

Long Term Financial Plan

INDEX

Executive Summary	Page 1
COVID-19 Financial Impact	Page 3
Financial Strategy	Page 4
Planning Assumptions	Page 9
Major Projects	Page 11
Contributions, Grants and Donations	Page 15
Financial Forecast Assumptions	Page 16
Sensitivity Analysis	Page 24
Scenarios – Financial Modelling	Page 26
Appendices	Page 30

Executive Summary

The Long Term Financial Plan (LTFP) is an essential element of the resourcing strategy which details how the strategic aspirations of Wagga Wagga City Council (Council) as outlined in the Community Strategic Plan 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 resourcing capacity with the required skills and experience 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.

These interrelated plans consider the capacity of Council to deliver its responsibilities within the Community Strategic Plan that fall under the auspices of Council. Each element informs the Delivery Plan which outlines the strategies in place to meet these responsibilities.

Wagga Wagga City Council's Long Term Financial Plan is a 10 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 Long Term Financial Plan is formulated using a number of estimates and assumptions, to project the future revenue and expenditure required of Council to deliver those services, projects and programs expected by the community. In doing

so, it addresses the resources that impact Council's ability to fund its services and capital works whilst remaining financially sustainable.

Council has reviewed the previous Long Term Financial Plan and adjustments have been made as part of this process. The proposed budget for 2022/23 is balanced with the remaining financial years projecting deficits for the 10-year rolling plan.

Due to the COVID-19 pandemic and the financial impact it has had on Council's facilities and operations at the Airport, adjustments have been incorporated into the 2022/23 budget and ongoing for the 10 years of the Long Term Financial Plan for the Airport facility only.

The already projected deficit positions from 2023/24 to 2031/32 highlight the significant issues that Council has been facing with revenue restrictions, which has resulted in the requirement to increase the use of borrowings to fund projects, with significant loan repayments for the future 9 years of the plan.

The Long Term Financial Plan is reviewed during the year and changes adopted via the Monthly Financial Performance Report that is presented to Council. This report assesses Council's performance against budget each month. If there are any changes to the budget as a result of this process they are reported to Council and adjusted in the Long Term Financial Plan.

Long Term Financial Plan Objectives

The objectives of Wagga Wagga City Council's Long Term Financial Plan are:

- to provide a forecast financial position over 10 years to ensure that Council remains financially sustainable
- to support the implementation of Wagga View: Community Strategic Plan 2040
- to identify and highlight future challenges, issues and financial trends to ensure that they are proactively addressed
- to ensure compliance with legislative requirements of integrated planning and reporting contained in the Local Government Act 1993 and the guidelines produced by the NSW Office of Local Government

COVID-19 Financial Impact

The World Health Organisation declared COVID-19 a pandemic on 11 March 2020. Organisations have faced significant financial challenges and local councils have not been immune to these financial challenges.

Wagga Wagga City Council has had to be responsive to the city's changing needs in line with advice and guidance received from the NSW Government (NSW Health) and Federal Government (Department of Health) in relation to the management and ongoing recovery of the COVID-19 (Coronavirus) pandemic.

Whilst Council has continued to support the community with fee waivers and fee reductions, Council still has a financial responsibility for the long-term sustainability of the organisation. With the initial reduction of services and the closure of some Council businesses and facilities since the pandemic commenced, this has continued to have an impact on Council's future operational budgets, in particular with the operations at the Wagga Wagga Airport.

The Long Term Financial Plan provides an indication of the likely financial impact for the Airport on Council's 10 year budgets. As part of this modelling, the assumption has been made that the reduced services for the Airport will continue for the next 2-3 years due to buyer behaviour and continued restrictions with air travel. These initial adjustments to the budgets in the first 3 years, also impact on the base for the remaining 7 years of the Long Term Financial Plan.

The estimated high-level financial impact for the Airport from 2022/23 – 2024/25 after extensive modelling has been conducted is shown in the table below:

Airport Function	Estimated Budgeted Net Impact		
	2022/23	2023/24	2024/25
Airport Passenger Charges Income	(\$1,388,953)	(\$993,657)	(\$580,296)
Airport Carparking (net impact)	(\$178,360)	(\$127,168)	(\$74,016)
Airport Security Screening (net impact)	(\$78,945)	(\$56,919)	(\$33,501)
Estimated Financial Impact due to COVID-19	(\$1,646,258)	(\$1,177,744)	(\$687,813)

These unprecedented times has meant that Council has faced significant financial challenges as a result of the COVID-19 pandemic to remain financially sustainable, with the ongoing review of forecast deficits during last financial year and ongoing at the Airport.

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.

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.

The six key principles employed in Council's financial planning process are:

Financial Strategy 1

Financial Sustainability

Financial Sustainability is the ability for Council to provide the facilities, services and infrastructure that the community needs and expects over the medium to longer term. This includes being able to manage likely developments and unexpected financial shocks in the future.

Over the past few years, Council has faced significant challenges in maintaining a stable position in previous Long Term Financial Plans. During the development of the 2014/24 Long Term Financial Plan, the Wagga Wagga City Council implemented critical decision-making processes adjusting its operations to ensure a more financially sustainable path.

In many cases external factors exert significant pressure on Council's long term sustainability. Some of the external factors include:

- Council's regulatory environment that defines the scope and boundaries by which Council must conduct its business
- The announcement in May 2014 of the freeze on the indexation of the Financial Assistance Grant
- Continual lower than anticipated allowable rate peg increases
- Cost shifting by government with examples such as the contributions to the NSW Fire Brigade; inadequate funding for public libraries; and the cost of regulation of companion animals
- Growth and urban development increasing Wagga's population and therefore increasing the demands on existing infrastructure, facilities and services provided
- The financial impact (including the lower interest rates that has a direct impact on the return on Council's investments) from the COVID-19 pandemic has all added additional pressure for Council to remain financially sustainable into the future.

Each of the above factors result in an income gap with costs increasing at a greater rate than revenue. Council has again conducted a comprehensive annual review of all budgets for the 2022/23 Long Term Financial Plan, which demonstrates its commitment to remaining financially sustainable and reducing the income gap.

Balanced Budgets

With each annual budget process Council aims at a minimum, to achieve a balanced budget which allows the organisation to maintain a positive unrestricted cash and investments balance. This position gives flexibility to maintain liquidity and fund any unforeseen expenditures or discretionary funding deficits.

The Base Case budget detailed in this Long Term Financial Plan indicates Council will maintain a balanced budget for 2022/23 only. Arriving at this balanced position was a complex and challenging task. These ongoing adjustments will continue to 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.

The budget for 2022/23 is balanced with the remaining nine financial years projecting deficits for the 10-year rolling plan as shown in the table.

2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
0	(1,083,853)	(1,124,243)	(4,294,473)	(4,749,770)	(2,115,003)	(1,882,293)	(1,171,757)	(1,147,644)	(331,319)

Council's 10-year budgeted bottom lines - surplus/(deficits)

These figures will again be reviewed as part of the 2023/24 Long Term Financial Plan to ensure that a balance budget for at least the initial financial year is achieved.

Maintain Unrestricted Cash and Investments

Unrestricted cash and investments represent a measure of liquidity/net financial position. Council's unrestricted cash and investments allows for day to day liquidity and ensures the organisation is able to manage any budget shocks during the year, which may include unforeseen expenditure overruns and income shortfalls.

Wagga Wagga City Council, as a prudent financial manager, has set a minimum level of \$3.5M which should be maintained. This ensures it 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.

With the budgeted deficits for the remaining 9 years of the Long Term Financial Plan, the challenge is maintaining this minimum level of Unrestricted Cash into the future.

Financial Strategy 2

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 Council's liabilities and commitments, along with managing 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 available to directly support the Community Strategic Plan initiatives and projects.

Into the future, there will continue to be more scrutiny placed on the use of these internally restricted reserves for the potential diversion of funds to other areas in response to Council's ongoing financial pressures. Externally restricted reserves will also be considered, where appropriate, ensuring that approvals are sought where required.

Council will closely monitor its investment performance as part of its monthly and quarterly budget reviews to demonstrate its financial health and sustainability.

Financial Strategy 3

Effective utilisation of funding sources to fund capital works

The Long Term Capital Works Program identifies the various funding sources proposed for each capital project. Council will utilise grant funding where available, internal reserves where applicable, and borrowings where it is deemed necessary and intergenerational equity is considered appropriate.

Council is also utilising borrowings through the Low Cost Loans Initiative (LCLI) program that was announced by NSW Planning & Environment to assist councils with the cost of new infrastructure that enables new housing supply. This initiative provides a 50% interest subsidy on projects that meet the criteria under the program. Council was successful in its application to Rounds 1 and 2 of the program for relevant capital works projects.

Financial Strategy 4

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

Wagga Wagga City Council is committed to the ongoing review of its service delivery as part of a continuous improvement process. Specifically, Council is seeking to identify if the services it delivers are relevant and necessary to the community as well as appropriate in the current environment. The continual improvement process includes determining if the services meet the needs and expectations of the community as set out in the Community Strategic Plan.

The continuous improvement process aims to achieve the following objectives:

- Assist in informing Councillors, the community and Council's staff on what, how and why it 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 if any efficiencies can 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 onto a pending projects list or unfunded activities, or by making budget cuts that may not align with the Community Strategic Plan.

- Continue moving the organisational culture to one of a “can do attitude and 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 the services that Wagga Wagga City Council provides the best value for its community.

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

- Review of fees and charges that are deemed cost recovery to ensure a closer alignment with actual costs
- Energy savings and carbon reduction initiatives
- E-Business and online service initiatives
- Improved information management systems and technology
- Review of capital project delivery, procedures and outcomes
- Utilisation of allowable reserves for internal loans in preference to external borrowings where possible
- Utilisation of lower cost borrowings where possible including the Low Cost Loans Initiative (LCLI)
- Refinancing of high interest loan borrowings where possible and where it is cost effective taking into account exit costs

Financial Strategy 5

Maintain/move towards above benchmark results against key performance indicators

Council will work towards improving its financial position against key performance measures and benchmarks as set by the Office of Local Government (OLG).

These reportable ratio results are also included in Council’s annual financial statements.

Financial Strategy 6

Narrow the Infrastructure Funding Gap

Wagga Wagga City Council's Asset Management Plans identify a shortfall in current expenditure on the maintenance and renewal of infrastructure assets. This represents a risk to the organisation 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 wherever possible 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
- Increasing the use of subsidised loan borrowings under the Low Cost Loans Initiative (LCLI) where relevant projects receive a 50% interest subsidy on borrowings utilised
- Reassessing asset conditions and what constitutes a "satisfactory" condition

At the front of everyone's minds is the recovery from the Covid-19 pandemic. Earlier this year, the International Monetary Fund predicted a slightly lower world output of 4.4% for 2022 over the 2021's 5.9%. This is mostly due to the continuous resurgence of Omicron cases in different parts of the world which in turn causes countries to import mobility restrictions that impact global supply chains.

In conjunction with rising energy prices, this pushes inflation up higher than expected, especially in the United States and emerging and developing economies. China's real estate sector continues to struggle with growth and their private consumption is also lower than expected. These predictions were also made before the Ukrainian crisis, which further raises oil and gas prices which in turn pushes inflation higher and creates more uncertainty in the market.

According to the Reserve Bank of Australia (RBA), the Australian economy is seemingly resilient at this stage with unemployment at its lowest since 2008 at 4.2% and is expected to fall further. The low unemployment in conjunction with a labour shortage is increasing labour costs and therefore wages are increasing.

RBA chose to hold the cash rate at 0.1% and await further responses from the market and monitor inflation levels while the market stabilises. Critical factors to determine the RBA's decision of the cash rate lies in the supply chains influence on inflation as well as global energy prices.

Real estate markets around the nation are slowing, even though financial conditions remain accommodative and interest rates low. A too quick decision to change the lending conditions could be counterproductive in the pursuit to return to a stable economy.

The Covid-19 period has created a large change in the migration patterns with many records being broken. During March 2021, 104,100 people moved interstate, which is the highest of a March quarter since 1996. Over the last 2 years, both NSW and VIC have seen deficits in migration while Queensland have seen a large positive migration. A large loss is coming from the capital cities. During the March quarter, 11,800 people left the greater capital cities. The largest net loss on record since the inception of the series in 2001. Due to the high increases in regional housing, it is believed a large portion has moved to regional cities such as Wagga Wagga.

It is hard to track the changes in migration to the regions and it's even harder to do it in real time. From a Wagga Wagga perspective, population growth will help to grow the economy and help fill roles in this labour shortage market.

The large amount of projects being undertaken in the Riverina region will continue to demand a significant number of workers who in turn will spend money locally and create a positive spiral of economic growth.

With change, there are also challenges. Keeping up with construction of housing and infrastructure to accommodate the growth will be a large part of those challenges.

The Wagga Wagga Special Activation Precinct will attract a large and diverse mix of business investment which will not only provide many jobs but also put Wagga

Wagga on the map for regional production and distribution. Other major projects such as Energy Connect, Snowy Hydro and Wagga Hydrogen Hub will establish Wagga Wagga as the central energy hub of regional NSW.

Combining all these factors, Wagga Wagga has a long a period of growth ahead of it that will change the regional landscape to a powerhouse of sustainable production and distribution.

Major Projects

Included in Council's 2022/23 Long Term Financial Plan Capital Works Program are the following significant projects with a budget of over \$5M:

Project	Estimated Year(s) of construction	Estimated Total Cost
Levee Bank System Upgrades	2017/18 - 2023/24	\$23.3M
Airport Redevelop Terminal	2022/23	\$8.6M
Dunns Road Upgrade	2020/21 - 2022/23	\$8.3M
Northern Sporting Precinct	2020/21 - 2022/23	\$6.6M
Pine Gully Road Corridor Works	2020/21 - 2022/23 + 2025/26 - 2026/27	\$7.2M
Glenfield Road Corridor Works	2022/23 - 2028/29	\$19.2M
Bolton Park Upgrade	2022/23 - 2026/27	\$40.0M
Jubilee Park – Athletics Park Upgrade	2022/23	\$5.5M
GWMC – Domestic Precinct	2022/23 - 2024/25	\$7.1M
GWMC – Construction of a new Waste Cell + Monocell	2021/22 + 2022/23	\$7.8M

The potential uncertainties around some of Council's planned major projects have the ability to have a significant impact on the Long Term Financial Plan, both in regards to timing and costing and the utilisation of funding sources.

Levee Bank Upgrades - Upgrades of Main City Levee and North Wagga Levees

Wagga Wagga City Council have recently completed Stage 1 and 2 of the Main City Levee Upgrade which has upgraded the Main City Levee to a 1 in 100-year level of protection. These works have resulted in the strengthening of the levee system to help safeguard the central business district and many of the city's critical assets and thousands of homes.

The Floodplain Risk Management Advisory Committee has commissioned an independent peer review of the North Wagga component of the overall Floodplain Risk Management Study and Plan. The review will look at the process surrounding the risk assessment strategy and consultation processes for all flood mitigation options proposed for North Wagga.

The original estimated cost of upgrading the Main City Levee to a 1 in 100-year level of protection and upgrading the North Wagga Levee to a 1 in 20 year level of protection is \$23.3M.

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

Project	Indexed Estimated Cost	Grant funding (proposed)	Council's one-third share
Upgrade of Main City Levee System	\$14.9M	\$9.7M	\$5.2M
Upgrade of North Wagga Levee System	\$8.4M	\$5.8M	\$2.6M

	Total	\$23.3M	\$15.5M	\$7.8M
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With the commitment of Federal and State funding for the project, Council is funding its one-third share of the cost from a Special Rate Variation (SRV) which commenced in 2016/17 and concluded in 2020/21.

The modelling assumed a construction period of five years, but this is conditional of the timing and conditions of funding from NSW Office of Environment and Heritage.

Airport – Redevelop Terminal

This project is for the redevelopment of the passenger terminal precinct, as a result of increased passenger numbers and aviation related activity and reaching operational capacity at the Airport.

This upgrade will allow the Airport to continue to operate safely and comfortably in the future, whilst managing current and growing passenger numbers and supporting the growth and expansion of the range of general aviation businesses and other operators relying on the Airport.

The program of works includes the expansion of the arrival and departures terminal, construction of covered walkway and accessible parking area and reconfiguration of the front-of-house access.

Upgrade Roads and Traffic Facilities – Dunns Road

This project is for the improvement and upgrade of road and traffic facilities along the length of Dunns Road, including the upgrade of the existing 2.8km sealed section and sealing of the remaining 2.2km of unsealed road. These works will also include a roundabout at the intersection of Holbrook and Dunns Road, and the upgrade to an appropriate channelised right hand turn facility at the Olympic Highway and Dunns Road intersection. There will also be the installation of Intelligent Traffic Signs (ITS), wire safety rope barriers and w-beams along sections of the rural portion of the road, as well as line marking and cross road drainage.

The total proposed project budget of \$8.3M for Dunns Road is to be partly funded from a Federal grant of \$5.8M and External Loan Borrowings of \$2.5M with repayments from General Purpose Revenue in future financial years.

Northern Sporting Precinct

This project has been identified as part of Council's Recreation, Open Space and Community Strategy 2040 (ROSC) as well as previous and current infrastructure contribution plans for the development of a regional sporting facility to cater for the expanding northern growth area of Wagga Wagga.

The intent of this project is to create a centralised activity precinct for the wider community including community meeting facilities and improved and expanded sporting facilities located at Peter Hastie Oval.

The Peter Hastie Oval site will include the following works:

- A sports oval with amenities and lighting (existing)
- 2 new rectangular sports fields
- Amenities building
- Lighting
- Footpaths
- Playground
- Skate and Bicycle park
- Carpark

Pine Gully Road Corridor Works

As part of the adopted S7.11 Developer Contributions plan, funds have been identified for the Pine Gully Road Corridor works upgrade, as a result of increasing traffic volumes generated by the growth of Charles Sturt University, the construction of the Estella Public School, The Riverina Anglican College and the growth of the suburbs of Estella, Gobbagombalin and Boorooma.

The works will include increasing the capacity of intersections and arterial roads providing access to and from these areas, which will include the construction of new roads, roundabouts and the upgrade of existing roads and intersections.

Glenfield Road Corridor Works

The project proposes to construct a new rail bridge on the western side of the existing bridge to a height which will provide clearance for “double-stacking” of containers on freight-rail underneath. The project also proposes to widen Glenfield Road from two to four-lanes and upgrade various intersections and treatments along the length of Glenfield Road.

This project is included in the Wagga Wagga Local Infrastructure Contributions Plan 2019-2034 and funded from S7.11 developer contributions, as well as Council contributions from loan borrowings which will be repaid in later financial years from general purpose revenue.

Bolton Park Upgrade

This upgrade of Bolton Park is listed in the recommendations contained in the 2018 Bolton Park Masterplan which aimed to guide the future development of all areas of the Bolton Park Precinct including the Oasis Regional Aquatic Centre, Robertson Oval, Jim Elphick Tennis Centre, Bolton Park Stadium, Bolton Park Open Space, Skate Park, croquet facilities and cricket needs.

This project has also been identified in the Wagga Wagga Local Infrastructure Contributions Plan 2019-2034. Funding for the project includes S7.11 contributions, Council loan borrowings, and grant funding.

Jubilee Park – Athletics Park Upgrade

The redevelopment of the complex would include a synthetic track that would allow year round use and the ability for Wagga Wagga to host regional and state based

events. The redevelopment would also enable future proofing of the venue for a number of years with the installation of a synthetic athletics track reducing operational costs. This project would also include infield sports facilities, sand silt drainage, sports field lighting, upgrade of buildings on site and relocation of long jump.

This project has been identified in the Wagga Wagga Local Infrastructure Contributions Plan 2019-2034. Funding for the project includes S7.11 contributions, and grant funding.

GWMC – Domestic Precinct

Council will make major improvements at Gregadoo Waste Management Centre including new weighbridges and associated approach roads, control building and carpark.

The new weighbridge will be located toward the entrance of the Centre to facilitate weighing and improve management of waste and recycling activities.

The planned new domestic precinct centre will see small vehicles and the general public separated from the large vehicles and waste contractors with emphasis on waste separation.

The project includes the following works:

- Transfer Station
- Office Relocation
- Community Recycling Centre
- Roadworks

GWMC – Construction of a new General Waste Cell and Monocell

Funding has been provided for a new general waste cell and monocell which is to be developed in accordance with the needs and growth of the community. The project has also been established from legislative requirements as per the commitments from the Gregadoo Waste Management Centre Environmental Impact Statement including airspace cost calculations.

The current general waste cell is nearing the end of its life and only has another projected 18 months before it reaches capacity. This new cell will provide a vastly increased capacity for the disposal of general waste, bushfire and natural disaster generated waste.

The new Monocell construction is a purpose-built waste cell for the disposal of specialist waste such as asbestos and lead slag waste.

These 2 projects have been jointly funded from State Government grants and the Solid Waste Reserve.

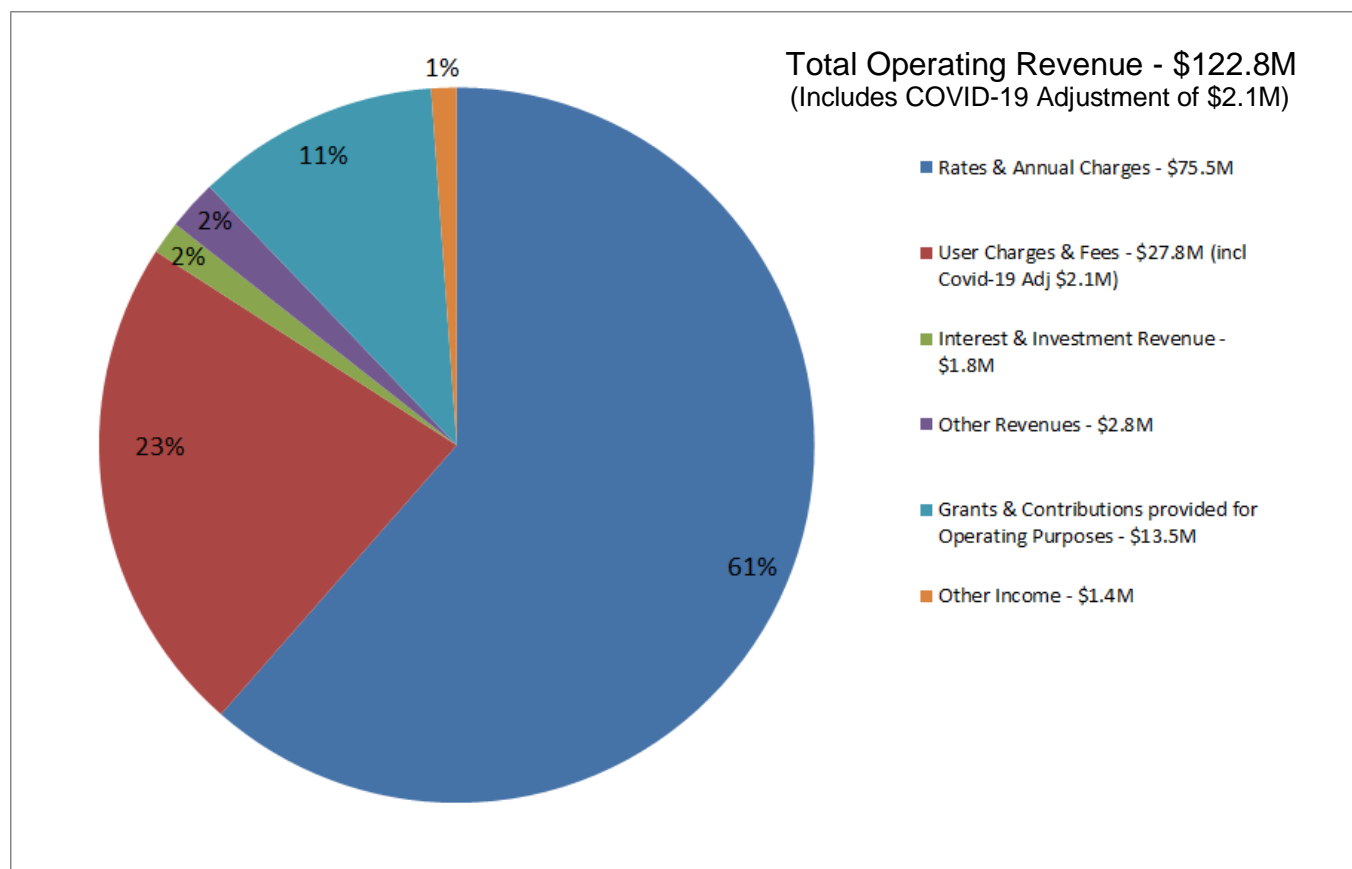
Contributions, Grants and Donations provided by the Wagga Wagga City Council to the Community

Wagga Wagga City Council contributes to the community utilising a variety of methods which includes contributions, donations, fee waivers and grant program funding, previously totalling over \$2M annually.

The community organisations who have previously received financial assistance have been provided advice that this assistance may not be available as the new process will include a funding application similar to Council's existing annual grant approval process.

OPERATING REVENUE

The chart shown below represents Wagga Wagga City Council's budgeted operating revenue by category for the 2022/23 financial year including the proposed adjustment to revenue categories for the Airport COVID-19 estimated impacts:



Rates & Annual Charges

Rates

The Independent Pricing and Regulatory Tribunal (IPART) determines the rate peg each year. In response to a request from the NSW Government, there was a recent review conducted by IPART on the methodology of this calculation.

The previous calculation included the change in the Local Government Cost Index, a productivity factor as well as any other pertinent legislative and industry factors. This has now been updated to include a population factor which is equal to the annual change in residential population, adjusted for revenue received from supplementary variations (which are adjustments to council's general income).

This is to ensure that a balance is made between Council maintaining costs for existing service levels and providing additional services to meet the growing demand of residents and businesses, by keeping pace with population growth and improving financial sustainability.

The Base Case scenario includes an ordinary rate increase for 2022/23 of 0.7% as announced by IPART in December 2021 as well as a 1% growth in rateable residential properties. This was a decrease on the 2022/23 forecasted rate peg which was set at 2%, resulting in a reduction in budgeted general rates revenue of \$342K. The budgeted increase in rates for 2023/24 onwards is 2.5% with an additional 1% growth factor in rateable residential properties for the Long Term Financial Plan.

The risk that Council may incur in relation to the amount of rates revenue forecast in the Long Term Financial Plan is that the rate peg announced annually by IPART may be below the budgeted annual percentages that have been forecasted, which has been the case for the 2022/23 LTFP resulting in a significant negative impact to Council's 10 year bottom line as show in the table below:

2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
(342,466)	(349,417)	(356,511)	(363,749)	(371,135)	(378,673)	(386,364)	(394,213)	(402,223)	(410,267)

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 scenario which is included in the 2022/23 Long Term Financial Plan is:

- 2022/23 to 2025/26 - 5% increase plus a 1% growth factor for domestic services
- 2026/27 to 2031/32 – 3% increase plus a 1% growth factor for domestic services

Sewer Charges

Sewer charges are also modelled at achieving full cost recovery including a component for future site rehabilitation and depreciation consistent with Council's Return on Investment Policy for council businesses. The rate used in the Base Case scenario which is included in the 2022/23 Long Term Financial Plan is:

- 2022/23 to 2031/32 - 3% increase plus a 1% residential growth factor

Stormwater Management Service Charge

The maximum amount for annual stormwater services is prescribed by legislation.

These charges are as follows:

- Residential - \$25.00 per property
- Residential Strata - \$12.50 per occupancy
- Business - \$25.00 per 350 m²
- Business Strata - \$5.00 per strata title

This is the basis for which the Base Case and all scenarios of the Long Term Financial Plan are forecasted.

User Fees & Charges

The Base Case scenario of the Long Term Financial Plan initially includes a projected average increase in user fees and charges generally between 3% - 5%. 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.

This revenue category in the 2021/30 Long Term Financial Plan, had the most significant financial impact of all of Council's revenue categories due to the COVID-19 pandemic with the closure of many of Council's cultural and sporting facilities such as the Oasis, Civic Theatre, Art Gallery and Visitor Information Centre as well as the imposed restrictions that were placed on events and sporting events. It is now proposed that Council's fees and charges will revert to pre COVID-19 estimated income, with only the Airport proposed to continue to have significant reductions in income as demonstrated in the table below.

Financial Year	Assumed reduction on pre-COVID-19 budgeted income	\$ impact
2022/23	50% income reduction estimated	(\$2,141,618)
2023/24	35% income reduction estimated	(\$1,534,900)
2024/25	20% income reduction estimated	(\$898,024)
2025/26	Estimated to return to pre-COVID-19 original budgeted income at 2020/21 levels	(\$511,263)

Interest & Investment Revenue

Given the continued low interest rate environment, it is difficult for Council to ascertain with any certainty what actual investment returns are likely to be over the 10 years of the plan. With this in mind, it has become apparent that Council can no longer continue to rely on additional investment income over the life of the Long Term Financial Plan.

Wagga Wagga City Council's investment revenue is linked to the expected balance of the portfolio over the 10 years of the plan. For the Base Case scenario, the projected interest rates are a 0.95% - 2.73% return on investment over the life of the plan.

Grants & Contributions

Grants

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 impact on the delivery of services and projects identified in the Long Term Financial Plan.

Developer Contributions

Developer contributions income has been projected in line with the adopted Wagga Wagga Local Infrastructure Contributions Plan 2019-2034. The projects identified in

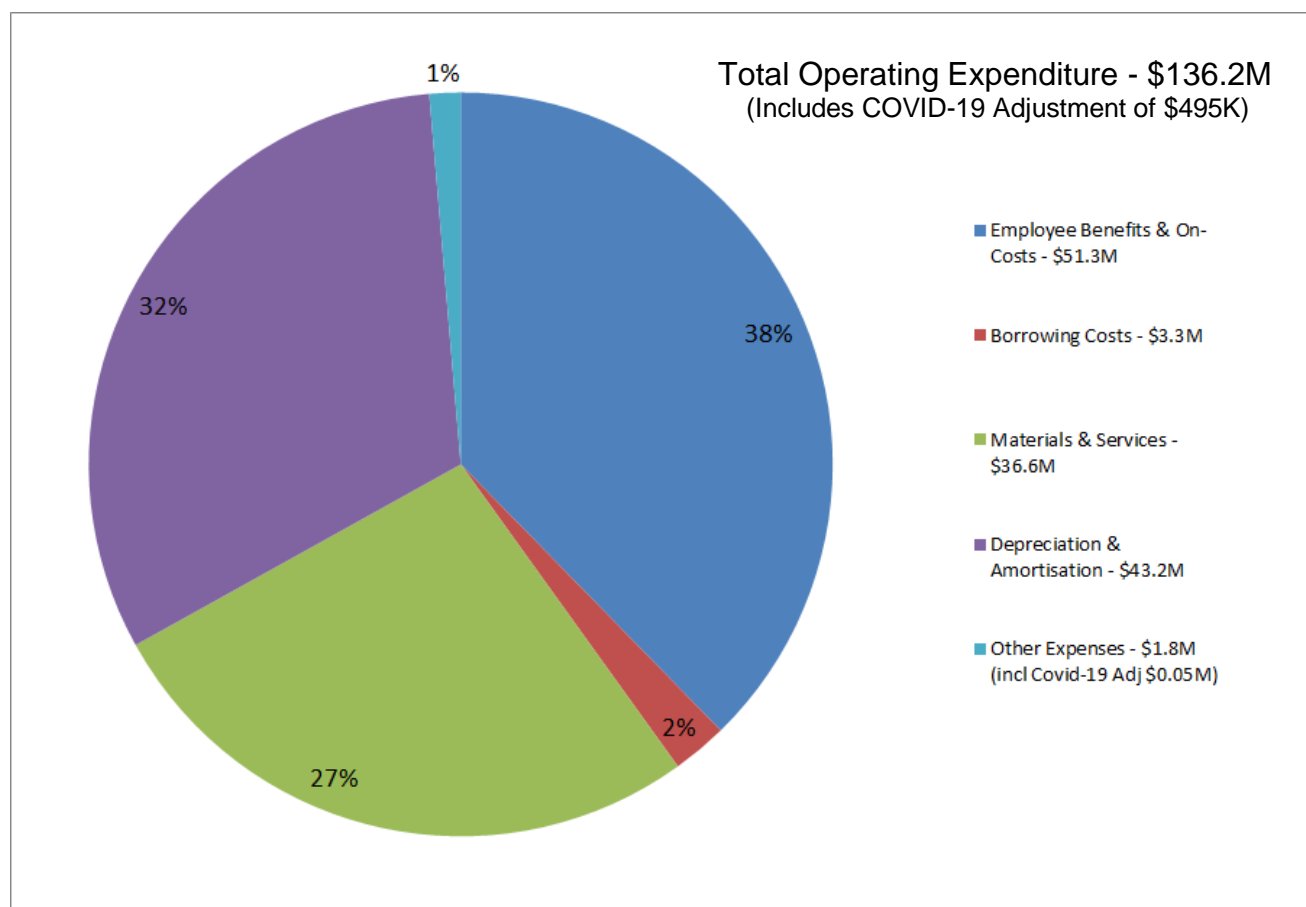
this new plan have also been reflected in the 10-year capital works program. These plans are subject to review annually with each year of the plan updated accordingly.

Other Revenues

Other revenue includes fines, income from sale of goods, 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 Long Term Financial Plan, where applicable other revenue has been projected at a 3% increase on the 2021/22 financial year budget and corresponds to historical trends.

OPERATING EXPENDITURE

The chart shown below represents the Wagga Wagga City Council's budgeted operating expenses by category for the 2022/23 financial year including the proposed adjustment to expense categories for COVID-19 estimated impacts:



Employee Benefits and On Costs

Under the NSW Local Government Award, on average staff receive a 2% pay increase each year. Combining the award increase, performance based increase and the associated on costs, the annual increase factored into the budget for employee costs is 4%.

Borrowing Costs (including Low Cost Loans Initiative)

External Loan Borrowings

Budgeted borrowing costs (excluding LCLI) of \$26.6M have been conservatively forecast for project funding with the following assumptions used:

- | | | | |
|---|-------|---------|--------------|
| • | 3.25% | 2022/23 | 10 year term |
| • | 3.5% | 2023/24 | 10 year term |
| • | 3.75% | 2024/25 | 10 year term |
| • | 4% | 2025/26 | 10 year term |
| • | 4.25% | 2026/27 | 10 year term |
| • | 4.5% | 2027/28 | 10 year term |

- 4.75% 2028/29 10 year term
- 5% 2029/30 10 year term
- 5.25% 2030/31 10 year term
- 5.5% 2031/32 10 year term

If borrowing rates increase substantially or more borrowings are utilised, then Wagga Wagga City Council will have to adjust the borrowings program as well as capital programs so that an affordable level of debt is always maintained.

Low Cost Loans Initiative (LCLI)

NSW Planning & Environment announced a \$500M Low Cost Loans Initiative (LCLI) in late April 2018. The key aim of the LCLI is to enable new housing supply.

The essential elements of the initiative are:

- the NSW Government will refund 50% of the costs of council's interest payments on loans for eligible infrastructure
- the council is responsible for repaying the loan which is funded by NSW Treasury Corp (TCorp), or another financial institution of the council's choice
- Loans taken out must be for a minimum of \$1M and have a fixed interest rate and must be no longer than 10 years
- Councils showing that planned infrastructure will be substantially completed by 30 June 2021 will be preferred for LCLI support

Council was successful in its Round 1 and 2 applications to NSW Planning & Environment for eligible infrastructure projects of \$31.5M predominantly funded from Section 7.11 Contributions, Stormwater DSP Contributions, Civil Infrastructure Reserve and the Sewer Reserve. This has resulted in cashflow adjustments to these funding sources which will now be funded through external borrowings with a 50% interest subsidy to be received, and the remaining borrowing costs to be funded from these reserves.

Low Cost Loans borrowing costs for Round 1 are based on indicative interest rates for remaining budgeted projects of \$10.3M as follows:

- 2.6% 2022/23 6 year term
- 2.9% 2025/26 3 year term
- 3% 2026/27 2 year term

Low Cost Loans borrowing costs for Round 2 are based on indicative interest rates for remaining budgeted projects of \$4.5M as follows:

- 2.85% 2022/23 7 year term
- 2.95% 2023/24 6 year term

Materials & Contracts

The cost of materials and contracts is to be maintained within existing annual budget allocations.

Depreciation

The forecasted depreciation expense is reflective of the new capital additions and purchases over the term of the Long Term Financial Plan. Depreciation levels are subject to an ongoing review with each year of the plan.

Other Expenses

Utilities

An increase has been projected in the Long Term Financial Plan for electricity of 7% and gas and water costs of 5% per annum. Wagga Wagga City Council is actively pursuing efficient alternative sources of energy including the adopted energy saving capital projects as well as the recently completed LED street lighting upgrade project in order to reduce the effect of these costs where possible, with these projected savings included in the Long Term Financial Plan.

Insurance

It has been assumed that all insurances for 2022/23 and ongoing in the Long Term Financial Plan will increment between 10%-12.5% depending on the insurance policy.

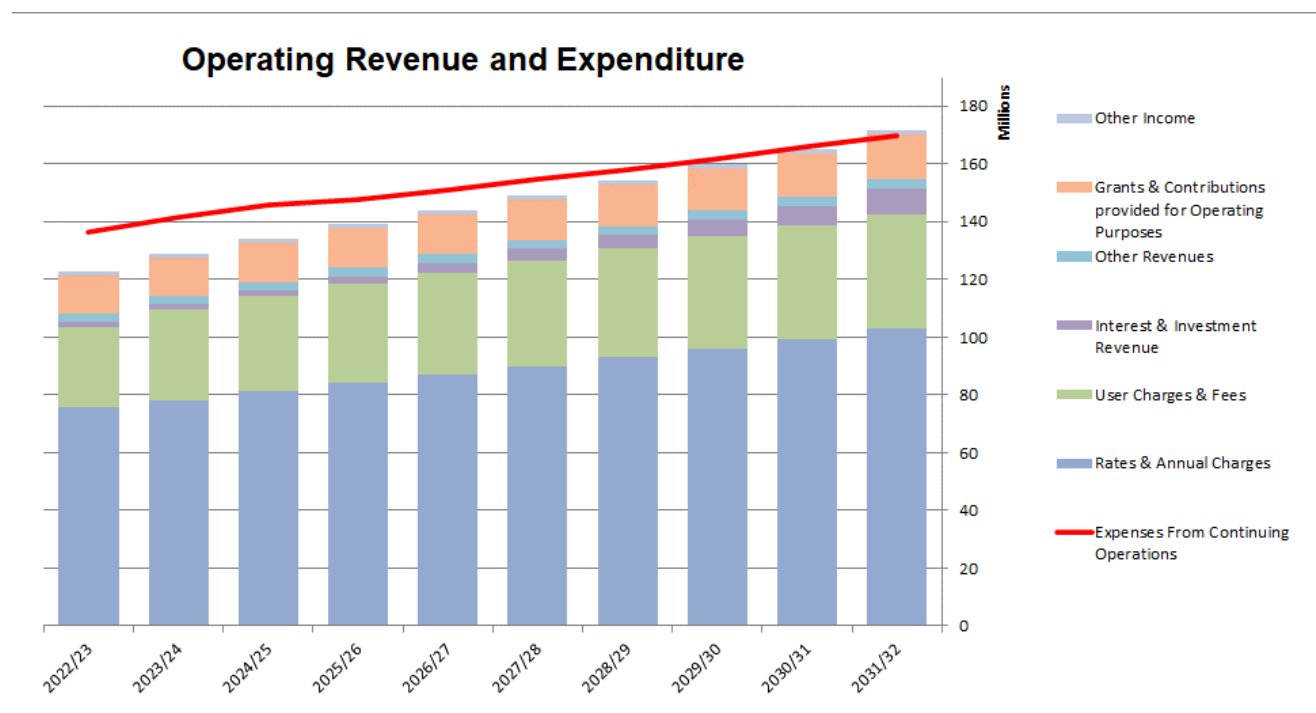
Other Operating Expenses

The cost of other operating expenses other than Utilities and Insurance costs are to be maintained within existing budgets.

There is however a budgeted reduction due to the ongoing impact from COVID-19 on Airport operations as demonstrated in the table below.

Financial Year	Assumed reduction on pre-covid budgeted expense	\$ impact
2022/23	50% reduction estimated	\$495,361
2023/24	35% reduction estimated	\$357,156
2024/25	20% reduction estimated	\$210,212
2025/26	Estimated to return to pre-COVID-19 original budgeted expense for at 2020/21 levels	\$148,738

The graph shown below demonstrates the relationship between operating revenue and operating expenditure and includes the adjustments that have been included in the 2022/23 budget as a result of COVID-19.



As shown in this graph, Wagga Wagga City Council's operating expenditure including depreciation is greater than its operating income for the 10 years of the LTFP. This indicates that Council still has a substantial way to go to be able to fund depreciation and maintain financial sustainability.

Sensitivity Analysis

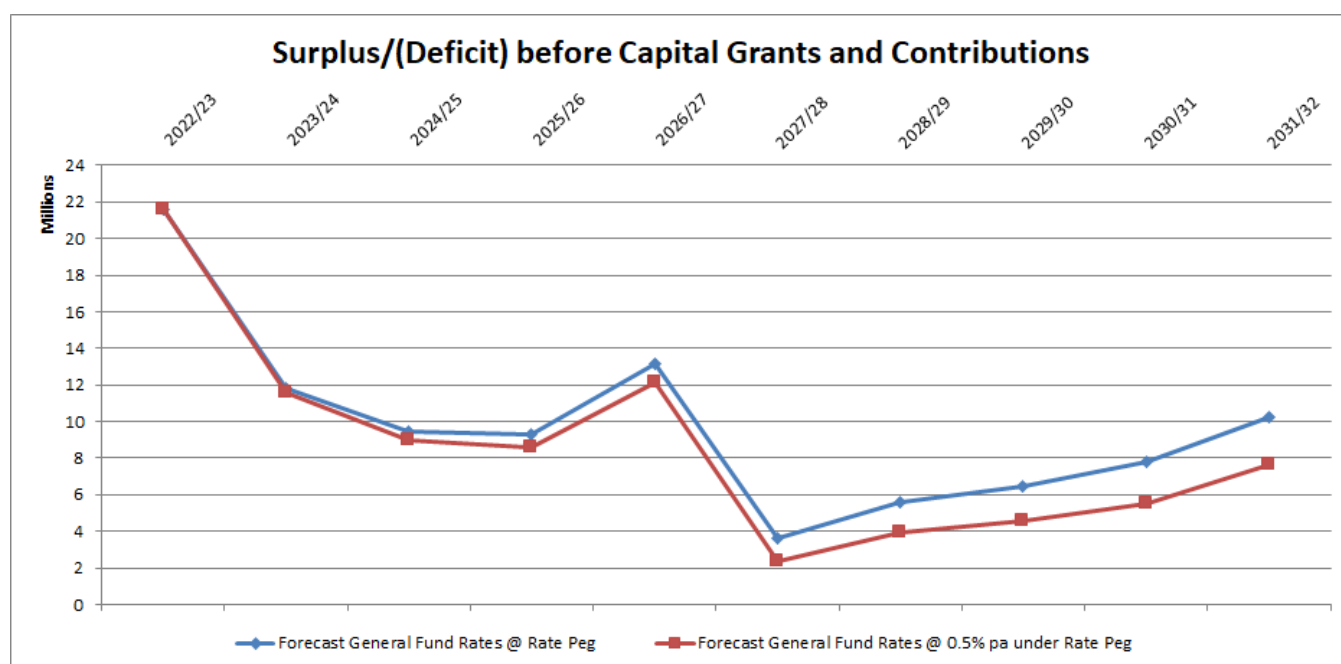
Although the assumptions listed in the previous section are informed estimates based on reliable information at that point in time, Long Term Financial Plans are inherently uncertain. They contain a wide range of assumptions, including assumptions about interest rate movements and the potential effect of inflation and the COVID-19 pandemic on revenue and expenditure, which are largely outside of Council's control.

The financial effect if certain assumptions were to change in relation to Council's fixed operational income and expenditure are illustrated below.

Rates

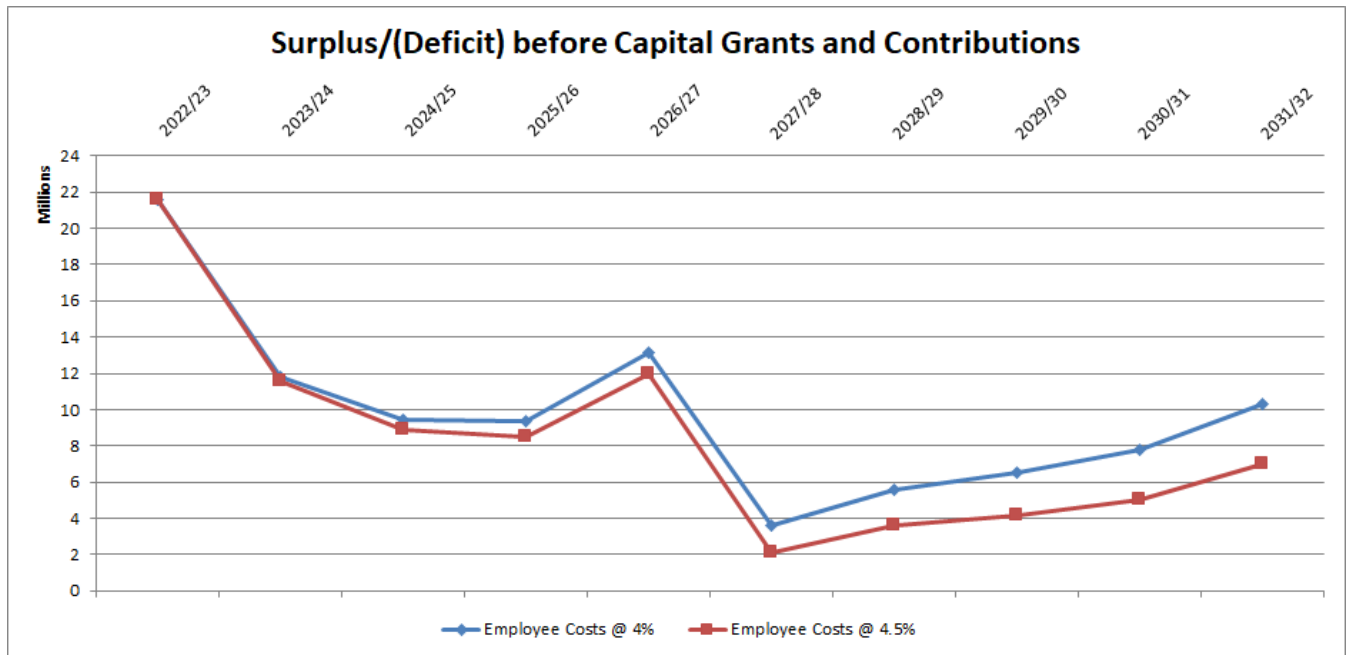
Rates comprise 61% of Council's total operating income. As stated earlier, rates are capped by the State Government and Council can only increase rates above the rate pegging percentage if a Special Rate Variation is submitted and approved.

If general fund rates are held 0.5% p.a. below the predicted rate pegging percentage, the effect on the Long Term Financial Plan Base Case budget deficits before Capital Grants and Contributions is shown below:



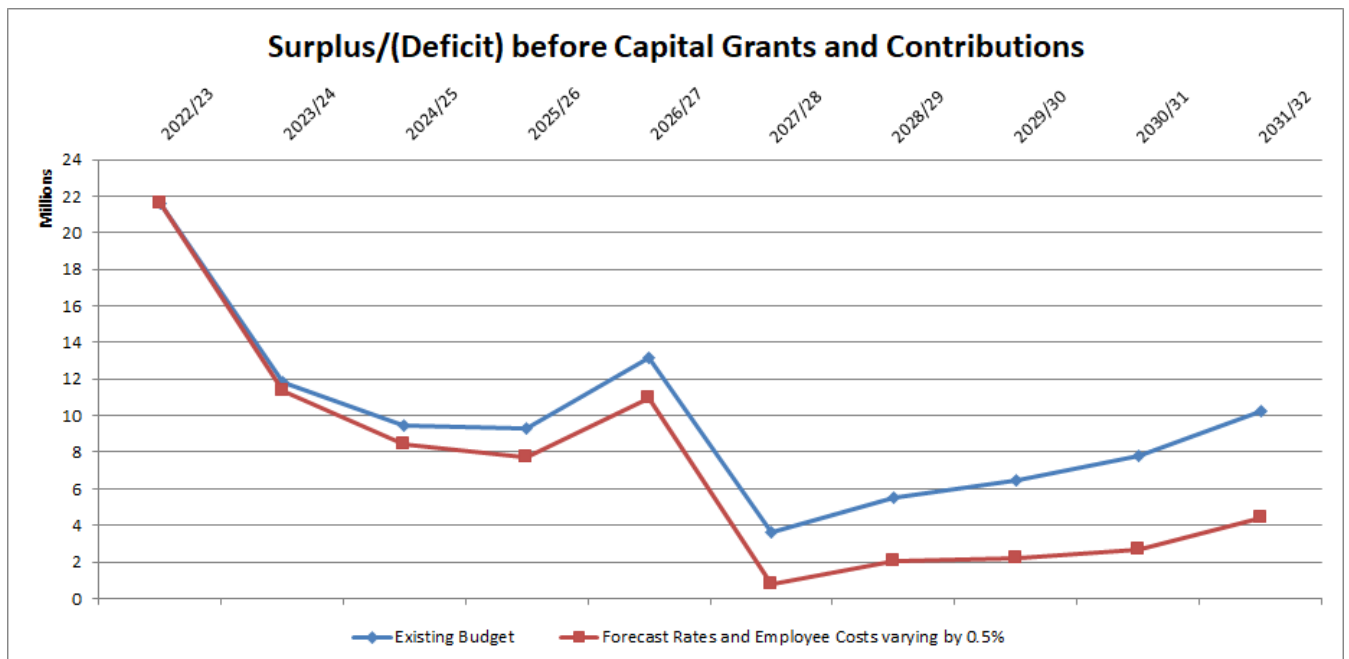
Employee Costs

Salary growth is largely subject to the NSW Local Government Award. Wagga Wagga City Council has factored in a 4% annual increase in employee expenses. If the Award increases by 0.5%, the effect on the Long Term Financial Plan Base Case budget deficits before Capital Grants and Contributions is shown below:



Combined impact

The chart below shows the combined impact of a 0.5% unfavourable variance in our assumptions for Rate Income and Employee Costs:



Scenarios – Financial Modelling

Base Case Scenario

The commentary and analysis provided in the document to this point describe the Base Case model of the Long Term Financial Plan. This model which is inclusive of the previously detailed assumptions including COVID-19 will be recommended to Council for adoption.

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Revenue From Continuing Operations										
Rates & Annual Charges	(75,524,168)	(78,286,064)	(81,157,923)	(84,144,515)	(86,989,839)	(89,934,614)	(92,982,411)	(96,136,931)	(99,402,012)	(102,781,630)
User Charges & Fees	(27,844,136)	(31,342,725)	(32,980,799)	(34,416,126)	(35,480,726)	(36,567,516)	(37,672,063)	(38,801,455)	(39,362,216)	(39,836,400)
Other Revenues	(2,769,503)	(2,823,606)	(2,879,656)	(2,937,309)	(2,997,024)	(3,058,877)	(3,121,525)	(3,185,568)	(3,232,134)	(3,281,193)
Grants & Contributions provided for Operating Purposes	(13,524,889)	(13,232,222)	(13,520,669)	(13,685,165)	(13,921,330)	(14,203,012)	(14,383,800)	(14,610,610)	(14,927,248)	(15,469,964)
Grants & Contributions provided for Capital Purposes	(36,295,253)	(25,615,117)	(22,667,297)	(19,220,921)	(21,450,551)	(10,680,708)	(10,763,873)	(9,844,423)	(9,932,431)	(10,016,695)
Interest & Investment Revenue	(1,828,128)	(1,941,239)	(2,126,102)	(2,530,707)	(3,217,626)	(4,017,448)	(4,716,960)	(5,659,689)	(6,751,586)	(8,745,334)
Other Income	(1,406,222)	(1,438,956)	(1,472,545)	(1,505,009)	(1,498,075)	(1,523,289)	(1,558,880)	(1,595,401)	(1,619,366)	(1,642,781)
Revenue From Continuing Operations	(159,192,300)	(154,679,928)	(156,804,991)	(158,439,752)	(165,555,170)	(159,985,464)	(165,199,512)	(169,834,077)	(175,226,994)	(181,773,997)
Expenses From Continuing Operations										
Employee Benefits & On-Costs	51,315,412	53,718,602	55,877,824	58,123,415	60,458,830	62,887,661	65,413,645	68,040,669	70,772,774	73,614,163
Materials & Services	36,542,674	37,984,894	39,684,695	38,964,055	39,862,329	41,198,015	42,138,158	42,613,927	43,919,731	45,004,944
Borrowing Costs	3,268,989	3,545,177	3,492,518	3,312,419	3,223,477	3,037,542	2,733,270	2,497,569	2,289,982	2,102,652
Depreciation & Amortisation	43,196,051	44,291,577	44,878,029	45,219,084	45,316,937	45,607,402	45,657,144	46,401,423	46,604,423	46,820,616
Other Expenses	1,866,271	1,896,776	1,943,621	1,991,846	2,041,520	2,092,659	2,145,293	2,198,816	2,253,942	2,310,717
Expenses From Continuing Operations	136,189,398	141,437,025	145,876,686	147,610,819	150,903,092	154,823,280	158,087,510	161,752,404	165,840,852	169,853,091
Net Operating (Profit)/Loss	(23,002,902)	(13,242,903)	(10,928,306)	(10,828,934)	(14,652,078)	(5,162,184)	(7,112,002)	(8,081,673)	(9,386,142)	(11,920,906)
Net Operating Result before Grants and Contributions provided for Capital Purposes	13,292,351	12,372,214	11,738,991	8,391,987	6,798,473	5,518,524	3,651,871	1,762,749	546,289	(1,904,210)
Capital and Reserve Movements										
Capital Expenditure - One Off Confirmed	13,596,521	449,243	0	0	0	0	0	0	0	0
Capital Expenditure - Recurrent	18,890,352	20,965,937	19,474,451	22,037,729	20,624,543	23,635,651	22,397,743	22,815,814	24,132,184	24,911,823
Capital Expenditure - Pending Projects	59,812,944	48,333,220	24,814,225	25,224,129	26,745,428	4,718,287	14,488,208	7,268,816	5,369,448	1,062,142
Loan Repayments	7,571,681	9,552,153	10,890,349	9,348,199	9,963,341	9,636,153	9,913,804	6,441,104	5,471,126	5,682,421
New Loan Borrowings	(17,458,537)	(6,780,856)	(2,401,850)	(5,934,612)	(3,743,806)	(670,075)	(2,134,706)	(1,151,636)	(1,174,668)	0
Proceeds from Sale of Assets	(880,181)	(1,490,575)	(604,250)	(1,043,500)	(1,558,175)	(1,101,500)	(914,050)	(1,285,375)	(910,000)	(910,000)
Net Movements to/(from) Reserves	(15,333,827)	(12,330,961)	4,839,080	10,793,653	12,771,189	16,750,454	10,985,481	21,651,847	24,336,527	28,413,573
Total Capital and Reserve Movements	66,198,954	58,698,161	57,012,006	60,425,598	64,802,521	52,968,969	54,736,480	55,740,570	57,224,617	59,159,959
Net Result after Depreciation	43,196,051	45,455,258	46,083,700	49,596,664	50,150,443	47,806,785	47,624,478	47,658,897	47,838,476	47,239,053
Add back Depreciation Expense (non-cash)	43,196,051	44,291,577	44,878,029	45,219,084	45,316,937	45,607,402	45,657,144	46,401,423	46,604,423	46,820,616
Cash Budget (Surplus)/Deficit	0	1,163,681	1,205,672	4,377,581	4,833,506	2,199,382	1,967,334	1,257,474	1,234,053	418,437

Financial Scenarios - Additional Special Variation (ASV) Process for 2022/23

The recent review conducted by the Independent Pricing and Regulatory Tribunal (IPART) on the 2022/23 rate peg calculation methodology, and announcement of a 0.7% rate peg for Wagga Wagga City Council for 2022/23, has resulted in a significant reduction on Council's rate revenue for the Long Term Financial Plan.

In reply to the negative response from Council's, the Office of Local Government (OLG) and IPART have recognised that due to the delay with Council elections and the late determination of the 2022/23 rate peg being lower than some Councils had forecast, that Councils may not have had sufficient time to prepare special rate variation applications within the normal timeframe, and therefore do not have sufficient funds to pay for required infrastructure and services.

As such the NSW Government and IPART have agreed to a one-off additional round of 2022/23 Special Variation (ASV) applications from Councils under section 508(2) of the *Local Government Act 1993*.

This ASV will be available for Councils that can demonstrate the need for a special variation to meet the obligations they set for 2022/23 in their adopted 2021/22 Integrated Planning and Reporting (IP&R) documentation. Councils seeking a permanent special variation will also need to demonstrate the financial need for the special variation to be included in their rate base on an ongoing basis.

The bottom line deficits that were included in the 2021/22 LTFP for 2022/23 and the remaining 10 years of the LTFP are as follows:

2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
0	(860,298)	(1,751,328)	(2,469,233)	(3,928,332)	(3,831,470)	(3,259,284)	(3,494,780)	(3,511,108)	(3,930,045)

These deficits were based on the advised IPART rate peg for 2021/22 of 2% plus 1% growth on rateable residential properties. The rate peg assumption used from 2022/23 onwards in the 2021/22 LTFP is 2% with an additional 1% growth on rateable residential properties.

As per the guidelines set out in the ASV, Council's can only apply for the lower of the following:

- 2.5% (including population/growth factor) or
- the Council's assumed 2022/23 rate peg as adopted in the 2021/22 LTFP which is 2% (plus 1% population/growth on rateable residential properties).

This means that Council will apply to IPART for a permanent 2% ASV (1.3% ASV on top of existing 0.7% rate peg) on all rateable properties.

If approved this could potentially result in additional rates revenue in the following 2 scenarios:

- **One-off ASV for 2022/23** - the additional revenue from rates will include a one-off 2% ASV for all rateable properties for 2022/23 only. The rate peg will

then revert back to the previously budgeted rate peg with no increase. This will result in additional income as follows:

2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
630,214	0	0	0	0	0	0	0	0	0

- **One-off ASV for 2022/23 and retained permanently** - the additional revenue from rates will include the 2% ASV for all rateable properties applied every year of the Long Term Financial Plan. This will result in additional income as follows:

2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
630,214	649,802	670,014	690,870	712,392	734,600	757,517	781,167	805,573	830,759

In addition to this Council will apply a 1% population/growth factor estimated budget increase on the ASV income for residential rateable properties only.

It is proposed to restrict any additional ASV income to a reserve to fund Council's 10 year budget deficits in the 2022/23 LTFP as follows:

2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
0	(1,083,853)	(1,124,243)	(4,294,473)	(4,749,770)	(2,115,003)	(1,882,293)	(1,171,757)	(1,147,644)	(331,319)

Financial Scenario – Infrastructure Renewal and Maintenance Shortfalls

As part of the Long Term Financial Plan review process, and ongoing discussions with Council's Asset Management division, it has been identified that Wagga Wagga City Council requires funds of \$124,816,552 over 10 years of the Long Term Financial Plan to address its Infrastructure Maintenance and Renewal Shortfall.

In order to eliminate or reduce this shortfall, the option of a Special Rate Variation (SRV) needs to be investigated, which will include further community engagement and development of the Asset Management Plans, and will require funds over the 10 years of the Long Term Financial Plan.

The Infrastructure renewal and maintenance shortfall of \$125M is allocated across the 10 years of the Long Term Financial Plan as follows:

2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
13,698,739	10,497,757	11,583,216	12,404,260	11,614,591	12,533,916	12,821,236	13,104,157	13,213,211	13,345,467

In order to fund the shortfall, an SRV funding scenario is to be developed as follows:

Part fund 10 year Infrastructure Shortfall from Special Rate Variation

There is a timing deadline of November 2022 for the annual application to IPART for a potential SRV application in 2023/24 Year 2 of the Long Term Financial Plan. With the still ongoing development of the Asset Management Plans which would inform where this funding would be utilised, along with the option of the proposed

temporary/permanent SRV in 2022/23 if approved (outlined in the previous scenario), the possibility of another Special Rate Variation commencing in the subsequent year of the Long Term Financial Plan in 2023/24 is unlikely, so it will be proposed to commence this SRV from 2024/25.

If Wagga Wagga City Council was to fund the infrastructure shortfall from 2024/25 to 2031/32 of \$101M with a Special Rate Variation, this would result in an average increase to rates of approximately 30% for 2024/25. As the 30% is considered a significant increase to the ratepayer, it is proposed to instead part-fund the shortfall by proposing an increase similar to the previous SRV that was in place from 2016/17 – 2020/21 for the levee project as ratepayers had previously factored this amount in to their household budgets. This increase would then be maintained along with the budgeted rate peg for the remaining years of the Long Term Financial Plan.

This scenario would equate to an approximate 3.9% increase (50% reduction applied for farmland of 1.95%) along with the annual estimated rate peg of 2.5% which would result in additional potential rates income ongoing of \$15M for the remaining eight (8) years of this LTFP from 2024/25 as follows:

2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
0	0	2,191,065	2,263,359	2,338,074	2,415,292	2,495,097	2,577,577	2,662,822	2,750,927

Appendices

The following summary documents are provided as appendixes to the Long Term Financial Plan document. They provide a summary of the financial projections of Wagga Wagga City Council over the next 10 years. It is important that these documents are considered as a total package and not in isolation to gain a clear picture of Council's budgeted financial position over the next 10 years.

Appendix 1

Budgeted Income Statement

Appendix 2

Budgeted Balance Sheet

Appendix 3

Budgeted Cash Flow Statement

Appendix 4

Financial Sustainability Indicators

Appendix 5

Budgeted External Restrictions

Appendix 6

Budgeted Internal Restrictions

Appendix 7

External Loan Projects and Debt Servicing

Appendix 8

- a) Capital Works Program – One off projects (including Pending and Confirmed categories)
- b) Capital Works Program – Recurrent projects

Appendix 9

Airport - Ten Year Financial Plan

Appendix 10

Livestock Marketing Centre - Ten Year Financial Plan

Appendix 11

Sewerage Services - Ten Year Financial Plan

Appendix 12

Solid Waste Services - Ten Year Financial Plan

Appendix 13

Stormwater Levy - Ten Year Financial Plan

Appendix 14

Budgeted Income Statement by Function

Appendix 1 – Budgeted Income Statement

LONG TERM FINANCIAL PLAN - BUDGETED INCOME STATEMENT										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Revenue From Continuing Operations										
Rates & Annual Charges	(75,524,168)	(78,286,064)	(81,157,923)	(84,144,515)	(86,989,839)	(89,934,614)	(92,982,411)	(96,136,931)	(99,402,012)	(102,781,630)
User Charges & Fees	(27,844,136)	(31,342,725)	(32,980,799)	(34,416,126)	(35,480,726)	(36,567,516)	(37,672,063)	(38,801,455)	(39,362,216)	(39,836,400)
Other Revenues	(2,769,503)	(2,823,606)	(2,879,656)	(2,937,309)	(2,997,024)	(3,058,877)	(3,121,525)	(3,185,568)	(3,232,134)	(3,281,193)
Grants & Contributions provided for Operating Purposes	(13,524,889)	(13,232,222)	(13,520,669)	(13,685,165)	(13,921,330)	(14,203,012)	(14,383,800)	(14,610,610)	(14,927,248)	(15,469,964)
Grants & Contributions provided for Capital Purposes	(36,295,253)	(25,615,117)	(22,667,297)	(19,220,921)	(21,450,551)	(10,680,708)	(10,763,873)	(9,844,423)	(9,932,431)	(10,016,695)
Interest & Investment Revenue	(1,828,128)	(1,941,239)	(2,126,102)	(2,530,707)	(3,217,626)	(4,017,448)	(4,716,960)	(5,659,689)	(6,751,586)	(8,745,334)
Other Income	(1,406,222)	(1,438,956)	(1,472,545)	(1,505,009)	(1,498,075)	(1,523,289)	(1,558,880)	(1,595,401)	(1,619,366)	(1,642,781)
Revenue From Continuing Operations	(159,192,300)	(154,679,928)	(156,804,991)	(158,439,752)	(165,555,170)	(159,985,464)	(165,199,512)	(169,834,077)	(175,226,994)	(181,773,997)
Expenses From Continuing Operations										
Employee Benefits & On-Costs	51,315,412	53,718,602	55,877,824	58,123,415	60,458,830	62,887,661	65,413,645	68,040,669	70,772,774	73,614,163
Materials & Services	36,542,674	37,984,894	39,684,695	38,964,055	39,862,329	41,198,015	42,138,158	42,613,927	43,919,731	45,004,944
Borrowing Costs	3,268,989	3,545,177	3,492,518	3,312,419	3,223,477	3,037,542	2,733,270	2,497,569	2,289,982	2,102,652
Depreciation & Amortisation	43,196,051	44,291,577	44,878,029	45,219,084	45,316,937	45,607,402	45,657,144	46,401,423	46,604,423	46,820,616
Other Expenses	1,866,271	1,896,776	1,943,621	1,991,846	2,041,520	2,092,659	2,145,293	2,198,816	2,253,942	2,310,717
Expenses From Continuing Operations	136,189,398	141,437,025	145,876,686	147,610,819	150,903,092	154,823,280	158,087,510	161,752,404	165,840,852	169,853,091
Net Operating Result (Surplus)/Deficit	(23,002,902)	(13,242,903)	(10,928,306)	(10,828,934)	(14,652,078)	(5,162,184)	(7,112,002)	(8,081,673)	(9,386,142)	(11,920,906)
Net Operating Result before Grants and Contributions provided for Capital Purposes	13,292,351	12,372,214	11,738,991	8,391,987	6,798,473	5,518,524	3,651,871	1,762,749	546,289	(1,904,210)

Appendix 2 – Budgeted Balance Sheet

LONG TERM FINANCIAL PLAN - BUDGETED BALANCE SHEET										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
ASSETS										
Current Assets										
Cash & Cash Equivalents	16,639,183	16,197,086	17,028,512	18,570,705	20,116,520	21,752,181	23,070,076	25,200,561	27,563,639	29,884,571
Investments	47,024,346	45,774,926	48,124,637	52,483,062	56,851,723	61,474,297	65,198,830	71,219,837	77,898,184	84,457,418
Receivables	16,894,293	16,031,982	16,075,811	15,943,195	16,560,881	15,379,614	15,709,549	15,876,951	16,116,177	16,422,386
Inventories	2,135,945	2,220,244	2,319,599	2,277,477	2,329,982	2,408,053	2,463,005	2,490,814	2,567,140	2,630,571
Contract Assets	4,231,731	3,299,700	3,073,812	2,795,049	3,004,494	2,113,627	2,136,048	2,077,215	2,111,585	2,164,841
Other	479,060	497,428	519,213	510,827	522,650	539,947	552,330	558,932	575,906	590,149
Total Current Assets	87,404,557	84,021,366	87,141,583	92,580,313	99,386,250	103,667,719	109,129,838	117,424,309	126,832,631	136,149,937
Non-Current Assets										
Investments	102,728,298	99,998,846	105,131,969	114,653,283	124,196,960	134,295,328	142,431,856	155,585,208	170,174,571	184,503,723
Infrastructure, Property, Plant & Equipment	1,791,338,175	1,815,304,423	1,814,110,820	1,815,110,095	1,815,604,953	1,797,249,989	1,787,564,746	1,769,962,579	1,751,949,788	1,730,193,136
Right of use Assets	4,040,000	4,040,000	4,040,000	4,040,000	4,040,000	4,040,000	4,040,000	4,040,000	4,040,000	4,040,000
Investments Accounted for using the equity method	1,577,333	1,245,167	913,909	582,651	251,393	0	0	0	0	0
Investment Property	2,241,753	2,241,753	2,241,753	2,241,753	2,241,753	2,241,753	2,241,753	2,241,753	2,241,753	2,241,753
Total Non-Current Assets	1,901,925,559	1,922,830,189	1,926,438,451	1,936,627,781	1,946,335,060	1,937,827,070	1,936,278,355	1,931,829,540	1,928,406,111	1,920,978,612
TOTAL ASSETS	1,989,330,117	2,006,851,554	2,013,580,035	2,029,208,095	2,045,721,310	2,041,494,789	2,045,408,193	2,049,253,848	2,055,238,743	2,057,128,549
LIABILITIES										
Current Liabilities										
Payables	20,550,422	18,952,919	17,127,078	17,394,423	17,634,974	16,308,635	17,273,429	16,884,950	17,151,191	17,136,069
Contract Liabilities	5,767,539	5,178,985	5,089,302	4,959,347	5,298,405	4,558,227	4,721,836	4,823,927	4,973,889	5,192,153
Lease Liabilities	354,648	364,766	351,473	361,557	277,960	0	0	0	0	0
Borrowings	9,552,153	10,890,349	9,348,199	9,963,341	9,636,153	9,913,804	6,441,104	5,471,126	5,682,421	5,110,289
Employee Benefit Provisions	13,232,710	13,232,710	13,232,710	13,232,710	13,232,710	13,232,710	13,232,710	13,232,710	13,232,710	13,232,710
Provisions	750,379	750,379	750,379	750,379	750,379	750,379	750,379	750,379	750,379	750,379
Total Current Liabilities	50,207,852	49,370,109	45,899,142	46,661,758	46,830,581	44,763,756	42,419,458	41,163,092	41,790,590	41,421,600
Non-Current Liabilities										
Lease Liabilities	1,355,756	990,990	639,517	277,960	0	0	0	0	0	0
Borrowings	69,584,159	65,474,666	58,528,317	54,499,587	48,607,240	39,363,512	35,057,114	30,737,623	26,229,870	21,119,581
Employee Benefit Provisions	416,295	416,295	416,295	416,295	416,295	416,295	416,295	416,295	416,295	416,295
Provisions	2,306,154	2,306,154	2,306,154	2,306,154	2,306,154	2,306,154	2,306,154	2,306,154	2,306,154	2,306,154
Total Non-Current Liabilities	73,662,365	69,188,105	61,890,283	57,499,996	51,329,689	42,085,960	37,779,562	33,460,072	28,952,319	23,842,030
TOTAL LIABILITIES	123,870,216	118,558,214	107,789,425	104,161,754	98,160,270	86,849,717	80,199,021	74,623,164	70,742,909	65,263,630
NET ASSETS	1,865,459,900	1,888,293,341	1,905,790,610	1,925,046,341	1,947,561,039	1,954,645,072	1,965,209,172	1,974,630,684	1,984,495,833	1,991,864,919
EQUITY										
Accumulated Surplus	1,272,381,503	1,295,214,943	1,312,712,213	1,331,967,944	1,354,482,642	1,361,566,675	1,372,130,775	1,381,552,287	1,391,417,436	1,398,786,521
Revaluation Reserves	593,078,397	593,078,397	593,078,397	593,078,397	593,078,397	593,078,397	593,078,397	593,078,397	593,078,397	593,078,397
TOTAL EQUITY	1,865,459,900	1,888,293,341	1,905,790,610	1,925,046,341	1,947,561,039	1,954,645,072	1,965,209,172	1,974,630,684	1,984,495,833	1,991,864,919

Appendix 3 – Budgeted Cash Flow Statement

LONG TERM FINANCIAL PLAN - BUDGETED CASH FLOW STATEMENT										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	75,409,554	78,153,813	81,020,407	84,001,505	86,853,593	89,793,606	92,836,470	95,985,880	99,245,666	102,619,800
User Charges & Fees	27,723,091	31,141,524	33,065,648	34,544,440	35,673,258	36,767,458	37,880,231	39,017,064	39,665,839	40,157,226
Investment and Interest Revenue	1,826,354	1,897,566	2,138,405	2,469,236	3,115,920	3,915,080	4,608,953	5,569,471	6,614,126	8,596,397
Grants & Contributions	55,391,482	40,176,968	36,510,215	33,303,767	35,073,088	26,154,622	25,115,688	24,538,963	24,810,646	25,410,685
Other	4,565,614	4,163,388	4,196,797	4,305,864	4,285,561	4,601,189	4,492,302	4,605,289	4,690,330	4,759,270
Payments:										
Employee Benefits & On-Costs	(51,315,412)	(53,718,602)	(55,877,824)	(58,123,415)	(60,458,830)	(62,887,661)	(65,413,645)	(68,040,669)	(70,772,774)	(73,614,163)
Materials & Services	(36,686,078)	(37,885,735)	(39,566,199)	(39,009,967)	(39,798,156)	(41,104,045)	(42,070,993)	(42,578,310)	(43,827,632)	(44,927,756)
Borrowing Costs	(3,268,989)	(3,545,177)	(3,492,518)	(3,312,419)	(3,223,477)	(3,037,542)	(2,733,270)	(2,497,569)	(2,289,982)	(2,102,652)
Other	(1,866,271)	(1,896,776)	(1,943,621)	(1,991,846)	(2,041,520)	(2,092,659)	(2,145,293)	(2,198,816)	(2,253,942)	(2,310,717)
Net Cash provided/(used in) Operating Activities	71,779,345	58,486,970	56,051,311	56,187,165	59,479,439	52,110,048	52,570,443	54,401,303	55,882,278	58,588,090
Cash Flows from Investing Activities										
Receipts:										
Sale of Investments	20,201,355	20,540,612	15,156,868	15,590,800	14,468,442	14,408,068	16,087,915	10,088,994	3,144,740	4,179,811
Sale of Infrastructure, Property, Plant & Equipment	880,181	1,490,575	604,250	1,043,500	1,558,175	1,101,500	914,050	1,285,375	910,000	910,000
Payments:										
Purchase of Investments	(15,000,000)	(10,000,000)	(20,000,000)	(20,000,000)	(20,000,000)	(30,000,000)	(25,000,000)	(30,000,000)	(25,000,000)	(30,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(86,863,078)	(67,834,308)	(42,127,737)	(47,514,212)	(47,379,147)	(26,739,919)	(37,610,120)	(29,507,356)	(29,452,149)	(25,674,548)
Contributions Paid to Joint Ventures & Associates	0	0	0	0	0	0	0	0	0	0
Net Cash provided/(used in) Investing Activities	(80,781,542)	(55,803,121)	(46,366,620)	(50,879,912)	(51,352,530)	(41,230,351)	(45,608,155)	(48,132,987)	(50,397,408)	(50,584,737)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	17,458,537	6,780,856	2,401,850	5,934,612	3,743,806	670,075	2,134,706	1,151,636	1,174,668	0
Payments:										
Repayment of Borrowings & Advances	(7,571,681)	(9,552,153)	(10,890,349)	(9,348,199)	(9,963,341)	(9,636,153)	(7,779,098)	(5,289,468)	(4,296,458)	(5,682,421)
Principal Repayment of Lease Liabilities	(344,811)	(354,648)	(364,766)	(351,473)	(361,557)	(277,960)	0	0	0	0
Net Cash provided/(used in) in Financing Activities	9,542,045	(3,125,945)	(8,853,266)	(3,765,060)	(6,581,093)	(9,244,037)	(5,644,393)	(4,137,832)	(3,121,790)	(5,682,421)
Net Increase/(Decrease) in Cash & Cash Equivalents	539,847	(442,097)	831,426	1,542,193	1,545,815	1,635,660	1,317,896	2,130,484	2,363,079	2,320,932
plus: Cash & Cash Equivalents - beginning of year	16,099,335	16,639,183	16,197,086	17,028,512	18,570,705	20,116,520	21,752,180	23,070,076	25,200,561	27,563,639
Cash & Cash Equivalents - end of the year	16,639,183	16,197,086	17,028,512	18,570,705	20,116,520	21,752,180	23,070,076	25,200,561	27,563,639	29,884,571
Cash & Cash Equivalents - end of the year	16,639,183	16,197,086	17,028,512	18,570,705	20,116,520	21,752,181	23,070,076	25,200,561	27,563,639	29,884,571
Investments - end of the year	149,752,644	145,773,772	153,256,605	167,136,344	181,048,684	195,769,625	207,630,686	226,805,045	248,072,755	268,961,141
Cash, Cash Equivalents & Investments - end of the year	166,391,827	161,970,858	170,285,117	185,707,049	201,165,204	217,521,805	230,700,762	252,005,605	275,636,394	298,845,712

Appendix 4 – Financial Sustainability Indicators

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - FINANCIAL SUSTAINABILITY INDICATORS											
ACTUALS 2020/21		BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
-7.31%	Operating Performance Ratio	-10.82%	-9.59%	-8.75%	-6.03%	-4.72%	-3.70%	-2.36%	-1.10%	-0.33%	1.11%
	Office of Local Government Benchmark >= 0.00%										
	Revenue from Continuing Operations excluding Capital Grants & Contributions less Operating Expenses	(13,292,351)	(12,372,214)	(11,738,991)	(8,391,987)	(6,798,473)	(5,518,524)	(3,651,871)	(1,762,749)	(546,289)	1,904,210
	Revenue from Continuing Operations excluding Capital Grants & Contributions	122,897,047	129,064,812	134,137,695	139,218,832	144,104,619	149,304,756	154,435,639	159,989,654	165,294,562	171,757,302
60.90%	Own Source Operating Revenue Ratio	68.70%	74.89%	76.92%	79.23%	78.63%	84.45%	84.78%	85.60%	85.81%	85.98%
	Office of Local Government Benchmark >= 60.00%										
	Revenue from Continuing Operations excluding all Grants & Contributions	109,372,158	115,832,589	120,617,026	125,533,667	130,183,290	135,101,745	140,051,839	145,379,044	150,367,314	156,287,338
	Revenue from Continuing Operations	159,192,300	154,679,928	156,804,991	158,439,752	165,555,170	159,985,464	165,199,512	169,834,077	175,226,994	181,773,997
2.54	Unrestricted Current Ratio	1.98	1.94	2.19	2.28	2.44	2.69	3.01	3.36	3.55	3.85
	Office of Local Government Benchmark >= 1.50										
	Current Assets less all External Restrictions	72,936,241	69,979,512	72,501,456	76,898,430	82,529,678	85,847,934	90,337,350	97,125,278	104,847,296	112,499,155
	Current Liabilities less Specific Purpose Liabilities	36,788,453	35,990,736	33,039,648	33,666,045	33,848,241	31,943,290	29,986,109	28,939,433	29,493,219	29,214,877
4.19	Debt Service Cover Ratio	3.13	2.76	2.59	3.24	3.24	3.48	3.62	5.46	6.49	6.81
	Office of Local Government Benchmark >= 2.00										
	Operating Result before Capital excluding Interest and Depreciation	33,172,690	35,464,540	36,631,555	40,139,516	41,741,941	43,126,421	44,738,543	47,136,242	48,348,115	50,827,479
	Principal Repayments plus Borrowing Costs	10,595,000	12,849,510	14,131,840	12,371,326	12,901,148	12,385,151	12,352,247	8,636,841	7,449,212	7,462,997
9.62	Interest Cover Ratio	10.97	10.76	11.30	13.28	14.21	15.69	18.35	21.47	24.44	28.55
	NSW TCorp Benchmark >= 3.00										
	Operating Result before Interest and Depreciation (EBITA)	33,172,690	35,464,540	36,631,555	40,139,516	41,741,941	43,126,421	44,738,543	47,136,242	48,348,115	50,827,479
	Borrowing Interest Costs	3,023,319	3,297,357	3,241,490	3,023,127	2,937,806	2,748,999	2,438,443	2,195,737	1,978,086	1,780,576
5.12%	Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	4.96%	4.97%	4.97%	4.96%	4.96%	4.96%	4.96%	4.96%	4.96%	4.96%
	Wagga Wagga City Council Organisational Target <= 5.00%										
	Office of Local Government Benchmark <= 10.00% (Regional)										
	Rates, Annual & Extra Charges Outstanding	3,961,563	4,106,436	4,257,077	4,413,737	4,562,986	4,717,452	4,877,322	5,042,790	5,214,057	5,391,332
	Rates, Annual & Extra Charges Collectible	79,797,942	82,702,953	85,740,176	88,897,869	91,921,192	95,037,474	98,261,994	101,598,870	105,052,803	108,628,009
76.93%	Infrastructure Renewals Ratio	115.16%	116.30%	83.55%	103.97%	89.32%	56.74%	66.21%	60.12%	61.97%	61.07%
	Office of Local Government Benchmark >= 100.00%										
	Asset Renewals (Building & Infrastructure Assets)	36,395,510	37,693,199	27,398,179	34,313,469	29,563,213	18,851,981	22,020,113	20,044,577	20,662,298	20,361,393
	Depreciation of Building and Infrastructure Assets	31,603,664	32,411,294	32,791,540	33,003,486	33,098,689	33,225,341	33,259,752	33,340,763	33,341,513	33,341,513

Appendix 5 - Budgeted External Restrictions

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - BUDGETED EXTERNAL RESTRICTIONS BALANCE											
RESERVE NAME	ESTIMATED CLOSING BALANCE 2021/22	CLOSING BALANCE 2022/23	CLOSING BALANCE 2023/24	CLOSING BALANCE 2024/25	CLOSING BALANCE 2025/26	CLOSING BALANCE 2026/27	CLOSING BALANCE 2027/28	CLOSING BALANCE 2028/29	CLOSING BALANCE 2029/30	CLOSING BALANCE 2030/31	CLOSING BALANCE 2031/32
Sewer Reserve	27,778,423	27,104,460	28,016,741	29,806,344	36,463,994	43,614,463	51,939,105	60,825,458	70,718,669	81,387,756	92,888,292
Solid Waste Reserve	20,612,534	12,875,141	11,890,826	13,851,495	19,979,215	26,489,516	32,863,001	33,436,238	36,325,009	41,280,557	49,641,685
Stormwater Levy Reserve	4,661,696	4,625,924	1,567,691	2,163,975	2,766,908	3,376,474	4,098,169	4,826,461	5,561,331	6,302,763	7,050,736
Section 7.11 Developer Contributions	28,422,694	21,309,727	15,275,409	14,194,625	8,386,038	5,754,431	3,731,711	1,852,499	2,762,884	4,520,545	6,124,509
Section 7.12 Developer Contributions	(433,814)	(405,635)	(377,498)	(349,402)	(321,351)	(291,342)	(261,378)	(213,460)	(165,588)	(113,088)	(60,588)
S94 (Old Plan 1993-2004) Developer Contributions	196,140	95,428	79,847	64,140	48,305	32,338	16,238	0	0	0	0
S64 Developer Contributions (Stormwater)	6,444,692	7,230,921	7,042,628	7,807,628	8,590,170	9,390,181	10,207,589	10,090,142	10,942,113	12,012,113	13,082,113
TOTAL	87,682,365	72,835,966	63,495,644	67,538,806	75,913,280	88,366,060	102,594,435	110,817,337	126,144,419	145,390,645	168,726,746
* Unexpended Grants are also classified as externally restricted funds - however these are not shown in this table											

Appendix 6 - Budgeted Internal Restrictions

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - BUDGETED INTERNAL RESTRICTIONS BALANCE											
RESERVE NAME	ESTIMATED CLOSING BALANCE 2021/22	CLOSING BALANCE 2022/23	CLOSING BALANCE 2023/24	CLOSING BALANCE 2024/25	CLOSING BALANCE 2025/26	CLOSING BALANCE 2026/27	CLOSING BALANCE 2027/28	CLOSING BALANCE 2028/29	CLOSING BALANCE 2029/30	CLOSING BALANCE 2030/31	CLOSING BALANCE 2031/32
Airport Reserve	0	0	0	0	0	0	0	0	0	0	0
Art Gallery Reserve	1,709	1,709	1,709	1,709	1,709	1,709	1,709	1,709	1,709	1,709	1,709
Bridge Replacement Reserve	296,805	296,805	296,805	296,805	296,805	296,805	296,805	296,805	296,805	296,805	296,805
Buildings Reserve	900,249	923,906	906,576	889,062	871,359	853,464	835,376	817,086	822,586	858,086	893,586
CCTV Reserve	70,843	40,211	27,735	27,735	27,735	27,735	27,735	27,735	27,735	27,735	27,735
Cemetery Reserve	836,264	1,063,048	1,216,417	1,385,642	1,070,382	1,273,594	1,521,685	1,784,097	2,058,847	2,345,821	2,644,876
Civic Theatre Reserve	33,736	33,736	33,736	33,736	68,736	118,736	168,736	218,736	268,736	318,736	368,736
Civil Infrastructure Reserve	8,261,788	6,663,333	6,152,567	5,471,099	5,021,784	4,566,507	3,879,982	3,412,101	3,478,992	3,328,992	3,178,992
Community Works Reserve	155,083	14,766	14,766	14,766	14,766	14,766	14,766	14,766	14,766	14,766	14,766
Council Election Reserve	139,354	252,200	364,830	25,240	147,422	269,369	391,075	32,735	153,935	275,136	396,337
Economic Development Reserve	69,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328
Emergency Events Reserve	609,199	729,341	821,148	897,432	1,008,399	1,165,037	1,255,208	1,342,495	1,413,376	1,486,543	1,563,839
Employee Leave Entitlements General Fund Reserve	3,798,309	3,798,309	3,798,309	3,798,309	3,798,309	3,798,309	3,798,309	3,798,309	3,798,309	3,798,309	3,798,309
Environmental Conservation Reserve	41,578	0	0	0	0	0	0	0	0	0	0
Event Attraction Reserve	179,767	179,767	179,767	179,767	179,767	179,767	179,767	179,767	179,767	179,767	179,767
Gravel Pit Restoration Reserve	809,537	806,204	792,871	789,537	786,204	772,871	769,537	766,204	752,871	739,537	726,204
Information Services Reserve	534,358	1,041,517	1,593,258	2,149,179	2,190,325	2,410,019	2,911,010	3,375,456	3,845,094	4,320,076	4,795,058
Insurance Variations Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Internal Loans Reserve	1,880,544	2,082,089	2,204,922	2,241,542	3,143,424	3,690,677	4,721,075	5,828,265	6,987,504	8,119,137	9,229,305
Lake Albert Improvements Reserve	105,839	127,205	88,828	110,089	131,295	152,447	173,928	195,408	216,889	238,370	259,850
Library Reserve	0	171,724	374,653	585,586	781,205	947,132	1,091,875	1,219,695	1,329,931	1,422,164	1,499,334
Livestock Marketing Centre Reserve	3,509,332	2,823,351	1,480,094	1,906,367	4,182,203	1,719,722	3,655,214	4,354,224	6,747,917	9,030,550	11,197,792
Museum Acquisitions Reserve	24,378	14,378	4,378	0	0	0	0	0	0	0	0
Net Zero Emissions Reserve	150,390	150,390	150,390	150,390	150,390	150,390	150,390	150,390	150,390	150,390	150,390
Oasis Reserve	421,141	485,041	549,741	414,741	296,015	1,015	11,015	2,475	2,475	13,475	27,483
Parks & Recreation Reserve	597,031	630,937	786,799	855,096	776,325	770,003	758,668	747,333	735,998	724,663	713,329
Parks Water Reserve	0	180,000	280,000	380,000	480,000	580,000	680,000	780,000	880,000	980,000	1,080,000
Planning Legals Reserve	100,000	100,000	120,000	140,000	160,000	180,000	200,000	220,000	240,000	260,000	280,000
Plant Replacement Reserve	2,452,017	3,175,554	3,178,917	3,491,305	3,065,044	5,026,647	3,974,936	4,675,188	6,141,113	6,685,280	7,349,317
Public Art Reserve	165,123	58,528	58,528	58,528	58,528	58,528	58,528	58,528	58,528	58,528	58,528
Sister Cities Reserve	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
SRV Levee Reserve	6,299,762	6,299,762	3,695,427	3,695,427	3,695,427	3,695,427	3,695,427	3,695,427	3,695,427	3,695,427	3,695,427
Stormwater Drainage Reserve	158,178	158,178	158,178	158,178	158,178	158,178	158,178	128,578	128,578	128,578	128,578
Subdivision Tree Planting Reserve	466,675	446,675	426,675	406,675	426,675	446,675	466,675	486,675	506,675	526,675	546,675
Unexpended External Loans Reserve	108,745	34,001	34,001	34,001	18,710	0	0	0	0	0	0
Workers Compensation Reserve	160,649	160,649	160,649	160,649	160,649	160,649	160,649	160,649	160,649	160,649	160,649
TOTAL	33,437,710	33,042,640	30,052,002	30,847,921	33,267,099	33,585,508	36,107,587	38,870,165	45,194,931	50,285,232	55,362,703

Appendix 7 - External Loan Projects and Debt Servicing

APPENDIX 7 - EXTERNAL LOAN PROJECTS AND DEBT SERVICING - LONG TERM FINANCIAL PLAN													
BORROW YEAR	CAPITAL PROJECT	Amount Borrowed	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTALS
General Fund Debt Servicing													
2012/13	Jubilee Park Amenities Building - 5.42% - 10 years	300,000											
		Interest	1,788	-	-	-	-	-	-	-	-	-	1,788
		Principal	46,061	-	-	-	-	-	-	-	-	-	46,061
		47,848	-	-	-	-	-	-	-	-	-	-	47,848
2012/13	Higgins Avenue Rehabilitation (LIRS) - 5.42% - 10 years	275,000											
		Interest	1,639	-	-	-	-	-	-	-	-	-	1,639
		Principal	42,222	-	-	-	-	-	-	-	-	-	42,222
		43,861	-	-	-	-	-	-	-	-	-	-	43,861
2012/13	Reinstate Road Failures (LIRS) - 5.42% - 10 years	589,000											
		Interest	3,510	-	-	-	-	-	-	-	-	-	3,510
		Principal	90,433	-	-	-	-	-	-	-	-	-	90,433
		93,942	-	-	-	-	-	-	-	-	-	-	93,942
2012/13	Implement Tarcutta Street Gasworks Remediation - 5.42% - 10 years (transferred from RIFL)	760,000											
		Interest	4,528	-	-	-	-	-	-	-	-	-	4,528
		Principal	116,687	-	-	-	-	-	-	-	-	-	116,687
		121,216	-	-	-	-	-	-	-	-	-	-	121,216
2012/13	New Amenities Building - Duke Kent Oval - 5.42% - 10 years	22,000											
		Interest	131	-	-	-	-	-	-	-	-	-	131
		Principal	3,378	-	-	-	-	-	-	-	-	-	3,378
		3,509	-	-	-	-	-	-	-	-	-	-	3,509
2012/13	Soccer Development City Wide Strategy (LIRS) - 5.42% - 10 years	180,000											
		Interest	1,073	-	-	-	-	-	-	-	-	-	1,073
		Principal	27,636	-	-	-	-	-	-	-	-	-	27,636
2013/14	Soccer Development City Wide Strategy (LIRS) - 5.39% - 10 years	473,500											
		Interest	5,117	2,021	-	-	-	-	-	-	-	-	7,137
		Principal	56,435	59,531	-	-	-	-	-	-	-	-	115,967
2014/15	Soccer Development City Wide Strategy (LIRS) - 4.19% - 10 years	360,155											
		Interest	4,577	2,898	1,145	-	-	-	-	-	-	-	8,620
		Principal	39,710	41,389	43,142	-	-	-	-	-	-	-	124,240
		134,548	105,839	44,287	-	-	-	-	-	-	-	284,673	
2012/13	Multi Purpose Stadium Facilities - 5.42% - 10 years	61,000											
		Interest	363	-	-	-	-	-	-	-	-	-	363
		Principal	9,366	-	-	-	-	-	-	-	-	-	9,366
2012/13	Multi Purpose Stadium Facilities - 5.42% - 10 years	100,000											
		Interest	596	-	-	-	-	-	-	-	-	-	596
		Principal	15,354	-	-	-	-	-	-	-	-	-	15,354
2017/18	Equex Multi Purpose Stadium Facility - 3.55% - 15 years	1,000,000											
		Interest	27,007	24,875	22,666	20,377	18,007	15,551	13,007	10,371	7,640	4,811	164,311
		Principal	59,266	61,399	63,607	65,896	68,266	70,722	73,267	75,902	78,633	81,462	698,420
		111,952	86,273	86,273	86,273	86,273	86,273	86,273	86,273	86,273	86,273	888,410	
2012/13	Robertson Oval - 5.42% - 10 years	200,000											
		Interest	1,192	-	-	-	-	-	-	-	-	-	1,192
		Principal	30,707	-	-	-	-	-	-	-	-	-	30,707
2018/19	Robertson Oval - 3.17% - 8 years	2,470,939											
		Interest	47,702	38,082	28,090	17,502	6,849	-	-	-	-	-	138,225
		Principal	303,284	312,904	322,895	333,484	344,137	-	-	-	-	-	1,616,705
		382,885	350,986	350,986	350,986	350,986	-	-	-	-	-	1,786,829	
2012/13	Develop Botanic Gardens & Zoo - 5.42% - 10 years	200,000											
		Interest	1,192	-	-	-	-	-	-	-	-	-	1,192
		Principal	30,707	-	-	-	-	-	-	-	-	-	30,707
2018/19	Develop Botanic Gardens & Zoo - 3.17% - 8 years	73,913											
		Interest	1,427	1,139	840	524	205	-	-	-	-	-	4,135
		Principal	9,072	9,360	9,659	9,976	10,294	-	-	-	-	-	48,360
		42,398	10,499	10,499	10,499	10,499	-	-	-	-	-	84,394	
2013/14	RRL Headquarters - \$12K per year for 10 years	120,000											
		Principal	12,000	12,000	-	-	-	-	-	-	-	-	24,000
			12,000	12,000	-	-	-	-	-	-	-	-	24,000
2013/14	Implement Animal Shelter Expansion (LIRS) - 5.39% - 10 years	117,870											
		Interest	1,274	503	-	-	-	-	-	-	-	-	1,777
		Principal	14,049	14,819	-	-	-	-	-	-	-	-	28,868
2014/15	Implement Animal Shelter Expansion (LIRS) - 4.19% - 10 years	542,130											
		Interest	6,890	4,362	1,724	-	-	-	-	-	-	-	12,975
		Principal	59,774	62,302	64,940	-	-	-	-	-	-	-	187,015
		81,986	81,986	66,664	-	-	-	-	-	-	-	230,635	
2013/14	Rehabilitation Lakeside Drive (LIRS) - 5.39% - 10 years	523,630											
		Interest	5,658	2,235	-	-	-	-	-	-	-	-	7,893
		Principal	62,410	65,834	-	-	-	-	-	-	-	-	128,244
2014/15	Rehabilitation Lakeside Drive (LIRS) - 4.19% - 10 years	112,370											
		Interest	1,428	904	357	-	-	-	-	-	-	-	2,689
		Principal	12,390	12,914	13,460	-	-	-	-	-	-	-	38,764
		81,886	81,886	13,818	-	-	-	-	-	-	-	177,590	
2017/18	RIFL Stage 1 - 3.55% - 15 years	2,915,980											
		Interest	78,751	72,534	66,093	59,420	52,507	45,346	37,927	30,241	22,279	14,030	479,128
		Principal	172,820	179,037	185,478	192,151	199,063	206,225	213,644	221,330	229,292	237,541	2,036,579
		251,571	251,571	251,571	251,571	251,571	251,571	251,571	251,571	251,571	251,571	2,515,707	
2021/22	RIFL Stage 2B Terminal Upgrade - 3% - 10 years	4,457,000											
		Interest	133,710	122,046	110,033	97,859	84,914	71,786	58,265	44,338	29,993	15,218	767,964
		Principal	388,786	400,450	412,463	424,837	437,582	450,710	464,231	478,158	492,503	507,278	4,457,000
		522,496	522,496	522,496	522,496	522,496	522,496	522,496	522,496	522,496	522,496	5,224,964	

Borrow Year	Capital Project	Amount Borrowed	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/30	2029/30	TOTALS
2017/18	Footpath Construction Program - 3.26% - 10 years	1,000,000											
		Interest	19,624	16,391	13,052	9,602	6,039	2,357	-	-	-	-	67,066
		Principal	97,963	101,196	104,536	107,985	111,549	115,230	-	-	-	-	638,459
			117,587	117,587	117,587	117,587	117,587	117,587	-	-	-	-	705,525
2018/19	Wiradjuri Boat Ramp - 3.17% - 8 years	311,620											
		Interest	6,016	4,803	3,543	2,207	864	-	-	-	-	-	17,432
		Principal	38,248	39,462	40,722	42,057	43,400	-	-	-	-	-	203,889
			44,264	44,264	44,264	44,264	44,264	-	-	-	-	-	221,321
2018/19	Replace Substation Jubilee Park - 3.17% - 8 years	246,870											
		Interest	4,766	3,805	2,807	1,749	684	-	-	-	-	-	13,810
		Principal	30,301	31,262	32,260	33,318	34,382	-	-	-	-	-	161,524
			35,067	35,067	35,067	35,067	35,067	-	-	-	-	-	175,334
2018/19	Replace Bridge Over Model Railway at Botanic Gardens - 3.17% - 8 years	39,192											
		Interest	757	604	446	278	109	-	-	-	-	-	2,192
		Principal	4,810	4,963	5,122	5,290	5,458	-	-	-	-	-	25,643
			5,567	5,567	5,567	5,567	5,567	-	-	-	-	-	27,836
2018/19	Upgrade Docker Street Pedestrian Rail Crossing - 3.17% - 8 years	299,885											
		Interest	5,789	4,622	3,409	2,124	831	-	-	-	-	-	16,776
		Principal	36,808	37,975	39,188	40,473	41,766	-	-	-	-	-	196,211
			42,597	42,597	42,597	42,597	42,597	-	-	-	-	-	212,986
2018/19	Upgrade Tarcutta Main Street - 3.17% - 8 Years	221,739											
		Interest	4,281	3,417	2,521	1,571	615	-	-	-	-	-	12,404
		Principal	27,216	28,080	28,976	29,927	30,882	-	-	-	-	-	145,081
			31,497	31,497	31,497	31,497	31,497	-	-	-	-	-	157,485
2018/19	Upgrade Civic Theatre Sound Systems - 3.17% - 8 years	127,131											
		Interest	2,454	1,959	1,445	900	352	-	-	-	-	-	7,112
		Principal	15,604	16,099	16,613	17,158	17,706	-	-	-	-	-	83,180
			18,058	18,058	18,058	18,058	18,058	-	-	-	-	-	90,292
2018/19	Equestrian Audit Recommendations - 3.17% - 8 years	184,783											
		Interest	3,567	2,848	2,101	1,309	512	-	-	-	-	-	10,337
		Principal	22,680	23,400	24,147	24,939	25,735	-	-	-	-	-	120,901
			26,248	26,248	26,248	26,248	26,248	-	-	-	-	-	131,238
2018/19	Building Infrastructure - 3.17% - 8 years	1,888,006											
		Interest	36,448	29,098	21,463	13,373	5,233	-	-	-	-	-	105,616
		Principal	231,735	239,085	246,719	254,810	262,950	-	-	-	-	-	1,235,299
			268,183	268,183	268,183	268,183	268,183	-	-	-	-	-	1,340,914
2019/20	Farrer Road Upgrade - 2.11% - 10 years	251,569											
		Interest	4,669	4,136	3,640	3,122	2,594	2,070	1,500	937	365	-	23,034
		Principal	23,304	23,837	24,333	24,851	25,379	25,903	26,473	27,036	27,608	-	228,724
			27,973	27,973	27,973	27,973	27,973	27,973	27,973	27,973	27,973	-	251,758
2019/20	Street Lighting Upgrades - 1.52% - 6 years	1,500,000											
		Interest	14,021	10,230	6,426	2,464	-	-	-	-	-	-	33,141
		Principal	248,034	251,826	255,629	259,591	-	-	-	-	-	-	1,015,080
			262,055	262,056	262,055	262,055	-	-	-	-	-	-	1,048,221
2020/21	Street Lighting Upgrades - 1.04% - 5 years	692,966											
		Interest	5,294	3,821	2,383	921	-	-	-	-	-	-	12,420
		Principal	137,119	138,592	140,030	141,492	-	-	-	-	-	-	557,232
			142,413	142,413	142,413	142,413	-	-	-	-	-	-	569,652
2020/21	Bolton Park Amenities - 2.11% - 10 years	251,112											
		Interest	4,661	4,129	3,633	3,117	2,589	2,066	1,497	936	365	-	22,992
		Principal	23,261	23,794	24,289	24,806	25,333	25,856	26,425	26,987	27,558	-	228,309
			27,922	27,922	27,922	27,922	27,922	27,922	27,922	27,922	27,922	-	251,301
2021/22	PCYC Contribution - 3.25% - 15 years	2,364,247											
		Interest	75,656	71,647	67,511	63,242	58,836	54,289	49,597	44,755	39,757	34,600	559,889
		Principal	125,265	129,273	133,410	137,679	142,085	146,632	151,324	156,166	161,164	166,321	1,449,319
			200,921	200,921	200,921	200,921	200,921	200,921	200,921	200,921	200,921	200,921	2,009,208
2021/22	Dunns Road Upgrade - 3% - 10 years	1,317,316											
		Interest	39,519	36,072	32,521	28,864	25,097	21,217	17,221	13,105	8,865	4,498	226,980
		Principal	114,910	118,357	121,908	125,565	129,332	133,212	137,209	141,325	145,565	149,932	1,317,316
			154,430	154,430	154,430	154,430	154,430	154,430	154,430	154,430	154,430	154,430	1,544,296
2022/23	Dunns Road Upgrade - 3.25% - 10 years	1,182,684											
		Interest	-	38,437	35,123	31,701	28,167	24,519	20,752	16,863	12,847	8,701	217,109
		Principal	-	101,984	105,299	108,721	112,254	115,902	119,669	123,559	127,574	131,720	1,046,683
			-	140,421	140,421	140,421	140,421	140,421	140,421	140,421	140,421	140,421	1,263,792
2020/21	Jubilee Park Synthetic Hockey Fields Replace - 2.11% - 10 years	30,000											
		Interest	557	493	434	372	309	247	179	112	44	-	2,747
		Principal	2,779	2,843	2,902	2,963	3,027	3,089	3,157	3,224	3,292	-	27,276
2025/26	Jubilee Park Synthetic Hockey Fields Replace - 4% - 10 years	195,000											
		Interest	-	-	-	-	7,800	7,150	6,475	5,772	5,041	4,281	36,519
		Principal	-	-	-	-	16,242	16,891	17,567	18,270	19,001	19,761	107,731
			3,336	3,336	3,336	3,336	27,378	27,378	27,378	27,378	27,378	24,042	174,273
2022/23	Lawn Cemetery Master Plan Works - 3.25% - 10 years	750,000											
		Interest	-	24,375	22,273	20,103	17,862	15,549	13,160	10,694	8,147	5,518	137,680
		Principal	-	64,673	66,775	68,945	71,186	73,500	75,888	78,355	80,901	83,531	663,755
			-	89,048	89,048	89,048	89,048	89,048	89,048	89,048	89,048	89,048	801,435
2026/27	Bolton Park Upgrade - 4.25% - 10 years	1,496,581											
		Interest	-	-	-	-	-	63,605	58,368	52,909	47,218	41,285	263,384
		Principal	-	-	-	-	-	123,214	128,450	133,909	139,601	145,534	670,708
			-	-	-	-	-	186,818	186,818	186,818	186,818	186,818	934,092
2023/24	Glenfield Road Corridor Works - 3.5% - 10 years	4,465,917											
		Interest	-	-	156,307	142,983	129,193	114,920	100,148	84,859	69,034	52,656	850,100
		Principal	-	-	380,681	394,005	407,795	422,068	436,840	452,129	467,954	484,332	3,445,804
			-	-									
2025/26	Glenfield Road Corridor Works - 4% - 10 years	4,084,802											
		Interest	-	-	-	-	163,392	149,783	135,630	120,910	105,602	89,681	764,997
		Principal	-	-	-	-	340,227	353,836	367,990	382,709	398,017	413,938	2,256,717
			-	-									
2027/28	Glenfield Road Corridor Works - 4.5% - 10 years	670,075											
		Interest	-	-	-	-	-	-	30,153	27,700	25,135	22,456	105,444
		Principal	-	-	-	-	-	-	54,530	56,984	59,548	62,228	233,290
			-	-	536,988	536,988	1,040,607	1,040,607	1,125,290	1,125,290	1,125,290	1,125,290	7,656,351

Borrow Year	Capital Project	Amount Borrowed	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/30	2029/30	TOTALS	
2024/25	Establish 3 Local Parks at Lloyd - 3.75% - 10 years	2,401,850												
		Interest	-	-	-	90,069	82,480	74,606	66,437	57,961	49,168	40,045	460,766	
		Principal	-	-	-	202,383	209,972	217,846	226,016	234,491	243,285	252,408	1,586,402	
			-	-	-	292,452	292,452	292,452	292,452	292,452	292,452	292,452	2,047,167	
2025/26	Gregadoo Road Corridor Works - 4% - 10 years	772,225												
		Interest	-	-	-	-	30,889	28,316	25,641	22,858	19,964	16,954	144,621	
		Principal	-	-	-	-	64,319	66,892	69,568	72,351	75,245	78,254	426,629	
2026/27	Gregadoo Road Corridor Works - 4.25% - 10 years	772,225												
		Interest	-	-	-	-	-	32,820	30,118	27,301	24,364	21,303	135,904	
		Principal	-	-	-	-	-	63,577	66,279	69,096	72,033	75,094	346,080	
			-	-	-	-	95,208	191,605	191,605	191,605	191,605	191,605	1,053,235	
2028/29	Red Hill Road Upgrade - 4.75% - 10 years	2,134,706												
		Interest	-	-	-	-	-	-	-	101,399	93,242	84,699	279,340	
		Principal	-	-	-	-	-	-	-	171,709	179,866	188,409	539,984	
			-	-	-	-	-	-	273,108	273,108	273,108	273,108	819,324	
2029/30	Red Hill Road Upgrade - 5% - 10 years	1,151,636												
		Interest	-	-	-	-	-	-	-	-	57,582	53,004	110,586	
		Principal	-	-	-	-	-	-	-	-	91,560	96,138	187,699	
			-	-	-	-	-	-	-	149,142	149,142	149,142	298,284	
2030/31	Red Hill Road Upgrade - 5.25% - 10 years	1,174,668												
		Interest	-	-	-	-	-	-	-	-	-	61,670	61,670	
		Principal	-	-	-	-	-	-	-	-	-	92,307	92,307	
			-	-	-	-	-	-	-	-	153,977	153,977	153,977	
	TOTAL GENERAL DEBT SERVICING	47,833,292												
		Interest	557,630	532,486	611,986	615,553	726,930	726,197	666,072	674,018	626,652	575,408	6,312,931	
		Principal	2,782,585	2,608,639	2,909,183	3,073,301	3,180,325	2,631,307	2,658,527	2,923,690	3,120,198	3,266,188	29,153,943	
			3,340,216	3,141,125	3,521,169	3,688,854	3,907,255	3,357,504	3,324,600	3,597,708	3,746,850	3,841,596	35,466,874	
Low Cost Loans Initiative (LCLI) Debt Servicing (Round 1)														
2018/19	Estella Neighbourhood Open Space - 2.99% - 10 years	31,816												
		Interest	660	571	475	378	280	174	68	-	-	-	2,606	
		Principal	3,034	3,122	3,218	3,315	3,414	3,519	3,625	-	-	-	23,248	
			3,694	3,694	3,694	3,694	3,694	3,694	3,694	-	-	-	25,855	
2018/19	Farrer Road Improvements - 2.99% - 10 years	1,700,000												
		Interest	35,247	30,524	25,397	20,206	14,944	9,302	3,640	-	-	-	139,258	
		Principal	162,106	166,829	171,956	177,147	182,409	188,051	193,713	-	-	-	1,242,213	
2019/20	Farrer Road Improvements - 2.05% - 9 years	4,458,856												
		Interest	68,889	59,078	49,366	38,738	28,422	17,813	6,901	-	-	-	269,207	
		Principal	474,942	484,754	494,466	505,094	515,409	526,019	536,931	-	-	-	3,537,615	
			741,185	741,185	741,185	741,185	741,185	741,185	741,185	-	-	-	5,188,293	
2018/19	SPS23 Ashmont New Pump Station and Rising Main - 2.99% - 10 years	191,286												
		Interest	3,966	3,435	2,858	2,274	1,681	1,047	410	-	-	-	15,670	
		Principal	18,240	18,772	19,349	19,933	20,525	21,160	21,797	-	-	-	139,775	
2020/21	SPS23 Ashmont New Pump Station and Rising Main - 1.7% - 8 years	1,389,499												
		Interest	19,901	16,897	14,045	11,101	8,106	5,094	1,960	-	-	-	77,104	
		Principal	166,248	169,251	172,103	175,048	178,042	181,054	184,188	-	-	-	1,225,934	
			208,355	208,355	208,355	208,355	208,355	208,355	208,355	-	-	-	1,458,483	
2018/19	Red Hill Road Upgrade - 2.99% - 10 years	4,501												
		Interest	93	81	67	53	40	25	10	-	-	-	369	
		Principal	429	442	455	469	483	498	513	-	-	-	3,289	
2019/20	Red Hill Road Upgrade - 2.05% - 9 years	3,533												
		Interest	55	47	39	31	23	14	5	-	-	-	213	
		Principal	376	384	392	400	408	417	425	-	-	-	2,803	
2020/21	Red Hill Road Upgrade - 1.7% - 8 years	11,563												
		Interest	166	141	117	92	67	42	16	-	-	-	642	
		Principal	1,383	1,408	1,432	1,457	1,482	1,507	1,533	-	-	-	10,202	
2021/22	Red Hill Road Upgrade - 2.5% - 7 years	76,068												
		Interest	1,902	1,650	1,391	1,127	855	577	292	-	-	-	7,795	
		Principal	10,079	10,331	10,589	10,854	11,125	11,403	11,688	-	-	-	76,068	
			14,483	14,483	14,483	14,483	14,483	14,483	14,483	-	-	-	101,380	
2018/19	Exhibition Centre Koorngal Road Exit - 2.99% - 10 years	50,000												
		Interest	1,037	898	747	594	440	274	107	-	-	-	4,096	
		Principal	4,768	4,907	5,058	5,210	5,365	5,531	5,697	-	-	-	36,536	
2019/20	Exhibition Centre Koorngal Road Exit - 2.05% - 9 years	1,725,157												
		Interest	26,654	22,858	19,100	14,988	10,997	6,892	2,670	-	-	-	104,159	
		Principal	183,758	187,554	191,312	195,424	199,415	203,520	207,742	-	-	-	1,368,725	
			216,217	216,217	216,217	216,217	216,217	216,217	216,217	-	-	-	1,513,516	
2018/19	Forest Hill Sewer Treatment Works - 2.99% - 10 years	50,000												
		Interest	1,037	898	747	594	440	274	107	-	-	-	4,096	
		Principal	4,768	4,907	5,058	5,210	5,365	5,531	5,697	-	-	-	36,536	
2020/21	Forest Hill Sewer Treatment Works - 1.5% - 8 years	299,153												
		Interest	4,285	3,638	3,024	2,390	1,745	1,097	422	-	-	-	16,600	
		Principal	35,792	36,439	37,053	37,687	38,332	38,980	39,655	-	-	-	263,938	
2022/23	Forest Hill Sewer Treatment Works - 2.6% - 6 years	820,718												
		Interest	-	21,339	18,006	14,588	11,080	7,481	3,789	-	-	-	76,282	
		Principal	-	128,161	131,494	134,912	138,420	142,019	145,711	-	-	-	820,718	
			45,881	195,381	195,381	195,381	195,381	195,381	195,381	-	-	-	1,218,170	

Borrow Year	Capital Project	Amount Borrowed	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/30	2029/30	TOTALS
2018/19	Pine Gully Road Corridor Works - 2.99% - 10 years	94,169											
		Interest	1,952	1,691	1,407	1,119	828	515	202	-	-	-	7,714
		Principal	8,980	9,241	9,525	9,813	10,104	10,417	10,731	-	-	-	68,811
2022/23	Pine Gully Road Corridor Works - 2.6% - 6 years	577,886											
		Interest	-	15,025	12,679	10,271	7,802	5,268	2,668	-	-	-	53,712
		Principal	-	90,241	92,588	94,995	97,465	99,999	102,599	-	-	-	577,886
2018/19	Pine Gully Road Corridor Works - 2.99% - 10 years	25,000											
		Interest	518	449	373	297	220	137	54	-	-	-	2,048
		Principal	2,384	2,453	2,529	2,605	2,682	2,765	2,849	-	-	-	18,268
2026/27	Pine Gully Road Corridor Works - 3% - 2 years	1,475,000											
		Interest	-	-	-	-	-	44,250	22,452	-	-	-	66,702
		Principal	-	-	-	-	-	726,601	748,399	-	-	-	1,475,000
2018/19	Pine Gully Road Corridor Works - 2.99% - 10 years	30,000											
		Interest	622	539	448	357	264	164	64	-	-	-	2,458
		Principal	2,861	2,944	3,035	3,126	3,219	3,319	3,418	-	-	-	21,921
2021/22	Pine Gully Road Corridor Works - 2.5% - 7 years	96,510											
		Interest	2,413	2,093	1,765	1,430	1,085	732	371	-	-	-	9,889
		Principal	12,787	13,107	13,434	13,770	14,115	14,467	14,829	-	-	-	96,510
2018/19	Pine Gully Road Corridor Works - 2.99% - 10 years	25,000											
		Interest	518	449	373	297	220	137	54	-	-	-	2,048
		Principal	2,384	2,453	2,529	2,605	2,682	2,765	2,849	-	-	-	18,268
2025/26	Pine Gully Road Corridor Works - 2.9% - 3 years	882,585											
		Interest	-	-	-	-	25,595	17,306	8,777	-	-	-	51,678
		Principal	-	-	-	-	285,826	294,115	302,644	-	-	-	882,585
2018/19	Pine Gully Road Corridor Works - 2.99% - 10 years	75,000											
		Interest	1,555	1,347	1,120	891	659	410	161	-	-	-	6,144
		Principal	7,152	7,360	7,586	7,815	8,047	8,296	8,546	-	-	-	54,804
2022/23	Pine Gully Road Corridor Works - 2.6% - 6 years	1,293,827											
		Interest	-	33,640	28,386	22,997	17,467	11,793	5,972	-	-	-	120,256
		Principal	-	202,041	207,294	212,684	218,213	223,887	229,708	-	-	-	1,293,827
			44,126	385,073	385,073	385,073	670,899	1,450,039	1,458,569	-	-	-	4,830,527
2020/21	Northern Sporting Precinct - 1.7% - 8 years	1,020,146											
		Interest	14,611	12,406	10,312	8,150	5,951	3,740	1,439	-	-	-	56,609
		Principal	122,056	124,261	126,355	128,517	130,716	132,927	135,228	-	-	-	900,059
2021/22	Northern Sporting Precinct - 2.5% - 7 years	300,000											
		Interest	7,500	6,506	5,488	4,444	3,374	2,277	1,152	-	-	-	30,740
		Principal	39,749	40,742	41,761	42,805	43,875	44,972	46,096	-	-	-	300,000
2022/23	Northern Sporting Precinct - 2.6% - 6 years	5,258,854											
		Interest	-	136,730	115,379	93,472	70,996	47,935	24,275	-	-	-	488,788
		Principal	-	821,210	842,562	864,468	886,944	910,005	933,665	-	-	-	5,258,854
			183,915	1,141,856	1,141,856	1,141,856	1,141,856	1,141,856	1,141,856	-	-	-	7,035,050
	TOTAL LOW COST LOANS INITIATIVE (LCLI) DEBT SERVICING (Round 1)	21,966,127											
		Interest	193,579	372,927	313,111	250,878	213,580	184,769	88,036	-	-	-	1,616,881
		Principal	1,264,276	2,533,315	2,593,131	2,655,364	3,004,083	3,803,745	3,900,479	-	-	-	19,754,393
			1,457,855	2,906,242	2,906,242	2,906,242	3,217,663	3,988,514	3,988,515	-	-	-	21,371,274
Low Cost Loans Initiative (LCLI) Debt Servicing (Round 2)													
2019/20	Pominalgarna Cycling Complex - 2.19% - 10 years	65,000											
		Interest	1,113	977	844	695	552	405	253	98	-	-	4,938
		Principal	6,143	6,279	6,412	6,561	6,704	6,851	7,003	7,158	-	-	53,109
2020/21	Pominalgarna Cycling Complex - 1.92% - 9 years	1,337,132											
		Interest	22,158	19,273	16,560	13,744	10,874	8,007	4,958	1,922	-	-	97,496
		Principal	139,988	142,874	145,586	148,402	151,272	154,139	157,189	160,224	-	-	1,199,674
2021/22	Pominalgarna Cycling Complex - 2.75% - 8 years	555,318											
		Interest	15,271	13,539	11,758	9,929	8,050	6,118	4,134	2,095	-	-	70,894
		Principal	63,005	64,738	66,518	68,347	70,227	72,158	74,143	76,181	-	-	555,318
			247,679	247,679	247,679	247,679	247,679	247,679	247,679	247,679	-	-	1,981,428
2021/22	SPS15 Hammond Avenue - 2.75% - 8 years	63,326											
		Interest	1,741	1,544	1,341	1,132	918	698	471	239	-	-	8,084
		Principal	7,185	7,382	7,585	7,794	8,008	8,229	8,455	8,687	-	-	63,326
			8,926	8,926	8,926	8,926	8,926	8,926	8,926	8,926	-	-	71,410
2019/20	Village Community Priorities - 2.19% - 10 years	20,000											
		Interest	342	301	260	214	170	125	78	30	-	-	1,519
		Principal	1,890	1,932	1,973	2,019	2,063	2,108	2,155	2,202	-	-	16,341
2020/21	Village Community Priorities - 1.92% - 9 years	20,000											
		Interest	331	288	248	206	163	120	74	29	-	-	1,458
		Principal	2,094	2,137	2,178	2,220	2,263	2,306	2,351	2,397	-	-	17,944
			4,658	4,658	4,658	4,658	4,658	4,658	4,658	4,658	-	-	37,263
2020/21	Riverside Beach Landscape Upgrade Stage 2 - 1.92% - 9 years	150,000											
		Interest	2,486	2,162	1,858	1,542	1,220	898	556	216	-	-	10,937
		Principal	15,704	16,028	16,332	16,648	16,970	17,291	17,633	17,974	-	-	134,580
2021/22	Riverside Beach Landscape Upgrade Stage 2 - 2.75% - 8 years	1,391,581											
		Interest	38,268	33,927	29,465	24,881	20,171	15,332	10,359	5,250	-	-	177,654
		Principal	157,886	162,228	166,689	171,273	175,983	180,823	185,795	190,905	-	-	1,391,581
			214,344	214,344	214,344	214,344	214,344	214,344	214,344	214,344	-	-	1,714,752
2019/20	Gregadoo Road Corridor Works - 2.19% - 10 years	171,000											
		Interest	2,928	2,571	2,220	1,829	1,453	1,066	665	259	-	-	12,990
		Principal	16,161	16,518	16,869	17,260	17,636	18,022	18,423	18,830	-	-	139,718
2020/21	Gregadoo Road Corridor Works - 1.92% - 9 years	88,085											
		Interest	1,460	1,270	1,091	905	716	528	327	127	-	-	6,423
		Principal	9,222	9,412	9,591	9,776	9,965	10,154	10,355	10,555	-	-	79,030
2022/23	Gregadoo Road Corridor Works - 2.85% - 7 years	1,693,040											
		Interest	-	48,252	41,926	35,420	28,728	21,846	14,768	7,488	-	-	198,427
		Principal	-	221,958	228,284	234,790	241,481	248,364	255,442	262,722	-	-	1,693,040
			29,770	299,980	299,980	299,980	299,980	299,980	299,980	299,980	-	-	2,129,628

BORROW YEAR	CAPITAL PROJECT	Amount Borrowed	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2029/30	2029/30	TOTAL \$
2019/20	Ashmont SPS Rising Main & Gravity Main Upgrade - 2.19% - 10 years	2,766											
		Interest	47	42	36	30	24	17	11	4	-	-	210
		Principal	262	267	273	279	285	292	298	305	-	-	2,261
2020/21	Ashmont SPS Rising Main & Gravity Main Upgrade - 1.92% - 9 years	43,309											
		Interest	718	624	536	445	352	259	161	62	-	-	3,158
		Principal	4,534	4,628	4,715	4,807	4,900	4,992	5,091	5,190	-	-	38,857
2022/23	Ashmont SPS Rising Main & Gravity Main Upgrade - 2.85% - 8 years	608,596											
		Interest	-	17,345	15,071	12,732	10,327	7,853	5,309	2,692	-	-	71,328
		Principal	-	79,787	82,061	84,400	86,805	89,279	91,823	94,440	-	-	608,596
			5,561	102,693	102,693	102,693	102,693	102,693	102,693	102,693	-	-	724,409
2019/20	Stormwater Drainage Jubilee to Red Hill Road - 2.19% - 10 years	5,000											
		Interest	86	75	65	53	42	31	19	8	-	-	380
		Principal	473	483	493	505	516	527	539	551	-	-	4,085
2020/21	Stormwater Drainage Jubilee to Red Hill Road - 1.92% - 9 years	38,500											
		Interest	638	555	477	396	313	231	143	55	-	-	2,807
		Principal	4,031	4,114	4,192	4,273	4,356	4,438	4,526	4,613	-	-	34,542
2021/22	Stormwater Drainage Jubilee to Red Hill Road - 2.75% - 8 years	57,482											
		Interest	1,581	1,401	1,217	1,028	833	633	428	217	-	-	7,338
		Principal	6,522	6,701	6,885	7,075	7,269	7,469	7,675	7,886	-	-	57,482
2022/23	Stormwater Drainage Jubilee to Red Hill Road - 2.85% - 7 years	289,018											
		Interest	-	8,237	7,157	6,046	4,904	3,729	2,521	1,278	-	-	33,873
		Principal	-	37,890	38,970	40,081	41,223	42,398	43,606	44,849	-	-	289,018
			13,329	59,457	59,457	59,457	59,457	59,457	59,457	59,457	-	-	429,526
2020/21	Harris Road to Open Space (shared path) ROS13 - 1.92% - 9 years	350,000											
		Interest	5,800	5,045	4,335	3,598	2,846	2,096	1,298	503	-	-	25,520
		Principal	36,643	37,398	38,108	38,845	39,596	40,347	41,145	41,939	-	-	314,020
			42,442	42,442	42,442	42,442	42,442	42,442	42,442	42,442	-	-	339,540
2023/24	Stormwater Drainage Kincaid to Flowerdale - 2.95% - 6 years	811,780											
		Interest	-	-	23,948	20,241	16,424	12,496	8,451	4,287	-	-	85,846
		Principal	-	-	125,657	129,364	133,180	137,109	141,153	145,317	-	-	811,780
			-	-	149,604	149,604	149,604	149,604	149,604	149,604	-	-	897,626
2023/24	Amundsen Bridge - 2.95% - 6 years	1,123,159											
		Interest	-	-	33,133	28,004	22,724	17,289	11,692	5,931	-	-	118,774
		Principal	-	-	173,856	178,984	184,264	189,700	195,296	201,058	-	-	1,123,159
			-	-	206,989	206,989	206,989	206,989	206,989	206,989	-	-	1,241,933
	TOTAL LOW COST LOANS INITIATIVE (LCLI) DEBT SERVICING (Round 2)	7,121,684											
		Interest	94,969	157,426	193,544	163,071	131,807	99,777	66,675	32,789	-	-	940,057
		Principal	471,741	822,752	1,143,227	1,173,701	1,204,965	1,236,994	1,270,096	1,303,983	-	-	8,627,460
			566,709	980,178	1,336,771	1,336,771	1,336,771	1,336,771	1,336,771	1,336,771	-	-	9,567,516
Airport Debt Servicing													
2018/19	Airport Pavement Upgrade - 2.96% - 6 years	2,345,553											
		Interest	31,917	20,117	7,886	-	-	-	-	-	-	-	59,920
		Principal	396,281	408,082	420,312	-	-	-	-	-	-	-	1,224,675
			428,198	428,198	428,198	-	-	-	-	-	-	-	1,284,595
2018/19	Develop Precinct 2A - 3.17% - 8 years	4,446,328											
		Interest	85,837	68,527	50,547	31,494	12,324	-	-	-	-	-	248,729
		Principal	545,744	563,055	581,034	600,088	619,257	-	-	-	-	-	2,909,177
			631,581	631,581	631,581	631,581	631,581	-	-	-	-	-	3,157,906
2020/21	Airport - Various Projects - 2.11% - 10 years	728,103											
		Interest	13,514	11,971	10,535	9,037	7,507	5,990	4,341	2,713	1,057	-	66,665
		Principal	67,447	68,990	70,426	71,924	73,454	74,971	76,621	78,248	79,904	-	661,985
			80,961	80,961	80,961	80,961	80,961	80,961	80,961	80,961	80,961	-	728,650
2022/23	Airport - Various Projects - 3.25% - 10 years	4,983,914											
		Interest	-	161,977	148,010	133,588	118,698	103,324	87,451	71,061	54,139	36,666	914,914
		Principal	-	429,768	443,736	458,157	473,047	488,421	504,295	520,685	537,607	555,079	4,410,795
			-	591,745	591,745	591,745	591,745	591,745	591,745	591,745	591,745	591,745	5,325,709
2023/24	Airport - Various Projects - 3.5% - 10 years	380,000											
		Interest	-	-	13,300	12,166	10,993	9,778	8,521	7,221	5,874	4,480	72,334
		Principal	-	-	32,392	33,525	34,699	35,913	37,170	38,471	39,818	41,211	293,200
			-	-	45,692	45,692	45,692	45,692	45,692	45,692	45,692	45,692	365,534
	TOTAL AIRPORT DEBT SERVICING	12,883,898											
		Interest	131,269	262,591	230,278	186,285	149,523	119,093	100,312	80,995	61,070	41,147	1,362,563
		Principal	1,009,472	1,469,895	1,547,900	1,163,694	1,200,457	599,305	618,086	637,404	657,329	596,290	9,499,831
			1,140,741	1,732,486	1,778,178	1,349,979	1,349,979	718,398	718,398	718,398	718,398	637,437	10,862,394
Stormwater Levy Debt Servicing													
2018/19	Remediate Wollundry Lagoon - 3.17% - 8 years	742,827											
		Interest	14,340	11,448	8,445	5,261	2,059	-	-	-	-	-	41,554
		Principal	91,175	94,067	97,071	100,254	103,456	-	-	-	-	-	486,022
	TOTAL STORMWATER LEVY DEBT SERVICING		105,515	105,515	105,515	105,515	105,515	-	-	-	-	-	527,576
Sewer Fund Debt Servicing													
2007/08	Sewer 2010 - 7.1% - 30 years	36,000,000											
		Interest	2,031,531	1,960,479	1,884,127	1,802,078	1,713,909	1,619,162	1,517,347	1,407,937	1,290,364	1,164,021	16,390,956
		Principal	952,433	1,023,485	1,099,837	1,181,886	1,270,055	1,364,802	1,466,617	1,576,027	1,693,600	1,819,943	13,448,684
	TOTAL SEWER DEBT SERVICING		2,983,964	2,983,964	2,983,964	2,983,964	2,983,964	2,983,964	2,983,964	2,983,964	2,983,964	2,983,964	29,839,640
	CONSOLIDATED DEBT SERVICING	119,426,144											
		Interest	3,023,318	3,297,358	3,241,491	3,023,127	2,937,807	2,748,999	2,438,443	2,195,737	1,978,086	1,780,576	26,664,941
		Principal	6,571,681	8,552,153	9,390,349	9,348,199	9,963,341	9,636,153	9,913,805	6,441,104	5,471,126	5,682,421	80,970,333
			9,595,000	11,849,511	12,631,840	12,371,326	12,901,148	12,385,152	12,352,248	8,636,841	7,449,212	7,462,997	107,635,275

Appendix 8a) - Capital Works Program – One-off Capital Projects

The One-off capital projects allocated in 2022/23 are split between 2 categories - 'Pending' and 'Confirmed'.

The 'Pending' category lists the projects that are funded, but are not delivery ready at 1 July 2022. Once the project is ready to move from the Pending stage into the Confirmed stage (Delivery Program), it will be reported to Council for adoption.

Project budgets already in the 'Confirmed' category represent Council's current commitment of delivery for the 2022/23 financial year and will be reported to Councillors and the Community as part of the Delivery Program. This stage can include projects that are execution ready as well as projects that require further planning in order to progress to the execution ready stage.

As part of the annual review of the Long Term Financial Plan Capital Works Program, these 2 categories are applied to the following new financial year's project budgets prior to adoption.

Appendix 8a) LONG TERM FINANCIAL PLAN ONE-OFF CAPITAL PROJECTS 2022/23 - 2031/32														
Ref	Job No.	Project Title	Funding Source	2022/23 Pending	2022/23 Confirmed	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
1	47323	Airport - Ancillary Land Acquisition	Internal Loans Reserve (payback from Airport Reserve)		291,268									
2	47288	Airport - Bays 1-3 Upgrade	External Borrowings (Future Years Loan Repayments funded from Airport/Internal Loans Reserve)	380,000										
3	47320	Airport - Energy Savings Project (Lighting)	Internal Loans Reserve (Electricity Savings - Future Year Loan Repayments)	178,903										
4	47192	Airport - Redevelop terminal - Internal Baggage Claim and Retail Section	Grant (INSW) \$1,000,000 + Grant (BRRF) \$4,568,158 + \$2,955,039 External Borrowings (Future Years Loan Repayments funded from Airport/Internal Loans Reserve) + \$27,763 Airport/Internal Loans Reserve	8,550,960										
5	47310	Airport - Reseal Don Kendell and Welsh Drives	External Borrowings (Future Years Loan Repayments funded from Airport/Internal Loans Reserve)	166,645										
6	47283	Airport - Runway Lighting Upgrade	External Borrowings (Future Years Loan Repayments funded from Airport/Internal Loans Reserve)	1,411,505										
7	47292	Airport - Taxiways A, B, D, E, F Rejuvenation	23/24 - External Borrowings (Future Years Loan Repayments funded from Airport/Internal Loans Reserve) + 24/25 Airport/Internal Loans Reserve			380,000	380,000							
8	15082	Amundsen Bridge Construction - TT6	External Borrowings (Future Years Loan Repayments less 50% LCLI Subsidy funded from \$7.11)			1,116,027								
9	21275	Bakers Lane Widening + Intersection Upgrades - TT5	\$7.11	412,500										
10	17760	Bolton Park Precinct Upgrade - ROS15	External Borrowings \$1,496,581 (Future Years Loan Repayments funded from GPR) + \$7.11 \$6,034,593 + Grant Funding (TBC) \$32,152,307	6,000,000		6,000,000	10,000,000	10,000,000	7,683,481					

Ref	Job No.	Project Title	Funding Source	2022/23 Pending	2022/23 Confirmed	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
11	19628	Boorooma St Upgrade - TT28	\$7.11					2,812,200						
12	15083	Boorooma Street Slip Lane into Boorooma West - (2006-19 Plan)	\$7.11			297,000								
13	18179	Civic Centre Entrance Canopy - To protect from weather and better identify the building entrance	Civic Centre \$94 Recoupment (CR2)	115,243										
14	19565	Civic Theatre - Replacement of Lighting Desk	Internal Loans Reserve (Payback from Civic Theatre Tech Reserve)			65,000								
15	19566	Civic Theatre - Replacement of Overhead Stage Lights with Digital Lights	Internal Loans Reserve (Payback from Civic Theatre Tech Reserve)	70,000										
16	21798	Civic Theatre - Resheet Wall Surface Areas on Upper/Turret Roof Area	Buildings Reserve		103,500									
17	13684	Dunns Road - Roads and Traffic Facilities Upgrade	Grant (Dept Infrastructure, Transport, Regional Dev & Local Gov) \$2,759,595 + External Borrowings \$1,182,684 (Future Years Loan Repayments funded from GPR)	3,942,279										
18	19647	Estella New Local Park (west Rainbow Drive) Embellishment - ROS1 + LA1 (Land Acquisition)	\$7.11	1,495,725		1,231,950								
19	19618	Footpaths - Boorooma, Estella & Gobbagombalin - TT17	\$7.11 \$255,319 + Grant (TBC) \$1,286,050				1,286,050	255,319						
20	19619	Footpaths - Bourkelands & Lloyd - TT18	\$7.11 \$352,763 + Grant (TBC) \$1,738,250						2,091,013					
21	19620	Footpaths - Central & North Wagga - TT19	\$7.11 \$69,694 + Grant (TBC) \$351,050				351,050	69,694						
22	19622	Footpaths - Forest Hill - TT21	\$7.11 \$208,725 + Grant (TBC) \$1,028,500						1,237,225					
23	19623	Footpaths - Koorimal - TT22	\$7.11 \$152,835 + Grant (TBC) \$753,100						905,935					
24	19625	Footpaths - Mount Austin, Tolland & Turvey Park - TT24	\$7.11 \$282,210 + Grant (TBC) \$1,390,600						1,672,810					
25	19678	Forest Hill Upgrade Local Park - ROS16	\$7.11						216,200					
26	12922	Glenfield Road Corridor Works - TT1	\$7.11 \$9,867,374 + External Borrowings \$9,220,792 (Future year loan repayments funded from \$7.11)	3,252,754		7,014,362	1,023,152	4,084,802		2,353,129	1,359,969			
27	18738	Glenfield Road Drainage Remediation (North of Fernleigh Rd)	Stormwater DSP \$915,000 + Stormwater Levy \$420,047	335,000		1,000,047								
28	19648	Gobbagombalin Nth (Harris Road) Park Embellishment - ROS2	\$7.11		197,400									
29	19604	Gregadoo Road Corridor Works - TT7	22/23 External Borrowings \$1,693,040 (Future Years Loan Repayments less 50% LCLI Subsidy funded from \$7.11) + Civil Infrastructure Reserve \$1,006,466 + 25/26-26/27 \$1,544,450 External Borrowings (Future Years Loan Repayments funded from \$7.11)	2,699,506				772,225	772,225					
30	70093	GWMC - Asset Renewals (Transfer Stations, Leachate systems)	Solid Waste Reserve	200,000			150,000			163,500			178,215	
31	70178	GWMC - Construction of a new Monocell (Design + Construction)	2022/23 - Solid Waste Reserve \$2,681,251 + Grant (NSW EPA) \$900,000 + 2030/31 Solid Waste Reserve \$2,600,000		3,581,251								2,600,000	

Ref	Job No.	Project Title	Funding Source	2022/23 Pending	2022/23 Confirmed	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
32	70164 + 70041	GWMC - Construction of a new Waste Cell (Design + Construction)	2022/23 - Solid Waste Reserve \$2,423,826 + Grant (NSW EPA) \$900,000 + 2028/29 Solid Waste Reserve \$6,352,942	1,903,826	1,420,000						6,352,942			
33	70147	GWMC - Domestic Precinct (Transfer Station, Office Relocation, Community Recycling Centre, Roadworks)	Solid Waste Reserve	509,890	72,373	5,098,900	1,200,000				601,670			
34	70135	GWMC - Gas Capture Network Expansion & Gas Powered Evaporator	Solid Waste Reserve		1,330,010		300,000			327,000			356,430	
35	70104	GWMC - Hook Truck & Bins	Solid Waste Reserve	100,671			29,500		31,270		33,146		35,135	
36	70143	GWMC - Managed Wheel Washing Facility	Solid Waste Reserve	184,394	5,151									
37	70105	GWMC - Organic Processing Plant	Solid Waste Reserve		200,000									
38	70163	GWMC - Plant Purchase (auxillary equipment - proposed new monocell)	Solid Waste Reserve				1,307,677							
39	70168	GWMC - Plant Shed	Solid Waste Reserve		2,333,822									
40	70092	GWMC - Progressive Site Rehabilitation	Solid Waste Reserve	229,159	157,131	236,034	243,115	250,408	257,920	265,658				
41	70101	GWMC - Road Rehabilitation	Solid Waste Reserve			300,000		50,000		53,000		56,180		
42	70169	GWMC - Waste to Energy (Solution)	Solid Waste Reserve									5,000,000		
43	21791	Humula Infrastructure Upgrade	Grant (Dept Industry, Science, Energy & Resources)		32,076	32,076								
44	19664	Jubilee Park - Athletics Park Upgrade - ROS10	\$7.11 \$1,394,477 + Grant (TBC) \$4,111,885	5,506,362										
45	19669	Jubilee Park - Community Meeting Space - ROS14	\$7.11					384,750						
46	12941	Jubilee Park to Red Hill Rd - Wagga West DSP Area - Implement Stormwater Drainage Improvements	External Borrowings (Future Years Loan Repayments less 50% LCLI Subsidy funded from Stormwater DSP)	289,018										
47	19382	Jubilee Park - Replace existing synthetic surfaces at the Jubilee Park Hockey Complex	Hockey Assoc Contrib \$205,000 + External Borrowings \$195,000 (Future Years Loan Repayments funded from GPR)					400,000						
48	14048	Lawn Cemetery & Crematorium Office Refurbishment	Cemetery Reserve					500,000						
49	21273	Lawn Cemetery Master Plan Stage 2A Works - New burial area, outdoor chapel and water feature	External Borrowings (Future Years Loan Repayments funded from Cemetery Reserve)	675,000	75,000									
50	17866	Levee System Upgrade - North Wagga (1 in 20)	Special Rate Variation (SRV) Reserve \$2.604M + Grant (TBC) \$5.816M			8,419,811								
51	19661	Lloyd Establish 3 Local Parks - ROS5 + LA5 (Deakin Ave) + LA6 (Barton Ave) + LA7 (Central Lloyd) - Land Acquisitions	22/23 \$7.11 + 24/25 External Borrowings (Future Years Loan repayments funded from \$7.11)	1,538,625	641,025		2,401,850							
52	45089	LMC - CCTV & security (partial)	LMC Reserve			41,734								
53	45121	LMC - Clean, fill and landscape all new works areas	LMC Reserve			85,000								
54	45109	LMC - Implement Wifi Network	LMC Reserve		133,764									

Ref	Job No.	Project Title	Funding Source	2022/23 Pending	2022/23 Confirmed	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
55	45096	LMC - New circulating road (partial)	LMC Reserve			2,086,693								
56	45123	LMC - Realign cattle draft ramps	LMC Reserve		600,000									
57	45119	LMC - Realign existing Sheep Yard Draft Ramps	LMC Reserve		950,000									
58	45125	LMC - Refurbish agents offices and canteen	LMC Reserve							500,000				
59	45124	LMC - Replace existing cattle/sheep delivery ramps	LMC Reserve						1,300,000					
60	45122	LMC - Reseal existing internal road network	LMC Reserve				650,000							
61	45126	LMC - Road Train facilities	LMC Reserve								1,800,000			
62	45127	LMC - Waste to Energy	LMC Reserve						3,500,000					
63	45049	LMC - Treatment of Re-use Water	LMC Reserve			358,985								
64	19736	Lord Baden Powell Drive Redevelopment	Grant (Dept Industry, Science, Energy & Resources)	2,480,557										
65	19662	McDonalds Parks - Establish 2nd Rugby League Field - ROS6	S7.11			939,550								
66	21797 + 21817	MPS Sports Court Recoat	Parks & Recreation Reserve		35,000					40,000				
67	18796	Northern Sporting Precinct - Sports grounds and play equipment (Peter Hastie Oval Works) - ROS11 + LA4 (Land Acquisition)	External Borrowings (Future Years Loan Repayments less 50% LCLI Subsidy funded from S7.11 + Building Reserve + GPR)	5,258,854										
68	28174	Oasis - 25m & Program Pool Covers & Rollers Replacement	GPR							70,000				
69	28183	Oasis - 25m & Program & Leisure Pool Expansion Joints Replacement	GPR									125,000		
70	28190	Oasis - 25m Pool Dive Starting Blocks	GPR								48,000			
71	28150	Oasis - 25m Pool Lane Ropes & Lane Storage Rollers Replacement	GPR (trfd to Oasis Reserve)					34,441						
72	28154	Oasis - 50m & Dive Pool Bulkhead Tiles Upgrade	GPR	40,804										
73	28153	Oasis - 50m & Dive Pool Expansion Joints Replacement	GPR					79,790						
74	28181	Oasis - 50m Pool & Grandstand Concourse Resurfacing	GPR							175,000				
75	28186	Oasis - 50m Pool Covers & Rollers Replacement	Oasis Reserve											85,992

Ref	Job No.	Project Title	Funding Source	2022/23 Pending	2022/23 Confirmed	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
76	28177	Oasis - 50m Pool Dive Starting Blocks	GPR						42,000					
77	28170	Oasis - 50m Pool Floodlights	GPR						80,000					
78	28123	Oasis - 50m Pool Heating System - Solar & Gas Boiler	GPR								275,000			
79	28172	Oasis - 50m Pool Lane Ropes & Lane Storage Rollers Replacement	GPR						85,000					
80	28179	Oasis - 50m Pool Shade Covers - Deep End of Pool	GPR						290,000					
81	28179	Oasis - 50m Pool Shade Covers - Western Side	Oasis Reserve						390,000					
82	28188	Oasis - Air Conditioning Mixed	GPR											125,000
83	28072	Oasis - Automatic Pool Cleaners	Oasis Reserve									60,000		
84	20840	Oasis - BBQ's	Oasis Reserve										70,000	
85	16393	Oasis - Carpet Replacement - entrance, pool hall, offices, stairs & meeting room	Oasis Reserve										64,000	
86	28152	Oasis - CCTV Camera System Upgrade	GPR	75,750										
87	28158	Oasis - Change Rooms Upgrade	GPR					353,500						
88	28171	Oasis - Co Generation Energy System or alike	GPR						1,500,000					
89	28173	Oasis - Disable/Mixed Access Equipment/Steps- Wheel Chairs - Hoists & Extra	GPR						95,000					
90	28187	Oasis - Dive Pool Covers & Rollers Replacement	Oasis Reserve											45,000
91	28162	Oasis - Energy Savings Project	Internal Loans Reserve (Electricity Savings - Future Year Loan Repayments)				231,770							
92	28076	Oasis - Fibreglass Spring Boards Replacement	GPR											85,000
93	28119	Oasis - Filter Sand for All Pools	GPR						232,300					
94	28182	Oasis - Irrigation/Sprinkler System to mixed areas	Oasis Reserve							85,000				
95	15143	Oasis - Point of Sale System & Entry Gates	GPR								115,000			
96	28184	Oasis - Pool Balance Tanks Service	GPR										105,000	
97	28189	Oasis - Pool Cover Winch Replacement	GPR											35,150

Ref	Job No.	Project Title	Funding Source	2022/23 Pending	2022/23 Confirmed	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
98	28139	Oasis - Pool Deck Grating Replacement	Oasis Reserve	20,000				31,005						
99	28178	Oasis - Pool Hall Circulation Fans	GPR									45,000		
100	28155	Oasis - Pool Hall Glass Doors Upgrade & Replacement	GPR	136,350										
101	28175	Oasis - Pool Hall Lighting Repair & Replacement	Oasis Reserve								100,000			
102	28156	Oasis - Pool Hall Skylights Repair & Replacement	GPR	237,350										
103	28123	Oasis - Pool Heating Systems (All Pools)	Oasis Reserve				200,000							
104	28159	Oasis - Pool Plant Equipment Upgrade & Replacement	Oasis Reserve \$90,000 + GPR \$778,600					868,600						
105	28176	Oasis - Public Address System Repair & Replacement	Oasis Reserve									85,000		
106	28157	Oasis - Security Lockers Replacement	Oasis Reserve			30,300								
107	28151	Oasis - Two Pool Inflatables Replacement	2025/26 Oasis Reserve + 2030/31 GPR					28,280					100,000	
108	28180	Oasis - Water Drinking Fountains	GPR									60,000		
109	28145	Oasis - Water Features Project	Grant (TBC) \$834,085 + Oasis \$7.11 Recoupment \$854,937	1,689,022										
110	21790	Oberne Creek Hall Project	Grant (Dept Industry, Science, Energy & Resources)		34,560	3,840								
111	21598	Old Narrandera Road Sealing	Grant (Transport for NSW)		1,068,750									
112	19601	Pine Gully Road Corridor Works - TT2	\$7.11 \$2,326,197 + External Borrowings \$4,337,348 (Future Years Loan Repayments less 50% LCLI Subsidy funded from \$7.11)	2,117,089				2,999,630	1,546,826					
113	18792	Public Art - River Life	Public Art Reserve		106,595									
114	17075	Public Art Projects - TBA	Public Art Reserve	45,000		45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
115	19667	Rawlings Park North - Construct a synthetic soccer facility - ROS12	\$7.11 \$700,000 + Grant (TBC) \$3,177,112			3,877,112								
116	19627	Red Hill Rd/Dalman Parkway Intersection Treatment - TT27	\$7.11	150,000		1,750,443								
117	19681	Red Hill Road Upgrade - TT3	24/25 \$7.11 + 28/29 - 30/31 External Borrowings (Future Years Loan Repayments funded from \$7.11)				78,217				2,134,706	1,151,636	1,174,668	0
118	23816	Regional Roads Repair Block Grant - project TBA	Repair Block Grant (TfNSW)	400,000		400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
119	15883	Regional Roads Supplementary Block Grant - project TBA	Block Grant -Supp (TfNSW)	199,000		199,000	199,000	199,000	199,000	199,000	199,000	199,000	199,000	199,000
120	50224	Sewer - Ashmont SPS, Rising Main & Gravity Main Upgrade	External Borrowings (Future Years Loan Repayments less 50% LCLI subsidy funded from Sewer Reserve)	608,596										

Ref	Job No.	Project Title	Funding Source	2022/23 Pending	2022/23 Confirmed	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
121	50276	Sewer - Cartwright's Hill Pump Station - SPS09 - Renewals	Sewer Reserve				50,000	200,000						
122	50258	Sewer - Copland Street Pump Station - SPS39 - New Assets - New pump station	Sewer Reserve (DSP)	379,124										
123	50199	Sewer - Elizabeth Avenue Forest Hill SPS22 - New Assets	Sewer Reserve (DSP)	975,183										
124	50384	Sewer - Flowmeters Installation at Major Pump Stations	Sewer Reserve	39,862										
125	50266	Sewer - Forest Hill Treatment Works - New Assets	External Borrowings \$820,718 (Future Years Loan Repayments less 50% LCL subsidy funded from Sewer Reserve) + Sewer Reserve \$1,484,467	1,573,407		731,778								
126	50060	Sewer - Forsyth St Pump Station - SPS02 - Renewals - Refurbishment of current wells	Sewer Reserve	200,000		600,000								
127	50259	Sewer - Glenfield East Pump Station - SPS41 - New Assets - New pump station	Sewer Reserve (DSP)			368,981	2,138,412							
128	50221	Sewer - Narrung St Treatment Plant Flood Protection Infrastructure	Sewer Reserve	499,591										
129	50245	Sewer - Olympic Highway - SPS13 New Assets	Sewer Reserve (DSP)	138,912		805,910								
130	50028	Sewer - Re-use Water - Additional infrastructure to meet quality requirements	Sewer Reserve	1,224,096										
131	50274	Sewer - Shaw Street SPS06 Pump Station - Renewals	Sewer Reserve					280,000						
132	50261	Sewer - Springvale Pump Station - SPS36 - New Assets - New pump station	Sewer Reserve	59,646		536,811								
133	50112	Sewer - Tarcutta Sewage Treatment Works Renewal	Sewer Reserve	249,236										
134	50291	Sewer - Uranquinty Pump Station - SPS31 - Renewals	Sewer Reserve (DSP)						520,000					
135	50277	Sewer - Wiradjuri Sewer Pump Station - SPS10 Renewal	Sewer Reserve (DSP)				13,032	75,486						
136	19609	Shared path - Boorooma to Estella & Gobba - TT9	\$7.11 \$260,044 + Grant (TBC) \$1,309,850				1,309,850		260,044					
137	19610	Shared path - Bourkelands to Lloyd - TT10	\$7.11 \$11,306 + Grant (TBC) \$56,950				56,950		11,306					
138	19612	Shared path - CBD to Forest Hill - TT12	\$7.11 \$200,963 + Grant (TBC) \$990,250						1,191,213					
139	19613	Shared path - Forest Hill - TT13	\$7.11 \$147,660 + Grant (TBC) \$727,600				727,600		147,660					
140	19526 + 38639	Stormwater - Copland St Drainage Projects	2022/23 - Old \$94 Reserve \$85,262 + Contribution \$92,358 + 2023/24 - Stormwater DSP \$266,829 + \$7.11 \$107,500		177,620	374,329								

Ref	Job No.	Project Title	Funding Source	2022/23 Pending	2022/23 Confirmed	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
141	13673	Stormwater - Day, Higgins, Tarcutta St - Wagga West DSP Area Drainage Upgrade	Stormwater DSP \$308,458 + Stormwater Drainage Reserve \$20,000								328,458			
142	12758	Stormwater - Kincaid St end to Flowerdale pumping station drainage - Wagga West DSP Area	External Borrowings \$782,980 (Future Years Loan Repayments less 50% LCLI subsidy funded from Stormwater DSP) + External Borrowings \$27,955 (Future Years Loan Repayments less 50% LCLI subsidy funded from Civil Infrastructure Reserve)			810,935								
143	13674	Stormwater - Lloyd Contour Ridge approx 5 km - Wagga West DSP Area Drainage Upgrade	Stormwater DSP \$148,060 + Stormwater Drainage Reserve \$9,600								157,660			
144	17742	Stormwater - Murray St Project	Stormwater Levy	222,250		2,952,750								
145	12916	Stormwater - Tarcoola Drainage Extension	Stormwater DSP								495,657			
146	18524 + 18589	Stormwater - Tarcutta Drainage Upgrade & Supplementary Levee	RMS Contribution	411,880										
147	19522	Stormwater - Yanda Lane Drainage	Stormwater Levy			495,763								
148	21792	Tarcutta Memorial Hall Upgrade	Grant (Dept Industry, Science, Energy & Resources)		54,342	54,342								
149	21789	Tarcutta Recreation Reserve Infrastructure Upgrade	Grant (Dept Industry, Science, Energy & Resources)		173,502									
150	20846	Venue Technical Events Kit	Community Works Reserve					8,000						
151	18903	Victory Memorial Garden Toilet Block	Buildings Reserve	13,800										
		TOTAL LTFP CAPITAL WORKS ONE-OFF PROJECTS		59,593,323	13,774,139	48,740,463	24,772,225	25,182,130	26,703,428	4,676,287	14,446,208	7,226,816	5,327,448	1,020,142

Appendix 8b) - Capital Works Program – Recurrent Capital Projects

Appendix 8b) LONG TERM FINANCIAL PLAN RECURRENT CAPITAL PROJECTS 2022/23 - 2031/32													
Ref	Job No.	Project Title	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
1	19504	Art Gallery - Acquire pieces for the Australian Print Collection	GPR	9,212	9,580	9,963	10,362	10,776	11,207	11,638	12,143	12,670	13,219
2	19505	Art Gallery - Acquire pieces for the National Art Glass Collection	GPR	23,029	23,950	24,908	25,904	26,940	28,018	29,096	30,359	31,677	33,053
3	12498	Bus Shelters Upgrade (existing)	GPR		20,000		20,000		20,000		20,000		20,000
4	19503	Civic Theatre - Backstage Equipment Upgrade	GPR	13,159	13,686	14,233	14,802	15,394	16,010	16,626	17,291	17,983	18,702
5	17986	Community Amenities - Apex Park	GPR						30,000	242,031			
6	16459	Community Amenities - Forest Hill Oval	GPR \$211,215 + Buildings Reserve \$23,641 (trfd from GPR)	30,000	204,856								
7	17749	Community Amenities - Gissing Oval	GPR				30,000	226,633					
8	17748	Community Amenities - Jubilee/Connolly Park	GPR			30,000	219,158						
9	16458	Community Amenities - Kessler Park	GPR \$228,016 + Buildings Reserve \$46,812 (trfd from GPR) + Contribution (Tolland FC) \$20,000 + Grant (Stronger Country Communities) \$336,927	631,755									
10	19484	Community Amenities - McPherson Oval	GPR							30,000	250,192		
11	17985	Community Amenities - Tarcutta Public Convenience	GPR					30,000	234,332				
12	17039	Community Amenities - TBC	GPR								30,000	258,790	296,553
13	12846	Community Amenities - Uranquinty Sports Ground	GPR		30,000	211,901							
14	16583	Corporate Hardware Purchases	GPR	415,000	395,000	393,000	910,000	732,000	450,000	450,000	450,000	450,000	450,000
15	15230	Culverts - Renew and Replace	GPR	651,911	679,531	708,256	738,094	769,119	799,884	830,649	863,875	898,430	934,367
16	32514	Footpath Construction	GPR	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
17	24218	Gravel Resheets	GPR	1,827,738	1,904,728	1,984,797	2,067,981	2,154,476	2,240,655	2,326,834	2,419,907	2,516,703	2,617,371
18	16531	Heavy Patching Program	GPR	986,854	1,035,127	1,085,858	1,130,289	1,176,493	1,222,697	1,268,901	1,319,657	1,372,443	1,427,341
19	39868	Kerb and Gutter Replacement	GPR	535,147	557,167	580,067	603,870	628,622	653,767	678,912	706,068	734,310	763,682
20	21678	Library Fit-out	GPR	37,000									
21	21679	Library Collection	GPR	200,000	204,000	208,080	212,242	216,486	220,816	225,232	229,737	234,332	239,019
22	21680	Library - South-west Zone Digital Library	GPR	35,000	35,700	36,414	37,142	37,885	38,643	39,416	40,204	41,008	41,828
23	21681	Library eResources	GPR	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
24	21682	Library Shelf-Ready Processing	GPR	18,000	18,360	18,727	19,102	19,484	19,873	20,271	20,676	21,090	21,512

Ref	Job No.	Project Title	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
25	21683	Library Cataloguing	GPR	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
26	21684	Library RFID Encoding hardware	GPR	10,757									
27	21685	Library RFID Tags	GPR	3,500	3,570	3,641	3,714	3,789	3,864	3,942	4,020	4,101	4,183
28	21686	Library - Agile Library Book Collection	GPR	40,000	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,804
29	21687	Library Book Club Program	GPR	37,125	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717
30	21345	Museum Acquisitions	Museum Reserve	10,000	10,000	4,378							
31	20959	Parks Smart Irrigation Pilot - To assess the water saving capabilities of the irrigation system	GPR	25,000	25,000	25,000	25,000	25,000					
32	16532	Pavement Rehabilitation Program	22/23-23/24 - R2R \$2,051K + Reg Rds Block \$618K (Block 2% increase each year) + GPR Balance, 24/25 onwards - R2R \$1,005K + Reg Rds Block \$643K (R2R 3% + Block 2% each year) + GPR Balance	3,878,211	4,904,075	4,013,831	4,179,946	4,352,750	4,528,934	4,704,931	4,895,328	5,091,141	5,294,787
33	39042	Pedestrian Access and Mobility Program	GPR	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
34	21900	Plant and Equipment Replacement	Plant Reserve \$2.6M + Plant Sales \$0.9M (amounts vary each fin yr)	3,470,920	4,886,000	3,787,200	5,066,500	3,297,600	5,961,500	4,132,400	3,851,500	4,514,500	4,514,500
35	12231	Playground Equipment Renewal	GPR	20,000	80,000	180,000	340,000	281,000	300,000	313,987	329,093	344,926	361,520
36	21091	Recreational Assets Renewal	GPR	338,572	352,115	366,200	380,848	396,082	411,925	427,769	444,878	462,672	481,179
37	16529	Reseal program (renewal)	GPR \$2,123,847 + Regional Roads Block Grant \$353,288 (incrementing 3% each yr)	2,477,136	2,593,666	2,715,989	2,835,510	2,960,301	3,078,713	3,197,125	3,325,011	3,458,011	3,596,331
38	52055	Sewer Gravity Mains Renewal Program	Sewer Reserve	155,227	159,884	164,680	169,621	174,709	179,950	185,191	190,747	196,469	202,363
39	51390	Sewer Joint Connections Elimination	Sewer Reserve	53,864	54,672	55,492	56,325	57,169	58,027	58,885	59,768	60,665	61,575
40	50018	Sewer Mains Rehabilitation Program	Sewer Reserve	1,391,129	1,432,863	1,475,849	1,520,124	1,565,728	1,612,700	1,659,671	1,709,461	1,760,744	1,813,566
41	50052	Sewer Manhole Lids Replacment	Sewer Reserve	73,197	74,295	75,409	76,540	77,688	78,853	80,036	81,237	82,455	83,692
42	50024	Sewer Plant & Pumps Replacement and Renewal	Sewer Reserve	54,672	55,492	56,325	57,169	58,027	58,897	59,768	60,665	61,576	62,499
43	17041	Sportsgrounds Lighting Program - Jack Misson Oval (Ashmont)	GPR \$180,000 + Contrib (TBC) \$144,500	324,500									
44	12786	Street Lighting Improvements Program - Roads and Traffic Facilities	GPR	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
45	15181	Traffic Committee - Implement unfunded Resolutions as adopted by Council	GPR	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
46	30044	Urban Asphalt Program	GPR	922,737	960,320	999,406	1,040,041	1,082,297	1,125,589	1,168,881	1,215,636	1,264,261	1,314,831
47	12894 + 20573	Village Community Priorities - S94A3	External Borrowings (Future Years Loan Repayments less 50% LCL subsidy funded from S7.12*)	20,000	20,000	20,000	20,000	18,000	18,000				
		TOTAL LTFP CAPITAL RECURRENT PROGRAM		18,932,352	21,007,937	19,516,450	22,079,728	20,666,542	23,677,650	22,439,741	22,857,814	24,174,184	24,953,827

Appendix 9 - Airport Ten Year Financial Plan*

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - Airport										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Revenue From Continuing Operations										
User Charges & Fees	(2,455,902)	(3,180,023)	(3,937,721)	(4,448,855)	(4,559,443)	(4,673,328)	(4,789,525)	(4,908,486)	(5,009,909)	(5,009,909)
Other Revenues	(1,267)	(1,305)	(1,344)	(1,384)	(1,426)	(1,469)	(1,511)	(1,557)	(1,557)	(1,557)
Grants & Contributions provided for Capital Purposes	(5,568,158)	0	0	0	0	0	0	0	0	0
Other Income	(299,180)	(306,756)	(314,524)	(322,496)	(332,852)	(341,199)	(349,613)	(358,170)	(358,170)	(358,170)
Revenue From Continuing Operations	(8,324,507)	(3,488,084)	(4,253,590)	(4,772,736)	(4,893,721)	(5,015,995)	(5,140,649)	(5,268,213)	(5,369,636)	(5,369,636)
Expenses From Continuing Operations										
Employee Benefits & On-Costs	595,236	619,045	643,807	669,560	696,342	724,196	753,163	783,290	814,622	847,206
Materials & Services	2,035,884	2,164,702	2,392,917	2,539,107	2,760,246	2,755,859	2,826,382	2,918,312	2,990,130	2,997,847
Borrowing Costs	132,867	264,822	232,117	187,728	150,875	119,977	100,757	81,248	61,132	41,147
Depreciation & Amortisation	5,944,572	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382
Expenses From Continuing Operations	8,708,560	8,995,951	9,216,223	9,343,776	9,554,844	9,547,413	9,627,685	9,730,232	9,813,265	9,833,582
Net Operating (Profit)/Loss	384,053	5,507,867	4,962,633	4,571,040	4,661,123	4,531,418	4,487,036	4,462,019	4,443,629	4,463,946
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,952,211	5,507,867	4,962,633	4,571,040	4,661,123	4,531,418	4,487,036	4,462,019	4,443,629	4,463,946
Capital and Reserve Movements										
Capital Expenditure - One Off Confirmed	291,268	0	0	0	0	0	0	0	0	0
Capital Expenditure - Pending Projects	10,688,013	380,000	380,000	0	0	0	0	0	0	0
Loan Repayments	1,009,472	1,469,895	1,547,900	1,163,694	1,200,457	599,305	618,086	637,404	657,329	596,290
New Loan Borrowings	(4,983,914)	(380,000)	0	0	0	0	0	0	0	0
Total Capital and Reserve Movements	7,004,838	1,469,895	1,927,900	1,163,694	1,200,457	599,305	618,086	637,404	657,329	596,290
Net Result	7,388,892	6,977,762	6,890,533	5,734,735	5,861,580	5,130,724	5,105,122	5,099,423	5,100,958	5,060,236
Add back Depreciation Expense (non-cash)	5,944,572	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382	5,947,382
Cash Budget (Surplus)/Deficit	1,444,319	1,030,381	943,151	(212,647)	(85,802)	(816,658)	(842,260)	(847,959)	(846,424)	(887,145)

* The forecast cash budget deficits shown for the Airport, as a result of COVID-19 adjustments is unable to be funded from the Airport Reserve due to its low balance, so the deficits are being funded from the Internal Loans Reserve, with payback from the Airport in future forecast surplus years of the Long Term Financial Plan.

Appendix 10 - Livestock Marketing Centre Ten Year Financial Plan

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - LMC										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Revenue From Continuing Operations										
User Charges & Fees	(6,296,277)	(6,486,751)	(6,683,273)	(6,886,042)	(7,093,389)	(7,307,248)	(7,526,148)	(7,751,007)	(7,751,007)	(7,751,007)
Other Income	(54,838)	(56,908)	(59,056)	(61,288)	(63,596)	(65,993)	(68,399)	(70,980)	(71,200)	(71,425)
Revenue From Continuing Operations	(6,351,115)	(6,543,658)	(6,742,330)	(6,947,330)	(7,156,985)	(7,373,241)	(7,594,548)	(7,821,988)	(7,822,207)	(7,822,433)
Expenses From Continuing Operations										
Employee Benefits & On-Costs	1,257,924	1,308,218	1,360,525	1,414,923	1,471,498	1,530,335	1,591,526	1,655,165	1,721,349	1,790,181
Materials & Services	3,314,395	3,197,939	3,468,893	3,256,570	3,347,968	3,407,413	3,504,011	3,773,130	3,818,224	3,865,010
Depreciation & Amortisation	904,436	904,436	992,973	992,973	992,973	1,132,973	1,132,973	1,204,973	1,204,973	1,204,973
Expenses From Continuing Operations	5,476,754	5,410,593	5,822,390	5,664,466	5,812,439	6,070,721	6,228,510	6,633,267	6,744,546	6,860,164
Net Operating (Profit)/Loss	(874,361)	(1,133,065)	(919,939)	(1,282,864)	(1,344,546)	(1,302,520)	(1,366,037)	(1,188,720)	(1,077,661)	(962,269)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(874,361)	(1,133,065)	(919,939)	(1,282,864)	(1,344,546)	(1,302,520)	(1,366,037)	(1,188,720)	(1,077,661)	(962,269)
Capital and Reserve Movements										
Capital Expenditure - One Off Confirmed	1,683,766	358,985	0	0	0	0	0	0	0	0
Capital Expenditure - Pending Projects	0	2,213,427	650,000	0	4,800,000	500,000	1,800,000	0	0	0
Net Movements to/(from) Reserves	95,030	(534,911)	1,262,912	2,275,836	(2,462,481)	1,935,492	699,010	2,393,693	2,282,633	2,167,241
Total Capital and Reserve Movements	1,778,796	2,037,500	1,912,912	2,275,836	2,337,519	2,435,492	2,499,010	2,393,693	2,282,633	2,167,241
Net Result	904,436	904,436	992,973	992,973	992,973	1,132,973	1,132,973	1,204,973	1,204,973	1,204,973
Add back Depreciation Expense (non-cash)	904,436	904,436	992,973	992,973	992,973	1,132,973	1,132,973	1,204,973	1,204,973	1,204,973
Cash Budget (Surplus)/Deficit	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Appendix 11 - Sewerage Services Ten Year Financial Plan

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - Sewer										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Revenue From Continuing Operations										
Rates & Annual Charges	(16,855,408)	(17,520,642)	(18,212,216)	(18,931,176)	(19,678,608)	(20,455,642)	(21,263,455)	(22,103,268)	(22,976,352)	(23,884,028)
User Charges & Fees	(4,534,778)	(4,669,841)	(4,808,960)	(4,952,255)	(5,099,852)	(5,251,880)	(5,408,438)	(5,569,730)	(5,735,494)	(5,906,232)
Grants & Contributions provided for Operating Purposes	(15,847)	(32,881)	(27,832)	(22,643)	(17,336)	(11,910)	(6,319)	(1,498)	0	0
Grants & Contributions provided for Capital Purposes	(1,330,000)	(1,349,000)	(1,349,000)	(1,349,000)	(1,349,000)	(1,349,000)	(1,349,000)	(1,349,000)	(1,349,000)	(1,349,000)
Interest & Investment Revenue	(212,896)	(227,481)	(264,172)	(337,566)	(440,161)	(623,582)	(738,990)	(895,149)	(1,076,267)	(1,404,585)
Revenue From Continuing Operations	(22,948,930)	(23,799,845)	(24,662,180)	(25,592,640)	(26,584,957)	(27,692,014)	(28,766,202)	(29,918,645)	(31,137,113)	(32,543,845)
Expenses From Continuing Operations										
Employee Benefits & On-Costs	2,599,119	2,661,222	2,767,631	2,878,296	2,993,388	3,113,083	3,237,566	3,367,029	3,501,670	3,641,696
Materials & Services	11,520,850	11,902,339	12,572,230	10,117,702	10,483,831	10,761,682	11,094,310	11,455,587	11,814,860	12,188,048
Borrowing Costs	2,063,226	2,026,240	1,939,791	1,847,364	1,748,582	1,642,982	1,529,986	1,410,934	1,290,364	1,164,021
Depreciation & Amortisation	5,650,192	5,666,013	5,749,159	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927
Other Expenses	3,807	3,997	4,197	4,407	4,627	4,859	5,102	5,357	5,625	5,906
Expenses From Continuing Operations	21,837,194	22,259,812	23,033,009	20,639,696	21,022,355	21,314,533	21,658,891	22,030,834	22,404,446	22,791,598
Net Operating (Profit)/Loss	(1,111,735)	(1,540,033)	(1,629,171)	(4,952,943)	(5,562,601)	(6,377,481)	(7,107,311)	(7,887,811)	(8,732,667)	(9,752,247)
Net Operating Result before Grants and Contributions provided for Capital Purposes	218,265	(191,033)	(280,171)	(3,603,943)	(4,213,601)	(5,028,481)	(5,758,311)	(6,538,811)	(7,383,667)	(8,403,247)
Capital and Reserve Movements										
Capital Expenditure - Recurrent	1,728,090	1,777,206	1,827,756	1,879,780	1,933,323	1,988,429	2,043,553	2,101,878	2,161,908	2,223,694
Capital Expenditure - Pending Projects	5,947,652	3,043,480	2,201,444	555,486	520,000	0	0	0	0	0
Loan Repayments	1,189,462	1,473,079	1,559,528	1,651,955	1,750,737	1,856,337	1,969,333	1,684,649	1,693,600	1,819,943
New Loan Borrowings	(1,429,313)	0	0	0	0	0	0	0	0	0
Net Movements to/(from) Reserves	(673,962)	912,281	1,789,603	6,657,650	7,150,469	8,324,642	8,886,353	9,893,211	10,669,087	11,500,537
Total Capital and Reserve Movements	6,761,928	7,206,046	7,378,331	10,744,871	11,354,529	12,169,409	12,899,239	13,679,739	14,524,595	15,544,174
Net Result	5,650,192	5,666,013	5,749,159	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927
Add back Depreciation Expense (non-cash)	5,650,192	5,666,013	5,749,159	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927	5,791,927
Cash Budget (Surplus)/Deficit	0	0	0	0	0	0	0	0	0	0

Appendix 12 - Solid Waste Services Ten Year Financial Plan

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - Solid Waste										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Revenue From Continuing Operations										
Rates & Annual Charges	(10,993,032)	(11,639,667)	(12,324,452)	(13,049,644)	(13,556,641)	(14,083,469)	(14,630,906)	(15,199,764)	(15,790,885)	(16,405,144)
User Charges & Fees	(6,340,429)	(8,562,047)	(8,852,121)	(9,165,019)	(9,488,992)	(9,811,629)	(10,138,083)	(10,473,748)	(10,580,625)	(10,690,820)
Other Revenues	(321,412)	(324,014)	(326,686)	(329,430)	(332,247)	(335,140)	(338,064)	(341,112)	(342,252)	(343,427)
Grants & Contributions provided for Operating Purposes	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)
Grants & Contributions provided for Capital Purposes	(1,800,000)	0	0	0	0	0	0	0	0	0
Interest & Investment Revenue	(45,142)	(48,251)	(55,220)	(66,674)	(86,938)	(108,042)	(128,037)	(155,094)	(186,474)	(267,933)
Other Income	(28,044)	(28,620)	(29,211)	(29,816)	(30,436)	(31,072)	(31,708)	(32,342)	(32,342)	(32,342)
Revenue From Continuing Operations	(19,556,059)	(20,630,599)	(21,615,690)	(22,668,583)	(23,523,254)	(24,397,351)	(25,294,798)	(26,230,060)	(26,960,578)	(27,767,666)
Expenses From Continuing Operations										
Employee Benefits & On-Costs	1,706,162	1,774,373	1,845,313	1,919,090	1,995,818	2,075,615	2,158,604	2,244,912	2,334,673	2,428,025
Materials & Services	13,355,211	14,201,207	14,575,016	14,316,965	14,723,545	15,134,694	15,570,799	16,035,796	16,496,177	16,974,114
Depreciation & Amortisation	1,815,505	2,005,500	2,209,456	2,336,315	2,336,315	2,357,879	2,370,959	3,031,977	3,231,977	3,445,170
Other Expenses	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
Expenses From Continuing Operations	16,881,278	17,985,481	18,634,185	18,576,770	19,060,078	19,572,587	20,104,761	21,317,085	22,067,227	22,851,708
Net Operating (Profit)/Loss	(2,674,781)	(2,645,118)	(2,981,504)	(4,091,814)	(4,463,176)	(4,824,764)	(5,190,036)	(4,912,974)	(4,893,351)	(4,915,958)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(874,781)	(2,645,118)	(2,981,504)	(4,091,814)	(4,463,176)	(4,824,764)	(5,190,036)	(4,912,974)	(4,893,351)	(4,915,958)
Capital and Reserve Movements										
Capital Expenditure - One Off Confirmed	9,099,738	0	0	0	0	0	0	0	0	0
Capital Expenditure - Pending Projects	3,127,941	5,634,934	3,230,292	300,408	289,190	809,158	6,987,758	5,056,180	3,169,780	0
Net Movements to/(from) Reserves	(7,737,392)	(984,316)	1,960,669	6,127,721	6,510,301	6,373,484	573,237	2,888,771	4,955,548	8,361,128
Total Capital and Reserve Movements	4,490,286	4,650,618	5,190,961	6,428,129	6,799,491	7,182,642	7,560,995	7,944,951	8,125,328	8,361,128
Net Result	1,815,505	2,005,500	2,209,456	2,336,315	2,336,315	2,357,879	2,370,959	3,031,977	3,231,977	3,445,170
Add back Depreciation Expense (non-cash)	1,815,505	2,005,500	2,209,456	2,336,315	2,336,315	2,357,879	2,370,959	3,031,977	3,231,977	3,445,170
Cash Budget (Surplus)/Deficit	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)

Appendix 13 - Stormwater Levy Ten Year Financial Plan

LONG TERM FINANCIAL PLAN - BASE CASE SCENARIO - Stormwater Levy										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Revenue From Continuing Operations										
Rates & Annual Charges	(729,348)	(736,848)	(744,348)	(751,848)	(759,348)	(766,848)	(774,348)	(781,848)	(789,348)	(796,848)
Revenue From Continuing Operations	(729,348)	(736,848)	(744,348)	(751,848)	(759,348)	(766,848)	(774,348)	(781,848)	(789,348)	(796,848)
Expenses From Continuing Operations										
Materials & Services	216,646	41,714	42,548	43,399	44,267	45,152	46,056	46,977	47,916	48,874
Borrowing Costs	14,340	11,448	8,445	5,261	2,059	0	0	0	0	0
Expenses From Continuing Operations	230,986	53,162	50,993	48,661	46,326	45,152	46,056	46,977	47,916	48,874
Net Operating (Profit)/Loss	(498,361)	(683,685)	(693,355)	(703,187)	(713,021)	(721,695)	(728,292)	(734,871)	(741,431)	(747,973)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(498,361)	(683,685)	(693,355)	(703,187)	(713,021)	(721,695)	(728,292)	(734,871)	(741,431)	(747,973)
Capital and Reserve Movements										
Capital Expenditure - Pending Projects	442,959	3,647,851	0	0	0	0	0	0	0	0
Loan Repayments	91,175	94,067	97,071	100,254	103,456	0	0	0	0	0
Net Movements to/(from) Reserves	(35,773)	(3,058,232)	596,284	602,933	609,565	721,695	728,292	734,871	741,431	747,973
Total Capital and Reserve Movements	498,361	683,685	693,355	703,187	713,021	721,695	728,292	734,871	741,431	747,973
Net Result	0	0	0	0	0	0	0	0	0	0
Add back Depreciation Expense (non-cash)	0	0	0	0	0	0	0	0	0	0
Cash Budget (Surplus)/Deficit	0	0	0	0	0	0	0	0	0	0

Appendix 14 - Budgeted Income Statement by Function

LONG TERM FINANCIAL PLAN - BUDGETED FUNDING SUMMARY BY FUNCTION										
	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	BUDGET 2025/26	BUDGET 2026/27	BUDGET 2027/28	BUDGET 2028/29	BUDGET 2029/30	BUDGET 2030/31	BUDGET 2031/32
Revenue From Continuing Operations										
Community Leadership and Collaboration	(62,599,340)	(64,295,791)	(66,105,433)	(68,143,907)	(70,479,027)	(72,899,378)	(75,343,614)	(77,034,946)	(79,910,893)	(83,720,360)
Safe and Healthy Community	(11,538,580)	(11,519,673)	(15,023,110)	(15,430,705)	(11,878,129)	(7,148,297)	(7,371,880)	(7,597,608)	(7,714,149)	(7,836,487)
Growing Economy	(15,397,775)	(10,759,644)	(11,779,743)	(12,459,989)	(12,796,912)	(13,191,912)	(13,494,409)	(13,856,410)	(14,009,867)	(14,011,961)
Community Place and Identity	(1,563,271)	(1,265,358)	(1,269,560)	(1,273,918)	(1,249,609)	(1,243,531)	(1,247,071)	(1,250,544)	(1,250,880)	(1,251,226)
The Environment	(68,093,333)	(66,839,461)	(62,627,145)	(61,131,233)	(69,151,493)	(65,502,347)	(67,742,537)	(70,094,570)	(72,341,205)	(74,953,962)
Revenue From Continuing Operations	(159,192,300)	(154,679,928)	(156,804,991)	(158,439,752)	(165,555,170)	(159,985,464)	(165,199,512)	(169,834,077)	(175,226,994)	(181,773,997)
Expenses From Continuing Operations										
Community Leadership and Collaboration	8,006,519	9,808,731	10,332,510	13,751,096	14,143,426	14,707,957	15,545,716	15,587,473	16,127,030	16,715,228
Safe and Healthy Community	20,573,025	21,754,630	22,251,231	22,867,080	23,457,065	24,154,449	24,966,855	25,693,528	26,460,911	27,268,442
Growing Economy	16,449,679	16,537,673	17,286,526	17,234,832	17,644,522	18,018,077	18,240,978	18,805,429	19,059,208	19,257,026
Community Place and Identity	7,658,363	7,579,822	7,813,103	8,037,538	8,272,361	8,526,813	8,780,538	9,056,510	9,337,082	9,628,699
The Environment	83,501,811	85,756,168	88,193,316	85,720,271	87,385,718	89,415,984	90,553,423	92,609,464	94,856,621	96,983,696
Expenses From Continuing Operations	136,189,398	141,437,025	145,876,686	147,610,819	150,903,092	154,823,280	158,087,510	161,752,404	165,840,852	169,853,091
Net Operating (Profit)/Loss	(23,002,902)	(13,242,903)	(10,928,306)	(10,828,934)	(14,652,078)	(5,162,184)	(7,112,002)	(8,081,673)	(9,386,142)	(11,920,906)
Capital and Reserve Movements										
Community Leadership and Collaboration	5,717,079	7,096,488	6,521,014	6,844,002	4,924,150	6,662,725	4,841,044	4,567,830	5,238,792	5,247,041
Safe and Healthy Community	11,537,884	9,599,081	13,902,415	12,127,092	9,394,552	1,397,351	1,714,937	1,322,754	969,930	924,159
Growing Economy	14,047,516	5,211,687	3,387,072	2,001,174	6,850,775	1,971,006	3,311,727	1,553,560	1,596,590	1,559,262
Community Place and Identity	363,098	150,315	70,095	68,226	70,817	55,235	57,360	59,793	62,330	64,974
The Environment	68,205,921	57,242,983	31,298,429	35,569,563	36,093,019	27,903,775	36,874,687	29,021,797	27,105,117	23,860,950
New Loan Borrowings	(17,458,537)	(6,780,856)	(2,401,850)	(5,934,612)	(3,743,806)	(670,075)	(2,134,706)	(1,151,636)	(1,174,668)	0
Proceeds from Sale of intangible & tangible Assets	(880,181)	(1,490,575)	(604,250)	(1,043,500)	(1,558,175)	(1,101,500)	(914,050)	(1,285,375)	(910,000)	(910,000)
Net Movements to/(from) Reserves	(15,333,827)	(12,330,961)	4,839,080	10,793,653	12,771,189	16,750,454	10,985,481	21,651,847	24,336,527	28,413,573
Total Capital and Reserve Movements	66,198,954	58,698,161	57,012,006	60,425,598	64,802,521	52,968,969	54,736,480	55,740,570	57,224,617	59,159,959
Net Result after Depreciation	43,196,051	45,455,258	46,083,700	49,596,664	50,150,443	47,806,785	47,624,478	47,658,897	47,838,476	47,239,053
Add back Depreciation Expense (non-cash)	43,196,051	44,291,577	44,878,029	45,219,084	45,316,937	45,607,402	45,657,144	46,401,423	46,604,423	46,820,616
Cash Budget (Surplus)/Deficit	0	1,163,681	1,205,672	4,377,581	4,833,506	2,199,382	1,967,334	1,257,474	1,234,053	418,437