



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 Council's 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
 - 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	<5%	<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 to 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:

1. 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 worksheets 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;

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

Scenario Comparison

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 Scenario 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 Scenario 1 with additional borrowings in the General fund area, \$30M in 2016, \$10M in 2022, both at 3.1% over 10 years assuming LIRS funding or equivalent borrowings subsidy	As per Scenario 1 with additional borrowings in the General fund area, \$10M in 2016 at 3.1% over 10 years assuming LIRS funding or equivalent borrowings subsidy	as per Scenario 5	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)	19% increases in 2016 to 2020, then 9% in 2021 and 2022, then 5% in 2023 and 2024, then 3.6% in 2025 to 2027, then 2.5% in 2028, then 2.3% from 2029 onwards	15% increases in 2016 to 2019, then 11.5% in 2020, then 11% in 2021, then 10.5% in 2022, then 2.3% from 2023 onwards	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

Scenario Comparison

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, plus 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 account 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 account 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 electricity 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 electricity 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

Scenario Comparison

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	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	Average \$290k/y in capital improvements, including Kyogle Flood Modification Works (80% subsidy), plus \$2M for 10 highest priority voluntary purchases (80% subsidy)	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	\$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 electricity 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

Scenario Comparison

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	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	\$1.4M indexed per year over 20 years, to eliminate timber bridges in 30 years, assumes \$3M worth of bridges are not replaced (52-513, 191-1448, 199-6803, 199-2229, 6-250, 73-4457, 37-4322) also reducing backlog by \$578k and annual depreciation by \$30k per year, and ply decks used to extend life of remaining timber bridges	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	ply decking additional \$168k per year indexed for 10 years, maintenance costs reduced by \$18,000 steps each year for ply decks and incrementally for reduced number of timber bridges down to minimum of \$160k per year	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	as for Scenario 4, but defer replacement of remaining structures so that 1 is replaced in 2020 and the other in 2030	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

Scenario Comparison

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	\$744k per year indexed	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)	Total maintenance costs fixed at \$744k per year without indexation from 2016 to 2023, then indexation from 2024 onwards	as per Scenario 6
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		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		
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)		
Roads and Bridges	Regional Maintenance other		as per Scenario 1	\$125k per year indexed, for minor and miscellaneous	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, Lillian Rock 3.1km, Brays Road 1.9km, Collins Creek Killaloe to Collins Valley 3.2km, Lynchs 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)

Scenario Comparison

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	Average \$526k per year for the next four years	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)	Total maintenance costs fixed at \$547k per year without indexation from 2016 to 2023, then indexation from 2024 onwards	as per Scenario 6
Roads and Bridges	Rural Maintenance Sealed shoulder grading		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)		
Roads and Bridges	Rural Maintenance Sealed pothole patching		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		
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 miscellaneous	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 miscellaneous	as per Scenario 3	as per Scenario 3		
Roads and Bridges	Rural Maintenance Unsealed grading Arterial	Average \$1.5M per year for the next four years	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	Total maintenance costs fixed at \$1.5M per year without indexation from 2016 to 2023, then indexation from 2024 onwards	as per Scenario 6
Roads and Bridges	Rural Maintenance Unsealed grading Collector		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		
Roads and Bridges	Rural Maintenance Unsealed grading Feeder		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)		
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 next four years, then \$161k per year indexed	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		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

Scenario Comparison

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 Mallanganees (\$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 Mallanganees 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

ATTACHMENT C - Indexation Assumptions (Adopted Scenario)

20 YEAR LONG TERM FINANCIAL PLAN

ASSUMPTIONS

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation		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	\$282,202	\$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%	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 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	2,424,276	17,281,424	15,029,399	13,299,814	11,829,599	10,398,166	9,086,797	7,743,471	6,482,740	5,196,588	3,434,536	3,283,107	3,293,471	3,251,655	3,182,165	3,102,782	3,015,065	2,979,665	2,819,999
Movement	(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)
Closing Balance	2,424,276	17,281,424	15,029,399	13,299,814	11,829,599	10,398,166	9,086,797	7,743,471	6,482,740	5,196,588	3,434,536	3,283,107	3,293,471	3,251,655	3,182,165	3,102,782	3,015,065	2,979,665	2,819,999	2,590,570
Min Reserve	3,595,406	3,428,221	3,479,554	3,532,258	3,586,369	3,641,926	3,698,966	3,583,531	3,639,310	3,696,587	3,755,402	3,815,797	3,877,813	3,741,496	3,801,889	3,863,915	3,927,616	3,993,038	4,060,229	3,897,236
Employee Leave	1,015,016	1,042,421	1,071,609	1,101,614	1,132,459	1,164,168	1,196,765	1,230,274	1,264,722	1,300,134	1,336,538	1,373,961	1,412,432	1,451,980	1,492,636	1,534,429	1,577,394	1,621,561	1,666,964	1,713,639
Roads and Bridges	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Emergency Works	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Waste	1,080,390	885,800	907,945	930,644	953,910	977,757	1,002,201	853,256	874,588	896,453	918,864	941,835	965,381	789,516	809,254	829,485	850,222	871,478	893,265	683,596
State Highways																				
Opening Balance	1,099,430	836,649	287,775	286,583	285,764	285,338	285,329	285,762	286,660	288,050	289,960	275,666	280,646	275,490	280,810	277,231	285,403	285,992	279,686	277,192
Movement	(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
Closing Balance	836,649	287,775	286,583	285,764	285,338	285,329	285,762	286,660	288,050	289,960	275,666	280,646	275,490	280,810	277,231	285,403	285,992	279,686	277,192	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	1,050,275	850,210	102,425	101,154	91,444	81,846	72,373	63,038	60,516	58,334	56,516	55,081	54,053	48,386	43,045	38,055	33,438	29,217	21,931	15,009
Movement	(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)
Closing Balance	850,210	102,425	101,154	91,444	81,846	72,373	63,038	60,516	58,334	56,516	55,081	54,053	48,386	43,045	38,055	33,438	29,217	21,931	15,009	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	7,250,590	6,075,726	333,377	81,601	(90,710)	(382,073)	(601,322)	(879,731)	(1,128,323)	(1,387,836)	(1,689,051)	(2,016,045)	(2,349,200)	(2,672,628)	(3,037,196)	(3,389,859)	(3,808,415)	(4,288,297)	(4,756,384)	(5,212,303)
Movement	(1,174,864)	(5,742,349)	(251,776)	(172,312)	(291,362)	(219,249)	(278,409)	(248,592)	(259,513)	(301,215)	(326,993)	(333,156)	(323,428)	(364,568)	(352,664)	(418,555)	(479,882)	(468,087)	(455,919)	(493,545)
Closing Balance	6,075,726	333,377	81,601	(90,710)	(382,073)	(601,322)	(879,731)	(1,128,323)	(1,387,836)	(1,689,051)	(2,016,045)	(2,349,200)	(2,672,628)	(3,037,196)	(3,389,859)	(3,808,415)	(4,288,297)	(4,756,384)	(5,212,303)	(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	13,945,089	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)
Movement	(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)
Closing Balance	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)
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	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
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	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
TOTALS																				
Opening Balance	13,945,089	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)
Movement	(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)
Closing Balance	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)

ATTACHMENT E - Projected Budget Summary

(Net Cost of Activities) (Adopted Scenario)

-Consolidated Funds

-General Fund Only

ATTACHMENT F - Balance Sheet (Adopted Scenario)

-Consolidated Funds

-General Fund Only

20 YEAR LONG TERM FINANCIAL PLAN

BALANCE SHEET

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
<u>Current Assets</u>																					
Cash and Cash Equivalents	14,776,000	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
<u>Non-Current Assets</u>																					
Infrastructure, Property, Plant & Equipment	292,541,000	307,061,151	328,181,287	338,904,508	349,785,082	360,458,235	371,712,681	382,727,152	394,414,058	406,022,745	418,003,774	433,240,102	447,811,737	462,492,973	478,131,725	493,758,734	509,142,590	524,919,861	540,950,751	557,440,070	561,347,212
Total Non-Current Assets	292,541,000	307,061,151	328,181,287	338,904,508	349,785,082	360,458,235	371,712,681	382,727,152	394,414,058	406,022,745	418,003,774	433,240,102	447,811,737	462,492,973	478,131,725	493,758,734	509,142,590	524,919,861	540,950,751	557,440,070	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																					
<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	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	1,688,000	1,733,576	1,782,116	1,832,015	1,883,312	1,936,045	1,990,254	2,045,981	2,103,268	2,162,160	2,222,700	2,284,936	2,348,914	2,414,684	2,482,295	2,551,799	2,623,250	2,696,701	2,772,208	2,849,830	2,849,830
Total Current Liabilities	3,247,000	3,983,455	4,092,366	4,205,986	4,324,567	4,453,570	4,585,598	4,721,685	4,867,397	5,019,641	4,882,192	3,635,455	3,695,724	3,741,374	3,811,836	3,884,402	3,959,140	4,036,121	4,115,417	4,197,108	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	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	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	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	3,389,325	2,042,455	2,005,006	1,971,716	1,759,001	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	167,013,794	167,351,093	167,768,773	169,929,117	172,972,348	175,948,423	179,346,592	182,438,993	185,329,182	188,165,940	190,925,704	193,647,130	197,120,968
Revaluation Reserves	165,954,000	170,351,781	174,866,103	179,500,055	184,256,806	189,139,612	194,151,811	199,296,834	204,578,201	209,999,523	215,564,510	221,276,970	227,140,809	233,160,041	239,338,782	245,681,260	252,191,813	258,874,896	265,735,081	272,777,061	272,777,061
Total Equity	307,976,000	316,740,112	340,671,863	345,052,951	350,113,770	355,012,455	360,531,516	365,813,160	371,591,994	377,350,616	383,333,283	391,206,087	400,113,157	409,108,464	418,685,374	428,120,253	437,520,996	447,040,836	456,660,784	466,424,190	469,898,028

**20 YEAR LONG TERM FINANCIAL PLAN
BALANCE SHEET**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
<u>Current Assets</u>																					
Cash and Cash Equivalents	14,776,000	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	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	16,719,861	24,538,001	22,031,738	20,119,311	18,347,710	16,687,546	15,088,865	13,495,324	11,974,289	10,387,013	8,282,238	7,801,605	7,477,719	7,071,314	6,640,592	6,146,208	5,574,976	5,057,898	4,432,897	3,725,437
<u>Non-Current Assets</u>																					
Infrastructure, Property, Plant & Equipment	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 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	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	0
Provisions	1,688,000	1,733,576	1,782,116	1,832,015	1,883,312	1,936,045	1,990,254	2,045,981	2,103,268	2,162,160	2,222,700	2,284,936	2,348,914	2,414,684	2,482,295	2,551,799	2,623,250	2,696,701	2,772,208	2,849,830	2,849,830
Total Current Liabilities	3,247,000	3,794,227	3,891,120	3,991,193	4,095,900	4,210,466	4,326,475	4,446,382	4,574,305	4,707,602	4,824,194	4,972,936	5,131,914	5,302,684	5,482,295	5,671,799	5,871,250	6,080,701	6,299,208	6,527,630	6,765,660
<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	290,437	9,517,786	8,696,782	7,825,604	6,901,016	5,914,595	4,866,374	3,753,973	2,570,936	1,313,494	0	0	0	0	0	0	0	0	0	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	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																					
Retained Earnings	142,022,000	142,656,225	160,549,398	160,232,492	160,387,077	160,176,740	160,364,879	160,080,129	160,184,134	159,955,578	159,728,029	160,180,927	161,446,639	162,593,591	164,178,351	165,312,714	167,045,511	168,685,466	170,213,199	171,664,325	173,947,442
Revaluation Reserves	165,954,000	170,351,781	174,866,103	179,500,055	184,256,806	189,139,612	194,151,811	199,296,834	204,578,201	209,999,523	215,564,510	221,276,970	227,140,809	233,160,041	239,338,782	245,681,260	252,191,813	258,874,896	265,735,081	272,777,061	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	410,993,974	419,237,324	427,560,362	435,948,280	444,441,386	446,724,503

ATTACHMENT G - Cashflow Statement (Adopted Scenario)

-Consolidated Funds

-General Fund Only

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

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
<i>Receipts</i>																				
Rates and Annual Charges	7,665,579	8,358,091	8,742,321	9,163,903	9,616,962	10,093,548	10,376,223	10,651,340	10,934,531	11,226,065	11,523,753	11,816,183	12,094,526	12,379,485	12,671,219	12,969,889	13,267,603	13,572,229	13,883,929	14,202,869
User Charges and Fees	4,423,221	6,135,973	6,333,431	6,730,554	6,726,759	6,946,678	7,174,107	7,394,962	7,622,731	7,857,635	8,096,937	8,340,113	8,585,084	8,837,279	9,096,912	9,364,203	9,637,330	9,918,484	10,207,901	10,505,825
Investment Interest and Revenue	380,042	381,305	579,084	508,321	458,538	415,096	377,556	345,151	312,134	286,101	260,547	198,233	195,799	199,716	199,056	201,999	218,855	234,456	252,099	268,089
Grants and Contributions (Operating)	5,615,957	5,263,643	5,301,911	5,601,788	5,767,841	5,939,146	6,110,495	6,286,187	6,467,152	6,653,549	6,845,541	7,042,956	7,245,380	7,453,935	7,668,702	7,899,866	8,117,363	8,351,634	8,592,879	8,841,307
Grants and Contributions (Capital)	6,860,426	13,917,275	4,151,657	4,056,783	3,866,594	4,044,040	3,803,640	4,040,458	3,909,556	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	5,686,038
Other	629,221	220,379	228,445	220,328	228,776	237,579	244,647	251,667	258,896	266,342	274,010	281,764	289,514	297,481	305,670	314,088	322,658	331,465	340,518	349,822
<i>Payments</i>																				
Cost of Services	(15,439,477)	(15,528,118)	(16,044,056)	(16,231,343)	(16,670,525)	(16,945,456)	(17,477,653)	(17,745,833)	(18,179,504)	(18,652,993)	(19,064,316)	(19,565,638)	(20,069,355)	(20,527,871)	(21,234,833)	(21,781,673)	(22,421,260)	(23,009,752)	(23,737,472)	(24,116,375)
Borrowing Costs (interest only)	(163,267)	(472,973)	(440,287)	(404,713)	(367,466)	(328,083)	(285,889)	(241,288)	(193,005)	(141,936)	(90,628)	(53,965)	(49,091)	(44,547)	(41,696)	(38,634)	(35,347)	(31,817)	(28,028)	(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	10,982,643	11,132,493	11,535,773	13,315,728	13,130,799	13,307,113	13,962,441	13,916,425	13,983,371	14,205,968	14,412,059	14,664,044	15,714,216
Cash Flows from Investing Activities																				
<i>Receipts</i>																				
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
<i>Payments</i>																				
Purchase of Infrastructure, Property, Plant and Equipment	(15,005,657)	(21,409,347)	(10,673,017)	(10,736,534)	(10,461,684)	(10,985,837)	(10,679,417)	(11,296,765)	(11,149,982)	(11,463,717)	(14,656,888)	(13,854,611)	(13,849,325)	(14,695,443)	(14,551,966)	(14,186,630)	(14,470,644)	(14,611,900)	(14,958,671)	(16,196,595)
Net Cash provided (or used in) Investing Activities	(14,449,157)	(20,883,141)	(10,131,025)	(10,178,282)	(9,886,685)	(10,393,588)	(10,069,401)	(10,668,448)	(10,502,815)	(10,797,135)	(13,970,309)	(13,147,434)	(13,120,932)	(13,945,199)	(13,779,215)	(13,390,696)	(13,650,832)	(13,767,494)	(14,088,933)	(15,300,764)
Cash Flows from Financing Activities																				
<i>Receipts</i>																				
Proceeds from Borrowings	2,300,000	10,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>																				
Repayment of Borrowings and Advances	(187,498)	(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)
Net Cash provided (or used in) Financing Activities	2,112,502	9,038,121	(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)
Net Increase (Decrease) in Cash and Cash Equivalents	(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
Cash and Cash Equivalents at start of year	14,762,632	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
Cash and Cash Equivalents - end of year	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
Projected Bank Balances	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
Check	0	0	0	0	0	0	0	-0	-0	0	0	0	0	0	0	0	0	0	-0	0

20 YEAR LONG TERM FINANCIAL PLAN

STATEMENT OF CASH FLOWS

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
<i>Receipts</i>																				
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	380,042	313,309	553,764	476,681	417,862	363,375	312,315	263,145	214,134	167,353	118,535	53,900	39,017	29,056	16,556	3,309	0	0	0	0
Grants and Contributions (Operating)	5,525,878	5,171,153	5,206,616	5,502,947	5,664,994	5,832,110	5,999,080	6,171,032	6,348,115	6,530,482	6,718,289	6,911,702	7,110,887	7,316,016	7,527,267	7,744,823	7,968,873	8,199,611	8,437,236	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	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
<i>Payments</i>																				
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)	(15,908,525)	(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)	(13,500)	(329,919)	(304,388)	(277,195)	(248,339)	(217,569)	(185,209)	(150,220)	(112,751)	(73,223)	(32,142)	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Operating Activities	7,653,389	16,149,112	8,163,916	8,847,461	8,727,864	9,384,872	9,175,386	9,834,950	9,782,645	10,075,331	11,034,532	10,762,114	10,877,317	11,554,933	11,347,551	12,197,848	12,363,161	12,515,539	12,710,142	13,820,113
Cash Flows from Investing Activities																				
<i>Receipts</i>																				
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
<i>Payments</i>																				
Purchase of Infrastructure, Property, Plant and Equipment	(12,258,554)	(18,084,527)	(10,391,166)	(10,446,962)	(10,149,877)	(10,650,864)	(10,335,863)	(10,944,408)	(10,767,810)	(11,071,747)	(12,512,392)	(11,949,925)	(11,929,595)	(12,711,582)	(12,551,024)	(13,488,166)	(13,754,205)	(13,877,024)	(14,204,881)	(15,423,403)
Net Cash provided (or used in) Investing Activities	(11,702,054)	(17,558,321)	(9,849,174)	(9,888,710)	(9,574,877)	(10,058,615)	(9,725,846)	(10,316,091)	(10,120,643)	(10,405,165)	(11,825,812)	(11,242,748)	(11,201,203)	(11,961,338)	(11,778,273)	(12,692,232)	(12,934,393)	(13,032,618)	(13,335,143)	(14,527,573)
Cash Flows from Financing Activities																				
<i>Receipts</i>																				
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
<i>Payments</i>																				
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)	(1,048,221)	(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	(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)
Cash and Cash Equivalents at start of year	13,945,089	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)
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

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

20 YEAR LONG TERM FINANCIAL PLAN																				
ASSUMPTIONS																				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Sundry Expenses Indexation		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 Leave	1,015,016	1,042,421	1,071,609	1,101,614	1,132,459	1,164,168	1,196,765	1,230,274	1,264,722	1,300,134	1,336,538	1,373,961	1,412,432	1,451,980	1,492,636	1,534,429	1,577,394	1,621,561	1,666,964	1,713,639
Roads and Bridges	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Emergency Works	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Other Waste	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)	(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)
Closing Balance	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	262,795
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	(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
Closing Balance	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	1,793,305
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
Plant																				
Opening Balance	7,250,590	6,075,726	4,233,444	3,174,852	2,771,949	2,333,659	1,910,342	1,433,396	1,085,896	737,045	329,819	(87,410)	(528,315)	(993,541)	(1,435,063)	(1,950,944)	(2,493,197)	(3,062,541)	(3,659,717)	(4,285,485)
Movement	(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)
Closing Balance	6,075,726	4,233,444	3,174,852	2,771,949	2,333,659	1,910,342	1,433,396	1,085,896	737,045	329,819	(87,410)	(528,315)	(993,541)	(1,435,063)	(1,950,944)	(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
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	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
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	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
TOTALS																				
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

20 YEAR LONG TERM FINANCIAL PLAN

BALANCE SHEET

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ASSETS																					
<u>Current Assets</u>																					
Cash and Cash Equivalents	14,776,000	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
<u>Non-Current Assets</u>																					
Infrastructure, Property, Plant & Equipment	292,541,000	297,408,794	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	276,562,187	273,620,882	270,766,343	267,599,131	264,314,293	260,909,537	257,382,533	253,730,914	250,184,273
Total Non-Current Assets	292,541,000	297,408,794	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	276,562,187	273,620,882	270,766,343	267,599,131	264,314,293	260,909,537	257,382,533	253,730,914	250,184,273
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																					
<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	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	1,688,000	1,733,576	1,782,116	1,832,015	1,883,312	1,936,045	1,990,254	2,045,981	2,103,268	2,162,160	2,222,700	2,284,936	2,348,914	2,414,684	2,482,295	2,551,799	2,623,250	2,696,701	2,772,208	2,849,830	2,849,830
Total Current Liabilities	3,247,000	3,042,012	3,092,433	3,144,385	3,197,925	3,253,107	3,309,991	3,368,638	3,429,114	3,491,489	3,532,770	3,572,936	3,636,914	3,702,684	3,770,295	3,839,799	3,911,250	3,984,701	4,060,208	4,137,830	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	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
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	1,426,000	1,186,303	1,347,593	1,331,390	1,371,790	1,373,494	1,414,839	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
Total Current Liabilities	2,627,000	1,774,763	1,919,902	1,885,786	1,906,344	1,886,090	1,903,158	1,901,969	1,741,582	1,748,225	1,752,709	1,777,816	1,826,397	1,876,424	1,727,941	1,774,991	1,823,440	1,873,330	1,924,704	1,977,606	1,793,037
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	122,776,465	119,601,127	116,471,193	113,298,038	110,207,960	106,759,839	103,315,991	99,767,440	96,113,789	92,232,548	88,534,974
Revaluation Reserves	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000	165,954,000
Total Equity	307,976,000	308,611,028	309,732,771	307,873,573	305,289,852	302,632,578	299,961,724	297,249,801	294,520,577	291,760,793	288,730,465	285,555,127	282,425,193	279,252,038	276,161,960	272,713,839	269,269,991	265,721,440	262,067,789	258,186,548	254,488,974

20 YEAR LONG TERM FINANCIAL PLAN

STATEMENT OF CASH FLOWS

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operating Activities																				
<i>Receipts</i>																				
Rates and Annual Charges	5,286,526	5,408,974	5,534,295	5,662,556	5,793,828	5,928,182	6,065,689	6,206,425	6,350,465	6,497,888	6,648,774	6,803,205	6,961,263	7,123,036	7,288,610	7,458,076	7,631,525	7,809,053	7,990,754	8,176,729
User Charges and Fees	3,645,006	5,323,891	5,483,591	5,638,128	5,800,593	5,974,592	6,153,811	6,338,406	6,528,538	6,724,374	6,926,084	7,133,845	7,347,838	7,568,250	7,795,274	8,029,108	8,269,956	8,518,029	8,773,544	9,036,723
Investment Interest and Revenue	380,042	313,333	308,848	322,369	331,542	345,627	363,635	379,918	394,167	403,317	410,528	428,755	458,612	490,450	471,380	456,359	442,845	431,095	421,028	411,865
Grants and Contributions (Operating)	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
Grants and Contributions (Capital)	5,828,375	6,823,891	3,837,821	3,135,811	3,215,425	3,304,916	3,511,627	3,369,727	3,628,358	3,569,935	3,674,547	3,782,283	3,893,238	4,007,507	4,125,190	4,246,389	4,371,208	4,499,756	4,632,145	4,768,489
Other	218,327	184,704	189,875	178,578	183,548	188,658	193,913	199,315	204,870	210,582	216,455	222,494	228,704	235,089	241,654	248,405	255,347	262,486	269,826	277,375
<i>Payments</i>																				
Cost of Services	(13,229,962)	(14,608,890)	(14,737,347)	(15,005,184)	(15,423,909)	(15,813,292)	(16,357,857)	(16,537,258)	(17,138,715)	(17,664,415)	(18,257,749)	(18,687,236)	(19,218,032)	(19,618,038)	(20,434,969)	(20,905,294)	(21,500,897)	(22,113,904)	(22,866,790)	(23,225,507)
Borrowing Costs (interest only)	(13,500)	(25,690)	(23,809)	(21,755)	(19,513)	(17,064)	(14,389)	(11,469)	(8,279)	(4,796)	(1,986)	0	0	0	0	0	0	0	0	0
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																				
<i>Receipts</i>																				
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
<i>Payments</i>																				
Purchase of Infrastructure, Property, Plant and Equipment	(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)
Net Cash provided (or used in) Investing Activities	(11,702,054)	(9,782,517)	(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																				
<i>Receipts</i>																				
Proceeds from Borrowings	300,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>																				
Repayment of Borrowings and Advances	(9,563)	(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
Net Cash provided (or used in) Financing Activities	290,437	(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
Net Increase (Decrease) in Cash and Cash Equivalents	(3,770,925)	(1,203,176)	(160,361)	(15,862)	162,531	184,386	225,822	303,915	194,143	216,284	139,958	314,131	400,376	415,654	389,820	531,841	567,781	606,276	525,289	626,625
Cash and Cash Equivalents at start of year	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
Cash and Cash Equivalents - end of year	10,174,164	8,984,489	8,849,818	8,857,765	9,042,051	9,245,950	9,488,836	9,807,140	10,012,752	10,237,315	10,382,069	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
Projected Bank Balances	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
Check	13,500	25,690	23,809	21,755	19,513	17,064	14,389	11,469	8,279	4,796	1,986	0	0	0	0	0	0	0	0	0