



Notice of Commercial Services Committee Meeting

A Commercial Services Committee Meeting will be held in the Ballina Shire Council Chambers, 40 Cherry Street, Ballina on **Tuesday 16 February 2016 commencing at 4.00 pm.**

Business

1. Apologies
2. Declarations of Interest
3. Deputations
4. Committee Reports

A handwritten signature in black ink, appearing to read 'Paul Hickey', with a long horizontal line underneath.

Paul Hickey
General Manager

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1. Apologies
 2. Declarations of Interest
 3. Deputations
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1. Apologies

2. Declarations of Interest

3. Deputations

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

4. Committee Reports

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

Delivery Program Commercial Services

Objective To seek Council's concurrence to amend the Airport Long Term Financial Plan to fund co-contributions to projects seeking grants under the NSW RTIF Program.

Background

In 2015 Council lodged an application for a grant under the Restart NSW Regional Tourism Infrastructure ("RTIF") program. The grant sought funding for the following projects:

Item		Grant Application / Cost Estimate
1.	Taxiway and apron upgrade	\$2,707,360
2.	Terminal expansion	\$5,152,995
	Total	\$7,860,355

A report on the Airport Long Term Financial Plan presented to the Commercial Services Meeting of 15 September, 2015 included a comment that Infrastructure NSW may require Council to contribute \$500,000 as a co-contribution towards these works if a grant application were successful.

On 8 December, 2015 Infrastructure NSW wrote to Council advising Council that its funding application for Item 1 (taxiway and apron upgrade) was successful, however it will only fund \$2,207,360 and Council is to make up the additional \$500,000 as a co-contribution.

In regards to Item 2 Infrastructure NSW requested that Council resubmit its application and provide additional information regarding Council's ability to co-contribute to the terminal expansion, in particular through commercial or user pays funding.

General enquires indicate that in most instances RTIF funding applications were successful where councils were prepared to make a funding co-contribution equating to around 20% of the estimated project cost.

On 20 January, 2016 the General Manager and Airport staff met with the NSW Minister for Regional Development John Barilaro (who also holds responsibility for the NSW Infrastructure Fund) and Ben Franklin, Deputy Government Whip, to discuss amongst other things, Council's funding application for the terminal.

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

The Minister was very impressed with the airport's growth over the past few years and its potential for further growth on the back of increasing tourism into the NSW Far North Coast. The Minister suggested the RTIF funding application for the terminal may find greater support if Council was prepared to make a reasonable co-contribution to funding.

The purpose of this report is to seek Council's concurrence to revising the Airport's Long Term Financial Plan to fund:

Part 1 \$500,000 required as a co-contribution to the airside works totalling \$2,707,000; and

Part 2 \$900,000 required as a co-contribution to the airside works totalling \$5,408,000.

Key Issues

- Use of loan funds to finance Council's contribution
- Impact on the Airport's Long Term Financial Plan

Information

A revised long term financial plan has been prepared for the Airport (see **attachments**) that includes funding options for the project co-contributions. The options are as follows:

Part 1 Airside works including taxiway and apron upgrade.

Take out a \$500,000 principal and interest loan over a ten year term at an assumed interest rate of 4.00% p.a. with repayments of \$62,000 p.a. The loan would be drawn down at the end of the 2015/16 financial year.

Part 2 Airport terminal upgrade and associated works.

Take out a \$900,000 principal and interest loan over a ten year term at an assumed interest rate of 4.00% p.a. with repayments of \$111,000 p.a. The loan would be drawn down at the end of the 2016/17 financial year.

The attached financial plan (operating result and capital movements) indicates that this is financially viable, subject to the various assumptions in the financial plan.

Key elements of that model are as follows, with the notable changes marked in green:

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

Operating Revenues (as per attachment one)

- Income passenger charges – The operating result cash flow only includes a 2% increase in land fees / passenger charges for 2016/17 as compared to 2015/16. The primary reason for this is that the Rex Airlines revenues are forecast to decrease due to the removal of their Newcastle flight. This is picked up somewhat by Pelican Airlines but overall the net impact is only a small increase in revenues for 2016/17. Figures for future years are only increasing by 1% to 4%.

These figures are considered to be conservative as the Airport Manager is still confident an additional jet service will be secured in 2016/17, however as there are no absolute guarantees on that service the income has not been included.

- Contributions – Airlines to Loan Repayments – The intention is to secure \$40,000 per annum from the airlines as a contribution to the \$500,000 loan and \$80,000 per annum towards the \$900,000 loan. The Airport Manager is of the opinion the airlines will agree to this, therefore these revenues have been included.

As there is an element of risk associated with these revenues, a comparison of the forecast Airport Reserve balances, with and without this revenue included, was modelled.

Airport Reserve Balance – With and Without Airline Contributions (\$'000)

Year	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
With	(72)	184	428	683	955	1,302	1,696	918	355
Without	(112)	54	178	313	465	692	966	68	(615)

What these figures demonstrate is that on balance the Airport Reserve balance still remains relatively sound, excluding the final year. Effectively this means that we are in a position to still manage the cash flows for the airport positively, even without these contributions. As mentioned the Airport Manager is confident that these contributions will be agreed to by the airlines, but importantly Council is still in a position to finance the loans without the contributions.

- Contributions – CAGRO Operations – This is an offset item for the operating expense for CAGRO operations. CAGRO refers to Certified Air Ground Radio Operator (CAGRO). This is CASA mandated and must be operational by July 2016. The expense refers to the payment of a contractor for providing this service. The service will be provided from the fire control centre at the airport. The contributions are paid by the airlines for this service.
- Car Rental Franchises Airport Car Parking, Airport Bus Shuttle Rents – Overall revenues for these three items are forecast to increase by 10%, which is relatively high. The Manager is confident these forecasts will be achieved, particularly as some of the existing agreements are up for renewal.
- Rental Terminal Building – Extension – Revenues are forecast in 2017/18 and 2018/19 onwards as the new terminal expansion is opened.

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

Operating Expenses (as per attachment one)

- Management - Salaries and Oncosts – An additional staff member is included in 2017/18 once the new terminal is operational. With the additional lessees associated with the new terminal, along with the on-going growth of the airport, this is considered to be a reasonable addition to existing staff levels.
- Cleaning Contracts and Buildings Maintenance – Both of these are increased as the new terminal expansion becomes operational.
- Reporting Officers – There is a higher than CPI increase in this item as it is proposed to increase the number of reporting officers at the airport from two to three. By reducing high rates of overtime and also reduced use of casuals and contractors it is hoped that a third officer can be employed with limited impact on the operating budget.
- CAGRO – As outlined earlier
- Electricity – Increased as the terminal expansion becomes operational.
- Interest on Loans – Reflects the revised loan repayments assuming Council supports the two new loans.

Capital Expenditure Summary (as per attachment two)

The two RTIF projects are included in 2015/16 and 2016/17 respectively with the funding sourced from grants and loan funds.

Limited capital expenditure is then included in future years as the Airport Reserve does not have sufficient funds to finance major capital works. Only towards the end of the forecast period (2023/24 - 2024/25) are major works reinstated.

Cash and Reserve Balances (middle of attachment two)

As per this table the reserve balance is back to positive in 2017/18 and then remains positive for the entire period.

Loan Summary and Loan Repayment Dissection (towards bottom of attachment two)

These two tables include the additional loan repayments with the loans of \$500,000 and \$900,000 being based on a ten year term with an interest rate of 4%. Based on current loan rates and discussions with NSW Treasury Corporation, Council could potentially achieve rates at around 3.5%, however 4% has been applied as a conservative approach.

Legal / Resource / Financial Implications

This report details with the long term financial position of the airport.

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

Consultation

Discussions have been occurring with the State Government in respect to the RTIF program.

Options

Council has secured the \$2.2m RTIF monies for the apron and taxiway works, subject to a \$500,000 commitment from Council. Clearly this is an excellent financial opportunity and the offer should be accepted subject to Council being in a position to finance the \$500,000.

The terminal expansion provides a similar opportunity where Council has a good chance of securing \$4.5m in grant funds subject to a \$900,000 contribution.

From a financial management perspective there were concerns that this additional \$1.4m in loans could financially over burden the airport, however in doing the financial modelling it is clear that the airport is in a position to finance the additional debt.

What is happening is that as the airport is already rapidly paying off the existing principal on loans, at a rate close to \$1m each year, this additional borrowing of \$1.5m over two years does not actually increase the existing loan debt as there will still be a net principal reduction during that period.

Total loan debt for the airport actually peaked at \$10m in 2012/13 and the overall debt is now steadily decreasing as shown in attachment two.

As to the assumptions, the Airport Manager has asked for some larger than CPI increases in certain revenue items and on balance, based on historical trends and other associated information, these assumptions appear to be reasonable.

Also the revenue figures exclude the additional jet service which may be operational during 2016/17, adding somewhere from \$50,000 plus to the revenue stream.

In summary the revised long term financial plan has been reviewed by Council's finance staff and the figures are considered to be reasonable. Also the 2015/16 trends are on budget, which should mean there will not be a deterioration in the forecast result as has occurred in recent years.

The recommendation is for Council to support the revised long term financial plan and authorise the \$500,000 and \$900,000 in loan funding to help secure the two RTIF grants, albeit the \$4.5m remains uncertain.

In respect to the long term leasing of the airport that matter remains under consideration with a report now scheduled to be submitted to a March meeting of the Commercial Services Committee. The acceptance of these grants and the undertaking of works at the airport will only help to improve the overall asset and therefore increase the commercial value, if Council does decide to seek expressions of interest for leasing.

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

RECOMMENDATIONS

1. That Council notes the contents of this report in respect to the revised Long Term Financial Plan for the Ballina – Byron Gateway Airport and the status of the two Regional Tourism Infrastructure Fund (RTIF) grants.
2. That Council notes the key assumptions in the financial plan, specifically the airline contributions to the proposed RTIF loans, the CAGRO operations, the additional staffing proposed and the forecast growth in other revenues and expenses.
3. That Council supports the inclusion of this revised Long Term Financial Plan in the draft 2016/17 Operational Plan.
4. That Council authorises the General Manager to commit to loans of \$500,000 and \$900,000 for the respective RTIF grants, with the Council seal authorised to be attached to that loan documentation.

Attachment(s)

1. Operating Result and Cash Flow Analysis - 2002/03 to 2025/26
2. Capital Movements - 2013/14 to 2025/26
3. Operating Income and Expense Analysis - 2002/03 to 2025/26
4. Debt Ratio - 2002/03 to 2025/26

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

Ballina Byron Gateway Airport - Operating Result and Cash Flow Analysis - 2002/03 to 2025/26 (February 2016 Revision)																									
Actual													Description	Estimated											
2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15		2015/16	Revised	%	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
													OPERATING REVENUES												
82,577	84,374	189,202	265,481	319,579	312,548	330,185	271,615	287,226	327,906	356,740	396,400	436,300	474,700	474,700		475,800	497,800	518,800	539,800	560,800	581,800	602,800	602,800	602,800	602,800
818,900	573,400	1,075,400	1,257,300	1,453,700	1,369,600	1,299,600	1,217,600	1,299,300	1,808,500	1,931,200	2,057,000	2,138,600	2,251,000	2,228,000	4%	2,272,000	2,357,000	2,419,000	2,482,000	2,547,000	2,611,000	2,638,000	2,665,000	2,693,000	2,723,000
53,700	38,800	113,600	40,700	18,700	42,700	49,800	45,000	80,100	55,000	65,000	56,000	39,000	50,000	50,000	28%	50,000	51,500	53,100	54,700	56,400	58,100	59,900	61,700	63,600	65,600
													Contributions to Council Expenses												
0	0	0	0	0	0	0	0	0	0	3,600	63,500	46,200	60,000	70,000	52%	66,000	68,000	70,100	72,300	74,500	76,800	79,200	81,600	84,100	86,700
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	40,000	90,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
0	0	0	0	0	0	0	0	0	138,600	259,700	240,100	240,100	210,500	210,500	-12%	184,400	157,300	129,100	99,700	69,100	37,300	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	330,000	340,000	350,000	361,000	371,000	382,000	394,000	406,000	418,000	430,000
													Other Fees and Charges												
0	0	256,700	408,600	564,600	649,900	1,100,000	637,800	751,100	881,400	847,700	1,078,000	1,067,000	1,272,000	1,272,000	19%	1,310,000	1,349,300	1,389,800	1,431,500	1,474,500	1,518,800	1,564,400	1,611,400	1,659,800	1,709,600
8,500	8,600	19,700	21,400	56,100	60,900	64,800	63,500	91,000	184,400	210,300	228,800	278,500	280,000	280,000	1%	308,000	317,300	326,900	336,800	347,000	357,500	368,300	379,400	390,800	402,600
18,500	23,400	21,300	28,900	25,900	37,400	45,200	49,000	47,900	51,600	56,000	62,400	64,200	57,000	57,000	-11%	68,800	70,900	73,100	75,300	77,600	80,000	82,400	84,900	87,500	90,200
9,500	9,700	10,000	7,700	10,600	10,800	24,500	24,800	25,500	26,500	27,000	36,800	37,000	35,000	45,000	22%	39,000	40,200	41,500	42,800	44,100	45,500	46,900	48,400	49,900	51,400
10,500	12,400	10,900	4,500	2,900	7,500	26,800	23,800	25,300	26,600	47,300	51,000	84,000	60,000	60,000	-29%	55,000	56,700	58,500	60,300	62,200	64,100	66,100	68,100	70,200	72,400
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0	50,000	100,000	103,000	106,100	109,300	112,600	116,000	119,500	123,100
3,700	7,800	14,100	18,400	21,900	26,200	20,800	19,600	20,300	20,400	20,400	20,400	23,000	21,000	21,000	-9%	21,000	21,700	22,400	23,100	23,800	24,600	25,400	26,200	27,000	27,900
0	0	3,600	3,600	3,700	4,400	4,200	2,200	6,400	3,800	9,000	3,800	5,200	3,000	3,000	-42%	3,000	3,100	3,200	3,300	3,400	3,600	3,800	4,000	4,200	4,400
0	0	0	0	76,100	172,800	175,900	192,500	238,600	293,600	363,000	414,900	467,200	550,000	583,000	25%	641,000	660,300	680,200	700,700	721,800	743,500	765,900	788,900	812,600	837,000
0	0	0	0	1,500	800	0	0	0	0	56,000	65,400	67,000	70,000	70,000	4%	72,000	74,200	106,500	109,700	113,000	116,400	119,900	123,500	127,300	131,200
0	0	0	0	14,000	59,400	67,500	79,600	112,800	111,300	118,000	119,000	131,800	170,000	170,000	29%	187,000	192,700	198,500	204,500	210,700	217,100	223,700	230,500	237,500	244,700
0	0	0	0	12,000	23,000	20,200	21,300	20,800	20,000	23,200	29,100	21,000	25,000	25,000	19%	25,000	25,800	26,600	27,400	28,300	29,200	30,100	31,100	32,100	33,100
0	0	0	0	0	0	0	0	0	0	89,000	72,000	0	0	0	0%	0	0	0	0	0	0	0	0	0	0
923,300	674,100	1,525,300	1,791,100	2,261,700	2,465,400	2,899,300	2,376,700	2,719,100	3,483,100	4,005,300	4,617,800	4,709,800	5,114,500	5,144,500	9%	5,672,200	5,926,000	6,168,500	6,308,100	6,450,500	6,594,800	6,706,900	6,846,700	6,997,100	7,152,900
													OPERATING EXPENSES												
													Management												
9,800	17,100	3,100	68,300	80,400	132,900	168,900	277,600	356,600	400,000	436,000	425,600	451,000	454,000	444,000	-2%	460,000	528,800	599,700	617,700	636,200	655,300	675,000	695,300	716,200	737,700
1,300	2,800	(800)	3,900	4,400	3,500	7,400	7,600	13,300	9,800	17,000	18,900	16,400	20,000	20,000	22%	20,000	20,600	21,200	21,800	22,500	23,200	23,900	24,600	25,300	26,100
0	0	0	0	0	0	1,400	5,200	20,200	45,600	45,000	36,300	32,300	35,000	35,000	8%	35,000	36,100	37,200	38,300	39,400	40,600	41,800	43,100	44,400	45,700
0	0	0	0	0	0	12,500	12,500	21,000	21,500	21,600	19,500	20,100	20,100	20,100	0%	20,700	21,300	21,900	22,600	23,300	24,000	24,700	25,400	26,200	27,000
													Buildings and Facilities - Maintenance												
39,200	39,100	49,500	64,600	89,300	105,600	129,700	134,100	142,600	122,000	121,100	117,100	113,700	110,000	110,000	-3%	113,000	156,400	161,100	165,900	170,900	176,000	181,300	186,700	192,300	198,100
30,200	41,200	49,200	47,500	52,200	55,700	74,600	94,700	96,000	132,400	144,500	95,500	98,300	80,000	80,000	-19%	82,000	84,500	87,000	89,600	92,300	95,100	98,000	100,900	103,900	107,000
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0	10,000	40,000	41,200	42,400	43,700	45,000	46,400	47,800	49,200
17,000	12,700	22,200	22,300	46,400	26,300	33,800	35,800	44,900	59,600	40,700	56,700	35,700	30,000	35,000	-2%	36,000	37,100	38,200	39,300	40,500	41,700	43,000	44,300	45,600	47,000
(operating result continued on following page)																									

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

Actual														Description (cont'd)	Estimated										
2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
0	0	0	0	0	0	0	0	0	0	0	143,100	203,900	Operation Expenses												
4,800	3,000	0	4,200	1,400	0	0	0	6,400	4,900	15,000	4,900	1,800	Reporting Officers												
2,900	3,300	3,700	4,000	4,400	8,200	4,500	5,300	7,800	7,900	7,200	7,200	7,400	10,000	5,000	178%	5,000	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600	
36,300	10,000	40,000	40,800	36,000	43,600	19,800	19,000	40,000	85,900	76,600	89,300	95,300	8,000	8,000	8%	8,000	8,200	8,400	8,700	9,000	9,300	9,600	9,900	10,200	
0	0	0	0	0	0	0	1,300	1,500	2,000	4,200	5,200	6,200	70,000	65,000	-32%	65,000	67,000	69,000	71,100	73,200	75,400	77,700	80,000	82,400	
6,500	7,200	8,800	11,800	11,000	11,600	18,900	23,000	22,800	26,000	23,000	21,900	41,400	5,500	10,500	69%	10,800	11,100	11,400	11,700	12,100	12,500	12,900	13,300	13,700	
11,300	9,800	11,600	13,600	10,000	20,100	31,100	28,300	31,700	25,300	28,600	31,000	46,900	47,400	70,400	70%	72,500	85,000	87,600	90,200	92,900	95,700	98,600	101,600	104,600	
186,200	76,600	248,400	376,500	520,300	590,400	938,500	486,100	546,700	622,700	758,000	901,700	955,600	35,000	35,000	-25%	38,000	39,100	40,300	41,500	42,700	44,000	45,300	46,700	48,100	
0	0	0	0	1,600	3,500	24,000	22,700	21,300	25,500	26,200	17,000	0	1,132,000	1,109,000	16%	1,166,000	1,201,000	1,237,000	1,274,000	1,312,000	1,352,000	1,392,000	1,434,000	1,477,000	
0	0	0	0	0	0	0	0	0	25,500	0	0	0	10,000	10,000	-41%	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200	12,600	
0	0	2,400	6,300	5,600	6,300	6,700	3,600	5,100	7,500	10,600	6,400	6,700	10,000	50,000	0%	300,000	309,000	318,300	327,800	337,600	347,700	358,100	368,800	379,900	
0	17,600	21,100	16,200	21,400	29,800	61,500	64,900	77,500	78,100	83,000	79,700	63,600	9,000	9,000	34%	9,000	9,300	9,600	9,900	10,200	10,500	10,800	11,100	11,400	
0	0	0	0	0	2,300	4,500	4,100	800	500	100	300	300	80,000	75,000	18%	77,000	79,300	81,700	84,200	86,700	89,300	92,000	94,800	97,600	
30,600	73,400	70,100	151,300	77,400	56,000	80,200	88,800	79,900	96,400	96,000	67,600	49,000	500	500	67%	500	500	500	500	500	500	500	500	500	
45,700	37,700	32,800	85,200	67,800	74,100	76,600	81,200	78,200	90,100	100,000	88,000	41,800	50,000	30,000	-39%	31,000	31,900	32,900	33,900	34,900	35,900	37,000	38,100	39,200	
10,200	21,600	21,000	17,900	16,900	17,900	15,700	20,000	10,500	20,700	21,000	17,800	19,000	20,000	15,000	-64%	15,000	15,900	16,800	17,700	18,600	19,500	20,400	21,300	22,200	
1,000	4,000	1,000	0	9,300	5,400	2,900	3,400	1,300	4,100	5,000	6,900	3,000	20,000	20,000	5%	20,000	20,600	21,200	21,800	22,500	23,200	23,900	24,600	25,300	
0	0	1,900	1,100	2,600	5,300	0	0	300	2,200	1,500	300	0	6,000	6,000	100%	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800	
4,300	3,900	2,000	2,500	4,600	8,700	9,300	7,700	8,700	14,400	8,400	8,100	7,700	1,000	1,000	0%	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
0	0	0	2,000	2,000	1,300	0	3,100	3,200	400	100	800	1,600	6,000	6,000	-22%	6,200	6,400	6,600	6,800	7,000	7,200	7,400	7,600	7,800	
2,700	2,000	600	4,300	5,500	800	3,900	1,400	4,700	4,400	4,000	3,600	2,000	2,500	2,500	56%	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	
200	200	100	700	300	4,100	1,600	4,400	2,700	1,800	2,600	8,400	34,100	5,000	10,000	400%	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200	12,600	
0	0	0	0	200	2,100	200	1,400	1,900	500	100	600	600	25,000	20,000	-41%	21,000	21,600	22,200	22,900	23,600	24,300	25,000	25,800	26,600	
24,400	16,300	15,300	13,400	32,300	11,300	17,100	15,400	15,500	17,600	14,500	6,800	100	8,000	8,000	21%	8,000	8,200	8,400	8,700	9,000	9,300	9,600	9,900		
28,800	24,000	29,000	24,000	31,600	37,800	56,900	80,400	89,600	104,000	132,000	109,600	140,700	10,000	10,000	2%	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200		
0	0	0	0	8,000	8,100	0	1,600	200	3,300	2,100	2,200	600	130,000	115,000	-18%	130,000	145,000	149,400	153,900	158,500	163,300	168,200	173,200		
5,200	6,600	14,100	3,900	24,500	20,600	33,200	43,000	81,300	142,400	192,000	187,300	163,900	5,000	5,000	733%	5,200	5,400	5,600	5,800	6,000	6,200	6,400	6,600		
3,000	3,000	3,000	3,000	3,000	3,300	3,300	3,300	3,300	3,000	6,000	6,100	6,200	195,000	195,000	19%	200,000	206,000	212,200	218,600	225,200	232,000	239,000	246,200	253,600	
0	100	100	300	200	200	200	200	200	200	500	600	200	7,500	7,500	21%	7,700	7,900	8,100	8,300	8,500	8,800	9,100	9,400	9,700	
0	0	0	0	35,700	59,000	63,700	66,400	55,400	67,200	65,000	70,900	61,500	1,000	1,000	400%	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
0	0	0	0	0	0	0	0	0	0	0	37,800	0	65,000	65,000	6%	67,000	69,000	71,100	73,200	75,400	77,700	80,000	82,400		
0	0	0	0	0	0	0	0	800	6,100	9,000	7,000	5,000	13,000	13,000	0%	13,500	13,900	14,300	14,700	15,100	15,600	16,100	16,600		
0	0	0	0	0	0	0	4,200	9,100	7,400	6,000	6,100	13,000	10,000	10,000	-26%	10,000	10,300	10,600	10,900	11,200	11,500	11,800	12,200		
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-100%	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	55,000	65,000	0%	67,000	69,000	71,100	73,200	75,400	77,700	80,000	82,400	84,900	
129,500	118,100	134,800	114,000	88,000	157,000	176,000	204,000	213,000	268,000	280,000	294,000	302,000	Overheads and Debt Servicing												
95,600	69,700	59,000	51,100	41,800	101,800	109,500	243,500	217,000	237,900	423,600	554,100	502,300	325,000	325,000	8%	334,800	344,800	355,100	365,800	376,800	388,100	399,700	411,700		
167,200	167,600	165,000	170,900	270,500	329,400	271,000	555,100	735,000	784,000	830,000	760,600	770,700	Interest On Loans Airport												
893,900	788,600	1,009,000	1,325,600	1,606,600	1,941,700	2,466,600	2,658,800	3,078,000	3,552,300	4,081,500	4,329,000	4,362,900	483,000	483,000	-4%	457,400	415,300	350,700	283,700	210,300	136,600	67,500	33,000		
29,400	(114,500)	516,300	465,500	655,100	523,700	432,700	(280,100)	(358,900)	(69,200)	(76,200)	288,800	346,900	Non-Cash												
167,200	167,600	165,000	170,900	270,500	329,400	271,000	555,100	735,000	784,000	830,000	760,600	770,700	860,000	860,000	12%	915,000	999,000	1,030,000	1,062,000	1,095,000	1,129,000	1,164,000	1,204,000		
196,600	53,100	681,300	636,400	925,600	853,100	703,700	275,000	376,100	714,800	753,800	1,049,400	1,117,600	Depreciation - Airport												
0	0	169,000	176,000	185,800	237,600	251,400	433,100	237,400	250,600	532,100	838,700	845,500	4,654,500	4,674,500	7%	5,088,100	5,392,900	5,588,300	5,679,300	5,768,600	5,863,600	5,966,800			
196,600	53,100	512,600	460,400	927,800	853,300	703,600	0	142,000	464,200	221,700	210,700	272,100	Total Operating Expenses												
0	0	636,500	617,200	826,800	715,100	1,356,500	254,000	0	76,300	789,900	347,500	403,800	460,000	470,000	35%	584,100	533,100	580,200	628,800	681,900	731,200	740,100	731,900		
0	0	0	0	1,000,000	61,000	2,800,000	0	500,000	655,600	4,996,700	4,647,700	725,000	Operating Result - Surplus / (Deficit)												
0	0	636,200	617,200	1,638,800	538,300	3,905,200	95,900	496,700	731,900	5,786,600	4,995,200	1,128,800	860,000	860,000	12%	915,000	999,000	1,030,000	1,062,000	1,095,000	1,129,000	1,164,000			
0	0	0	0	0	0	0	0	0	0	0	0	0	Cash Result - Surplus / (Deficit)												
292,200	122,800	740,300	687,500	967,400	954,900	813,200	518,500	593,100	952,700	1,177,400	1,603,500	1,619,900	1,320,000	1,330,000	19%	1,499,100	1,532,100	1,610,200	1,690,800	1,776,900	1,860,200	1,904,100	1,935,900		
0	0	169,000	176,000	185,800	237,600	251,400	433,100	237,400	250,600	532,100	838,700	845,500	Capital Movements												
196,600	53,100	512,																							

4.1 Airport - Regional Tourism Infrastructure Funding (RTIF)

Ballina Byron Gateway Airport - Capital Movements - 2013/14 to 2025/26

Asset Description	Airport - Capital Expenditure Summary													Funding Sources 2015/16			Funding Sources 2016/17			Funding Sources 2017/18			Funding Sources 2018/19			Funding Sources 2019/20					
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Grants	Loans	Reserves	Grants	Loans	Reserves	Grants	Loans	Reserves	Grants	Loans	Reserves	Grants	Loans	Reserves			
Ballina Airport																															
Apron Overlay and Expansion		108,600	2,700,000							1,000,000	1,000,000			2,200,000	500,000	0			0			0			0			0			0
Ancillary Facilities	11,600	19,800														0			0			0			0			0			0
Car Park / Shade Structures		888,300														0			0			0			0			0			0
Drainage	9,400															0			0			0			0			0			0
Fence to Airside	48,600	8,900														0			0			0			0			0			0
Fire Fighting Infrastructure		54,300														0			0			0			0			0			0
Gallery Display			15,000													15,000			0			0			0			0			0
Hardstand	215,600															0			0			0			0			0			0
Lease Area - Stage One	11,900															0			0			0			0			0			0
Miscellaneous Infrastructure		500	75,000	50,000	75,000	100,000	103,000	100,000	103,000	106,100	109,300	112,600	116,000			75,000			50,000			75,000			100,000			103,000			
Obstacle Tower Lennox Head	98,900															0			0			0			0			0			0
Runway Approach Lighting Upgrade										400,000						0			0			0			0			0			0
Runway Upgrade	4,511,200															0			0			0			0			0			0
Storage Shed	88,000															0			0			0			0			0			0
Terminal Expansion - Stage Two		48,400		5,400,000												0	4,500,000	900,000	0			0			0			0			0
Terminal Expansion - Stage Three										2,500,000	2,500,000					0			0			0			0			0			0
Total	4,995,200	1,128,800	2,790,000	5,450,000	75,000	100,000	103,000	100,000	103,000	506,100	3,609,300	3,612,600	116,000	2,200,000	500,000	90,000	4,500,000	900,000	50,000	0	0	75,000	0	0	100,000	0	0	103,000			

Source of Capital Funding	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Capital Grants and Contributions	0	0	2,200,000	4,500,000	0	0	0	0	0	0	1,250,000	1,250,000	0
Loan Funds	4,647,700	725,000	500,000	900,000	0	0	0	0	0	0	0	0	0
Reserves	347,500	403,800	90,000	50,000	75,000	100,000	103,000	100,000	103,000	506,100	2,359,300	2,362,600	116,000
Total	4,995,200	1,128,800	2,790,000	5,450,000	75,000	100,000	103,000	100,000	103,000	506,100	3,609,300	3,612,600	116,000

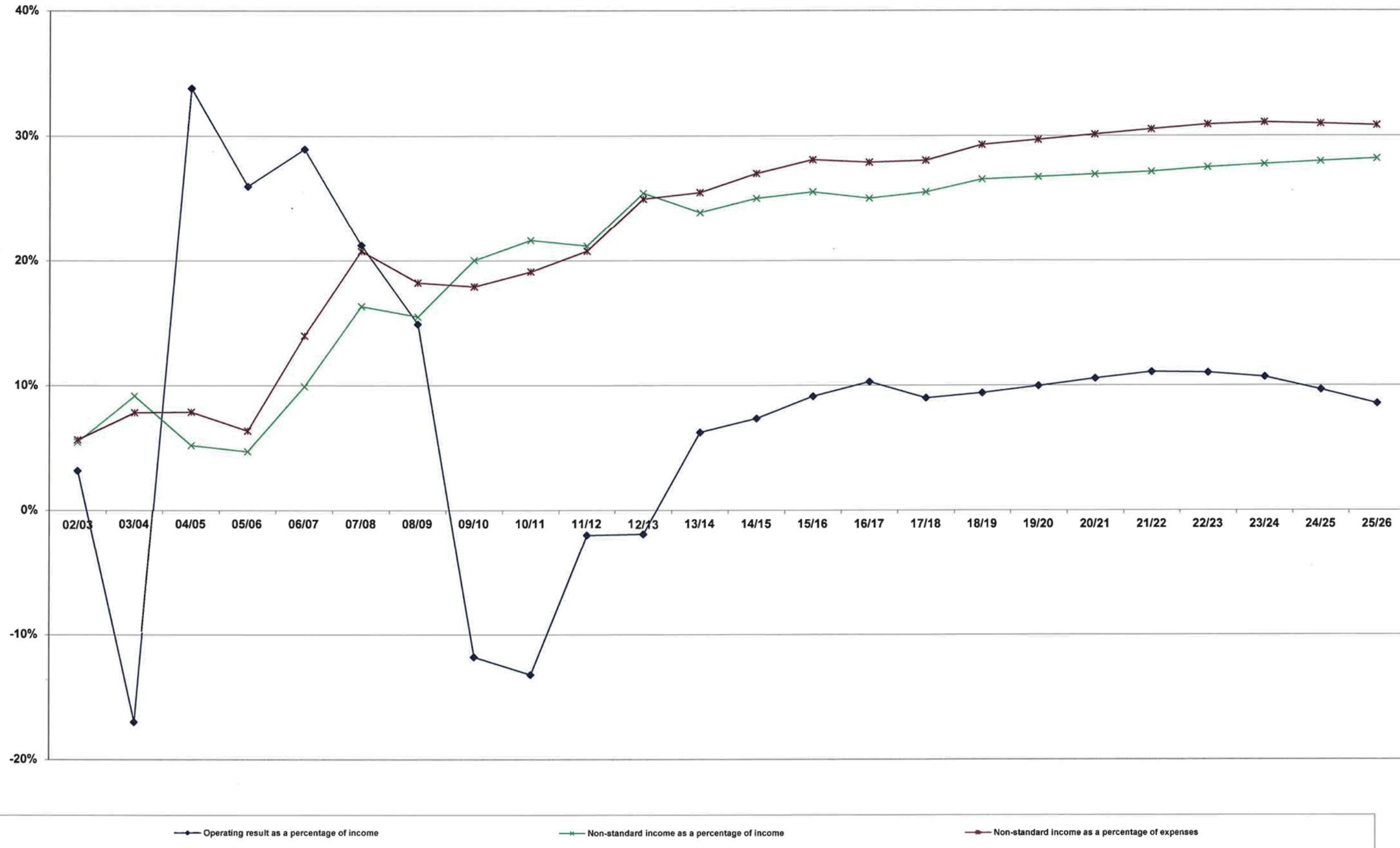
Cash and Reserve Balances	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Opening Balance	(455,700)	(592,500)	(724,200)	(454,800)	(71,900)	183,800	428,000	682,800	955,200	1,302,400	1,696,100	917,500	354,800
Movement	(136,800)	(131,700)	269,400	382,900	255,700	244,200	254,800	272,400	347,200	393,700	(778,600)	(582,700)	1,688,400
Closing Balance	(592,500)	(724,200)	(454,800)	(71,900)	183,800	428,000	682,800	955,200	1,302,400	1,696,100	917,500	354,800	2,043,200
Dissection of Total Cash													
Council Reserve Balance	(592,500)	(724,200)	(454,800)	(71,900)	183,800	428,000	682,800	955,200	1,302,400	1,696,100	917,500	354,800	2,043,200
Unexpended Grant Funds	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpended Loan Funds	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash Held	(592,500)	(724,200)	(454,800)	(71,900)	183,800	428,000	682,800	955,200	1,302,400	1,696,100	917,500	354,800	2,043,200

Loan Summary	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Loan Principal	838,700	845,500	970,600	1,066,200	1,201,400	1,286,000	1,333,000	1,404,500	1,410,000	1,004,300	355,200	154,000	161,000
Loan Interest	554,100	517,400	483,000	457,400	415,300	350,700	283,700	210,300	136,600	67,500	33,000	19,000	12,000
Total	1,392,800	1,362,900	1,453,600	1,523,600	1,616,700	1,636,700	1,616,700	1,614,800	1,546,600	1,071,800	388,200	173,000	173,000
Principal Outstanding - 30 June	9,157,700	9,037,200	8,566,600	8,400,400	7,199,000	5,933,000	4,600,000	3,195,500	1,785,500	781,200	426,000	272,000	111,000

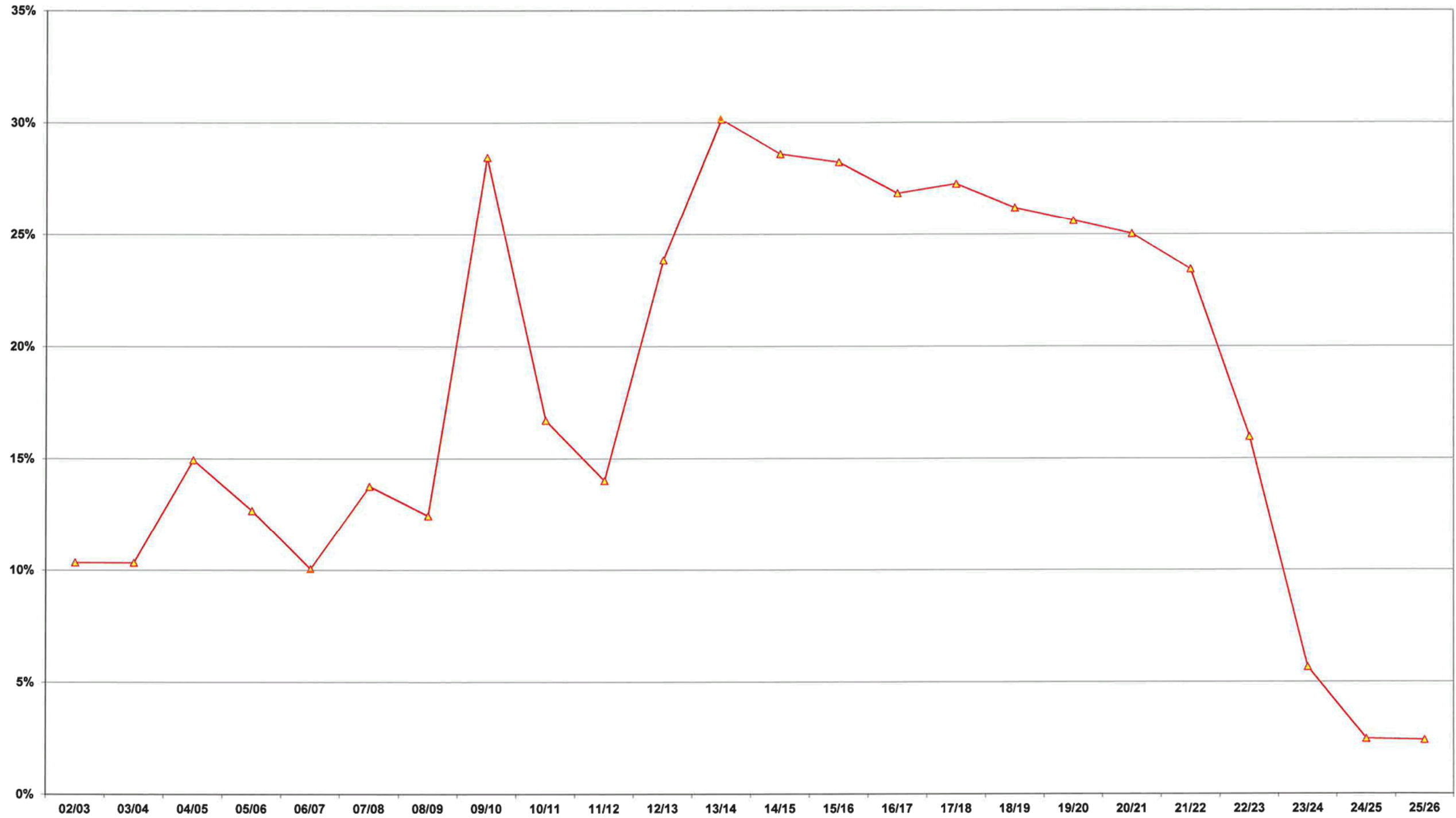
Special Schedule Asset Value	Actual (\$'000)				Estimated (\$'000)										
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Written Down Value	18,957	26,440	29,505	36,941	38,871	43,406	42,482	41,552	40,593	39,598	38,572	37,914	40,319	42,655	41,418

Loan Repayment Dissection	2013/2014		2014/2015		2015/2016		2016/17		2017/2018		2018/2019		2019/2020		2020/21		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
Airport	50,790	52,033	54,607	48,216	58,464	44,359	62,989	39,834	67,737	35,087	72,664	30,160	78,492	24,331	84,227	18,597	90,574	12,243	97,045	5,779						
Airport	166,670	122,931	131,492	83,782	137,890	77,384	145,275	69,999	152,808	62,466	160,491	54,783	169,300	45,975	177,963	37,311	187,228	28,047	196,975	18,299	207,229	8,046				
Airport	40,864	29,161	44,006	26,018	47,000	23,000	50,000	20,000	55,000	15,000	60,000	10,000	63,000	7,000	66,100	2,000										
Airport - LIRS	580,420	350,000	615,383	333,850	648,346	300,887	683,933	265,300	721,549	227,684	761,234	188,000	802,141	147,092	847,522	101,711	893,831	55,402	946,310	9,466						
Airport - Car Park / Shade Covers				25,500	78,900	27,400	82,000	24,300	85,300	21,100	88,600	17,800	92,100	14,300	95,700	10,700	99,400	6,900	103,000	3,000						
Airport - Apron Overlay (RTIF)				0	0	10,000	42,000	20,000	44,000	18,000	45,000	17,000	47,000	15,000	49,000	13,000	51,000	11,000	51,000	11,000	53,000	9,000	55,000	7,000	58,000	4,000
Airport - Terminal (RTIF)				0	0	18,000	75,000	36,000	78,000	33,000	80,000	33,000	81,000	27,000	84,000	20,000	88,000	23,000	91,000	20,000	95,000	16,000	99,000	12,000	103,000	8,000
Total	838,744	554,125	845,488	517,366	970,600	483,030	1,066,197	457,433	1,201,394	415,337	1,265,989	350,743	1,333,033	283,698	1,404,512	210,319	1,410,033	136,592	1,004,330	67,544	355,229	33,046	154,000	19,000	161,000	12,000

Ballina Byron Gateway Airport - Operating Income and Expense Analysis - 2002/03 to 2025/26



Ballina Byron Gateway Airport - Debt Ratio - 2002/03 to 2025/26



4.2 Southern Cross Industrial Estate Land Holdings - Update

4.2 Southern Cross Industrial Estate Land Holdings - Update

Delivery Program Commercial Services

Objective To provide Council with an update on its current land holdings on Southern Cross Industrial Estate and adjoining lands.

Background

A report was presented to the Commercial Services Meeting of 15 October 2015 regarding the development potential of a portion of Council owned land located on the corner of Boeing Avenue and Cessna Crescent.

The resolutions arising from that meeting are noted as follows:

1. *That Council notes the contents of this report in respect to the site investigation for Council owned land on the corner of Boeing Avenue and Cessna Crescent.*
2. *That Council receive a further report on the current rezoning process for the Southern Cross Industrial Estate along with consideration of all the land owned by Council in this precinct.*

These resolutions were endorsed at Council's Ordinary Meeting of 22 October 2015.

This purpose of this report is to respond to the second point and provide an overview of Council's landholdings on the Southern Cross Industrial Estate and adjoining lands.

Key Issues

- Existing and potential supply of industrial land

Information

Council's landholdings on the Southern Cross Industrial Estate and adjoining lands are summarized as follows:

i. Serviced Lots – Current Supply

At present Council has only one serviced industrial lot remaining on the Southern Cross Industrial Estate, Lot 88 is for sale at an asking price of \$488,000 + GST (see **attachment one**).

Two parties have recently expressed interest in this lot, with one submitting a conditional offer. This will be subject to a further report to Council, if it progresses.

Demand for serviced lots in Cessna Crescent have been slow due to the fact that it is a dead end street which presents issues for heavy transport.

4.2 Southern Cross Industrial Estate Land Holdings - Update

ii. Proposed Lots

A development application was lodged recently to undertake a subdivision of land located at 54 North Creek Road to create six serviced industrial lots, see layout plan contained in **attachment 2**. Demand for these lots has been strong. Council has received offer and acceptance on Lot A, B, C and D. Another party is currently undertaking due diligence on Lots E and G.

These proposed lots are located on the fringe of the industrial estate and as such present issues in complying with noise control measures, the extent of which will not be known until DA 2015/599 is determined. It is possible restrictions on use may be placed on the lots limiting use to passive type industrial uses such as storage sheds and warehousing.

iii. Long Term Future Supply

A proposal is currently in progress to rezone approximately 39 hectares of land located to the northeast of the existing industrial estate and bounded by Corks Lane.

The proposal is to rezone this land to Industrial IN1 and Industrial IN2, and is generally referred to as the Southern Cross Expansion Precinct. **Attachment three** contains a concept plan with the proposed zonings and an indicative lot layout plan. Approximately 36.5 hectares of this land is in Council ownership, the balance of the land located on Corks lane is held in two ownerships by Mr Fields and Mr King; their land is included in the rezoning proposal.

The progress and status of the rezoning is summarized as follows:

Date	Rezoning Progress Step	Status
24/09/2015	Council resolved to amend Gateway and carry out procedural steps to progress planning proposal.	Completed
22/10/2015	Department of Planning and Environment issues altered Gateway Determination	Completed
29/10/2015	Council appoints independent planner to undertake gap analysis of documentation and prepare a planning report.	In progress
19/11/2015	Lead planning consultant acting on behalf of Council, Ardill Payne & Partners submits rezoning technical studies and associated documentation to independent planning consultant.	Completed
25/11/2015	Consultations with Government Departments and Council departments commenced.	In progress

Strategic Services are waiting on responses from Civil Services, DEH, Office of Environment and Heritage, Air Services Australia and then CASA. Once these responses are received the gap analysis report can be finalized by the independent planning consultant.

4.2 Southern Cross Industrial Estate Land Holdings - Update

If significant issues are identified in that report, additional technical documentation may need to be provided by Ardill Payne. If no issues of significance are identified the planning proposal will proceed to public exhibition.

Once the public exhibition is completed, any submissions will be reviewed and then reported back to Council.

Council will then need to resolve whether to proceed with the rezoning, and if so make the appropriate request to the Department of Planning. It is difficult to predict how long it may take to complete this process though it is hoped the rezoning would be gazetted by the end of 2016.

The first major step in developing the Expansion Precinct is the construction of what is generally referred to as Airport Boulevard that will run from North Creek to the Airport and also link up with Boeing Avenue. A development application is being prepared for this proposed road and will hopefully be lodged in the near future.

A major issue for Council will be funding the cost of developing Airport Boulevard prior to developing the land pertaining to the Expansion Precinct. Indicative cost estimates prepared by Civiltech Planning and Engineering Consultants are summarised as follows;

Airport Boulevard	\$ 6,600,000
Development of Expansion Precinct	\$22,000,000
Total	\$28,800,000

In 2015 Council lodged an application the Federal Government's National Stronger Regions Fund for a grant of \$3.3m to assist in funding construction of Airport Boulevard, however this application was unsuccessful. It is proposed to resubmit this application in 2016.

Development of the Expansion Precinct could be undertaken in stages but its profitability, amongst other things, is subject to the availability and cost of site fill.

If Government grants are not forthcoming, Council may have to consider alternative funding sources such joint ventures with private sector investors. One possibility is that if the airport is leased to the private sector the lessee could enter into a joint venture agreement to develop the land with Council.

iv. Lots 2 & 3 Boeing Avenue

These two lots are currently zoned B5 Business Development which permits bulky goods development but not industrial development. A plan detailing these lots is contained in **attachment four**.

Lots 1 (Harvey Norman), 2 and 3 were initially zoned for general industrial purposes under BLEP 1987, however were subsequently rezoned to Business B5 under BLEP 2012 to permit bulky goods development.

4.2 Southern Cross Industrial Estate Land Holdings - Update

The templates for industrial zonings under BLEP 2012 do not permit bulky goods development and as such needed to be rezoned to Business B5 to permit such development.

Since that time there has only been one conditional offer to buy Lots 2 and 3 which is reflective of the drop in demand for bulky goods sites nationally.

The Harvey Norman Complex on Lot 1 is still not fully leased and with the recent decision by Woolworths to close the Masters hardware chain developers are unlikely to be seeking bulky goods if they cannot find tenants for completed buildings.

A further and major impediment to demand from bulky goods developers for sites in this section of Boeing Avenue is the fact Boeing Avenue is a dead end street. This has also been a criticism from tenants within the Harvey Norman complex.

The overview provided indicates a looming lack of supply of serviced industrial lots in the short to medium term on the Southern Cross Industrial Estate and a lack of demand for bulky goods lots.

One option available would be rezone Lots 2 and 3 Boeing Avenue to Industrial IN1 General Industrial from its current B5 Business Development zone.

The Strategic and Community Facilities Group have suggested that if Council endorses this approach that it may be desirable to enable bulky goods as a permitted use for Lots 2 and 3. Doing so provides greater flexibility which may be desirable and assists in addressing the strategic planning context associated with planning for provision of bulky goods facilities in the shire.

It is not proposed to alter the zoning of the Harvey Norman Complex.

Consultants Geolink have prepared a concept plan to subdivide Lot 3 as serviced industrial (see **attachment four**). This plan is subject to review however it demonstrates that smaller lots can be developed along Boeing Avenue with larger lots to the rear.

It also demonstrates that in the long term these lots could be linked to Cessna Crescent and Piper Drive, thus giving the area greater connectivity and improved traffic circulation.

The larger lots are suitable for uses seeking space but without the need for exposure. This location is also less likely to be constrained by noise issues in comparison to lots located on the fringe of the estate.

Development costs estimates have not been prepared for this concept plan however it would be reasonable to assume that lots along Boeing Avenue would be cost effective to produce as Boeing Avenue is constructed.

Subject to receiving formal fee proposals from planning consultants, the costs to complete rezoning of Lots 2 and 3 Boeing Avenue to Industrial IN1 is estimated to be in the order of \$30,000.

Legal / Resource / Financial Implications

It is proposed to fund the cost of the rezoning proposal from the Property Development Reserve to engage a consultant prepare and lodge a rezoning proposal.

Consultation

A process of consultation has not been undertaken at this point in time.

Options

1. Council resolves to pursue rezoning of Lots 2 and 3 Boeing Avenue from Business B5 to Industrial IN1, with the inclusion of an enabling clause (or use of another suitable mechanism) to permit bulky goods development as an additional permitted use on the land.
2. Council resolves to authorize the allocation of \$30,000 from the Property Reserve to engage a consultant prepare and lodge a rezoning proposal.
3. Council resolves to note the contents of this Report and take no further action.

It is recommended that Council resolves to adopt Options 1 and 2 in response to the lack of supply of serviced industrial lots on the Southern Cross Industrial Estate and demand for same.

Option 3 is not recommended as it would ignore the demand for serviced industrial lots, deny local businesses the opportunity to expand and fail to provide land for new businesses seeking to set up in Ballina.

It is also recommended that Council again endorse an application for Airport Boulevard Road to the next round of the Federal Government's National Stronger Regions fund. The project received positive feedback in the last round with the Federal Government seeking stronger commitments in respect to land sales etc associated with the road. This can be addressed in the next application.

Council has already spent significant monies in preparing the previous application and this project, along with the indoor sports stadium, are considered to be the two major priority projects for funding under this next round of the National Stronger Regions Fund. A maximum of two applications are allowed.

The major concern with this application is that Council does not have the matching funds identified anywhere within its Long Term Financial Plan. Securing \$3.3m from our own reserves will be extremely difficult and if the grant is secured it will be a matter of reallocating priorities and reviewing projects allocated from our reserves.

4.2 Southern Cross Industrial Estate Land Holdings - Update

Even though this is a major concern it is considered worthwhile submitting the application as if we are able to secure \$3.3m in funding we will need to review our property development priorities, along with possible use of loans, to see if we can secure the matching funding needed. It is better to be in a position of having to find \$3.3m in funding as against \$6.6m currently needed for the Airport Boulevard Road.

RECOMMENDATIONS

1. That Council resolves to pursue rezoning of Lots 2 and 3 Boeing Avenue from Business B5 to Industrial IN1, with the inclusion of an enabling clause (or use of another suitable mechanism) to permit bulky goods development as an additional permitted use on the land.
2. That Council approves an application for the Airport Boulevard Road to Round Three of the National Stronger Regions Fund.

Attachment(s)

1. Southern Cross Industrial Estate - Remaining Council Land For Sale
2. 54 North Creek Road, Ballina - Lot Layout Plan
3. South Cross Industrial Estate Expansion Precinct - Indicative Lot Layout
4. Lot 3 Boeing Avenue - Indicative Industrial Lot Layout



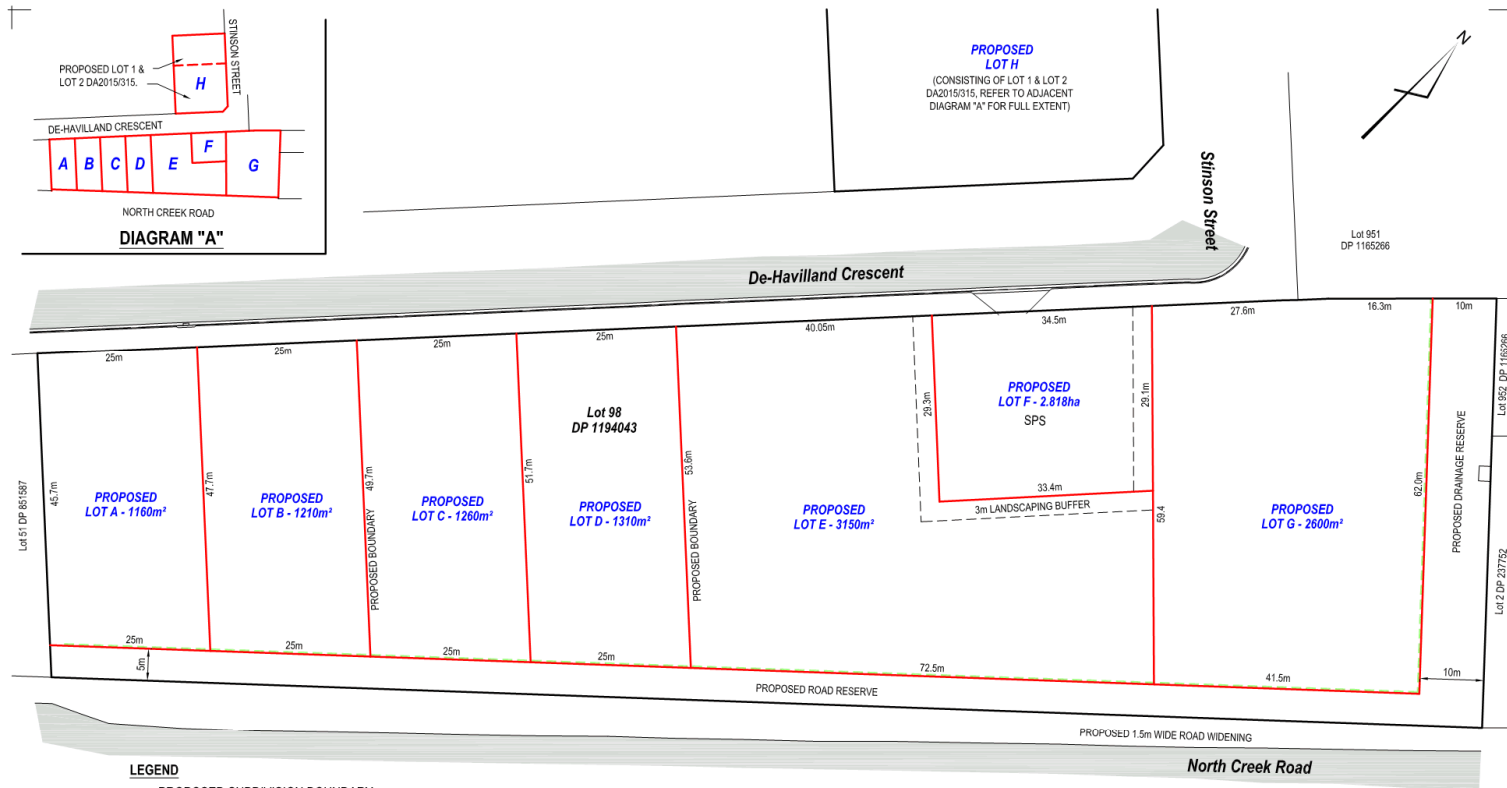
BSC Land For Sale
Southern Cross Industrial Estate, Ballina



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 The information contained within this plan is for pictorial representation only. Do not scale. Accurate measurements should be undertaken by survey.

Printed
 16/10/2015

4.2 Southern Cross Industrial Estate Land Holdings - Update



LEGEND

- PROPOSED SUBDIVISION BOUNDARY
- - - PROPOSED NOISE WALL (TBC)

* PROPOSED ROAD WIDENING & DRAINAGE RESERVE AREA HAS BEEN REMOVED FROM LOT AREAS.
 ** LOT F INCLUDES RESIDUE ALLOTMENT ON THE CORNER OF BOEING AVE AND CESSNA CRESCENT.



• Subdivision Design • Civil Engineering • Town Planning • Project Management

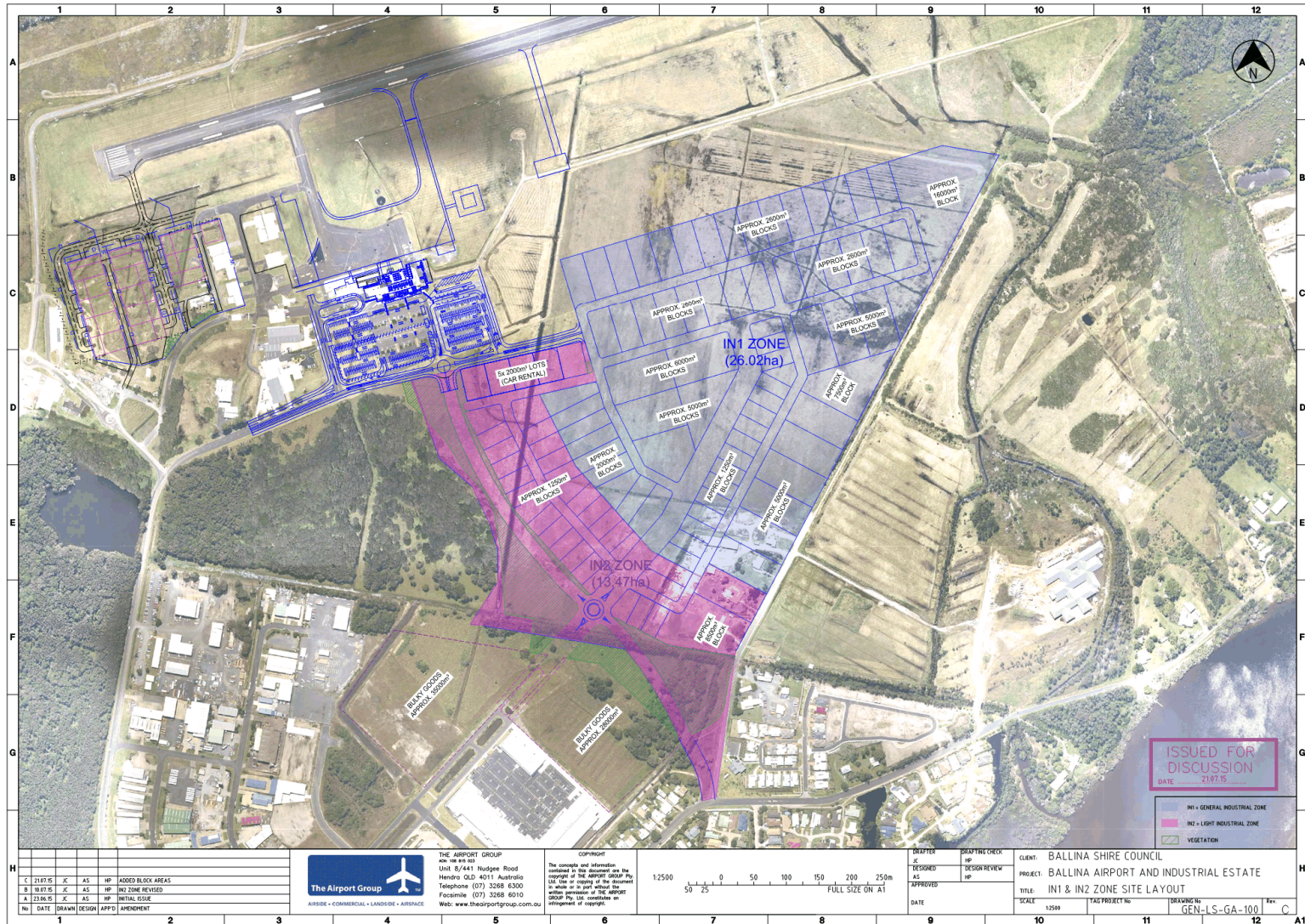
CivilTech Consulting Engineers
 Ph. (02) 6624 5580
 PO BOX 1020
 Lismore NSW 2480
 www.civiltch.net.au

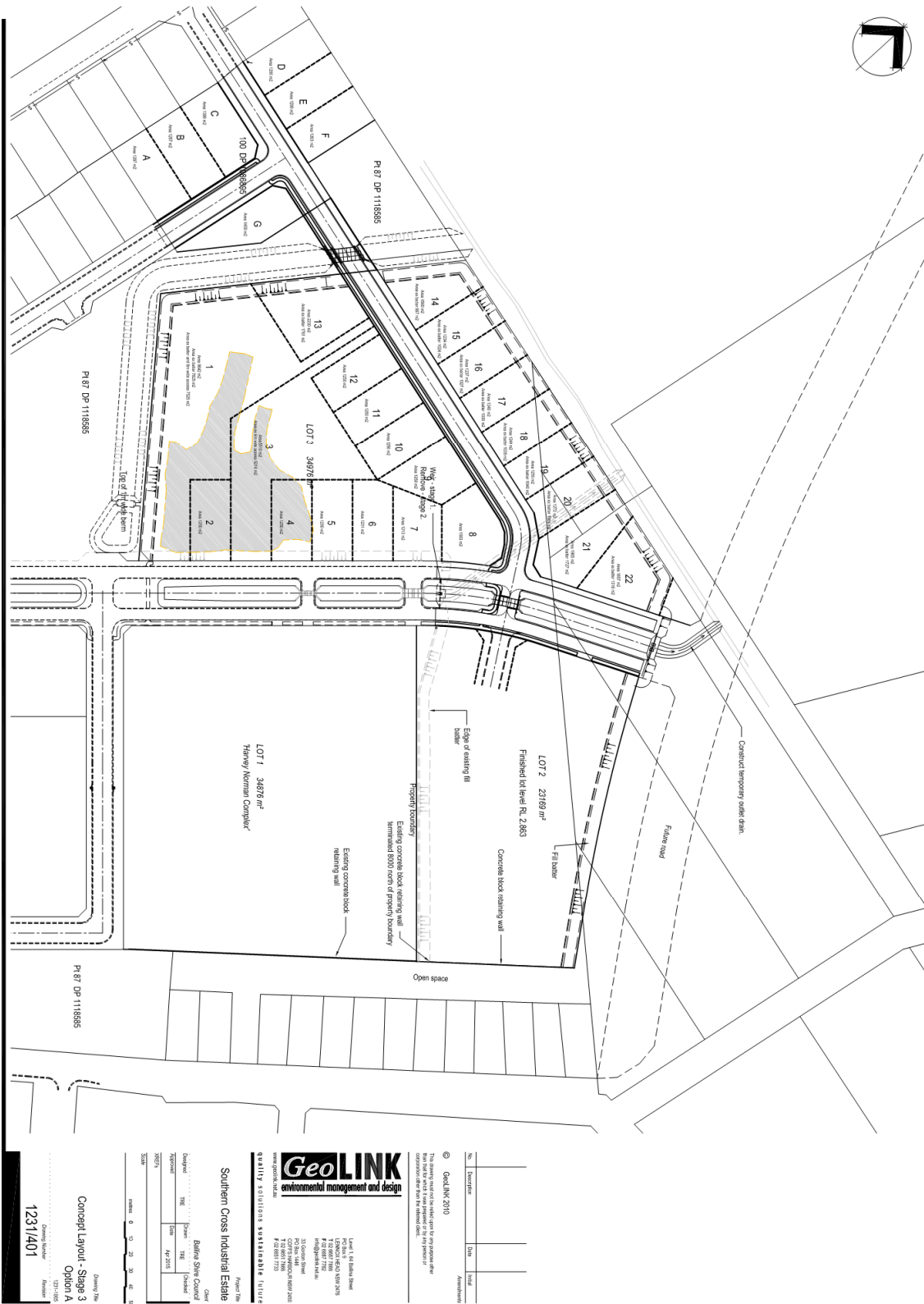
PROPOSED SALES PLAN
FOR SUBDIVISION OF LOT 98 DP 1194043
 54 NORTH CREEK ROAD
 for BALLINA SHIRE COUNCIL

FIGURE 3

SCALE:	1 : 1500 at A3
LGA:	Ballina
LOCALITY:	Ballina
DESIGNED:	-
DRAWN:	WF
APPROVED:	AZ
DATE:	27.01.2016
CODG:	15005 (CAS)
Dwg. No.	14144-SK11A

4.2 Southern Cross Industrial Estate Land Holdings - Update





4.3 Land Acquisition - North Creek Road Ballina

4.3 Land Acquisition - North Creek Road Ballina

Delivery Program Commercial Services

Objective Provide Council with an update on land acquisitions at North Creek Road, Ballina

Background

At Council's Ordinary Meeting of 18 December 2014 it was resolved that:

- 1. Council approves the sale price offered for 7 North Creek Road (Part Lot 2 DP 1172175) as detailed within option two of this report.*
- 2. That Council authorizes the Council seal to be attached to the contract for sale and subdivision documentation required, as well as any other related documents.*

A further report was placed before Council's Commercial Services Meeting of 19 May 2015 whereby it was recommended:

- 1. That Council approves the acquisition of Part of Lot 6 DP 238894, 9 North Creek Road as outlined within this report.*
- 2. That the land be dedicated for road widening purposes and a licence be granted over the land as per Options One and Two of this report.*
- 3. That Council authorises the Council seal to be attached to the contract for sale and any other related documents including sales transfers and licence agreements.*
- 4. That Council investigate the purchase of a portion of Lot 7 DP238394, 11 North Creek Road, Ballina.*

This decision was ratified at Council's Ordinary Meeting of 28 May 2015.

This report has been prepared to provide an update on the proposed acquisition for road widening at 11 North Creek Road, Ballina (Lot 7 DP 238394) as per point four of the 19 May 2015 meeting.

Key Issues

- Merits of land acquisition for road widening

Information

It is anticipated settlement of contracts to acquire part of 9 North Creek Road (Lot 6 DP 238394) should take place by April, 2016 at which time Council will then have the front section of this property dedicated to Council for road widening.

4.3 Land Acquisition - North Creek Road Ballina

Once this occurs, consultations with the owner of 11 North Creek Road, Ballina (Lot 7 DP 238394) shall commence as the acquisition of that front section will provide contiguity in respect to road widening.

It is not practical to commence those discussions until the 9 North Creek Road acquisition is finalised.

Legal / Resource / Financial Implications

No budget has been allocated for 11 North Creek Road, however the cost is not expected to be large and the funding can be addressed if the project eventuates.

Consultation

Consultations have not yet been undertaken.

Options

This report has been prepared to provide a brief update on point four of the May 2015 Commercial Services Committee recommendation.

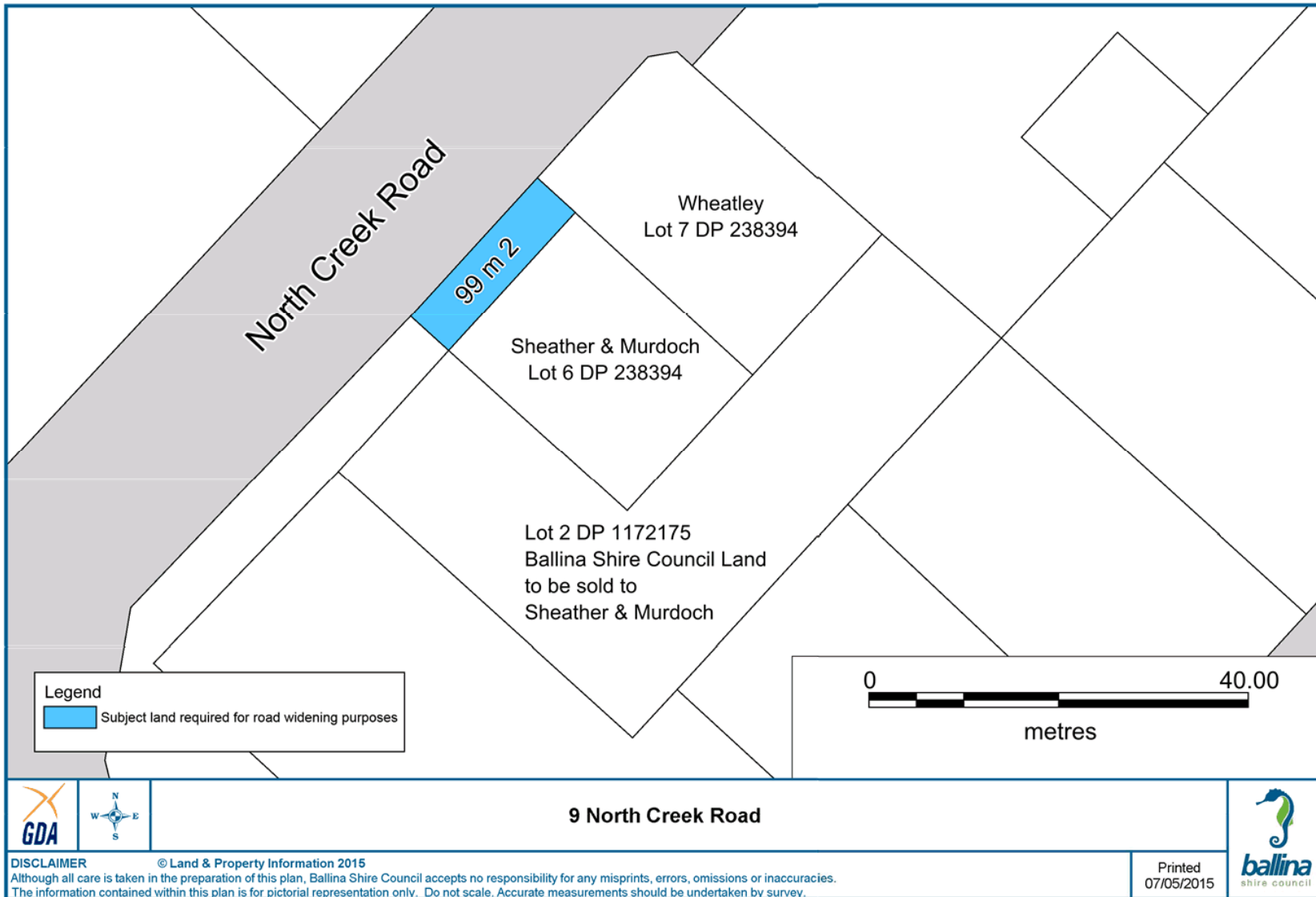
RECOMMENDATIONS

1. That Council notes the contents of this report in respect to the possible acquisition of part of 11 North Creek Road, Ballina for road widening.
2. That the General Manager continue to pursue this acquisition as the opportunity arises.

Attachment(s)

1. Site Plan

4.3 Land Acquisition - North Creek Road Ballina



4.4 Wigmore Arcade - Roof Replacement

4.4 Wigmore Arcade - Roof Replacement

Delivery Program Commercial Services

Objective To seek Council's concurrence to accept a revised quote to re-roof the Wigmore Arcade Complex and undertake ancillary works.

Background

At the Council meeting of 26 November 2015, a report was presented on RFT808 for the replacement of the Wigmore Arcade Complex roof and associated works.

Council was advised that tenders were called through advertisements placed in the Northern Star, Ballina Advocate and the Daily Telegraph at the beginning of November 2015. A compulsory pre-tender meeting was scheduled for 11 November 2015. As this was a compulsory meeting, non-attendance would preclude any contractor from lodging a tender.

Unfortunately no contractors attended the pretender meeting and as such no contractor was eligible to lodge a submission when tenders closed on 25 November 2015.

In response to these circumstances, Council resolved as follows:

- 1. That in accordance with the provisions contained in Clause 178 of the Local Government (General) Regulations 2005, as no complying tenders were received for the Wigmore Arcade – Roof & Awning Replacement, Council resolves, to enter into direct negotiations with Sidney and Richardson Plumbing and Goldsmith Building Services in relation to a proposed contract.*
- 2. Subject to a satisfactory outcome being achieved through the negotiation process in point one above, and the cost estimate remaining within the available budget, Council authorises the General Manager to execute a contract with Sidney and Richardson Plumbing and Goldsmith Building Services to undertake the replacement of the roof and repairs to the awning of the Wigmore Arcade, along with attaching the Council seal.*

In accordance with this resolution, tender documents were issued to Goldsmith Building Services ("Goldsmiths") and Sidney and Richardson Plumbing ("SRP") on 1 December 2015.

On 24 December, 2015, Goldsmiths lodged a tender proposal in conjunction with SRP to undertake the specified works. Council staff have since met with Goldsmiths to review the price submitted and identify areas of potential savings.

This report provides information on the outcome of those discussions and seeks Council's endorsement to proceed with the works.

4.4 Wigmore Arcade - Roof Replacement

Key Issues

- Comply with the Local Government (General) Regulation 2005.
- Achieve best value for money
- Funding
- Importance of works

Information

A report was presented to the Commercial Services meeting held on 15 July, 2015, seeking Council's concurrence to call tenders to replace the roofs pertaining to the Wigmore Arcade Complex and River Street awning. The cost estimate to re-sheet the main roof was \$200,000 and \$40,000 for the River Street awning. Council resolved to call tenders to undertake these works.

The cost estimates prepared for that meeting were done without the benefit of a detailed specification and without an independent quantity surveyor's report. This is particularly relevant for the River Street awning which requires very technical structural repairs as well as re-sheeting, relining of soffits, replacement of roof gutters and downpipes.

The lump sum quotation to undertake the specified works is \$629,674 + GST apportioned as follows:

• Wigmore roof, flashings & repairs	\$323,450
• River St awning repairs etc	\$228,400
• Ventilation & repairs to toilets	\$ 35,840
• Waterproof membrane (provisional sum)	\$ 2,000
• Roof batten replacement (provisional sum)	\$ 5,000
• Painting of river St parapet	\$ 5,000
Sub - total	\$599,690
5.00% contingency	\$ 29,984
Total	<u>\$629,674</u>

The works to be undertaken in relation to this contract include the following:

- a) Major structural repairs to the River Street awning including replacement of steel work (tie rods, bracing, etc.), re-sheeting of roof, re-sheeting of soffit linings, replacement of box gutters, downpipes, etc.
- b) Repair and repainting of River Street parapet.
- c) Re-sheeting of roof over River Street shops and Arcade shops and ancillary repairs.
- d) Removal and reinstatement on various roof mounted air-conditioning systems.
- e) Replacement of roof and ventilation systems to toilets and various repair works.

The approved budget as originally recommended by staff is \$250,000, therefore we have a budget shortfall of approximately \$380,000.

4.4 Wigmore Arcade - Roof Replacement

Council staff met with Goldsmiths and SRP on 22 January, 2016 to review and discuss the scope of the works and prices tendered.

Goldsmiths advised that the prices tendered reflect allowances for the high degree of uncertainty associated with the works, in particular in the structural repairs to the awning.

The final scope of works can only be determined once demolition works have been complete and the extent of deterioration is determined.

Following on from that meeting, Goldsmiths provided a revised quotation on 10 February, 2016, identifying potential cost savings in the order of \$78,000, and proposed the works be undertaken on a cost plus 10.00% contract using the quoted figure of \$629,674 + GST as a maximum contract amount.

A copy of Goldsmiths' revised quote is attached that also provides further detail on the scope of works.

Council staff are satisfied that Goldsmiths and SRP have extensive technical experience with the Wigmore Arcade Complex, a clear understanding of the required outcomes of the work and the need for Council to reduce the cost to complete the works.

Staff are also satisfied as to the quality and standard of works previously undertaken by both contractors for Council and are of the opinion that both contractors, as very long term local providers, are committed to delivering value for money to Council and the community.

In these circumstances Council staff are supportive of the cost plus contract as proposed.

A cost plus contract, is a contract where a contractor is paid for all of its allowed costs / expenses to a set limit, plus an agreed additional payment or percentage to allow for a profit and overheads. Under a cost plus contract the contractor must justify and present evidence that a cost is related to the contract.

A cost plus contract will also remove the level of risk to the contractor and client and it is likely that it reduce the overall cost to undertake the works.

Legal / Resource / Financial Implications

The only option available is to fund this work from the Property Development reserve and the latest forecast for that reserve, with this work included as an attachment to this report.

As per that attachment there are adequate funds in the reserve to finance this work. This latest attachment also provides the revised cash flows for a variety of other Council projects (i.e. Southern Cross, Russellton, Wollongbar etc).

Generally a balance of around \$3m is aimed to be retained in that reserve to balance against development contingencies, or opportunities, that may arise.

The latest forecast for the Community Infrastructure Reserve is also attached.

Consultation

Council undertook a public tender process initially and no tenders were received. Negotiations have been on-going with Goldsmiths and SRP.

Options

Council has three options available in relation to this matter.

1. Accept the revised quotation from Goldsmith Building Services and Sidney and Richardson Plumbing (Quote No. 16025) for a cost plus 10.00% contract with a maximum amount of \$629,674 + GST.
2. Decline the revised quotation from Goldsmith Building Services and Sidney and Richardson Plumbing and call fresh tenders for the proposed works.
3. Decline the proposal from the Goldsmith Building Services Sidney and Richardson Plumbing and not proceed with the proposed works until such time as additional funding is available.

Option 2 is not recommended as council has previously undertaken a public tender process and no tenders were received. Additionally it is important to undertake the works as soon as possible to ensure awning is made safe and water penetration into the building is eliminated.

Option 3 is not recommended as it is important to undertake the works as soon as possible to ensure awning is made safe and water penetration into the building is eliminated.

Option 1 is recommended as this will be the most cost effective solution to undertake the works.

It is also recommended that Council include the latest forecasts for the property reserves into our Long Term Financial Plan.

RECOMMENDATIONS

1. That Council accepts the revised quotation from Goldsmith Building Services and Sidney and Richardson Plumbing (Quote No. 16025) for a cost plus 10.00% contract with a maximum amount of \$629,674 + GST, to undertake works to replace the roofs pertaining to the Wigmore Arcade Complex, River Street awning and associated works.
2. That Council authorises the General Manager to finalise negotiations with Goldsmith Building Services and Sidney and Richardson Plumbing and execute the relevant contract documentation.
3. That Council authorises the Council seal to be attached to any contract documentation.
4. That Council authorises the latest forecasts for the Property Development Reserve and Community Infrastructure Reserve to be incorporated into our Long Term Financial Plan.

4.4 Wigmore Arcade - Roof Replacement

Attachment(s)

1. Goldsmiths Building Services Revised Quote No. 16025
2. Cash Flow - Property Development Reserve
3. Cash Flow - Community Infrastructure Reserve

4.4 Wigmore Arcade - Roof Replacement

Lismore Plaster Works Pty Ltd T/AS

Lic No: 42977C ABN: 28 212 908 634



Lismore: 02 6621 5774
Ballina: 02 6681 1055
Fax: 02 6621 9758

197 Magellan St Lismore NSW 2480 PO Box 589 Ballina NSW 2478

admin@goldiesbuilding.com.au
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Quotation

To: Ballina Shire Council
Att: Paul Tsikleas

Date: 10/02/2016
Quote no. 16025

Quotation

Re: Wigmore Arcade Complex
Repairs and replacement of roof and awning (RFT808)

Original lump sum quotation	\$ 629,674.50 exc gst
Broken down as follows	
River St Awning repairs & parapet	\$228,400
Wigmore roof, flashings & repairs	\$323,450
Ventilation & repairs to toilets	\$ 35,840
Waterproof membrane (provisional sum)	\$ 2,000
Roof batten replacement (provisional sum)	\$ 5,000
Painting of River St Parapet	\$ 5,000
Sub - total	\$599,690
5.00% contingency	\$ 29,984.50
Total	\$629,674.50 exc gst

After a meeting with Ballina Shire Council on the 22/01/2016 as per meeting notes supplied by Paul Tsikleas, the following cost savings were discussed as a result we wish to submit this proposal.

We propose due to some of the uncertainties in the project that the works be done as a cost plus 10% contract using our quoted figure as a maximum contract amount. At the end of each month a progress would be given to council with an update on how we are traveling against our quoted figures

4.4 Wigmore Arcade - Roof Replacement

River St Awning Repairs & Parapet

Due to complexities of complying with the various bodies and their respective requirements including WorkCover, BSC WHS, Essential Energy, Business owners and the public the Awning works were allowed in 4 stages along the 50m of River street frontage.

We now propose to possibly do the above work in 3 stages which if achieved would result in projected cost savings of upward of \$40,000.00.

With the discussed changes to materials nominated in the above mentioned meeting notes.

Cost savings on changing base roofing material from Colourbond Ultra trimdek .48mm to standard .48mm Colourbond trimdek roof sheet and removing the insulation

Total cost savings expected to be \$4,000.00

River Street Roof Section

Cost savings on changing base roofing material from Colourbond Ultra trimdek .48mm to standard .48mm Colourbond trimdek roof sheet.

Use standard skylights

Alternative flashing systems used

Total cost savings expected to be \$18,000.00

Winton Lane Roof

Cost savings on changing base roofing material from Colourbond Ultra trimdek .48mm to standard .48mm Colourbond trimdek roof sheet.

Use standard skylights

After site inspection this section of roof already has roof insulation and seems to be in reasonable condition

Total cost savings expected to be \$16,000.00

Public Toilets

Removal of old ceiling fans.

Painting and patching of ceilings

Installation of new ventilation system.

Installation of new skylights.

Patching of existing ventilation holes/besser block vents.

Installation of new vents in walls at appropriate heights.

Patch and paint walls.

Paint cubicles.

Install handdryers to women's toilet (supplied by council)

Sprycete seal floors to men's and women's toilets to seal in uric acid.

Existing toilet cisterns and pans to remain

Yours faithfully,

Gary Goldsmith

GOLDSMITHS BUILDING SERVICES.

Cash Flow - Property Development Reserve - Forward Financial Plan Updated as at February 2016														
Item	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Opening Balance (Excluding Airport)	303,500	4,438,100	4,613,900	3,777,600	2,536,700	2,143,100	4,230,900	3,290,100	3,104,600	3,043,700	2,921,200	2,943,700	3,165,600	2,869,500
Less Airport Overdraft Opening Balance	(302,000)	(454,400)	(454,400)	(592,500)	(724,200)	(444,800)	(173,400)	0	0	0	0	0	0	0
Revised Opening Balance with Airport	1,500	3,983,700	4,159,500	3,185,100	1,812,500	1,698,300	4,057,500	3,290,100	3,104,600	3,043,700	2,921,200	2,943,700	3,165,600	2,869,500
Add: Cash Inflows														
Interest Accrued	261,000	178,000	181,200	110,000	63,000	54,000	106,000	82,000	78,000	76,000	73,000	74,000	79,000	72,000
Internal Loans Repaid - Waste	288,500	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental - Norfolk Homes (net)	133,600	136,500	140,000	143,000	140,000	144,200	148,500	153,000	157,600	162,300	167,200	172,200	177,400	182,700
Rental - ARC (50%) (net)	158,000	158,500	163,500	169,200	125,000	128,800	132,700	136,700	140,800	145,000	149,400	153,900	158,500	163,300
Sale - Alstonville Tennis Courts	0	0	0	0	0	0	1,500,000	0	0	0	0	0	0	0
Sale - Alstonville Plaza	0	0	0	195,300	0	0	0	0	0	0	0	0	0	0
Sale - ARC Residual (50%)	0	269,000	302,500	0	455,000	0	0	0	0	0	0	0	0	0
Sale - Balance Skennars Hd	0	0	400,700	0	0	0	0	0	0	0	0	0	0	0
Sale - Ballina High School Road Reserve	0	0	0	33,600	0	0	0	0	0	0	0	0	0	0
Sale - Harvey Norman	4,246,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Sale - 7 North Creek Road	0	0	0	0	150,000	0	0	0	0	0	0	0	0	0
Sale - 54 North Creek Road	0	0	0	0	0	2,500,000	0	0	0	0	0	0	0	0
Sale - Land Adjoining BP (50%)	0	0	250,000	0	0	0	0	0	0	0	0	0	0	0
Sale - Russellton (Major Sales (Two))	0	0	0	0	0	0	1,000,000	0	0	0	0	0	0	0
Sales - Russellton (Standard Lots)	0	413,000	0	0	0	0	0	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Sales - Southern Cross (Standard Lots)	0	0	0	210,300	750,000	725,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Sales - WUEA (Standard Lots)	0	0	0	2,250,000	590,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	400,000	0	0	0
Sub Total	5,085,100	1,155,000	1,437,900	3,111,400	2,273,000	5,352,000	4,687,200	3,131,700	3,136,400	3,143,300	1,749,600	1,360,100	1,374,900	1,378,000
Less: Cash Outlays														
Operating Expenditure														
Internal Overheads - Southern Cross	132,400	67,000	69,000	34,000	43,000	44,300	45,600	47,000	48,400	49,900	51,400	52,900	54,500	56,100
Internal Overheads - Russellton	60,000	80,000	66,000	32,000	40,000	41,200	42,400	43,700	45,000	46,400	47,800	49,200	50,700	52,200
Internal Overheads - WUEA	0	0	75,000	37,000	46,000	47,400	48,800	50,300	51,800	53,400	55,000	56,700	58,400	60,200
Russellton - Operating Exps	35,400	30,000	8,500	14,500	25,000	25,800	26,600	27,400	28,200	29,000	29,900	30,800	31,700	32,700
Southern Cross - Operating Exps	65,600	66,000	59,200	47,800	160,000	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000
WUEA - Operating Expenses	7,200	15,000	10,300	43,000	48,000	49,400	50,900	52,400	0	0	0	0	0	0
Sub Total	300,600	258,000	288,000	208,300	362,000	268,100	276,300	284,800	239,400	246,700	254,100	261,600	269,300	277,200
Community Infrastructure														
Animal Shelter	0	0	370,000	0	0	0	0	0	0	0	0	0	0	0
Ballina Surf Club	0	0	228,000	0	0	0	0	0	0	0	0	0	0	0
Wollongbar Sports Fields	0	0	0	400,000	0	0	0	0	0	0	0	0	0	0
Community Infrastructure Dividend	0	0	0	0	0	0	0	1,000,000	800,000	1,700,000	1,100,000	500,000	0	700,000
Sub Total	0	0	598,000	400,000	0	0	0	1,000,000	800,000	1,700,000	1,100,000	500,000	0	700,000
Property Projects														
Airport Lease Investigations	0	0	0	83,300	26,700	0	0	0	0	0	0	0	0	0
ARC Residual - Selling Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bridge Club Sale Legals	42,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Lennox Head Comm Centre Legals	0	0	165,800	0	0	0	0	0	0	0	0	0	0	0
North Creek Dredging	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0
North Creek Road (54)	0	0	0	14,000	742,000	300,000	0	0	0	0	0	0	0	0
Russellton - Development	60,400	0	86,000	63,700	20,000	100,000	4,100,000	0	0	0	0	0	0	0
Southern Cross - Development	198,000	115,000	0	50,100	0	0	900,000	0	950,000	0	0	0	1,000,000	0
Southern Cross - Masterplan	63,000	110,000	51,500	0	200,000	100,000	0	0	0	0	0	0	0	0
Wigmore Arcade	0	0	219,200	1,735,900	104,100	0	0	0	0	0	0	0	0	0
Wigmore Arcade - Roof	0	0	0	0	630,000	0	0	0	0	0	0	0	0	0
WUEA - Development	0	48,000	256,700	1,329,500	100,000	2,448,000	0	1,680,000	1,800,000	0	0	0	0	0
Sub Total	368,400	273,000	779,200	3,276,500	1,822,800	2,948,000	5,000,000	1,680,000	1,800,000	950,000	0	0	1,000,000	0
Dividends														
General Fund	281,500	448,200	609,000	467,500	481,800	48,100	351,700	352,400	357,900	369,100	373,000	376,600	401,700	425,100
Total Outlays	950,500	979,200	2,274,200	4,352,300	2,666,600	3,264,200	5,628,000	3,317,200	3,197,300	3,265,800	1,727,100	1,138,200	1,671,000	1,402,300
Closing Balance (Excluding Airport)	4,438,100	4,613,900	3,777,600	2,536,700	2,143,100	4,230,900	3,290,100	3,104,600	3,043,700	2,921,200	2,943,700	3,165,600	2,869,500	2,845,200
Net Change in Airport Overdraft Balance	(152,400)	0	(138,100)	(131,700)	279,400	271,400	173,400	0	0	0	0	0	0	0
Closing Airport Reserve Overdraft	(454,400)	(454,400)	(592,500)	(724,200)	(444,800)	(173,400)	0	0	0	0	0	0	0	0
Revised Closing Balance with Airport	3,983,700	4,159,500	3,185,100	1,812,500	1,698,300	4,057,500	3,290,100	3,104,600	3,043,700	2,921,200	2,943,700	3,165,600	2,869,500	2,845,200
Net Movement - Increase / (Decrease)	4,134,600	175,800	(836,300)	(1,240,900)	(393,600)	2,087,800	(940,800)	(185,500)	(60,900)	(122,500)	22,500	221,900	(296,100)	(24,300)

Cash Flow - Community Infrastructure Reserve - Forward Financial Plan Updated as at February 2016														
Item	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Opening Balance	4,453,800	3,259,500	2,718,400	2,946,600	1,778,800	631,100	544,600	820,200	812,400	632,400	480,000	348,300	323,500	410,900
Add: Cash Inflows														
Interest Accrued	355,000	121,000	17,900	80,200	41,000	16,000	14,000	21,000	20,000	16,000	12,000	9,000	8,000	10,000
Community Infrastructure Dividend	0	0	0	0	0	0	0	1,000,000	800,000	1,700,000	1,100,000	500,000	0	700,000
Int Loan Repaid - Flat Rock	41,000	41,300	0	0	0	0	0	0	0	0	0	0	0	0
Int Loan Repaid - Plant	33,500	33,800	0	0	0	0	0	0	0	0	0	0	0	0
Int Loan Repaid - Street Lighting	33,000	36,500	53,500	0	0	0	0	0	0	0	0	0	0	0
Legals	0	0	0	600,000	0	0	0	0	0	0	0	0	0	0
Rate Revenue - Roundabouts (30%)	308,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental - 89 Tamar St (100%) (net)	641,000	656,000	760,200	590,000	634,300	653,300	653,300	672,900	672,900	693,100	713,900	735,300	735,300	735,300
Rental - ARC (50%) (net)	156,000	158,500	163,500	169,200	125,000	128,800	132,700	136,700	140,800	145,000	149,400	153,900	158,500	163,300
Rental - Fawcett Pk (100%) (net)	65,000	0	0	38,200	40,800	42,000	43,300	44,600	45,900	47,300	48,700	50,200	51,700	53,300
Fawcett Park Café - Insurance Claim	0	0	75,000	0	0	0	0	0	0	0	0	0	0	0
Sale - ARC Residual (50%)	0	250,000	262,500	0	455,000	0	0	0	0	0	0	0	0	0
Sale - Harvey Norman Sale (Part)	1,780,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Sale - Land Adjoining BP (50%)	0	0	250,000	0	0	0	0	0	0	0	0	0	0	0
Sale - Southern Cross Sale	400,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 - Recouped	447,200	631,300	845,200	729,800	106,000	110,000	113,000	116,000	119,000	123,000	127,000	131,000	135,000	139,000
Sub Total	4,259,700	1,928,400	2,427,800	2,207,400	1,402,100	950,100	956,300	1,991,200	1,798,600	2,724,400	2,151,000	1,579,400	1,088,500	1,800,900
Less: Cash Outlays														
Operating Expenditure														
Development Application Refund	27,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Donations	0	5,000	0	0	0	0	0	0	0	0	0	0	0	0
Fawcett Park Café - Operating Expenses	0	33,000	17,700	0	0	0	0	0	0	0	0	0	0	0
Henderson Farm - Consents	0	2,000	0	0	0	0	0	0	0	0	0	0	0	0
Master Plan - Captain Cook Park	60,000	0	15,000	0	0	0	0	0	0	0	0	0	0	0
Master Plan - Kingsford Smith Park	0	0	18,000	0	0	0	0	0	0	0	0	0	0	0
Property Investigations	20,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Sharps Beach Masterplan	40,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total	147,000	40,000	50,700	0	0	0	0	0	0	0	0	0	0	0
Infrastructure														
Animal Shelter	280,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Ballina Cenotaph	0	0	0	25,000	0	0	0	0	0	0	0	0	0	0
Ballery Gallery	0	0	55,000	0	0	0	0	0	0	0	0	0	0	0
Ballina Sports and Events Centre	34,000	26,000	18,000	33,000	272,600	0	0	0	0	0	0	0	0	0
Ballina Surf Club	746,000	1,682,000	995,000	506,000	0	0	0	0	0	0	0	0	0	0
Coastal Shared Path	324,900	0	0	0	850,000	0	0	0	0	0	0	0	0	0
Pontoons	0	0	0	0	25,000	0	0	0	0	0	0	0	0	0
Fawcett Park Café - Mtce and Refurbishment	0	34,000	154,000	0	0	0	0	0	0	0	0	0	0	0
Keith Hall Boat Ramp	0	0	0	0	0	50,000	0	0	0	0	0	0	0	0
Lennox Head Rural Fire Shed	0	72,000	0	0	0	0	0	0	0	0	0	0	0	0
Lennox Head Community Centre	382,000	73,000	0	20,000	0	0	0	0	0	0	0	0	0	0
Loan Repayments Community Infrastructure	428,100	501,500	557,600	562,000	566,700	571,600	576,700	499,000	178,600	176,800	182,700	104,200	1,100	1,100
Main Street - Ballina	1,500,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Marine Rescue Centre	0	21,000	100,000	100,000	200,000	0	0	0	0	0	0	0	0	0
Marine Rescue Centre - Contingency	0	0	0	0	625,500	0	0	0	0	0	0	0	0	0
Newrybar Hall	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0
River Street - 139 Refurbishment	0	0	54,200	0	0	0	0	0	0	0	0	0	0	0
Shaws Bay Management Plan	0	0	0	0	0	75,000	104,000	0	0	0	0	0	0	0
Shellys on the Beach - Land Purchase	0	0	56,600	242,200	0	0	0	0	0	0	0	0	0	0
Sports Fields - Skennars Head	21,000	20,000	0	0	0	0	0	0	0	0	0	0	0	0
Sports Fields - Wollongbar	1,573,000	0	0	1,684,000	0	0	0	0	0	0	0	0	0	0
Street Lighting	13,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Swimming Pools	0	0	0	200,000	0	0	0	0	0	0	0	0	0	0
Tamar Street - 89 Refurbishment	0	0	138,500	3,000	0	0	0	0	0	0	0	0	0	0
Wardell Hall	0	0	20,000	0	0	0	0	0	0	0	0	0	0	0
Wollongbar Skate Park	0	0	0	0	10,000	340,000	0	0	0	0	0	0	0	0
Community Infrastructure (from Prop Develop)	0	0	0	0	0	0	0	1,000,000	800,000	1,700,000	1,100,000	500,000	0	700,000
Community Infrastructure	0	0	0	0	0	0	0	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sub Total	5,307,000	2,429,500	2,148,900	3,375,200	2,549,800	1,036,600	680,700	1,999,000	1,978,600	2,876,800	2,282,700	1,604,200	1,001,100	1,701,100
Total Outlays	5,454,000	2,469,500	2,199,600	3,375,200	2,549,800	1,036,600	680,700	1,999,000	1,978,600	2,876,800	2,282,700	1,604,200	1,001,100	1,701,100
Closing Balance	3,259,500	2,718,400	2,946,600	1,778,800	631,100	544,600	820,200	812,400	632,400	480,000	348,300	323,500	410,900	510,700
Net Movement - Increase / (Decrease)	(1,194,300)	(541,100)	228,200	(1,167,800)	(1,147,700)	(86,500)	275,600	(7,800)	(180,000)	(152,400)	(131,700)	(24,800)	87,400	99,800