



Wagga Wagga  
City Council

# *Long Term* **FINANCIAL PLAN**

*2015/2025*

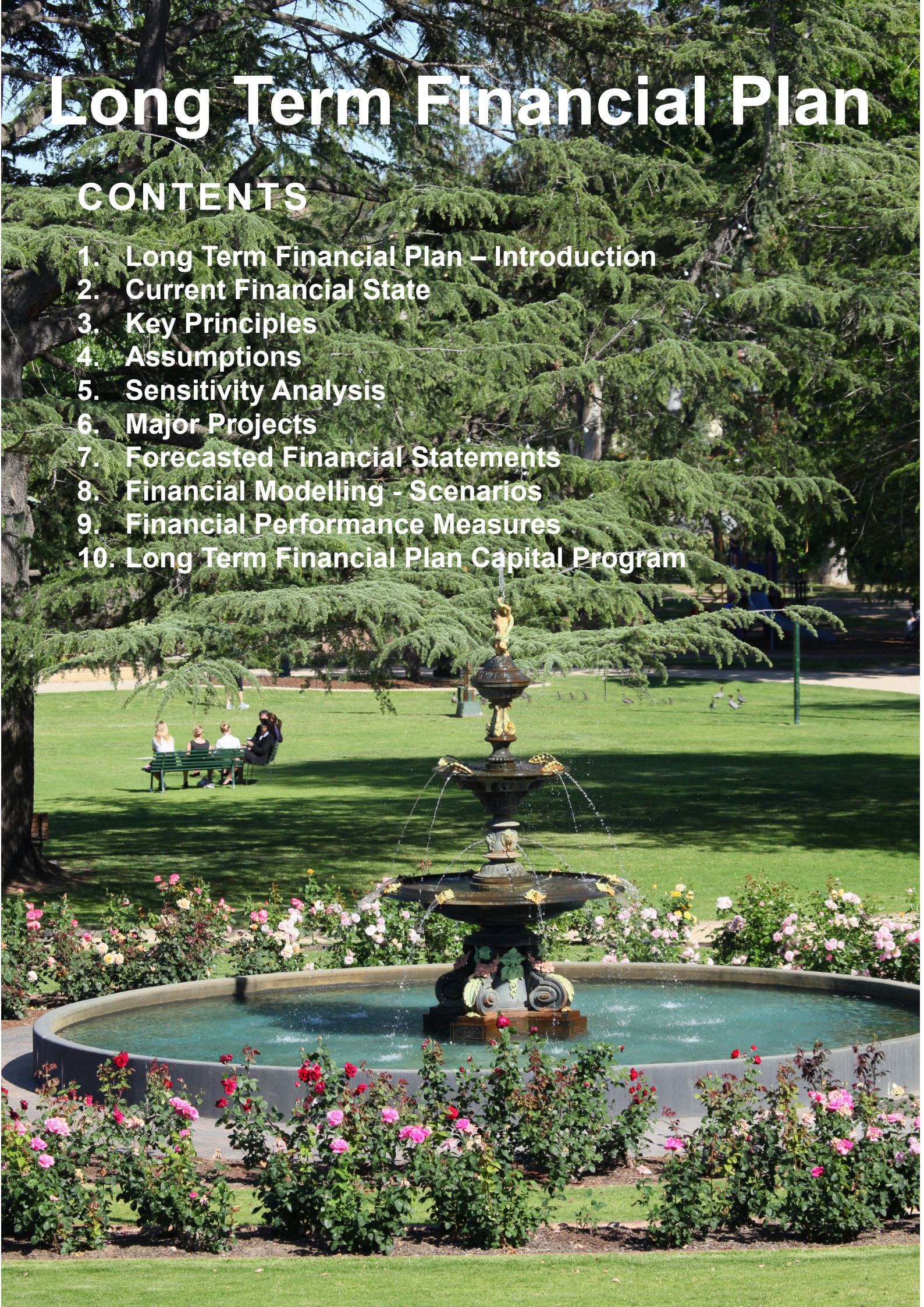




# Long Term Financial Plan

## CONTENTS

1. Long Term Financial Plan – Introduction
2. Current Financial State
3. Key Principles
4. Assumptions
5. Sensitivity Analysis
6. Major Projects
7. Forecasted Financial Statements
8. Financial Modelling - Scenarios
9. Financial Performance Measures
10. Long Term Financial Plan Capital Program





# 1. Long Term Financial Plan - Introduction



The Long Term Financial Plan (LTFP) is one element of the resourcing strategy which details how the strategic aspirations of the City which are outlined in the Community Strategic Plan ('Ruby & Oliver') can be achieved in terms of time, money, assets and people.

The Resourcing Strategy focuses on long term strategies in three key areas:

- Financial Planning - addresses the financial resources that impact on Council's ability to fund its services and capital works whilst remaining financially sustainable
- Workforce Planning - ensures that Council has the necessary staff to deliver current services and operational needs for the community now and in the future.
- Asset Management Planning - aims to predict infrastructure consumption and renewal needs, as well as consider infrastructure requirements to meet future community needs.

Council's LTFP is a ten-year financial planning document with an emphasis on long-term financial sustainability. Financial sustainability is one of the key issues facing local government due to several contributing factors including growing demands for community services and facilities, constrained revenue growth and ageing infrastructure.

The LTFP is formulated by using a number of estimates and assumptions to project the future revenue and expenditure required of Council to deliver those services and projects expected by the community.

Council has reviewed the previous LTFP and significant changes have been made to both operational and

capital items in the formulation of this 2015/25 LTFP. The draft budget for both 2015/16 and 2016/17 years are balanced, and this position has been achieved with significant changes to both operational and capital budgets including savings over the ten year period for \$21.9M for salaries, \$5.6M in utility costs and \$2.6M in operational budgets. These savings have helped Council overcome unfavourable adjustments to Council's revenue sources including a three year freeze on indexation of the Federal Government's Financial Assistance Grant (\$9.4M) and a reduction of investment income of \$1.4M over the ten year period.

Council also reviews any significant changes to the LTFP via the Monthly Finance Report to Council. The Monthly Finance Report assesses Council's performance against budget each month, and any ongoing changes to budget that result from this process are included in the LTFP and reported to Council.

## Long Term Financial Plan Objectives

The objectives of Wagga Wagga City Council's LTFP are:

- to provide a forecast financial position over ten years to ensure that Council remains financially sustainable
- to support the implementation of the Council's Community Strategic Plan ('Ruby & Oliver')
- to identify and highlight future challenges, problems and financial trends in order that they be proactively addressed
- to ensure compliance with legislative requirements of integrated planning and reporting contained in the Local Government Act and the guidelines produced by the NSW Office of Local Government
- trend towards becoming 'Fit for the Future'.

## 2. Current Financial State



### Financial Sustainability

In 2013, New South Wales Treasury Corporation (TCorp) conducted a financial assessment of the 152 Councils in New South Wales. During this assessment, TCorp defined financial sustainability as:

*“A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.”*

From its assessment, TCorp developed key recommendations for consideration:

1. At least breakeven operating positions are essential
2. Pricing paths are needed for the medium term
3. Rate increases must meet underlying costs
4. Asset management planning must be prioritised
5. Councillor and management capacity must be developed
6. Improved use of restricted funds
7. Increased use of debt

T-Corp concluded that Wagga City Councils financial sustainability was Moderate, with a Negative outlook.

A Moderate rating indicates that a Council has an adequate capacity to meet its financial obligations in the short to medium term (being the next five years), and to manage the risks to its business. Councils rated as Moderate will generally not have sufficient funds to address their Infrastructure Backlogs over time.

The Negative Outlook rating is based on the perception of the likely future movement in the Financial Sustainability Rating (FSR) of each Council over the next three years. A Negative Outlook indicates that a Council's FSR is

more likely to deteriorate, and is a sign of a general weakening in performance and sustainability.

In developing this year's LTFP, Council has considered T-Corp's recommendations and have investigated programs and strategies in order to assist in improving Council's financial sustainability position.

### Local Government Reform – Fit for the Future

Following T-Corp's recommendations, the NSW Government have commenced a “Fit for the Future” program to achieve the shared vision of strengthening local communities. A reform package of up to \$1 billion will provide support and incentives to help councils become “Fit For the Future”. The package is the Government's response to the findings of the comprehensive three-year independent review of local government.

The Fit for the Future process will help councils demonstrate to their community that they are financially sound, operating efficiently and in a strong position to guide growth and deliver quality services into the future.

Each council is being asked to:

- Review its situation, starting with whether the council has scale and capacity to meet the challenges ahead
- Prepare a Fit for the Future submission by 30 June 2015
- Make the transition to a new structure by September 2016 or implement an improvement plan

A Fit for the Future council is one that is:

- Sustainable
- Efficient



- Effectively manages infrastructure and delivers services for communities
- Has the scale and capacity to engage effectively across community, industry and government.

These features will ensure that a council has the strategic capacity to govern effectively and partner with

industry and State government to deliver key priorities.

The below criteria results are based on a 3 year average of Wagga Wagga City Council's 2011/12, 2012/13 and 2013/14 actual financial results for General Fund only. A description of each of the seven ratios and commentary is provided below.

## Fit for the Future Criteria Results

### Wagga Wagga City Council

	BENCHMARK	RESULT	MEETS FTF BENCHMARK
SUSTAINABILITY	Operating Performance Ratio (greater or equal to break-even average over 3 years)	-0.053	NO ✗
	Own Source Revenue Ratio (greater than 60% average over 3 years)	62.63%	YES ✓
	Building and Infrastructure Asset Renewal Ratio (greater than 100% average over 3 years)	123.84%	YES ✓
EFFECTIVE INFRASTRUCTURE AND SERVICE MANAGEMENT	Infrastructure Backlog Ratio (less than 2%)	9.65%	NO ✗
	Asset Maintenance Ratio (greater than 100% average over 3 years)	115.48%	YES ✓
	Debt Service Ratio (greater than 0 and less than or equal to 20% average over 3 years)	2.04%	YES ✓
EFFICIENCY	A decrease in Real Operating Expenditure per capita over time	Increasing	NO ✗
	OVERALL RESULT	The Council does not meet all seven of the Fit for the Future Criteria	

**Operating Performance Ratio = -5.3% ✗** (Does not meet the Benchmark)

OLG Benchmark = greater or equal to break-even (3yr average)

IPART Benchmark = between deficit of -3% to surplus of 10% (3yr average)

#### Definition

$$\frac{\text{Operating Revenue (excluding capital grants) less operating expenses}}{\text{Operating Revenue (excluding capital grants)}}$$

This ratio is considered the core measure of financial sustainability by TCorp. It is an indication of a Council's continued capacity to meet on-going expenditure requirements. Operating Expenses for 2013/14 includes depreciation expense of approximately \$22M. To meet this benchmark Council would need to increase revenue or decrease expenses, to improve its net operating result, by approximately \$3M per year.

It is key that there is a plan for Wagga Wagga City Council to improve this ratio in future years.

Note: Council is currently undergoing an asset revaluation and a possible change in depreciation methodology which will have an impact on the FTF ratios.

**Own Source Revenue Ratio = 62.63% ✓**



(Meets the Benchmark)  
OLG & IPART Benchmark = greater than 60% (3yr average)

#### Definition

$$\frac{\text{Operating Revenue (excluding all grants)}}{\text{Operating Revenue (including capital \& operating grants)}}$$

This ratio relates to Council's reliance on external funding sources such as grants and contributions. Councils with higher own source revenue from user fees and charges and rates income would have greater ability to control operating performance and sustainability. This

measure is highly sensitive to trends in capital grants and contributions. Councils result would be higher if there were no grant funding received such as flood work funding.

**Building and Asset Renewal Ratio = 123.84%** ✓ (Meets the Benchmark)  
OLG & IPART Benchmark = Greater than 100% (3yr average)

#### Definition

$$\frac{\text{Asset Renewals (Building \& Infrastructure)}}{\text{Depreciation (Building \& Infrastructure)}}$$

The ratio compares the amount spent on infrastructure asset renewals and the assets deterioration. Performance of less than 100% indicates that the existing assets are deteriorating faster than they are being renewed. This ratio is dependent upon the depreciation methodology used (e.g. an adjustment to

the useful life of assets can change the depreciation expense which would then change the result). It is also dependent on the classification of asset renewals and new assets (e.g. The result would improve if the assets are classed as renewals rather than new assets as new assets are excluded from the calculation).

**Infrastructure Backlog Ratio = 9.65%** ✗ (Does not meet the Benchmark)  
OLG & IPART Benchmark = Less than 2%

#### Definition

$$\frac{\text{Estimated capital cost to bring assets to a satisfactory condition}}{\text{(Written Down Value) Infrastructure, buildings, other structures}}$$

This ratio indicates the backlog against the total value of Council's assets. Concerns with this benchmark are that the measure may not be consistently reported across Councils due to the subjectivity of asset condition ratings.

- |              |                                       |
|--------------|---------------------------------------|
| 1: Excellent | No work required (normal maintenance) |
| 2: Good      | Only minor maintenance work required  |
| 3: Average   | Maintenance work required             |
| 4: Poor      | Renewal required                      |
| 5: Very poor | Urgent renewal / upgrading required   |

High backlog ratios indicate increased pressures in maintaining service delivery and financing future infrastructure demands.

Currently, Council has a satisfactory condition rating for assets at a 3. If it was decided that the satisfactory condition was a 4 or a 5, the backlog ratio would reduce significantly.

In order to determine which assets are in a satisfactory condition, the following asset ratings are used:

There is potential for the written down value of infrastructure assets to also change this ratio as a result of the revaluation process.

**Asset Maintenance Ratio = 115.48%** ✓ (Meets the Benchmark)  
OLG & IPART Benchmark = Greater than 100% (3yr average)

#### Definition

$$\frac{\text{Actual Asset Maintenance}}{\text{Required Asset Maintenance}}$$

This ratio reflects the actual asset maintenance expenditure relative to the asset maintenance required to keep the asset at its current condition. A ratio of less than 100% indicates that this may increase the worsening infrastructure backlog recorded for the

last ratio. Note: The data to support the calculation of *Required Asset Maintenance* is sourced from the 2010 Asset Management Plans which is currently under review.





**Debt Service Ratio = 2.04%** ✓ (Meets the Benchmark)  
 OLG & IPART Benchmark = Greater than 0 and less than 20% (3yr average)

Definition

Loan repayments  
 Operating revenue (less capital grants)

This ratio represents Council's ability to fund loan repayments and spread the cost of assets over future generations of ratepayers. The result is low due to the majority of Council's borrowings being related to the

Sewer fund. This ratio will increase in future years with the utilisation of borrowings for the RIFL project and MPS projects.

**Operating Expenditure per capita = Increasing** ✗ (Does not meet the Benchmark)  
 OLG & IPART Benchmark = A decrease in operating expenditure per capita over time

Definition

Operating Expenditure  
 Population

It is difficult to measure productivity changes over time. Assuming that service levels remain constant, decline in expenditure per capita indicates efficiency improvements. This ratio is based on a 5 year trend given that efficiency improvements require some time for the results to be fully achieved. Council has not met this ratio over the past few years as a result of increased expenditure due to flood works.

While preparing the 2015/25 LTFP, Wagga Wagga City Council has been committed to improving our financial position and sustainability. With the introduction of the Fit for the Future program, maintaining or improving our current working funds result, achieving a balanced or preferably a surplus budget each year have been key contributors in the decision making process.

### Fit For the Future - Council Improvement Proposal

As a part of Council's Fit For the Future submission, Council is required to propose strategies and outcomes that will improve Council's financial sustainability.

Strategies that Council may look at implementing to improve our position include but are not limited to:

- Service Reviews across the organisation
- Special Rate Variations
- User Fee Increases
- Sharing of Services
- Asset Recycling





## **Wagga Wagga's Current Economic Climate**

### *Population and Demographics*

The level of population increase and population demographics have a significant impact on demand for services, and are key drivers for Council's planning for new infrastructure and the type of infrastructure incorporated in the LTFP. The data provided by the ABS reveals that Wagga Wagga has a population which is younger relative to the NSW state average. The proportion of the population aged 24 or less for Wagga Wagga is 37% compared with 31.6% for NSW. The proportion of the population aged over 60 is 19.1% compared with 21.1% for NSW.

This profile is reflected in Council's ten year capital works program which places a heavy influence on facilities such as skate parks, sporting and recreation improvements and cultural events and activities

### *Economic Conditions and Growth*

Economic conditions and growth have a significant external impact to Wagga's financial position and the LTFP. Some key factors include the following:

- The state of financial markets (including official interest rates)
- Inflation rates
- Labour force and unemployment rate
- Population growth rate

Interest rate fluctuations will have a direct impact on the returns earned on Council's investment portfolio.

Inflation rate fluctuations impact both income and expenditure and what products can be purchased for in real terms. When the general price level rises, each unit of currency buys fewer goods and services.

Consequently, inflation reflects a reduction in the purchasing power per unit of money

The city's labour force was comprised of just over 37,000 persons as at September 2014 and maintained an unemployment rate of 4.9% as at the same time period per the Department of Employment Sept 2014 Qtr results. The unemployment rate of 4.9% compares favourably to the NSW average of 5.9%.

Over the next 20 years, Wagga Wagga is expected to grow steadily at an average annual rate of 1% to reach almost 80,000 residents by the year 2036.



### 3. Key Principles

Wagga Wagga City Council is committed to operating in a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of high quality community services, facilities and infrastructure.

Wagga Wagga City Council plans to maintain its financial position and performance, to ensure resilience and a capacity to adapt and respond to arising community needs in a measured and equitable manner.

Key principles employed in the financial planning process:

#### a) Financial sustainability

Over the past few years, Council has faced significant challenges in maintaining a stable position in previous LTFPs. The 2014/24 LTFP highlighted that Council had commenced the critical decision making in adjusting its operations and ensuring a more financially sustainable

path by forecasting surplus budgets up to 2019/20 with the remaining four years of the plan forecasting deficit budgets. The announcement in May 2014 of the freeze on the indexation of the Financial Assistance Grant added further pressure on trying to remain financially sustainable into the future. Council has made significant budget savings which demonstrate its commitment to remaining financially sustainable.

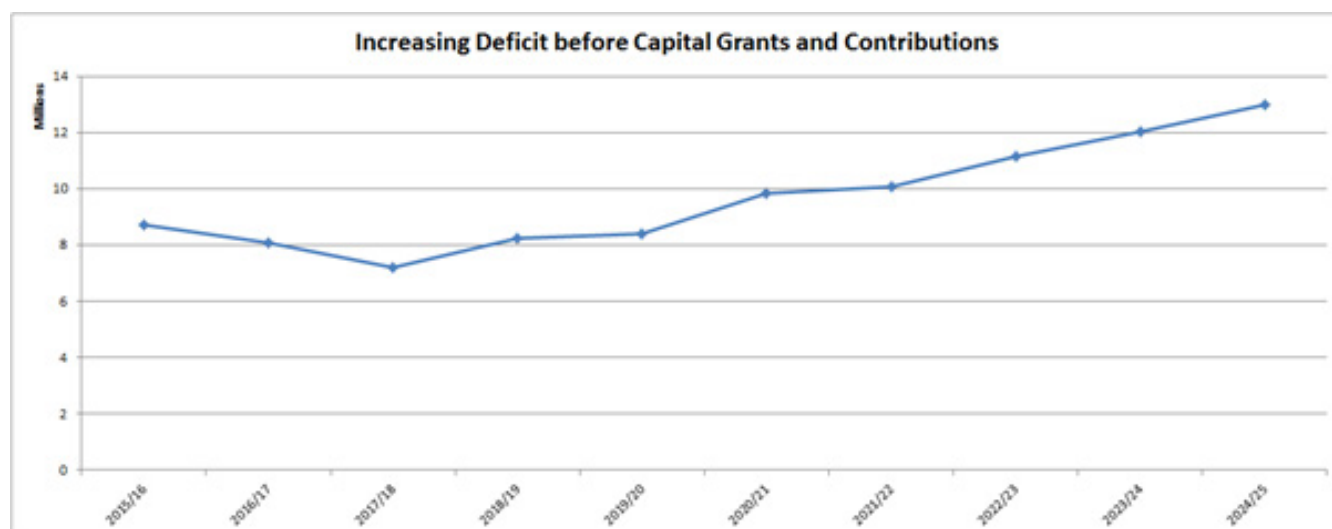
**Balanced Budgets:** With each annual budget process Council aims to achieve, at a minimum, a balanced budget which allows Council to maintain a positive working funds balance. This position gives Council the flexibility to maintain liquidity and fund unforeseen expenditures or discretionary funding deficits.

The Base Case budget detailed in the Long Term Financial Plan indicates Council will maintain a balance budget over the next two financial years, with the remaining years (Surplus)/Deficits presented below:

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
Cash Budget (Surplus)/Deficit	0	(0)	(384,812)	(571,924)	(95,319)	11,794	(6,068)	278,796	(53,148)	(472,287)

Arriving at mainly Surplus positions over the ten years was a complex and challenging task with each area of the organisation having to contribute significant budget reductions and operational efficiencies to achieve this goal. These savings will have a substantial impact on the delivery of projects and services, which will require Council to be highly innovative and efficient in delivering the Operational Plan and Delivery Plan items.

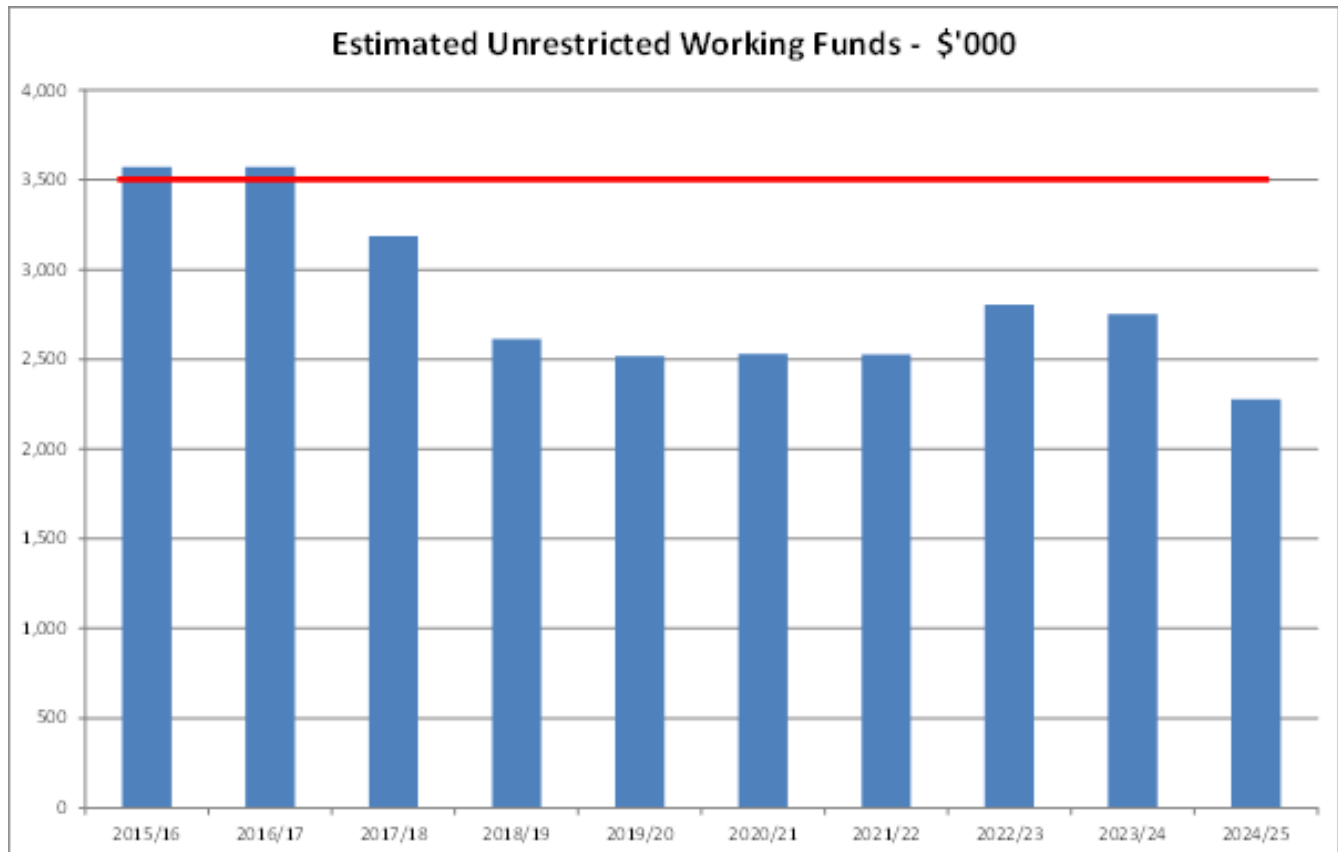
Although Council has managed to arrive at balanced budgets for the next two financial years, it maintains a heavy reliance on Capital Grants and Contributions. The graph below details Councils Deficits before accounting for Capital Grants and Contributions:





**Maintain Current Working Funds:** Working funds represent a measure of liquidity/net financial position. Council's working capital allows for day to day liquidity and ensures Council is able to survive any budget shocks during the year – i.e. expenditure overruns and income shortfalls. Council as a prudent financial manager has set a minimum level of \$3.5M at which

its working capital should be maintained. This level of working capital ensures Council retains an appropriate level of liquidity on an ongoing basis and is able to control/determine the value of its annual budget surplus or deficit. Forecasts of Council's available working funds as per the base case budget are shown below:



As you can see from the above graph, Council still has some work to do for the 2017/18 and future year's budgets to ensure Council's working funds position remains at a minimum, the \$3.5M target.

#### **b) Prudent financial investment**

Wagga Wagga City Council will continue to carefully manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet the City's liabilities and commitments, and manage cash flow demands to ensure responsible financial management control. While externally restricted reserves will be maintained in accordance with legislative requirements, a number of internally restricted reserves are used to ensure that funds are set aside to directly support Council's Community Strategic Plan initiatives and projects.

Wagga Wagga City Council will closely monitor its investment performance and publish a number of key financial indicators within its monthly and quarterly budget reviews to demonstrate its financial health and sustainability.

#### **c) Effective utilisation of funding sources to fund capital works**

Wagga Wagga City Council's Long Term Capital Works Program identifies the various funding sources proposed for each capital project. Where available, Council will utilise grant funding, internal reserves where applicable, and borrowings where valid.

#### **d) Maintain tight control over expenditure and staff numbers, while still maintaining best value services, facilities and infrastructure**

Wagga Wagga City Council has committed to undertake a detailed Operational and Efficiency Review of its service delivery. Specifically, Council is seeking to identify if the services it delivers are relevant and necessary to their community as well as appropriate in the current environment. This includes determining if the services meet the needs and expectations of the community articulated in the Community Strategic Plan (CSP).



The Service Review process aims to achieve the following objectives:

- Assist in informing Councillors, the community and Council staff on what, how and why Council delivers the current list of services. It endeavours to answer questions surrounding the need to provide the service, service delivery alternatives such as contracting resources, outsourcing some activities, joint delivery with other Councils, what can be provided at what cost and can any efficiencies be found.
- Finding savings that are real, sustainable, and are able to be entrenched into future budgets. This strategic approach to budget management is to identify lasting solutions for the provision of services in contrast to common short term budget management strategies which include delaying the implementation of projects or unfunded activities, or by making budget cuts that may not align with the CSP.
- Continue moving the organisational culture to one of a “can do attitude & approach”. By creating an expectation of better service delivery, Council is empowering its staff with the tools and processes to make better decisions.
- Embedding the realisation of continuous improvement. In providing an environment where continuous improvement to service delivery is expected, staff are encouraged and supported to identify opportunities to make Council services the best value for its community.
- Identifying a clear set of recommendations on proposed changes following each service reviewed. These recommendations will include as a minimum consideration of options for costs and efficient service delivery which may include process, resourcing and delivery changes.

Council is still in the early stages of the Service Review process. Of the 65 broadly defined Key Service Areas, two reviews have been completed with recommendations being considered by Management.

A number of other initiatives have been implemented to assist in identifying budget efficiencies, which include:

- Targeted savings for employee costs
- Review of fees and charges to ensure closer alignment with costs
- Energy savings and carbon reduction initiatives
- EBusiness and online service initiatives
- Improved information management systems and technology
- Review of capital project processes, procedures and outcomes
- Utilisation of allowable reserves for internal loans in preference to external borrowings where possible

e) **Maintain/move towards above benchmark results against key performance indicators** – As indicated in Wagga Wagga City Council’s Fit for the Future Criteria Results which are based on a three year average, Council does not meet four out of the seven benchmarks. The scenarios which we have developed indicate special rate variations which will improve the Operating Performance Ratio. Council recommends in Scenarios 3 and 4 that the additional revenue received under a special rate variation will be utilised to decrease the infrastructure backlog, which will improve the Building and Infrastructure Asset Renewal Ratio; the Infrastructure Backlog Ratio; and the Asset Maintenance Ratio

f) **Narrow the Infrastructure Funding Gap**

Council’s Asset Management Plan identifies a shortfall in current expenditure on the maintenance and renewal of infrastructure assets. This represents a risk to Council that a significant number of assets may fail due to inadequate maintenance. If this issue is not addressed it will have an adverse impact on Council’s financial position in the medium and longer term. Council is attempting to address this issue by:

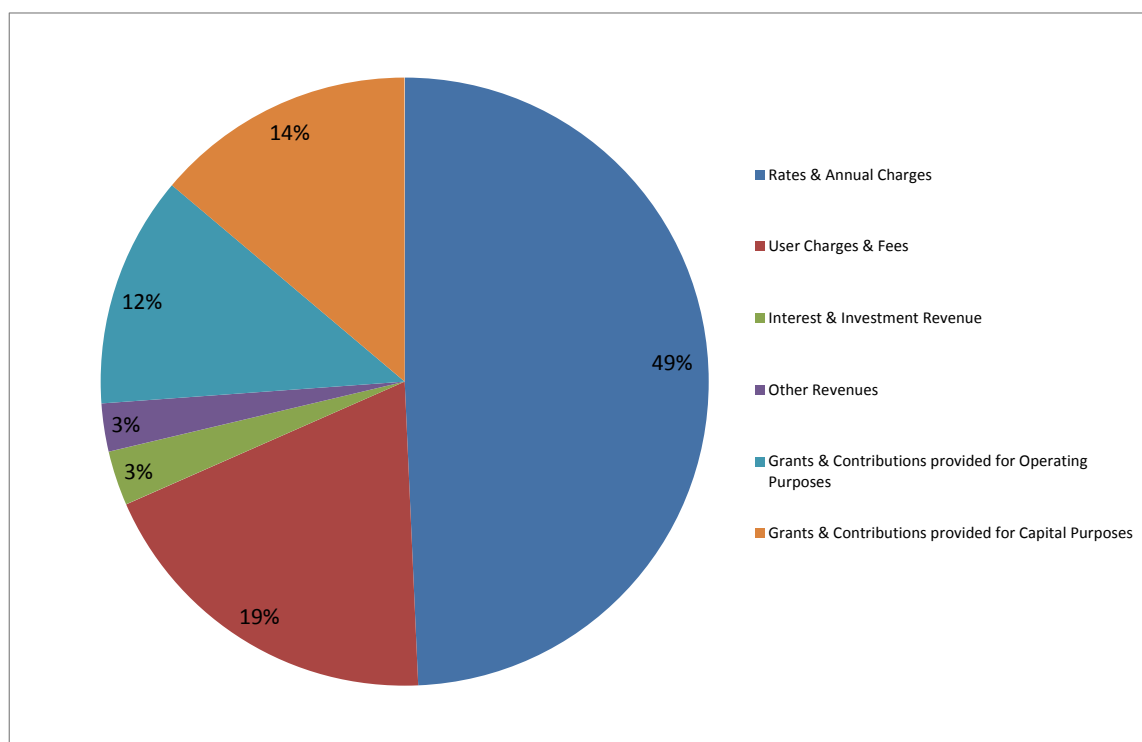
- Increasing recurrent levels of maintenance and renewal budgets by identifying budget savings and efficiency gains from all parts of the organisation
- Maintaining a reserve for Infrastructure Replacement and allocating additional funds towards this reserve as a priority when budget improvements are realised, and allocating the proceeds from the sale of non-core assets
- Increasing the use of low cost borrowings to fund infrastructure renewals through the Local Government Infrastructure Renewal Scheme (LIRS)
- Reassessing asset condition and what constitutes “satisfactory” condition



## 4. Assumptions

### OPERATING REVENUE

The below chart represents Council's budgeted operating revenue for the 2015/16 financial year.



#### Rates

The Independent Pricing and Regulatory Tribunal (IPART) determine the rate peg based on a Local Government Cost Index, a productivity factor, as well as any other pertinent legislative and industry factors. This is to ensure that a balance is made between Council meeting the increasing costs of delivering services and that productivity gains are shared with ratepayers.

The base case scenario includes an ordinary rate increase for 2015/16 of 2.4% as announced by IPART, with a 1% growth in rateable properties for residential only. The assumed increase for 2016/17 onwards in line with rate pegging is 3% with an additional 1% growth factor (for residential only) in additional rateable properties for the LTFP.

The risk that Council may incur in relation to the amount of rates revenue forecast in the LTFP is that the rate peg announced annually by IPART may be below the assumed percentages Council has used.

#### Annual Charges – Domestic & Commercial Waste

Annual charges for Waste are modelled at recovering a reasonable estimated cost of providing the service which includes a component for future site rehabilitation. The rate used in the base case and all scenarios is an annual increase of 3%.

#### Sewer Charges

Sewer charges are also modelled at recovering a reasonable estimated cost of providing the service which includes a component for future site rehabilitation. The rate used in the base case and all scenarios is:

*For the first 3 years* - 4.5% increase plus a 1% residential growth factor.

*For the remaining 7 years* - 2.5% increase plus a 1% residential growth factor.

#### Stormwater Services

The maximum amount for annual stormwater services is prescribed by legislation. This is currently \$25 per residential & business property per annum, which is the amount used in the base case and all scenarios of the LTFP.

#### User Fees & Charges

The base case scenario of the LTFP includes a projected increase in user fees and charges generally at 3%. A number of fees are prescribed by legislation and some fees are set at a level to recover the actual cost of providing the service. All fees have been reviewed in line with Council's pricing policy.



## Investment Revenue

Given the present volatility in global financial markets, and the relatively low cash rate it is difficult for Council to ascertain with certainty what actual returns are likely to be over the 10 years of the plan. It is not likely that Council can continue to rely on additional investment income over the life of the LTFP given the current balance of the portfolio, and the reserves that are identified to be expended. The reduction in investment income and overall portfolio balance places further funding pressures on Council in the future.

Council's investment revenue is linked to the expected balance of the portfolio over the life of the LTFP. For the base case scenario, the projected interest rates to inform the LTFP are:

Years 1-3 – 3.75% - 3.94%  
Years 4-7 – 3.58% - 3.86%  
Years 8-10 – 3.70% - 3.98%

## Grants & Contributions

It is assumed in the base case scenario that the current level of grant funding from the State and Federal Governments will continue. Grants are a significant source of funding for local government and as such any fluctuation in current levels is likely to have a substantial effect on the delivery of services and projects identified in the LTFP.

The 3 year freeze on indexation for the Financial Assistance Grant has had a significant impact on our 2015/16 LTFP – \$634K adjustment to 2015/16's starting point. The base case and all scenarios assume that the indexation of the Financial Assistance Grant will recommence from 1 July 2017. The LTFP provides sensitivity analysis on a continuation of the freeze and indexation rates between 0 and 2.5%.

## Developer Contributions

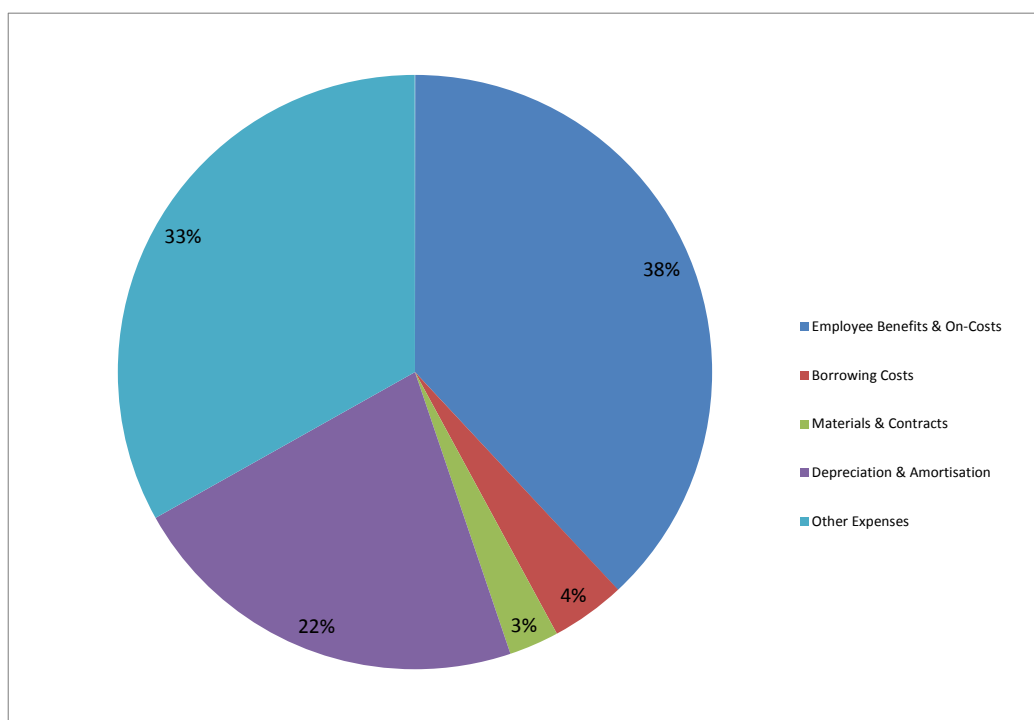
Developer contributions have been projected in line with each contribution plan over the life of the LTFP. Each of these plans is subject to review annually and the each iteration of the LTFP is updated accordingly.

## Other Revenue

Other revenue includes fines, income from sale of goods as well as diesel fuel rebates and income from insurance claims and rebates. Revenue from these sources is difficult to ascertain with any certainty as they are generally influenced by factors outside of Council's control. As a result for the purposes of the LTFP other revenue has been projected at 3% which corresponds to historical trends.

## OPERATING EXPENDITURE

The below chart represents Council's budgeted operating expenses for the 2015/16 financial year.



## Employee Costs

Under the NSW Local Government Award, on average staff receive a 3.25% pay increase each year. Combining the award increase and the associated on costs, the budgeted employee costs increase is 4%.

In addition to the above, a salary cap of 2.50% has been introduced in 2015/16 in the base case budget for the first 3 years of the LTFP, which then reverts back to the above award and salary progression system from 2017/18.

## Borrowing Costs

Borrowing costs have been forecast at approximately 6% for 2015/16 and 7% for the remaining years of the LTFP. If rates increase substantially above the 7% then Council will have to adjust the borrowings program as well as capital programs so that an affordable level of debt is always maintained.

All projects assumed term of loan is 10 years, other than the Multi Purpose Stadium, Riverina Intermodal Freight Logistics Hub and Sewer funded projects.

## Materials & Contracts

The cost of materials and contracts is to be maintained within existing budgets.

## Utilities

An increase has been projected in the LTFP for electricity, gas and water costs of 9% per annum. Council is actively pursuing efficient alternative sources of energy in order to reduce the effect of these costs where possible and these projected savings have been included in the LTFP.

## Insurance

It has been assumed that insurance premiums will increase at 5% per annum, with liability insurance assumed at 7%.

## Depreciation

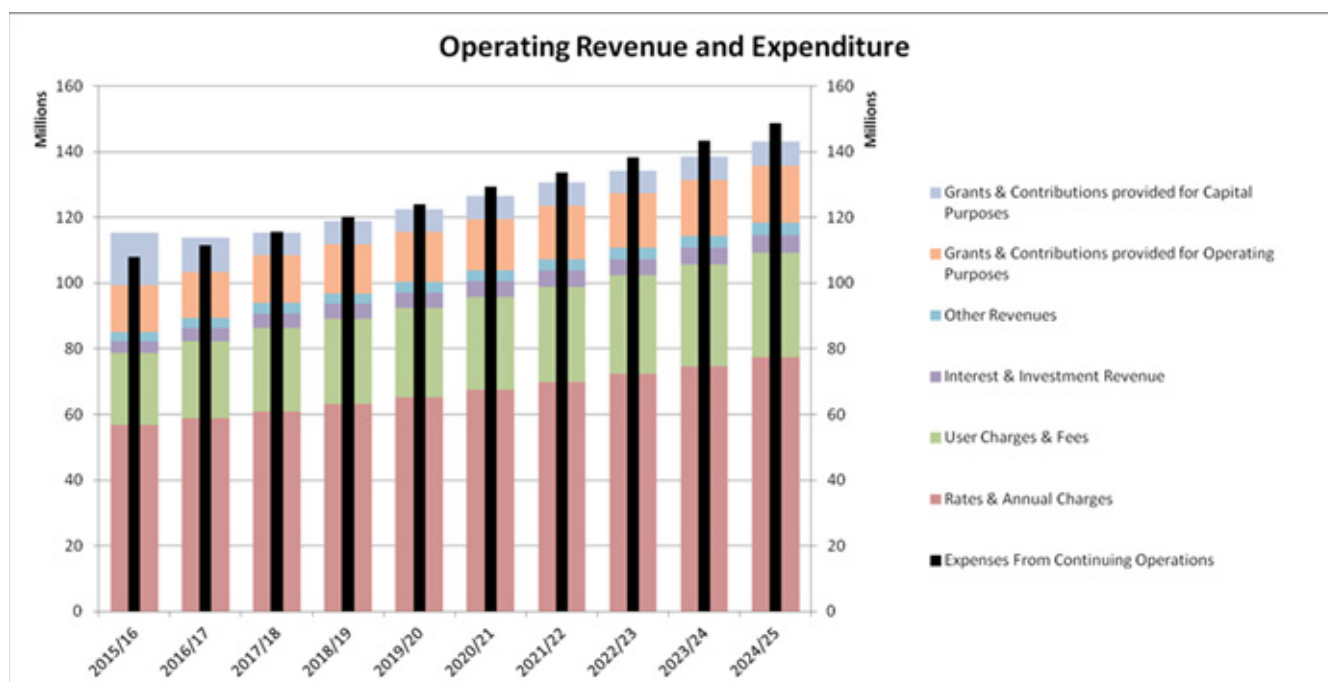
Depreciation is forecast to increase by 5.65% each year of the LTFP. This is reflective of the new capital additions and purchases over the term of the LTFP. Depreciation levels are subject to ongoing review with each LTFP.

Council is currently undergoing an asset revaluation and a possible change in depreciation methodology which may have an impact on the depreciation expense forecasts.

## Other Operating Expenses

The cost of other operating expenses is to be maintained within existing budgets.

The below graph demonstrates the relationship between operating revenue and operating expenditure.





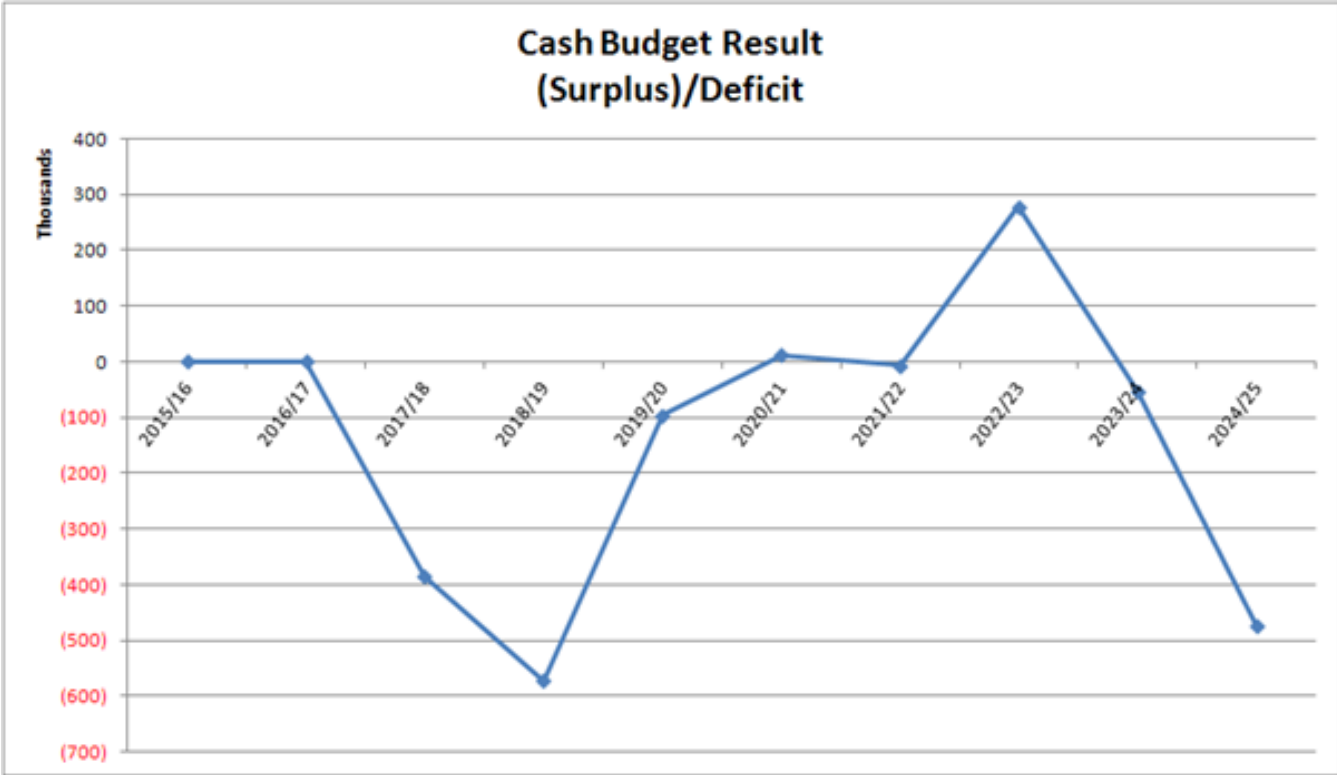
## 5. Sensitivity Analysis



Although the assumptions listed in the previous section are our current informed estimate based on a range of reliable sources, LTFPs are inherently uncertain. They contain a wide range of assumptions, including assumptions about interest rates and the potential effect of inflation on revenues and expenditures which are largely outside Council's control.

The LTFP base case scenario budget (Surplus)/Deficit is demonstrated below.

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
Cash Budget (Surplus)/Deficit	0	(0)	(384,812)	(571,924)	(95,319)	11,794	(6,068)	278,796	(53,148)	(472,287)

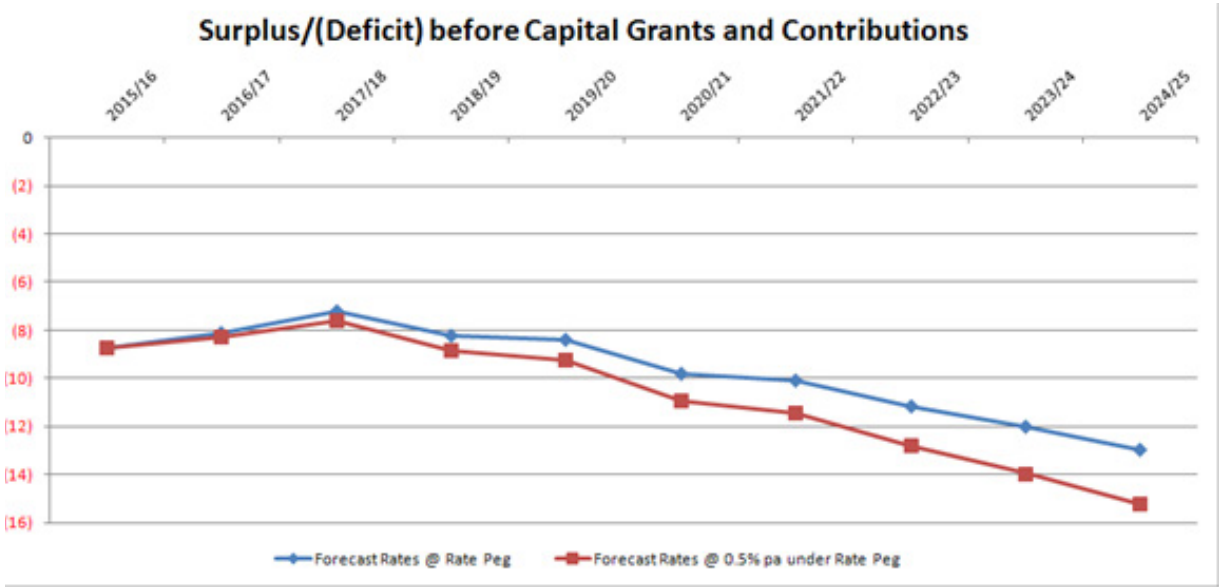


The following section illustrates the financial effect on Council's reseul if certain assumptions were to change.

**Rates**

Rates comprise 49% of Council's total income. As stated earlier, rates are capped by the State Government and Council can only increase rates if a Special Rate Variation is submitted and approved.

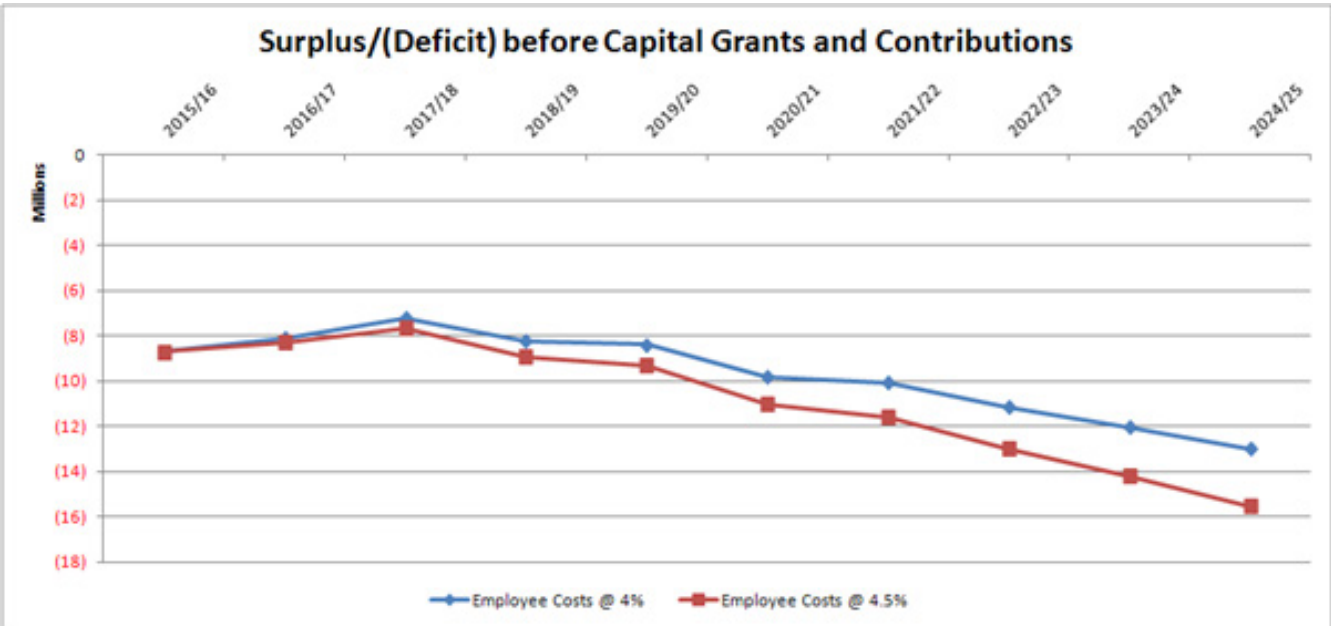
If rates are held 0.50% p.a. below the Consumer Price Index, the effect on the LTFP base case budget deficits before Capital Grants and Contributions is shown below:



**Employee Costs**

Salary growth is largely subject to the NSW Local Government Award. Council has factored in a 4% annual increase in employee expenses. If the Award

increases by 0.50%, the effect on the LTFP base case budget deficits before Capital Grants and Contributions is shown below:

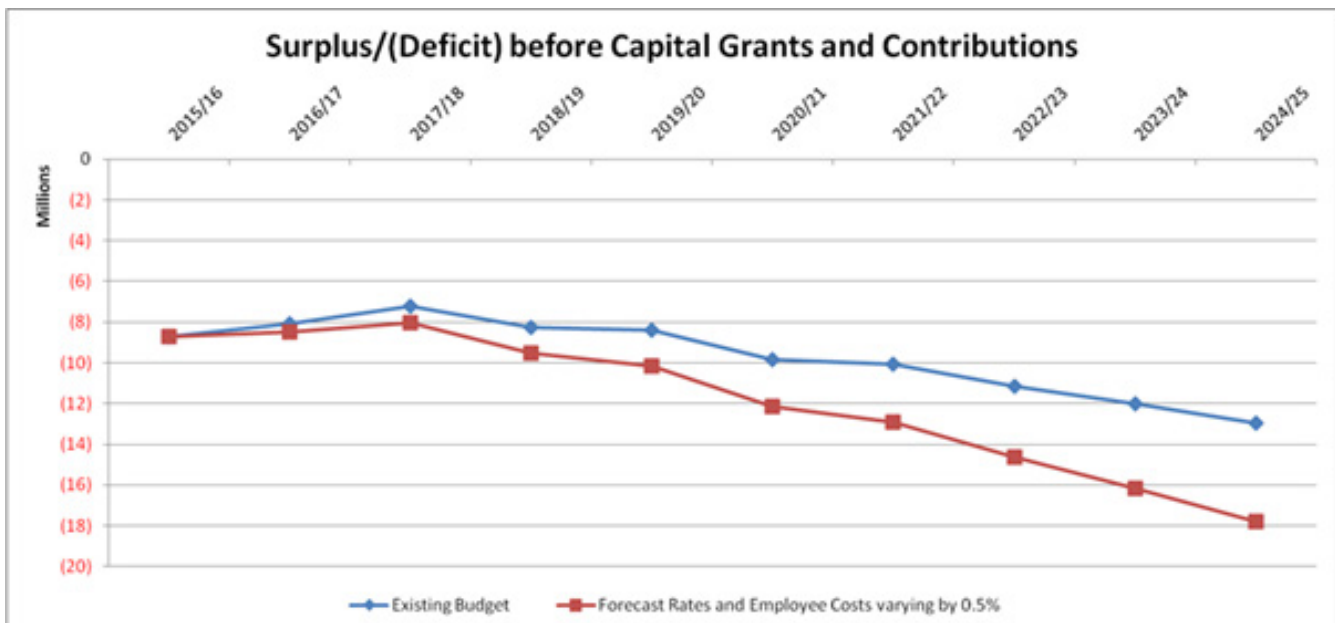






### Combined Impact

The chart below shows the combined impact of a 0.50% unfavourable variance in our assumptions for Rates and Employee Costs:





## 6. Major Projects



The uncertainties around Council's planned major projects have the potential to have a significant impact on the LTFP both in regards to timing and costings.

### **Riverina Intermodal Freight and Logistics**

The Riverina Intermodal Freight and Logistics (RIFL) hub project involves the construction of new major rail and road infrastructure and a freight terminal on 95 hectares of land north of Wagga Wagga at the Bomen Business Park. The project also includes the development of an agricultural bulk goods facility (grain terminal) and will be a key economic driver of growth in the Riverina.

Key project deliverables for the 2015/2016 financial year will include the finalisation of commercial models, customer agreements, construction plans and project funding by late 2015. Stage 1 construction is proposed to commence in early 2016 which will include the construction of enabling roads, grain terminal and an intermodal terminal.

The uncertainties associated with the RIFL project continue to reduce as the project matures through the project phases.

### **Multi Purpose Stadium**

The scope of the project is to deliver two Multi Purpose Stadiums (both sport and conference facilities), the first site located at The Exhibition Centre, consisting of a large sports building next to the existing Netball Clubhouse. The facility will provide three full sized indoor multi purpose courts, offices, amenities and function area.

The second site is an expansion to the Bolton Park Stadium's existing gymnasium building, with the construction of a large single level Police Citizen Youth Club (PCYC) housing judo, boxing, passive recreation and childcare areas. In addition to an entrance foyer and administrative/amenities areas the scope of the project includes modifications of the existing amenities.

Both these projects will have an approximate 50 week construction period (weather permitting) with a whole of project budget value of \$12.6 million.



### **Levee Bank Upgrades - Upgrades of Main City Levee and North Wagga Levees (Not included in the base case data)**

At the time of preparing the 2015-25 LTFP, Council is completing the investigation and detailed design of the upgrade of the Main City Levee and the North Wagga Levees. Council is also undertaking community consultation on the detailed investigation and design together with alternative options for North Wagga.

Council remains committed to funding one third of the cost of the upgrades and is awaiting the outcome of a funding application to the NSW Office of Environment and Heritage (NSW OEH) for the remaining cost.

The current estimated capital cost of the upgrade of the Main City Levee to a 1 in 100 year level of protection is \$14.1M.

The options being considered for North Wagga are as follows:

- Maintain the existing North Wagga Levees and take no further action (Nil capital cost)
- Raise the North Wagga Levees to a 1 in 20 year level of protection (\$4.8M capital cost)
- Raise the North Wagga Levees to a higher than 1 in 20 year level of protection (\$6.81M)
- Remove the existing North Wagga levees (\$395K capital cost)

- Relocation of the village from the floodplain (\$93.5M capital cost)
- Raising residences in North Wagga (\$16.85M capital cost)
- Raising residences in North Wagga – East and Mill Streets only (\$1.65M capital cost)
- Voluntary purchase of properties in North Wagga (\$37.2M capital cost)

At this stage of the design process the cost estimate is within plus or minus 20 - 30%

Council will consider a report and recommendation on the preferred option for North Wagga at the end of the consultation period (July 2015).

This LTFP includes modelling for the following items:

1. Upgrade the Main City Levee to a 1 in 100 year level of protection – Estimated Cost \$14.1M
2. Raise the North Wagga Levees to a 1 in 20 year level of protection – Estimated Cost \$4.8M

The modelling assumes a construction period of five years but this is conditional upon the timing and conditions of funding from NSW OEH.

The capital costs have been indexed at a rate of 5% which is based on advice from NSW Public Works.

The total capital cost indexed over the five year period is as follows:

Project	Indexed Estimated Cost	Council's one-third share
Upgrade of Main City Levee	\$16.24M	\$5.41M
Upgrade of North Wagga Levees	\$5.55M	\$1.85M

Funding Options for Council's one-third share:

1. Special Rating Variation (SRV). An additional rates levy applied to all rateable property owners within the Local Government Area over a five year period. This is Council's preferred option however this option requires approval from the Independent Pricing & Regulatory Tribunal (IPART).
2. Borrowings. This option will be applied in the event that the SRV is not approved.

This provides an assurance by Council to fund its one-third share regardless of the result of the application to IPART.

The LTFP includes separate funding scenarios which include and exclude the North Wagga option.





## 7. Forecasted Financial Statements - Continuing Operations (Base Case)

### LONG TERM FINANCIAL PLAN

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
<b>Revenue From Continuing Operations</b>				
Rates & Annual Charges	(56,801,518)	(58,857,227)	(60,989,739)	
User Charges & Fees	(22,029,249)	(23,499,887)	(25,256,147)	
Interest & Investment Revenue	(3,357,702)	(3,998,865)	(4,510,256)	
Other Revenues	(2,944,755)	(3,035,300)	(3,130,221)	
Grants & Contributions provided for Operating Purposes	(14,157,667)	(14,132,583)	(14,592,515)	
Grants & Contributions provided for Capital Purposes	(15,956,383)	(10,353,339)	(6,792,765)	
<b>Revenue From Continuing Operations</b>	<b>(115,247,273)</b>	<b>(113,877,201)</b>	<b>(115,271,644)</b>	
<b>Expenses From Continuing Operations</b>				
Employee Benefits & On-Costs	41,102,148	42,343,791	43,789,029	
Borrowing Costs	4,373,955	5,261,716	5,730,899	
Materials & Contracts	2,925,694	2,556,432	2,851,139	
Depreciation & Amortisation	23,810,744	25,156,052	26,577,368	
Other Expenses	35,798,077	36,299,520	36,748,091	
<b>Expenses From Continuing Operations</b>	<b>108,010,620</b>	<b>111,617,510</b>	<b>115,696,527</b>	
<b>Net Operating (Profit)/Loss</b>	<b>(7,236,653)</b>	<b>(2,259,691)</b>	<b>424,883</b>	
<b>Capital and Reserve Movements</b>				
Capital Expenditure - Renewals	15,471,291	17,689,059	19,692,794	
Capital Expenditure - New Projects	36,075,070	21,238,113	7,928,258	
Loan Repayments	2,614,351	3,592,909	4,032,761	
New Loan Borrowings	(18,604,099)	(10,382,164)	(3,387,891)	
Proceeds from Sale of intangible & tangible Assets	(3,670,950)	(3,757,790)	(3,297,000)	
Net Movements to/(from) Reserves	(838,265)	(964,385)	798,753	
<b>Total Capital and Reserve Movements</b>	<b>31,047,398</b>	<b>27,415,742</b>	<b>25,767,674</b>	
<b>Net Result after Depreciation</b>	<b>23,810,745</b>	<b>25,156,051</b>	<b>26,192,557</b>	
Add back Depreciation Expense (non-cash)	23,810,744	25,156,052	26,577,368	
<b>Cash Budget (Surplus)/Deficit</b>	<b>0</b>	<b>(0)</b>	<b>(384,812)</b>	

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	(63,089,461)	(65,263,005)	(67,513,022)	(69,842,254)	(72,253,548)	(74,749,655)	(77,333,821)
	(26,176,950)	(27,161,259)	(28,172,014)	(29,082,168)	(30,004,651)	(30,958,993)	(31,946,928)
	(4,371,915)	(4,668,448)	(4,794,434)	(5,001,846)	(4,932,112)	(5,122,808)	(5,430,730)
	(3,194,509)	(3,260,720)	(3,328,916)	(3,398,401)	(3,469,711)	(3,542,900)	(3,617,970)
	(15,013,632)	(15,346,036)	(15,740,072)	(16,196,096)	(16,562,476)	(16,993,593)	(17,437,835)
	(7,040,702)	(6,908,198)	(6,945,299)	(7,016,053)	(7,089,510)	(7,168,721)	(7,230,737)
	<b>(118,887,169)</b>	<b>(122,607,666)</b>	<b>(126,493,756)</b>	<b>(130,536,817)</b>	<b>(134,312,008)</b>	<b>(138,536,670)</b>	<b>(142,998,022)</b>
	45,770,806	47,538,197	49,667,543	51,914,944	53,982,337	56,132,416	58,368,490
	5,691,506	5,657,703	5,570,787	5,425,134	5,351,363	4,941,357	4,523,245
	2,712,905	2,747,062	2,618,957	2,705,160	2,564,455	2,622,626	2,480,396
	28,078,990	29,665,453	31,341,551	33,112,348	34,983,196	36,959,747	39,047,972
	37,841,802	38,485,460	40,178,665	40,431,383	41,491,782	42,741,330	44,328,644
	<b>120,096,009</b>	<b>124,093,875</b>	<b>129,377,503</b>	<b>133,588,970</b>	<b>138,373,133</b>	<b>143,397,476</b>	<b>148,748,748</b>
	<b>1,208,840</b>	<b>1,486,210</b>	<b>2,883,747</b>	<b>3,052,153</b>	<b>4,061,125</b>	<b>4,860,806</b>	<b>5,750,725</b>
	19,274,231	19,366,088	18,152,809	18,172,962	19,202,659	19,204,511	19,452,738
	8,088,354	8,286,325	6,140,379	5,288,068	1,177,803	538,000	4,888,000
	4,311,867	4,631,711	4,971,708	5,498,605	6,252,783	6,208,636	6,016,381
	(3,156,220)	(3,279,761)	(2,751,806)	(4,215,133)	0	0	0
	(1,470,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)
	(750,005)	129,561	3,006,509	6,359,626	5,617,622	7,144,646	3,517,841
	<b>26,298,226</b>	<b>28,083,924</b>	<b>28,469,598</b>	<b>30,054,128</b>	<b>31,200,867</b>	<b>32,045,793</b>	<b>32,824,960</b>
	<b>27,507,066</b>	<b>29,570,134</b>	<b>31,353,345</b>	<b>33,106,281</b>	<b>35,261,992</b>	<b>36,906,598</b>	<b>38,575,686</b>
	28,078,990	29,665,453	31,341,551	33,112,348	34,983,196	36,959,747	39,047,972
	<b>(571,924)</b>	<b>(95,319)</b>	<b>11,794</b>	<b>(6,068)</b>	<b>278,796</b>	<b>(53,148)</b>	<b>(472,287)</b>



## LONG TERM FINANCIAL PLAN - BUDGETED INCOME STATEMENT

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
<b>Revenue From Continuing Operations</b>				
Rates & Annual Charges	(56,801,518)	(58,857,227)	(60,989,739)	
User Charges & Fees	(22,029,249)	(23,499,887)	(25,256,147)	
Interest & Investment Revenue	(3,357,702)	(3,998,865)	(4,510,256)	
Other Revenues	(2,944,755)	(3,035,300)	(3,130,221)	
Grants & Contributions provided for Operating Purposes	(14,157,667)	(14,132,583)	(14,592,515)	
Grants & Contributions provided for Capital Purposes	(15,956,383)	(10,353,339)	(6,792,765)	
<b>Revenue From Continuing Operations</b>	<b>(115,247,273)</b>	<b>(113,877,201)</b>	<b>(115,271,644)</b>	
<b>Expenses From Continuing Operations</b>				
Employee Benefits & On-Costs	41,102,148	42,343,791	43,789,029	
Borrowing Costs	4,373,955	5,261,716	5,730,899	
Materials & Contracts	2,925,694	2,556,432	2,851,139	
Depreciation & Amortisation	23,810,744	25,156,052	26,577,368	
Other Expenses	35,798,077	36,299,520	36,748,091	
<b>Expenses From Continuing Operations</b>	<b>108,010,620</b>	<b>111,617,510</b>	<b>115,696,527</b>	
<b>Net Operating Result (Surplus)/Deficit</b>	<b>(7,236,653)</b>	<b>(2,259,691)</b>	<b>424,883</b>	
<b>Net Operating Result before Grants</b>				
<b>and Contributions provided for Capital Purposes</b>	<b>8,719,730</b>	<b>8,093,648</b>	<b>7,217,648</b>	

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	(63,089,461)	(65,263,005)	(67,513,022)	(69,842,254)	(72,253,548)	(74,749,655)	(77,333,821)
	(26,176,950)	(27,161,259)	(28,172,014)	(29,082,168)	(30,004,651)	(30,958,993)	(31,946,928)
	(4,371,915)	(4,668,448)	(4,794,434)	(5,001,846)	(4,932,112)	(5,122,808)	(5,430,730)
	(3,194,509)	(3,260,720)	(3,328,916)	(3,398,401)	(3,469,711)	(3,542,900)	(3,617,970)
	(15,013,632)	(15,346,036)	(15,740,072)	(16,196,096)	(16,562,476)	(16,993,593)	(17,437,835)
	(7,040,702)	(6,908,198)	(6,945,299)	(7,016,053)	(7,089,510)	(7,168,721)	(7,230,737)
	<b>(118,887,169)</b>	<b>(122,607,666)</b>	<b>(126,493,756)</b>	<b>(130,536,817)</b>	<b>(134,312,008)</b>	<b>(138,536,670)</b>	<b>(142,998,022)</b>
	45,770,806	47,538,197	49,667,543	51,914,944	53,982,337	56,132,416	58,368,490
	5,691,506	5,657,703	5,570,787	5,425,134	5,351,363	4,941,357	4,523,245
	2,712,905	2,747,062	2,618,957	2,705,160	2,564,455	2,622,626	2,480,396
	28,078,990	29,665,453	31,341,551	33,112,348	34,983,196	36,959,747	39,047,972
	37,841,802	38,485,460	40,178,665	40,431,383	41,491,782	42,741,330	44,328,644
	<b>120,096,009</b>	<b>124,093,875</b>	<b>129,377,503</b>	<b>133,588,970</b>	<b>138,373,133</b>	<b>143,397,476</b>	<b>148,748,748</b>
	<b>1,208,840</b>	<b>1,486,210</b>	<b>2,883,747</b>	<b>3,052,153</b>	<b>4,061,125</b>	<b>4,860,806</b>	<b>5,750,725</b>
	<b>8,249,542</b>	<b>8,394,408</b>	<b>9,829,046</b>	<b>10,068,206</b>	<b>11,150,635</b>	<b>12,029,526</b>	<b>12,981,463</b>



# LONG TERM FINANCIAL PLAN - BUDGETED BALANCE SHEET

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	20,040,121	18,306,608	18,387,678
Investments	37,037,020	46,009,392	47,870,015
Receivables	12,858,485	12,722,457	12,997,557
Inventories	267,054	233,348	260,249
Other	468,269	469,867	478,855
Non-current assets classified as "held for sale"	0	0	0
<b>Total Current Assets</b>	<b>70,670,949</b>	<b>77,741,673</b>	<b>79,994,354</b>
<b>Non-Current Assets</b>			
Investments	32,490,612	40,361,598	41,993,823
Receivables	2,431,000	2,431,000	2,431,000
Inventories	0	0	0
Infrastructure, Property, Plant & Equipment	1,339,596,004	1,349,609,334	1,347,356,018
Investments Accounted for using the equity method	1,744,000	1,744,000	1,744,000
Investment Property	3,955,000	3,955,000	3,955,000
<b>Total Non-Current Assets</b>	<b>1,380,216,616</b>	<b>1,398,100,932</b>	<b>1,397,479,841</b>
<b>TOTAL ASSETS</b>	<b>1,450,887,565</b>	<b>1,475,842,605</b>	<b>1,477,474,195</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Bank Overdraft	0	0	0
Payables	13,692,688	12,756,234	11,964,728
Borrowings	3,592,909	4,032,761	4,311,867
Provisions	15,093,272	15,093,272	15,093,272
<b>Total Current Liabilities</b>	<b>32,378,870</b>	<b>31,882,267</b>	<b>31,369,867</b>
<b>Non-Current Liabilities</b>			
Payables	0	0	0
Borrowings	77,707,621	84,057,025	83,133,049
Provisions	1,963,151	1,963,151	1,963,151
<b>Total Non-Current Liabilities</b>	<b>79,670,773</b>	<b>86,020,176</b>	<b>85,096,200</b>
<b>TOTAL LIABILITIES</b>	<b>112,049,642</b>	<b>117,902,443</b>	<b>116,466,067</b>
<b>NET ASSETS</b>	<b>1,338,837,922</b>	<b>1,357,940,163</b>	<b>1,361,008,127</b>
<b>EQUITY</b>			
Retained Earnings	851,711,922	870,814,163	873,882,127
Revaluation Reserves	487,126,000	487,126,000	487,126,000
<b>TOTAL EQUITY</b>	<b>1,338,837,922</b>	<b>1,357,940,163</b>	<b>1,361,008,127</b>

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	18,011,490	17,945,727	20,446,152	26,408,904	31,182,451	38,041,136	42,103,367
	51,865,702	51,537,365	49,783,726	48,471,891	46,066,909	43,082,379	39,626,706
	13,343,628	13,772,318	14,233,268	14,636,330	15,084,899	15,539,784	16,056,551
	247,631	250,749	239,056	246,924	234,081	239,391	226,408
	490,409	498,606	517,532	521,630	532,752	548,565	566,040
	0	0	0	0	0	0	0
	<b>83,958,860</b>	<b>84,004,765</b>	<b>85,219,734</b>	<b>90,285,680</b>	<b>93,101,092</b>	<b>97,451,255</b>	<b>98,579,072</b>
	45,499,027	45,210,995	43,672,621	42,521,817	40,412,054	37,793,885	34,762,407
	2,431,000	2,431,000	2,431,000	2,431,000	2,431,000	2,431,000	2,431,000
	0	0	0	0	0	0	0
	1,345,169,613	1,342,106,573	1,334,008,210	1,323,306,891	1,307,654,157	1,289,386,921	1,273,629,687
	1,744,000	1,744,000	1,744,000	1,744,000	1,744,000	1,744,000	1,744,000
	3,955,000	3,955,000	3,955,000	3,955,000	3,955,000	3,955,000	3,955,000
	<b>1,398,798,640</b>	<b>1,395,447,568</b>	<b>1,385,810,831</b>	<b>1,373,958,708</b>	<b>1,356,196,211</b>	<b>1,335,310,806</b>	<b>1,316,522,094</b>
	<b>1,482,757,500</b>	<b>1,479,452,333</b>	<b>1,471,030,565</b>	<b>1,464,244,388</b>	<b>1,449,297,303</b>	<b>1,432,762,062</b>	<b>1,415,101,167</b>
	0	0	0	0	0	0	0
	12,111,628	12,260,990	12,234,883	12,246,970	12,128,539	12,265,438	12,858,800
	4,631,711	4,971,708	5,498,605	6,252,783	6,208,636	6,016,381	6,016,381
	15,093,272	15,093,272	15,093,272	15,093,272	15,093,272	15,093,272	15,093,272
	<b>31,836,611</b>	<b>32,325,970</b>	<b>32,826,761</b>	<b>33,593,025</b>	<b>33,430,447</b>	<b>33,375,091</b>	<b>33,968,453</b>
	0	0	0	0	0	0	0
	81,657,558	79,965,611	77,218,812	75,181,163	68,972,526	62,956,145	56,939,765
	1,963,151	1,963,151	1,963,151	1,963,151	1,963,151	1,963,151	1,963,151
	<b>83,620,709</b>	<b>81,928,763</b>	<b>79,181,964</b>	<b>77,144,314</b>	<b>70,935,678</b>	<b>64,919,297</b>	<b>58,902,916</b>
	<b>115,457,320</b>	<b>114,254,733</b>	<b>112,008,724</b>	<b>110,737,339</b>	<b>104,366,125</b>	<b>98,294,388</b>	<b>92,871,369</b>
	<b>1,367,300,179</b>	<b>1,365,197,600</b>	<b>1,359,021,841</b>	<b>1,353,507,049</b>	<b>1,344,931,178</b>	<b>1,334,467,674</b>	<b>1,322,229,797</b>
	880,174,179	878,071,600	871,895,841	866,381,049	857,805,178	847,341,674	835,103,797
	487,126,000	487,126,000	487,126,000	487,126,000	487,126,000	487,126,000	487,126,000
	<b>1,367,300,179</b>	<b>1,365,197,600</b>	<b>1,359,021,841</b>	<b>1,353,507,049</b>	<b>1,344,931,178</b>	<b>1,334,467,674</b>	<b>1,322,229,797</b>



## LONG TERM FINANCIAL PLAN - BUDGETED CASH FLOW STATEMENT

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates & Annual Charges	56,689,513	58,730,732	60,858,518	
User Charges & Fees	21,695,426	24,019,159	25,185,380	
Interest & Investment Revenue Received	2,826,080	3,821,493	4,298,996	
Grants & Contributions	29,821,990	21,510,754	21,349,749	
Other	2,269,244	2,938,376	2,943,035	
<b>Payments:</b>				
Employee Benefits & On-Costs	(41,205,715)	(42,343,791)	(43,789,029)	
Materials & Contracts	(33,780,747)	(33,048,050)	(33,467,535)	
Borrowing Costs	(6,763,079)	(5,515,327)	(5,642,072)	
Other	(4,871,544)	(4,899,879)	(4,900,587)	
<b>Net Cash provided/(used in) Operating Activities</b>	<b>26,681,168</b>	<b>25,213,466</b>	<b>26,836,456</b>	
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Investment Securities	31,337,464	40,118,777	32,095,022	
Sale of Infrastructure, Property, Plant & Equipment	4,393,950	3,196,290	3,297,000	
<b>Payments:</b>				
Purchase of Investment Securities	(22,959,572)	(41,327,230)	(30,440,862)	
Purchase of Infrastructure, Property, Plant & Equipment	(48,210,523)	(27,295,918)	(27,513,801)	
Contributions Paid to Joint Ventures & Associates	(1,152,417)	(1,186,986)	(1,222,595)	
<b>Net Cash provided/(used in) Investing Activities</b>	<b>(36,591,098)</b>	<b>(26,495,067)</b>	<b>(23,785,237)</b>	
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings & Advances	15,754,408	3,370,796	1,119,364	
<b>Payments:</b>				
Repayment of Borrowings & Advances	(3,082,511)	(3,822,709)	(4,089,513)	
<b>Net Cash provided/(used in) in Financing Activities</b>	<b>12,671,898</b>	<b>(451,913)</b>	<b>(2,970,149)</b>	
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>2,761,968</b>	<b>(1,733,513)</b>	<b>81,070</b>	
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>17,278,154</b>	<b>20,040,121</b>	<b>18,306,608</b>	
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>20,040,121</b>	<b>18,306,608</b>	<b>18,387,678</b>	
Cash & Cash Equivalents - end of the year	20,040,121	18,306,608	18,387,678	
Investments - end of the year	69,527,632	86,370,990	89,863,838	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>89,567,753</b>	<b>104,677,598</b>	<b>108,251,516</b>	

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	62,960,257	65,129,259	67,374,570	69,698,928	72,105,172	74,596,061	77,174,809
	26,116,799	27,094,578	28,104,356	29,032,017	29,955,354	30,907,756	31,893,592
	4,311,320	4,561,053	4,788,343	4,996,655	4,870,405	5,102,807	5,397,138
	22,008,997	22,240,688	22,656,156	23,176,453	23,622,182	24,127,733	24,634,267
	3,050,223	3,116,844	3,177,997	3,246,886	3,315,600	3,383,601	3,454,297
	(45,770,806)	(47,538,197)	(49,667,543)	(51,914,944)	(53,982,337)	(56,132,416)	(58,368,490)
	(34,016,476)	(34,319,638)	(35,122,926)	(35,557,761)	(36,327,498)	(36,563,861)	(36,411,311)
	(5,601,142)	(5,565,841)	(5,477,476)	(5,330,438)	(5,255,359)	(4,844,138)	(4,456,290)
	(5,233,491)	(5,575,871)	(6,252,619)	(6,201,663)	(6,286,287)	(7,238,694)	(8,746,232)
	<b>27,825,682</b>	<b>29,142,875</b>	<b>29,580,858</b>	<b>31,146,133</b>	<b>32,017,233</b>	<b>33,338,848</b>	<b>34,571,779</b>
	38,514,026	46,216,831	36,375,228	44,127,531	34,963,820	42,369,431	33,895,545
	1,470,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
	(38,370,193)	(46,089,382)	(36,871,506)	(44,245,807)	(35,396,646)	(42,475,975)	(33,180,357)
	(27,341,279)	(27,676,303)	(24,016,289)	(23,392,436)	(20,126,532)	(19,689,925)	(24,719,767)
	(1,259,273)	(1,297,052)	(1,335,964)	(1,376,043)	(1,417,323)	(1,459,843)	(1,503,638)
	<b>(26,986,720)</b>	<b>(27,795,907)</b>	<b>(24,798,530)</b>	<b>(23,836,754)</b>	<b>(20,926,682)</b>	<b>(20,206,312)</b>	<b>(24,458,218)</b>
	3,155,004	3,278,766	2,751,039	4,214,600	0	0	0
	(4,370,156)	(4,691,498)	(5,032,943)	(5,561,226)	(6,317,004)	(6,273,850)	(6,051,331)
	<b>(1,215,151)</b>	<b>(1,412,731)</b>	<b>(2,281,903)</b>	<b>(1,346,626)</b>	<b>(6,317,004)</b>	<b>(6,273,850)</b>	<b>(6,051,331)</b>
	<b>(376,189)</b>	<b>(65,763)</b>	<b>2,500,425</b>	<b>5,962,753</b>	<b>4,773,547</b>	<b>6,858,685</b>	<b>4,062,230</b>
	<b>18,387,678</b>	<b>18,011,490</b>	<b>17,945,727</b>	<b>20,446,152</b>	<b>26,408,904</b>	<b>31,182,451</b>	<b>38,041,136</b>
	<b>18,011,490</b>	<b>17,945,727</b>	<b>20,446,152</b>	<b>26,408,904</b>	<b>31,182,451</b>	<b>38,041,136</b>	<b>42,103,367</b>
	18,011,490	17,945,727	20,446,152	26,408,904	31,182,451	38,041,136	42,103,367
	97,364,729	96,748,360	93,456,347	90,993,708	86,478,963	80,876,264	74,389,113
	<b>115,376,219</b>	<b>114,694,087</b>	<b>113,902,499</b>	<b>117,402,612</b>	<b>117,661,414</b>	<b>118,917,400</b>	<b>116,492,480</b>

## LONG TERM FINANCIAL PLAN - BY FUNCTION

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
<b>Revenue From Continuing Operations</b>				
Governance	(30,000)	(30,000)	(30,000)	
Administration	(1,124,833)	(1,129,819)	(1,135,254)	
Public Order & Safety	(1,709,011)	(1,745,554)	(1,783,250)	
Health	(205,008)	(212,076)	(239,405)	
Environment	(11,283,735)	(11,644,507)	(12,012,479)	
Community Services & Education	(2,237,153)	(2,276,144)	(2,315,163)	
Housing & Community Amenities	(5,174,992)	(5,335,417)	(5,461,568)	
Sewerage Services	(16,857,004)	(17,788,003)	(18,478,899)	
Recreation & Culture	(3,671,251)	(3,447,463)	(3,514,522)	
Mining, Manufacturing & Construction	(1,297,930)	(1,362,094)	(1,429,433)	
Transport & Communication	(15,599,780)	(10,074,893)	(6,635,398)	
Economic Affairs	(4,673,269)	(5,549,215)	(6,707,466)	
<b>Revenue From Continuing Operations</b>	<b>(63,863,966)</b>	<b>(60,595,184)</b>	<b>(59,742,838)</b>	
General Purpose Income	(51,383,308)	(53,282,017)	(55,528,806)	
<b>Total Revenue From Continuing Operations</b>	<b>(115,247,273)</b>	<b>(113,877,201)</b>	<b>(115,271,644)</b>	
<b>Expenses From Continuing Operations</b>				
Governance	1,093,761	1,444,664	1,177,199	
Administration	11,377,197	11,566,636	12,025,498	
Public Order & Safety	2,367,948	2,433,733	2,493,366	
Health	1,236,452	1,254,805	1,273,709	
Environment	14,397,929	14,534,898	14,894,016	
Community Services & Education	3,106,521	3,177,901	3,221,499	
Housing & Community Amenities	5,677,313	5,820,212	6,237,248	
Sewerage Services	20,985,818	21,700,913	22,895,988	
Recreation & Culture	18,777,336	19,441,607	20,159,317	
Mining, Manufacturing & Construction	1,200,667	1,242,374	1,284,907	
Transport & Communication	21,225,520	21,593,237	21,903,432	
Economic Affairs	6,564,158	7,406,531	8,130,348	
<b>Expenses From Continuing Operations</b>	<b>108,010,620</b>	<b>111,617,510</b>	<b>115,696,527</b>	
<b>Net Operating (Profit)/Loss</b>	<b>(7,236,653)</b>	<b>(2,259,691)</b>	<b>424,883</b>	



	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
	(1,140,853)	(1,146,619)	(1,152,559)	(1,158,677)	(1,164,978)	(1,171,468)	(1,178,153)
	(1,822,136)	(1,862,253)	(1,903,638)	(1,945,575)	(1,988,583)	(2,032,690)	(2,077,926)
	(227,007)	(234,890)	(243,067)	(250,683)	(259,101)	(268,464)	(278,202)
	(12,373,579)	(12,758,366)	(13,150,391)	(13,557,059)	(13,968,807)	(14,400,630)	(14,853,834)
	(2,354,211)	(2,393,289)	(2,432,399)	(2,471,543)	(2,492,216)	(2,513,540)	(2,535,519)
	(5,530,324)	(5,636,078)	(5,739,887)	(5,850,712)	(5,956,231)	(6,075,380)	(6,208,532)
	(19,007,082)	(19,600,995)	(20,160,843)	(20,780,505)	(21,387,908)	(22,049,164)	(22,742,505)
	(3,763,791)	(3,635,409)	(3,709,356)	(3,785,707)	(3,862,541)	(3,943,282)	(4,026,812)
	(1,500,106)	(1,574,276)	(1,652,119)	(1,733,817)	(1,819,561)	(1,909,563)	(2,004,047)
	(6,826,456)	(7,023,237)	(7,225,913)	(7,434,661)	(7,649,664)	(7,871,113)	(8,099,200)
	(7,106,545)	(7,410,810)	(7,770,434)	(8,058,438)	(8,254,075)	(8,507,596)	(8,769,204)
	<b>(61,682,090)</b>	<b>(63,306,222)</b>	<b>(65,170,606)</b>	<b>(67,057,375)</b>	<b>(68,833,665)</b>	<b>(70,772,889)</b>	<b>(72,803,934)</b>
	(57,205,079)	(59,301,443)	(61,323,150)	(63,479,442)	(65,478,343)	(67,763,781)	(70,194,088)
	<b>(118,887,169)</b>	<b>(122,607,666)</b>	<b>(126,493,756)</b>	<b>(130,536,817)</b>	<b>(134,312,008)</b>	<b>(138,536,670)</b>	<b>(142,998,022)</b>
	1,221,432	1,267,430	1,625,263	1,366,411	1,419,586	1,480,371	1,853,514
	12,899,780	13,646,507	14,599,411	15,725,108	16,542,795	17,499,497	18,409,403
	2,549,450	2,618,007	2,693,253	2,762,785	2,839,281	2,918,648	3,005,521
	1,296,292	1,343,958	1,364,999	1,386,308	1,407,867	1,430,108	1,457,275
	15,567,292	15,777,153	16,475,835	16,743,590	17,256,661	17,793,143	18,354,464
	3,282,168	3,345,336	3,411,112	3,479,533	3,550,879	3,625,180	3,702,556
	6,359,058	6,659,971	6,980,468	7,293,691	7,742,482	8,127,820	8,539,166
	23,765,414	24,816,074	25,686,336	26,820,581	27,836,398	28,824,554	29,649,021
	20,916,656	21,570,500	22,275,541	23,026,771	23,799,479	24,624,677	25,496,251
	1,332,547	1,382,157	1,420,425	1,474,240	1,530,299	1,588,702	1,649,552
	22,560,534	23,256,974	23,990,056	24,720,281	25,548,344	26,420,203	27,342,367
	8,345,388	8,409,809	8,854,804	8,789,671	8,899,062	9,064,573	9,289,659
	<b>120,096,009</b>	<b>124,093,875</b>	<b>129,377,503</b>	<b>133,588,970</b>	<b>138,373,133</b>	<b>143,397,476</b>	<b>148,748,748</b>
	<b>1,208,840</b>	<b>1,486,210</b>	<b>2,883,747</b>	<b>3,052,153</b>	<b>4,061,125</b>	<b>4,860,806</b>	<b>5,750,725</b>

## LONG TERM FINANCIAL PLAN - BY FUNCTION (CONTINUED)

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
<b>Capital and Reserve Movements</b>				
Governance	0	0	0	
Administration	3,901,151	3,243,530	3,583,879	
Public Order & Safety	50,810	53,793	56,970	
Health	338,305	356,207	376,252	
Environment	636,987	2,142,331	126,662	
Community Services & Education	0	0	0	
Housing & Community Amenities	0	22,166	23,496	
Sewerage Services	4,546,982	8,705,741	6,487,487	
Recreation & Culture	1,306,178	1,311,471	1,361,384	
Mining, Manufacturing & Construction	0	0	0	
Transport & Communication	39,597,081	25,679,537	14,633,145	
Economic Affairs	3,783,218	1,005,305	5,004,539	
New Loan Borrowings	(18,604,099)	(10,382,164)	(3,387,891)	
Proceeds from Sale of intangible & tangible Assets	(3,670,950)	(3,757,790)	(3,297,000)	
Net Movements to/(from) Reserves	(838,265)	(964,385)	798,753	
<b>Total Capital and Reserve Movements</b>	<b>31,047,398</b>	<b>27,415,742</b>	<b>25,767,674</b>	
<b>Net Result after Depreciation</b>	<b>23,810,745</b>	<b>25,156,051</b>	<b>26,192,557</b>	
Add back Depreciation Expense (non-cash)	23,810,744	25,156,052	26,577,368	
<b>Cash Budget (Surplus)/Deficit</b>	<b>0</b>	<b>(0)</b>	<b>(384,812)</b>	



	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	0	0	0	0	0	0	0
	3,589,222	3,592,339	3,598,333	3,604,723	3,611,530	3,616,951	3,597,817
	60,333	63,869	67,673	71,667	75,893	80,375	65,319
	396,525	397,380	422,664	449,519	502,277	394,726	179,432
	260,683	4,856,568	118,819	123,359	128,198	283,217	4,638,895
	0	0	0	0	0	0	0
	24,906	26,400	27,984	29,663	77,550	82,664	88,117
	6,115,022	6,261,772	5,601,135	6,659,835	4,457,824	3,733,208	3,606,033
	1,429,276	1,567,706	1,614,558	1,695,816	2,106,498	1,911,720	1,841,431
	0	0	0	0	0	0	0
	17,562,270	14,523,702	16,707,541	15,203,204	14,481,865	14,582,561	14,999,035
	2,236,215	994,387	1,106,189	1,121,850	1,191,610	1,265,727	1,341,039
	(3,156,220)	(3,279,761)	(2,751,806)	(4,215,133)	0	0	0
	(1,470,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,050,000)
	(750,005)	129,561	3,006,509	6,359,626	5,617,622	7,144,646	3,517,841
	<b>26,298,226</b>	<b>28,083,924</b>	<b>28,469,598</b>	<b>30,054,128</b>	<b>31,200,867</b>	<b>32,045,793</b>	<b>32,824,960</b>
	<b>27,507,066</b>	<b>29,570,134</b>	<b>31,353,345</b>	<b>33,106,281</b>	<b>35,261,992</b>	<b>36,906,598</b>	<b>38,575,686</b>
	28,078,990	29,665,453	31,341,551	33,112,348	34,983,196	36,959,747	39,047,972
	<b>(571,924)</b>	<b>(95,319)</b>	<b>11,794</b>	<b>(6,068)</b>	<b>278,796</b>	<b>(53,148)</b>	<b>(472,287)</b>

## SEWER FUND - LONG TERM FINANCIAL PLAN

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
Estimated Reserve Balance at start of the year	7,353,506	7,103,495	7,116,118	
<b>Revenue From Continuing Operations</b>				
Rates & Annual Charges	(10,873,650)	(11,351,939)	(11,851,470)	
User Charges & Fees	(4,459,338)	(4,568,557)	(4,680,517)	
Interest & Investment Revenue	(351,352)	(424,614)	(482,464)	
Other Revenues	0	0	0	
Grants & Contributions provided for Operating Purposes	(160,664)	(167,893)	(175,449)	
Grants & Contributions provided for Capital Purposes	(1,012,000)	(1,275,000)	(1,289,000)	
<b>Revenue From Continuing Operations</b>	<b>(16,857,004)</b>	<b>(17,788,003)</b>	<b>(18,478,899)</b>	
<b>Expenses From Continuing Operations</b>				
Employee Benefits & On-Costs	2,153,618	2,239,041	2,326,071	
Borrowing Costs	2,408,385	2,470,950	2,807,905	
Materials & Contracts	1,168,047	1,098,257	1,225,675	
Depreciation & Amortisation	6,667,401	7,044,110	7,442,102	
Other Expenses	8,588,367	8,848,556	9,094,235	
<b>Expenses From Continuing Operations</b>	<b>20,985,818</b>	<b>21,700,913</b>	<b>22,895,988</b>	
<b>Net Operating (Profit)/Loss</b>	<b>4,128,814</b>	<b>3,912,910</b>	<b>4,417,089</b>	
<b>Capital and Reserve Movements</b>				
Capital Expenditure - Renewals	2,083,019	2,192,302	4,016,665	
Capital Expenditure - New Projects	1,888,384	5,761,517	1,605,606	
Loan Repayments	575,579	751,922	865,216	
New Loan Borrowings	(1,758,384)	(5,587,164)	(3,387,891)	
Proceeds from Sale of intangible & tangible Assets	0	0	0	
Net Movements to/(from) Reserves	(250,011)	12,622	(74,584)	
<b>Total Capital and Reserve Movements</b>	<b>2,538,587</b>	<b>3,131,199</b>	<b>3,025,013</b>	
<b>Net Result</b>	<b>6,667,401</b>	<b>7,044,110</b>	<b>7,442,102</b>	
Add back Depreciation Expense (non-cash)	6,667,401	7,044,110	7,442,102	
<b>Cash Budget (Surplus)/Deficit</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	7,041,534	6,586,981	6,696,706	7,098,037	7,248,227	6,137,786	5,978,528
	(12,260,644)	(12,683,997)	(13,122,021)	(13,575,226)	(14,044,140)	(14,529,308)	(15,031,296)
	(4,795,286)	(4,912,936)	(5,033,539)	(5,157,168)	(5,283,901)	(5,413,815)	(5,546,990)
	(464,562)	(497,117)	(509,761)	(531,780)	(521,489)	(541,370)	(592,000)
	0	0	0	0	0	0	0
	(181,589)	(187,945)	(194,523)	(201,331)	(208,378)	(215,671)	(223,220)
	(1,305,000)	(1,319,000)	(1,301,000)	(1,315,000)	(1,330,000)	(1,349,000)	(1,349,000)
	<b>(19,007,082)</b>	<b>(19,600,995)</b>	<b>(20,160,843)</b>	<b>(20,780,505)</b>	<b>(21,387,908)</b>	<b>(22,049,164)</b>	<b>(22,742,505)</b>
	2,418,464	2,514,553	2,614,485	2,718,414	2,826,499	2,938,908	3,055,813
	2,982,849	3,092,567	3,246,038	3,354,626	3,501,048	3,371,395	3,232,452
	1,157,708	1,290,752	1,224,835	1,359,980	1,296,227	1,433,611	1,372,169
	7,862,581	8,306,816	8,776,151	9,272,004	9,795,872	10,349,339	10,934,077
	9,343,813	9,611,386	9,824,827	10,115,557	10,416,751	10,731,301	11,054,510
	<b>23,765,414</b>	<b>24,816,074</b>	<b>25,686,336</b>	<b>26,820,581</b>	<b>27,836,398</b>	<b>28,824,554</b>	<b>29,649,021</b>
	<b>4,758,332</b>	<b>5,215,080</b>	<b>5,525,492</b>	<b>6,040,076</b>	<b>6,448,490</b>	<b>6,775,390</b>	<b>6,906,516</b>
	2,018,927	3,337,702	2,175,480	1,763,668	2,169,542	1,786,926	1,520,809
	3,132,804	1,864,501	2,255,252	3,442,558	471,653	0	0
	963,291	1,059,569	1,170,402	1,453,609	1,816,629	1,946,282	2,085,224
	(2,556,220)	(3,279,761)	(2,751,806)	(3,578,098)	0	0	0
	0	0	0	0	0	0	0
	(454,554)	109,725	401,331	150,191	(1,110,441)	(159,258)	421,528
	<b>3,104,248</b>	<b>3,091,737</b>	<b>3,250,659</b>	<b>3,231,928</b>	<b>3,347,383</b>	<b>3,573,949</b>	<b>4,027,561</b>
	<b>7,862,581</b>	<b>8,306,816</b>	<b>8,776,151</b>	<b>9,272,004</b>	<b>9,795,872</b>	<b>10,349,339</b>	<b>10,934,077</b>
	7,862,581	8,306,816	8,776,151	9,272,004	9,795,872	10,349,339	10,934,077
	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>



## SOLID WASTE - LONG TERM FINANCIAL PLAN

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18
Estimated Reserve Balance at start of the year	2,524,639	3,094,732	2,541,180
<b>Revenue From Continuing Operations</b>			
Rates & Annual Charges	(7,228,521)	(7,445,377)	(7,668,738)
User Charges & Fees	(2,990,210)	(3,100,196)	(3,214,292)
Interest & Investment Revenue	(84,043)	(101,568)	(115,405)
Other Revenues	(61,375)	(62,784)	(64,229)
Grants & Contributions provided for Operating Purposes	(115,300)	(118,759)	(122,322)
Grants & Contributions provided for Capital Purposes	0	0	0
<b>Revenue From Continuing Operations</b>	<b>(10,479,450)</b>	<b>(10,828,684)</b>	<b>(11,184,987)</b>
<b>Expenses From Continuing Operations</b>			
Employee Benefits & On-Costs	1,093,163	1,136,831	1,182,246
Borrowing Costs	0	0	0
Materials & Contracts	4,516,823	4,663,105	4,817,534
Depreciation & Amortisation	339,831	359,031	379,316
Other Expenses	3,799,372	3,582,300	3,523,429
<b>Expenses From Continuing Operations</b>	<b>9,749,188</b>	<b>9,741,268</b>	<b>9,902,526</b>
<b>Net Operating (Profit)/Loss</b>	<b>(730,262)</b>	<b>(1,087,417)</b>	<b>(1,282,461)</b>
<b>Capital and Reserve Movements</b>			
Capital Expenditure - Renewals	0	0	0
Capital Expenditure - New Projects	500,000	2,000,000	0
Loan Repayments	0	0	0
New Loan Borrowings	0	0	0
Proceeds from Sale of intangible & tangible Assets	0	0	0
Net Movements to/(from) Reserves	570,093	(553,552)	1,661,778
<b>Total Capital and Reserve Movements</b>	<b>1,070,093</b>	<b>1,446,448</b>	<b>1,661,778</b>
<b>Net Result</b>	<b>339,831</b>	<b>359,031</b>	<b>379,316</b>
Add back Depreciation Expense (non-cash)	339,831	359,031	379,316
<b>Cash Budget (Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	4,202,958	5,590,514	2,759,399	4,572,428	6,744,287	9,046,438	11,338,032
	(7,898,801)	(8,135,765)	(8,379,838)	(8,631,233)	(8,890,170)	(9,156,679)	(9,431,184)
	(3,332,656)	(3,455,447)	(3,582,835)	(3,714,993)	(3,852,103)	(3,994,172)	(4,141,937)
	(111,123)	(118,910)	(121,935)	(127,202)	(124,740)	(129,496)	(141,606)
	(65,710)	(67,227)	(68,783)	(70,378)	(72,012)	(73,687)	(75,405)
	(125,992)	(129,772)	(133,665)	(137,675)	(141,805)	(146,059)	(150,441)
	0	0	0	0	0	0	0
	(11,534,281)	(11,907,121)	(12,287,055)	(12,681,480)	(13,080,830)	(13,500,094)	(13,940,573)
	1,229,478	1,278,599	1,329,685	1,382,814	1,438,069	1,495,533	1,555,297
	0	0	0	0	0	0	0
	4,979,130	5,147,097	5,321,690	5,503,170	5,691,811	5,887,897	6,091,722
	400,748	423,390	447,312	472,585	499,286	527,495	557,299
	3,788,116	3,570,540	3,822,651	3,623,636	3,648,799	3,675,070	3,703,261
	10,397,472	10,419,627	10,921,337	10,982,205	11,277,965	11,585,995	11,907,578
	(1,136,809)	(1,487,495)	(1,365,718)	(1,699,275)	(1,802,865)	(1,914,098)	(2,032,994)
	0	500,000	0	0	0	0	0
	150,000	4,242,000	0	0	0	150,000	4,500,000
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	1,387,557	(2,831,115)	1,813,029	2,171,859	2,302,151	2,291,594	(1,909,707)
	1,537,557	1,910,885	1,813,029	2,171,859	2,302,151	2,441,594	2,590,293
	400,748	423,390	447,312	472,585	499,286	527,495	557,299
	400,748	423,390	447,312	472,585	499,286	527,495	557,299
	(0)	(0)	(0)	(0)	(0)	(0)	(0)

# STORMWATER LEVY - LONG TERM FINANCIAL PLAN

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
Estimated Reserve Balance at start of the year	965,604	965,604	965,604	
<b>Revenue From Continuing Operations</b>				
Rates & Annual Charges	(649,583)	(657,083)	(664,583)	
User Charges & Fees	0	0	0	
Interest & Investment Revenue	0	0	0	
Other Revenues	0	0	0	
Grants & Contributions provided for Operating Purposes	0	0	0	
Grants & Contributions provided for Capital Purposes	0	0	0	
<b>Revenue From Continuing Operations</b>	<b>(649,583)</b>	<b>(657,083)</b>	<b>(664,583)</b>	
<b>Expenses From Continuing Operations</b>				
Employee Benefits & On-Costs	0	0	0	
Borrowing Costs	55,193	51,751	48,510	
Materials & Contracts	0	0	0	
Depreciation & Amortisation	0	0	0	
Other Expenses	494,524	502,024	509,524	
<b>Expenses From Continuing Operations</b>	<b>549,717</b>	<b>553,775</b>	<b>558,034</b>	
<b>Net Operating (Profit)/Loss</b>	<b>(99,866)</b>	<b>(103,308)</b>	<b>(106,549)</b>	
<b>Capital and Reserve Movements</b>				
Capital Expenditure - Renewals	50,000	50,000	50,000	
Capital Expenditure - New Projects	0	0	0	
Loan Repayments	49,866	53,308	56,549	
New Loan Borrowings	0	0	0	
Proceeds from Sale of intangible & tangible Assets	0	0	0	
Net Movements to/(from) Reserves	0	0	0	
<b>Total Capital and Reserve Movements</b>	<b>99,866</b>	<b>103,308</b>	<b>106,549</b>	
<b>Net Result</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Add back Depreciation Expense (non-cash)	0	0	0	
<b>Cash Budget (Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	



	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	965,604	965,604	965,604	965,604	965,604	965,604	965,604
	(672,083)	(679,583)	(687,083)	(694,583)	(702,083)	(709,583)	(717,083)
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	(672,083)	(679,583)	(687,083)	(694,583)	(702,083)	(709,583)	(717,083)
	0	0	0	0	0	0	0
	44,376	40,491	36,240	31,700	26,861	21,842	16,164
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	517,024	524,524	532,024	539,524	547,024	554,524	562,024
	561,400	565,015	568,264	571,224	573,885	576,367	578,188
	(110,683)	(114,568)	(118,819)	(123,359)	(128,198)	(133,217)	(138,895)
	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	0	0	0	0	0	0	0
	60,683	64,568	68,819	73,359	78,198	83,217	88,895
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	110,683	114,568	118,819	123,359	128,198	133,217	138,895
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0

# LIVESTOCK MARKETING CENTRE - LONG TERM FINANCIAL PLAN

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
Estimated Reserve Balance at start of the year	4,899,965	4,059,046	4,206,335	
<b>Revenue From Continuing Operations</b>				
Rates & Annual Charges	0	0	0	
User Charges & Fees	(3,637,512)	(3,760,855)	(3,888,398)	
Interest & Investment Revenue	0	0	0	
Other Revenues	(30,478)	(31,392)	(32,334)	
Grants & Contributions provided for Operating Purposes	0	0	0	
Grants & Contributions provided for Capital Purposes	0	0	0	
<b>Revenue From Continuing Operations</b>	<b>(3,667,989)</b>	<b>(3,792,247)</b>	<b>(3,920,732)</b>	
<b>Expenses From Continuing Operations</b>				
Employee Benefits & On-Costs	989,237	1,028,068	1,067,473	
Borrowing Costs	0	0	0	
Materials & Contracts	293,568	296,071	296,158	
Depreciation & Amortisation	241,629	255,281	269,704	
Other Expenses	1,936,103	1,970,818	2,007,789	
<b>Expenses From Continuing Operations</b>	<b>3,460,537</b>	<b>3,550,238</b>	<b>3,641,124</b>	
<b>Net Operating (Profit)/Loss</b>	<b>(207,453)</b>	<b>(242,009)</b>	<b>(279,608)</b>	
<b>Capital and Reserve Movements</b>				
Capital Expenditure - Renewals	215,000	0	1,123,080	
Capital Expenditure - New Projects	1,075,000	350,000	0	
Loan Repayments	0	0	0	
New Loan Borrowings	0	0	0	
Proceeds from Sale of intangible & tangible Assets	0	0	0	
Net Movements to/(from) Reserves	(840,919)	147,289	(573,768)	
<b>Total Capital and Reserve Movements</b>	<b>449,081</b>	<b>497,289</b>	<b>549,312</b>	
<b>Net Result</b>	<b>241,629</b>	<b>255,281</b>	<b>269,704</b>	
Add back Depreciation Expense (non-cash)	241,629	255,281	269,704	
<b>Cash Budget (Surplus)/Deficit</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	3,632,567	4,231,302	4,879,790	5,528,689	6,277,801	7,077,528	7,928,041
	0	0	0	0	0	0	0
	(4,020,286)	(4,156,665)	(4,297,691)	(4,443,522)	(4,594,322)	(4,750,261)	(4,911,514)
	0	0	0	0	0	0	0
	(33,304)	(34,303)	(35,332)	(36,392)	(37,484)	(38,608)	(39,766)
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	(4,053,589)	(4,190,968)	(4,333,023)	(4,479,914)	(4,631,805)	(4,788,869)	(4,951,280)
	1,109,472	1,153,152	1,198,579	1,245,824	1,294,958	1,346,057	1,399,200
	0	0	0	0	0	0	0
	298,739	301,397	304,134	306,954	309,858	312,850	315,931
	284,942	301,042	318,050	336,020	355,005	375,063	396,254
	2,046,644	2,087,930	2,131,411	2,178,024	2,227,263	2,279,448	2,334,981
	3,739,797	3,843,521	3,952,175	4,066,822	4,187,084	4,313,418	4,446,367
	(313,792)	(347,447)	(380,848)	(413,091)	(444,722)	(475,450)	(504,913)
	0	0	50,000	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	598,734	648,489	648,899	749,112	799,727	850,513	901,168
	598,734	648,489	698,899	749,112	799,727	850,513	901,168
	284,942	301,042	318,050	336,020	355,005	375,063	396,254
	284,942	301,042	318,050	336,020	355,005	375,063	396,254
	(0)	(0)	(0)	(0)	(0)	(0)	(0)



# AIRPORT - LONG TERM FINANCIAL PLAN

	BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18	
Estimated Reserve Balance at start of the year	177,026	94,934	39,193	
<b>Revenue From Continuing Operations</b>				
Rates & Annual Charges	0	0	0	
User Charges & Fees	(3,360,399)	(3,461,211)	(3,565,047)	
Interest & Investment Revenue	(6,183)	(6,368)	(6,559)	
Other Revenues	(176,694)	(181,994)	(187,454)	
Grants & Contributions provided for Operating Purposes	0	0	0	
Grants & Contributions provided for Capital Purposes	0	0	0	
<b>Revenue From Continuing Operations</b>	<b>(3,543,275)</b>	<b>(3,649,573)</b>	<b>(3,759,060)</b>	
<b>Expenses From Continuing Operations</b>				
Employee Benefits & On-Costs	478,725	497,585	517,198	
Borrowing Costs	576,563	537,697	498,488	
Materials & Contracts	243,431	246,522	249,705	
Depreciation & Amortisation	232,584	245,725	259,608	
Other Expenses	1,812,168	1,870,164	1,931,577	
<b>Expenses From Continuing Operations</b>	<b>3,343,471</b>	<b>3,397,692</b>	<b>3,456,576</b>	
<b>Net Operating (Profit)/Loss</b>	<b>(199,804)</b>	<b>(251,881)</b>	<b>(302,485)</b>	
<b>Capital and Reserve Movements</b>				
Capital Expenditure - Renewals	0	0	0	
Capital Expenditure - New Projects	0	0	0	
Loan Repayments	514,480	553,346	592,556	
New Loan Borrowings	0	0	0	
Proceeds from Sale of intangible & tangible Assets	0	0	0	
Net Movements to/(from) Reserves	(82,092)	(55,740)	(30,463)	
<b>Total Capital and Reserve Movements</b>	<b>432,388</b>	<b>497,606</b>	<b>562,093</b>	
<b>Net Result</b>	<b>232,584</b>	<b>245,725</b>	<b>259,608</b>	
Add back Depreciation Expense (non-cash)	232,584	245,725	259,608	
<b>Cash Budget (Surplus)/Deficit</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	8,730	2,771	19,868	58,874	117,486	194,018	286,193
	0	0	0	0	0	0	0
	(3,671,998)	(3,782,158)	(3,895,623)	(4,012,492)	(4,132,867)	(4,256,853)	(4,384,558)
	(6,756)	(6,959)	(7,167)	(7,382)	(7,604)	(7,832)	(8,067)
	(193,078)	(198,870)	(204,836)	(210,981)	(217,311)	(223,830)	(230,545)
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	<b>(3,871,832)</b>	<b>(3,987,987)</b>	<b>(4,107,627)</b>	<b>(4,230,856)</b>	<b>(4,357,781)</b>	<b>(4,488,515)</b>	<b>(4,623,170)</b>
	537,595	558,806	580,865	603,804	627,660	652,469	678,269
	452,262	405,705	354,995	300,412	241,721	179,446	110,492
	252,983	256,360	259,839	263,422	267,113	270,916	274,832
	274,276	289,773	306,145	323,442	341,716	361,023	381,421
	1,996,170	2,064,681	2,136,874	2,213,975	2,295,433	2,381,911	2,472,206
	<b>3,513,286</b>	<b>3,575,325</b>	<b>3,638,717</b>	<b>3,705,055</b>	<b>3,773,644</b>	<b>3,845,766</b>	<b>3,917,220</b>
	<b>(358,546)</b>	<b>(412,662)</b>	<b>(468,910)</b>	<b>(525,800)</b>	<b>(584,137)</b>	<b>(642,749)</b>	<b>(705,950)</b>
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	638,781	685,338	736,048	790,630	849,322	911,597	865,003
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	(5,959)	17,096	39,007	58,612	76,532	92,175	222,369
	<b>632,822</b>	<b>702,435</b>	<b>775,055</b>	<b>849,242</b>	<b>925,854</b>	<b>1,003,772</b>	<b>1,087,372</b>
	<b>274,276</b>	<b>289,773</b>	<b>306,145</b>	<b>323,442</b>	<b>341,716</b>	<b>361,023</b>	<b>381,421</b>
	274,276	289,773	306,145	323,442	341,716	361,023	381,421
	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

## 8. Financial Modelling - Scenarios

	Base Case	Scenario 1 a) Main City Levee Only  (SRV)	Scenario 1 b) Main City Levee Only  (Loan Borrow)	Scenario 2 a) Main City + North Wagga Levees  (SRV)	Scenario 2 b) Main City + North Wagga Levees  (Loan Borrow)	Scenario 3 a) Main City Levee Only (SRV) + additional Asset Renewals from 2021/22 onwards (SRV)	Scenario 3 b) Main City Levee Only (Loan Borrow) + additional Asset Renewals from 2021/22 onwards (SRV)	Scenario 4 a) Main City + North Wagga Levees Only (SRV) + additional Asset Renewals from 2021/22 onwards (SRV)	Scenario 4 b) Main City + North Wagga Levees (Loan Borrow) + additional Asset Renewals from 2021/22 onwards (SRV)	
Operating Income										
Rates	Rate Peg	SRV 2016/17 5.73%, maintained for 5 years (Return to base 2021/22)	Rate Peg	SRV 2016/17 6.64%, maintained for 5 years (Return to base 2021/22)	Rate Peg	SRV 2016/17 5.73%, maintained for 5 years  SRV 2021/22, 6% each year for 4 years	Rate Peg	SRV 2016/17 6.64%, maintained for 5 years  SRV 2021/22, 6% each year for 4 years	Rate Peg	SRV 2021/22, 6% each year for 4 years
User Fees & Charges	Standard CPI increase									
Interest and Investment Revenue – estimated interest rates	Years 1-3 – 3.75% - 3.94% Years 4-7 – 3.58% - 3.86% Years 8-10 – 3.70% - 3.98%									
Operating Expenses										
Interest rate on borrowings	6-7% annual interest rate, 10-15 year borrowing terms									
Employee Expenses	2.5% cap for 2015/16 + 2016/17, 4% annual increase from 2017/18 – includes award and progression increases									
Depreciation	Current method – advanced straight line									
Major Capital Projects										
RIFL	Yes									
MPS	Yes									
Main City Levee	No	Yes								
North Wagga Levee	No	No	No	Yes	Yes	No	No	Yes	Yes	



## SCENARIO 1

### a) Upgrade Main City Levee – funded by Special Rate Variation

#### Main City Levee Project budget - \$16.2M

As mentioned earlier in this plan, the upgrade of both the Main City Levee and the North Wagga Levee are not included in the base case budget.

Scenario 1a) uses the base case budget data plus a special rate variation to cover Council's expenditure to upgrade the Main City Levee. Council's preference for this project is for a funding commitment to be secured from both the Federal and State Governments prior to the commencement of the works. If government grants

are secured, Council proposes to fund its share of the funding for the project via an SRV to upgrade the levee.

Rates for 2016/17 under this scenario are proposed to be:

2016/17 Rate Peg	3.00%
2016/17 SRV % increase	<u>2.73%</u>
2016/17 Total Rates increase	5.73%

Future year's rates are proposed to be set at the rate peg of 3%

Scenario 1 a)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Main City Levee only	-1,050,000	-1,102,500	-1,157,625	-1,215,506	-1,251,971	0	0	0	0

### b) Upgrade Main City Levee – funded by Loan Borrowings

#### Main City Levee Project budget - \$16.2M

Scenario 1b) uses the same data as Scenario 1a) however in the event a Special Rate Variation is not submitted and/or approved by IPART, Council would drawdown on loan borrowings. The below table

illustrates the loan advances over the five years, and the applicable loan repayments over the LTFP.

The assumption used for the potential loan borrowings is 7% over a 10 year loan period.

Scenario 1 b)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Main City Levee only	-1,050,000	-1,102,500	-1,157,625	-1,215,506	-1,251,971	0	0	0	0
Borrowing Repayments	0	149,496	306,468	471,287	644,348	822,601	822,601	822,601	822,601





## SCENARIO 2

### a) Upgrade Main City Levee + North Wagga Levee – funded by Special Rate Variation

#### Main City Levee - North Wagga Levee Project budget - \$21.8M

Scenario 2a) uses the base case budget data plus a special rate variation to cover Council's expenditure to upgrade the Main City Levee and the North Wagga Levee. Council's preference for these projects is for a funding commitment to be secured from both the Federal and State Governments prior to the commencement of the works. If government grants are secured, Council proposes to fund its share of the funding for the project

via an SRV to upgrade the levees.

Rates for 2016/17 under this scenario are proposed to be:

2016/17 Rate Peg	3.00%
2016/17 SRV % increase	<u>3.64%</u>
2016/17 Total Rates increase	6.64%

Future year's rates are proposed to be set at the rate peg of 3%

Scenario 2 a)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Main City + North Wagga Levee	-1,400,000	-1,470,000	-1,543,500	-1,620,675	-1,669,295	0	0	0	0

### b) Upgrade Main City Levee + North Wagga Levee – funded by Loan Borrowings

#### Main City Levee - North Wagga Levee Project budget - \$21.8M

Scenario 2b) uses the same data as Scenario 2a) however in the event a Special Rate Variation is not submitted and/or approved by IPART, Council would

drawdown on loan borrowings. The below table illustrates the loan advances over the five years, and the applicable loan repayments over the LTFP.

The assumption used for the potential loan borrowings is 7% over a 10 year loan period.

Scenario 2 b)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Main City + North Wagga Levee	-1,400,000	-1,470,000	-1,543,500	-1,620,675	-1,669,295	0	0	0	0
Borrowing Repayments	0	199,329	408,623	628,383	859,131	1,096,801	1,096,801	1,096,801	1,096,801

## SCENARIO 3

### a) Upgrade Main City Levee – funded by Special Rate Variation; Plus a further Special Rate Variation commencing 2021/22 to fund Road Renewals

#### Main City Levee Project budget - \$16.2M

Scenario 3a) uses the base case budget data plus a special rate variation to cover Council's expenditure to upgrade the Main City Levee. Council's preference for this project is for a funding commitment to be secured from both the Federal and State Governments prior to the commencement of the works. If government grants are secured, Council proposes to fund its share of the funding for the project via an SRV to upgrade the levee.

Scenario 3a) also proposes a further 6% Special Rate Variation commencing in the 2021/22 year. The additional funds received under the 2<sup>nd</sup> Special Rate Variation will be used to fund further Road Renewals to assist in narrowing the infrastructure gap.

Rates under this scenario are proposed to be:

<b>2016/17</b>	
2016/17 Rate Peg	3.00%
2016/17 SRV % increase	<u>2.73%</u>
2016/17 Total Rates increase	5.73%

<b>2017/18 – 2020/21</b>	
2017/18 - 2020/21 Rate Peg	3.00%

<b>2021/22 – 2024/25</b>	
2021/22 – 2024/25 Rate Peg	3.00%
2021/22 – 2024/25 SRV % increase	<u>3.00%</u>
2021/22 – 2024/25 Annual Rates increase	6.00%

Scenario 3 a)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Main City Levee only	-1,050,000	-1,102,500	-1,157,625	-1,215,506	-1,251,971	0	0	0	0
6% used to fund Road Renewals	0	0	0	0	0	-2,666,537	-4,206,160	-5,879,550	-7,695,973

### b) Upgrade Main City Levee – funded by Loan Borrowings; Plus a further Special Rate Variation commencing 2021/22 to fund Road Renewals

#### Main City Levee Project budget - \$16.2M

Scenario 3b) uses the same data as Scenario 3a) however in the event a Special Rate Variation is not submitted and/or approved by IPART, Council would drawdown on loan borrowings. The below table illustrates the loan advances over the five years for the Main City Levee, and the applicable loan repayments over the LTFP.

The assumption used for the potential loan borrowings is 7% over a 10 year loan period.

Scenario 3b) also proposes a further 6% Special Rate Variation commencing in the 2021/22 year. The additional funds received under the 2<sup>nd</sup> Special Rate Variation will be used to fund further Road Renewals to assist in narrowing the infrastructure gap.

Rates under this scenario are proposed to be:

<b>2016/17 – 2020/21</b>	
2016/17 – 2020/21 Rate Peg	3.00%

<b>2021/22 – 2024/25</b>	
2021/22 – 2024/25 Rate Peg	3.00%
2021/22 – 2024/25 SRV % increase	<u>3.00%</u>
2021/22 – 2024/25 Annual Rates increase	6.00%

Scenario 3 b)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Main City Levee only	-1,050,000	-1,102,500	-1,157,625	-1,215,506	-1,251,971	0	0	0	0
6% used to fund Road Renewals	0	0	0	0	0	-2,666,537	-4,206,160	-5,879,550	-7,695,973
Borrowing Repayments	0	149,496	306,468	471,287	644,348	822,601	822,601	822,601	822,601

## SCENARIO 4

### a) Upgrade Main City Levee and North Wagga Levee – funded by Special Rate Variation; Plus a further Special Rate Variation commencing 2021/22 to fund Road Renewals

**Main City Levee + North Wagga Levee Project budget - \$21.8M**

Scenario 4a) uses the base case budget data plus a special rate variation to cover Council's expenditure to upgrade the Main City Levee and the North Wagga Levee. Council's preference for this project is for a funding commitment to be secured from both the Federal and State Governments prior to the commencement of the works. If government grants are secured, Council proposes to fund its share of the funding for the project via an SRV to upgrade the levee.

Scenario 4a) also proposes a further 6% Special Rate Variation commencing in the 2021/22 year. The additional funds received under the 2<sup>nd</sup> Special Rate

Variation will be used to fund further Road Renewals to assist in narrowing the infrastructure gap.

Rates under this scenario are proposed to be:

#### 2016/17 – 2020/21

2016/17 Rate Peg	3.00%
2016/17 SRV % increase	<u>3.64%</u>
2016/17 Total Rates increase	6.64%

#### 2021/22 – 2024/25

2021/22 – 2024/25 Rate Peg	3.00%
2021/22 – 2024/25 SRV % increase	<u>3.00%</u>
2021/22 – 2024/25 Annual Rates increase	6.00%

Scenario 4 a)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Main City + North Wagga Levee	-1,400,000	-1,470,000	-1,543,500	-1,620,675	-1,669,295	0	0	0	0
6% used to fund Road Renewals	0	0	0	0	0	-3,108,901	-4,675,066	-6,376,589	-8,222,835

### b) Upgrade Main City Levee and North Wagga Levee – funded by Loan Borrowings; Plus a further Special Rate Variation commencing 2021/22 to fund Road Renewals

**Main City Levee + North Wagga Levee Project budget - \$21.8M**

Scenario 4b) uses the same data as Scenario 4a) however in the event a Special Rate Variation is not submitted and/or approved by IPART, Council would drawdown on loan borrowings. The below table illustrates the loan advances over the five years for the Main City Levee, and the applicable loan repayments over the LTFP.

The assumption used for the potential loan borrowings is 7% over a 10 year loan period.

Scenario 4b) also proposes a further 6% Special

Rate Variation commencing in the 2021/22 year. The additional funds received under the 2<sup>nd</sup> Special Rate Variation will be used to fund further Road Renewals to assist in narrowing the infrastructure gap.

Rates under this scenario are proposed to be:

#### 2016/17 – 2020/21

2016/17 – 2020/21 Rate Peg	3.00%
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#### 2021/22 – 2024/25

2021/22 – 2024/25 Rate Peg	3.00%
2021/22 – 2024/25 SRV % increase	<u>3.00%</u>
2021/22 – 2024/25 Annual Rates increase	6.00%

Scenario 4 a)	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Main City + North Wagga Levee	-1,400,000	-1,470,000	-1,543,500	-1,620,675	-1,669,295	0	0	0	0
6% used to fund Road Renewals	0	0	0	0	0	-3,108,901	-4,675,066	-6,376,589	-8,222,835
Borrowing Repayments	0	199,329	408,623	628,383	859,131	1,096,801	1,096,801	1,096,801	1,096,801







## 9. Financial Performance Measures

### LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - SUSTAINABILITY INDICATORS

FIN STATS 2013/14		BUDGET 2015/16	BUDGET 2016/17	BUDGET 2017/18
<b>2.44</b>	<b>Unrestricted Current Ratio</b>	<b>3.85</b>	<b>4.13</b>	<b>4.24</b>
	Current Assets less all External Restrictions ('000)	82,058	86,628	87,125
	Current Liabilities less Specific Purpose Liabilities ('000)	21,321	20,954	20,561
<b>7.13%</b>	<b>Debt Service Ratio</b>	<b>7.17%</b>	<b>9.13%</b>	<b>10.02%</b>
	Debt Service Cost	6,104	8,159	9,404
	Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	85,133	89,391	93,886
<b>62.11%</b>	<b>Rates &amp; Annual Charges Coverage Ratio (Own Source Operating Ratio)</b>	<b>49.29%</b>	<b>51.68%</b>	<b>52.91%</b>
	Rates & Annual Charges	56,802	58,857	60,990
	Revenue from Continuing Operations	115,247	113,877	115,272
<b>6.43%</b>	<b>Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>	<b>6.35%</b>	<b>6.56%</b>	<b>6.78%</b>
	Rates, Annual & Extra Charges Outstanding	3,864	4,004	4,149
	Rates, Annual & Extra Charges Collectible	60,860	61,001	61,156
	<b>3,572 Estimated Unrestricted Working Funds - \$'000</b>	<b>3,572</b>	<b>3,572</b>	<b>3,187</b>

### LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - BUDGETED EXTERNAL RESTRICTIONS BALANCE

RESERVE NAME	ESTIMATED CLOSING BALANCE 2014/15	CLOSING BALANCE 2015/16	CLOSING BALANCE 2016/17	CLOSING BALANCE 2017/18
Sewer Reserve	(7,353,506)	(7,103,495)	(7,116,118)	(7,041,534)
Solid Waste Reserve	(2,524,639)	(3,094,732)	(2,541,180)	(4,202,958)
Stormwater Levy Reserve	(965,604)	(965,604)	(965,604)	(965,604)
S94 Developer Contributions	(5,760,109)	(6,423,655)	(6,130,164)	(2,315,471)
S94A Developer Contributions	(544,072)	(797,977)	(548,218)	(762,526)
S94 (Old Plan 1993-2004) Developer Contributions	(121,838)	(121,838)	0	0
S64 Developer Contributions (Stormwater)	(929,260)	(757,549)	(162,043)	(662,043)
<b>TOTAL</b>	<b>(18,199,029)</b>	<b>(19,264,851)</b>	<b>(17,463,327)</b>	<b>(15,950,136)</b>

\* Unexpended Grants are also classified as externally restricted funds - however these are not shown in this table

	BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25
	4.23	4.08	4.11	4.37	4.68	5.09	5.07
	88,677	87,355	89,869	98,575	104,933	113,609	115,766
	20,969	21,396	21,849	22,538	22,402	22,340	22,823
	10.08%	10.01%	9.92%	10.06%	10.39%	9.66%	8.83%
	9,764	10,050	10,303	10,792	11,493	11,049	10,452
	96,833	100,353	103,808	107,325	110,660	114,374	118,329
	53.07%	53.23%	53.37%	53.50%	53.80%	53.96%	54.08%
	63,089	65,263	67,513	69,842	72,254	74,750	77,334
	118,887	122,608	126,494	130,537	134,312	138,537	142,998
	7.00%	7.22%	7.45%	7.69%	7.93%	8.18%	8.44%
	4,292	4,441	4,594	4,753	4,917	5,087	5,264
	61,317	61,477	61,642	61,814	61,991	62,175	62,366
	2,615	2,520	2,531	2,525	2,804	2,751	2,279

	CLOSING BALANCE 2018/19	CLOSING BALANCE 2019/20	CLOSING BALANCE 2020/21	CLOSING BALANCE 2021/22	CLOSING BALANCE 2022/23	CLOSING BALANCE 2023/24	CLOSING BALANCE 2024/25
	(6,586,981)	(6,696,706)	(7,098,037)	(7,248,227)	(6,137,786)	(5,978,528)	(6,400,056)
	(5,590,514)	(2,759,399)	(4,572,428)	(6,744,287)	(9,046,438)	(11,338,032)	(9,428,325)
	(965,604)	(965,604)	(965,604)	(965,604)	(965,604)	(965,604)	(965,604)
	1,324,798	452,290	1,156,098	(485,071)	(2,936,675)	(5,387,002)	(7,844,975)
	(975,713)	(987,731)	(926,926)	(1,136,451)	(1,344,647)	(1,551,457)	(1,756,821)
	0	0	0	0	0	0	0
	(1,162,043)	(1,662,043)	(1,662,043)	(1,662,043)	(1,662,043)	(1,662,043)	(1,662,043)
	(13,956,058)	(12,619,194)	(14,068,940)	(18,241,685)	(22,093,195)	(26,882,667)	(28,057,825)

## LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - BUDGETED INTERNAL RESTRICTIONS BALANCE

RESERVE NAME	ESTIMATED CLOSING BALANCE 2014/15	CLOSING BALANCE 2015/16	CLOSING BALANCE 2016/17	CLOSING BALANCE 2017/18
Airport Reserve	(177,026)	(94,934)	(39,193)	(8,730)
Livestock Marketing Centre Reserve	(4,899,965)	(4,059,046)	(4,206,335)	(3,632,567)
Employee Leave Entitlements Gen Fund Reserve	(3,141,108)	(3,141,108)	(3,141,108)	(3,141,108)
Information Services / E-Business Reserve	(114,440)	(89,440)	(89,440)	(89,440)
Family Day Care Reserve	(169,877)	(165,551)	(171,635)	(186,974)
Senior Citizens Centre Reserve	(14,661)	(16,661)	(18,661)	(20,661)
Art Gallery Reserve	(51,990)	(55,490)	(58,990)	(62,490)
Museum Acquisitions Reserve	(39,378)	(39,378)	(39,378)	(39,378)
Gravel Pit Restoration Reserve	(726,109)	(726,109)	(726,109)	(726,109)
Industrial Land Development Reserve	(367,873)	(367,873)	(367,873)	(367,873)
Plant Replacement Reserve	(2,717,464)	(2,286,680)	(2,402,330)	(2,366,392)
Council Election Reserve	(304,123)	(371,981)	(129,839)	(197,697)
Estella Community Centre Reserve	(225,199)	(225,199)	(46,680)	(46,680)
Civic Theatre Technical Infrastructure Reserve	(20,264)	(70,264)	(120,264)	(170,264)
Internal Loans Reserve	(2,490,517)	(2,185,962)	(3,989,524)	(6,533,949)
Infrastructure Replacement Reserve	(44,815)	(19,159)	(36,929)	(83,550)
Lake Albert Improvements Reserve	(212,300)	(212,300)	(212,300)	(262,300)
LEP Preparation Reserve	(2,545)	(2,545)	(2,545)	(2,545)
Oasis Plant Reserve	(882,937)	(992,937)	(1,102,937)	(1,212,937)
Silverlite Reserve	(64,823)	(64,823)	(64,823)	(64,823)
Storm Damage Reserve	(3,016)	0	0	0
Kerb & Gutter Reserve	(122,538)	0	0	0
Stormwater Drainage Reserve	(248,890)	(191,290)	(63,177)	(63,177)
Gurwood Street Property Reserve	(50,454)	(50,454)	(50,454)	(50,454)
Robertson Oval Redevelopment Reserve	(86,697)	(86,697)	(86,697)	(86,697)
Public Art Reserve	(173,538)	(52,955)	5,623	(7,375)
Glenfield Community Centre Reserve	(13,704)	(15,704)	(17,704)	(19,704)
Sister Cities Reserve	(20,762)	(30,762)	(40,762)	(50,762)

	CLOSING BALANCE 2018/19	CLOSING BALANCE 2019/20	CLOSING BALANCE 2020/21	CLOSING BALANCE 2021/22	CLOSING BALANCE 2022/23	CLOSING BALANCE 2023/24	CLOSING BALANCE 2024/25
	(2,771)	(19,868)	(58,874)	(117,486)	(194,018)	(286,193)	(508,562)
	(4,231,302)	(4,879,790)	(5,528,689)	(6,277,801)	(7,077,528)	(7,928,041)	(8,829,208)
	(3,141,108)	(3,141,108)	(3,141,108)	(3,141,108)	(3,141,108)	(3,141,108)	(3,141,108)
	(89,440)	(89,440)	(89,440)	(89,440)	(89,440)	(89,440)	(89,440)
	(210,363)	(240,549)	(276,223)	(316,023)	(340,023)	(347,358)	(337,099)
	(22,661)	(24,661)	(26,661)	(28,661)	(30,661)	(32,661)	(34,661)
	(65,990)	(69,490)	(72,990)	(76,490)	(79,990)	(83,490)	(86,990)
	(39,378)	(39,378)	(39,378)	(39,378)	(39,378)	(39,378)	(39,378)
	(726,109)	(726,109)	(726,109)	(726,109)	(726,109)	(726,109)	(726,109)
	(367,873)	(367,873)	(367,873)	(367,873)	(367,873)	(367,873)	(367,873)
	(2,416,248)	(2,554,319)	(2,783,090)	(3,105,116)	(3,523,023)	(4,039,507)	(4,657,337)
	(265,555)	(333,413)	(91,271)	(159,129)	(226,987)	(294,845)	(52,703)
	(46,680)	(46,680)	(46,680)	(46,680)	(46,680)	(46,680)	(46,680)
	(220,264)	(270,264)	(320,264)	(370,264)	(420,264)	(470,264)	(520,264)
	(6,811,062)	(7,087,955)	(7,364,619)	(7,533,174)	(7,680,751)	(7,828,105)	(7,975,459)
	(91,626)	(121,638)	(146,354)	(171,949)	(174,560)	(175,286)	(195,621)
	(312,300)	(362,300)	(412,300)	(462,300)	(512,300)	(562,300)	(612,300)
	(2,545)	(2,545)	(2,545)	(2,545)	(2,545)	(2,545)	(2,545)
	(1,322,937)	(1,432,937)	(1,542,937)	(1,652,937)	(1,762,937)	(1,872,937)	(1,982,937)
	(64,823)	(64,823)	(64,823)	(64,823)	(64,823)	(64,823)	(64,823)
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	(63,177)	(63,177)	(63,177)	(63,177)	(63,177)	(63,177)	(63,177)
	(50,454)	(50,454)	(50,454)	(50,454)	(50,454)	(50,454)	(50,454)
	(86,697)	(86,697)	(86,697)	(86,697)	(86,697)	(86,697)	(86,697)
	(7,755)	(43,897)	(99,094)	(93,559)	(96,681)	(99,804)	(102,926)
	(21,704)	(23,704)	(25,704)	(27,704)	(29,704)	(31,704)	(33,704)
	(60,762)	(70,762)	(80,762)	(90,762)	(100,762)	(110,762)	(120,762)



## LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - BUDGETED INTERNAL RESTRICTIONS BALANCE

RESERVE NAME	ESTIMATED CLOSING BALANCE 2014/15	CLOSING BALANCE 2015/16	CLOSING BALANCE 2016/17	CLOSING BALANCE 2017/18
Civil Projects Reserve	(1,620,565)	(1,620,565)	(1,567,765)	(1,567,765)
Pedestrian River Crossing Reserve	(198,031)	(198,031)	(198,031)	(198,031)
Unexpended External Loans Reserve	(137,522)	(137,522)	(137,522)	(137,522)
Parks & Recreation Projects Reserve	(51,620)	(51,620)	(51,620)	(51,620)
Generic Projects Reserve	(51,303)	(33,066)	(7,318)	(7,318)
Bridge Replacement Reserve	(226,667)	(226,667)	(326,667)	(123,667)
CBD Carparking Facilities Reserve	(939,765)	(1,112,997)	(1,317,609)	(1,520,406)
Economic Development Incentives Reserve	(19,500)	(19,500)	(19,500)	(19,500)
Street Lighting Replacement Reserve	(40,314)	(70,314)	(100,314)	(130,314)
Civic Theatre Operating Reserve	(100,000)	(200,000)	(300,000)	(400,000)
Oasis Building Renewal Reserve	(72,000)	(1,000)	(51,000)	(101,000)
Subdivision Tree Planting Reserve	(134,191)	(154,191)	(114,191)	(134,191)
Cemetery Capital Reserve	(70,324)	(191,001)	(289,002)	(298,827)
Cemetery Perpetual Reserve	(66,769)	(123,860)	(213,521)	(338,667)
Lloyd E2 Environmental Works Reserve	(110,033)	(110,033)	(110,033)	(110,033)
CCTV Reserve	(54,000)	(64,000)	(74,000)	(84,000)
Grassroots Cricket Reserve	(15,000)	(30,000)	(45,000)	(45,000)
Sustainable Energy Reserve	0	(90,000)	(180,000)	(270,000)
Ashmont Community Facility Reserve	(1,500)	(3,000)	(4,500)	(6,000)
<b>TOTAL</b>	<b>(21,296,118)</b>	<b>(20,052,668)</b>	<b>(22,327,659)</b>	<b>(25,038,499)</b>

	CLOSING BALANCE 2018/19	CLOSING BALANCE 2019/20	CLOSING BALANCE 2020/21	CLOSING BALANCE 2021/22	CLOSING BALANCE 2022/23	CLOSING BALANCE 2023/24	CLOSING BALANCE 2024/25
	(1,567,765)	(1,567,765)	(1,567,765)	(1,567,765)	(1,567,765)	(1,567,765)	(1,567,765)
	(198,031)	(198,031)	(198,031)	(198,031)	(198,031)	(198,031)	(198,031)
	(137,522)	(137,522)	(137,522)	(137,522)	(137,522)	(137,522)	(137,522)
	(51,620)	(51,620)	(51,620)	(51,620)	(51,620)	(51,620)	(51,620)
	(7,318)	(7,318)	(7,318)	(7,318)	(7,318)	(7,318)	(7,318)
	79,333	(20,667)	(120,667)	(220,667)	(320,667)	(420,667)	(520,667)
	(1,721,315)	(1,920,260)	(2,117,163)	(2,311,942)	(2,504,512)	(2,694,785)	(2,882,669)
	(19,500)	(19,500)	(19,500)	(19,500)	(19,500)	(19,500)	(19,500)
	(160,314)	(190,314)	(220,314)	(250,314)	(280,314)	(310,314)	(340,314)
	(500,000)	(297,000)	(397,000)	(497,000)	(597,000)	(697,000)	(797,000)
	(74,000)	(93,700)	(143,700)	(193,700)	(132,600)	(182,600)	(232,600)
	(154,191)	(174,191)	(134,191)	(154,191)	(174,191)	(194,191)	(214,191)
	(420,443)	(553,787)	(698,752)	(883,520)	(620,319)	(637,698)	(615,507)
	(468,046)	(601,777)	(739,979)	(882,778)	(1,040,693)	(1,252,052)	(1,518,671)
	(110,033)	(110,033)	(110,033)	(110,033)	(110,033)	(110,033)	(110,033)
	(94,000)	(76,000)	(58,000)	(40,000)	(22,000)	(4,000)	14,000
	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
	(270,000)	(270,000)	(270,000)	(270,000)	(270,000)	(270,000)	(270,000)
	(7,500)	(9,000)	(10,500)	(12,000)	(13,500)	(15,000)	(16,500)
	(26,668,849)	(28,557,314)	(30,555,172)	(33,014,539)	(35,041,057)	(37,656,637)	(40,259,726)

# NEW EXTERNAL LOAN PROJECTS AND DEBT SERVICING - LONG TERM FINANCIAL PLAN

BORROWING YEAR	CAPITAL PROJECT	Amount Borrowed	2014/15	2015/16	2016/17
<b>General Fund Capital Projects</b>					
2011/12	Wiradjuri Boat Ramp - 6.44% - 15 years	421,603			
		<i>Interest</i>	24,388	23,154	21,710
		<i>Principal</i>	19,684	20,919	22,363
			<b>44,073</b>	<b>44,073</b>	<b>44,073</b>
2011/12	Replace Substation Jubilee Park - 6.44% - 15 years	334,000			
		<i>Interest</i>	19,321	18,343	17,199
		<i>Principal</i>	15,594	16,572	17,716
			<b>34,915</b>	<b>34,915</b>	<b>34,915</b>
2011/12	Replace Bridge Over Model Railway at Botanic Gardens - 6.44% - 15 years	51,306			
		<i>Interest</i>	3,067	2,912	2,730
		<i>Principal</i>	2,476	2,631	2,813
			<b>5,543</b>	<b>5,543</b>	<b>5,543</b>
2011/12	Upgrade Docker Street Pedestrian Rail Crossing - 6.44% - 15 years	400,000			
		<i>Interest</i>	23,470	22,282	20,892
		<i>Principal</i>	18,943	20,131	21,521
			<b>42,413</b>	<b>42,413</b>	<b>42,413</b>
2011/12	Upgrade Tarcutta Main Street - 6.44% - 15 Years	300,000			
		<i>Interest</i>	17,354	16,475	15,448
		<i>Principal</i>	14,007	14,885	15,913
			<b>31,361</b>	<b>31,361</b>	<b>31,361</b>
2011/12	Upgrade Civic Theatre Sound Systems to Meet Industry Standards - 6.44% - 15 years	172,000			
		<i>Interest</i>	9,950	9,446	8,857
		<i>Principal</i>	8,031	8,534	9,123
			<b>17,980</b>	<b>17,980</b>	<b>17,980</b>
2011/12	Australian Carbon Trust Project - 5% - 4 years	211,909			
		<i>Interest</i>	5,888	4,150	2,230
		<i>Principal</i>	35,341	37,121	39,023
			<b>41,229</b>	<b>41,271</b>	<b>41,253</b>
2011/12	Robertson Oval - 6.44% - 15 years	3,343,032			
		<i>Interest</i>	193,384	183,593	172,144
		<i>Principal</i>	156,084	165,875	177,324
2012/13	Robertson Oval - 5.42% - 10 years	200,000			
		<i>Interest</i>	9,692	8,841	7,939
		<i>Principal</i>	15,827	16,678	17,580
			<b>374,987</b>	<b>374,987</b>	<b>374,987</b>
2011/12	Equestrian Audit Recommendations - 6.44% - 15 years	250,000			
		<i>Interest</i>	14,462	13,730	12,873
		<i>Principal</i>	11,672	12,405	13,261
2013/14	Equestrian Audit Recommendations - 4.84% 5 years + 7% - 5 years	250,000			
		<i>Interest</i>	11,853	10,867	9,835
		<i>Principal</i>	20,726	21,713	22,745
			<b>58,714</b>	<b>58,714</b>	<b>58,714</b>
2011/12	Develop Botanic Gardens & Zoo - 6.44% - 15 years	97,581			
		<i>Interest</i>	5,785	5,492	5,149
		<i>Principal</i>	4,669	4,962	5,304
2012/13	Develop Botanic Gardens & Zoo - 5.42% - 10 years	200,000			
		<i>Interest</i>	9,692	8,841	7,939
		<i>Principal</i>	15,827	16,678	17,580
			<b>35,973</b>	<b>35,973</b>	<b>35,973</b>
2012/13	Construct New Amenities Building - Jubilee Park - 5.42% - 10 years	300,000			
		<i>Interest</i>	14,538	13,261	11,909
		<i>Principal</i>	23,741	25,017	26,370
			<b>38,279</b>	<b>38,279</b>	<b>38,279</b>
2012/13	Higgins Avenue Rehabilitation (LIRS) - 5.42% - 10 years	275,000			
		<i>Interest</i>	13,327	12,156	10,917
		<i>Principal</i>	21,762	22,933	24,172
			<b>35,089</b>	<b>35,089</b>	<b>35,089</b>

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTALS
20,350	18,616	16,986	15,203	13,298	11,268	9,163	6,781	180,917
23,723	25,457	27,087	28,870	30,774	32,805	34,910	37,292	303,884
<b>44,073</b>	<b>44,073</b>	<b>44,073</b>	<b>44,073</b>	<b>44,073</b>	<b>44,073</b>	<b>44,073</b>	<b>44,073</b>	<b>484,801</b>
16,122	14,748	13,457	12,044	10,535	8,927	7,259	5,372	143,325
18,794	20,167	21,459	22,871	24,380	25,988	27,656	29,543	240,741
<b>34,915</b>	<b>34,915</b>	<b>34,915</b>	<b>34,915</b>	<b>34,915</b>	<b>34,915</b>	<b>34,915</b>	<b>34,915</b>	<b>384,066</b>
2,559	2,341	2,136	1,912	1,673	1,417	1,152	853	22,754
2,984	3,202	3,407	3,631	3,871	4,126	4,391	4,690	38,219
<b>5,543</b>	<b>5,543</b>	<b>5,543</b>	<b>5,543</b>	<b>5,543</b>	<b>5,543</b>	<b>5,543</b>	<b>5,543</b>	<b>60,973</b>
19,584	17,915	16,346	14,630	12,798	10,844	8,818	6,525	174,104
22,829	24,498	26,067	27,783	29,615	31,569	33,595	35,888	292,440
<b>42,413</b>	<b>42,413</b>	<b>42,413</b>	<b>42,413</b>	<b>42,413</b>	<b>42,413</b>	<b>42,413</b>	<b>42,413</b>	<b>466,544</b>
14,480	13,247	12,087	10,818	9,463	8,018	6,520	4,825	128,735
16,880	18,114	19,274	20,543	21,898	23,343	24,841	26,536	216,234
<b>31,361</b>	<b>31,361</b>	<b>31,361</b>	<b>31,361</b>	<b>31,361</b>	<b>31,361</b>	<b>31,361</b>	<b>31,361</b>	<b>344,970</b>
8,302	7,595	6,930	6,202	5,425	4,597	3,738	2,766	73,808
9,678	10,386	11,051	11,778	12,555	13,383	14,242	15,214	123,974
<b>17,980</b>	<b>17,980</b>	<b>17,980</b>	<b>17,980</b>	<b>17,980</b>	<b>17,980</b>	<b>17,980</b>	<b>17,980</b>	<b>197,783</b>
-	-	-	-	-	-	-	-	12,267
20,112	-	-	-	-	-	-	-	131,597
<b>20,112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>143,865</b>
161,362	147,612	134,688	120,550	105,448	89,349	72,657	53,767	1,434,554
188,106	201,856	214,780	228,918	244,021	260,119	276,811	295,701	2,409,595
6,902	5,875	4,818	3,661	2,451	1,192	-	-	51,371
18,617	19,644	20,701	21,859	23,068	30,707	-	-	184,680
<b>374,987</b>	<b>374,987</b>	<b>374,987</b>	<b>374,987</b>	<b>374,987</b>	<b>381,367</b>	<b>349,468</b>	<b>349,468</b>	<b>4,080,201</b>
12,067	11,039	10,072	9,015	7,886	6,682	5,433	4,021	107,279
14,067	15,095	16,062	17,119	18,248	19,452	20,701	22,113	180,195
8,639	7,466	9,503	7,851	6,083	4,191	2,166	-	78,454
23,940	25,114	23,608	25,260	27,029	28,921	28,779	-	247,834
<b>58,714</b>	<b>58,714</b>	<b>59,245</b>	<b>59,245</b>	<b>59,245</b>	<b>59,245</b>	<b>57,079</b>	<b>26,134</b>	<b>613,762</b>
4,827	4,416	4,029	3,606	3,154	2,673	2,173	1,608	42,912
5,627	6,038	6,425	6,848	7,299	7,781	8,280	8,845	72,078
6,902	5,875	4,818	3,661	2,451	1,192	-	-	51,371
18,617	19,644	20,701	21,859	23,068	30,707	-	-	184,680
<b>35,973</b>	<b>35,973</b>	<b>35,973</b>	<b>35,973</b>	<b>35,973</b>	<b>42,352</b>	<b>10,454</b>	<b>10,454</b>	<b>351,042</b>
10,353	8,813	7,228	5,491	3,677	1,788	-	-	77,057
27,926	29,466	31,051	32,788	34,601	46,061	-	-	277,020
<b>38,279</b>	<b>38,279</b>	<b>38,279</b>	<b>38,279</b>	<b>38,279</b>	<b>47,848</b>	<b>-</b>	<b>-</b>	<b>354,077</b>
9,490	8,078	6,625	5,033	3,371	1,639	-	-	70,636
25,599	27,011	28,463	30,056	31,718	42,222	-	-	253,935
<b>35,089</b>	<b>35,089</b>	<b>35,089</b>	<b>35,089</b>	<b>35,089</b>	<b>43,861</b>	<b>-</b>	<b>-</b>	<b>324,571</b>



# NEW EXTERNAL LOAN PROJECTS AND DEBT SERVICING - LONG TERM FINANCIAL PLAN

BORROWING YEAR	CAPITAL PROJECT	Amount Borrowed	2014/15	2015/16	2016/17
2012/13	Reinstate Road Failures (LIRS) - 5.42% - 10 years	589,000			
		<i>Interest</i>	28,543	26,036	23,381
		<i>Principal</i>	46,611	49,117	51,773
			<b>75,154</b>	<b>75,154</b>	<b>75,154</b>
2012/13	Soccer Development City Wide Strategy (LIRS) - 5.42% - 10 years	180,000			
		<i>Interest</i>	8,723	7,957	7,145
		<i>Principal</i>	14,244	15,010	15,822
2013/14	Soccer Development City Wide Strategy (LIRS) - 5.39% - 10 years	473,500			
		<i>Interest</i>	24,882	22,668	20,596
		<i>Principal</i>	36,670	38,884	40,956
2014/15	Soccer Development City Wide Strategy (LIRS) - 6% - 10 years	360,155			
		<i>Interest</i>	-	21,609	19,970
		<i>Principal</i>	-	27,324	28,964
			<b>84,519</b>	<b>133,453</b>	<b>133,453</b>
2012/13	Implement Tarcutta Street Gasworks Remediation - 5.42% - 10 years (transferred from RIFL)	760,000			
		<i>Interest</i>	36,830	33,595	30,169
		<i>Principal</i>	60,143	63,377	66,803
2013/14	Implement Tarcutta Street Gasworks Remediation - 4.84% 5 years + 7% 5 years	1,864,610			
		<i>Interest</i>	88,407	81,051	73,354
		<i>Principal</i>	154,587	161,943	169,640
2014/15	Implement Tarcutta Street Gasworks Remediation - 6% - 10 years	1,489,226			
		<i>Interest</i>	-	89,354	82,574
		<i>Principal</i>	-	112,985	119,764
			<b>339,966</b>	<b>542,305</b>	<b>542,305</b>
2012/13	New Amenities Building - Duke Kent Oval - 5.42% - 10 years	22,000			
		<i>Interest</i>	1,066	972	873
		<i>Principal</i>	1,741	1,835	1,934
2013/14	New Amenities Building - Duke Kent Oval - 4.84% 5 years + 7% 5 years	31,680			
		<i>Interest</i>	1,502	1,377	1,246
		<i>Principal</i>	2,626	2,751	2,882
2014/15	New Amenities Building - Duke Kent Oval - 6% - 10 years	416,320			
		<i>Interest</i>	-	24,979	23,084
		<i>Principal</i>	-	31,585	33,480
			<b>6,935</b>	<b>63,499</b>	<b>63,499</b>
2012/13	Multi Purpose Stadium Facilities - 5.42% - 10 years	61,000			
		<i>Interest</i>	2,956	2,696	2,421
		<i>Principal</i>	4,827	5,087	5,362
2012/13	Multi Purpose Stadium Facilities - 5.42% - 10 years	100,000			
		<i>Interest</i>	4,846	4,420	3,970
		<i>Principal</i>	7,914	8,339	8,790
2014/15	Multi Purpose Stadium Facilities - 6% - 15 years	376,411			
		<i>Interest</i>	-	22,585	21,614
		<i>Principal</i>	-	16,172	17,142
2015/16	Multi Purpose Stadium Facilities - 6% - 15 years	7,163,550			
		<i>Interest</i>	-	-	429,813
		<i>Principal</i>	-	-	307,766
			<b>20,543</b>	<b>59,299</b>	<b>796,878</b>
2013/14	Oasis Energy Co-Generation Project - 4 years	200,912			
		<i>Interest</i>	6,788	3,241	234
		<i>Principal</i>	69,528	73,075	18,782
			<b>76,316</b>	<b>76,316</b>	<b>19,016</b>
2013/14	Equestrian Audit Recommendations - 4.84% - 5 years + 7% - 5 years	100,000			
		<i>Interest</i>	4,741	4,347	3,934
		<i>Principal</i>	8,291	8,685	9,098
			<b>13,032</b>	<b>13,032</b>	<b>13,032</b>
2013/14	RRL Headquarters - \$12K per year for 10 years	120,000			
		<i>Principal</i>	12,000	12,000	12,000
			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTALS
20,326	17,302	14,190	10,780	7,220	3,510	-	-	151,289
54,828	57,852	60,963	64,373	67,934	90,433	-	-	543,883
<b>75,154</b>	<b>75,154</b>	<b>75,154</b>	<b>75,154</b>	<b>75,154</b>	<b>93,942</b>	-	-	<b>695,172</b>
6,212	5,288	4,337	3,294	2,206	1,073	-	-	46,234
16,755	17,680	18,631	19,673	20,761	27,636	-	-	166,212
18,345	15,973	13,576	10,809	8,033	5,117	2,021	-	142,019
43,207	45,579	47,976	50,743	53,519	56,435	59,531	-	473,500
18,232	16,390	14,437	12,368	10,174	7,848	5,383	2,770	129,180
30,702	32,544	34,496	36,566	38,760	41,086	43,551	43,394	357,385
<b>133,453</b>	<b>133,453</b>	<b>133,453</b>	<b>133,453</b>	<b>133,453</b>	<b>139,194</b>	<b>110,485</b>	<b>46,164</b>	<b>1,314,531</b>
26,227	22,325	18,310	13,910	9,316	4,528	-	-	195,211
70,745	74,647	78,662	83,063	87,657	116,687	-	-	701,785
64,437	55,682	70,880	58,555	45,367	31,255	16,156	-	585,145
178,557	187,312	176,078	188,403	201,591	215,703	214,646	-	1,848,459
75,389	67,772	59,698	51,139	42,067	32,451	22,258	11,453	534,155
126,949	134,566	142,640	151,199	160,271	169,887	180,080	179,432	1,477,773
<b>542,305</b>	<b>542,305</b>	<b>546,269</b>	<b>546,269</b>	<b>546,269</b>	<b>570,512</b>	<b>433,140</b>	<b>190,885</b>	<b>5,342,527</b>
759	646	530	403	270	131	-	-	5,651
2,048	2,161	2,277	2,404	2,537	3,378	-	-	20,315
1,095	946	1,204	995	771	531	274	-	9,940
3,033	3,182	2,991	3,200	3,424	3,664	3,646	-	31,400
21,075	18,946	16,689	14,296	11,760	9,072	6,222	3,202	149,325
35,489	37,619	39,876	42,268	44,804	47,493	50,342	50,161	413,118
<b>63,499</b>	<b>63,499</b>	<b>63,567</b>	<b>63,567</b>	<b>63,567</b>	<b>64,268</b>	<b>60,485</b>	<b>53,363</b>	<b>629,749</b>
2,105	1,792	1,470	1,116	748	363	-	-	15,668
5,678	5,991	6,314	6,667	7,036	9,366	-	-	56,327
3,451	2,938	2,409	1,830	1,226	596	-	-	25,686
9,309	9,822	10,350	10,929	11,534	15,354	-	-	92,340
20,586	19,496	18,340	17,115	15,817	14,440	12,981	11,435	174,408
18,170	19,261	20,416	21,641	22,940	24,316	25,775	27,322	213,155
411,347	391,773	371,025	349,032	325,719	301,007	274,813	247,047	3,101,575
326,232	345,806	366,554	388,547	411,860	436,572	462,766	490,532	3,536,635
<b>796,878</b>	<b>796,878</b>	<b>796,878</b>	<b>796,878</b>	<b>796,878</b>	<b>802,014</b>	<b>776,335</b>	<b>776,335</b>	<b>7,215,795</b>
-	-	-	-	-	-	-	-	10,263
-	-	-	-	-	-	-	-	161,385
-	-	-	-	-	-	-	-	<b>171,648</b>
3,456	2,986	3,801	3,140	2,433	1,676	866	-	31,382
9,576	10,046	9,443	10,104	10,811	11,568	11,512	-	99,134
<b>13,032</b>	<b>13,032</b>	<b>13,244</b>	<b>13,244</b>	<b>13,244</b>	<b>13,244</b>	<b>12,378</b>	-	<b>130,515</b>
12,000	12,000	12,000	12,000	12,000	12,000	12,000	-	120,000
<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	-	<b>120,000</b>

# NEW EXTERNAL LOAN PROJECTS AND DEBT SERVICING - LONG TERM FINANCIAL PLAN

BORROWING YEAR	CAPITAL PROJECT	Amount Borrowed	2014/15	2015/16	2016/17
2013/14	Implement Animal Shelter Expansion (LIRS) - 5.39% - 10 years	117,870			
		<i>Interest</i>	6,194	5,643	5,127
		<i>Principal</i>	9,128	9,680	10,195
2014/15	Implement Animal Shelter Expansion (LIRS) - 6% - 10 years	542,130			
		<i>Interest</i>	-	32,528	30,060
		<i>Principal</i>	-	41,130	43,598
			<b>15,322</b>	<b>88,980</b>	<b>88,980</b>
2013/14	City Levee Project - 4.84% - 5 years + 7% - 5 years	199,750			
		<i>Interest</i>	9,471	8,683	7,858
		<i>Principal</i>	16,560	17,349	18,173
2014/15	City Levee Project - 6% - 10 years	293,750			
		<i>Interest</i>	-	17,625	16,288
		<i>Principal</i>	-	22,286	23,623
			<b>26,031</b>	<b>65,942</b>	<b>65,942</b>
2013/14	Rehabilitation Lakeside Drive (LIRS) - 5.39% - 10 years	523,630			
		<i>Interest</i>	27,516	25,068	22,776
		<i>Principal</i>	40,552	43,001	45,292
2014/15	Rehabilitation Lakeside Drive (LIRS) - 6% - 10 years	112,370			
		<i>Interest</i>	-	6,742	6,231
		<i>Principal</i>	-	8,525	9,037
			<b>68,068</b>	<b>83,336</b>	<b>83,336</b>
2014/15	Implement Bomen Roads Project - 6% - 15 years	836,000			
		<i>Interest</i>	-	50,160	48,005
		<i>Principal</i>	-	35,917	38,072
			-	<b>86,077</b>	<b>86,077</b>
2014/15	Bomen - Eunony Deviation - 6% - 10 years	785,625			
		<i>Interest</i>	-	47,138	43,561
		<i>Principal</i>	-	59,604	63,180
			-	<b>106,741</b>	<b>106,741</b>
2014/15	Riverina Intermodal Freight & Logistics Terminal - 6% - 15 years	4,695,000			
		<i>Interest</i>	-	281,700	269,597
		<i>Principal</i>	-	201,710	213,813
2015/16	Riverina Intermodal Freight & Logistics Terminal - 6% - 15 years	9,390,000			
		<i>Interest</i>	-	-	563,400
		<i>Principal</i>	-	-	403,420
2016/17	Riverina Intermodal Freight & Logistics Terminal - 7% - 15 years	4,695,000			
		<i>Interest</i>	-	-	-
		<i>Principal</i>	-	-	-
			-	<b>483,410</b>	<b>1,450,231</b>
2015/16	Lawn Cemetery Master Plan Stg 2A Works - 6% - 10 years	292,165			
		<i>Interest</i>	-	-	17,530
		<i>Principal</i>	-	-	22,166
2021/22	Lawn Cemetery Master Plan Stg 2A Works - 7% - 10 years	637,035			
		<i>Interest</i>	-	-	-
		<i>Principal</i>	-	-	-
			-	-	<b>39,696</b>
2016/17	Construct Estella Community Centre - 7% - 10 years	100,000			
		<i>Interest</i>	-	-	-
		<i>Principal</i>	-	-	-
			-	-	-
2018/19	Jubilee Park Synthetic Hockey Fields Replace - 7% - 10 years	600,000			
		<i>Interest</i>	-	-	-
		<i>Principal</i>	-	-	-
			-	-	-
	<b>TOTAL GENERAL DEBT SERVICING</b>	44,935,119			
		<i>Interest</i>	628,636	1,175,715	2,102,586
		<i>Principal</i>	869,806	1,474,426	2,234,333
			<b>1,498,442</b>	<b>2,650,141</b>	<b>4,336,919</b>

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTALS
	4,567	3,976	3,380	2,691	2,000	1,274	503	-	35,353
	10,756	11,346	11,943	12,632	13,323	14,049	14,819	-	117,870
	27,444	24,671	21,732	18,616	15,314	11,813	8,103	4,169	194,451
	46,214	48,987	51,926	55,042	58,344	61,845	65,555	65,319	537,961
	<b>88,980</b>	<b>88,980</b>	<b>88,980</b>	<b>88,980</b>	<b>88,980</b>	<b>88,980</b>	<b>88,980</b>	<b>69,489</b>	<b>885,635</b>
	6,903	5,965	7,593	6,273	4,860	3,348	1,731	-	62,685
	19,128	20,066	18,863	20,183	21,596	23,108	22,994	-	198,020
	14,870	13,368	11,775	10,087	8,298	6,401	4,390	2,259	105,362
	25,041	26,543	28,136	29,824	31,613	33,510	35,521	35,393	291,491
	<b>65,942</b>	<b>65,942</b>	<b>66,367</b>	<b>66,367</b>	<b>66,367</b>	<b>66,367</b>	<b>64,636</b>	<b>37,652</b>	<b>657,558</b>
	20,287	17,665	15,014	11,953	8,883	5,658	2,235	-	157,055
	47,781	50,404	53,055	56,116	59,185	62,410	65,834	-	523,630
	5,688	5,114	4,505	3,859	3,174	2,449	1,679	864	40,305
	9,579	10,154	10,763	11,409	12,093	12,819	13,588	13,539	111,506
	<b>83,336</b>	<b>83,336</b>	<b>83,336</b>	<b>83,336</b>	<b>83,336</b>	<b>83,336</b>	<b>83,336</b>	<b>14,403</b>	<b>832,495</b>
	45,721	43,299	40,733	38,012	35,128	32,071	28,831	28,831	390,791
	40,356	42,778	45,344	48,065	50,949	54,006	57,246	57,246	469,978
	<b>86,077</b>	<b>86,077</b>	<b>86,077</b>	<b>86,077</b>	<b>86,077</b>	<b>86,077</b>	<b>86,077</b>	<b>86,077</b>	<b>860,769</b>
	39,770	35,752	31,493	26,978	22,192	17,119	11,742	6,042	281,788
	66,971	70,989	75,248	79,763	84,549	89,622	94,999	94,657	779,583
	<b>106,741</b>	<b>106,741</b>	<b>106,741</b>	<b>106,741</b>	<b>106,741</b>	<b>106,741</b>	<b>106,741</b>	<b>100,699</b>	<b>1,061,371</b>
	256,769	243,170	228,756	213,476	197,280	180,113	161,915	142,625	2,175,401
	226,642	240,240	254,654	269,934	286,130	303,298	321,495	340,785	2,658,700
	539,195	513,537	486,340	457,511	426,953	394,561	360,225	323,830	4,065,552
	427,626	453,283	480,480	509,309	539,867	572,259	606,595	642,991	4,635,831
	328,650	315,572	301,578	286,604	270,582	253,439	235,096	215,468	2,206,988
	186,836	199,914	213,908	228,882	244,904	262,047	280,390	300,017	1,916,898
	<b>1,965,716</b>	<b>1,965,716</b>	<b>1,965,716</b>	<b>1,965,716</b>	<b>1,965,716</b>	<b>1,965,716</b>	<b>1,965,716</b>	<b>1,965,716</b>	<b>17,659,371</b>
	16,200	14,790	13,296	11,712	10,033	8,253	6,366	4,367	102,547
	23,496	24,906	26,400	27,984	29,663	31,443	33,329	35,329	254,716
	-	-	-	-	-	44,592	41,365	37,912	123,869
	-	-	-	-	-	46,107	49,334	52,788	148,229
	<b>39,696</b>	<b>39,696</b>	<b>39,696</b>	<b>39,696</b>	<b>39,696</b>	<b>130,395</b>	<b>130,395</b>	<b>130,395</b>	<b>629,361</b>
	7,000	6,493	5,951	5,371	4,751	4,087	3,376	2,616	39,645
	7,238	7,745	8,287	8,867	9,487	10,151	10,862	11,622	74,259
	<b>14,238</b>	<b>14,238</b>	<b>14,238</b>	<b>14,238</b>	<b>14,238</b>	<b>14,238</b>	<b>14,238</b>	<b>14,238</b>	<b>113,904</b>
	-	-	42,000	38,960	35,708	32,227	28,503	24,519	201,917
	-	-	43,427	46,466	49,719	53,199	56,923	60,908	310,642
	-	-	<b>85,427</b>	<b>85,427</b>	<b>85,427</b>	<b>85,427</b>	<b>85,427</b>	<b>85,427</b>	<b>512,559</b>
	2,308,046	2,157,262	2,074,765	1,900,562	1,715,994	1,564,778	1,356,115	1,155,925	18,140,385
	2,518,439	2,649,112	2,822,235	2,996,438	3,181,007	3,508,634	3,267,541	2,977,259	28,499,230
	<b>4,826,486</b>	<b>4,806,374</b>	<b>4,897,000</b>	<b>4,897,000</b>	<b>4,897,000</b>	<b>5,073,412</b>	<b>4,623,657</b>	<b>4,133,184</b>	<b>46,639,615</b>



# NEW EXTERNAL LOAN PROJECTS AND DEBT SERVICING - LONG TERM FINANCIAL PLAN

BORROWING YEAR	CAPITAL PROJECT	Amount Borrowed	2014/15	2015/16	2016/17
Airport Masterplan Projects					
2009/10	Airport Pavement Upgrade - 7% - 25 years	3,133,340			
		Interest	286,314	246,196	227,933
		Principal	251,283	215,997	234,261
			537,597	462,193	462,193
2011/12	Develop Precinct 2A - 6.44% - 15 years	6,015,614			
		Interest	347,985	330,367	309,765
		Principal	280,865	298,483	319,085
			628,850	628,850	628,850
	TOTAL AIRPORT DEBT SERVICING	9,148,954			
		Interest	634,299	576,563	537,697
		Principal	532,147	514,480	553,346
			1,166,446	1,091,043	1,091,043
Stormwater Levy Projects					
2011/12	Remediate Wollundry Lagoon - 6.44% - 15 years	1,005,000			
		Interest	58,136	55,193	51,751
		Principal	46,923	49,866	53,308
	TOTAL STORMWATER LEVY DEBT SERVICING		105,059	105,059	105,059
SEWER FUND DEBT SERVICING					
2015/16	Sewer Capital - 6% - 10 years	1,758,384			
		Interest	-	-	105,503
		Principal	-	-	133,405
2016/17	Sewer Capital - 7% - 30 years	5,587,164			
		Interest	-	-	-
		Principal	-	-	-
2017/18	Sewer Capital - 7% - 30 years	3,387,891			
		Interest	-	-	-
		Principal	-	-	-
2018/19	Sewer Capital - 7% - 30 years	2,556,220			
		Interest	-	-	-
		Principal	-	-	-
2019/20	Sewer Capital - 7% - 30 years	3,279,761			
		Interest	-	-	-
		Principal	-	-	-
2020/21	Sewer Capital - 7% - 10 years	2,751,806			
		Interest	-	-	-
		Principal	-	-	-
2021/22	Sewer Capital - 7% - 10 years	3,578,098			
		Interest	-	-	-
		Principal	-	-	-
			-	-	238,908
2007/08	Sewer 2010 - 7.1% - 30 years	36,000,000			
		Interest	2,448,343	2,408,385	2,365,447
		Principal	535,621	575,579	618,517
			2,983,964	2,983,964	2,983,964
	TOTAL SEWER DEBT SERVICING	58,899,324			
		Interest	2,448,343	2,408,385	2,470,950
		Principal	535,621	575,579	751,922
			2,983,964	2,983,964	3,222,872
CONSOLIDATED DEBT SERVICING		113,988,397			
		Interest	3,769,415	4,215,856	5,162,984
		Principal	1,984,496	2,614,351	3,592,909
			5,753,911	6,830,208	8,755,893

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTALS
	208,124	186,641	163,342	138,072	110,665	80,942	48,704	13,741	1,710,675
	254,069	275,552	298,852	324,122	351,528	381,251	413,489	332,904	3,333,307
	<b>462,193</b>	<b>462,193</b>	<b>462,193</b>	<b>462,193</b>	<b>462,193</b>	<b>462,193</b>	<b>462,193</b>	<b>346,645</b>	<b>5,043,982</b>
	290,363	265,621	242,364	216,923	189,747	160,779	130,742	96,751	2,581,407
	338,487	363,229	386,486	411,927	439,102	468,071	498,108	532,099	4,335,942
	<b>628,850</b>	<b>628,850</b>	<b>628,850</b>	<b>628,850</b>	<b>628,850</b>	<b>628,850</b>	<b>628,850</b>	<b>628,850</b>	<b>6,917,349</b>
	498,488	452,262	405,705	354,995	300,412	241,721	179,446	110,492	4,292,082
	592,556	638,781	685,338	736,048	790,630	849,322	911,597	865,003	7,669,249
	<b>1,091,043</b>	<b>1,091,043</b>	<b>1,091,043</b>	<b>1,091,043</b>	<b>1,091,043</b>	<b>1,091,043</b>	<b>1,091,043</b>	<b>975,495</b>	<b>11,961,330</b>
	48,510	44,376	40,491	36,240	31,700	26,861	21,842	16,164	431,263
	56,549	60,683	64,568	68,819	73,359	78,198	83,217	88,895	724,385
	<b>105,059</b>	<b>105,059</b>	<b>105,059</b>	<b>105,059</b>	<b>105,059</b>	<b>105,059</b>	<b>105,059</b>	<b>105,059</b>	<b>1,155,648</b>
	97,499	89,014	80,021	70,487	60,382	49,671	38,316	26,281	617,173
	141,409	149,894	158,887	168,421	178,526	189,238	200,592	212,627	1,532,999
	391,101	386,961	382,531	377,791	372,719	367,291	361,484	355,271	2,995,149
	59,148	63,288	67,719	72,459	77,531	82,958	88,765	94,979	606,847
	-	237,152	234,642	231,955	229,081	226,005	222,715	219,193	1,600,744
	-	35,866	38,376	41,063	43,937	47,012	50,303	53,825	310,381
	-	-	178,935	177,041	175,014	172,845	170,525	168,042	1,042,403
	-	-	27,061	28,955	30,982	33,151	35,472	37,955	193,576
	-	-	-	229,583	227,153	224,552	221,770	218,792	1,121,850
	-	-	-	34,721	37,151	39,752	42,535	45,512	199,671
	-	-	-	-	192,626	178,685	163,767	147,805	682,883
	-	-	-	-	199,169	213,111	228,028	243,990	884,298
	-	-	-	-	-	250,467	232,339	212,942	695,747
	-	-	-	-	-	258,974	277,102	296,499	832,575
	<b>689,157</b>	<b>962,175</b>	<b>1,168,172</b>	<b>1,432,476</b>	<b>1,824,272</b>	<b>2,333,712</b>	<b>2,333,712</b>	<b>2,333,712</b>	<b>13,316,297</b>
	2,319,305	2,269,721	2,216,438	2,159,180	2,097,651	2,031,531	1,960,479	1,884,127	24,160,607
	664,659	714,243	767,526	824,784	886,313	952,433	1,023,485	1,099,837	8,662,997
	<b>2,983,964</b>	<b>2,983,964</b>	<b>2,983,964</b>	<b>2,983,964</b>	<b>2,983,964</b>	<b>2,983,964</b>	<b>2,983,964</b>	<b>2,983,964</b>	<b>32,823,604</b>
	2,807,905	2,982,849	3,092,567	3,246,038	3,354,626	3,501,048	3,371,395	3,232,452	32,916,557
	865,216	963,291	1,059,569	1,170,402	1,453,609	1,816,629	1,946,282	2,085,224	13,223,344
	<b>3,673,121</b>	<b>3,946,139</b>	<b>4,152,136</b>	<b>4,416,440</b>	<b>4,808,236</b>	<b>5,317,676</b>	<b>5,317,676</b>	<b>5,317,676</b>	<b>46,139,901</b>
	5,662,949	5,636,748	5,613,528	5,537,835	5,402,732	5,334,407	4,928,799	4,515,033	55,780,286
	4,032,761	4,311,867	4,631,711	4,971,708	5,498,605	6,252,783	6,208,636	6,016,381	50,116,208
	<b>9,695,709</b>	<b>9,948,615</b>	<b>10,245,239</b>	<b>10,509,543</b>	<b>10,901,338</b>	<b>11,587,190</b>	<b>11,137,435</b>	<b>10,531,414</b>	<b>105,896,495</b>

## 10. Long Term Financial Plan Capital Program

The Ten Year Capital Works Program and the proposed funding source for each item has been included below. The timing for the delivery of these projects and estimated

costs is based on the best available information and is subject to change as part of the annual review of the Long Term Financial Plan.

### LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
	<b>Environmental &amp; Community Services</b>		
1	Lawn Cemetery Master Plan Stage 2A Works	Borrowings (Cemetery Capital Reserve - Future Years Loan Repayments)	Manager Parks Strategic Operations
2	Crematorium Office Extension	Cemetery Capital Reserve	Manager Parks Strategic Operations
3	Crematorium - Furnace Hot Face Reline	Cemetery Capital Reserve	Manager Parks Strategic Operations
4	Renew Street Trees in line with condition and life expectancy	GPR	Manager Parks Strategic Operations
5	Subdivision Tree Planting	Contributions	Manager Parks Strategic Operations
6	Estella West and Gobbagombalin Playground	S94*	Manager Environment and Recreation Services
7	Explorer Park at Amundsen Street - Embellishment and landscape works	S94*	Manager Environment and Recreation Services
8	Lineal Park (Promenade - Amundsen) - Corridor Recreation Improvements	S94*	Manager Environment and Recreation Services
9	Estella Sportsground Land Acquisition & Development (Acquisition 17/18 - OS22, Development 18/19 - OS4)	S94*	Manager Environment and Recreation Services
10	Land Adjacent Estella Sportsground Acquisition (OS28)	S94*	Manager Environment and Recreation Services
11	Oasis Pool Joint Replacement	Oasis Building Renewal Reserve	Manager Environment and Recreation Services
12	Oasis - Diving Board Replacements	Oasis Building Renewal Reserve	Manager Environment and Recreation Services
13	Upgrade Jubilee Park Clubhouse Ground Level Changeroom	S94*	Manager Environment and Recreation Services
14	Jubilee Park - Replace existing synthetic surfaces at the Jubilee Park Hockey Complex	Hockey Association Contribution \$200,000 + Infrastructure Reserve \$200,000 + Borrowings \$600,000	Manager Environment and Recreation Services
15	Estella - Neighbourhood Open Space Works	S94*	Manager Environment and Recreation Services
16	Construct Estella Community Centre	S94* \$600,000 + GPR \$199,643 + S94 (Old Plan) \$121,838 + Reserve \$178,519 + Borrowings \$100,000 (GPR - Future Years Loan Repayments)	Manager Environment and Recreation Services
17	Boorooma New Playground - Open Space Works	S94*	Manager Environment and Recreation Services

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
292,165						637,035			
							318,150		
		100,000							
65,000	67,500	102,000	104,500	107,000	109,500	112,000	114,500	117,000	119,500
30,000	90,000	30,000	30,000	30,000	90,000	30,000	30,000	30,000	30,000
				150,000					
365,186									
913,100									
		1,500,000	1,300,000						
		1,500,000							
							111,100		
				30,300					
		100,000							
			1,000,000						
		31,816							
	1,200,000								
	51,481								



# LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
18	Construction of Bourkelands Neighbourhood Park	S94A*	Manager Environment and Recreation Services
19	Construction of Forest Hill Neighbourhood Park	S94A*	Manager Environment and Recreation Services
20	Construction of Lake Albert Neighbourhood Park	S94A*	Manager Environment and Recreation Services
21	Construction of Mt Austin Neighbourhood Park	S94A*	Manager Environment and Recreation Services
22	Replace Softfall - Botanic Gardens Adventure Playground	GPR	Manager Environment and Recreation Services
23	Indoor Multi Purpose Stadium	Borrowings \$7,163,550 + PCYC Contribution \$1,830,000 (Sale of Land + Contribution) + Netball Contribution \$250,000 + Royal Lifesaving NSW Contribution \$205,000 + Sale of Land \$400,000	Manager Environment and Recreation Services
24	Implement Recreational Assets Capital Works Plan	GPR	Manager Environment and Recreation Services
25	Implement Sportsgrounds Lighting Program - Jubilee Park Hockey	GPR	Manager Environment and Recreation Services
26	Implement Sportsgrounds Lighting Program - Anderson Oval	GPR	Manager Environment and Recreation Services
27	Implement Sportsgrounds Lighting Program - Forest Hill	GPR	Manager Environment and Recreation Services
28	Implement Sportsgrounds Lighting Program - Frenchs Field	GPR	Manager Environment and Recreation Services
29	Implement Sportsgrounds Lighting Program - Harris Park	GPR	Manager Environment and Recreation Services
30	Implement Sportsgrounds Lighting Program - McPherson Oval	GPR	Manager Environment and Recreation Services
31	Implement Sportsgrounds Lighting Program - Estella	GPR	Manager Environment and Recreation Services
32	Implement Sportsgrounds Lighting Program - Ashmont Oval	GPR	Manager Environment and Recreation Services
33	Implement Sportsgrounds Lighting Program - TBA	GPR	Manager Environment and Recreation Services
34	Renew Parks Facilities	GPR	Manager Environment and Recreation Services
35	Renew Playground Equipment	GPR	Manager Environment and Recreation Services
36	Renew Recreational Facilities	S94A \$9,653 + GPR balance	Manager Environment and Recreation Services
37	Upgrade of Backstage Equipment - Civic Theatre	GPR	Manager Cultural and Community Services
38	Acquire pieces for the Australian Print Collection	GPR	Manager Cultural and Community Services



# LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
39	Acquire pieces for the National Art Glass Collection	GPR	Manager Cultural and Community Services
40	Welcoming - Roundabouts	Public Art Reserve	Manager Cultural and Community Services
41	Connecting - NightLights/BrightLights	Public Art Reserve	Manager Cultural and Community Services
42	Connecting - Exhibition Centre & Bolton Pk	Public Art Reserve	Manager Cultural and Community Services
43	Placeshaping - VillageWorks	Public Art Reserve	Manager Cultural and Community Services
44	Placeshaping - NeighbourWorks	Public Art Reserve	Manager Cultural and Community Services
45	Placeshaping - ArtWorks	Public Art Reserve	Manager Cultural and Community Services
46	Public Art Projects - TBA	Public Art Reserve	Manager Cultural and Community Services
	<b>Total Capital Works - Environmental &amp; Community Services</b>		
	<b>Infrastructure Services</b>		
47	Amundsen Bridge - Boorooma East to Boorooma	S94*	Manager Engineering
48	Bakers Lane and Inglewood Road - Intersection improvements	S94*	Manager Engineering
49	Bakers Lane and Sturt Highway - Intersection improvements	S94*	Manager Engineering
50	Bakers Lane Widening	S94*	Manager Engineering
51	Boorooma Street Slip Lane into Boorooma West	S94*	Manager Engineering
52	Bourke Street and Bourkelands Drive Intersection Upgrade	S94*	Manager Engineering
53	Farrer Road Improvements	S94*	Manager Engineering
54	Glenfield Road Corridor – Widening/ duplication of rail bridge and associated drainage. (Note - includes additional work for Glenfield Road - Urana Street Intersection upgrade)	S94*	Manager Engineering
55	Glenfield Road/Pearson St - Red Hill Rd to Dobney Ave Widening to 4 lanes (Full length-3 km)	S94*	Manager Engineering
56	Harris Road/Pine Gully Road - Dual Lane Roundabout	S94*	Manager Engineering
57	Koorungal Road Widening to 4 lanes (Full length - 4km)	S94*	Manager Engineering
58	Old Narrandera Road - Second Carriageway for 600m	S94A* \$100,000 + S94* \$737,428	Manager Engineering

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	25,000	25,000								
	50,000	50,000								
	80,000									
	25,000	25,000								
	25,000	25,000								
	14,000	14,000								
			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	12,325,055	2,506,136	4,218,951	3,217,525	1,113,346	1,008,867	1,602,033	1,410,686	998,276	1,015,530
	0	281,512								
	0	17,675								
	0	44,188								
	0	330,082								
			297,000							
		107,252								
	126,354	1,137,182	0							
		100,000	0	3,117,550						
			1,394,272							
		0	1,211,564							
						1,179,768				
					837,428					



## LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
59	Old Narrandera Road/Olympic Highway Roundabout	S94A* \$100,000 + S94* \$577,886	Manager Engineering
60	Pine Gully Road - Bike Track	S94*	Manager Engineering
61	Pine Gully Road - Second Carriageway for 1.2km	S94A* \$100,000 + S94* \$1,840,965	Manager Engineering
62	Pine Gully Road/Old Narrandera Road - Intersection Upgrade	S94*	Manager Engineering
63	Red Hill Rd – Widen to 4 lanes Plumpton Rd to Glenfield Plus widening at Dalman & Yentoo 2.7km	S94*	Manager Engineering
64	Red Hill Road and Hudson Drive – Intersection improvements	S94*	Manager Engineering
65	Implement unfunded Traffic Committee resolutions as adopted by Council	GPR	Manager Engineering
66	Upgrade Existing Bus Shelters	GPR	Manager Engineering
67	Implement Street Lighting Improvements Program - Roads and Traffic Facilities (as per schedule)	GPR \$50,000 + S94A* \$19,714	Manager Engineering
68	Replace Emu Plains Bridge	Bridge Replacement Reserve	Manager Engineering
69	Replace Graveyard Creek Bridge	Bridge Replacement Reserve	Manager Engineering
70	Replace Tim Hedditch Bridge	GPR	Manager Engineering
71	Capital renewal - reseal program	GPR + Regional Roads Block Grant \$287,256 (incrementing 3% each yr)	Manager Engineering
72	Conduct Heavy Patching Program	GPR	Manager Engineering
73	Conduct Urban Asphalt Program	GPR	Manager Engineering
74	Supplementary Regional Roads Block Grant - project TBA	Block Grant -Supp	Manager Engineering
75	Pavement Rehabilitation Program	R2R Grant \$770,116 (incrementing 3% each yr) + Regional Roads Block Grant \$574,511 (incrementing 3% each yr) + GPR Balance	Manager Engineering
76	Replace Kerb and Gutter	GPR + Kerb & Gutter Reserve \$123K (2015/16 only)	Manager Engineering
77	Gravel Resheets	GPR	Manager Engineering
78	Maintain Roads - Village and Rural Area	S94A*	Manager Engineering
79	Renew and Replace Culverts	GPR	Manager Engineering



# LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
80	Improve Footpaths	S94A \$16,088 + GPR \$83,912	Manager Engineering
81	Replace Plant and Equipment	Plant Replacement Reserve \$2,420,950 + Sale of Plant \$1,037,550 (amounts adjusted slightly each future fin yr)	Manager Procurement Services
82	Sewer Reticulation Scheme - Oura	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
83	Install Sewage Pumping Station Storage - Gracelands - SPS20	Sewer Reserve	Manager Waste and Stormwater Services
84	Renew Sewage Treatment Works - Tarcutta	Sewer Reserve	Manager Waste and Stormwater Services
85	Renew Sewage Treatment Works - Uranquinty	Sewer Reserve	Manager Waste and Stormwater Services
86	Sewer - Pump Station - SPS15 Hammond Avenue - New Assets	2017/18 - Borrowings (Sewer Reserve - Future Years Loan Repayments), 2018/19 - Sewer Reserve	Manager Waste and Stormwater Services
87	Sewer - Operation Overload	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
88	Sewer - Pump Station - SPS03 Simmons Street - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
89	Sewer - Pump Station - SPS10 Wiradjuri - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
90	Sewer - Pump Station - SPS34 Tarcutta - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
91	Sewer - Pump Station - SPS52 Henry Street - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
92	Sewer - Pump Station - SPS53 William Street - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
93	Sewer - Pump Station - SPS54 Marah Street - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
94	Sewer - SPS04 Bolton Park - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
95	Sewer - Pump Station - SPS01 Sheppard Street - Renewals	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
96	Sewer - Pump Station - SPS02 Forsyth Street - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
97	Sewer - Pump Station - SPS03 Simmons Street - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
98	Sewer - Pump Station - SPS04 Bolton Park - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
99	Sewer - Pump Station - SPS06 Shaw Street - Renewals	Sewer Reserve	Manager Waste and Stormwater Services

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
3,826,500	3,164,300	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
	3,848,948								
		144,817							
		100,000					12,947		
		20,533					35,786		
		401,016	2,719						
		358,235				102,353			
					108,684				
				20,390					
			6,796	47,578					
				2,718					
			6,796	36,703					
			6,796	29,906					
		27,188	299,063						
		484,138							
0							600,000		
	342,109								
			212,311						
	229,384								



# LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
100	Sewer - Pump Station - SPS09 Cartwrights Hill - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
101	Sewer - Pump Station - SPS10 Wiradjuri - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
102	Sewer - Pump Station - SPS12 CSU - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
103	Sewer - Pump Station - SPS15 Hammond Avenue - Renewals	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
104	Sewer - Pump Station - SPS17 Cleardale - Renewals	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
105	Sewer - Pump Station - SPS18 Industrial - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
106	Sewer - Pump Station - SPS20 Gracelands - Renewals	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
107	Sewer - Pump Station - SPS21 Smith Street Forest Hill - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
108	Sewer - Pump Station - SPS26 Kyeamba - Renewals	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
109	Sewer - Pump Station - SPS27 Tarcoola - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
110	Sewer - Pump Station - SPS28 Equex - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
111	Sewer - Pump Station - SPS56 Moorong Street - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
112	Sewer - Pump Stations - General Upgrades	Sewer Reserve	Manager Waste and Stormwater Services
113	Sewer - Pump Station - SPS06 Shaw Street - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
114	Sewer - Pump Station - SPS12 CSU - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
115	Sewer - Pump Station - SPS13 Olympic Highway - New Assets	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
116	Sewer - Pump Station - SPS16 Koorringal - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
117	Sewer - Pump Station - SPS19 Estella - New Assets	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
118	Sewer - Pump Station - SPS21 Smith Street - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
119	Sewer - Pump Station - SPS22 Elizabeth Street - New Assets	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
120	Sewer - Pump Station - SPS23 Ashmont - New Assets	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
121	Sewer - Pump Station - SPS24 Lakehaven West - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
122	Sewer - Pump Station - SPS29 Gobba - New Assets	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
				107,352						
				18,410						
231,824										
				1,054,907						
		209,118				99,725				
			209,118							
		195,607								
		136,698								
		187,192								
		164,469								
		119,866								
130,386										
	100,000									
	61,171									
0	52,010									
	840,413									
	61,172									
						228,939				
					34,081	5,117				
		1,032,585								
			1,337,543	822,870						
						61,421				
					286,242					

# LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
123	Sewer - Pump Station - SPS31 Uranquinty - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
124	Sewer - Pump Station - SPS39 Copland Street - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
125	Sewer - Pump Station - SPS41 Glenfield East - New Assets	2019/20 - Sewer Reserve, 2020/21 + 2021/22 - Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
126	Sewer - Pump Station - SPS49 Springvale - New Assets	2020/21 - Sewer Reserve, 2021/22 - Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
127	Sewer Treatment Works - Forest Hill Plant - New Assets	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
128	Sewer Treatment Works - Narrung Street General Improvements - New Assets	Sewer Reserve	Manager Waste and Stormwater Services
129	Sewer - Gravity Network Extension - New Assets	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
130	Sewer - Pump Station - SPS31 Uranquinty - Renewals	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
131	Sewer - Pump Station - SPS34 Tarcutta - Renewals	2019/20 - Borrowings (Sewer Reserve - Future Years Loan Repayments), 2023/24 - Sewer Reserve	Manager Waste and Stormwater Services
132	Sewer - Pump Station - SPS57 Mangoplah 2 - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
133	Sewer Treatment Works - Collingullie Villages - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
134	Sewer Treatment Works - Mangoplah Villages - Renewals	Sewer Reserve	Manager Waste and Stormwater Services
135	Sewer Pump Stations - Forsyth St New Sewer Pump Station	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
136	Sewer Pump Stations - Structural Report	Sewer Reserve	Manager Waste and Stormwater Services
137	Sewer - Pump Station - SPS 08 Boorooma - Increase Pump Capacity	Sewer Reserve	Manager Waste and Stormwater Services
138	Sewer - Pump Station - SPS 08 Boorooma - Emergency/Wet Weather Detention STG	Sewer Reserve	Manager Waste and Stormwater Services
139	Sewer - Pump Station - SPS01 + SPS02 Sewer Rising Main Network Diversion	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
140	Sewer - Ashmont SPS, Rising Main & Gravity Main Upgrade	Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
141	Implement Road and Drainage Works - Hammond Avenue - Industrial Areas	S94A*	Manager Waste and Stormwater Services
142	Extend Drainage Trickle Flow - west of Elizabeth Avenue Forest Hill	Stormwater DSP * \$144,000 + Stormwater Drainage Reserve \$98,513	Manager Waste and Stormwater Services
143	Implement Stormwater Drainage - Fernleigh Rd Trickle Flow from culvert north west of Rules Club to detention basins - Wagga West DSP Area	Stormwater DSP * \$357,306 + Stormwater Drainage Reserve \$28,800	Manager Waste and Stormwater Services



# LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
144	Implement Stormwater Drainage - Tarcoola Rd - Wagga East DSP Area	Stormwater DSP * \$314,405 + Stormwater Drainage Reserve \$28,800	Manager Waste and Stormwater Services
145	Implement Stormwater Drainage Improvements - Jubilee Oval to Red Hill Rd - Wagga West DSP Area	Stormwater DSP * \$265,580 + Civil Projects Reserve \$24,000	Manager Waste and Stormwater Services
146	Undertake Stormwater Drainage Upgrade - Contour Ridge (Lloyd) approx 5 km - Wagga West DSP Area	Stormwater DSP * \$119,102 + Stormwater Drainage Reserve \$9,600	Manager Waste and Stormwater Services
147	Undertake Stormwater Drainage Upgrade - Day, Higgins, Tarcutta St - Wagga West DSP Area	Stormwater DSP * \$248,129 + Stormwater Drainage Reserve \$20,000	Manager Waste and Stormwater Services
148	Improve Stormwater drainage - Kincaid St end to Flowerdale pumping station - Wagga West DSP Area	Stormwater DSP * \$318,695 + Civil Projects \$28,800	Manager Waste and Stormwater Services
149	GWMC - Construction of a new Waste Cell (Design + Construction)	Solid Waste Reserve	Manager Waste and Stormwater Services
150	GWMC - Cell Capping	Solid Waste Reserve	Manager Waste and Stormwater Services
151	GWMC - Road Rehabilitation	Solid Waste Reserve	Manager Waste and Stormwater Services
152	GWMC - Alternate Waste Treatment Facility (Business Case 15/16 + Construction 16/17)	Solid Waste Reserve	Manager Waste and Stormwater Services
153	Eliminate Sewer Joint Connections	Sewer Reserve	Manager Waste and Stormwater Services
154	Implement renewal program for Gravity Sewer	Sewer Reserve	Manager Waste and Stormwater Services
155	Implement Sewer Mains Rehabilitation Program	Sewer Reserve	Manager Waste and Stormwater Services
156	Install Sewer Network Extensions	2015/16 - Sewer Reserve, 2021/22 Borrowings (Sewer Reserve - Future Years Loan Repayments)	Manager Waste and Stormwater Services
157	Replacement and Renewal of Sewer Plant	Sewer Reserve	Manager Waste and Stormwater Services
158	Flood Pumps - Progressively Upgrade Pumps	GPR	Manager Waste and Stormwater Services
159	Stormwater Pollution Traps	Stormwater Levy	Manager Waste and Stormwater Services
160	Upgrade of Stormwater pit lids to lightweight lids	GPR	Manager Waste and Stormwater Services
161	Stormwater DSP Project Allocation - TBA	Stormwater DSP	Manager Waste and Stormwater Services
	<b>Total Capital Works - Infrastructure Services</b>		



	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	343,205									
		289,580								
		128,702								
		268,129								
		347,495								
				150,000	4,242,000				150,000	4,500,000
	250,000									
					500,000					
	250,000	2,000,000								
	140,809	140,809	140,809	140,809	140,809	140,809	140,809	140,809	140,809	140,809
	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
	30,000						1,224,096			
	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	40,400	40,400	40,400	40,400	40,400	40,400	40,400	40,400	40,400	40,400
	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		40,400			40,400			40,400		
						500,000	500,000	500,000	500,000	500,000
	17,837,121	25,678,384	21,974,431	23,330,392	26,021,139	23,012,946	21,630,981	18,734,920	18,502,333	23,076,050

# LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
	<b>Commercial &amp; Economic Development</b>		
162	Riverina Intermodal Freight & Logistics Hub	2015/16 - Borrowings \$9.39M (GPR + S94A \$200K - Future Years Loan Repayments) + Grant funds \$7.25M + Sale of Land \$1.12M + Internal Loans Reserve \$2.19M (Repaid in 2016/17 + 2017/18 when land sales are realised) + S94A \$52K, 2016/17 - Borrowings \$4.69M (GPR - Future Years Loan Repayments) + Grant funds \$3.63M + Sale of Land \$1.12M + Internal Loans Reserve \$535K (Repaid in 2017/18 when land sales are realised)+ S94A \$27K	Manager CED Strategic
163	Upgrade Airconditioning - Civic Centre	S94* Recoupment	Manager Council Businesses
164	Civic Centre Air-Conditioning Upgrade	GPR	Manager Council Businesses
165	Buildings - Civic Theatre - Air-Conditioning Upgrade	Civic Theatre Operating Reserve	Manager Council Businesses
166	Civic Centre Southern Lift Control Upgrade	GPR	Manager Council Businesses
167	LMC - Capital - RFID network renewal	LMC Reserve	Manager Council Businesses
168	LMC - Computer network upgrades	LMC Reserve	Manager Council Businesses
169	LMC - Road overlays	LMC Reserve	Manager Council Businesses
170	LMC - Re-use Water System (Solids Separation & Aeration)	LMC Reserve	Manager Council Businesses
171	LMC - Additional Cattle Unloading Ramp	LMC Reserve	Manager Council Businesses
172	LMC - Additional Draft & Selling Pens in Cattle Yards	LMC Reserve	Manager Council Businesses
173	LMC - New Ablutions Block in Sheepyards	LMC Reserve	Manager Council Businesses
174	LMC - Relocate Trucking Yards	LMC Reserve	Manager Council Businesses
175	LMC - Additional Sheepyards	LMC Reserve	Manager Council Businesses
176	LMC - Asphalt Overlay all Roads & Parking Areas	LMC Reserve	Manager Council Businesses
177	Renew Community Amenities - Henwood Park	GPR	Manager Council Businesses
178	Renew Community Amenities - Collingullie Oval	GPR	Manager Council Businesses

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	20,010,000	10,005,000								
				606,000						
	84,184									
					303,000					
			102,000							
						50,000				
	50,000									
	165,000									
	300,000									
	75,000									
	350,000									
	150,000									
	200,000									
		350,000								
			1,123,080							
		190,962								
		196,690								

## LONG TERM FINANCIAL PLAN CAPITAL PROGRAM - 2015/16 - 2024/25

Ref	Project Description	Funding Source	Responsibility
179	Renew Community Amenities - Bolton Park	GPR	Manager Council Businesses
180	Renew Community Amenities - Anderson Oval	GPR	Manager Council Businesses
181	Renew Community Amenities - Frenchs Fields	GPR	Manager Council Businesses
182	Renew Community Amenities - Kessler Park	GPR	Manager Council Businesses
183	Renew Community Amenities - Ashmont Oval	GPR	Manager Council Businesses
184	Renew Community Amenities - Forest Hill Oval	GPR	Manager Council Businesses
185	Renew Community Amenities - Uranquinty Sports Ground	GPR	Manager Council Businesses
186	Renew Community Amenities - TBA	GPR	Manager Council Businesses
	<b>Total Capital Works - Commercial &amp; Economic Development</b>		
	<b>TOTAL LTFP CAPITAL PROGRAM</b>		

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			202,590							
				208,668						
					214,928					
						221,375				
							228,016			
								234,856		
									241,901	
										249,158
	21,384,184	10,742,652	1,427,670	814,668	517,928	271,375	228,016	234,856	241,901	249,158
	51,546,360	38,927,172	27,621,052	27,362,585	27,652,413	24,293,188	23,461,030	20,380,462	19,742,510	24,340,738