
Fixing Country Roads Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected FCR Income	\$0	\$350,000	\$360,500	\$371,315	\$382,454	\$393,928	\$405,746	\$417,918	\$430,456	\$443,370	\$456,671	\$470,371	\$484,482	\$499,016	\$513,987	\$529,406	\$545,289	\$561,647	\$578,497	\$595,852
National Stronger Regions Fund		0.00%	0.00%	0.00%	-63.64%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Projected NSRF Income	\$0	\$650,000	\$650,000	\$650,000	\$236,340	\$243,430	\$250,733	\$258,255	\$266,003	\$273,983		\$290,668	\$299,388	\$308,370	\$317,621	\$327,150	\$336,964	\$347,073	\$357,485	\$368,210
Depreciation Indexation	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Developer Contributions Indexation		2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%		2.65%	2.65%	2.65%		2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	
RMS RMCC Works Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

ATTACHMENT D - Projected Statement of Bank Balances (Adopted Scenario)

-Consolidated Funds

-General Fund Only

								20 YEA	R LONG TE	RM FINANCIA	L PLAN									
									BANK B	ALANCES										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General Opening Balance	4,544,794	2,424,276	17,319,251	15,060,592	13,329,800	11,866,239	10,451,296	9,168,956	7,870,411	6,669,068	5,461,974	3,798,087	3,746,106	3,867,011	3,947,646	4,011,101	4,075,400	4,149,993	4,290,925	4,324,211
Movement Closing Balance	(2,120,518) 2,424,276	14,894,975 17,319,251	(2,258,659) 15,060,592	(1,730,792) 13,329,800	(1,463,562) 11,866,239	(1,414,942) 10,451,296	(1,282,341) 9,168,956	(1,298,545) 7,870,411	(1,201,343) 6,669,068	(1,207,094) 5,461,974	(1,663,888) 3,798,087	(51,981) 3,746,106	120,905 3,867,011	80,635 3,947,646	63,456 4,011,101	64,299 4,075,400	74,593 4,149,993	140,933 4,290,925	33,285 4,324,211	(22,156) 4,302,054
Min Reserve Employee Leave Roads and Bridges Emergency Works Other Waste	3,595,406 1,015,016 1,000,000 500,000 1,080,390	3,428,221 1,042,421 1,000,000 500,000 885,800	3,479,554 1,071,609 1,000,000 500,000 907,945	3,532,258 1,101,614 1,000,000 500,000 930,644	3,586,369 1,132,459 1,000,000 500,000 953,910	3,641,926 1,164,168 1,000,000 500,000 977,757	3,698,966 1,196,765 1,000,000 500,000 1,002,201	3,583,531 1,230,274 1,000,000 500,000 853,256	3,639,310 1,264,722 1,000,000 500,000 874,588	3,696,587 1,300,134 1,000,000 500,000 896,453	3,755,402 1,336,538 1,000,000 500,000 918,864	3,815,797 1,373,961 1,000,000 500,000 941,835	3,877,813 1,412,432 1,000,000 500,000 965,381	3,741,496 1,451,980 1,000,000 500,000 789,516	3,801,889 1,492,636 1,000,000 500,000 809,254	3,863,915 1,534,429 1,000,000 500,000 829,485	3,927,616 1,577,394 1,000,000 500,000 850,222	3,993,038 1,621,561 1,000,000 500,000 871,478	4,060,229 1,666,964 1,000,000 500,000 893,265	3,897,236 1,713,639 1,000,000 500,000 683,596
<u>State Highways</u> Opening Balance Movement Closing Balance	1,099,430 (262,781) 836,649	836,649 (548,874) 287,775	287,775 (1,192) 286,583	286,583 (820) 285,764	285,764 (426) 285,338	285,338 (8) 285,329	285,329 433 285,762	285,762 898 286,660	286,660 1,390 288,050	288,050 1,910 289,960	289,960 (14,294) 275,666	275,666 4,980 280,646	280,646 (5,155) 275,490	275,490 5,319 280,810	280,810 (3,579) 277,231	277,231 8,172 285,403	285,403 589 285,992	285,992 (6,306) 279,686	279,686 (2,494) 277,192	277,192 22,051 299,242
Min Reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Quarries Opening Balance Movement Closing Balance	1,050,275 (200,065) 850,210	850,210 (747,785) 102,425	102,425 (1,271) 101,154	101,154 (9,711) 91,444	91,444 (9,598) 81,846	81,846 (9,473) 72,373	72,373 (9,335) 63,038	63,038 (2,522) 60,516	60,516 (2,181) 58,334	58,334 (1,818) 56,516	56,516 (1,435) 55,081	55,081 (1,028) 54,053	54,053 (5,667) 48,386	48,386 (5,341) 43,045	43,045 (4,990) 38,055	38,055 (4,617) 33,438	33,438 (4,221) 29,217	29,217 (7,286) 21,931	21,931 (6,922) 15,009	15,009 (6,536) 8,472
Min Reserve	105,913	100,033	93,665	86,784	79,363	71,373	62,785	60,228	57,441	54,413	51,131	47,581	43,750	39,623	35,184	30,417	25,306	19,833	13,980	7,728
Plant Opening Balance Movement Closing Balance	7,250,590 (1,174,864) 6,075,726	6,075,726 (5,532,565) 543,161	543,161 (25,735) 517,426	517,426 59,438 576,864	576,864 (50,641) 526,224	526,224 30,685 556,909	556,909 (22,227) 534,682	534,682 13,996 548,677	548,677 14,038 562,716	562,716 (20,826) 541,890	541,890 (2,733) 539,157	539,157 (1,733) 537,424	537,424 16,280 553,704	553,704 (1,490) 552,214	552,214 19,492 571,706	571,706 23,266 594,972	594,972 (27,016) 567,956	567,956 (3,898) 564,057	564,057 19,873 583,931	583,931 (5,858) 578,073
Min Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total General Fund Opening Balance Movement Closing Balance	13,945,089 (3,758,228) 10,186,861	10,186,861 8,065,751 18,252,612	18,252,612 (2,286,856) 15,965,756	15,965,756 (1,681,884) 14,283,872	14,283,872 (1,524,226) 12,759,646	12,759,646 (1,393,739) 11,365,907	11,365,907 (1,313,470) 10,052,438	10,052,438 (1,286,173) 8,766,264	8,766,264 (1,188,096) 7,578,168	7,578,168 (1,227,829) 6,350,339	6,350,339 (1,682,349) 4,667,990	4,667,990 (49,762) 4,618,228	4,618,228 126,363 4,744,591	4,744,591 79,124 4,823,715	4,823,715 74,378 4,898,094	4,898,094 91,119 4,989,212	4,989,212 43,945 5,033,157	5,033,157 123,442 5,156,599	5,156,599 43,743 5,200,342	5,200,342 (12,500) 5,187,842
Total Min Reserve	4,451,319	4,278,254	4,323,220	4,369,042	4,415,732	4,463,299	4,511,752	4,393,758	4,446,751	4,501,000	4,556,533	4,613,378	4,671,564	4,531,119	4,587,073	4,644,332	4,702,922	4,762,872	4,824,209	4,654,963
Water Supply Opening Balance Movement Closing Balance	(34,957) 1,511,859 1,476,902	1,476,902 (1,249,986) 226,915	226,915 (110,490) 116,426	116,426 (74,128) 42,298	42,298 (49,837) (7,539)	(7,539) (47,840) (55,379)	(55,379) (2,486) (57,865)	(57,865) 85,227 27,362	27,362 74,182 101,544	101,544 83,598 185,142	185,142 (57,133) 128,009	128,009 211,139 339,148	339,148 234,107 573,255	573,255 225,066 798,321	798,321 239,441 1,037,763	1,037,763 254,441 1,292,203	1,292,203 270,088 1,562,291	1,562,291 286,407 1,848,697	1,848,697 303,423 2,152,120	2,152,120 321,163 2,473,283
Sewer Fund Opening Balance Movement Closing Balance	837,618 (162,205) 675,413	675,413 (311,212) 364,201	364,201 84,601 448,801	448,801 106,938 555,739	555,739 147,308 703,047	703,047 194,070 897,116	897,116 237,365 1,134,482	1,134,482 191,594 1,326,075	1,326,075 246,911 1,572,986	1,572,986 295,295 1,868,282	1,868,282 (313,079) 1,555,203	1,555,203 (276,227) 1,278,976	1,278,976 (265,785) 1,013,191	1,013,191 (255,116) 758,076	758,076 (244,215) 513,860	513,860 180,073 693,933	693,933 174,619 868,553	868,553 168,776 1,037,329	1,037,329 162,528 1,199,857	1,199,857 155,859 1,355,716
Domestic Waste Fund Opening Balance Movement Closing Balance	14,882 43,621 58,503	58,503 (73,998) (15,495)	(15,495) 11,977 (3,518)	(3,518) 30,442 26,923	26,923 14,295 41,218	41,218 26,945 68,163	68,163 24,973 93,136	93,136 (64,156) 28,980	28,980 20,553 49,533	49,533 18,091 67,624	67,624 26,488 94,113	94,113 35,696 129,808	129,808 32,685 162,493	162,493 (70,523) 91,970	91,970 26,065 118,035	118,035 22,440 140,475	140,475 18,594 159,069	159,069 14,520 173,589	173,589 10,209 183,798	183,798 (110,348) 73,450
TOTALS Opening Balance Movement	14,762,632 (2,364,954)	12,397,678 6,430,554	18,828,233 (2,300,769)	16,527,464 (1,618,632)	14,908,832 (1,412,460)	13,496,372 (1,220,564)	12,275,808 (1,053,618)	11,222,190 (1,073,509)	10,148,681 (846,450)	9,302,231 (830,844)	8,471,387 (2,026,073)	6,445,315 (79,155)	6,366,160 127,371	6,493,531 (21,448)	6,472,083 95,669	6,567,752 548,072	7,115,824 507,246	7,623,070 593,145	8,216,214 519,903	8,736,117 354,174
Closing Balance	12,397,678	18,828,233	16,527,464	14,908,832	13,496,372	12,275,808	11,222,190	10,148,681	9,302,231	8,471,387	6,445,315	6,366,160	6,493,531	6,472,083	6,567,752	7,115,824	7,623,070	8,216,214	8,736,117	9,090,291

								20 YEA	AR LONG TEI	RM FINANCI	L PLAN									
									BANK B	ALANCES										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General Opening Balance Movement Closing Balance	4,544,794 (2,120,518) 2,424,276	2,424,276 14,857,148 17,281,424	17,281,424 (2,252,024) 15,029,399	15,029,399 (1,729,585) 13,299,814	13,299,814 (1,470,215) 11,829,599	11,829,599 (1,431,434) 10,398,166	10,398,166 (1,311,369) 9,086,797	9,086,797 (1,343,326) 7,743,471	7,743,471 (1,260,731) 6,482,740	6,482,740 (1,286,152) 5,196,588	5,196,588 (1,762,053) 3,434,536	3,434,536 (151,429) 3,283,107	3,283,107 10,365 3,293,471	3,293,471 (41,817) 3,251,655	3,251,655 (69,489) 3,182,165	3,182,165 (79,383) 3,102,782	3,102,782 (87,718) 3,015,065	3,015,065 (35,399) 2,979,665	2,979,665 (159,666) 2,819,999	2,819,999 (229,429) 2,590,570
Min Reserve Employee Leave Roads and Bridges Emergency Works Other Waste	3,595,406 1,015,016 1,000,000 500,000 1,080,390	3,428,221 1,042,421 1,000,000 500,000 885,800	3,479,554 1,071,609 1,000,000 500,000 907,945	3,532,258 1,101,614 1,000,000 500,000 930,644	3,586,369 1,132,459 1,000,000 500,000 953,910	3,641,926 1,164,168 1,000,000 500,000 977,757	3,698,966 1,196,765 1,000,000 500,000 1,002,201	3,583,531 1,230,274 1,000,000 500,000 853,256	3,639,310 1,264,722 1,000,000 500,000 874,588	3,696,587 1,300,134 1,000,000 500,000 896,453	3,755,402 1,336,538 1,000,000 500,000 918,864	3,815,797 1,373,961 1,000,000 500,000 941,835	3,877,813 1,412,432 1,000,000 500,000 965,381	3,741,496 1,451,980 1,000,000 500,000 789,516	3,801,889 1,492,636 1,000,000 500,000 809,254	3,863,915 1,534,429 1,000,000 500,000 829,485	3,927,616 1,577,394 1,000,000 500,000 850,222	3,993,038 1,621,561 1,000,000 500,000 871,478	4,060,229 1,666,964 1,000,000 500,000 893,265	3,897,236 1,713,639 1,000,000 500,000 683,596
State Highways Opening Balance Movement Closing Balance	1,099,430 (262,781) 836,649	836,649 (548,874) 287,775	287,775 (1,192) 286,583	286,583 (820) 285,764	285,764 (426) 285,338	285,338 (8) 285,329	285,329 433 285,762	285,762 898 286,660	286,660 1,390 288,050	288,050 1,910 289,960	289,960 (14,294) 275,666	275,666 4,980 280,646	280,646 (5,155) 275,490	275,490 5,319 280,810	280,810 (3,579) 277,231	277,231 8,172 285,403	285,403 589 285,992	285,992 (6,306) 279,686	279,686 (2,494) 277,192	277,192 22,051 299,242
Min Reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Quarries Opening Balance Movement Closing Balance	1,050,275 (200,065) 850,210	850,210 (747,785) 102,425	102,425 (1,271) 101,154	101,154 (9,711) 91,444	91,444 (9,598) 81,846	81,846 (9,473) 72,373	72,373 (9,335) 63,038	63,038 (2,522) 60,516	60,516 (2,181) 58,334	58,334 (1,818) 56,516	56,516 (1,435) 55,081	55,081 (1,028) 54,053	54,053 (5,667) 48,386	48,386 (5,341) 43,045	43,045 (4,990) 38,055	38,055 (4,617) 33,438	33,438 (4,221) 29,217	29,217 (7,286) 21,931	21,931 (6,922) 15,009	15,009 (6,536) 8,472
Min Reserve	105,913	100,033	93,665	86,784	79,363	71,373	62,785	60,228	57,441	54,413	51,131	47,581	43,750	39,623	35,184	30,417	25,306	19,833	13,980	7,728
Plant Opening Balance Movement Closing Balance	7,250,590 (1,174,864) 6,075,726	6,075,726 (5,742,349) 333,377	333,377 (251,776) 81,601	81,601 (172,312) (90,710)	(90,710) (291,362) (382,073)	(382,073) (219,249) (601,322)	(601,322) (278,409) (879,731)	(879,731) (248,592) (1,128,323)	(1,128,323) (259,513) (1,387,836)	(1,387,836) (301,215) (1,689,051)	(1,689,051) (326,993) (2,016,045)	(2,016,045) (333,156) (2,349,200)	(2,349,200) (323,428) (2,672,628)	(2,672,628) (364,568) (3,037,196)	(3,037,196) (352,664) (3,389,859)	(3,389,859) (418,555) (3,808,415)	(3,808,415) (479,882) (4,288,297)	(4,288,297) (468,087) (4,756,384)	(4,756,384) (455,919) (5,212,303)	(5,212,303) (493,545) (5,705,849)
Min Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total General Fund Opening Balance Movement Closing Balance	13,945,089 (3,758,228) 10,186,861	10,186,861 7,818,140 18,005,001	18,005,001 (2,506,263) 15,498,738	15,498,738 (1,912,427) 13,586,311	13,586,311 (1,771,601) 11,814,710	11,814,710 (1,660,164) 10,154,546	10,154,546 (1,598,681) 8,555,865	8,555,865 (1,593,542) 6,962,324	6,962,324 (1,521,035) 5,441,289	5,441,289 (1,587,276) 3,854,013	3,854,013 (2,104,775) 1,749,238	1,749,238 (480,633) 1,268,605	1,268,605 (323,886) 944,719	944,719 (406,406) 538,314	538,314 (430,722) 107,592	107,592 (494,384) (386,792)	(386,792) (571,232) (958,024)	(958,024) (517,078) (1,475,102)	(1,475,102) (625,001) (2,100,103)	(2,100,103) (707,460) (2,807,563)
Total Min Reserve	4,451,319	4,278,254	4,323,220	4,369,042	4,415,732	4,463,299	4,511,752	4,393,758	4,446,751	4,501,000	4,556,533	4,613,378	4,671,564	4,531,119	4,587,073	4,644,332	4,702,922	4,762,872	4,824,209	4,654,963
Water Supply Opening Balance Movement Closing Balance	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Sewer Fund Opening Balance Movement Closing Balance	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Domestic Waste Fund Opening Balance Movement Closing Balance	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
TOTALS Opening Balance Movement Closing Balance	13,945,089 (3,758,228) 10,186,861	10,186,861 7,818,140 18,005,001	18,005,001 (2,506,263) 15,498,738	15,498,738 (1,912,427) 13,586,311	13,586,311 (1,771,601) 11,814,710	11,814,710 (1,660,164) 10,154,546	10,154,546 (1,598,681) 8,555,865	8,555,865 (1,593,542) 6,962,324	6,962,324 (1,521,035) 5,441,289	5,441,289 (1,587,276) 3,854,013	3,854,013 (2,104,775) 1,749,238	1,749,238 (480,633) 1,268,605	1,268,605 (323,886) 944,719	944,719 (406,406) 538,314	538,314 (430,722) 107,592	107,592 (494,384) (386,792)	(386,792) (571,232) (958,024)	(958,024) (517,078) (1,475,102)	(1,475,102) (625,001) (2,100,103)	(2,100,103) (707,460) (2,807,563)

ATTACHMENTE - Projected Budget Summary (Net Cost of Activities) (Adopted Scenario) -Consolidated Funds -General Fund Only

LTFP Adopted Scenario FEB 9 2015 Combined Funds

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GENERAL FUND GENERAL MANAGER										()										
Governance Economic Development	(474,312) (160,029)	(455,510) (133,143)	(543,653) (141,415)	(480,107) (139,774)	(492,900) (143,223)	(506,035) (151,763)	(605,069) (150,398)	(533,369) (154,130)	(547,587) (162,961)	(562,184) (161,894)	(673,455) (165,933)	(592,561) (170,078)	(608,361) (174,334)	(624,584) (178,704)	(749,608) (183,190)	(658,343) (187,795)	(675,903) (192,523)	(693,933) (197,378)	(834,414) (202,361)	(731,454) (207,478)
ADMINISTRATION & COMMUNITY	(634,341)	(588,653)	(685,068)	(619,881)	(636,123)	(657,799)	(755,467)	(687,499)	(710,548)	(724,079)	(839,388)	(762,639)	(782,695)	(803,288)	(932,797)	(846,138)	(868,427)	(891,311)	(1,036,775)	(938,931)
Administration	(1,282,357)	(1,202,185)	(1,234,400)	(1,267,494)	(1,301,491)	(1,336,416)	(1,372,295)	(1,409,152)	(1,447,016)	(1,485,914)	(1,525,874)	(1,566,924)	(1,609,096)	(1,652,419)	(1,696,925)	(1,742,647)	(1,789,617)	(1,837,870)	(1,887,441)	(1,938,366)
Human Resources Finance	(827,894) 7.629.092	(1,200,248) 17,084,264	(1,226,358) 7,564,156	(1,253,647) 7,948,208	(1,277,631) 8,270,136	(1,315,391) 8,649,011	(1,341,113) 8.814.704	(1,376,377) 8,991,632	(1,408,564) 9,169,970	(1,445,064) 9.341,736	(1,493,012) 9,554,131	(1,524,112) 11,076,857	(1,563,748) 11,344,523	(1,607,522) 11.625.349	(1,646,950) 11,890,580	(1,699,442) 12,202,577	(1,738,891) 12,517,832	(1,784,309) 12,839,366	(1,830,944) 13,171,270	(1,888,111) 13,490,849
Art & Cultural	(95,379)	(82,460)	(56,774)	(58,315)	(59,898)	(61,524)	(63,194)	(64,910)	(66,672)	(68,482)	(70,341)	(72,251)	(74,213)	(76,228)	(78,298)	(80,425)	(82,609)	(84,853)	(87,157)	(89,525)
Community Services	(145,055) (24,333)	(63,950) (39,655)	(65,768) (40,656)	(67,636) (41,681)	(69,555) (42,733)	(71,527)	(73,553)	(75,635) (46,050)	(77,775) (47,212)	(79,973) (48,403)	(82,232)	(84,553) (50,876)	(86,938)	(89,389) (53,476)	(91,907) (54,826)	(94,494)	(97,153) (57,628)	(99,884) (59,082)	(102,691) (60,573)	(105,576) (62,102)
Pre Schools Public Libraries	(24,333) (542,960)	(39,655)	(40,656) (341,507)	(349,824)	(42,733)	(43,811) (367,066)	(44,916) (376,001)	(385,152)	(47,212)	(48,403) (404,124)	(49,624) (413,955)	(50,876) (424,024)	(52,160) (434,336)	(53,476) (444,897)	(54,826) (455,714)	(56,209) (466,791)	(57,628)	(59,082) (489,755)	(501,655)	(513,841)
Crown Reserves	(8,139)	(8,342)	(8,551)	(8,765)	(8,985)	(9,210)	(9,441)	(9,677)	(9,920)	(10,168)	(10,423)	(10,684)	(10,952)	(11,226)	(11,507)	(11,796)	(12,091)	(12,394)	(12,705)	(13,023)
Community Buildings	(530,442) 4.172.533	(300,018) 13.827.974	(254,995) 4.335.147	(51,227) 4.849.619	(267,917) 4,883,585	(274,778) 5.169.288	(281,814) 5.252.376	(289,031) 5.335.646	(296,433) 5.421.854	(304,024) 5.495.583	(461,810) 5.446.859	(469,796) 6.873.637	(327,985) 7.185.095	(336,385) 7.353.806	(345,000) 7.509.454	(353,835) 7.696.939	(362,897) 7.898.811	(372,191) 8.099.028	(381,722) 8.306.382	(391,498) 8.488.807
PLANNING & ENVIRONMENTAL	4,172,333	13,021,314	4,555,147	4,043,013	4,003,003	3,103,200	3,232,310	3,333,040	3,421,034	3,433,303	3,440,033	0,073,037	7,103,035	7,333,000	1,303,434	1,030,333	7,030,011	0,033,020	0,000,002	0,400,007
Town Planning	(179,469)	(166,836)	(170,911)	(175,093)	(166,385)	(170,790)	(175,311)	(179,951)	(184,713)	(189,600)	(194,615)	(199,762)	(205,045)	(210,466)	(216,030)	(221,739)	(227,599)	(233,613)	(239,784)	(246,117)
Environmental Health Building Control	(373,571) (32,041)	(246,404) (32,614)	(252,533) (33,194)	(285,381) (33,781)	(299,274) (34,376)	(306,887) (34,978)	(314,694) (35,588)	(322,698) (36,205)	(330,905) (36,829)	(339,320) (37,460)	(347,948) (38,099)	(356,795) (38,744)	(365,865) (39,396)	(375,165) (40,056)	(384,700) (40,722)	(394,477) (41,394)	(404,501) (42,073)	(414,778) (42,758)	(425,316) (43,450)	(436,119) (44,147)
Regulatory Services	(112,712)	(94,650)	(97,111)	(99,637)	(102,228)	(104,886)	(107,613)	(110,411)	(113,281)	(116,226)	(119,246)	(122,345)	(125,524)	(128,786)	(132,132)	(135,564)	(139,085)	(142,698)	(146,404)	(150,205)
Other Waste	(231,970)	(188,859)	(80,357)	4,365	(4,694)	15,409	21,267	(59,641)	33,696	40,285 (642,320)	52,733 (647.175)	66,158 (651,488)	67,537 (668,294)	(31,106)	70,229	71,539	72,823	74,078	75,303 (779.650)	(39,506)
INFRASTRUCTURE WORKS	(929,763)	(729,363)	(634,106)	(589,527)	(606,956)	(602,133)	(611,939)	(708,905)	(632,031)	(642,320)	(647,175)	(651,488)	(668,294)	(785,578)	(703,354)	(721,635)	(740,435)	(759,768)	(779,650)	(916,095)
Regional Roads	(168,349)	666,491	144,424	170,690	134,259	(61,466)	193,849	225,241	257,746	270,313	76,939	298,825	325,885	333,132	360,577	103,185	144,978	166,783	178,684	(54,308)
Urban Streets Rural Local Roads	(944,733) (393,443)	(937,302) 1,693,869	(952,278) (2,556,536)	(974,798) (2.661.844)	(989,954) (2,289,696)	(1,015,755) (2,301,762)	(1,042,218) (2,362,835)	(1,069,361) (2,323,881)	(1,097,199) (2,334,890)	(1,125,752) (2,399,131)	(1,155,039) (2,464,705)	(1,185,077) (2.531.637)	(1,215,886) (2,594,883)	(1,247,486) (2,664,479)	(1,279,896) (2,735,505)	(1,313,139) (2,707,989)	(1,347,234) (2,781,957)	(1,382,205) (2,853,948)	(1,418,074) (2.930,878)	(1,454,863) (2,809,372)
IW Administration	(382,394)	(238,229)	(2,556,536) (245,431)	(2,001,044) (253,441)	(2,269,696) (261,643)	(2,301,762) (270,043)	(2,362,635) (278,643)	(2,323,001) (287,449)	(2,334,890) (296,465)	(301,906)	(2,464,705) (309,138)	(316,538)	(2,594,665) (324,110)	(2,004,479) (331,856)	(2,735,505) (339,779)	(347,887)	(356,179)	(2,653,946) (364,663)	(373,339)	(2,809,372) (382,216)
Bridges	(1,256,585)	2,686,418	(389,299)	(353,609)	(325,714)	(299,779)	(275,681)	(303,302)	(332,531)	(263,265)	(95,404)	(178,855)	(163,528)	(49,340)	(86,211)	(24,065)	(12,828)	(2,434)	7,184	16,088
Emergency Services	(232,880) (3.378,384)	(197,415) 3.673.832	(202,350) (4.201.470)	(207,409) (4.280.411)	(212,594) (3.945.342)	(217,909) (4.166.715)	(223,357) (3.988.885)	(228,941) (3.987.692)	(234,664) (4.038.003)	(240,531) (4.060.272)	(246,544) (4.193.892)	(252,708) (4.165.990)	(259,026) (4.231.548)	(265,501) (4.225,530)	(272,139) (4.352.954)	(278,942) (4.568.836)	(285,916) (4.639.137)	(293,064) (4.729.531)	(300,390) (4.836.814)	(307,900) (4.992.571)
URBAN & ASSETS			(1)=01(110)			(1):00(1:10)	(0,000,000)	(0,001,002)	(1)000,0007	(1)000(212)	(1,100,002)	(1,100,000)	(1,201,010)	(1)220)000)	(1,002,001)	(1,000,000)	(1)000(1017)	(1) 20,001/	(1,000,011)	(1)002(011)
Swimming Pools	(427,300)	(517,550)	(453,999)	(465,738)	(477,781)	(490,134)	(502,807)	(515,807)	(529,143)	(542,823)	(556,857)	(571,254)	(586,022)	(601,172)	(616,713)	(632,656)	(649,010)	(665,786)	(682,996)	(700,651)
Parks & Gardens UA Administration	(484,930) (98,269)	(444,951) (101,268)	(456,645) (104,636)	(468,647) (108,111)	(480,964) (111,697)	(493,607) (115,397)	(506,582) (119,215)	(519,901) (123,155)	(533,570) (127,220)	(547,601) (131,415)	(562,000) (135,743)	(576,781) (140,209)	(591,952) (144,817)	(607,523) (149,571)	(623,504) (154,475)	(639,907) (159,534)	(656,742) (164,754)	(674,023) (170,138)	(691,760) (175,692)	(709,965) (181,422)
Public Cemeteres	(80,883)	(65,167)	(66,528)	(67,915)	(69,327)	(70,766)	(72,232)	(73,725)	(75,245)	(76,793)	(158,369)	(79,974)	(81,608)	(83,272)	(84,965)	(86,688)	(88,442)	(90,227)	(92,043)	(93,890)
Stormwater	(259,181) (1,350,563)	(159,878)	8,646 (1.073.162)	19,820 (1.090.592)	(18,956)	12,321 (1.157,584)	22,411 (1.178.425)	(17,507) (1.250.095)	22,565 (1.242.614)	22,627 (1.276.005)	(17,322) (1.430.293)	22,718 (1.345.501)	22,746 (1.381,653)	(17,238)	22,765 (1.456.892)	22,754 (1.496.031)	(17,271) (1.576.219)	22,689 (1.577,485)	22,633 (1.619.859)	22,561 (1,663,367)
	(1,550,505)	(1,200,013)	(1,073,102)	(1,030,332)	(1,130,723)	(1,137,304)	(1,170,423)	(1,230,033)	(1,242,014)	(1,270,003)	(1,450,255)	(1,343,301)	(1,501,055)	(1,450,775)	(1,450,052)	(1,430,031)	(1,370,213)	(1,577,403)	(1,013,033)	(1,003,307)
TOTAL GENERAL FUND	(2,120,518)	14,894,975	(2,258,659)	(1,730,792)	(1,463,562)	(1,414,942)	(1,282,341)	(1,298,545)	(1,201,343)	(1,207,094)	(1,663,888)	(51,981)	120,905	80,635	63,456	64,299	74,593	140,933	33,285	(22,156)
RESTRICTED FUNDS - INTERNAL																				
State Highways	(262,781)	(548,874)	(1,192)	(820)	(426)	(8)	433	898	1,390	1,910	(14,294)	4,980	(5,155)	5,319	(3,579)	8,172	589	(6,306)	(2,494)	22,051
Quarries Plant & Depots	(200,065) (1,174,864)	(747,785) (5.532,565)	(1,271) (25,735)	(9,711) 59,438	(9,598) (50,641)	(9,473) 30,685	(9,335) (22,227)	(2,522) 13.996	(2,181) 14.038	(1,818) (20,826)	(1,435) (2,733)	(1,028)	(5,667) 16,280	(5,341) (1,490)	(4,990) 19.492	(4,617) 23,266	(4,221)	(7,286) (3,898)	(6,922) 19,873	(6,536) (5.858)
TOTAL RESTRICTED FUNDS - INTERNAL	(1,637,710)	(6,829,224)	(28,197)	48,908	(60,664)	21,204	(31,129)	12,372	13,247	(20,735)	(18,462)	2,219	5,458	(1,511)	10,923	26,820	(30,648)	(17,491)	10,458	9,656
RESTRICTED FUNDS - EXTERNAL																				
Water Fund	1,511,859	(1,249,986)	(110,490)	(74,128)	(49,837)	(47,840)	(2,486)	85,227	74,182	83,598	(57,133)	211,139	234,107	225,066	239,441	254,441	270,088	286,407	303,423	321,163
Sewer Fund Domestic Waste	(162,205) 43,621	(311,212) (73,998)	84,601 11,977	106,938 30,442	147,308 14,295	194,070 26 945	237,365 24.973	191,594 (64,156)	246,911 20,553	295,295	(313,079) 26,488	(276,227) 35,696	(265,785) 32,685	(255,116) (70,523)	(244,215)	180,073 22,440	174,619 18 594	168,776 14,520	162,528 10,209	155,859 (110,348)
TOTAL RESTRICTED FUNDS - EXTERNAL	43,621 1,393,274	(1,635,197)	(13,912)	63,252	14,295 111,766	173,175	24,973 259,852	(04,150) 212,665	341,646	396,985	(343,723)	(29,393)	32,665 1,008	(100,523) (100,572)	20,005 21,291	456,953	463,301	469,703	476,160	366,674
COMBINED FUNDS	(2,364,954)	6,430,554	(2,300,769)	(1,618,632)	(1,412,460)	(1,220,564)	(1,053,618)	(1,073,509)	(846,450)	(830,844)	(2,026,073)	(79,155)	127,371	(21,448)	95,669	548,072	507,246	593,145	519,903	354,174

LTFP Adopted Scenario FEB 9 2015 General Fund Only

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GENERAL FUND GENERAL MANAGER																				
Governance	(474,312)	(455,510)	(543,653)	(480,107)	(492,900)	(506,035)	(605,069)	(533,369)	(547,587)	(562,184)	(673,455)	(592,561)	(608,361)	(624,584)	(749,608)	(658,343)	(675,903)	(693,933)	(834,414)	(731,454)
Economic Development	(160,029)	(133,143)	(141,415)	(139,774)	(143,223)	(151,763)	(150,398)	(154,130)	(162,961)	(161,894)	(165,933)	(170,078)	(174,334)	(178,704)	(183,190)	(187,795)	(192,523)	(197,378)	(202,361)	(207,478)
ADMINISTRATION & COMMUNITY	(634,341)	(588,653)	(685,068)	(619,881)	(636,123)	(657,799)	(755,467)	(687,499)	(710,548)	(724,079)	(839,388)	(762,639)	(782,695)	(803,288)	(932,797)	(846,138)	(868,427)	(891,311)	(1,036,775)	(938,931)
Administration	(1,282,357)	(1,202,185)	(1,234,400)	(1,267,494)	(1,301,491)	(1,336,416)	(1,372,295)	(1,409,152)	(1,447,016)	(1,485,914)	(1,525,874)	(1,566,924)	(1,609,096)	(1,652,419)	(1,696,925)	(1,742,647)	(1,789,617)	(1,837,870)	(1,887,441)	(1,938,366)
Human Resources	(827,894)	(1,170,079)	(1,194,404)	(1,220,801)	(1,243,609)	(1,280,161)	(1,304,900)	(1,339,153)	(1,369,952)	(1,405,374)	(1,449,164)	(1,479,128)	(1,517,507)	(1,559,314)	(1,597,396)	(1,644,433)	(1,682,347)	(1,726,185)	(1,771,196)	(1,826,694)
Finance	7,629,092 (95,379)	17,016,268	7,538,836 (56,774)	7,916,568 (58,315)	8,229,461 (59,898)	8,597,290	8,749,462	8,909,626	9,071,970	9,222,988 (68,482)	9,412,118	10,932,424	11,187,742	11,454,689	11,708,081	12,003,888	12,298,977 (82,609)	12,604,910 (84,853)	12,918,571	13,222,159 (89,525)
Art & Cultural Community Services	(95,379) (145,055)	(82,460) (63,950)	(56,774)	(58,315) (67,636)	(59,898) (69,555)	(61,524) (71,527)	(63,194) (73,553)	(64,910) (75,635)	(66,672) (77,775)	(68,482) (79,973)	(70,341) (82,232)	(72,251) (84,553)	(74,213) (86,938)	(76,228) (89,389)	(78,298) (91,907)	(80,425) (94,494)	(82,609) (97,153)	(84,853) (99,884)	(87,157) (102,691)	(89,525) (105,576)
Pre Schools	(24,333)	(39,655)	(40,656)	(41,681)	(42,733)	(43,811)	(44,916)	(46,050)	(47,212)	(48,403)	(49,624)	(50,876)	(52,160)	(53,476)	(54,826)	(56,209)	(57,628)	(59,082)	(60,573)	(62,102)
Public Libraries	(542,960)	(359,432)	(341,507)	(349,824)	(358,342)	(367,066)	(376,001)	(385,152)	(394,525)	(404,124)	(413,955)	(424,024)	(434,336)	(444,897)	(455,714)	(466,791)	(478,136)	(489,755)	(501,655)	(513,841)
Crown Reserves	(8,139) (530,442)	(8,342) (300,018)	(8,551) (254,995)	(8,765) (51,227)	(8,985) (267,917)	(9,210) (274,778)	(9,441) (281,814)	(9,677) (289.031)	(9,920) (296,433)	(10,168) (304,024)	(10,423)	(10,684) (469,796)	(10,952)	(11,226) (336,385)	(11,507) (345,000)	(11,796) (353,835)	(12,091) (362,897)	(12,394) (372,191)	(12,705) (381,722)	(13,023) (391,498)
Community Buildings	4.172.533	13.790.147	4.341.782	4,850,825	4.876.931	5,152,797	5.223.348	5,290,865	5.362.466	5.416.525	5.348.695	6,774,188	7,074,555	7,231,355	7.376.509	7,553,258	7,736,500	7.922.696	8.113.431	8,281,535
PLANNING & ENVIRONMENTAL																				· · ·
Town Planning	(179,469)	(166,836)	(170,911)	(175,093)	(166,385)	(170,790)	(175,311)	(179,951)	(184,713)	(189,600)	(194,615)	(199,762)	(205,045)	(210,466)	(216,030)	(221,739)	(227,599)	(233,613)	(239,784)	(246,117)
Environmental Health Building Control	(373,571) (32,041)	(246,404) (32,614)	(252,533) (33,194)	(285,381) (33,781)	(299,274) (34,376)	(306,887) (34,978)	(314,694) (35,588)	(322,698) (36,205)	(330,905) (36,829)	(339,320) (37,460)	(347,948) (38,099)	(356,795) (38,744)	(365,865) (39,396)	(375,165) (40,056)	(384,700) (40,722)	(394,477) (41,394)	(404,501) (42,073)	(414,778) (42,758)	(425,316) (43,450)	(436,119) (44,147)
Regulatory Services	(112,712)	(94,650)	(97,111)	(99,637)	(102,228)	(104,886)	(107,613)	(110,411)	(113,281)	(116,226)	(119,246)	(122,345)	(125,524)	(128,786)	(132,132)	(135,564)	(139,085)	(142,698)	(146,404)	(150,205)
Other Waste	(231,970)	(188,859)	(80,357)	4,365	(4,694)	15,409	21,267	(59,641)	33,696	40,285	52,733	66,158	67,537	(31,106)	70,229	71,539	72,823	74,078	75,303	(39,506)
	(929,763)	(729,363)	(634,106)	(589,527)	(606,956)	(602,133)	(611,939)	(708,905)	(632,031)	(642,320)	(647,175)	(651,488)	(668,294)	(785,578)	(703,354)	(721,635)	(740,435)	(759,768)	(779,650)	(916,095)
INFRASTRUCTURE WORKS Regional Roads	(168,349)	666.491	144.424	170.690	134.259	(61,466)	193.849	225,241	257,746	270,313	76,939	298,825	325.885	333.132	360.577	103,185	144.978	166.783	178.684	(54,308)
Urban Streets	(944,733)	(937,302)	(952,278)	(974,798)	(989,954)	(1,015,755)	(1,042,218)	(1,069,361)	(1,097,199)	(1.125.752)	(1,155,039)	(1,185,077)	(1,215,886)	(1,247,486)	(1.279.896)	(1,313,139)	(1,347,234)	(1,382,205)	(1,418,074)	(1,454,863)
Rural Local Roads	(393,443)	1,693,869	(2,556,536)	(2,661,844)	(2,289,696)	(2,301,762)	(2,362,835)	(2,323,881)	(2,334,890)	(2,399,131)	(2,464,705)	(2,531,637)	(2,594,883)	(2,664,479)	(2,735,505)	(2,707,989)	(2,781,957)	(2,853,948)	(2,930,878)	(2,809,372)
IW Administration	(382,394)	(238,229)	(245,431)	(253,441)	(261,643)	(270,043)	(278,643)	(287,449)	(296,465)	(301,906)	(309,138)	(316,538)	(324,110)	(331,856)	(339,779)	(347,887)	(356,179)	(364,663)	(373,339)	(382,216)
Bridges Emergency Services	(1,256,585) (232,880)	2,686,418 (197,415)	(389,299) (202,350)	(353,609) (207,409)	(325,714) (212,594)	(299,779) (217,909)	(275,681) (223,357)	(303,302) (228,941)	(332,531) (234,664)	(263,265) (240,531)	(95,404) (246,544)	(178,855) (252,708)	(163,528) (259,026)	(49,340) (265,501)	(86,211) (272,139)	(24,065) (278,942)	(12,828) (285,916)	(2,434) (293.064)	7,184 (300,390)	16,088 (307,900)
Emergency Services	(3,378,384)	3,673,832	(4,201,470)	(4,280,411)	(3,945,342)	(4,166,715)	(3,988,885)	(3,987,692)	(4,038,003)	(4,060,272)	(4,193,892)	(4,165,990)	(4,231,548)	(4,225,530)	(4,352,954)	(4,568,836)	(4,639,137)	(4,729,531)	(4,836,814)	(4,992,571)
URBAN & ASSETS																				
Swimming Pools	(427,300)	(517,550)	(453,999)	(465,738)	(477,781)	(490,134)	(502,807)	(515,807)	(529,143)	(542,823)	(556,857)	(571,254)	(586,022)	(601,172)	(616,713)	(632,656)	(649,010)	(665,786)	(682,996)	(700,651)
Parks & Gardens UA Administration	(484,930) (98,269)	(444,951) (101,268)	(456,645) (104,636)	(468,647) (108,111)	(480,964) (111,697)	(493,607) (115,397)	(506,582) (119,215)	(519,901) (123,155)	(533,570) (127,220)	(547,601) (131,415)	(562,000) (135,743)	(576,781) (140,209)	(591,952) (144,817)	(607,523) (149,571)	(623,504) (154,475)	(639,907) (159,534)	(656,742) (164,754)	(674,023) (170,138)	(691,760) (175,692)	(709,965) (181,422)
Public Cemeteres	(80,883)	(65,167)	(66,528)	(67,915)	(69,327)	(70,766)	(72,232)	(73,725)	(75,245)	(76,793)	(158,369)	(79,974)	(81,608)	(83,272)	(84,965)	(86,688)	(88,442)	(90,227)	(92,043)	(93,890)
Stormwater	(259,181)	(159,878)	8,646	19,820	(18,956)	12,321	22,411	(17,507)	22,565	22,627	(17,322)	22,718	22,746	(17,238)	22,765	22,754	(17,271)	22,689	22,633	22,561
	(1,350,563)	(1,288,815)	(1,073,162)	(1,090,592)	(1,158,725)	(1,157,584)	(1,178,425)	(1,250,095)	(1,242,614)	(1,276,005)	(1,430,293)	(1,345,501)	(1,381,653)	(1,458,775)	(1,456,892)	(1,496,031)	(1,576,219)	(1,577,485)	(1,619,859)	(1,663,367)
TOTAL GENERAL FUND	(2,120,518)	14,857,148	(2,252,024)	(1,729,585)	(1,470,215)	(1,431,434)	(1,311,369)	(1,343,326)	(1,260,731)	(1,286,152)	(1,762,053)	(151,429)	10,365	(41,817)	(69,489)	(79,383)	(87,718)	(35,399)	(159,666)	(229,429)
RESTRICTED FUNDS - INTERNAL																				
State Highways	(262,781)	(548,874)	(1,192)	(820)	(426)	(8)	433	898	1,390	1,910	(14,294)	4,980	(5,155)	5,319	(3,579)	8,172	589	(6,306)	(2,494)	22,051
Quarries	(200,065)	(747,785)	(1,271)	(9,711)	(9,598)	(9,473)	(9,335)	(2,522)	(2,181)	(1,818)	(1,435)	(1,028)	(5,667)	(5,341)	(4,990)	(4,617)	(4,221)	(7,286)	(6,922)	(6,536)
Plant & Depots TOTAL RESTRICTED FUNDS - INTERNAL	(1,174,864) (1.637,710)	(5,742,349) (7.039.008)	(251,776) (254,238)	(172,312) (182,842)	(291,362) (301,386)	(219,249) (228,731)	(278,409) (287,312)	(248,592) (250,216)	(259,513) (260,304)	(301,215) (301,124)	(326,993) (342,722)	(333,156) (329,204)	(323,428) (334,250)	(364,568) (364,589)	(352,664)	(418,555) (415,001)	(479,882) (483.514)	(468,087) (481.679)	(455,919) (465.335)	(493,545) (478,031)
	(1,037,710)	(1,055,000)	(234,230)	(102,042)	(301,300)	(220,731)	(201,512)	(230,210)	(200,304)	(301,124)	(342,122)	(323,204)	(334,230)	(304,303)	(301,232)	(413,001)	(403,314)	(401,073)	(403,333)	(470,031)
RESTRICTED FUNDS - EXTERNAL																				
Water Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewer Fund Domestic Waste	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESTRICTED FUNDS - EXTERNAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COMBINED FUNDS	(3,758,228)	7,818,140	(2,506,263)	(1,912,427)	(1,771,601)	(1,660,164)	(1,598,681)	(1,593,542)	(1,521,035)	(1,587,276)	(2,104,775)	(480,633)	(323,886)	(406,406)	(430,722)	(494,384)	(571,232)	(517,078)	(625,001)	(707,460)

Summary

ATTACHMENT F - Balance Sheet (Adopted Scenario)

-Consolidated Funds

-General Fund Only

							2	20 YEAR L			AL PLAN										
									BALANCE	SHEET											
•	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
<u>Current Assets</u> Cash and Cash Equivalents	14,776,000	12.397.678	18.828.233	16.527.464	14,908,832	13,496,372	12,275,808	11.222.190	10,148,681	9.302.231	8.471.387	6.445.315	6,366,160	6.493.531	6.472.083	6.567.752	7,115,824	7.623.070	8.216.214	8,736,117	9,090,291
Receivables	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000
Inventories	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000
Total Current Assets	21,309,000	18,930,678	25,361,233	23,060,464	21,441,832	20,029,372	18,808,808	17,755,190	16,681,681	15,835,231	15,004,387	12,978,315	12,899,160	13,026,531	13,005,083	13,100,752	13,648,824	14,156,070	14,749,214	15,269,117	15,623,291
Non-Current Assets																					
Infrastructure, Property, Plant & Equipment Total Non-Current Assets	292,541,000 292,541,000	307,061,151 307,061,151	328,181,287 328,181,287	338,904,508 338,904,508	349,785,082 349,785,082	360,458,235 360,458,235	371,712,681 371,712,681	382,727,152 382,727,152	394,414,058 394,414,058	406,022,745 406,022,745	418,003,774 418,003,774	433,240,102 433,240,102	447,811,737 447,811,737	462,492,973 462,492,973	478,131,725 478,131,725	493,758,734 493,758,734	509,142,590 509,142,590	524,919,861 524,919,861	540,950,751 540,950,751	557,440,070 557,440,070	561,347,212 561,347,212
TOTAL ASSETS	313,850,000	325.991.829	353,542,520	361,964,972	371.226.914	380,487,606	390.521.488	400.482.342	411,095,739	421.857.976	433.008.161	446,218,417	460,710,897	475,519,503	491,136,808	506.859.485	522.791.414	539,075,931	555.699.965	572.709.188	576,970,503
						,,	,	,	,,	,	,,				,,	,,	,,,	,,,	,,		
LIABILITIES Current Liabilities																					
Payables	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000
Borrowings	271,000	961,879	1,022,250	1,085,970	1,153,255	1,229,525	1,307,344	1,387,704	1,476,128	1,569,481	1,371,492	62,519	58,810	38,690	41,541	44,603	47,890	51,420	55,209	59,278	0
Provisions Total Current Liabilities	1,688,000 3,247,000	1,733,576 3,983,455	1,782,116 4,092,366	1,832,015 4,205,986	1,883,312 4,324,567	1,936,045 4,453,570	1,990,254 4,585,598	2,045,981 4,721,685	2,103,268 4,867,397	2,162,160 5,019,641	2,222,700 4,882,192	2,284,936 3,635,455	2,348,914 3,695,724	2,414,684 3,741,374	2,482,295 3,811,836	2,551,799 3,884,402	2,623,250 3,959,140	2,696,701 4,036,121	2,772,208 4,115,417	2,849,830 4,197,108	2,849,830 4,137,830
<u>Non-Current Liabilities</u> Payables	145,000	145.000	145,000	145.000	145,000	145.000	145,000	145,000	145,000	145.000	145.000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145.000	145,000	145,000
Borrowings	907,000	3,290,798	12,628,919	11,556,669	10,420,698	9,217,443	7,912,918	6,530,574	5,142,869	3,666,741	2,097,261	725,769	663,250	604,440	565,750	524,209	479,606	431,716	380,296	325,087	265,809
Provisions - LSL Provisions -Remediation & Restoration	149,000 1,426,000	153,023 1,186,303	157,308 985.833	161,712 1.001.610	166,240 1.017.428	170,895 1.033.272	175,680 1.049.130	180,599 1.064.987	185,656 913,484	190,854 932.029	196,198 950.866	201,692 969,995	207,339 989,417	213,144 1.009.132	219,113 829,139	225,248 844,438	231,555 859,903	238,038 875,529	244,703 891,311	251,555 907,245	251,555 691,324
Total Current Liabilities	2,627,000	4,775,124	13,917,059	12,864,991	11,749,366	10,566,610	9,282,728	7,921,159	6,387,009	4,934,624		2,042,455		1,009,132		1,738,894	1,716,063	1,690,283	1,661,310	1,628,887	1,353,688
TOTAL LIABILITIES	5,874,000	8,758,579	18,009,426	17,070,977	16,073,933	15,020,180	13,868,326	12,642,844	11,254,406	9,954,265	8,271,517	5,677,910	5,700,730	5,713,090	5,570,837	5,623,297	5,675,203	5,726,403	5,776,728	5,825,995	5,491,518
Net Assets	307,976,000	317,233,250	335,533,094	344,893,995	355,152,981	365,467,426	376,653,162	387,839,498	399,841,333	411,903,711	424,736,644	440,540,507	455,010,167	469,806,414	485,565,971	501,236,189	517,116,211	533,349,527	549,923,237	566,883,193	571,478,985
EQUITY																					
Retained Earnings	142,022,000	146,388,331	165,805,760	165,552,896	165,856,964	165,872,843	166,379,705	166,516,326		167,351,093		169,929,117	· · · · ·			- ,,		188,165,940			197,120,968
Revaluation Reserves	165,954,000 307,976,000	170,351,781 316.740.112	174,866,103 340.671.863	179,500,055 345.052.951	184,256,806 350,113,770	189,139,612 355.012.455	194,151,811 360.531.516	199,296,834 365.813.160	204,578,201	209,999,523 377.350.616	215,564,510 383.333.283	221,276,970	227,140,809 400,113,157	233,160,041 409.108.464	239,338,782 418.685.374	245,681,260 428.120.253	252,191,813 437.520.996	258,874,896 447.040.836	265,735,081 456.660.784	272,777,061 466.424.190	272,777,061 469.898.028
Total Equity	307,970,000	310,740,112	340,071,863	343,032,951	330,113,770	333,012,455	300,531,516	303,813,160	371,391,994	<i>311,33</i> 0,016	363,333,283	391,200,087	400,113,157	409,108,464	410,000,374	428,120,253	437,520,996	441,040,836	430,000,784	400,424,190	409,898,028

							2	0 YEAR L		I FINANCI	AL PLAN										
									BALANCE	SHEET											
1	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
Current Assets Cash and Cash Equivalents	14,776,000	10,186,861	18,005,001	15,498,738	13,586,311	11,814,710	10,154,546	8,555,865	6,962,324	5,441,289	3,854,013	1,749,238	1,268,605	944,719	538,314	107,592	(386,792)	(958,024)	(1,475,102)	(2,100,103)	(2,807,563)
Receivables	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000		5,562,000	5,562,000	5,562,000	5,562,000
Inventories Total Current Assets	971,000 21,309,000	971,000 16,719,861	971,000 24,538,001	971,000 22,031,738	971,000 20,119,311	971,000 18,347,710	971,000 16,687,546	971,000 15,088,865	971,000 13,495,324	971,000 11,974,289	971,000 10,387,013	971,000 8,282,238	971,000 7,801,605	971,000 7,477,719	971,000 7,071,314	971,000 6,640,592	971,000 6,146,208	971,000 5,574,976	971,000 5,057,898	971,000 4,432,897	971,000 3,725,437
																					<u> </u>
Infrastructure, Property, Plant & Equipment																545,610,742					
Total Non-Current Assets	292,541,000	304,722,319	322,872,143	333,604,086	344,496,463	355,170,325	366,413,450	377,419,133	389,099,909	400,684,471	412,643,246	426,116,818	439,134,330	452,220,764	466,174,260	480,070,684	494,997,402	510,302,720	525,846,373	541,832,688	545,610,742
TOTAL ASSETS	313,850,000	321,442,180	347,410,144	355,635,825	364,615,774	373,518,035	383,100,996	392,507,998	402,595,232	412,658,760	423,030,259	434,399,056	446,935,935	459,698,483	473,245,574	486,711,276	501,143,611	515,877,696	530,904,271	546,265,584	549,336,178
LIABILITIES																					
<u>Current Liabilities</u> Payables	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000
Borrowings	271,000	772,651	821,004 1.782,116	871,178 1.832.015	924,588	986,421 1.936.045	1,048,221	1,112,401	1,183,037	1,257,442	1,313,494	0 2.284.936	0 2.348.914	0	0	0	0	0 2.696.701	0	0	0
Provisions Total Current Liabilities	1,688,000 3,247,000	1,733,576 3,794,227	1,782,116 3,891,120	1,832,015 3,991,193	1,883,312 4,095,900	1,936,045 4,210,466	1,990,254 4,326,475	2,045,981 4,446,382	2,103,268 4,574,305	2,162,160 4,707,602	4,824,194	_,	2,348,914 3,636,914	2,414,684 3,702,684	2,482,295 3,770,295	2,551,799 3,839,799	_,,	_,	2,772,208 4,060,208	2,849,830 4,137,830	2,849,830 4,137,830
Non-Current Liabilities																					
Payables	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000
Borrowings Provisions - LSL	907,000 149,000	290,437 153,023	9,517,786 157,308	8,696,782 161,712	7,825,604 166,240	6,901,016 170,895	5,914,595 175,680	4,866,374 180,599	3,753,973 185,656	2,570,936 190,854	1,313,494 196,198	0 201,692	0 207,339	0 213,144	0 219,113	0 225,248	0 231,555	0 238,038	0 244.703	0 251,555	0 251,555
Provisions -Remediation & Restoration	1,426,000	1,186,303	985,833	1,001,610	1,017,428	1,033,272	1,049,130	1,064,987	913,484	932,029	950,866	969,995	989,417	1,009,132	829,139	844,438	859,903	875,529	891,311	907,245	691,324
Total Current Liabilities	2,627,000	1,774,763	10,805,927	10,005,105	9,154,272	8,250,183	7,284,405	6,256,960	4,998,113	3,838,819	2,605,558	1,316,686	1,341,756	1,367,276	1,193,251	1,214,685	1,236,457	1,258,567	1,281,014	1,303,800	1,087,879
TOTAL LIABILITIES	5,874,000	5,568,990	14,697,047	13,996,298	13,250,172	12,460,649	11,610,880	10,703,342	9,572,418	8,546,421	7,429,752	4,889,622	4,978,670	5,069,960	4,963,546	5,054,485	5,147,707	5,243,267	5,341,223	5,441,630	5,225,709
Net Assets	307,976,000	315,873,190	332,713,098	341,639,527	351,365,602	361,057,386	371,490,116	381,804,657	393,022,814	404,112,339	415,600,507	429,509,434	441,957,265	454,628,523	468,282,028	481,656,791	495,995,904	510,634,429	525,563,048	540,823,954	544,110,469
EQUITY	4.40,000,000	4 40 050 005	100 540 000	100 000 100	400 007 077		100 004 070	100.000.100	100 101 101		450 700 000	400 400 007		400 500 504	404 470 054	405 040 744	107.045.511	400.005.400	170 040 400	171 004 005	170 0 17 1 10
Retained Earnings Revaluation Reserves	142,022,000 165,954,000	142,656,225 170,351,781	160,549,398 174,866,103	160,232,492 179,500,055	160,387,077 184,256,806	160,176,740 189,139,612	160,364,879 194,151,811	160,080,129 199,296,834	160,184,134 204,578,201	159,955,578 209,999,523	159,728,029 215,564,510	160,180,927 221,276,970	161,446,639 227,140,809	162,593,591 233,160,041	164,178,351 239,338,782	165,312,714 245,681,260	167,045,511 252,191,813	168,685,466 258,874,896	170,213,199 265,735,081	171,664,325 272,777,061	173,947,442 272,777,061
Total Equity	307,976,000	313,008,006	335,415,501	339,732,547	344,643,883	349,316,352	354,516,690	359,376,964	364,762,335	369,955,101	375,292,539	381,457,897	388,587,449	395,753,632	403,517,133			427,560,362		444,441,386	446,724,503

ATTACHMENTG - Cashflow Statement (Adopted Scenario)

-Consolidated Funds

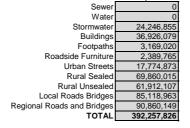
-General Fund Only

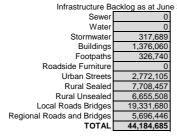
						2	0 YEAR LO	ONG TERM	I FINANCI	AL PLAN										
							STATE	MENT OF		ows										
							UIAIL													
•	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
Receipts Rates and Annual Charges User Charges and Fees Investment Interest and Revenue Grants and Contributions (Operating) Grants and Contributions (Capital) Other <u>Pavments</u> Cost of Services Borrowing Costs (interest only)	7,665,579 4,423,221 380,042 5,615,957 6,860,426 629,221 (15,439,477) (163,267)	8,358,091 6,135,973 381,305 5,263,643 13,917,275 220,379 (15,528,118) (472,973)	8,742,321 6,333,431 579,084 5,301,911 4,151,657 228,445 (16,044,056) (440,287)	9,163,903 6,730,554 508,321 5,601,788 4,056,783 220,328 (16,231,343) (404,713)	9,616,962 6,726,759 458,538 5,767,841 3,866,594 228,776 (16,670,525) (367,466)	10,093,548 6,946,678 415,096 5,939,146 4,044,040 237,579 (16,945,456) (328,083)	10,376,223 7,174,107 377,556 6,110,495 3,803,640 244,647 (17,477,653) (285,889)	10,651,340 7,394,962 345,151 6,286,187 4,040,458 251,667 (17,745,833) (241,288)	10,934,531 7,622,731 312,134 6,467,152 3,909,558 258,896 (18,179,504) (193,005)	11,226,065 7,857,635 286,101 6,653,549 4,041,011 266,342 (18,652,993) (141,936)	11,523,753 8,096,937 260,547 6,845,541 5,469,885 274,010 (19,064,316) (90,628)	11,816,183 8,340,113 198,233 7,042,856 5,071,252 281,764 (19,565,638) (53,965)	12,094,526 8,585,084 195,799 7,245,380 5,015,256 289,514 (20,069,355) (49,091)	12,379,485 8,837,279 199,716 7,453,935 5,366,962 297,481 (20,527,871) (44,547)	12,671,219 9,096,912 199,056 7,668,702 5,251,394 305,670 (21,234,833) (41,696)	12,969,889 9,364,203 201,999 7,889,866 5,063,634 314,088 (21,781,673) (38,634)	13,267,603 9,637,330 218,855 8,117,363 5,098,765 322,658 (22,421,260) (35,347)	13,572,229 9,918,484 234,456 8,351,634 5,045,359 331,465 (23,009,752) (31,817)	13,883,929 10,207,901 252,699 8,592,879 5,151,619 340,518 (23,737,472) (28,028)	14,202,869 10,505,825 268,689 8,841,307 5,686,038 349,822 (24,116,375) (23,959)
Net Cash provided (or used in) Operating Activities	9,971,701	18,275,574	8,852,507	9,645,620	9,627,480	10,402,549	10,323,127			11,535,773		13,130,799	13,307,113	13,962,441	13,916,425		14,205,968	14,412,059		15,714,216
Cash Flows from Investing Activities <u>Receipts</u> Sale of Infrastructure, Property, Plant and Equipment <u>Pavments</u> Purchase of Infrastructure, Property, Plant and Equipment Net Cash provided (or used in) Investing Activities	556,500 (15,005,657) (14,449,157)	526,206 (21,409,347) (20,883,141)		558,252 (10,736,534) (10,178,282)	575,000 (10,461,684) (9,886,685)	592,249 (10,985,837) (10,393,588)		628,317 (11,296,765) (10,668,448)	647,167 (11,149,982) (10,502,815)	666,582 (11,463,717) (10,797,135)		707,177 (13,854,611) (13,147,434)	728,392 (13,849,325) (13,120,932)	750,244 (14,695,443) (13,945,199)	772,751 (14,551,966) (13,779,215)	795,934 (14,186,630) (13,390,696)	819,812 (14,470,644) (13,650,832)	844,406 (14,611,900) (13,767,494)		895,830 (16,196,595) (15,300,764)
Cash Flows from Financing Activities Receipts Proceeds from Borrowings <u>Payments</u> Repayment of Borrowings and Advances Net Cash provided (or used in) Financing Activities	2,300,000 (187,498) 2,112,502	10,000,000 (961,879) 9,038,121	0 (1,022,250) (1,022,250)	0 (1,085,970) (1,085,970)	0 (1,153,255) (1,153,255)	0 (1,229,525) (1,229,525)	0 (1,307,344) (1,307,344)	0 (1,387,704) (1,387,704)	0 (1,476,128) (1,476,128)	0 (1,569,481) (1,569,481)	0 (1,371,492) (1,371,492)	0 (62,519) (62,519)	0 (58,810) (58,810)	0 (38,690) (38,690)	0 (41,541) (41,541)	0 (44,603) (44,603)	0 (47,890) (47,890)	0 (51,420) (51,420)	0 (55,209) (55,209)	0 (59,278) (59,278)
Net Increase (Decrease) in Cash and Cash Equivalents Cash and Cash Equivalents at start of year Cash and Cash Equivalents - end of year	(2,364,954) 14,762,632 12,397,678	6,430,554 12,397,678 18,828,233	(2,300,769) 18,828,233 16,527,464	(1,618,632) 16,527,464 14,908,832	(1,412,460) 14,908,832 13,496,372	(1,220,564) 13,496,372 12,275,808	(1,053,618) 12,275,808 11,222,190	(1,073,509) 11,222,190 10,148,681	(846,450) 10,148,681 9,302,231	(830,844) 9,302,231 8,471,387	(2,026,073) 8,471,387 6,445,315	(79,155) 6,445,315 6,366,160	127,371 6,366,160 6,493,531	(21,448) 6,493,531 6,472,083	95,669 6,472,083 6,567,752	548,072 6,567,752 7,115,824	507,246 7,115,824 7,623,070	593,145 7,623,070 8,216,214	519,903 8,216,214 8,736,117	354,174 8,736,117 9,090,291
Projected Bank Balances Check	12,397,678 0	18,828,233 0	16,527,464 0	14,908,832 0	13,496,372 0	12,275,808 0	11,222,190 0	10,148,681 -0	9,302,231 -0	8,471,387 0	6,445,315 0	6,366,160 0	6,493,531 0	6,472,083 0	6,567,752 0	7,115,824 0	7,623,070 0	8,216,214 0	8,736,117 -0	9,090,291 0

						2	0 YEAR LO	ONG TERM	I FINANCI	AL PLAN										
							STATE	MENT OF	CASH FLC	ows										
							-					i.								
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
Receipts Rates and Annual Charges	5,286,526	5.921.154	6.235.918	6.567.666	6.917.324	7.285.867	7.455.636	7.629.375	7.807.179	7.989.141	8.172.892	8.360.868	8.553.168	8.749.891	8.951.138	9.157.015	9.367.626	9.583.081	9.803.492	10.028.972
User Charges and Fees	3,660,006	5,339,151	5,499,113	5,856,960	5,809,484	5,983,540	6,162,812	6,347,456	6,537,633	6,733,509	6,932,288	7,136,956	7,347,688	7,564,663	7,788,068	8,018,093	8,254,934	8,498,795	8,749,884	9,008,416
Investment Interest and Revenue Grants and Contributions (Operating)	380,042 5.525.878	313,309 5,171,153	553,764 5.206.616	476,681 5.502,947	417,862 5,664,994	363,375 5.832,110	312,315 5,999,080	263,145 6.171.032	214,134 6.348,115	167,353 6.530,482	118,535 6,718,289	53,800 6.911.702	39,017 7,110,887	29,056 7.316.016	16,556 7.527.267	3,309 7,744,823	0 7.968.873	0 8.199.611	0 8.437.236	0 8.681.954
Grants and Contributions (Capital)	5,277,572	12,387,219	4,146,467	4,051,455	3,861,125	4,038,427	3,797,878	4,034,542	3,903,487	4,034,778	4,803,487	4,404,685	4,348,514	4,700,042	4,584,291	5,056,342	5,091,280	5,037,676	5,143,732	5,677,942
Other Payments	323,387	188,571	195,528	186,150	193,183	200,507	206,030	211,707	217,543	223,541	229,708	236,047	242,563	249,262	256,148	263,227	270,505	277,986	285,677	293,584
Cost of Services	(12,786,522)	(12,841,525)	(13,369,103)	(13,517,204)	(13,887,771)	(14,101,385)	(14,573,155)	(14,672,087)	(15,132,693)	(15,530,250)		(16,341,944)	(16,764,520)	(17,053,997)	(17,775,918)	(18,044,961)	(18,590,057)	(19,081,610)	(19,709,880)	(19,870,756)
Borrowing Costs (interest only) Net Cash provided (or used in) Operating Activities	(13,500) 7.653.389	(329,919) 16.149.112	(304,388) 8.163.916	(277,195) 8.847.461	(248,339) 8.727.864	(217,569) 9.384.872	(185,209) 9.175.386	(150,220) 9.834.950	(112,751) 9.782.645	(73,223) 10.075.331	(32,142) 11.034.532	0	0	0	0	0	0	0	0 12.710.142	0 13.820.113
Net cash provided (or used in) Operating Activities	7,055,569	10,149,112	0,103,910	0,047,401	0,121,004	9,304,072	9,175,300	9,034,930	9,702,043	10,075,331	11,034,532	10,762,114	10,077,317	11,554,955	11,347,331	12,197,040	12,303,101	12,515,539	12,710,142	13,020,113
Cash Flows from Investing Activities																				
Receipts Sale of Infrastructure, Property, Plant and Equipment	556,500	526.206	541,992	558,252	575.000	592.249	610.017	628.317	647,167	666.582	686.579	707.177	728.392	750.244	772,751	795.934	819.812	844,406	869.738	895,830
Payments																				
Purchase of Infrastructure, Property, Plant and Equipment Net Cash provided (or used in) Investing Activities	(12,258,554) (11.702.054)	(18,084,527)	(10,391,166) (9.849.174)	(10,446,962) (9.888.710)	(10,149,877) (9.574.877)	(10,650,864) (10.058.615)	(10,335,863) (9,725,846)	(10,944,408) (10,316,091)				(11,949,925)	(11,929,595) (11,201,203)		(12,551,024) (11,778,273)	(13,488,166)	(13,754,205)	(13,877,024)	(14,204,881)	(15,423,403) (14,527,573)
····· · · · · · · · · · · · · · · · ·	(,	()	(0)0 (0)11 ()	(-)))	(0)01 ()01 ()	()))	(-)	(()	()	(,===,==,	((,=,=)	()==.)===/	(,,	((((,,	()==.)=)
Cash Flows from Financing Activities Receipts																				
Proceeds from Borrowings	300,000	10,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments Repayment of Borrowings and Advances	(9.563)	(772.651)	(821.004)	(871,178)	(924,588)	(986.421)	(1.048.221)	(1.112.401)	(1.183.037)	(1.257,442)	(1.313.494)	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Financing Activities	290,437	9,227,349	(821,004)	(871,178)	(924,588)	(986,421)		(1,112,401)	(1,183,037)	(1,257,442)	(1,313,494)	0	0	0	0	0	0	0	0	0
Net Increase (Decrease) in Cash and Cash Equivalents	(0.750.000)	7 040 440	(0.500.000)	(4.040.407)	(4 774 004)	(4.000.404)	(4.500.004)	(4,500,540)	(4.504.005)	(4.507.070)	(2.104.775)	(480.633)	(000,000)	(100,100)	(400 700)	(101.00.0)	(574.000)	(547.070)	(005.004)	(707.400)
Net Increase (Decrease) in Cash and Cash Equivalents Cash and Cash Equivalents at start of year	(3,758,228) 13,945,089	7,818,140 10,186,861	(2,506,263) 18,005,001	(1,912,427) 15,498,738	(1,771,601) 13,586,311	(1,660,164) 11,814,710	(1,598,681) 10,154,546	(1,593,542) 8,555,865	(1,521,035) 6,962,324	(1,587,276) 5,441,289	(2,104,775) 3,854,013	(480,633) 1,749,238	(323,886) 1,268,605	(406,406) 944,719	(430,722) 538,314	(494,384) 107,592	(571,232) (386,792)	(517,078) (958,024)	(625,001) (1,475,102)	(707,460) (2,100,103)
Cash and Cash Equivalents - end of year	10,186,861	18,005,001	15,498,738	13,586,311	11,814,710	10,154,546	8,555,865	6,962,324	5,441,289	3,854,013	1,749,238	1,268,605	944,719	538,314	107,592	(386,792)	(958,024)	(1,475,102)	(2,100,103)	(2,807,563)
Projected Bank Balances	10,186,861	18.005.001	15,498,738	13.586.311	11.814.710	10.154.546	8,555,865	6.962.324	5.441.289	3.854.013	1.749.238	1.268.605	944,719	538.314	107.592	(386,792)	(958.024)	(1.475.102)	(2.100.103)	(2.807.563)
Check	0	0	0	0	0	0	0	-0	0	0	-0	-0	0	0	0	0	-0	-0	-0	-0

ATTACHMENTH - Base Case (Scenario 2) Statements and Assumptions for General Fund Only

								20 YEAR LOI	NG TERM FINAN	ICIAL PLAN											
								FINANCIAL SU	JSTAINABILITY	INDICATORS											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Budget	_																				
Operating Revenue																					
Rates and annual charges User charges and fees	_	5,286,526 3,645,006	5,408,974 5,323,891	5,534,295 5,483,591	5,662,556 5,638,128	5,793,828 5,800,593	5,928,182 5,974,592	6,065,689 6,153,811	6,206,425 6,338,406	6,350,465 6.528.538	6,497,888 6,724,374	6,648,774 6,926,084	6,803,205 7,133,845	6,961,263 7,347,838	7,123,036 7,568,250	7,288,610 7,795,274	7,458,076 8,029,108	7,631,525 8,269,956	7,809,053 8,518,029	7,990,754 8,773,544	8,176,729 9,036,723
Operating grants and contributions		5,525,878	5,179,564	5,211,007	5,359,620	5,512,670	5,670,290	5,832,618	5,999,793	6,171,960	6,349,270	6,531,874	6,719,931	6,913,606	7,113,066	7,318,483	7,530,036	7,747,909	7,972,290	8,203,374	8,441,361
All other operating revenue Total operating revenue		598,369 15.055.779	498,037 16.410.466	498,723 16.727.616	500,947 17,161,251	515,090 17.622.181	534,285 18.107.349	557,548 18.609.666	579,233 19,123,857	599,037 19.650.001	613,899 20.185.431	626,983 20.733.715	651,249 21.308.230	697,315 21.920.023	725,539 22.529.891	713,034 23,115,401	704,765 23,721,985	698,193 24.347.583	693,581 24,992,953	690,855 25.658.527	689,239 26,344,052
	·ı <u> </u>	13,033,113	10,410,400	10,727,010	17,101,201	17,022,101	10,107,343	10,003,000	13,123,037	13,030,001	20,103,431	20,735,715	21,500,250	21,320,023	22,323,031	23,113,401	25,721,505	24,547,505	24,332,333	23,030,321	20,344,032
Operating Expenses Cost of services (excl interest and depreciation)]	0.005.040	10 570 707	40.005.470	10.005.005	44 045 700	44 000 740	10 101 110	40.000.074	12,633,829	40.004.054	13,503,191	13,807,884	44 040 404	14.477.879	45 450 570	15.488.616	45 020 777	16.404.053	47.002.702	17,204,818
Borrowing costs	-	8,965,246 (290,437)	10,579,767 20,436	10,665,170 22,317	10,985,265 24,370	11,315,720 26,613	11,608,749 29,062	12,101,416 31,737	12,220,371 34,657	37,846	13,031,054 41,329	22,070	13,607,664	14,210,184 0	14,477,879	15,158,572 0	10,400,010	15,939,777 0	16,404,053	17,003,792 0	17,204,818 0
Maintenance expense		4,264,716	4,029,123	4,072,178	4,019,919	4,108,189	4,204,543	4,256,441	4,316,887	4,504,886	4,633,361	4,754,558	4,879,352	5,007,848	5,140,159	5,276,397	5,416,677	5,561,120	5,709,851	5,862,998	6,020,689
Depreciation expense Total Operating Expenses		7,309,601 20,249,126	7,483,289 22.112.615	7,664,971 22,424,635	7,851,229 22.880.783	8,044,358 23.494.880	8,240,766 24,083,120	8,443,621 24,833,215	8,650,893 25,222,808	8,861,582 26,038,144	9,079,950 26,785,694	9,303,781 27,583,600	9,533,212 28,220,448	9,768,383 28.986.415	10,009,438 29.627.476	10,253,744 30.688.712	10,506,928 31,412,221	10,766,446 32,267,343	11,032,457 33.146.361	11,305,122 34,171,912	11,584,609 34,810,116
					11,000,000	., . ,	1,000,110		10,111,000		20,100,001		20,220,110		10,011,0		•••,••=,===	01,101,010			
Operating Surplus/(Deficit)		(5,193,347)	(5,702,148)	(5,697,019)	(5,719,532)	(5,872,699)	(5,975,771)	(6,223,550)	(6,098,951)	(6,388,143)	(6,600,263)	(6,849,884)	(6,912,217)	(7,066,392)	(7,097,585)	(7,573,311)	(7,690,237)	(7,919,760)	(8,153,408)	(8,513,386)	(8,466,064)
Capital Budget	-	5 929 275	6 922 904	3.837.821	2 125 014	2 245 425	2 204 040	2 544 627	2 260 727	3 630 350	3.569.935	3,674,547	3 793 303	3 803 339	1 007 507	1 105 100	1 246 200	1 274 200	1 400 750	1 622 145	1 760 100
Capital grants and contributions Receipts from asset sales	1	5,828,375 556,500	6,823,891 526,206	3,837,821 541,992	3,135,811 558,252	3,215,425 575,000	3,304,916 592,249	3,511,627 610,017	3,369,727 628,317	3,628,358 647,167	3,569,935 666,582	3,674,547 686,579	3,782,283 707,177	3,893,238 728,392	4,007,507 750,244	4,125,190 772,751	4,246,389 795,934	4,371,208 819,812	4,499,756 844,406	4,632,145 869,738	4,768,489 895,830
Cashflow generated by annual depreciation charge		7,309,601	7,483,289	7,664,971	7,851,229	8,044,358	8,240,766	8,443,621	8,650,893	8,861,582	9,079,950	9,303,781	9,533,212	9,768,383	10,009,438	10,253,744	10,506,928	10,766,446	11,032,457	11,305,122	11,584,609
Total capital receipts	il <u> </u>	13,694,476	14,833,386	12,044,784	11,545,292	11,834,782	12,137,932	12,565,265	12,648,938	13,137,108	13,316,467	13,664,907	14,022,672	14,390,013	14,767,189	15,151,685	15,549,250	15,957,466	16,376,619	16,807,006	17,248,929
Capital Expenses]																				
Renewal expenditure Upgrade expenditure	_	10,578,089 1,599,306	9,754,967 484,284	5,966,020 446,740	5,326,408 419,756	5,250,695 453,431	5,446,054 436,466	5,572,169 448,798	5,690,153 461,496	5,986,531 474,569	5,919,088 488,031	6,080,542 501,891	6,186,797 516,162	6,296,223 530,856	6,608,914 545,985	6,524,969 561,563	6,644,488 577,602	6,767,573 594,117	6,894,332 611,121	7,024,874 628,629	7,391,312 646,656
Acquisition of non-infrastructure assets	-	81,159	69,472	71,557	73,703	75,914	78,192	80,538	82,954	85,442	88,006	90,646	93,365	96,166	99,051	102,023	105,083	108,236	111,483	114,827	118,272
Total Capital Payments		12,258,554	10,308,723	6,484,317	5,819,867	5,780,040	5,960,711	6,101,504	6,234,602	6,546,543	6,495,124	6,673,079	6,796,324	6,923,245	7,253,950	7,188,554	7,327,173	7,469,925	7,616,936	7,768,331	8,156,240
Capital Surplus/(Deficit)		1,435,922	4,524,663	5,560,468	5,725,425	6,054,743	6,177,220	6,463,761	6,414,335	6,590,564	6,821,343	6,991,829	7,226,348	7,466,769	7,513,239	7,963,131	8,222,077	8,487,540	8,759,683	9,038,675	9,092,689
OVERALL SURPLUS/(DEFICIT)		(3,757,425)	(1,177,486)	(136,552)	5,893	182,044	201,450	240,211	315,384	202,422	221,080	141,944	314,131	400,376	415,654	389,820	531,841	567,781	606,276	525,289	626,625
Total Results from Summary Worksheet		3,757,425	1,177,486	136,552	(5,893)	(182,044)	(201,450)	(240,211)	(315,384)	(202,422)	(221,080)	(141,944)	(314,131)	(400,376)	(415,654)	(389,820)	(531,841)	(567,781)	(606,276)	(525,289)	(626,625)
Check Total	l I	0	(0)	(0)	(0)	(102,044)	(201,450)	(240,211)	(313,304)	(202,422)	(221,000)	(141,544)	(314,131)	(400,570)	(413,034)	(309,020)	(551,641)	(307,781)	(000,270) 0	(323,209)	(020,023)
Balance Sheet and related items (at year's end)																					
Total debt		290,437	270,001	247,684	223,314	196,701	167,639	135,902	101,245	63,399	22,070	0	0	0	0	0	0	0	0	0	0
Net Debt Servicing Costs (excluding loan proceeds) Infrastructure backlog	44.184.685	9,563 40.116.544	20,436 37.602.724	22,317 39,078,305	24,370 41,393,249	26,613 43.960,197	29,062 46.536.676	31,737 49,183,730	34,657 51.913.722	37,846 54,551,488	41,329 57.468.335	22,070 60.440.629	0 63.528.963	0 66.735.695	0 69.863.227	0 73.311.220	0 76.884.859	0 80.586.674	0 84.419.238	0 88.385.172	0 92.255.141
Infrastructure asset disposals (at replacement cost)	44,104,005	40,110,544	0	0	41,353,245	43,500,157	40,550,070	49,103,730	0	04,551,466	0	00,440,029	03,320,903	00,735,095	05,005,227	0	0	00,300,074	04,419,230	00,505,172	92,233,141
Infrastructure assets incl buildings (at replacement cost)	392,257,826 4	403,271,320	413,837,387	424,630,062	435,665,569	447,010,639	458,622,371	470,536,728	482,761,642	495,305,253	508,175,915	521,382,203	534.932.920	540.007.000	563.104.011	577 740 474	592.764.356	608.177.581	623.993.142		656,873,796
Population growth projections Projected population (2011 census population was 9537)	0527	0.10%	0.10%						0.400/	0.400/	0.400/			548,837,099	0.400/	577,743,174					0.10%
Operating expenditure per person	9007	9547		0.10%	0.10%	0.10%	0.10% 9594	0.10% 9604	0.10%	0.10%	0.10%	0.10%	0.10%	0.10% 9662	0.10%	0.10% 9681	0.10%	0.10%	0.10%	0.10%	9730
	9537	9547 1,386	9556 1,529	9566 1,541	9575 1,567	9585 1,609	9594 1,648	9604 1,703	9614 1,720	9623 1,781	9633 1,834	0.10% 9642 1,893	0.10% 9652 1,936	0.10% 9662 1,989	9671 2,028	0.10% 9681 2,111	0.10% 9691 2,157	0.10% 9700 2,216	0.10% 9710 2,277	9720 2,353	9730 2,387
Infrastructure stock per serson Total employee costs in budget	9007	1,386 42,243	9556 1,529 43,306	9566 1,541 44,391	9575 1,567 45,499	9585 1,609 46,638	9594 1,648 47,801	9604 1,703 48,994	9614 1,720 50,217	9623 1,781 51,470	9633 1,834 52,755	0.10% 9642 1,893 54,072	0.10% 9652 1,936 55,422	0.10% 9662 1,989 56,805	9671 2,028 58,224	0.10% 9681 2,111 59,678	0.10% 9691 2,157 61,168	0.10% 9700 2,216 62,696	0.10% 9710 2,277 64,262	9720 2,353 65,867	2,387 67,513
Total employee costs in budget	9007	1,386	9556 1,529	9566 1,541	9575 1,567	9585 1,609	9594 1,648	9604 1,703	9614 1,720	9623 1,781	9633 1,834	0.10% 9642 1,893	0.10% 9652 1,936	0.10% 9662 1,989	9671 2,028	0.10% 9681 2,111	0.10% 9691 2,157	0.10% 9700 2,216	0.10% 9710 2,277	9720 2,353	2,387
Total employee costs in budget Financial Sustainability Indicators (Targets)	3001	1,386 42,243 8,925,175	9556 1,529 43,306 9,806,223	9566 1,541 44,391	9575 1,567 45,499	9585 1,609 46,638	9594 1,648 47,801	9604 1,703 48,994	9614 1,720 50,217	9623 1,781 51,470	9633 1,834 52,755 11,743,824	0.10% 9642 1,893 54,072 12,068,926	0.10% 9652 1,936 55,422 12,384,231	0.10% 9662 1,989 56,805	9671 2,028 58,224	0.10% 9681 2,111 59,678 13,384,927	0.10% 9691 2,157 61,168 13,737,628	0.10% 9700 2,216 62,696 14,100,353	0.10% 9710 2,277 64,262	9720 2,353 65,867	2,387 67,513
Total employee costs in budget	1000	1,386 42,243	9556 1,529 43,306	9566 1,541 44,391	9575 1,567 45,499	9585 1,609 46,638	9594 1,648 47,801	9604 1,703 48,994	9614 1,720 50,217	9623 1,781 51,470	9633 1,834 52,755	0.10% 9642 1,893 54,072	0.10% 9652 1,936 55,422	0.10% 9662 1,989 56,805	9671 2,028 58,224	0.10% 9681 2,111 59,678	0.10% 9691 2,157 61,168	0.10% 9700 2,216 62,696	0.10% 9710 2,277 64,262	9720 2,353 65,867	2,387 67,513
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%)		1,386 42,243 8,925,175 1.93% 0.06% 9.95%	9556 1,529 43,306 9,806,223 1.65% 0.12% 9.09%	9566 1,541 44,391 9,825,354 1.48% 0.13% 9.20%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9.50%	9585 1,609 46,638 10,249,162 1.12% 0.15% 9.83%	9594 1,648 47,801 10,529,726 0.93% 0.16% 10.15%	9604 1,703 48,994 10,735,465 0.73% 0.73% 0.17% 10.45%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01%	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59%	0.10% 9652 1,936 55,422 12,384,231 0.00% 0.00% 11.88%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12.16%	9671 2,028 58,224 13,099,058 0.00% 0.00% 12,41%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12.69%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12.97%	0.10% 9700 2,216 62,696 14,100,353 0.00% 0.00% 13.25%	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13,53%	9720 2,353 65,867 14,857,023 0.00% 0.00% 13,81%	2,387 67,513 15,316,803 0.00% 0.00% 14.04%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%)		1,386 42,243 8,925,175 1.93% 0.06%	9556 1,529 43,306 9,806,223 1.65% 0.12%	9566 1,541 44,391 9,825,354 1.48% 0.13%	9575 1,567 45,499 9,986,892 1.30% 0.14%	9585 1,609 46,638 10,249,162 1.12% 0.15%	9594 1,648 47,801 10,529,726 0.93% 0.16%	9604 1,703 48,994 10,735,465 0.73% 0.17%	9614 1,720 50,217 11,109,921 0.53% 0.18%	9623 1,781 51,470 11,431,267 0.32% 0.19%	9633 1,834 52,755 11,743,824 0.11% 0.20%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11%	0.10% 9652 1,936 55,422 12,384,231 0.00% 0.00%	0.10% 9662 1,989 56,805	9671 2,028 58,224 13,099,058 0.00% 0.00%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00%	0.10% 9700 2,216 62,696 14,100,353 0.00% 0.00%	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00%	9720 2,353 65,867 14,857,023 0.00% 0.00%	2,387 67,513 15,316,803 0.00% 0.00%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%)		1,386 42,243 8,925,175 1.93% 0.06% 9.95% -44.71% -34.49% 100%	9556 1,529 43,306 9,806,223 1,65% 0,12% 9,09% -30,36% -30,36% 110%	9566 1,541 9,825,354 1.48% 0.13% 9.20% 22.17% -34.06% 111%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9.50% 32,16% -33,33% 113%	9585 1,609 46,638 10,249,162 1,12% 0,15% 9,83% 34,73% -33,33% 116%	9594 1,648 47,801 10,529,726 0.93% 0.16% 10.15% 33.91% -33.00% 119%	9604 1,703 48,994 10,735,465 0,73% 0,17% 10,45% 34,01% -33,44% 123%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01% 32.44% -32.51% 129%	9633 1,834 52,755 11,743,824 0,11% 0,20% 11,31% 34,81% -32,70% 132%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137%	0.10% 9652 1.936 55,422 12,384,231 0.00% 0.00% 11.88% 35.10% -32.44% 140%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144%	9671 2,028 58,224 13,099,058 0,00% 0,00% 12,41% 33,97% -31,50% 146%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12.69% 36.37% -32.76% 152%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12,97% 36,76% -32,42% 156%	0.10% 9700 2,216 62,696 14,100,353 0.00% 0.00% 13,25% 37,14% -32,53% 160%	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13.53% 37.51% -32.62% 164%	9720 2,353 65,867 14,857,023 0.00% 0.00% 13,81% 37,86% -33,18% 170%	2,387 67,513 15,316,803 0.00% 0.00% 14.04% 36.20% -32.14% 172%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%)		1,386 42,243 8,925,175 1.93% 0.06% 9.95% -44.71% -34.49%	9556 1,529 43,306 9,806,223 1.65% 0.12% 9,09% -30,36% -34,75%	9566 1,541 44,391 9,825,354 1.48% 0.13% 9,20% 22.17% -34.06%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9.50% 32,16% -33,33%	9585 1,609 46,638 10,249,162 1.12% 0.15% 9.83% 34,73% -33,33%	9594 1,648 47,801 10,529,726 0.93% 0.16% 10.15% 33.91% -33.00%	9604 1,703 48,994 10,735,465 0.17% 0.17% 10.45% 34.01% -33.44%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10,75% 34,22% -31,89%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11,01% 32,44% -32,51%	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31% 34.81% -32.70%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04%	0.10% 9652 1,936 55,422 12,384,231 0.00% 0.00% 11.88% 35.10% -32.44%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24%	9671 2,028 58,224 13,099,058 0.00% 0.00% 12,41% 33,97% -31.50%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12,69% 36,37% -32,76%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12,97% 36,76% -32,42%	0.10% 9700 2,216 62,696 14,100,353 0.00% 0.00% 13.25% 37.14% -32.53%	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13,53% 37,51% -32,62%	9720 2,353 65,867 14,857,023 0.00% 0.00% 13,81% 37,86% -33,18%	2,387 67,513 15,316,803 0.00% 0.00% 14.04% 36.20% -32.14%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%)		1,386 42,243 8,925,175 1,93% 0,06% 9,95% -44,71% -34,49% 100% 100%	9556 1,529 43,306 9,806,223 1.65% 0.12% 9.09% -30.36% -34.75% 110% 103%	9566 1,541 9,825,354 1,48% 0,13% 9,20% 22,17% -34,06% 111% 105%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9.50% 32.16% -33.33% 113% 108%	9585 1,609 46,638 10,249,162 1.12% 0.15% 9,83% 34,73% -33,33% 116% 110%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113%	9604 1,703 48,994 10,735,465 0.17% 0.17% 10.45% 34.01% -33.44% 123% 116%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01% 32.44% -32.51% 129% 122%	9633 1,834 52,755 11,743,824 0.20% 11.31% 34.81% -32.70% 132% 125%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137% 128%	0.10% 9652 1,936 55,422 12,384,231 0.00% 0.00% 11.88% 35,10% -32,44% 140% 131%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134%	9671 2,028 58,224 13,099,058 13,099,058 0,00% 0,00% 12,41% 33,97% -31.50% 146% 138%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12,69% 36,37% -32,76% 152% 141%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12.97% 36,77% -32.42% 156% 145%	0.10% 9700 2,216 62,896 14,100,353 0.00% 0.00% 13,25% 37,14% -32,53% 160% 148%	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13,53% 37,51% -32,62% 164% 152%	9720 2,353 65,867 14,857,023 0.00% 0.00% 13,81% 37,86% -33,18% 170% 156%	2,387 67,513 15,316,803 0.00% 14,04% 36,20% -32,14% 172% 160%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%) IPart Financial Indicators Operating Balance Ratio (excl Capital)		1,386 42,243 8,925,175 1.93% 0.06% 9.95% -44,71% -34,49% 100% 100%	9556 1,529 43,306 9,806,223 1,65% 0,12% 9,09% -30,36% -30,36% 110% 103% -35%	9566 1,541 9,825,354 9,825,354 1.48% 0.13% 9,20% 22.17% -34,06% 111% 105%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9.50% 32,16% -33.33% 113% 108% -33.33%	9585 1,609 46,638 10,249,162 1.12% 0.15% 9.83% 34.73% -33.33% 116% 110% -33%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113% -33%	9604 1,703 48,994 10,735,465 0.73% 0.17% 10,45% 34,01% -33,44% 123% 116% -33%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01% 32.44% -32.51% 129% 122% -33%	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31% 34.81% 34.81% 34.81% 132% 132% 125%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137% 128%	0.10% 9652 1,936 55,422 12,384,231 0.00% 0.00% 11.88% 35.10% -32.44% 140% 131%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134%	9671 2,028 58,224 13,099,058 0,00% 0,00% 12,41% 33,97% -31,50% 146% 138% -32%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12.69% 36.37% -32.76% 152% 141% -33%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12,97% 36,76% 36,76% 145% 145%	0.10% 9700 2,216 62,696 14,100,353 14,100,355 14,100,35	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13.53% 37.51% -32.62% 164% 152%	9720 2,353 65,867 14,857,023 0.00% 0.00% 13,81% 37,86% -33,18% 170% 156%	2,387 67,513 15,316,803 0.00% 0.00% 14,04% 36,20% -32,14% 172% 160% -32%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%)		1,386 42,243 8,925,175 1,93% 0,06% 9,95% -44,71% -34,49% 100% 100%	9556 1,529 43,306 9,806,223 1.65% 0.12% 9.09% -30.36% -34.75% 110% 103%	9566 1,541 9,825,354 1,48% 0,13% 9,20% 22,17% -34,06% 111% 105%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9.50% 32.16% -33.33% 113% 108%	9585 1,609 46,638 10,249,162 1.12% 0.15% 9,83% 34,73% -33,33% 116% 110%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113%	9604 1,703 48,994 10,735,465 0.17% 0.17% 10.45% 34.01% -33.44% 123% 116%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01% 32.44% -32.51% 129% 122%	9633 1,834 52,755 11,743,824 0.20% 11,31% 34,81% -32,70% 132% 125%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137% 128%	0.10% 9652 1,936 55,422 12,384,231 0.00% 0.00% 11.88% 35,10% -32,44% 140% 131%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134%	9671 2,028 58,224 13,099,058 13,099,058 0,00% 0,00% 12,41% 33,97% -31.50% 146% 138%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12,69% 36,37% -32,76% 152% 141%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12.97% 36,77% -32.42% 156% 145%	0.10% 9700 2,216 62,896 14,100,353 0.00% 0.00% 13,25% 37,14% -32,53% 160% 148%	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13,53% 37,51% -32,62% 164% 152%	9720 2,353 65,867 14,857,023 0.00% 0.00% 13,81% 37,86% -33,18% 170% 156%	2,387 67,513 15,316,803 0.00% 14,04% 36,20% -32,14% 172% 160%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%) IPart Financial Indicators Operating Balance Ratio (excl Capital) Unrestricted Current Ratio Rates and Annual Charges Ratio Debt Service Ratio		1,386 42,243 8,925,175 1,93% 0,06% 9,95% -44,71% -34,49% 100% 100% -34,49% 100% 5,50 2,5% 0,06%	9556 1,529 43,306 9,806,223 1.65% 0.12% 9,09% -30,36% -34,75% 110% 103% -35% 5.03 23% 0.12%	9566 1,541 9,825,354 9,825,354 0,13% 9,20% 22,17% -34,06% 111% 105% -34% 4,90 27% 0,13%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9,50% 32,16% 33,33% 113% 108% -33,33% 4.82 2.8% 0.14%	9585 1,609 46,638 10,249,162 1.12% 0.15% 9.83% 34.73% -33.33% 116% 110% -333% 4.79 28% 0.15%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113% -33% 4,77 28% 0,16%	9604 1,703 48,994 10,735,465 0.17% 0.17% 10.45% 34.01% -33.44% 123% 116% -33% 4.76 2.7% 0.17%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119% -32% 4.77 28% 0.18%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11,01% 32,44% 32,45% 129% 122% 122% -33% 4,74 27% 0.19%	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31% 34.81% 34.81% 132% 132% 132% 132% 132% 0.20%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 0.00% 0.11%	0.10% 9652 1,936 55,422 12,384,231 0.00% 0.00% 11.88% 35,10% -32,44% 140% 131% -32% 4.74 4.74 27% 0.00%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134% -32,24% 4.76 27% 0.00%	9671 2,028 58,224 13,099,058 0,00% 12,419 33,97% -31,50% 146% 138% -32% -32% 0,00%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12,69% 36,37% -32,76% 152% 141% -33% 4.80 27% 0.00%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12.97% 36.76% -32.42% 156% 145% -32% 4.85 27% 0.00%	0.10% 9700 2,216 62,696 14,100,353 14,100,353 14,100,353 14,100,353 14,100,353 14,100,353 14,100,353 160% 148% 148% 148% 148%	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 37.51% -32.62% 164% 152% -33% 4.96 26% 0.00%	9720 2,353 65,867 14,857,023 0.00% 13,81% 37,86% -33,18% 170% 156% -33,18% -33,18% 170% 156% 0.00%	2,387 67,513 15,316,803 0.00% 0.00% 14,04% 36,20% -32,14% 172% 160% -32,14% 5,15 5,15 5,26% 0.00%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%) IPart Financial Indicators Operating Balance Ratio (excl Capital) Unrestricted Current Ratio Rates and Annual Charges Ratio		1,386 42,243 8,925,175 1.93% 0.06% 9.95% -44,71% -34,49% 100% 100% 100% 5.50 25%	9556 1,529 43,306 9,806,223 1.65% 0.12% 9,09% -30.36% -34.75% 110% 103% -35% 5.03 23%	9566 1,541 44,391 9,825,354 1.48% 0.13% 9,20% 9,20% 22.17% -34.06% 111% 105% -34% 4.90 27%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9,50% 32,16% -33.33% 113% 108% -33.33% 4.82 2.8%	9585 1,609 46,638 10,249,162 1,12% 0,15% 9,83% 34,73% -33,33% 116% 110% -33% 4,79 28%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113% -33% 4,77 28%	9604 1,703 48,994 10,735,465 0.73% 0.17% 10.45% 34.01% -33.44% 123% 116% -33% 4.76 27%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119% -32% 4.77 28% 0.18% 231%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11,01% 11,01% 32,44% -32,51% 129% 122% -33% 4,74 27%	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31% 34.81% -32.70% 132% 125% -33% 4.75 27%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137% 128% -33% 4.73 27%	0.10% 9652 1.936 55.422 12,384,231 0.00% 0.00% 11.88% 35.10% -32.44% 140% 131% -32% 4.74 27% 0.00% 253%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134% -32% 4.76 27%	9671 2,028 58,224 13,099,058 0,00% 0,00% 12,41% 33,97% -31,50% 146% 138% -32% 4,79 2,7% 0,00% 0,00% 263%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12,69% 36,37% -32,76% 152% 141% -33% 4.80 27%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12,97% 36,76% 36,76% -32.42% 156% 145% -32% 4.85 27% 0.00% 275%	0.10% 9700 2,216 62,696 14,100,353 0.00% 0.00% 13.25% 37.14% -32.53% 160% 148% -33.5% 4.90 27%	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13,53% 37,51% -32,62% 164% 152% -33% 4.96 26%	9720 2,353 65,867 14,857,023 0.00% 13,81% 37,86% 170% 136% 170% 156% -33,18% 170% 156% 0.00% 202%	2,387 67,513 15,316,803 0.00% 0.00% 14,04% 36,20% -32,14% 172% 160% 5,15 26%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%) IPart Financial Indicators Operating Balance Ratio (excl Capital) Unrestricted Current Ratio Rates and Annual Charges Ratio Debt Service Ratio Broad Liabilities Ratio		1,386 42,243 8,925,175 1.93% 0.06% 9.95% -44.71% -34.49% 100% 100% -34% 5.50 25% 0.06% 193%	9556 1,529 43,306 9,806,223 1,65% 0,12% 9,09% -30,36% -30,36% 100% 103% -35% 5,03 23% 0,12% 163%	9566 1,541 9,825,354 1.48% 0.13% 9.20% 22.17% -34.06% 111% 105% -34% 4.90 27% 0.13% 191%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9.50% -33.33% -33.33% 113% 108% -33.33% 4.82 2.8% 0.14% 0.14% 2.05%	9585 1,609 46,638 10,249,162 1,12% 0,15% 9,83% 34,73% 116% 110% -33% 4.79 28% 0,15% 212%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113% -33% 4.77 28% 0,16% 218%	9604 1,703 48,994 10,735,465 0.73% 0.17% 10,45% 34,01% -33,44% 123% 116% -33% 4.76 2.7% 0.17% 223%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119% -32% 4.77 28% 0.18%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01% 32.44% -32.51% 129% 122% -33% 4.74 27% 0.19% 235%	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31% 34.81% 34.81% 34.81% 125% 132% 125% -33% 4.75 27% 0.20% 0.20% 242%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137% 128% -33% 4.73 27% 0.11% 248%	0.10% 9652 1,936 55,422 12,384,231 0.00% 0.00% 11.88% 35,10% -32,44% 140% 131% -32% 4.74 4.74 27% 0.00%	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134% -32,24% 4.76 2.7% 0.00% 2.59%	9671 2,028 58,224 13,099,058 0,00% 12,419 33,97% -31,50% 146% 138% -32% -32% 0,00%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12.69% 36.37% -32.76% 152% 141% -33% 4.80 27% 0.00% 269%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12.97% 36.76% -32.42% 156% 145% -32% 4.85 27% 0.00%	0.10% 9700 2,216 62,696 14,100,353 16,0% 14,8% 16,0% 14,8% 16,0% 14,8% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 10,0% 27,% 0,0% 28,1% 28,1% 14,0% 1	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13.53% 37.51% -32.62% 164% 152% -33% 4.96 26% 0.00% 286%	9720 2,353 65,867 14,857,023 0.00% 13,81% 37,86% -33,18% 170% 156% -33,18% -33,18% 170% 156% 0.00%	2,387 67,513 15,316,803 0.00% 0.00% 14,04% 36,20% -32,14% 160% 172% 160% 5,15 5,15 5,15 26% 0.00% 0.00% 297%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%) IPart Financial Indicators Operating Balance Ratio (excl Capital) Unrestricted Current Ratio Rates and Annual Charges Ratio Debt Service Ratio Broad Liabilities Ratio Asset Renewal Ratio		1,386 42,243 8,925,175 1.93% 0.06% 9.95% -44.71% -34.49% 100% 100% -34% 5.50 25% 0.06% 193%	9556 1,529 43,306 9,806,223 1,65% 0,12% 9,09% -30,36% -30,36% 100% 103% -35% 5,03 23% 0,12% 163%	9566 1,541 9,825,354 1.48% 0.13% 9,20% 22.17% -34.06% 111% 105% -34% 4.90 27% 0.13% 191% 78%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9,50% 33.33% 113% 108% -33.33% 4.82 28% 0.14% 205% 68%	9585 1,609 46,638 10,249,162 1,12% 0,15% 9,83% 34,73% -33,33% 116% 110% -33% 4,79 28% 0,15% 212% 65%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113% -33% 4,77 28% 0,16% 218% 66%	9604 1,703 48,994 10,735,465 0.73% 0.17% 10,45% 34,01% -33,44% 123% 116% -33% 4.76 2.7% 0.17% 223%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119% -32% 4.77 28% 0.18% 0.18% 66%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01% 32.44% 32.51% 129% 122% 122% -33% 4.74 27% 0.19% 235% 68%	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31% 34.81% 132% 132% 132% 132% 132% 0.20% 2.33% 4.75 2.7% 0.20% 242% 65%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137% 128% -33.04% 137% 128% 0.11% 248% 65%	0.10% 9652 1,936 55,422 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 140% 131% 140% 131% 140% 131% 140% 131% 140% 140% 140% 140% 140% 140% 140% 14	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134% -32,24% 4.76 2.7% 0.00% 2.59%	9671 2,028 58,224 13,099,058 0,00% 0,00% 12,41% 33,97% -31,50% 146% 138% -32% 4,79 2,7% 0,00% 0,00% 263%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12.69% 36.37% -32.76% 152% 141% -33% 4.80 27% 0.00% 269%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12,97% 36,76% 36,76% -32.42% 156% 145% -32% 4.85 27% 0.00% 275%	0.10% 9700 2,216 62,696 14,100,353 16,0% 14,8% 16,0% 14,8% 16,0% 14,8% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 10,0% 27,% 0,0% 28,1% 28,1% 14,0% 1	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13.53% 37.51% -32.62% 164% 152% -33% 4.96 26% 0.00% 286%	9720 2,353 65,867 14,857,023 0.00% 13,81% 37,86% 170% 136% 170% 156% -33,18% 170% 156% 0.00% 202%	2,387 67,513 15,316,803 0.00% 0.00% 14,04% 36,20% -32,14% 160% 172% 160% 5,15 5,15 5,15 26% 0.00% 0.00% 297%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%) IPart Financial Indicators Operating Balance Ratio (excl Capital) Unrestricted Current Ratio Rates and Annual Charges Ratio Debt Service Ratio Broad Liabilities Ratio	9337	1,386 42,243 8,925,175 1.93% 0.06% 9.95% -44.71% -34.49% 100% 100% -34% 5.50 25% 0.06% 193%	9556 1,529 43,306 9,806,223 1,65% 0,12% 9,09% -30,36% -30,36% 100% 103% -35% 5,03 23% 0,12% 163%	9566 1,541 9,825,354 1.48% 0.13% 9,20% 22.17% -34.06% 111% 105% -34% 4.90 27% 0.13% 191% 78%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9,50% 33.33% 113% 108% -33.33% 4.82 28% 0.14% 205% 68%	9585 1,609 46,638 10,249,162 1,12% 0,15% 9,83% 34,73% 116% 110% -33% 4.79 28% 0,15% 212%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113% -33% 4,77 28% 0,16% 218% 66%	9604 1,703 48,994 10,735,465 0.73% 0.17% 10,45% 34,01% -33,44% 123% 116% -33% 4.76 2.7% 0.17% 223%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119% -32% 4.77 28% 0.18% 0.18% 66%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01% 32.44% 32.51% 129% 122% 122% -33% 4.74 27% 0.19% 235% 68%	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31% 34.81% 34.81% 34.81% 125% 132% 125% -33% 4.75 27% 0.20% 0.20% 242%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137% 128% -33.04% 137% 128% 0.11% 248% 65%	0.10% 9652 1,936 55,422 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 140% 131% 140% 131% 140% 131% 140% 131% 140% 140% 140% 140% 140% 140% 140% 14	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134% -32,24% 4.76 2.7% 0.00% 2.59%	9671 2,028 58,224 13,099,058 0,00% 0,00% 12,41% 33,97% -31,50% 146% 138% -32% 4,79 2,7% 0,00% 0,00% 263%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12.69% 36.37% -32.76% 152% 141% -33% 4.80 27% 0.00% 269%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12,97% 36,76% 36,76% -32.42% 156% 145% -32% 4.85 27% 0.00% 275%	0.10% 9700 2,216 62,696 14,100,353 16,0% 14,8% 16,0% 14,8% 16,0% 14,8% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 10,0% 27,% 0,0% 28,1% 28,1% 14,0% 1	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13.53% 37.51% -32.62% 164% 152% -33% 4.96 26% 0.00% 286%	9720 2,353 65,867 14,857,023 0.00% 13,81% 37,86% 170% 136% 170% 156% -33,18% 170% 156% 0.00% 202%	2,387 67,513 15,316,803 0.00% 0.00% 14,04% 36,20% -32,14% 160% 172% 160% 5,15 5,15 5,15 26% 0.00% 0.00% 297%
Total employee costs in budget Financial Sustainability Indicators (Targets) Total debt ratio (<50%) Debt service ratio (<10%) Infrastructure backlog ratio (<5%) Annual renewals gap ratio (<10%pa on a 3yr average) Operating balance ratio (0-2.5%) Services provision per resident (>100%) Infrastructure provision per resident (>80%) IPart Financial Indicators Operating Balance Ratio (excl Capital) Unrestricted Current Ratio Rates and Annual Charges Ratio Debt Service Ratio Broad Liabilities Ratio Asset Renewal Ratio Key to Worksheets		1,386 42,243 8,925,175 1.93% 0.06% 9.95% -44.71% -34.49% 100% 100% -34% 5.50 25% 0.06% 193%	9556 1,529 43,306 9,806,223 1,65% 0,12% 9,09% -30,36% -30,36% 100% 103% -35% 5,03 23% 0,12% 163%	9566 1,541 9,825,354 1.48% 0.13% 9,20% 22.17% -34.06% 111% 105% -34% 4.90 27% 0.13% 191% 78%	9575 1,567 45,499 9,986,892 1.30% 0.14% 9.50% 32.16% -33.33% 113% 108% -33% 4.82 28% 0.14% 205% 68% 84%	9585 1,609 46,638 10,249,162 1,12% 0,15% 9,83% 34,73% -33,33% 116% 110% -33% 4,79 28% 0,15% 212% 65%	9594 1,648 47,801 10,529,726 0,93% 0,16% 10,15% 33,91% -33,00% 119% 113% -33% 4,77 28% 0,16% 218% 66%	9604 1,703 48,994 10,735,465 0.73% 0.17% 10,45% 34,01% -33,44% 123% 116% -33% 4.76 2.7% 0.17% 223%	9614 1,720 50,217 11,109,921 0.53% 0.18% 10.75% 34.22% -31.89% 124% 119% -32% 4.77 28% 0.18% 0.18% 66%	9623 1,781 51,470 11,431,267 0.32% 0.19% 11.01% 32.44% -32.51% 129% 122% -33% 4.74 27% 0.19% 235% 68% end	9633 1,834 52,755 11,743,824 0.11% 0.20% 11.31% 34.81% 132% 132% 132% 132% 132% 0.20% 2.33% 4.75 2.7% 0.20% 242% 65%	0.10% 9642 1,893 54,072 12,068,926 0.00% 0.11% 11.59% 34.64% -33.04% 137% 128% -33.04% 137% 128% 0.11% 248% 65%	0.10% 9652 1,936 55,422 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 12,384,231 140% 131% 140% 131% 140% 131% 140% 131% 140% 140% 140% 140% 140% 140% 140% 14	0.10% 9662 1,989 56,805 12,708,493 0.00% 0.00% 12,16% 35,54% -32,24% 144% 134% -32,24% 4.76 2.7% 0.00% 2.59%	9671 2,028 58,224 13,099,058 0,00% 0,00% 12,41% 33,97% -31,50% 146% 138% -32% 4,79 2,7% 0,00% 0,00% 263%	0.10% 9681 2,111 59,678 13,384,927 0.00% 0.00% 12.69% 36.37% -32.76% 152% 141% -33% 4.80 27% 0.00% 269%	0.10% 9691 2,157 61,168 13,737,628 0.00% 0.00% 12,97% 36,76% 36,76% -32.42% 156% 145% -32% 4.85 27% 0.00% 275%	0.10% 9700 2,216 62,696 14,100,353 16,0% 14,8% 16,0% 14,8% 16,0% 14,8% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 16,0% 14,9% 10,0% 27,% 0,0% 28,1% 28,1% 14,0% 1	0.10% 9710 2,277 64,262 14,473,387 0.00% 0.00% 13.53% 37.51% -32.62% 164% 152% -33% 4.96 26% 0.00% 286%	9720 2,353 65,867 14,857,023 0.00% 13,81% 37,86% 170% 136% 170% 156% -33,18% 170% 156% 0.00% 202%	2,387 67,513 15,316,803 0.00% 0.00% 14,04% 36,20% -32,14% 160% 172% 160% 5,15 5,15 5,15 26% 0.00% 0.00% 297%





Key to Worksheets	
Denotes Entered Values	1,234
Denotes Calculated Values	1,234
Denotes Historic Information	1,234
Denotes Ratio Meeting Target	1,234
Denotes Ratio Between Target and Red Zone	1,234
Denotes Ratio in the "Red Zone"	1,234

Assumptions

							20 YEAR		M FINANCI	AL PLAN										
								ASSUM	PTIONS											
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sundry Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
General Rates Indexation		2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Bank Interest		3.08%	3.43%	3.63%	3.73%	3.81%	3.93%	4.00%	4.01%	4.02%	4.01%	4.13%	4.38%	4.42%	4.09%	3.83%	3.56%	3.32%	3.09%	2.91%
Employee Costs Indexation		2.70%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%
FAG Grant Indexation		0.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Waste Charges Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Stormwater Charges Indexation		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Water Charges Indexation		5.00%	5.00%	5.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Sewer Charges Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Regional Roads Block Grant Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Regional Roads Repair Program Indexation		-40.00%	0.00%	0.00%	0.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Roads to Recovery Indexation		100.00%	-50.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Timber Bridges Program Indexation		0.00%	0.00%	0.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Black Spot Funding Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fixing Country Roads Indexation		0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Depreciation Indexation	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Developer Contributions Indexation		2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%
RMS RMCC Works Income Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

20 YEAR LONG TERM FINANCIAL PLAN

BANK BALANCES

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General																				
Opening Balance	4,544,794	2,418,213	3,574,949	4,519,335	4,891,085	5,512,410	6,096,292	6,787,514	7,405,423	7,909,574	8,488,541	8,996,089	9,697,134	10,506,308	11,304,536	12,148,689	13,158,549	14,228,668	15,362,252	16,440,483
Movement	(2,126,581)	1,156,735	944,386	371,751	621,324	583,882	691,222	617,909	504,151	578,967	507,548	701,045	809,174	798,228	844,153	1,009,859	1,070,119	1,133,584	1,078,232	1,150,483
Closing Balance	2,418,213	3,574,949	4,519,335	4,891,085	5,512,410	6,096,292	6,787,514	7,405,423	7,909,574	8,488,541	8,996,089	9,697,134	10,506,308	11,304,536	12,148,689	13,158,549	14,228,668	15,362,252	16,440,483	17,590,966
Min Reserve	3,595,406	3,784,981	3,851,446	3,919,846	3,990,238	4,062,681	4,137,233	4,039,956	4,113,694	4,189,576	4,267,663	4,348,019	4,430,712	4,315,809	4,397,379	4,481,315	4,567,686	4,656,561	4,748,015	4,610,122
Employee Le Roads and Brid		1,042,421 1,000,000	1,071,609 1,000,000	1,101,614 1,000,000	1,132,459 1,000,000	1,164,168 1,000,000	1,196,765 1,000,000	1,230,274 1,000,000	1,264,722 1,000,000	1,300,134 1,000,000	1,336,538 1,000,000	1,373,961 1,000,000	1,412,432 1,000,000	1,451,980 1,000,000	1,492,636 1,000,000	1,534,429 1,000,000	1,577,394 1,000,000	1,621,561 1,000,000	1,666,964 1,000,000	1,713,639 1,000,000
Emergency Wo		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Wa	aste 1,080,390	1,242,560	1,279,837	1,318,232	1,357,779	1,398,512	1,440,468	1,309,682	1,348,972	1,389,441	1,431,124	1,474,058	1,518,280	1,363,828	1,404,743	1,446,885	1,490,292	1,535,001	1,581,051	1,396,482
State Highways																				
Opening Balance	1,099,430	836,649	312,550	308,895	305,302	301,776	298,326	294,960	291,683	288,505	285,435	282,480	279,651	276,956	274,407	272,013	269,787	267,739	265,883	264,230
Movement	(262,781)	(524,099) 312,550	(3,655)	(3,593)	(3,525)	(3,450)	(3,367) 294,960	(3,276)	(3,178)	(3,070) 285,435	(2,955) 282,480	(2,830)	(2,694) 276,956	(2,549)	(2,394)	(2,226) 269,787	(2,048)	(1,856) 265,883	(1,653)	(1,435) 262,795
Closing Balance	836,649	312,550	308,895	305,302	301,776	298,326	294,900	291,683	288,505	203,433	202,400	279,651	270,950	274,407	272,013	209,707	267,739	205,005	264,230	202,795
Min Reserve	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Quarries																				
Opening Balance	1,050,275	857,076	889,236	870,545	911,185	913,719	958,053	987,355	1,035,607	1,085,907	1,138,316	1,192,897	1,249,716	1,308,839	1,370,336	1,434,277	1,500,737	1,569,791	1,641,515	1,715,994
Movement Closing Balance	(193,199) 857,076	32,160 889,236	(18,691) 870,545	40,640 911,185	2,534 913,719	44,334 958,053	29,302 987.355	48,252 1,035,607	50,300 1,085,907	52,409 1,138,316	54,581 1,192,897	56,819 1,249,716	59,123 1,308,839	61,496 1,370,336	63,942 1,434,277	66,460 1,500,737	69,054 1,569,791	71,724 1,641,515	74,479 1,715,994	77,312 1,793,305
, i i i i i i i i i i i i i i i i i i i			-		-			1,000,001	1,000,007	1,100,010	1,102,001	1,240,710	1,000,000	1,010,000	1,404,217	1,000,101	1,000,101	1,041,010	1,110,004	1,100,000
Min Reserve	105,913	105,033	51,553	53,558	15,716	16,327	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Plant</u>																				
Opening Balance Movement	7,250,590 (1,174,864)	6,075,726 (1,842,282)	4,233,444 (1,058,592)	3,174,852 (402,904)	2,771,949 (438,289)	2,333,659 (423,317)	1,910,342 (476,945)	1,433,396 (347,500)	1,085,896 (348,851)	737,045 (407,226)	329,819 (417,230)	(87,410) (440,904)	(528,315) (465,226)	(993,541) (441,522)	(1,435,063) (515,882)	(1,950,944) (542,253)	(2,493,197) (569,344)	(3,062,541) (597,176)	(3,659,717) (625,768)	(4,285,485) (599,734)
Closing Balance	6,075,726	4,233,444	3,174,852	(402,904) 2,771,949	2,333,659	1,910,342	1,433,396	1,085,896	737,045	329,819	(417,230)	(440,904) (528,315)	(993,541)	(1,435,063)	(1,950,944)	(342,233) (2,493,197)	(3,062,541)	(3,659,717)	(4,285,485)	(4,885,219)
Min Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500.000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500.000
	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000	000,000
Total General Fund Opening Balance	13,945,089	10,187,664	9,010,179	8,873,627	8,879,520	9,061,564	9,263,014	9,503,225	9,818,609	10,021,031	10,242,111	10,384,055	10,698,186	11,098,562	11,514,216	11,904,035	12,435,876	13,003,657	13,609,932	14,135,222
Movement	(3,757,425)	(1,177,486)	(136,552)	5,893	182,044	201,450	240,211	315,384	202,422	221,080	141,944	314,131	400,376	415,654	389,820	531,841	567,781	606,276	525,289	626,625
Closing Balance	10,187,664	9,010,179	8,873,627	8,879,520	9,061,564	9,263,014	9,503,225	9,818,609	10,021,031	10,242,111	10,384,055	10,698,186	11,098,562	11,514,216	11,904,035	12,435,876	13,003,657	13,609,932	14,135,222	14,761,847
Total Min Reserve	4,451,319	4,640,014	4,652,999	4,723,404	4,755,954	4,829,008	4,887,233	4,789,956	4,863,694	4,939,576	5,017,663	5,098,019	5,180,712	5,065,809	5,147,379	5,231,315	5,317,686	5,406,561	5,498,015	5,360,122
Water Supply																				
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Movement Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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Sewer Fund Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Movement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Domestic Waste Fund																				
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Movement Closing Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	v	Ŭ	°,	Ů	v	v	v	Ŭ	v	v	v	Ŭ	v	v	v	v	v	°,	v	Ŭ
TOTALS	12 045 000	10 107 664	0.040.470	0 070 007	0 070 500	0.064.564	0.262.044	0 502 225	0.919.600	10.021.021	10 242 444	10 204 055	10 609 490	11 000 500	11 514 040	11 004 025	10 405 070	12 002 657	12 600 020	14 125 222
Opening Balance Movement	13,945,089 (3,757,425)	10,187,664 (1,177,486)	9,010,179 (136,552)	8,873,627 5,893	8,879,520 182,044	9,061,564 201,450	9,263,014 240,211	9,503,225 315,384	9,818,609 202,422	10,021,031 221,080	10,242,111 141,944	10,384,055 314,131	10,698,186 400,376	11,098,562 415,654	11,514,216 389,820	11,904,035 531,841	12,435,876 567,781	13,003,657 606,276	13,609,932 525,289	14,135,222 626,625
Closing Balance	10,187,664	9,010,179	8,873,627	8,879,520	9,061,564	9,263,014	9,503,225	9,818,609	10,021,031	10,242,111	10,384,055	10,698,186	11,098,562	11,514,216	11,904,035	12,435,876	13,003,657	13,609,932	14,135,222	14,761,847

LTFP Scenario 2 (Adjusted Base Case) General Fund only

GENERAL FUND	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GENERAL MANAGER																				
Governance	(474,312) (160,029)	(456,442) (163,403)	(545,644) (171,949)	(483,213) (170,598)	(497,182) (174,351)	(511,555) (183,213)	(611,892) (182,186)	(541,563) (186,273)	(557,221) (195,477)	(573,332) (194,803)	(686,193) (199,253)	(606,968) (203,831)	(624,519) (208,541)	(642,579) (213,387)	(769,528) (218,372)	(680,282) (223,500)	(699,956) (228,776)	(720,200) (234,204)	(862,997) (239,789)	(762,463) (245,534)
Economic Development	(160,029)	(163,403)	(717.593)	(170,598)	(671.533)	(183,213)	(182,186)	(186,273)	(195,477)	(768.135)	(199,253)	(203,831) (810,799)	(208,541) (833.060)	(213,387)	(218,372)	(903,782)	(928,776)	(234,204)	(1.102.786)	(1,007,996)
ADMINISTRATION & COMMUNITY		(0.000)					1.0.10.07	((,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	10001.107		(000)0007	(000)000)	(000)		(0-00)	100.110.1	(1110-11-00)	
Administration	(1,282,357)	(1,203,262)	(1,237,033)	(1,271,768)	(1,307,494)	(1,344,240)	(1,382,036)	(1,420,910)	(1,460,894)	(1,502,019)	(1,544,318)	(1,587,825)	(1,632,574)	(1,678,601)	(1,725,942)	(1,774,635)	(1,824,718)	(1,876,231)	(1,929,215)	(1,983,712)
Human Resources	(827,894) 7,629,092	(1,159,135) 7,646,430	(1,181,619)	(1,210,158) 7,970,846	(1,244,349) 8,156,136	(1,280,080) 8,381,191	(1,313,116) 8,600,147	(1,354,245) 8,807,484	(1,394,010) 9.048.026	(1,434,103) 9,273,842	(1,475,521) 9,503,233	(1,517,351) 9,749,295	(1,560,404) 10.022,791	(1,607,106) 10,284,222	(1,650,319) 10,510,850	(1,697,256) 10,747,795	(1,745,565) 10,992,673	(1,795,286) 11,245,910	(1.846.460) 11.507.597	(1.901.864) 11.777.130
Finance Art & Cultural	(95.379)	7,646,430 (82,659)	7,770,940 (56,911)	(58 526)	60.187)	8,381,191 (61,895)	8,600,147 (63,651)	8,807,484 (65,457)	9,048,026 (67,315)	9,273,842 (69,226)	9,503,233 (71,190)	9,749,295 (73,211)	(75.289)	10,284,222 (77,425)	(79.623)	(81,883)	10,992,673 (84,207)	11,245,910 (86,598)	(89.056)	(91,584)
Community Services	(145.055)	(64,002)	(65,880)	(67.811)	(69,797)	(71.840)	(73,940)	(76.100)	(78.321)	(80.606)	(82,955)	(85.371)	(87.856)	(90,410)	(93.038)	(95,740)	(98,519)	(101.377)	(104.315)	(107.337)
Pre Schools	(38,131)	(35,737)	(36,359)	(22,000)	(22,660)	(23,340)	(24,040)	(24,761)	(25,504)	(26,269)	(27,057)	(27,869)	(28,705)	(29,566)	(30,453)	(31,367)	(32,308)	(33,277)	(34,275)	(35,303)
Public Libraries	(542,960)	(337,649)	(347,774)	(358,203)	(368,945)	(380,009)	(391,405)	(403,143)	(415,232)	(427,684)	(440,510)	(453,720)	(467,326)	(481,341)	(495,775)	(510,643)	(525,956)	(541,729)	(557,975)	(574,707)
Crown Reserves Community Buildings	(8,139)	(8,380) (249,056)	(8,629)	(8,886) (263,797)	(9,150) (271 492)	(9,422)	(9,703) (287,563)	(9,991) (295,952)	(10,289) (304,586)	(10,595) (313,472)	(10,910) (322,618)	(11,234) (332,031)	(11,569) (341,719)	(11,913) (351,689)	(12,267) (361,952)	(12,632) (372,513)	(13,008) (383,384)	(13,395) (394,572)	(13,793) (406,087)	(14,204) (417,938)
Community Buildings	4.158.735	4.506.550	4,580,414	4.709.698	4.802.062	4.930.954	5.054.694	5.156.925	5.291.875	5,409,868	5.528.153	5.660.683	5.817.351	5.956.169	6.061.481	6.171.126	6.285.008	6,403,447	6.526.422	6.650.481
PLANNING & ENVIRONMENTAL																				
Town Planning	(179,469)	(167,255)	(171,781)	(176,429)	(181,201)	(186,103)	(191,137)	(196,306)	(201,614)	(207,066)	(212,664)	(218,414)	(224,317)	(230,380)	(236,606)	(243,000)	(249,566)	(256,309)	(263,232)	(270,343)
Environmental Health	(373,571) (32,041)	(247,218) (33,002)	(254,206) (33,992)	(287,960) (35.012)	(302,806) (36,062)	(311,424) (37,144)	(320,288) (38,259)	(329,404) (39,406)	(338,780) (40,589)	(348,423) (41,806)	(358,341) (43,060)	(368,541) (44,352)	(379,032) (45,683)	(389,822) (47,053)	(400,919) (48,465)	(412,332) (49,919)	(424,071) (51,416)	(436,144) (52,959)	(448,561) (54,548)	(461,332) (56,184)
Building Control Regulatory Services	(112,712)	(94,796)	(97,437)	(100,151)	(102.941)	(105.809)	(108,757)	(111,786)	(114,901)	(118,101)	(121.391)	(124,773)	(128,249)	(131.821)	(135,493)	(139,267)	(143,147)	(147,134)	(151,232)	(155,445)
Other Waste	(224,235)	(220,973)	(114,263)	(92,490)	(105,125)	(88,751)	(86,779)	(171,736)	(82,618)	(80,425)	(67,118)	(52,736)	(50,298)	(147,772)	(45,155)	(42,445)	(39,638)	(36,731)	(33,720)	(146,602)
	(922,028)	(763,245)	(671,679)	(692,042)	(728,137)	(729,232)	(745,219)	(848,639)	(778,502)	(795,822)	(802,575)	(808,816)	(827,578)	(946,848)	(866,639)	(886,964)	(907,838)	(929,277)	(951,294)	(1,089,906)
INFRASTRUCTURE WORKS																				
Regional Roads Urban Streets	(168,349) (944,733)	689,004 (618,693)	55,321 (639,106)	79,746 (658,447)	254,915 (678,355)	130,843 (698,702)	312,110 (719,645)	344,321 (741,202)	177,511 (763,390)	211,708 (786,228)	248,198 (809,736)	285,803 (833,932)	324,554 (858,838)	364,488 (884,473)	405.641 (910.859)	448,048 (938,018)	491,750 (965,973)	536,784 (994,747)	583,192 (1.024,364)	631,016 (1.054,848)
Rural Local Roads	(393,443)	911.052	463.856	(175.837)	(28,558)	10.567	(7 19,645) 44,358	(143,956)	(121.097)	(143.059)	(181.607)	(161,285)	(140.353)	(118,794)	(96,590)	(73,719)	(50.161)	(25.899)	(1,024,364) (909)	24.830
IW Administration	(382,394)	(238,100)	(243,316)	(249,421)	(255,676)	(262,084)	(268,650)	(275,375)	(282,265)	(289,324)	(296,555)	(303,962)	(311,549)	(319,322)	(327,283)	(335,438)	(343,791)	(352,347)	(361,110)	(370,086)
Bridges	(1,256,585)	(1,222,693)	(546,408)	(622,754)	(648,631)	(638,421)	(645,396)	(596,500)	(633,342)	(620,720)	(606,878)	(592,610)	(577,903)	(562,745)	(547,120)	(531,015)	(514,416)	(497,306)	(479,670)	(461,492)
Emergency Services	(232,880) (3,378,384)	(198,378)	(204,329) (1.113.982)	(210,459)	(216,773)	(223,276) (1.681.073)	(229,974)	(236,874) (1,649,585)	(243,980) (1,866,563)	(251,299) (1.878.923)	(258,838) (1,905,415)	(266,603)	(274,602) (1.838,690)	(282,840) (1.803.685)	(291,325) (1,767,536)	(300,065) (1,730,207)	(309,066) (1.691,658)	(318,338) (1.651,852)	(327,889)	(337,725) (1,568,306)
URBAN & ASSETS	(3,370,304)	(077,000)	(1,113,902)	(1,037,173)	(1,575,076)	(1,001,073)	(1,507,197)	(1,049,505)	(1,000,303)	(1,0/0,923)	(1,905,415)	(1,072,390)	(1,030,090)	(1,003,003)	(1,767,536)	(1,730,207)	(1,091,030)	(1,051,052)	(1,010,749)	(1,300,300)
Swimming Pools	(427,300)	(438,679)	(440,664)	(462,992)	(475,674)	(488,719)	(502,139)	(515,942)	(530,142)	(544,748)	(559,773)	(575,228)	(591,127)	(607,481)	(624,304)	(641,610)	(659,411)	(677,723)	(696,560)	(715,937)
Parks & Gardens	(484,930)	(446,073)	(457,924)	(450,120)	(482,674)	(495,594)	(508,892)	(522,579)	(536,664)	(551,161)	(566,082)	(581,439)	(597,246)	(613,513)	(630,256)	(647,487)	(665,223)	(683,477)	(702,264)	(721,601)
UA Administration	(98,269)	(100,403)	(102,858)	(105,371)	(107,944)	(110,577)	(113,272)	(116,031)	(118,854)	(121,744)	(124,702)	(127,730)	(130,828)	(133,999)	(137,244)	(140,564)	(143,962)	(147,439)	(150,996)	(154,635)
Public Cemeteres Stormwater	(80,883) (259,181)	(60,610) (243,152)	(62,306) (69,022)	(64,051) (72,388)	(65,844) (75,853)	(67,687) (79,421)	(69,581) (123,095)	(71,529) (86,877)	(73,532) (130,770)	(75,590) (94,779)	(77,706) (98,906)	(79,881) (103,155)	(82,117) (107,530)	(84,416) (112,033)	(86,779)	(89,208) (121,444)	(91,705) (126,359)	(94,272) (131,419)	(96,911) (136,629)	(99,624) (141,993)
Stormwater	(1.350.563)	(1.288.917)	(1.132.774)	(1.154.922)	(1.207.989)	(1.241.998)	(1.316.978)	(1.312.957)	(1.389.961)	(1.388.021)	(1.427.169)	(1.467.433)	(1.508.847)	(1.551.442)	(1.595,253)	(1.640.314)	(1.686.661)	(1.734.331)	(1.783.360)	(1.833.790)
TOTAL GENERAL FUND	(2,126,581)	1,156,735	944,386	371,751	621,324	583,882	691,222	617,909	504,151	578,967	507,548	701,045	809,174	798,228	844,153	1,009,859	1,070,119	1,133,584	1,078,232	1,150,483
RESTRICTED FUNDS - INTERNAL																				
State Highways	(262.781)	(524.099)	(3.655)	(3.593)	(3.525)	(3,450)	(3.367)	(3.276)	(3.178)	(3.070)	(2.955)	(2.830)	(2.694)	(2.549)	(2.394)	(2.226)	(2.048)	(1.856)	(1.653)	(1.435)
Quarries	(193,199)	32,160	(18,691)	40,640	2,534	44,334	29,302	48,252	50,300	52,409	54,581	56,819	59,123	61,496	63,942	66,460	69,054	71,724	74,479	77,312
Plant & Depots	(1,174,864)	(1,842,282)	(1,058,592)	(402,904)	(438,289)	(423,317)	(476,945)	(347,500)	(348,851)	(407,226)	(417,230)	(440,904)	(465,226)	(441,522)	(515,882)	(542,253)	(569,344)	(597,176)	(625,768)	(599,734)
TOTAL RESTRICTED FUNDS - INTERNAL	(1,630,844)	(2,334,221)	(1,080,938)	(365,857)	(439,280)	(382,433)	(451,011)	(302,524)	(301,729)	(357,887)	(365,604)	(386,915)	(408,798)	(382,575)	(454,334)	(478,019)	(502,339)	(527,308)	(552,942)	(523,858)
RESTRICTED FUNDS - EXTERNAL																				
Water Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewer Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Domestic Waste TOTAL RESTRICTED FUNDS - EXTERNAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESTRICTED FUNDS - EXTERNAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COMBINED FUNDS	(3.757.425)	(1.177.486)	(136.552)	5.893	182.044	201,450	240.211	315.384	202.422	221.080	141,944	314.131	400.376	415.654	389.820	531.841	567.781	606.276	525.289	626.625
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20 YEAR LONG TERM FINANCIAL PLAN																					
									BALANCE	SHEET											
Ι	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
Current Assets Cash and Cash Equivalents	14.776.000	10,187,664	9,010,179	8.873.627	8,879,520	9,061,564	9,263,014	9.503.225	9.818.609	10.021.031	10,242,111	10.384.055	10,698,186	11.098.562	11.514.216	11.904.035	12.435.876	13.003.657	13.609.932	14.135.222	14,761,847
Receivables	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000	5,562,000
Inventories	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000	971,000
Total Current Assets	21,309,000	16,720,664	15,543,179	15,406,627	15,412,520	15,594,564	15,796,014	16,036,225	16,351,609	16,554,031	16,775,111	16,917,055	17,231,186	17,631,562	18,047,216	18,437,035	18,968,876	19,536,657	20,142,932	20,668,222	21,294,847
Non-Current Assets	292.541.000	007 400 704	300.164.756	298.912.545	296.807.479	294.467.247	292.109.000	289.686.346	287.187.102	284.786.620	282.113.788	279.392.440	070 500 407	273.620.882	270.766.343	267.599.131	264.314.293	260.909.537	257.382.533	253.730.914	250.184.273
Infrastructure, Property, Plant & Equipment Total Non-Current Assets	- /- /	297,408,794 297,408,794		298,912,545 298,912,545	296,807,479 296,807,479		292,109,000 292,109,000			284,786,620 284,786,620	282,113,788		276,562,187 276,562,187	273,620,882		- 11 -	- 1- 1	260,909,537 260,909,537	- 1 1		
TOTAL ASSETS	313,850,000	314,129,458	315,707,935	314,319,172	312,219,999	310,061,811	307,905,014	305,722,571	303,538,711	301,340,651	298,888,900	296,309,495	293,793,373	291,252,444	288,813,559	286,036,167	283,283,169	280,446,193	277,525,465	274,399,136	271,479,120
LIABILITIES Current Liabilities																					
Payables	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000	1,288,000
Borrowings	271,000	20,436	22,317	24,370	26,613	29,062	31,737	34,657	37,846	41,329	22,070	0	0	0	0	0	0	0	0	0	0
Provisions Total Current Liabilities	1,688,000 3,247,000	1,733,576 3.042.012	1,782,116 3.092.433	1,832,015 3.144.385	1,883,312 3.197.925	1,936,045 3.253.107	1,990,254 3.309.991	2,045,981 3.368.638	2,103,268 3.429.114	2,162,160 3.491.489	2,222,700 3.532.770	2,284,936 3.572.936	2,348,914 3.636.914	2,414,684 3.702.684	2,482,295 3.770.295	2,551,799 3.839.799	2,623,250 3.911.250	2,696,701 3.984.701	2,772,208 4.060.208	2,849,830 4.137.830	2,849,830 4.137.830
									-1 -1			.,	-11-	-1 - 1	-1 -1		11 1 1 1		,,	1 - 1	
Non-Current Liabilities	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	4.45.000	1 15 000	4.45.000	4.45,000	1 15 000	115 000
Payables Borrowings	145,000 907,000	145,000 290,437	145,000 270,001	145,000 247.684	145,000 223,314	145,000 196,701	145,000 167.639	145,000 135,902	145,000 101,245	145,000 63.399	145,000 22.070	145,000 0	145,000 0	145,000 0	145,000 0						
Provisions - LSL	149,000	153,023	157,308	161,712	166,240	170,895	175,680	180,599	185,656	190,854	196,198	201,692	207,339	213,144	219,113	225,248	231,555	238,038	244,703	251,555	251,555
Provisions -Remediation & Restoration Total Current Liabilities	1,426,000 2,627,000	1,186,303	1,347,593 1,919,902	1,331,390 1.885.786	1,371,790 1,906,344	1,373,494 1,886,090	1,414,839 1,903,158	1,440,468 1,901,969	1,309,682 1.741.582	1,348,972 1.748.225	1,389,441 1,752,709	1,431,124 1,777,816	1,474,058 1,826,397	1,518,280 1,876,424	1,363,828 1,727,941	1,404,743 1,774,991	1,446,885 1,823,440	1,490,292 1.873.330	1,535,001 1,924,704	1,581,051 1,977,606	1,396,482 1,793,037
	1. 1	1,774,763	, ,	1					1 1	1 - 1 -					, ,			1			
TOTAL LIABILITIES	5,874,000	4,816,775	5,012,335	5,030,171	5,104,269	5,139,197	5,213,149	5,270,606	5,170,697	5,239,714	5,285,480	5,350,752	5,463,311	5,579,108	5,498,236	5,614,790	5,734,690	5,858,031	5,984,912	6,115,436	5,930,867
Net Assets	307,976,000	309,312,683	310,695,600	309,289,000	307,115,730	304,922,614	302,691,865	300,451,964	298,368,014	296,100,937	293,603,420	290,958,743	288,330,061	285,673,336	283,315,323	280,421,376	277,548,479	274,588,163	271,540,553	268,283,700	265,548,252
EQUITY																					
Retained Earnings	142,022,000	142,657,028	143,778,771	141,919,573	139,335,852	136,678,578	134,007,724	131,295,801	128,566,577	125,806,793	, .,	119,601,127						99,767,440	96,113,789	92,232,548	88,534,974
Revaluation Reserves Total Equity	165,954,000 307,976,000	165,954,000 308.611.028	165,954,000 309.732.771	165,954,000 307,873,573	165,954,000 305,289,852	165,954,000 302,632,578	165,954,000 299,961,724	165,954,000 297,249,801	165,954,000 294,520,577	165,954,000 291,760,793	165,954,000 288.730.465	165,954,000 285.555.127	165,954,000 282,425,193	165,954,000 279.252.038	165,954,000 276.161.960	165,954,000 272,713.839	165,954,000 269,269,991	165,954,000 265,721,440	165,954,000 262,067,789	165,954,000 258,186,548	165,954,000 254,488,974
quity	301,010,000	000,011,020	550,102,111	001,010,010	000,200,002	002,002,010		-51,240,001			_30,100,400		-52,420,100		,				-32,001,100		

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20 YEAR LONG TERM FINANCIAL PLAN																				
STATEMENT OF CASH FLOWS																				
				-	-		UIAIL		OAOITT LO											
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
Receipts Rates and Annual Charges User Charges and Fees	5,286,526 3,645,006	5,408,974 5,323,891	5,534,295 5,483,591	5,662,556 5,638,128	5,793,828 5,800,593	5,928,182 5,974,592	6,065,689 6,153,811	6,206,425 6,338,406	6,350,465 6,528,538	6,497,888 6,724,374	6,648,774 6,926,084	6,803,205 7,133,845	6,961,263 7,347,838	7,123,036 7,568,250	7,288,610 7,795,274	7,458,076 8,029,108	7,631,525 8,269,956	7,809,053 8,518,029	7,990,754 8,773,544	8,176,729 9,036,723
Investment Interest and Revenue Grants and Contributions (Operating) Grants and Contributions (Capital) Other	380,042 5,525,878 5,828,375 218,327	313,333 5,179,564 6,823,891 184,704	308,848 5,211,007 3,837,821 189,875	322,369 5,359,620 3,135,811 178,578	331,542 5,512,670 3,215,425 183,548	345,627 5,670,290 3,304,916 188,658	363,635 5,832,618 3,511,627 193,913	379,918 5,999,793 3,369,727 199,315	394,167 6,171,960 3,628,358 204,870	403,317 6,349,270 3,569,935 210,582	410,528 6,531,874 3,674,547 216,455	428,755 6,719,931 3,782,283 222,494	468,612 6,913,606 3,893,238 228,704	490,450 7,113,066 4,007,507 235,089	471,380 7,318,483 4,125,190 241,654	456,359 7,530,036 4,246,389 248,405	442,845 7,747,909 4,371,208 255,347	431,095 7,972,290 4,499,756 262,486	421,028 8,203,374 4,632,145 269,826	411,865 8,441,361 4,768,489 277,375
Cost of Services Borrowing Costs (interest only)	(13,229,962) (13,500)	(14,608,890) (25,690)		(15,005,184) (21,755)	(15,423,909) (19,513)	(15,813,292) (17,064)	(16,357,857) (14,389)	(16,537,258) (11,469)	204,870 (17,138,715) (8,279)		216,455 (18,257,749) (1,986)				(20,434,969) 0	248,405 (20,905,294) 0	255,347 (21,500,897) 0	262,486 (22,113,904) 0		(23,225,507)
Net Cash provided (or used in) Operating Activities	7,640,692	8,599,777	5,804,281	5,270,123	5,394,184	5,581,910	5,749,046	5,944,857	6,131,365	6,086,156	6,148,527	6,403,278	6,595,229	6,919,360	6,805,623	7,063,080	7,217,894	7,378,805	7,423,882	7,887,035
Cash Flows from Investing Activities <u>Receipts</u> Sale of Infrastructure, Property, Plant and Equipment <u>Pavrhase of Infrastructure</u> , Property, Plant and Equipment	556,500 (12,258,554)	526,206 (10.308,723)	541,992 (6.484.317)	558,252	575,000	592,249	610,017 (6.101,504)	628,317	647,167	666,582	686,579 (6.673.079)	707,177	728,392	750,244	772,751	795,934	819,812	844,406	869,738 (7.768,331)	895,830 (8.156.240)
Net Cash provided (or used in) Investing Activities	(11,702,054)		(5,942,324)	(5,261,615)	(5,205,040)	(5,368,462)	(5,491,487)	(5,606,285)	(5,899,376)	(5,828,542)	(5,986,499)	(6,089,147)	(6,194,852)	(6,503,706)	(6,415,803)	(6,531,239)	(6,650,114)	(6,772,529)	(6,898,592)	(7,260,410)
Cash Flows from Financing Activities Receipts Proceeds from Borrowings Payments	300,000	0	0	0	0	0	0	0 (34.657)	0 (37,846)	0 (41,329)	0	0	0	0	0	0	0	0	0	0
Repayment of Borrowings and Advances Net Cash provided (or used in) Financing Activities	(9,563) 290,437	(20,436) (20,436)	(22,317) (22,317)	(24,370) (24,370)	(26,613) (26,613)	(29,062) (29,062)	(31,737) (31,737)	(34,657)	(37,846) (37,846)	(41,329) (41,329)	(22,070) (22,070)	0	0	0	0	0	0	0	0	0
Net Cash professe (er decar) in Cash and Cash Equivalents Cash and Cash Equivalents at start of year Cash and Cash Equivalents - end of year	(3,770,925) 13,945,089 10,174,164	(1,203,176) 10,187,664	(160,361) 9,010,179 8,849,818	(15,862) 8,873,627 8,857,765	162,531 8,879,520 9,042,051	184,386 9,061,564 9,245,950	225,822 9,263,014 9,488,836	303,915 9,503,225 9,807,140	194,143 9,818,609	216,284 10,021,031 10,237,315	139,958 10,242,111 10,382,069	314,131 10,384,055 10,698,186	400,376 10,698,186 11,098,562	415,654 11,098,562 11,514,216	389,820 11,514,216 11,904,035	531,841 11,904,035 12,435,876	567,781 12,435,876 13,003,657	606,276 13,003,657 13,609,932	525,289 13,609,932 14,135,222	626,625 14,135,222 14,761,847
Projected Bank Balances Check	10,187,664 13,500	9,010,179 25,690	8,873,627 23,809	8,879,520 21,755	9,061,564 19,513	9,263,014 17,064	9,503,225 14,389	9,818,609 11,469	10,021,031 8,279	10,242,111 4,796	10,384,055 1,986	10,698,186 0	11,098,562 0	11,514,216 0	11,904,035 0	12,435,876 0	13,003,657 0	13,609,932 0	14,135,222 0	14,761,847 0